

VALUE FOR MONEY & PERFORMANCE REPORT

• EFFICIENCIES & SAVINGS •



IMPROVED SERVICES
AND SYSTEMS

• PARTICIPATION •

CUSTOMER ENGAGEMENT



• RETURN ON ASSETS •



STOCK INVESTMENT

• OUR AIM •

DOING THE
RIGHT
THING



• OUR AIM •



DELIVERING THE RIGHT RESULTS

• OUR PERFORMANCE •

3,392 | AVERAGE
HOMES | RENT
INCREASE OF
3.00%

**TOTAL RENT
DUE WAS £13,593,360**

• HOW WE SPEND YOUR POUND •



MAJOR IMPROVEMENTS	£0.14
REPAIRS	£0.13
LOAN INTEREST	£0.19
MANAGEMENT & RUNNING COSTS	£0.24
OTHER	£0.05
NEW HOMES	£0.25

• YOU SAID, WE DID •

**YOU SAID,
WE DID**



• EFFECTIVE PARTNERSHIPS •



EXTENDED PARTNERSHIP WORKING

• FUTURE PLANS •



VISION

TOWARDS 2020...

• CONTINUOUS IMPROVEMENT •

ALWAYS LEARNING



• OUR AIM •



DOING THEM IN THE RIGHT WAY

CAMPBELL BOYD CHAIRMAN



I am delighted to present the Clyde Valley Group's Annual Performance Report and Value for Money statement for 2016/17.

This will be the final time I do so as my tenure as Chairman of Clyde Valley Housing Association will end at the 2017 Annual General Meeting. Having been a member of the Board since the organisation's inception in 1996 (and 2 years prior to that), I have witnessed our portfolio grow from 1100 homes to almost 3500 and have seen the effects of an investment of £226.5 million.

This year we celebrated our 21st birthday, which has caused us to step back and reflect on what the Group has delivered and achieved for our customers and communities. I was overwhelmed when reminded that to date we have:

- / a portfolio of 3396 houses;
- / built 1823 new houses;
- / had 70 voluntary Board members;
- / 5162 lets;
- / invested £226.5 million together with Housing Association Grant of £127 million in new homes; and
- / spent £53.4 million in planned, cyclical and reactive maintenance.

If you would like to watch the video created especially to mark our 21st, it can be viewed on YouTube (link from our website).

I would like to take this opportunity to thank sincerely all of our Board members, staff, customers, volunteers, partner organisations and agencies, locally and nationally, for their assistance and support, not only over the last year, but the past 21 years. We cannot achieve our objectives alone - our success is down to those strong, constructive and professional relationships we have in place.

I would like to take this opportunity to welcome our new Chairman, Allan Murray and wish him the very best for his tenure.

Campbell Boyd, Chairman

LYNN WASSELL CHIEF EXECUTIVE



The Clyde Valley Group is committed to achieving high performance and value for money in the delivery of all of its services and has this as one of the key, fundamental, strategic objectives of the Group.

We have a robust performance management framework in place to which all staff contribute, with an ethos of continuous improvement and learning. We also have a formal Value for Money strategy in place which is defined as:

"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."

The aim of this report is to show you our attainment of the Value for Money Strategy during the year, covering:

- / an assessment of our performance against the Scottish Social Housing Charter;
- / comparisons with other landlords and national performance;
- / where we have listened to your feedback and what we have done with this;
- / how and where we intend to address future areas for improvement;
- / how we spend your pound and what our other investment plans are; and
- / future aims and activity over the next five years.

I look forward to seeing the Clyde Valley Group continue to grow and thrive, whilst still providing exceptional services for customers.

If you have any comments on this report, we would be happy to hear them. Please contact us by any of the methods detailed on the back page.

In the meantime, I hope you enjoy reading our report on 2016/17 and we're looking forward to working with you to deliver our aims over the next 5 years.

Lynn Wassell, Chief Executive

**WE DEFINE OUR VALUE FOR MONEY STRATEGY AS:
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**

VALUE FOR MONEY

EFFICIENCIES AND SAVINGS

PARTICIPATION

RETURN ON ASSETS

OUR PERFORMANCE

HOW WE SPEND YOUR POUND

EFFECTIVE PARTNERSHIPS

FUTURE PLANS

CONTINUOUS IMPROVEMENT

YOU SAID, WE DID

EFFICIENCIES AND SAVINGS



IN ACCORDANCE WITH OUR VALUE FOR MONEY STRATEGY, BELOW ARE ACTIONS WE HAVE TAKEN TO MAKE EFFICIENCY SAVINGS

WE HAVE...

- / Undertaken further reviews of services and recruited new staff. These include an additional Income Maximisation Officer to help tenants with the new benefits system and a Technical Officer who can support homeowners regarding the quality of landscaping services.
- / Consolidated our complaints system and process to enable improved feedback and subsequent responses to customers.
- / Redesigned our housing management software in preparation for the rollout of the new Universal Credit system of welfare benefits, to monitor associated risks, whilst improving the reporting function and engagement with customers.
- / Extended handheld technology for all of our frontline teams which in turn creates a better service to our customers. This enhancement has the added benefit of reducing follow-up, administrative work, freeing our officers to carry out more visits to support our tenants.
- / Introduced an online portal for customers so that they are able to access their rent account online and check the status of repairs.
- / Created a mobile app (application) that allows customers to access their accounts at a convenient time for them, and enables them to make payments, check their accounts and report repairs.
- / Developed text messaging module to improve contact with customers.
- / We commenced a review of our IT Strategy to ensure that it is aligned to our new Corporate Strategy. That allows us take every opportunity to maximise efficiencies and enhancement of our IT service, together with the management of cyber-crime and data protection risks to the business.
- / Introduced our Housing Options Strategy and Action Plan, which focuses on customer service initiatives, plus improvements and efficiencies around lettings, sustainment and income.

PARTICIPATION



WE HAVE...

- / Through holding customer Open Days in Gartlea, Airdrie, we obtained tenants' views that helped shape a local lettings initiative and which took into consideration their comments on environmental factors and improvements to the community.
- / Held public meetings in Douglas to promote and discuss investment improvements to customers' homes.
- / Continued to work extensively with the CVHA Customer Panel. We welcomed new members and focused scrutiny on our lettable standard, customer care and service standards, and reviewed the design and content of our annual performance report. Some of this scrutiny work involved members of the Panel job shadowing staff and going with staff on site visits.
- / Refreshed our Customer Service Policy and Standards.
- / Achieved Customer Service Excellence re-accreditation and achieved and increased the number of 'compliance plus' areas gained previously.
- / Continued with our independent monthly Customer Feedback Surveys with tenants and homeowners.
- / Redesigned our Nova website to make it more relevant to, and 'user friendly' for, our customers.
- / Continued to develop Twitter account @CVHA_.
- / Reviewed vulnerability indicator for affected customers, which provided better contact and enabled suitable support plans to be developed for them.
- / Continued with our 'You Said, We Did' report in newsletter and online to widen opportunity for customer feedback.
- / Extended welfare benefits, Universal Credit and income maximisation advice for customers.

RETURN ON ASSETS



WE HAVE...

- / Invested £1.7 million on capital works (major improvements) to our homes.

This included:

£650,000 on new kitchens

£385,000 on roofs and insulated render

£135,000 on boilers

£20,000 on renewable heating trials

- / Stock Condition Surveyors visited approximately 280 homes, the first part of a 1100 inspection programme to be completed Spring 2017.
- / Spent £100,000 on cyclical works (painting and gutter cleaning) to our homes.
- / Obtained £65,000 grant support for investment works which aid our progress in meeting the Energy Efficiency Standard for Social Housing (ESSH).

- / Invested just under £32 million on the development of 195 new homes, with almost £19 million received through Scottish Government grant and almost £12 million of private finance.

- / Completed and handed over these 195 new build properties, built in:

North Lanarkshire (46)

South Lanarkshire (149)

- / Introduced 2 hour appointment slots for non-emergency repairs.
- / Consulted with Douglas customers on energy-efficiency investment projects for local, non-traditional house types.
- / Built 44 new homes for mid-market rent in high-demand locations.
- / Carried out gas safety checks in 100% of properties.

- / Spent £1,122,309 on maintaining our homes through routine repairs.
- / Carried out 8385 reactive repairs across our housing stock.
- / Carried out 70 medical adaptations at a cost of £163,000.
- / Spent £376,000 on upgrading our void properties to our minimum lettable standard.
- / Contributed to Scottish Procurement Alliance to assist with obtaining contracts that demonstrate excellent value for money.
- / Commenced work on new Stock Condition Survey.
- / Continued advancement towards meeting the Energy Efficiency Standard for Social Housing (ESSH) delivery programme.

HOW WE SPEND YOUR POUND

Major improvements	£0.14
Repairs	£0.13
Loan interest	£0.19
Management and running costs	£0.24
Other	£0.05
New homes	£0.25

WE HAVE...

- / Refreshed our Procurement Strategy in line with new regulations.
- / Commenced discussions on further refinancing to enable further growth and development of new homes across Lanarkshire and beyond. This includes social and mid-market rent properties.
- / Joined value for money benchmarking forum with Scotland's Housing Network – data to be shared with customers during 2017/18.
- / Assisted with obtaining grants for homeowners to facilitate progress on investment projects.
- / Conducted quarterly reviews by our Board of all investment and repairs spend to ensure efficiencies and best value are delivered.
- / Reviewed our budget planning process, with annual budgets developed from zero-based position by all Managers.
- / Reviewed and compared costs with G8 Finance Benchmarking Group.
- / Promoted the Value for Money Statement to all customers in various formats.
- / Promoted the Value for Money Statement with all staff.
- / Obtained staff ideas and innovations to help contribute to value for money and efficiency objectives.
- / Developed business cases for any new areas of spend or spend proposals.
- / Ongoing monthly monitoring and quarterly 1-1s with budget holders to ensure comprehensive financial monitoring and reporting, with budget holders being accountable.



EFFECTIVE PARTNERSHIPS



WE HAVE...

- / Grown our relationship with Action for Children's Young Carers' Project, providing volunteering and financial support, which also helps us to support customers who themselves are young carers.
- / Joined with local authority and wider agencies to contribute to Syrian Vulnerable Persons' Resettlement programme.
- / Partnered with Scottish Autism, providing housing lets to their service users, which also delivered support training to our staff.
- / Jointly with Scottish Fire Service helped raise customer and staff awareness of fire risks, with future partnership ventures agreed.
- / Linked with Police Scotland to raise and provide radicalisation awareness training for staff.
- / Continued to expand our private letting services to private landlords, as well as managing Clyde Valley Property Services' portfolio of market and mid-market rental properties.
- / Through Strategic Housing Investment Plans (SHIP) process, worked with local authorities to develop and agree proposals for provision and delivery of new homes for rent.
- / Connected with local Registered Social Landlords (RSLs) and local authorities to enhance Common Housing Register systems, to extend services for customers.
- / Continued membership of Common Housing Registers in partnership with local authorities and other social landlords.
- / Partnership agreements in place for MAPPA, Anti-Social Behaviour Strategies, Problem Solving Groups, and Homeless Strategies.
- / Joint projects with Citizens' Advice Bureaux (CABs), other housing associations and Women's Aid.
- / Carried out regular estate inspections to ensure high standards are being maintained.
- / Resolved anti-social behaviour issues quickly and effectively, due to Housing Officers implementing mediation training.
- / Worked closely with Social Work departments, Addiction Team and Mental Health support workers; ensured information was freely shared between the relevant agencies and that people are supported to remain in their tenancies.
- / Further promoted Happy to Translate scheme and provided update training for staff.
- / Developed partnership with Our Power, a social energy company, to help tackle fuel poverty with customers.
- / Awarded over £5,000 through Clyde Valley Charity Fund to MacMillan Cancer Support, Prostate Cancer UK and various local sports and community groups.

In partnership with...

North and South Lanarkshire Councils / CAB/Women's Aid / Happy to Translate / OurPower / Action for Children
Police Scotland / Scottish Fire Service / Scottish Autism

FUTURE PLANS



VISION

TOWARDS 2020...



OVER THE NEXT 5 YEARS WE WILL

Implement new objectives and ambitions within Corporate Strategy to 2020.

Undertake a full Customer Satisfaction Survey during 2018, with the aim of reviewing our Customer Engagement Strategy.

Deliver our Housing Options Action Plan, enhancing wider services and support for customers.

Undertake further customer profiling to ensure we provide the right services for the right people, at the right time. This will be in terms of welfare reform support, tenancy sustainment needs or equalities and diversity.

Invest £64.8 million building new homes for rent.

Provide 718 additional homes and develop proposals for further growth and development of more new homes.

Invest £22.2 million modernising and maintaining our homes.

Maintain a 30-year business plan that provides long-term financial projections for the business.

Consider longer term refinancing requirements in order to meet the growth aspirations of organisation.

Supported by our Customer Panel, undertake a health check of the 5-Year Rent Strategy against the current economic position.

Further develop properties for mid-market and affordable rent.

Carry out a review of 5-Year IT Strategy, including digital inclusion strategies for communities.

CONTINUOUS IMPROVEMENT



WE HAVE...



- / Developed a Pre-Tenancy and New Tenancy online support module for new tenants.
- / Further reviewed our organisational structures, incorporating new frontline staff to provide services to customers.
- / Undertaken customer journey work on our rechargeable repairs process to streamline and make it more customer focused.
- / Further enhanced our specialist teams, focusing on income, sustainment and lettings to create an improved, proactive approach in all of these areas.
- / Remodelled our systems to meet the requirements of the amended welfare reforms and their impact on tenancy sustainment, to ensure better, streamlined advice and uncomplicated correspondence to customers.
- / Researched alternative payment systems by visiting other housing associations and organisations. Our aim is to install a more efficient, telephone rent payment facility.
- / Sustained our programme of internal audits covering governance, asbestos, gas (duty of care), annual return on the charter (ARC), factoring and payments.
- / Developed further the performance management framework to increase assurance and monitoring of targets.
- / Undertook extensive and independent scenario and stress testing of 30-year business plan.
- / Continued to review our governance arrangements, putting a development plan in place for the succession of our Vice-Chairman to Chairman during late 2017.
- / Undertaken Board recruitment with new members receiving further induction and mentoring.
- / Met with internal and external auditors independently to review annual processes and statements.
- / Benchmarked with our local RSL partners, G8 and SHN, aiming to continually improve our performance.
- / Committed to reviewing best practice within and beyond the industry through professional membership including:
 - [CIPFA](#)
 - [Chartered Institute of Housing \(CIH\)](#)
 - [Royal Institution for Chartered Surveyors \(RICS\)](#)
 - [Chartered Institute for Personnel and Development \(CIPD\)](#)
 - [Chartered Institute for Management Accountants \(CIMA\)](#)
- / Membership of Scotland's Housing Network (SHN). This is a consortium of local authority and housing association landlords working together to drive up performance, meet the demands of Best Value and deliver quality services by means of benchmarking, self-assessment, good practice exchange and information sharing.
- / Introduced e-learning platform for staff and customers to allow continuous learning and development.
- / Maintained a robust performance and support framework for staff, including 1-1's, annual reviews and development of annual training plan.
- / Developed Factoring Formulas Benchmarking Group with peer organisations to learn and share good practice.

YOU SAID, WE DID

WE PUBLISH OUR ACTIONS AS A RESULT OF CUSTOMER FEEDBACK. DETAILED ON THE FOLLOWING PAGES ARE THE KEY AREAS WHERE WE HAVE INTRODUCED SERVICE IMPROVEMENTS



YOU SAID,
WE DID



WE ASKED ABOUT	YOU SAID	WE DID
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<p>OUR WELFARE BENEFITS SERVICE</p>	<p>Performance for this area had fallen in terms of understanding the advice given to you and what to do after the interview. There was some doubt about what the advisor would do after the interview.</p> <p>A customer was unhappy because they were not entitled to any benefits, despite our team's assistance.</p>	<p>A new Income Maximisation Officer has joined the team, who are on hand to provide support to customers. The two officers are reviewing our processes with a view to improving them and to make sure that information is easier to understand. We are assisting our customers who need to make an online claim to try to alleviate the confusion about the new system. We are providing advice on how to follow this up with DWP. Due to the number of changes happening in the benefits system, we will ensure that we provide regular updates in our newsletter.</p> <p>This is a sensitive area and very difficult for customers who are experiencing hardship. We have employed an additional Income Maximisation Officer to help customers navigate around the new benefits system. Unfortunately, dependent on the customer's personal circumstances and despite the input and assistance of our officers, the outcome for each applicant may not always be favourable..</p>
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<p>OUR FACTORING SERVICE</p>	<p>Some customers were dissatisfied with the standard of service by landscape contractors.</p> <p>You complained that landscape gardener did not clear up branches after pruning work.</p>	<p>We have employed a new Technical Officer who is responsible for overseeing the Landscape Maintenance contract. He will be in and around estates, proactively ensuring that contractors complete all work to a high standard. He will also provide further customer contact and through this liaison, be an additional way for customers to voice any concerns or suggestions they may have.</p> <p>As above, the new Technical Officer will be on hand to ensure landscaping is completed to the correct standard.</p>
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<p>OUR REPAIRS SERVICE</p>	<p>Tenants commented that some of our contractors are not tidying up after they have completed repairs.</p>	<p>Where this type of issue has been raised, we deal directly with the contractor and expect them to raise this with the tradesman concerned and also generally with all their operatives. Over the course of the year we have monthly progress meetings with all our main contractors, giving staff the opportunity to raise issues directly and candidly, reminding all involved of the standards that we expect.</p>
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WE ASKED ABOUT	YOU SAID	WE DID
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<p>OUR REPAIRS SERVICE (CONT)</p>	<p>Customers were concerned that jobs had not been completed on the first visit, and in some cases, took too many visits.</p>	<p>Resolving this issue is slightly problematic as the full extent of some jobs can only be established either after a visit from our Technical Inspector and/or from the tradesman, and there naturally requires to be subsequent visits. We are looking at this in a couple of ways. Firstly when the initial call is received and if it is apparent to our Repairs Coordinators that the job will in all likelihood take more than one visit, we will alert the customer to this possibility. Secondly, for jobs we did not think would require a second visit, but do, we will try out a process of contacting the customer to explain why a second visit is required.</p> <p>Your feedback on repairs showed that this is the area of greatest dissatisfaction for customers. We appreciate that this is frustrating for you and do value your time in providing access. We continue to refine our procedures to ensure all aspects of the repairs process are dealt with accurately, within agreed timescales and that wherever possible, contractors only need to visit once to carry out a repair.</p>
	<p>Individual concerns or observations were raised by customers in relation to specific services standards and communications.</p>	<p>We have contacted the customer(s) to establish either more information or follow-up and close off the concern.</p> <p>Although our Repairs team is small, handling around 10,000 repair jobs every year, we know that communication is key in delivering the service. Where we can, we will try to contact customers by phone if we are aware of any delay or problem in completing the repair. With regard to communication, we do expect and require all our contractors to be courteous and polite with customers. Over the course of the year we occasionally do get feedback that the tradesman may have not given a full answer to a query or potentially have given conflicting information. We have re-emphasised the importance of giving all customers a clear and factual answer to their query and not to embellish this – the reality is that the tradesman carrying out the repair may not be fully aware of all the various elements or aspects of the repair job.</p>
	<p>Dissatisfaction with our rechargeable repairs procedure.</p>	<p>We analysed the concerns raised and worked with our internal teams, considering the overall customer journey, resulting in amendments to our rechargeable repairs procedure, to ensure that we provide a better service for customers. These changes give better clarity and faster information flow.</p>



WE ASKED ABOUT	YOU SAID	WE DID
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<p>OUR REPAIRS SERVICE (CONT)</p>	<p>Dissatisfaction with the standard of some properties at sign up.</p>	<p>The Clyde Valley Customer Panel carried out an investigation into this process, involving job shadowing of staff and accompanying them to visit void properties. Following the Panel's review, their subsequent discussions and feedback resulted in changes being made to the Minimum Lettable Standard that reflected feedback from customers about decoration and an enhanced sparkle clean.</p>
	<p>Customers seeking online access our Alterations Form.</p>	<p>Following this feedback we have now made this form available to download from our website.</p>
	<p>A customer had to call several times to report repair, but no record of this was found.</p>	<p>Apologised to customer in this instance, and ensured repair was logged and carried out.</p>
	<p>Customer was unhappy with quality of repair and that there was no follow-up check on workmanship.</p>	<p>At this time we carry out a sample of post-inspections on our repair work. This is currently being reviewed to ensure that we give greater attention to those jobs of a more complex and high value nature.</p>
	<p>Appointments not kept by contractor, despite several being made.</p>	<p>Apologised, checked repair, investigated why appointments were not kept and challenged contractor about their performance to ensure this did not happen again.</p>
	<p>Complaints about debris left after work and damage caused by contractor.</p>	<p>Contractor contacted customer, apologised and arranged for work to be redone and area to be tidied and cleaned.</p>

<p>OUR GARTLEA ESTATE</p>	<p>Concerns had been raised in relation to estate environment overall and the impact of letting strategy resulting in low demand for properties in Mossview, Airdrie.</p>	<p>Two Open Days for customers in the estate were held to consider a number of options to improve the overall lettable and the environment of the estate going forward. We engaged with customers and North Lanarkshire Council, and those discussions have led to us replacing the bin/recycling facilities, removal of out-dated bin store facilities and overgrown landscaping within the estate and have undertaken painting of verandas. We are also introducing a new lettings criterion for the allocation of the properties. This work will be completed in the Summer of 2017. We have also arranged for a full survey and associated works to be carried out on the landscaping of the estate to improve the environment for customers.</p>
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WE ASKED ABOUT	YOU SAID	WE DID
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OUR NEW HOMES

Customers needed to know how to contact Technical Inspectors after they move in to a brand new home to understand how to operate fixtures/fittings or how to report defects/repairs.

Technical Inspectors aim to be present on sign-up day to make themselves known to customers, leaving their contact details. This seems to work well as customers are sending texts that the inspector can pick up and respond to.

Dissatisfied with completion of defects repairs.

Feedback raised some concerns about how customers' repairs are dealt with in the first year of occupation of their new property, commonly known as the defect period. When reporting repairs customers will be provided with more detailed timescales for completion.

There were concerns about dumping of rubbish in common areas following move-in day.

In flats, we will provide a skip for the first few weeks following new-build handovers, so that customers' packaging etc. can be tidily disposed of, separate from the common bin area, which is for day-to-day household waste.

Customers in new build homes had issues with carpets snagging when the front door was opened.

We discovered that this issue was being caused by the threshold that we are required to install, not giving enough clearance. We have tried to solve this by installing a coir matting area within the swing of the door, which we hope will reduce the complaints and also provide a space for dirty footwear. This is being piloted at a site in Carlisle and if the balance of customer reviews is favourable, we intend to incorporate this modification into our standard specification.

Customer unhappy with mess of the roads around a new-build site.

We raised concerns with contractors and they assured us that the road would be cleaned daily.



WE ASKED ABOUT	YOU SAID	WE DID
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OUR MAJOR IMPROVEMENT PROJECTS

Your dissatisfaction was highest for quality of major repairs, level of disturbance and the job being done right first time.

Our dedicated Technical Inspector maintains a constant presence on site during major improvement projects to ensure contract work runs smoothly. We encourage customers to contact our Repairs Team or our Technical Inspector with any problems or concerns that arise so that we can endeavour to resolve them immediately.

We can give an assurance that we also meet regularly with contractors whilst work is ongoing to ensure standards are adhered to and to challenge them on any concerns raised by customers.

Dissatisfied with untidiness of some contractors following major improvement work to their homes.

Contractors have been reminded of our Customer Care and Service Standards. Where we have an on-going planned works programme with a contractor who previously had a reported tidiness issue, then this issue will be reviewed and monitored at regular meetings. Our Technical Inspectors will continue to be on hand for customers who believe works are falling below the required standard.

Customers want to be informed sooner of planned major works.

Following budget approval each year we will now ensure that we inform customers of planned improvement projects, through our newsletter or personal letters. We will also promote large projects on our Twitter feed.

Customers want to be kept up to date with the progress of major repairs.

Ensuring contractors contact customers in advance of work will be a primary performance indication in 2017/18. We will request contractors' programmes include a milestone date and that customers should receive written correspondence in advance of contractors attending site. The Association will monitor this correspondence milestone at regular progress meetings.

COMPLAINTS

You said that the information we provided was not accurate.

We have apologised to those customers affected and clarified the position. We are liaising with our out-of-hours contact service to ensure that all information is clear and correct.

A customer felt that they had not been treated positively on the phone and that the call was condescending.

We record a sample of calls and use these to review communications, learning where we got this wrong. We pride ourselves on our engagement and high levels of service to customers. However, we accept that this is how someone felt after a call so we have reinforced our standards to the team. This will be reflected in our new Customer Service Policy.



WE ASKED ABOUT	YOU SAID	WE DID
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<p>COMPLAINTS (CONT)</p>	<p>A customer was unhappy about receiving calls about matters not relevant to them.</p> <p>Our new customers are experiencing significant issues with trying to set up utilities in their new homes.</p> <p>Lack of information about public holidays and office closing times which prevented customer making payment as normal.</p>	<p>We apologised to the customer and ensured that our records were updated.</p> <p>We work in partnership with Our Power – a social energy company – and ensure that all of our properties, where possible, are signed up at the start of the tenancy to avoid extensive calls with various companies.</p> <p>Apologised, arranged to take payment and discussed other payment methods with customer. In addition to current advice on office opening hours and holidays, consideration being given to including this detail on website.</p>
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<p>CUSTOMER SERVICE</p>	<p>You gave us the names of a large number of our staff who delivered particularly good and helpful service – in total we received 80 positive comments about service.</p>	<p>We passed this information on to our staff – positive feedback like this encourages, motivates and makes staff happy. It also helps us as we continue to develop the highest possible service delivery standards.</p>
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<p>QUALITY OF HOME</p>	<p>Customers have given us a lot of detail on things you think should be attended to or considered before letting a property.</p>	<p>All of this information is really useful for us and we consider and use all of it, following up individual cases where necessary. Our Customer Panel completed work on void lettable standards, work that has been invaluable in helping us meet the expectations of new tenants.</p> <p>The Panel's work has also been really important in terms of helping our customers understand how we strive constantly to give value for money and on how we spend rent money on property maintenance. Working together like this, and understanding what the Group is trying to achieve, creates the best outcome for all.</p>
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**THIS AREA OF THE REPORT
SHOWS OUR PERFORMANCE
OVER THE PAST YEAR
COMPARED WITH OUR PEERS**

OUR PERFORMANCE

OUR PERFORMANCE

HOW PERFORMANCE IS SHOWN

OUR PROFILE

OUR KEY PERFORMANCE

OUR PERFORMANCE

3,392 | **AVERAGE**
HOMES | **RENT**
INCREASE OF
3.00%

TOTAL RENT
DUE WAS £13,593,360

A key part of continuing to improve our performance and to deliver and demonstrate value for money is by being members of organisations such as the Scottish Housing Network (SHN) and our benchmarking group, known as the G8.

The purpose of this membership is to share best practice and knowledge. By benchmarking our performance against other landlords, we continually improve the quality of our services.

The results are grouped into each of the Scottish Social Housing Charter indicators, showing how CVHA measures up against these.

HOW PERFORMANCE IS SHOWN

By using our performance arrows you will be able to see at a glance how we actually performed against our targets, and compared to the previous year. This system is also used in the performance reports on our website at www.cvha.co.uk.

Within this report our performance information has been broken down into the key areas of housing service. At the beginning of each section we have also highlighted the relevant outcomes of the Scottish Social Housing Charter.

KEY	SHOWN BY
IMPROVING PERFORMANCE	↑
STABLE PERFORMANCE	→
POORER PERFORMANCE	↓

OUR PROFILE

At 31 March 2017 we owned 3,392 homes. The total rent due to us for the year was £13,593,360. We increased our weekly rent on average by 3.00% from the previous year.

AVERAGE WEEKLY RENTS

SIZE OF HOME	NUMBER CVHA	AVERAGE CVHA WEEKLY RENT	AVERAGE SCOTTISH WEEKLY RENT	DIFFERENCE
2 apartment	343	£70.66	£71.67	1.4%
3 apartment	1,763	£77.65	£73.13	6.2%
4 apartment	1,143	£85.62	£79.42	7.8%
5 apartment	143	£92.71	£88.02	5.3%

OUR KEY PERFORMANCE

Scottish Social Housing Charter Indicator

PERFORMANCE INDICATOR	RESULTS FOR 2014/15	RESULTS FOR 2015/16	RESULTS FOR 2016/17	PERFORMANCE COMPARED TO LAST YEAR	INDUSTRY RESULTS 2016/17 ¹
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COMMUNICATION

% of tenants satisfied with overall service provided	89	89.9	89.9	→	89.7
No. of Stage 1 Complaints	70	41	37	↑	124
No. of Stage 2 Complaints	40	10	11	↓	18
No. of Equalities Complaints	0	0	0	→	0
% of Stage 1 Complaints upheld	44	57.1	64.86	↓	57.78
% of Stage 2 Complaints upheld	45	50	54.44	↓	52.24
% Stage 1 responded to within target	87	98	100	↑	85.37
% Stage 2 Complaints responded to within target	100	100	100	→	83.29

PARTICIPATION

% of tenants who feel their landlord is good at keeping them informed about their services and decisions	95	95.7	95.7	→	91.1
% of tenants satisfied with the opportunities given to them to participate in their landlords decision making	85	72.7	72.7	→	83.8

¹ Industry results are the average results from all Scottish housing associations which are collated annually by the Scottish Housing Regulator through the Annual Return on the Charter (ARC).

OUR KEY PERFORMANCE

Scottish Social Housing Charter Indicator

PERFORMANCE INDICATOR	RESULTS FOR 2014/15	RESULTS FOR 2015/16	RESULTS FOR 2016/17	PERFORMANCE COMPARED TO LAST YEAR	INDUSTRY RESULTS 2016/17 ¹
REPAIRS, MAINTENANCE AND IMPROVEMENTS					
% of tenants satisfied with the repairs service	88	87.4	92.9	↑	90.6
Average length of time taken to complete emergency repairs (hours)	1.7	1.7	1.7	→	4.7
Average length of time taken to complete non-emergency repairs (days)	6.47	6.9	6.1	↑	7.1
% of reactive repairs completed right first time	93.65	91.8	93.5	↑	92.4
% of repairs appointments kept	99.4	99.6	99.4	→	95.7
ESTATE MANAGEMENT, ANTI-SOCIAL BEHAVIOUR, NEIGHBOUR NUISANCE AND TENANCY DISPUTES					
% of tenants satisfied with management of the neighbourhood	92	92.2	92.2	→	88.2
% of tenancy offers refused during the year	57	14.4	15.9	↓	36.5
% of anti-social behaviour cases resolved within targets	90	92.6	95.1	↑	87.2
% of houses that became vacant during the year	5.92	5.83	6.29	↓	8.41
% of court actions initiated which resulted in eviction	9.3	17.39	22.73	↓	16.88

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OUR KEY PERFORMANCE

Scottish Social Housing Charter Indicator

PERFORMANCE INDICATOR	RESULTS FOR 2014/15	RESULTS FOR 2015/16	RESULTS FOR 2016/17	PERFORMANCE COMPARED TO LAST YEAR	INDUSTRY RESULTS 2016/17 ¹
ACCESS TO SOCIAL HOUSING AND TENANCY SUSTAINMENT					
% of new tenancies sustained for more than a year	93	100	95.2	↓	92.7
% of medical adaptations approved	68	42.14	60.87	↑	86.17
VALUE FOR MONEY, RENT AND SERVICE CHARGES					
% of rent arrears	3.78	3.7	3.8	→	4.2
% of rent lost through empty properties	0.3	0.27	0.4	→	0.9
Average length of time to relet properties (days)	16	16.8	19.9	↓	31.5
QUALITY OF HOUSING					
% of stock meeting the Scottish Housing Quality Standard	96	96	96	→	93.6
% of properties at or above the National Homes Energy Rating Procedure	97	97	97.5	→	97.6
% of tenants satisfied with the standard of their home when moving in	74	97	96.5	→	90.9
% of tenants satisfied with the quality of their home	100	91	94.52	↑	86.92
FACTORING SERVICES					
Average annual management fee per property	£78	£78	£78.57	→	£82.48
% of homeowners satisfied with overall service	58	46	46	→	67.38

¹ Industry results are the average results from all Scottish housing associations which are collated annually by the Scottish Housing Regulator through the Annual Return on the Charter (ARC).

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 would welcome any views or comments you have on the type and level of information provided.

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

You can do this in a number of ways:

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