



CLYDE VALLEY
GROUP

Investment & Growth Strategy

Created with purpose & action
2020>2025

Contents

Investment & Growth of our Assets	3
Asset Management Strategy	6
LSVT Property Improvement	10
Safety & Compliance	12
Investment & Growth	14



Investment & Growth of our Assets

Together we make the difference

Investment & Growth of our Assets



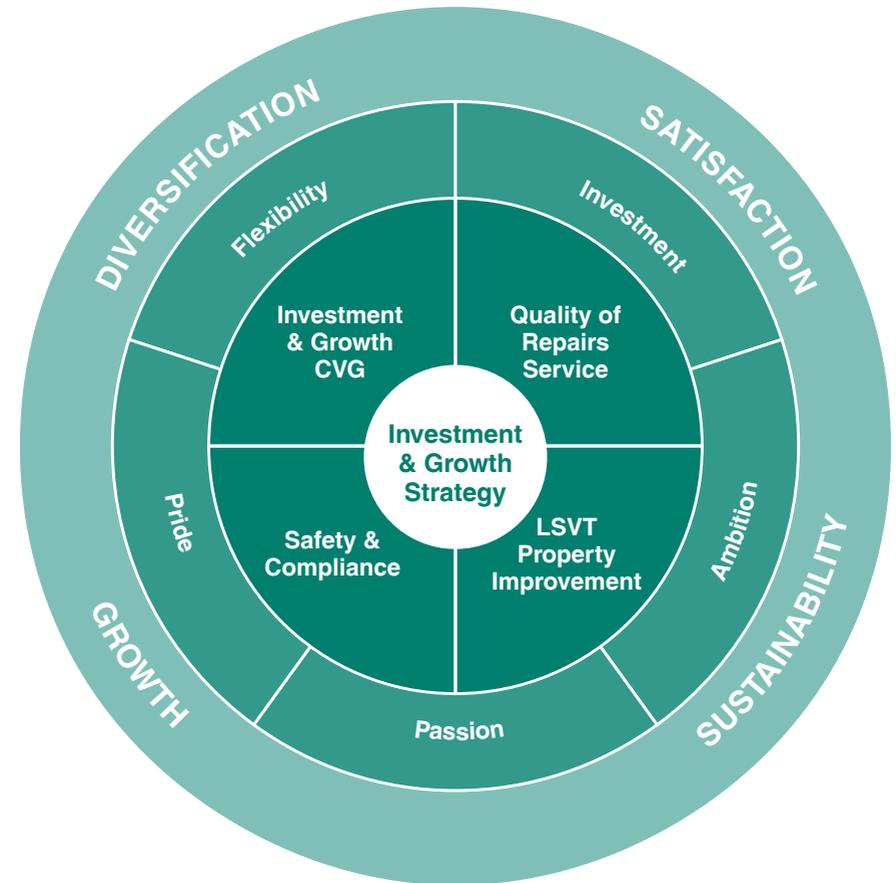
Key Aims

- > Provide good quality affordable homes
- > Deliver stock investment which is sustainable
- > Maintain accurate and thorough stock information
- > Deliver efficiency savings through procurement and other means
- > Improve energy efficiency in our homes
- > Ensure effective customer involvement
- > Maintain a balanced portfolio through new build, acquisitions, disposals and tenure diversification
- > Ensure stock meets regulatory requirements and property and associated legislation



Key Outcomes

- > Redesign of repairs service to benefit customer experience
- > Minimising the points of contact CVHA employees have during individual repairs journey
- > Increased targeted investment in Pre 1998 stock
- > Full compliance with all standards relating to gas, electrical inspection and fire regulations
- > Budgets identified and current specification to prepare for increase in environmental standards
- > Sustainable growth for CVG across all tenures
- > Meeting needs for current and future customers



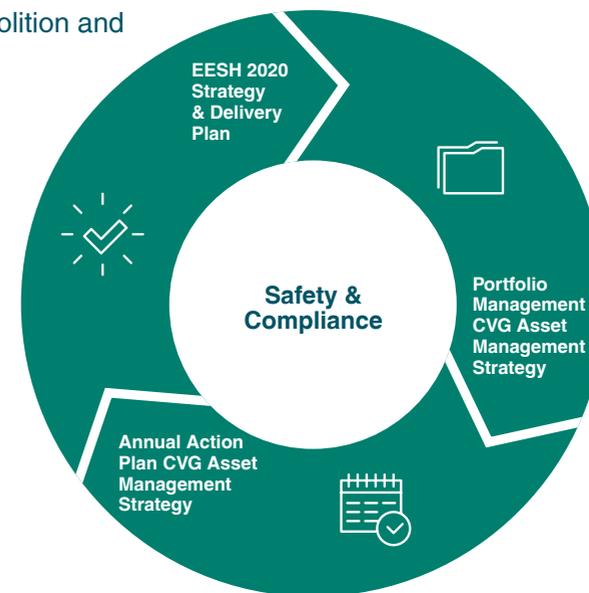


Asset Management Strategy

Our key aims to deliver

- > Provide good quality affordable homes for people in housing need, which are well maintained, safe and affordable
- > Deliver stock investment which is sustainable, represents best value and provides excellent customer satisfaction
- > Project future costs for replacing building elements to meet the required standard which are sustainable within the Clyde Valley Group (CVG) Business Plan
- > Maintain a high quality and standard of stock condition information to allow for timely replacement of building elements, and allow for CVG to make informed decisions

- > Identify which stock is sustainable using information on demand, historic repairs information and assessing future housing need and consider stock acquisition or rationalisation on this basis
- > Improve energy efficiency of homes in order to help reduce fuel poverty
- > Maximise the use of existing and new stock, land and other assets
- > Maintain a balanced portfolio through new build, acquisitions, disposals, remodelling, tenure diversification, demolition and redevelopment
- > Encourage a CVG-wide approach to investment
- > Balance the needs and expectations of stakeholders, through managing assets in an efficient and affordable manner
- > Maximise training, employment and wider community benefit opportunities for local people
- > Promote equality and diversity through asset management





Quality of Repairs Service

Customer Updates

The new repairs contract commenced in July 2020 and this will see the introduction of text and email updates for each repair reported. This will confirm acknowledgement of the repair as well as reminders from the contractor prior to the appointment date and time. In addition the customer will be able to track the repairs operative on the day of the repair leading up to attendance at the property.

Increased Appointment Slots

From July 2020 appointment slots will be offered on Tuesday and Thursday evenings and Saturday mornings. These will only be available for repairs where it is estimated that the job can be completed within 90 minutes of arrival but this will allow a greater opportunities for customers to book a time to suit their circumstances.

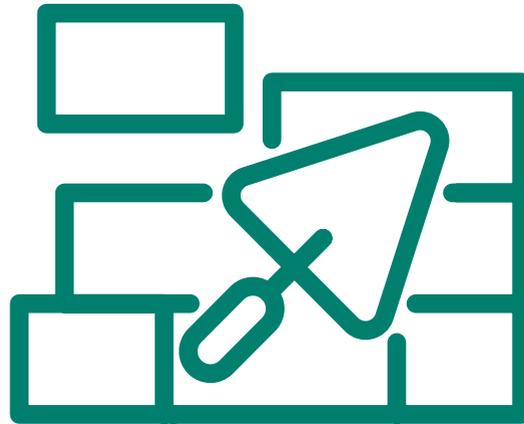
Increased Quality Inspections

As part of the service offering from the contractor a dedicated role has been assigned to inspect completed jobs. This will allow both CVHA and the contractor to monitor the quality of the repair that has been delivered and the performance of each tradesperson, with the aim that if standards are not being kept remedial actions can be taken. It is the intention that we will also continue with our text customer satisfaction survey, which, again gives virtually live updates on our customers perception of the service.

System Integration

This will see the systems used by both the CVG team updating on a live basis. This will reduce the double handling of information as well as allowing our employees to respond to customer queries more quickly and efficiently.





LSVT Property Improvement

Increase in Customer Satisfaction

CVG have currently 1,300 properties built before 1998. Our component replacement programme matches industry wide life cycles and this is currently up to date. However, the traditional approach to asset management and stock condition surveys does not take account items like the

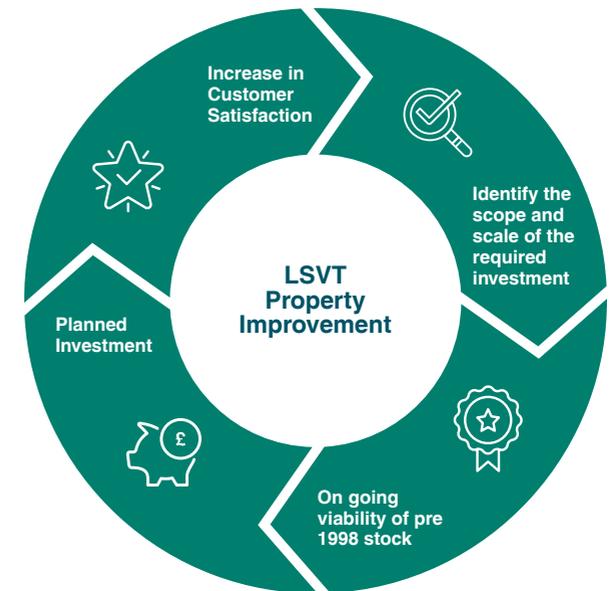
standard of decoration, the condition of facings and soffits and the presence of artex in a property. Some or all of these items have an impact on customer satisfaction of the pre 1998 properties. The aim of this initiative is to ensure that all our properties are desirable going forward with works being programmed when properties are vacant.

Identify the scope and scale of the required investment

We will use our 2020 Stock Condition Survey to quantify the scope, cost and extent of the works. The surveyors will visit approximately 400 of this property subset and this give a strong representative sample and allow informed decisions to be made by Board to the viability and delivery of these works.

On going viability of pre 1998 stock

This exercise may involve a viability assessment of small areas of our stock portfolio. This will involve a detailed review of demand, the desirability of the house types and style measured against next 30 years income and expenditure. Ultimately this will determine the future investment strategy for these stock areas.





Safety & Compliance

Health & Safety Board

Health and Safety is at the centre of the CVG activities and is both evidenced, and reinforced with the cross directorate Health & Safety Board. The Health & Safety Board influences and monitors all aspects of the business and ensures that all our activities are delivered in a safe and planned manner to minimise risk to all.

Safety of Our Customers & Contractors

The CVG undertake annual gas checks, and a number of other programmed checks including electrical inspections, lift maintenance, and water quality. We have to respond to changing standards in a planned and swift manner to ensure that our customers are protected at all times.

CVG retain records of asbestos in our properties and ensure that all revenue and capital contracts are delivered against current Health and Safety Legislation and CDM Regulations 2015.

This will require us to be current with Government thinking and policy initiatives as well as always having the flexibility to react to deliver to changing standards.

Compliance

CVG will continue to meet the standards set by Scottish Housing Regulator and others to ensure that our housing stock is always desirable for current customers and attractive for new customers in the future.





Investment & Growth

Property Maintenance & Investment

CVG will continue to invest in our stock both to deal with reactive repairs and planned component replacement. The next Stock Condition Survey will commence in 2020 and will be based on a 30% representative stock sample and this will drive the investment lines within the Business Plan through 2025.

Energy Efficiency

CVG have already piloted alternative non fossil fuel systems and this will come more into the fore as the strive for a carbon neutral country nears. The Group has to ensure that we have current property data records and systems in place that can accurately track the impact of changing legislation and Government requirements to ensure that we have the financial resources and flexibility to meet these demands.

In addition over the period of the plan CVG will pilot alternative construction models to test the benefits of these against energy efficiency as well as against value for money.

New Supply & Tenure Diversification

CVG will continue to deliver the new supply properties included within our Business Plan and will work with funders and others key stakeholders to maximise the number of delivered properties throughout the Strategy period.

We will continue to look to deliver an element of Mid Market Rent properties and, with Clyde Valley Property Services, we will continue to deliver a mix of residential properties for outright sale.

Other Services

In particular through our Clyde Valley Property Services subsidiary we will look to deliver our offerings in relation to supporting the Private Rented Sector and Factoring Services.



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