



Our Vision

with our customers

Corporate Strategy 2020>2025

Our Clear Vision & Values
Our Strategic Objectives
Our Key Success Measures
A Message from our Board

A Warm Welcome

Welcome to our Corporate Strategy, which shares our vision and clearly sets out Clyde Valley Group's plans and ambitions from 2020 to 2025. This strategy has been created with the invaluable insight and help from our customers, colleagues and partners, to whom we would like to give a special thanks.

Much is changing for our customers and for the housing sector. The coronavirus pandemic impact may challenge us, change the way we work and change customer priorities in ways no-one has imagined. Our customers' safety and well-being are our priority. Be assured that our Strategy will flex and our service operations will be agile and responsive to all of this, whilst our financial investment levels are maintained for long-term objectives.

Scottish Government is encouraging us all to think as far ahead as 2040. There are significant challenges in achieving a carbon neutral Scotland by 2045, addressing poverty and inequality, growing numbers of older people and single households, health needs, homelessness and the rapid development of new technology in all areas of life. Clyde Valley Group will make it our business to understand customers' and employees' changing needs and expectations and address these key issues. This means that strong leadership, resilience and creativity will be essential. We aim to be an exemplar in working closely and effectively with our local authorities and other partners as we think working in partnership will be more critical than ever before.

We'll be doing more work on the future design of our new and existing homes. We will future proof our homes to support people throughout life changes, as they age, as their mobility reduces and to improve quality of life, to help with conditions such as dementia. Energy efficiency and working towards zero carbon targets will be a key focus and we build on our pilot work using non fossil fuels.

Our thriving subsidiary, Clyde Valley Property Services will play a vital part in extending our reach to offer quality services and housing options across tenures to improve choice, affordability and better housing standards for the benefit of our regional housing market - from mid-market rent to launching a new lettings service to private landlords.

Our financial plans set out how we intend to fund our activities, ensure that we meet our lenders financial covenants, make rents and services affordable and deliver value for money. Our plans identify our future borrowing needs that will allow us to deliver our programme for new homes and continue to invest in our existing homes and other assets. We robustly test out our financial plans so that we know we can deal with any risks.

Our customers' safety and well-being are our priority.

Clyde Valley Group's growth and ambitions mean we'll continue to make a significant contribution to reducing homelessness across our region and to play our part in realising ambitions for wider social and economic regeneration. Our intention is to focus on our localities and remain the key strategic Registered Social Landlord (RSL) partner in Lanarkshire and East Dunbartonshire, maximising and strengthening our wider social and economic impact.

Our Group continues to grow and we now own around 4200 homes and provide factored services to more than 3000 owners. We are proud that people see us very much as a local and regional landlord and employer.

We make a notable difference to lives and communities, including to help meet housing needs. By 2025, we'll be providing a brilliant customer experience to at least 8500 customers, and this Strategy has been created to help us fulfill this goal.

“We'll be doing more work on the future design of our new and existing homes. We will future proof our homes to support people throughout life changes, as they age, as their mobility reduces and to improve quality of life, to help with conditions such as dementia.”

“Ambition and a focus to deliver better drives us on daily basis, and we intend to ensure customers are at the heart of our decisions, actions and operations.

As we grow Clyde Valley Group wants every member of its team to grow too so they realise their potential, to help us meet future challenges, spot new opportunities and deliver something exceptional for our customers.”



We hope from reading this Strategy that you will understand that as much as the number of new homes we will build is important to us so we help to meet housing need, our central priority is our people, our customers, and our communities.

We recognise the pressures many of our customers face and intend to keep rent increases as low as we can over the next 5 years. However, we also know that some of our customers struggle to meet their housing costs and this is not just about rent; it's about the cost of fuel and running costs, council tax and other

bills. Therefore we are investing our efforts to fully understand the challenges of meeting whole housing costs, so we can ensure our customers get the right support to deal with these. One of the ways we can achieve this is by designing and improving homes that are increasingly energy efficient.

Ambition and a focus to deliver better drives us on daily basis, and we intend to ensure customers are at the heart of our decisions, actions and operations.

As we grow, Clyde Valley Group wants every member of its team to grow too so they

realise their potential, to help us meet future challenges, spot new opportunities and deliver something exceptional for our customers.

By listening, learning and working together as a team, with partners and customers, we have created a Strategy that is robust yet innovative, to challenge us and benefit our customers.

Allan Murray, Chairperson & Lynn Wassell, Chief Executive, Clyde Valley Group

The Purpose of Our Strategy



Customer Experience & The Customer Journey Is At The Heart Of Our Operations



Continued Investment In People, Communities & Homes



Energy Efficient & Sustainable Solutions For All Homes



Provide Homes For Those Most In Need & Improve Social & Economic Impact



Build over 700 New Homes By 2022



Positively Influence Local Authorities & Government For Our Communities

Our Clear Vision & Values

Created together, to
deliver together.

Our team at Clyde Valley Group has a collective focus to achieve our vision, underpinned by our values in order to successfully deliver our strategic objectives.

Ensuring we deliver what we say, when we say, is what motivates us. Therefore, our vision and values have been carefully created to ensure they are actionable and that we can live them everyday through our behaviours. What's more they result in tangible and trusted benefits to our customers.

Just some of our team and partners who make Clyde Valley Group such a success.



Connecting our vision with our actions



Our Vision

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

We'll support customers to realise their ambitions too.

BE driven by excellence

Our CVG team is relentless about doing better for customers, learning and focused on improving performance, doing more for customers and reducing customer effort.

Our Values

BE all about customer

Customers are our first priority and they drive everything we do and how we do it. This means we will make sure we know our customers well, do the right thing, and always deliver on our promises.

BE caring

Most importantly we're people-centred, will listen and support customers and each other. We care about getting it right for customers.

BE ambitious

CVG and our people continue to grow and we'll always be ready for any opportunity as long as it benefits our customers.

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

Together we make the difference.

Great teamwork matters and we'll work together in enjoying what we do and making life easier for customers.

Our Social Responsibility

People and communities are at the heart of what we do. We're committed to making a difference and one of the ways we will continue to do that is through our Corporate Social Responsibility (CSR) Strategy.

Our CSR Vision is that “Clyde Valley Group makes a difference to the communities it serves through a shared understanding and sense of social responsibility that delivers and sustains a positive impact on its communities, environment, people and customers. Clyde Valley Group can be trusted to do what it says it will do.”

Putting sustainability at the heart of our CSR Strategy





Our Strategic Objectives

1 Group.
5 Strategic Objectives.
Multiple Customer Benefits.



- 1** Providing a brilliant customer experience, delivering service excellence
- 2** Addressing housing need and offering services across all tenures
- 3** The leading RSL partner to create sustainable homes and communities
- 4** Focused on value for money and excellent governance as a growing and sustainable business
- 5** Aim to be the best housing association employer, committed to developing employees to realise their potential

1 Providing a brilliant customer experience, delivering service excellence



Helena Montague is an Apprentice with Timetra, one of our principal contractors.

All About Our Customers

Customers are our first priority and drive everything we do and how we do it.

What our commitment will deliver in real terms

- > New ways of delivering services to address the risks of Covid-19
- > Catching up with routine repairs and investment in homes that have not been completed due to the Covid-19 pandemic
- > A redesigned service delivery model, co-designed by customers and Clyde Valley Group colleagues
- > Introduction of a contact centre to provide reliable and consistent contact handling
- > More repairs appointment slots with allocated times
- > SMS texts and email updates on progress of repairs and other services
- > Faster 'first time fix' when a customer orders a repair

What this objective means for our customers

- > Confidence in our value and unquestionable trust in us to deliver all their housing service needs
- > A safe service delivery in homes with social distancing, as long as required
- > Benefit from 'best in class' service that is always improving as measured against other service providers
- > Increased and consistently high satisfaction levels

- > A reliable and easy experience when they contact us
- > More ways to engage with us and get involved
- > Knowing that they are understood because our services are personalised and targeted to their particular needs

A look at how we will make these benefits a reality

- > Use technology to replace face-to-face contact during Covid-19 and beyond, where it is more effective and efficient
- > Implement improved solutions for and increase digital access and self service 24/7
- > Mobilise our colleagues through mobile working technologies to allow them to spend more time with customers and in communities, and less time in the office, making them more visible and accessible
- > We will ask our customers for feedback, we will listen, and we will take action
- > Develop and apply a new set of measurable and clear customer service standards, co-produced with customers
- > Deliver our improved reactive repairs service with a new 4 year contract in place

- > Drive up satisfaction rates for our customers who are factored owners
- > Readily invest in our older properties to create better, modern and sustainable homes
- > Take a pro-active approach to minimise the need for customers to 'ask' and us to 'respond'
- > Use real time customer feedback as our tool to constantly improve our service levels and identify opportunities

“Our people will build authentic engagement and relationships to drive everything that we do.”

CUSTOMER
SERVICE
EXCELLENCE®



2 Addressing housing need and offering services across all tenures

An Ambitious & Driven Approach

Our organisation and its people are ambitious, which helps our customers realise their ambitions too.

“We will provide and design homes that are fit for the future, as well as creating new business and services ”

What our commitment will deliver in real terms

- > Over 700 new homes for social rent will be built
- > The launch of Clyde Valley Lets with a compelling offer to manage properties for private landlords
- > High quality sustainable property factoring and commercial letting services

- > Mixed tenure sustainable projects for business growth opportunities and to meet community demand, including growing our residential lettings portfolio of mid- market rented homes

Meet Drew Sykes,
Technical Officer,
Clyde Valley Property Services.



What this objective means for our customers

- > A range of quality homes available for varying needs and lifestyles, in the right locations, close to amenities
- > Affordable, safe and sustainable homes for now and the future
- > Safe and secure home environments designed for all age groups and life needs
- > Profits from our Clyde Valley Property Services subsidiary are re-invested for the benefit of all our customers and communities

A look at how we will make these benefits a reality

- > Keep our asset management strategy under review and carry out regular stock condition surveys
- > Find solutions to deal with our small number of hard to let homes
- > Continue to work closely and effectively with local authority partners to identify the number, size and type of homes required, and where
- > Work with our contractors to deliver a programme of new homes efficiently and explore modern methods of construction
- > Changes in the design of new build and other homes so they remain fit for the future
- > Engage with innovation to design smart and sustainable energy efficient homes for the future in line with government targets
- > Consider and respond to our ageing population by creating fit for purpose homes and environments, that offer value and are affordable

3 The leading RSL partner to create sustainable homes and communities

“This is a team effort as we work closely with Local Authorities and other partners to help make our customers’ lives and communities better.”

What this objective means for our customers

- > Supporting our partners to reduce homelessness and improve health in our communities
- > Safe communities and a high quality environment outside their homes
- > Warmer homes and reduced energy bills
- > Well-designed homes that are adapted to their needs including homes that are dementia friendly
- > Getting the right help and entitlement to welfare benefits into their pocket
- > More support and expertise when they need it most
- > Better welfare for our tenants and reduced vulnerability for individuals
- > Increased opportunity for employment

A look at how we will make these benefits a reality

- > Combine our agility and expertise with the scale and influence of our Local Authorities to deliver exemplar partnerships in Lanarkshire and East Dunbartonshire
- > Build on the findings of the study commissioned by the Scottish Federation of Housing Associations (SFHA) and Joseph Rowntree Trust to measure and increase awareness to optimise our economic and social impact on our customers and communities

- > Continue working with our local employment partnership Routes to Work
- > Conduct yearly reviews of our contribution to Strategic Partnerships with our Local Authorities
- > Actively explore opportunities for new joint ventures, partnership delivery models and income generation
- > Work with our local authorities to deliver rapid re-housing to reduce the need for temporary accommodation
- > Pilot and develop our Future Homes partnership to provide homes to young people leaving care
- > Continue to support and promote our ‘Make a Stand’ commitment to tackle domestic violence
- > Work with the SFHAs’ Innovation Hub to explore new technologies, as well working with construction companies, universities and other learning centres

Where Great Teamwork Matters

Together we will make a difference, in making life better for our customers and in how we support communities.

What our commitment will deliver in real terms

- > A new affordable rent strategy
- > Promotion and development of our income maximisation and referral service for help in claiming welfare benefit and getting debt advice
- > £26m investment in property improvements and planned maintenance
- > More investment in our older pre 1998 homes for social rent when they become empty

- > A responsive partnership approach to address community safety and tackle anti-social behaviour
- > Investment to maintain and improve the local neighbourhood environment
- > Trained and supportive employees who address tenancy support needs for older customers and those customers who are most vulnerable
- > Community benefits funding levered through all our procurement and directed to apprenticeships and community development

Mrs Laird is a customer and resident at Glengowan Gardens.



4 Focused on value for money and excellent governance as a growing and sustainable business

Carron Garmory,
Director of Finance &
Corporate Services.



Driven By Excellence

Our relentless drive to do better and work smarter will ensure best value for our customers.

What our commitment will deliver in real terms

- > Turnover of £28m by 2025 with profit for future investment and a strong financial balance sheet
- > A new asset management strategy
- > SmartThink yearly reporting to customers on efficiency
- > Enhanced digital access and communication for our customers
- > More dedicated time spent with customers as a result of more efficient service operations
- > A team that is better equipped with technology and support to reduce waste and drive up efficiency
- > A published Annual Assurance Statement

What this objective means for our customers

- > Full accountability backed up with transparent and clear communication and information
- > Improved customer experience and reduced effort to contact us
- > More and easier ways to access services 24/7
- > Better value for money for the rent and services they pay for and choice on where it is spent
- > Knowing that their rents and service charges are spent to provide maximum benefit for customers
- > Assurance that we comply with regulatory standards and transparent information on our governance available on our website
- > Assurance that the customer voice is being heard and scrutiny recommendations are followed through

A look at how we will make these benefits a reality

- > Excellent financial business planning and risk management
- > Our Digital and SmartThink Strategy
- > Act upon new regulatory guidance for strong and effective asset management

“Our social purpose can, and will sit together comfortably with smart commercial thinking.”

- > Maximise the return on investment through procurement to deliver community benefits
- > Seek external grant funding to add to our investment
- > Use customer and performance information and data intelligently
- > Invest wisely in new technology and skills which will lead to saving time and effort for us and our customers
- > Support to our Customer Panel to provide independent scrutiny of what we do and how we do
- > Recruit and retain strong and effective Board Members
- > Continue to deliver our Governance Excellence Plan which drives improvement in our accountability to customers
- > Continue to undertake benchmarking exercises both within and out with the housing sector

We Care, About People & Their Passion

Our ambition is to have the best people in the business, strong leadership and a diverse and inclusive workforce. We will invest in every sense to make this happen. We want to know what makes people tick, we listen and we motivate.

What our commitment will deliver in real terms

- > An efficient, high-performing and capable skilled workforce in line with our growth and partnership plans
- > A confident, happy team with healthy well-being treated with equality and fairness
- > Maintaining our Gold Healthy Working Lives Accreditation
- > Our activities range from Dementia Awareness, Mental Health Awareness, awareness of domestic abuse and suicide prevention to healthy eating and healthy living
- > More flexibility of when and how people work, making the best use of technology to easily adapt to meet changing customer needs
- > A values driven business delivering a strong Corporate and Social Responsibility and Volunteering contribution
- > Positive impact to the environment based on our commitment to learning more, influencing more and taking action on climate change

5
Aim to be the best housing association employer, committed to developing employees to realise their potential

Graham Harper,
Apprentice with
Clyde Valley Housing
Association, through
Routes to Work.



What this objective means for our customers

- > Access to the best skilled, trained and committed team through the Clyde Valley Group
- > Increased value, quality of service and satisfaction
- > Relationship with a team that cares and is people centred, with employees who are trained to support individual customers' needs
- > Connection with a team that is increasingly visible and out in our communities
- > Equality and fairness of service, with social justice, in everything we do
- > Added value through our annual fund raising and volunteering to support local charities and our communities

A look at how we will make these benefits a reality

- > Investment in training, support and 'whole' health of our team so our work together is both satisfying and we are full of pride in making a positive difference to our people, customers and communities
- > Being a modern, fair and flexible employer with a diverse and inclusive workforce

“We will deliver exceptional results to our customers by sustaining a culture of learning and innovation, and making the most of our people’s skills and talents.”

- > Provide integrated technology for our workforce resulting in smarter working and self-directed learning and development
- > Provide a modern and compelling employee offer which attracts and retains talent and experience
- > Create new partnerships and joint plans to grow and retain skills in Clyde Valley Group and the wider Scottish Housing sector
- > Our CSR Group chooses an annual charity to fundraise for and colleagues can contribute through payroll
- > Colleagues volunteer and fundraise for charities, giving up their own personal time

Our Key Success Measures

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Build on the results of our Customer Services Excellence re-accreditation in 2022 and 2025	By 2022 we will develop and test new innovative models for construction and technology for our new homes and to sustain existing homes	Minimising the number of evictions, maximising the number of tenancies sustained and how long they are maintained for	Top quartile performance in the RSL sector for keeping costs low whilst improving performance	We will improve the results of our employee engagement surveys each year and seek Investors In People Accreditation
Achieve top quartile performance and value for money as benchmarked with our RSL peers	By 2022, Clyde Valley Group will build in excess of 700 new homes	Establish mechanisms to monitor our impact on individuals requiring our support with their tenancy	Deliver our new rent increase strategy and continually improve rent collection performance	Maintain Healthy Working Lives Gold accreditation each year
Improve top line results each year for our Annual Customer Satisfaction Survey and our net promoter score	By September 2020 we'll launch a new private lettings business and brand through Clyde Valley Property Services called Clyde Valley Lets	Achieve the jointly agreed annual targets for housing and supporting homeless households with our Local Authority partners	Assess ourselves against the European Foundation for Quality Management	Impact measurement in return for training and personal development investment
Measure and increase our customer effort score	By 2025, Clyde Valley Property Services will expand our private lettings business to 450 homes	We will invest £26m in improvements to our homes over the next 5 years	Regulatory compliance achieved and annual assurance action plans delivered	Increase the number of apprenticeships, internships and work placements adding value to the business

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Through the use of service standards and a Customer Experience Management (CXM) system, monitor speed and quality of resolution for customers	By April 2022 CVPS will determine the potential for growth of factoring services	By December 2020, our homes will meet Energy Efficiency Standards in Social Housing (EESH1) and EESH2 by March 2025	Investment in IT with the move to Office 365 and Sharepoint in 2020	By December 2022 every employee will be trained in coaching skills and will have opportunity to provide and receive mentoring
Establish a customer contact centre to provide reliable and consistent contact handling	By 2025 we will have an agreed plan with our joint venture Innov8 to divest of these shared assets	Increase the number of community initiatives we are supporting	In 2020 we will grow our business improvement team to bring most efficient ways of working	By 2022 our employees will be fully agile and be equipped for mobile working in our digital environment



“The true measure of our success is providing homes for our customers which gives them a safe quality of life.”

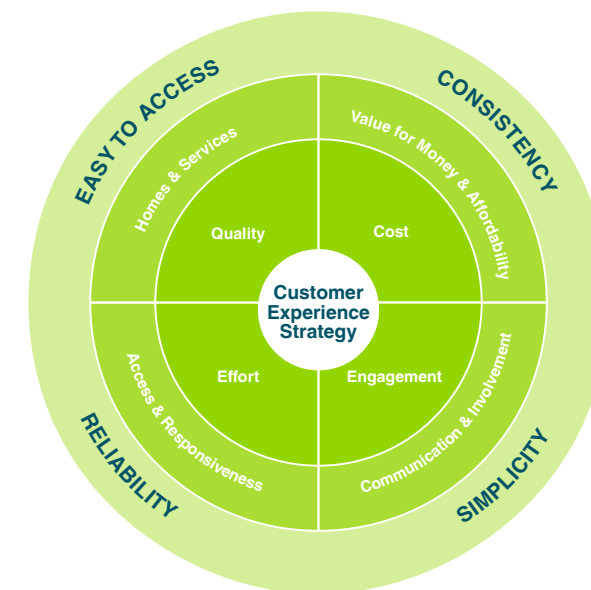
Andrea Docherty,
Housing Officer,
Clyde Valley Housing Association.

Our Supporting Strategies

It's in the detail for our delivery.

To achieve our group Corporate Strategy, there are four core Strategies that support and align to it as pillars for successful delivery. This cohesive approach will allow our organisation to achieve and to grow; for our people and our communities.

To read each strategy, click each icon below.



A Message from our Board

At the time of publishing this 2020-2025 Strategy, our customers, our team, our partners and their families and friends have faced and been enduring the life changing impacts of a global pandemic; Covid-19.

The way we live and work has been fast changing, which has demanded flexibility, adaptability and decision making at a pace unlike our normal working behaviours. This has seen us working and living in all sorts of new and different ways. Our team is mainly working from home and we're doing our very best to help our customers through this time.

The COVID-19 pandemic has affected every single person in one way or another, and it's with pride we can acknowledge our people's resilience and innovation to help Clyde Valley Group change the way in which we now deliver services and use technology.

Homes have never been so important because they provide security in life and make people feel safe. From this, Clyde Valley Group's role has never felt so important in continuing to make sure we keep our customers, their families and communities safe.

Our plans over the next 5 years were always about understanding more about the lived experience of our customers to help shape our future service. During the pandemic, we have continued to do just that.

We've experimented with new ways in communicating and getting information and we're using all our findings to successfully continue our services as best we can.

We know that our customers and our employees will feel differently - they may be fearful just now, they may have very different aspirations for their future. We see it as our job to continue to find out, act and respond to those changing needs and provide support to those who need it most.

The Clyde Valley Group is directed by a Board of elected board members, who drive the operations and success, year on year.

**For further information on our Corporate Strategy 2020-2025
or to provide feedback, please contact us.**

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Other formats of this document are available on request. Please ask.

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