



ANNUAL REPORT

2024-2025

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Our last Tenant Satisfaction Survey in 2023 showed positive levels of customer satisfaction:

92.86%

**of tenants were satisfied
with the overall service
provided by Cloch
Housing Association.**

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Welcome

REPORT FROM THE CHAIR

This year has been defined by resilience, innovation, and meaningful progress, achieved against the backdrop of a persistent cost of living crisis that continues to affect our customers and the wider housing sector.



Despite significant challenges—including reductions in grant funding and rising inflationary pressures—Cloch has delivered a strong financial performance. Our newly implemented Value for Money Strategy has helped stabilise our cost base, enabling us to return an operating surplus of 22%, consistent with the previous year. This reflects our commitment to prudent financial management and long-term sustainability.

Our focus on customer service excellence remains unwavering. Guided by our core value of *Being Better*, we achieved performance improvements across 73% of our indicators in 2023/24, followed by a further 77% improvement in 2024/25. Independent benchmarking confirms Cloch's position as a high-performing Housing Association, both locally and within the sector. To support continued operational efficiency, we have invested in a new Management Information System, which will enhance our ability to deliver data-driven services.

Operational improvements have also contributed directly to our financial strength. Enhanced re-let times, tenant sustainment, rent collection, and reduced bad debts have enabled us to minimise rent increases planned for 2026/27. At the end of August 2025, we were delighted to get confirmation of £2.5M Scottish Government grant funding for net zero investment and will be delivering a record high £8.5M planned maintenance programme during the year, with 60% of our customers benefiting from significant home upgrades, including new windows, doors, kitchens, bathrooms and boilers.

As a community anchor Association, we are proud of the impact we've made through our partnerships. Our collaboration with Financial Fitness helped over 200 customers secure additional income totalling £482,000, more than doubling the previous year's figure. Our Community Support Team, funded by the Scottish Government, provided

life-changing assistance to over 10% of our most vulnerable customers, focusing on health, wellbeing, and holistic support.

Despite a challenging funding environment, we successfully secured £118,000 in 2024/25, including a National Lottery grant that enabled the appointment of a full-time energy advisor shared across Inverclyde with our partners at River Clyde Homes, Larkfield, and Oak Tree Housing Associations. We also continued to provide home set up starter packs to those moving into their new homes, ensuring support during times of need.

Our Customer Involvement Team, comprising staff from across departments, delivered a record number of community events—generously sponsored by our suppliers and contractors. Highlights included the Gala Day, Cloch Cup Football Tournament, Halloween and Christmas Parties, Easter Door Competition, Inverclyde Girls Football Tournament, Cozy Connections Sessions, and Singalongs and IT workshops at Elliot Court.

Internally, we remain committed to cultivating a thriving workplace culture. The Board was delighted with the results of our recent staff survey, which reaffirmed Cloch's status as a valued and supportive employer. The passion and dedication of our Staff and Board members continue to drive our vision, values and objectives forward, making a tangible difference in the lives of the families and individuals we serve.

On behalf of the Board, I extend heartfelt thanks to our exceptional team for their continued commitment, enthusiasm, and impact. Together, we look forward to another year of progress, innovation, and community empowerment.

Kelly Ferns

Chairperson

HOW WE SHOW OUR PERFORMANCE INFORMATION

The traffic light system is a simple and effective method for presenting data results, particularly in performance and reporting. It uses the colours red, amber, and green to represent different levels of performance or status, allowing you to quickly assess key areas at a glance.



Green

shows improving performance or better than the Scottish average.



Amber

shows stable performance or better than the Scottish average.



Red

shows performance where we need to improve on.

This visual approach simplifies complex data, making it easier to communicate.



KEY PERFORMANCE INDICATORS (KPI'S)

PERFORMANCE INDICATOR	RESULTS FROM 2023/24	RESULTS FROM 2024/25	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Satisfaction with overall service to customers.	92.86%	92.86%		89.1%	88.1%	
Satisfaction with how we keep customers informed.	99.65%	99.65%		91.3%	91.9%	
Satisfaction with the opportunities we have for customers to participate.	98.96%	98.96%		87.4%	88.5%	
Satisfaction with the quality of our homes.	88.97%	88.97%		85.2%	85.9%	
Satisfaction with our repairs service.	86.76%	86.76%		86.9%	87.1%	
Satisfaction with our rent charges representing value for money.	90.88%	90.88%		81.3%	82.0%	
Owners satisfied with our factoring service.	65.66%	65.66%		52.9%	58.8%	

CUSTOMER SATISFACTION

At Cloch, we're committed to continuously improving our services and delivering the highest possible standard of support to our customers. We're proud that our latest survey showed strong levels of satisfaction. We understand that maintaining and building on this success means actively involving tenants and stakeholders in shaping the decisions we make.

That's why we offer a variety of ways for customers to get involved—whether by completing surveys, joining our tenant-led Customer Advisory Panel, or even becoming a member of the Cloch Board.

Clear and open communication is central to this relationship. It helps us understand what matters most to you and ensures our services reflect your needs. We're pleased to report

strong performance across all areas of customer satisfaction.

Note: Scottish social landlords are required by the Scottish Housing Regulator to carry out a tenant satisfaction survey every three years. This ensures meaningful feedback is gathered to assess service quality and identify areas for improvement, while also allowing landlords to plan resources effectively. Our most recent survey was completed in 2023/24, and the results will inform our customer satisfaction KPIs for 2023/24, 2024/25, and 2025/26. All other KPIs presented in this annual report relate specifically to 2024/25 and are measured annually. Customer satisfaction is the only KPI assessed on a three-yearly basis.

KEY PERFORMANCE INDICATORS (KPI'S)

VALUE FOR MONEY











As a not-for-profit housing provider, Cloch depends on rent payments to keep our services running. This income is what allows us to maintain homes, carry out essential repairs, invest in upgrades, and build new properties for future generations.

We know that many households are under financial pressure—especially in recent years with the ongoing cost of living crisis. But rent remains our main source of income, and it’s vital that tenants continue to pay it. Each year, we review our rent levels and consult with tenants to ensure we strike the right balance between affordability, service quality, and value for money. Our goal is to keep rents fair, transparent, and sustainable

while continuing to deliver high-quality homes and services.

Providing safe, secure homes is also at the heart of what we do. When a property is empty, we lose income and someone misses out on a much-needed home. That’s why we work hard to minimise the time homes sit vacant. Thankfully, demand for our properties remains high, and we rarely have many empty at once.

We allocate homes based on housing need, ensuring everyone is treated fairly and has equal access to apply. This approach helps us build strong, inclusive communities where people feel secure and supported in their homes.

PERFORMANCE INDICATOR	RESULTS FROM 2023/24	RESULTS FROM 2024/25	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Rent collected.	100.17%	100.14%		99.90%	100.11%	
Gross rent arrears.	2.01%	1.71%		4.11%	3.48%	
Rent lost due to empty homes.	0.96%	0.36%		2.42%	0.68%	
Average re-let time.	38.50 days	23.53 days		107.91 days	29.40 days	
Number of lets.	124	93		225	No data	

KEY PERFORMANCE INDICATORS (KPI'S)





NEIGHBOURHOOD

Anti-social behaviour and nuisance neighbours can have a significant impact on the wellbeing of tenants and residents, often leading to stress, anxiety, and a diminished sense of safety within the community.

Where complaints are received, our priority is to respond promptly and work towards a resolution that restores peace and confidence for those affected. Each case is unique, and we treat every report seriously. We aim to address issues early and effectively, using a combination of tenancy management, mediation, and partnership working with other agencies.

Fortunately, incidents of severe anti-social behaviour are relatively rare within our housing stock. However, when criminal activity is reported, we act swiftly by referring the matter to Police Scotland, ensuring that appropriate enforcement action is taken.

Our approach is rooted in supporting tenants to live safely and harmoniously, while also protecting the wider community from persistent disruption. We continue to review and improve our processes to ensure that anti-social behaviour is tackled robustly and compassionately.

PERFORMANCE INDICATOR	RESULTS FROM 2023/24	RESULTS FROM 2024/25	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Anti-social behaviour cases reported.	215	191		137	164	
Percentage of resolved cases.	100%	100%		97.0%	95.5%	

HOMES & RENTS

At 31 March 2025 we owned 1444 self-contained properties. The total rent due to us for the year 2024/25 was £8,158,386. We increased our weekly rent on average by 4.9% from the previous year.

SIZE OF HOME	NUMBER OF SELF-CONTAINED CLOCH PROPERTIES	AVERAGE CLOCH WEEKLY RENT	LOCAL RSL AVERAGE WEEKLY RENT	AVERAGE SCOTTISH RSL WEEKLY RENT	DIFFERENCE BETWEEN CLOCH AND SCOTTISH AVERAGE
Overall Average	1444	£109.78	£109.53	£106.43	+£3.35
1 apartment	6	£93.04	£92.82	£94.29	-£1.25
2 apartment	384	£99.54	£103.35	£102.72	-£3.18
3 apartment	761	£110.00	£108.67	£104.17	+£5.83
4 apartment	271	£121.85	£117.34	£114.78	+£7.07
5 apartment	22	£137.00	£126.26	£127.25	+£9.75



WE OWN
1444
SELF-CONTAINED
PROPERTIES
at March 31 2025

KEY PERFORMANCE INDICATORS (KPI'S)

QUALITY AND MAINTENANCE OF HOMES

Our diverse reactive repair delivery model involving six specialist contractors has seen continued improvement in our ability to get repairs right first time and respond more quickly to emergencies. This model brings resilience and flexibility to our service delivery, and it's encouraging to see that performance across our contractors has already surpassed the benchmarks we set in 2024/25.

Tenant safety remains a top priority, particularly in relation to statutory compliance. As your landlord, Cloch has a legal obligation to ensure gas safety, and we are proud to report that we achieved 100% compliance with this requirement throughout 2024/25.

Regarding the Scottish Housing Quality Standard (SHQS), the percentage of our housing stock meeting the criteria has remained unchanged. This is primarily due to delays in progressing energy efficiency upgrades, as we await further guidance and the formal announcement of the Scottish



Government's Net Zero Standards. Once these standards are confirmed, we anticipate renewed momentum in aligning our properties with future environmental targets. Looking ahead, we have a significant programme of planned maintenance scheduled for the coming year, with a particular focus on renewing bathrooms and windows across our housing stock.



PERFORMANCE INDICATOR	RESULTS FROM 2023/24	RESULTS FROM 2024/25	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Average time to complete emergency repair (hours).	2.37	1.96		3.04	2.97	
Average time to complete non-emergency repair (working days).	5.45	6.73		12.78	6.44	
Reactive repairs carried out right first time.	83.79%	91.77%		80.24%	90.05%	
Gas safety check failures.	0	0		1.00	2.52	
Stock meeting SHQS.	94.61%	94.61%		91.82%	92.42%	









KEY PERFORMANCE INDICATORS (KPI'S)

COMPLAINTS

We understand that, despite our best efforts, things may not always go as planned. When that happens, your feedback becomes invaluable. Sharing your concerns or making a complaint gives us a vital opportunity to listen, learn, and take meaningful action. It helps us identify areas where we may have fallen short and allows us to make improvements that benefit not just you, but all our customers.

Every piece of feedback - positive or negative - plays a crucial role in shaping the quality of our services. By letting us know when something hasn't met your expectations, you're helping us build a better, more responsive experience. We're committed to learning from these moments and using them to drive long-term improvements. Thank you for taking the time to help us grow and serve you better.

	2023/24 Stage 1	2024/25 Stage 1	CLOCH PERFORMANCE COMPARED TO LAST YEAR	2023/24 Stage 2	2024/25 Stage 2	CLOCH PERFORMANCE COMPARED TO LAST YEAR
Complaints received	327	228		30	35	

PERFORMANCE INDICATOR	RESULTS FROM 2023/24	RESULTS FROM 2024/25	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Stage 1 complaints responded to in full.	100%	99.12%		98.50%	98.46%	
Stage 2 complaints responded to in full.	96.88%	91.43%		94.07%	95.62%	
Average time (working days) to respond to Stage 1.	1.67	2.47		4.06	4.13	
Average time (working days) to respond to Stage 2.	13.58	15.34		15.03	18.18	

SUPPORTING OUR PEOPLE: CLOCH'S COMMITMENT TO STAFF WELLBEING & CULTURE



At Cloch, we believe that our people are our greatest asset - and we're proud to say that our recent employee engagement survey results reflect this. With over 95% response rate and 85% overall satisfaction, our team has told us loud and clear: Cloch is a great place to work!

We're committed to nurturing talent through our succession planning and talent management strategy, ensuring that our people have opportunities to grow, develop, and take on new challenges. Our People Strategy is designed to support career progression and build a resilient, forward-thinking workforce whilst futureproofing the organisation.

Wellbeing is at the heart of our culture. Our Employee Wellbeing Group meets regularly to promote health, resilience, and connection - whether through walking groups, mental health support, or social events. We've further embraced flexible working, offering hybrid models and piloting new approaches to help our people balance work and life. Fostering that sense of belonging is important to us.

Our culture is vibrant and inclusive, with regular staff activities and fundraising events that bring us together. From the Kilt Walk to our staff lunches, away days, and charity initiatives, we celebrate our shared values and commitment to making a difference - both inside and outside the workplace.

At Cloch, we don't just talk about being positive, kind, better, and responsible - we live it. Our culture is one of support, innovation, and pride, and we're excited to keep building on this foundation as we move forward together.



OUR VISION FOR THE FUTURE

As we move into the latter half of 2025, Cloch is gearing up for a busy and ambitious period of development, improvement, and strategic planning. A range of key projects are underway across the organisation, all aimed at enhancing services, strengthening compliance, and preparing for the future.

Our Planned Maintenance Programme is a major focus, with a £8.5 million spend plan in place to ensure our homes remain safe, warm, and well-maintained. This is supported by a new stock condition survey and a forward-looking investment plan for our office facilities. We're also progressing with property acquisitions.

On the community side, we're exploring cost-neutral funding models to continue supporting tenants as the Investment in Communities funding comes to an end. A new approach to tenant home visits is being developed, alongside reviews of our complaints process, service charges, and supported accommodation lease agreements.

Equality and inclusion remain central, with a dedicated Equality Data Survey planned to ensure our services meet the needs of all tenants.

Internally, we're reviewing our governance

structures, financial regulations, and internal controls, while also preparing for board appraisals and succession planning. Staff development is a priority too, with a refreshed managers programme and a staff survey action plan underway.

We're also looking outward—promoting careers in housing through local media and continuing to assess shared service opportunities and improvements to our management information systems (more on this on page 16 & 17).

These projects reflect our commitment to continuous improvement and tenant-focused service delivery — but more than that, they are rooted in our belief that strong communities are built through meaningful engagement. At Cloch, we know that delivering excellent housing services means listening to our tenants, involving them in decisions, and building lasting relationships across Inverclyde. Whether it's through our Customer Advisory Panel, local events, wellbeing initiatives, or direct feedback, we're committed to ensuring our customers feel heard, valued, and empowered. As we move forward with our ambitious plans, this connection with our community will continue to shape everything we do.



YOU SAID

WE HAVE

Cloch is dedicated to delivering high-quality, affordable housing and meaningful community support across Inverclyde. We provide well-maintained homes that meet rigorous safety and quality standards, backed by our responsive maintenance and repair services team.

Beyond housing management, Cloch offers practical financial guidance to tenants, including support with rent payments and benefit

applications delivered through collaborative partnerships. Our commitment to sustainability drives ongoing improvements in energy efficiency, helping to tackle fuel poverty and reduce environmental impact.

Community engagement is at the heart of our mission. We actively promote tenant involvement and deliver initiatives that enhance wellbeing and strengthen local neighbourhoods.

YOU SAID

93% of tenants said they were satisfied with the overall service Cloch provides.

WE HAVE

We're proud of this positive feedback and remain committed to raising the bar even further.

Our expanded Community Support Team now offers tailored, one-to-one wellbeing support, helping over 10% of tenants access the help they need, when they need it most.

YOU SAID

99% of tenants said they were satisfied with how the Association keep them informed about our services and decisions.

WE HAVE

We use tools like CX-Feedback to gather real-time insights across all areas of our service, from repairs to rent consultations via customer surveys and also have the ability to send bespoke communications targeted to specific customer groups.

We've also made it easier than ever to stay connected — whether it's by phone, email, web chat, social media, or in person at our office.

YOU SAID

99% of tenants said they were satisfied with the opportunities given to them to participate in the Associations decision making process.

WE HAVE

We've strengthened tenant involvement through events like the Cloch Gala Day and Cloch Cup, and initiatives like Make Winter Warmer.

Our Customer Advisory Panel continue to go from strength to strength, playing a key role in shaping services, offering valuable feedback that helps us plan with tenants and the wider community.

YOU SAID

91% of tenants said the rent for their property represents good value for money, when taking account of the accommodation and services we provide.

WE HAVE

Our annual rent review includes direct consultation with tenants to ensure services align with what matters most to you.

Through our partnership with Financial Fitness, we've helped tenants access over £400,000 in additional income — supporting households during a financially challenging time.

YOU SAID

95% of tenants said they were satisfied with the Associations contribution to the management of the neighborhood they live in.

WE HAVE

We work closely with local partners to address antisocial behaviour and promote safer, stronger communities.

Our grounds maintenance contractors have been making a difference, with feedback showing improved satisfaction with outdoor spaces. We're continually exploring new ways to enhance the environment around your home — making neighbourhoods cleaner, safer, and more welcoming for everyone.

YOU SAID

87% of tenants said that they were satisfied with our repairs service.

WE HAVE

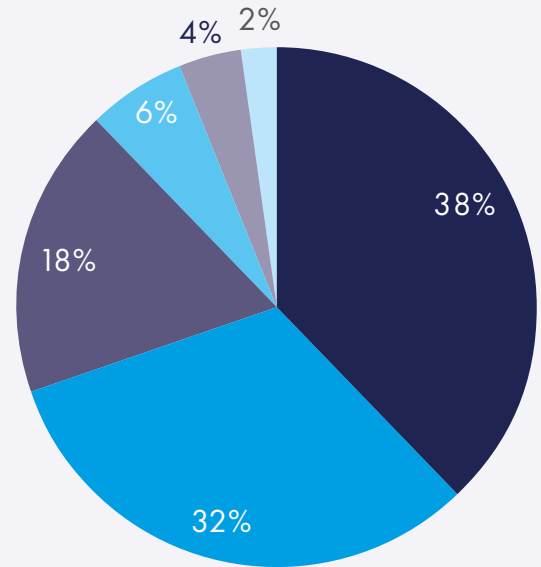
We reshaped our repairs model, working with a group of six local contractors to deliver faster, more reliable service — and satisfaction is rising as a result.

Every completed repair is followed up with a survey, helping us learn and improve with every job.

FINANCIAL PERFORMANCE

CASH EXPENDITURE PER £1 OF CASH RECEIVED

	2024-25	2023-24
Maintenance Costs	0.38	0.31
Management Costs	0.32	0.29
Debt Repayment	0.18	0.27
Investment in New Build & Assets	0.06	0.08
Insurance	0.04	0.03
Service Costs	0.02	0.02



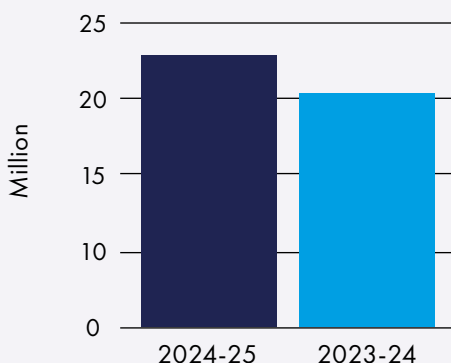
SURPLUS & RESERVES

Our surplus for the year to 31st March 2025 was:

£2,027,475	vs	£1,176,165
2024-25		2023-24



The Association's reserves for 2024-25 are **£22,446,487**, compared to **£20,419,013** for 2023-24.



INCOME & EXPENDITURE

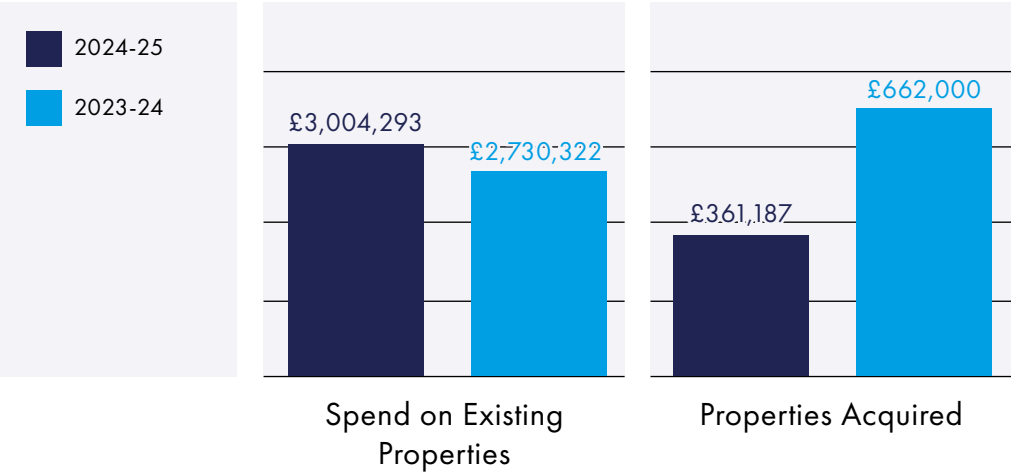
INCOME	2024-25 (£)	2023-24 (£)
Rental Activities	10,298,030	9,682,248
Wider Role Grants & Income	116,625	205,886
Other Income	112,943	109,802
Gain on Sale of Housing Stock	-	-
Exceptional Item	100,000	90,580
Interest Receivable	77,274	38,101
Pension Plan Gains	142,000	-
TOTAL INCOME	10,846,872	10,126,617

EXPENDITURE	2024-25 (£)	2023-24 (£)
Operating Costs	7,990,222	7,507,698
Wider Role Operating Costs	146,137	236,606
Other Costs	114,354	95,912
Loan & Finance Costs	568,684	566,236
Pension Plan Losses	-	544,000
TOTAL EXPENDITURE	8,819,397	8,950,452

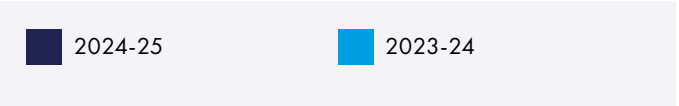
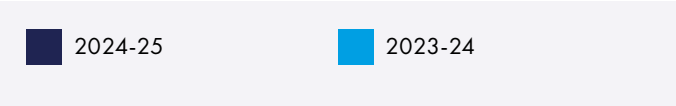
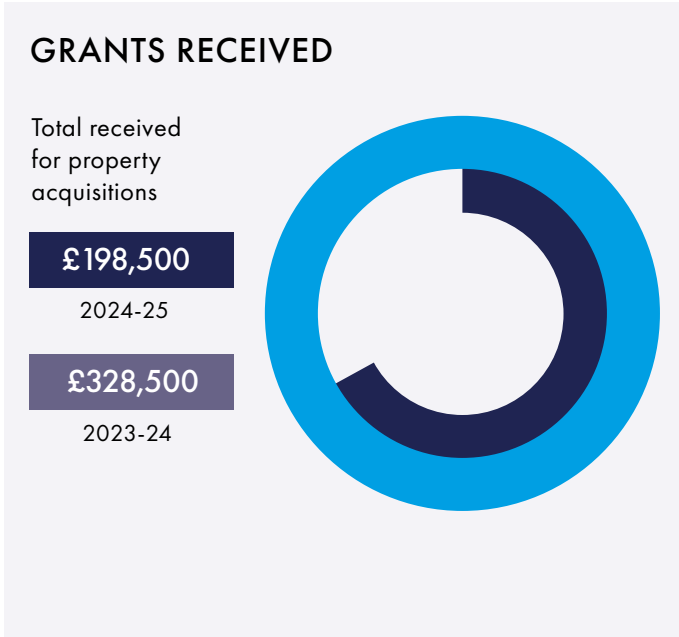
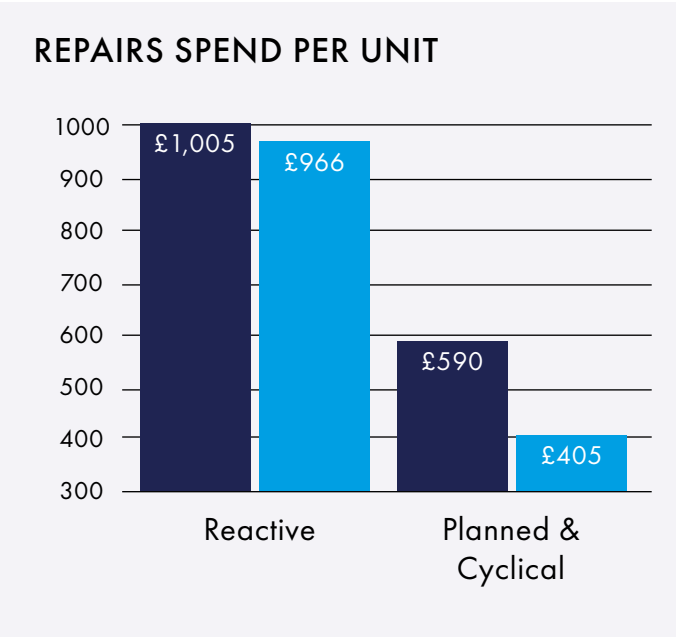
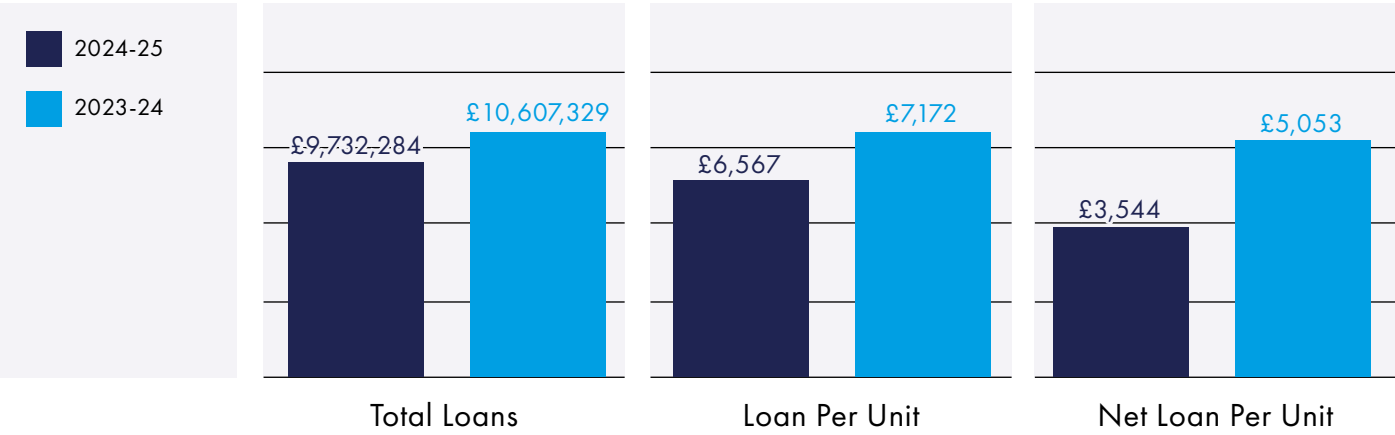
SURPLUS	2,027,475	1,176,165
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FINANCIAL PERFORMANCE

PROPERTY ASSETS INVESTMENT



LOANS





Digital Transformation

By using the right tools and systems, Cloch can foster innovation, reduce operational risks, and position ourselves as a digital champion in an increasingly technological landscape.

In 2024 Cloch made the strategic decision to commence a long-term project to replace our current digital Management Information System. This system is the primary software, used by all staff, which underpins the delivery of key business processes. It allows for complex management, planning and reporting on all aspects of social housing responsibilities including stock condition, maintenance programs and tenancy information.

Replacing a core system of this nature is a complex undertaking, involving multiple phases and collaboration across a range of stakeholders. It requires a substantial investment of both financial and human resources to ensure Cloch is equipped with a robust, modern solution that supports the effective delivery of services to our customers and partners, both now and into the future.

The software replacement project will continue through 2025. We anticipate the system will be fully operational and live by the end of February 2026.

The following benefits are expected from the new system:



Better Data, Better Service

Our new Management Information System will bring all key functions such as housing, maintenance, finance, complaints, and customer service into one secure system. This means staff can access accurate information quickly, helping us respond to customers' needs more efficiently and reducing errors.



Streamlined Processes

The new system will simplify how we work behind the scenes. Tasks like managing empty homes, administering tenancy's, authorising invoices, and planning maintenance will be faster and more accurate. This means fewer delays and better service for our customers.



Improved Customer Experience

We are enhancing how we communicate. A new customer portal will provide 24/7 access to customers tenancy information, whether it is checking a rent balance, reporting a repair, or updating details. Our phone system will also link directly to the Management Information System, helping us handle calls more effectively.

We are also introducing smarter tools to gather feedback, so we can better understand our customers experience and improve our services. For our contractors, a dedicated portal will allow them to manage repairs and submit invoices directly, speeding up the process and keeping customers updated.



Reliable and Accessible

The Management Information System will be a fully web-based platform, meaning it is always available, even if our offices are closed. Customers and contractors will be able to access services from any internet connected device, and our staff will continue working without interruption from remote locations, should the office be unavailable.



Value for Money

This investment is not just about technology; it is about making the most of our resources. By reducing the need for multiple systems and improving efficiency, we will save time and money, allowing us to focus more on delivering quality services to our customer and the local community.

WHO REGULATES US?

Cloch, like other housing associations, is regulated by the Scottish Housing Regulator.

The Scottish Housing Regulator's website, www.housingregulator.gov.scot, has lots of further information.

YOU CAN:

- Compare our performance with other landlords.
- See how Cloch are meeting regulatory requirements.
- Find out more about the Regulator's role and how they work.

As a Registered Scottish Charity, Cloch is regulated by the Office of the Scottish Charity Regulator.

The Scottish Charity Regulator is independent of the Scottish Government and report directly to the Scottish Parliament every year. Their work as Regulator ultimately supports public confidence in charities and their work.

You can find lots of interesting information on their website, www.oscr.org.uk, including:

- When Cloch became a registered charity.
- Our operations.
- How Scotland's Charity Regulator operates.

We hope this information gives you an understanding of how we are performing. Our Annual Report allows you to see how we have performed in delivering services to our customers over the past year. We're always keen to hear from our customers so if you have any views or comments on the type and level of information provided, please feel free to contact us.

Call us: 01475 783 637

Email: office@clothhousing.org.uk

Online: www.clothhousing.org.uk

Visit us: 19 Bogle Street, Greenock PA15 1ER

ACCESSIBILITY

Please note, this document is available in alternative formats, including audio, braille, different languages, and larger print. If you require an alternative format, please contact us using the information provided.





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BE

POSITIVE

BETTER

KIND

RESPONSIBLE



Registered with the Scottish Housing Regulator in the Register of Housing Associations No. HEP91.
Registered with the Financial Services Authority (No.893 R9(s)). Registered with the Property Factor No.PF000171.
A recognised Scottish Charity Reg No.SC013996.