



CLYDE VALLEY
GROUP

Corporate Strategy

2025-2030

“ “ **A Positive
Influence
for Change**

Introduction

At Clyde Valley, our vision is “shaping a brighter future by building vibrant, inclusive communities” for the people living in the areas we operate.

We choose to do this because it demonstrates our commitment to not only providing housing but also fostering environments where people feel valued, supported and empowered. We want to focus on long term social impact, inclusivity and community building alongside the wellbeing of our customers and the sustainability of our communities which goes beyond the house we provide.

The key theme of this strategy is to continually improve the lives of our customers by continuing to deliver exceptional housing services that meet their evolving needs. This strategy is centred on our commitment to doing better for our customers and enhancing every aspect of their experience with us.

We continue to put people at the heart of our strategy by empowering our teams to do the right thing, the first time. We will do this by ensuring the right skills, experience and values are embedded throughout Clyde Valley to deliver this strategy with the emphasis on listening to customers and putting them first.

We are committed to this strategy because we want to continue to provide our customers with value for money. Our Customers tell us their home is their safe space, their sanctuary and we want to continue to provide that safe space, a space that meets expectations both within the house and the surrounding environment.

We currently do lots of things really well but we want to do all things brilliantly, that is why for this strategy we have concentrated on how we improve significantly what is already a strong foundation with a strong positive culture and continue to improve and raise our standards of home, environment and service. We will listen to our customers more and act on what they are telling us.

Underpinning this strategy is a solid foundation of financial strength, which enables us to invest in our properties, improve our services, and the ability to overcome challenges that come our way. Our financial stability ensures that we can deliver on our promises, maintain a high standard of housing, and respond to the changing needs of our customers.

Our strategy like any other will be subject to varying degrees of risk and we ensure we are understanding, managing and mitigating these risks through our robust Risk Management Framework.

Equally important is having the right people in place to drive our vision forward. Our dedicated and skilled employees are at the heart of this strategy, and we are committed to attracting, developing, and retaining a workforce that is passionate about delivering exceptional service. By empowering our teams and fostering a culture of improvements and excellence, we ensure that our strategy is not just a plan on paper, but a commitment that will be delivered for years to come.

We are dedicated to raising our standards across the board, from the quality of the homes we provide to the environment in which they are situated. By ensuring that our properties are well-maintained, inviting, and sustainable, we aim to create communities where our customers can thrive.

We also recognise that engaging with us should be as straightforward and convenient as possible. That's why we are focused on making it easier for our customers to access our services and communicate with us—whether through digital platforms, customer service improvements, or clearer channels of feedback. In addition, we are committed to ensuring the right offerings are in place to meet the diverse needs of our communities, ensuring that our housing solutions support the well-being, security, and aspirations of those we serve.

We understand that delivering on our objectives cannot be done in isolation. Working in partnership is essential to making this vision a reality. We will collaborate with local authorities, contractors, service providers, and other key stakeholders to ensure that we have the right resources, expertise, and support to deliver the best possible outcomes for our customers. By building strong, trusting partnerships, we can align our efforts, pool resources, and create a more effective and sustainable approach to meeting the needs of the communities we serve.

Through this strategy, we are not only enhancing the standard of our services, but we are also building stronger, more responsive relationships with customers, employees and key partners, ensuring that their voices are heard, their concerns addressed, and their expectations exceeded.



Our Purpose, Vision and Mission



“ **A Positive Influence for Change.** ”

A proactive approach to improving not just the housing conditions but we take a more holistic approach to the broader social, economic and environmental factors that affect our customers' lives. Clyde Valley will be the catalyst for change whether through improving the housing quality, promoting social inclusion, enhancing community engagement or advocating for policy change. We want to focus on creating lasting, positive impacts, whether through sustainable building practices, fostering safer and more inclusive communities, or addressing challenges like affordability and access to services. We aim to make a difference beyond just housing.



“ **Shaping a brighter future by building vibrant, inclusive communities.** ”

Reflecting our commitment to not only providing housing but also fostering environments where people feel valued, supported and empowered. We want to focus on building communities with a long term positive social impact, greater inclusivity alongside the focus on wellbeing of our customers and the long term sustainability of our communities.



“ **Investing in people and places, we provide affordable homes and inclusive communities, empowering everyone to thrive.** ”

By investing in individuals and communities, we are committed to delivering high-quality, affordable housing and cultivating vibrant, thriving communities. We will ensure access to safe, sustainable and high quality homes and provide essential support services that promote lasting stability and well-being for all.

Our Values

They inspire and shape everything we do.



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 Inclusive

We create an environment where everyone feels comfortable and confident to be themselves, embracing differences and providing equitable opportunities for all.



BE caring

Most importantly we are people centred, we will listen and support customers and each other.



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.

Together we make the difference

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

Our Strategic Objectives

We're turning vision into action ensuring that every effort supports our overarching mission.

People

To create an environment where both our customers and employees feel valued, supported, and empowered to thrive. This means delivering outstanding service, providing clear communication, and fostering meaningful relationships that are built on trust and respect.

Place

To provide high quality homes and safe, inclusive and sustainable communities where people feel safe and want to engage with their neighbours' and enjoy the area where they live.

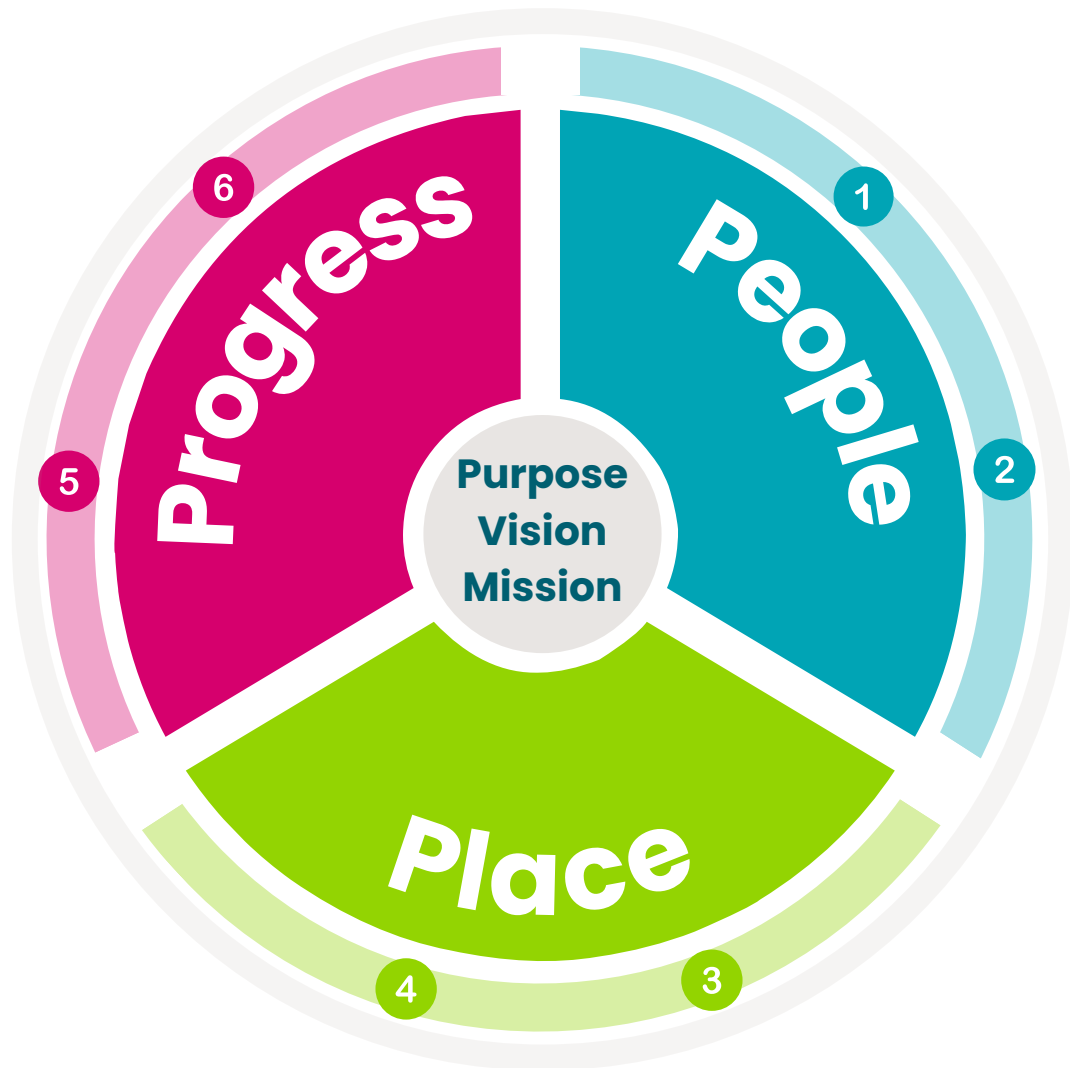
Progress

Ensure Clyde Valley operates a successful, sustainable business while striving for excellence in governance and a commitment to continuous improvement.



Our Strategic Goals

By focusing on 3 key objectives of People, Place and Progress we can deliver our mission. With our purpose and values being at the heart of the strategy we can deliver great things.



People

1. Enhance and evolve our Customer Experience
2. Cultivate a happy, motivated, and engaged workforce that is productive and outcome focused.

Place

3. Provide high-quality, affordable homes that meet the needs of our communities.
4. Develop safe, inclusive, and sustainable communities where people can thrive.

Progress

5. Operate a successful sustainable business as well as pursuing governance excellence and continuous improvement.
6. Unlock opportunities for social value creation.



Our people are what makes Clyde Valley Group a success and our people really matter to us.

To create an environment where both our customers and employees feel valued, supported, and empowered to thrive. This means delivering outstanding service, providing clear communication, and nurturing meaningful relationships that are built on trust and respect.

We aim to actively listen to their needs, ensuring that we not only meet their expectations but also anticipate their future requirements. By creating a customer-centric culture, we will enhance engagement, satisfaction, and the overall living experience

Goal 1 Enhance and Evolve our Customer Experience.

We will do this by strengthening our focus on delivering excellent outcomes for customers by resolving issues at the first point of contact wherever possible, reducing effort, and maximising efficiency.

We will make our services more accessible, consistent, and customer-focused by enabling self-service options, adopting a full case management approach, and offering flexible channels for engagement whilst ensuring the balance between digital and face to face/telephone interactions are maintained in line with customer preference.

We are committed to providing a digital platform that balances customer ease with operational efficiency, while addressing any barriers to digital inclusion. Customer promises will be met consistently, ensuring a high standard of delivery across all interactions.



By embedding diversity, inclusion, and wellbeing into our culture, we ensure opportunities for all



Goal 2

Cultivate a happy, motivated, and engaged workforce that is productive and outcome-focused.

We will achieve this through our values-driven culture that promotes engagement, collaboration, and wellbeing, creating an exceptional place to work.

We aim to be an employer of choice, achieving high levels of employee satisfaction and recognition such as IIP Platinum accreditation and a strong eNPS and wellbeing scores. By embedding diversity, inclusion, and wellbeing into our culture, we ensure opportunities for all and maintain a focus on supporting our colleagues' health and happiness.

Through visible, accessible training and development plans at all levels, we empower our workforce with the skills and confidence needed to deliver our strategy and uphold our values. We will ensure everyone has the tools to embed a culture of effectiveness and strong positive leadership.



Our measures of success will include:

- Continue to maintain 90% overall customer satisfaction in our annual satisfaction surveys
- Achieve 90% customer resolution at first point of contact for all identified customer interactions
- Improved digital offering for customers
- Achieve and retain Investors in People and Wellbeing Platinum Accreditations
- Achieve Wellbeing Scores of at least 80% consistently across all indicators
- 75% of colleagues agree our systems and processes help them get their job done more effectively
- All colleagues have taken part in our Leadership Programme



High quality, affordable homes in communities where people can thrive is important to us. We see our role as providing more than just a home.

Goal 3

Provide high-quality, affordable homes that meet the needs of our customers and communities.

To achieve this, we will focus on setting and maintaining high standards, making strategic investments, and continue to advance community engagement.

We will modernise housing stock, improve energy efficiency, adapt older properties to meet modern needs, informed by accurate asset data whilst prioritising safety, efficiency, and customer satisfaction.

Our neighbourhood investment plan will enhance public and shared spaces, ensuring they are well-maintained, welcoming, and aligned with our vision. Meanwhile, our asset management plan will focus on upgrading homes to meet high standards, creating safe, comfortable, and energy-efficient living spaces.

We will increase our regeneration efforts across our older communities, such as the project in Douglas and will deliver clear defined outcomes with meaningful community engagement.

We acknowledge the need to develop additional homes to meet the housing crisis but we are also mindful of the challenges that development brings in terms of the construction cost, availability of private finance and housing grant. We will however focus on building new homes designed to meet local demand based on robust insight. These efforts will ensure we create quality homes and spaces that build strong and resilient communities.

Our Asset Management Plan will focus on upgrading homes, creating safe, and energy-efficient living spaces.





**We will
establish
high-
functioning,
inclusive
communities**

Goal 4

Develop safe, inclusive, and sustainable communities where people can thrive.

We will actively engage with our customers and work in partnership with key stakeholders, including our customers living in our communities to deliver robust and co-created community plans.

We will put our effort into focusing on fostering happy, healthy, and thriving communities that people are proud to call home, aiming to improve satisfaction levels and community wellbeing.

We will prioritise visibility and collaboration within our communities, addressing issues such as poverty and crime, and support initiatives that enhance the feelings in the community.

By delivering fully committed community development plans that complement our physical space and investments, we aim to create award-winning communities with a strong sense of connection and purpose.

Through this targeted approach, we will establish high-functioning, inclusive communities known for their vibrancy and resilience, ensuring our service delivery aligns with the clear purpose of building places where everyone can thrive.

Our measures of success will include:

- Investment of £45m in our homes and communities over the 5 years of the Strategy
- All properties meet or exceed EPC Band C or above by 2030
- Clyde Valley Standard is in place and being consistently delivered
- Consistently achieving 90% satisfaction with quality of home, neighbourhood and opportunities to participate based on our annual surveys
- A minimum of 90% of our colleagues are proud of the outcomes they deliver in our homes and communities.



A proactive approach to financial sustainability, a culture of data-driven assurance at all levels, and efficient practices that drive governance excellence and deliver value for money.

Goal 5

Operate a successful sustainable business as well as pursuing governance excellence and continuous improvement

We will ensure full compliance with all legislative and statutory requirements, positioning ourselves as a “low risk” organisation. Strong governance will be supported by a proactive, experienced board committed to driving excellence across CVG, including health and safety, procurement, and contract management. High levels of assurance and robust processes will be maintained to avoid failures and uphold our reputation.

Enhancing our already robust Assurance Framework with a key focus on quality management and consistent and transparent delivery of our services.

Financial sustainability will remain a priority, with covenant compliance and a strong financial position underpinning our medium to long-term business plan. This will enable us to deliver on our strategic goals whilst ensuring ongoing financial viability and good governance.

We will enhance performance reporting and continuous improvement processes to provide clear, visual insights into our progress, and encourage a culture of learning and innovation.

Sustainability will be at the heart of our approach, with a clear roadmap in place to ensure we can play our part in combatting and adapting to the climate emergency. We will always strive to meet or exceed statutory sustainability targets.

A strong focus on data and data management is a key priority of this strategy and the ability to make informed data driven decisions across all areas of CVG.

By further strengthening our foundations, we will position the business for long-term success and ensure we are fully equipped to deliver our strategy.



Sustainability will be at the heart of our approach, with a clear roadmap for positively contributing to climate change.



Goal 6

Unlock opportunities for social value creation.

We will build a solid foundation and structure that supports growth and community impact. This includes the potential to deliver our own estate management services, with potential expansion into other services.

Additionally, we will establish a Clyde Valley vehicle that allows us to create more tangible benefits for our customers and reinvesting directly into our communities. Supporting local projects and voluntary organisations that address the needs of disadvantaged groups and support our customer and communities to thrive will be central to our social mission.

Harnessing data effectively will be key to driving service improvements and informed decision-making. We will develop a comprehensive data management plan which will ensure we capture, manage, and utilise data across all business areas. This foundation will enable personalised, inclusive services that address the specific needs of diverse groups.



Supporting local projects and voluntary organisations that address the needs of disadvantaged groups will be central to our social mission.

Digital tools and IT infrastructure will further enhance operational efficiency and support our goals, with systems in place to ensure knowledge management remains dynamic, accessible, and current.

We are committed to leveraging technology, to enhance our services and operations. We will invest in IT platforms and embrace innovation, we will deliver the right digital offerings for the customers we serve, such as advanced online self-service tools.

We will develop a clear plan for our housing management systems which will position us at the forefront of technological advancements, ensuring our processes are efficient, and capable of measuring return on investment. With a robust digital roadmap and infrastructure coupled with a focus on cyber security and GDPR, we will remain focused on innovation, empowering our organisation to create lasting social value.

Our measures of success will include:

- Remain fully compliant with Loan Covenants as set out by our funders
- Health & Safety Excellence is achieved through our newly developed framework with full and effective compliance consistently on landlord measures
- All Internal Audits reporting substantial assurance by year 5 of the Strategy
- A vehicle is in place to maximise community benefits and grant funding for our communities
- The operating model in place across the group maximises effectiveness
- A measurement of social return on investment is in place allowing us to demonstrate the positive difference we make
- A robust ESG framework is in place delivering positive impact
- Key business decisions are being driven from robust and reliable data

Accessibility:

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Aby wyświetlić ten dokument w preferowanym języku, użyj ikony zmiany języka w witrynie internetowej CVHA.

ਦਸਤਾਵੇਜ਼ ਨੂੰ ਆਪਣੀ ਮਨਪਸੰਦ ਭਾਸ਼ਾ ਵਿੱਚ ਪੜ੍ਹਨ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ CVHA ਵੈੱਬਸਾਈਟ 'ਤੇ 'ਭਾਸ਼ਾ ਬਦਲੋ' ਆਇਕੋਨ ਦੀ ਵਰਤੋਂ ਕਰੋ

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ویب سائٹ پر ' زبان بدلیں آئیکن کا استعمال کریں۔ CVHA دستاویز کو اپنی پسند کی زبان میں پڑھنے کے لیے براہ کرم



INVESTORS IN PEOPLE®
We invest in wellbeing Silver

INVESTORS IN PEOPLE®
We invest in people Gold



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