



ANNUAL REPORT

2023-2024

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

2023/24 has been a productive and positive year, although not without challenges, impacted by high inflation and the rise in cost of living.



In taking on the challenges, Cloch focussed on activities that would help support customers and were successful in securing £206,000 of additional funding, used to provide items such as food and fuel vouchers, home start up packs and warm / energy saving items. We also expanded our Community Support Team, through grant funding, with three members of staff dedicated to providing health and wellbeing support to those in need, with 10% of our customers benefiting from this service. Our partners at Financial Fitness provided money advice services and we were pleased that this helped over two hundred customers gain additional income, totalling over £234,000.

A strategic priority for Cloch is to invest in and increase the number of properties we have by buying from the local housing market. This year we purchased eight properties, supported by Scottish Government funding, increasing the number of homes to 1,479. We have also continued to invest in our properties and over the next two years have planned for an enhanced maintenance programme based on £3.75 million of investment. The investment is being supported by a treasury management strategy based on a revolving credit facility, which has enabled us to keep our loan funding costs to a minimum over a period of high interest rates.

During the year, we also completed a project to reduce financial risk, with a working group of Board and Staff members established to implement a change to the pension offering, with all staff now on a defined contribution scheme, reducing future risk for the Association.

Cloch strives to be the best organisation we can be and this year we focussed on improving customer insight with various engagement events delivered throughout the year by our Customer

Involvement Team, in addition to commissioning an independent tenant survey. We use this information to ensure we stay in tune with what is important to our customers, and we were delighted with the results which saw high levels of satisfaction with value for money, our housing services, management of the neighbourhoods, keeping customers informed about services and opportunities to participate. We also saw improvements in satisfaction levels with our repairs service and are confident that this will improve further based on our new approach to working with smaller, local contractors. This new approach also resulted in eight new trade apprenticeships being created for young people in Inverclyde.

In addition to the positive customer feedback, we saw improved results in our operating performance with better results across 75% of our indicators compared to last year and by using independent benchmarking information we know we are a high performing Housing Association locally and amongst our peers within the sector.

All of this is down to our incredible Staff Team and Board Members, who are passionate about making a real difference to families and individuals living in our homes. A recent staff structure refresh empowered staff to provide invaluable input into our key resourcing decisions. With a focus on developing our people, a third of our staff now have enhanced career paths within the Association.

I would like to thank our Staff and Board Member colleagues for their continued enthusiasm to provide excellent services for the people of Inverclyde.

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.

Due to the timing of the Scottish Housing Regulator releasing ARC data for 2023/24, we have used some equivalent Scottish Housing Network data as our 'Scottish average' for the following subject headings: neighbourhood; quality and maintenance of homes; and complaints.

Arc figures are correct at time of print, however, are currently being independently verified.

















KEY PERFORMANCE INDICATORS (KPI'S)

CUSTOMER SATISFACTION

At Cloch we are committed to continuous improvement and providing our customers with the best possible service we can. Our most recent customer satisfaction survey showed high levels of satisfaction. We understand that a fundamental part in achieving these results and continuing to improve, requires involving our tenants and other stakeholders in the Association's decision making process. We therefore provide our customers with opportunities to be involved at a level they are

comfortable with. This could be taking part in a survey, becoming a member of our tenant-lead Customer Advisory Panel or even joining the Cloch Board!

At the heart of this relationship is a clear communication process. This enables us to understand what is important to you and operate accordingly. We're delighted to have improved upon all areas of customer satisfaction when compared with previous years.

PERFORMANCE INDICATOR	RESULTS FROM 2022/23	RESULTS FROM 2023/24	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL'S AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Satisfaction with overall service to customers.	86.59%	92.86%		87.23%	87.71%	
Satisfaction with how we keep customers informed.	93.87%	99.65%		95.02%	92.06%	
Satisfaction with the opportunities we have for customers to participate.	92.75%	98.96%		95.56%	89.10%	
Satisfaction with the quality of our homes.	76.85%	88.97%		81.07%	85.06%	
Satisfaction with our repairs service.	81.80%	86.76%		88.69%	87.33%	
Satisfaction with our rent charges representing value for money.	71.85%	90.88%		79.71%	81.93%	
Owners satisfied with our factoring service.	52.87%	65.66%		54.02%	60.57%	





KEY PERFORMANCE INDICATORS (KPI'S)

VALUE FOR MONEY

As a social landlord and non-profit organisation, we rely on tenants paying their rent to keep the Association running. The rental income we receive is what allows us to carry out repairs, make planned improvements to homes and increase our property numbers, for future generations. While we understand many people face financial challenges – no least of all in recent years due to the ‘cost of living’ crisis – we still need our customers to pay their rent. We therefore review our rent costs on a yearly basis. In doing this we consult with our customers, aiming to strike a balance between the level of services provided, the cost of the services and how far tenants can afford the cost. Providing value for money, good quality homes and an excellent service, in a way

which ensures our rents are affordable, equitable, transparent and consistent, is a key priority at Cloch.

In addition, Cloch’s priority is to provide individuals and families with quality homes, and when our properties are empty, we do not receive any income for these. We therefore try to ensure our properties do not stay empty for long. Also, there is a high demand for our homes and fortunately we do not have many empty properties at any time. When allocating our properties we do so on the basis of ‘housing need’. We ensure everyone who applies is treated fairly and has an equal right to apply for housing. This helps us to create stable and sustainable communities, where our tenants can enjoy their homes.

PERFORMANCE INDICATOR	RESULTS FROM 2022/23	RESULTS FROM 2023/24	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL'S AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Rent collected.	99.87%	100.17%		99.54%	99.58%	
Gross rent arrears.	1.55%	2.01%		4.44%	4.53%	
Rent lost due to empty homes.	1.39%	0.96%		2.82%	1.05%	
Average re-let time.	56.26	38.50		126.85	39.24	
Number of lets.	130	124		188	No data	

KEY PERFORMANCE INDICATORS (KPI'S)

HOMES & RENTS

At 31 March 2024 we owned 1479 properties. The total rent due to us for the year 2023/24 was £7,541,516. We increased our weekly rent on average by 6% from the previous year.

SIZE OF HOME	NUMBER OF CLOCH PROPERTIES	AVERAGE CLOCH WEEKLY RENT	LOCAL RSL AVERAGE WEEKLY RENT	AVERAGE SCOTTISH RSL WEEKLY RENT	DIFFERENCE BETWEEN CLOCH AND SCOTTISH AVERAGE
Overall Average	1441	£102.67	£101.89	£99.66	+£3.01
1 apartment	6	£87.04	£85.48	£88.20	-£1.16
2 apartment	384	£93.12	£94.10	£96.26	-£3.14
3 apartment	760	£102.90	£100.41	£97.64	+£5.26
4 apartment	270	£113.99	£110.21	£107.45	+£6.54
5 apartment	21	£128.16	£119.25	£118.61	+£9.55



NEIGHBOURHOOD

Anti social behaviour and nuisance neighbours can be challenging for local tenants and residents. The number of anti social behaviour cases can vary from one year to the next and when looking at the figures it's important to remember that one tenant can be complained about several times.

Where we do get such complaints, we try to respond and resolve cases as quickly as possible.

Fortunately, very serious anti social behaviour is rare, and where criminal activity is reported we pass it to the Police for them to deal with.

PERFORMANCE INDICATOR	RESULTS FROM 2022/23	RESULTS FROM 2023/24	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL'S AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Anti-social behaviour cases reported.	191	215	●	158	No data	●
Percentage of resolved cases.	99.48%	100%	●	97.86%	97.37%	●

KEY PERFORMANCE INDICATORS (KPI'S)

QUALITY AND MAINTENANCE OF HOMES

In August 2023 we changed how we delivered our day-to-day reactive repairs service from a single multi trade contractor to where we now have 6 contractors who provide the core trade repairs such as joinery, electrical and plumbing. It is pleasing to see that these contractors are performing better against the 2022/23 results.

Performance on tenant safety and compliance relating to gas safety is also a legislative duty placed on Cloch as your landlord and for 2023/24 we were 100% compliant on this performance indicator.

There has been little change in the percentage of stock meeting Scottish Quality Housing Standards which for the most part relates to the fact that



works on meeting the future energy efficiency targets have not been progressed whilst we await the announcement of the Scottish Net Zero Standards.



PERFORMANCE INDICATOR	RESULTS FROM 2022/23	RESULTS FROM 2023/24	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL'S AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Average time to complete emergency repair (hours).	2.49	2.37		3.11	3.58	
Average time to complete non-emergency repair (working days).	7.43	5.45		13.27	8.11	
Reactive repairs carried out right first time.	76.52%	83.79%		81.92%	88.14%	
Gas safety check failures.	1	0		0.67	No data	
Stock meeting SHQS.	94.15%	94.38%		92.91%	94.19%	









KEY PERFORMANCE INDICATORS (KPI'S)

COMPLAINTS

At times, we may not always get things right, however your feedback is important to us. Complaints provide us with the opportunity to understand when something has gone wrong. By bringing any issues to our attention, we can work

towards resolving them and making things right. Your feedback helps us to improve the services we offer our customers, both now and in the long term.

	2023/23 Stage 1	2023/24 Stage 1	CLOCH PERFORMANCE COMPARED TO LAST YEAR	2022/23 Stage 2	2023/24 Stage 2	CLOCH PERFORMANCE COMPARED TO LAST YEAR
Complaints received	474	327		47	30	

PERFORMANCE INDICATOR	RESULTS FROM 2022/23	RESULTS FROM 2023/24	CLOCH PERFORMANCE COMPARED TO LAST YEAR	LOCAL RSL'S AVERAGE	SCOTTISH RSL AVERAGE	CLOCH VERSUS SCOTTISH RSL AVERAGE
Stage 1 complaints responded to in full.	99.58%	100%		98.99%	97.69%	
Stage 2 complaints responded to in full.	100%	96.88%		78.38%	93.79%	
Average time (working days) to respond to Stage 1.	2.25	1.67		4.34	4.07	
Average time (working days) to respond to Stage 2.	11.48	13.58		17.42	16.63	

** Local RSL Average takes into account performance of Riverclyde Homes, Larkfield Housing Association and Oak Tree Housing Association and excludes national organisations operating locally.



**YOU
SAID**

**WE
HAVE**

Cloch Housing Association provides a range of services focused on affordable housing and community support. We offer quality, well-maintained homes for rent, in the Inverclyde area. In addition to managing tenancies, Cloch provides maintenance and repair services, ensuring properties meet safety and quality standards. We also support tenants with

financial advice, assisting with rent management and benefits applications through partnership working. Cloch is committed to sustainability, improving energy efficiency in homes to reduce fuel poverty. Community engagement is a key aspect of our work, offering services that foster tenant participation and promote the well-being of local neighbourhoods.

YOU SAID

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

WE HAVE

We were delighted to receive such positive feedback from our tenants and will continue to work to improve the services we deliver.

The introduction of our Community Support Team has allowed us to provide a greater level of one-to-one support to our tenants who require an extra helping hand.

YOU SAID

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

WE HAVE

We regularly ask for feedback via surveys using our engagement software CX-Feedback. Surveys cover all aspects of our business, from repairs satisfaction to consulting you on our annual rent review.

We have a number of ways you can get in touch, we are available by phone, email, web chat, social media and in person at our office.

YOU SAID

96% of tenants reported that it was easy to report a repair.

WE HAVE

As an organisation we ensure that our communication strategy allows for tenants to easily contact Cloch.

We understand that it can be distressing if your home needs a repair. We have therefore tried to make it as easy and quick as possibly for you to report a repair and get the issue resolved.

YOU SAID

95% of tenants reported they were satisfied with the conduct of tradespersons.

WE HAVE

Each contractor is required to work within a Code of Conduct which outlines the expected standards of behaviour and customer service.

Cloch meets monthly with our contractors to review performance. This includes any complaints reported by tenants, on the conduct of our operatives, which is then investigated by Cloch with remedial action taken on occasions where there is an issue.

YOU SAID

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

WE HAVE

We are an active participant in Inverclyde community partnership meetings with a view to tackling antisocial behavior head-on.

We've appointed new contractors to carry out our grounds maintenance and garden tidy scheme. Our aim is to improve upon the service you receive. So far, we have received positive feedback on our new contractor's performance.

YOU SAID

43% of tenants said they were fairly or very concerned about the cost of their fuel bills.

WE HAVE

We obtained funding to run our make winter warmer event, offering warm goods to tenants and supporting others by providing them with fuel vouchers throughout winter.

We provided Aldi vouchers to tenants, supporting them to offset rising day-to-day living costs.

YOU SAID

100% of tenants said they were satisfied with the Association's office opening times.

WE HAVE

Our offices are open Monday to Friday. We operate a late night where we are open until 6pm on Thursdays, closing at 4pm on Fridays. The rest of the week we are here from 9am until 5pm.

We can also be contacted via telephone, email, on social media, online webchat, through the tenant portal and in person at our office.

YOU SAID

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

WE HAVE

From August 2023 we changed our single day-to-day repairs contractor to a group of six contractors who carry out all core trade repairs. We're pleased to see satisfaction levels increase against the previous year's performance

We survey our tenants after every repair is completed. We analyse this feedback to help us understand what aspects of our service are working well and where we can make improvements.

YOU SAID

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

WE HAVE

We actively engage with our tenants and the community through our customer involvement events. Recently we have held the Cloch Gala Day, the Cloch Cup and ran our Make Winter Warmer scheme, with more participation events planned.

We established our 'Customer Advisory Panel' this year, who review the services Cloch provides. The panel are a great sounding board for the Association, giving us customers views and suggestions on how we can improve to continue to meet the needs of our customer base.

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

Each year we undertake a rent review. Part of this process is to consult with our tenants to identify what services are important to them and what represents good value for money.

We know that this is a challenging financial time for many. Through partnership working with Financial Fitness, we've helped our tenants access £234,230 worth of previously unclaimed benefits.

YOU SAID

66% of owners were satisfied with the factoring service provided by Cloch.

WE HAVE

Our recent factoring satisfaction survey highlighted landscaping as being an area we could improve upon. We therefore undertook a procurement exercise and awarded our landscaping work to a new contractor who commenced working with us in April 2024.

Following a review of the general themes and comments from the factoring satisfaction survey, we developed a 'factoring action plan'. This has included setting up a 'Factoring Service Improvement Group', made up of owners who will input their views on how we can enhance the service we offer.

FINANCIAL PERFORMANCE

BREAKDOWN PER £100 OF RENTAL INCOME

■ 2023-24
■ 2022-23



Maintenance Costs

2023-24: £31
2022-23: £36



Management Costs

2023-24: £29
2022-23: £26



Loan Repayment & Interest

2023-24: £27
2022-23: £31



Invest. New Properties & Assets

2023-24: £8
2022-23: £3



Insurance

2023-24: £3
2022-23: £1



Service Costs

2023-24: £2
2022-23: £3

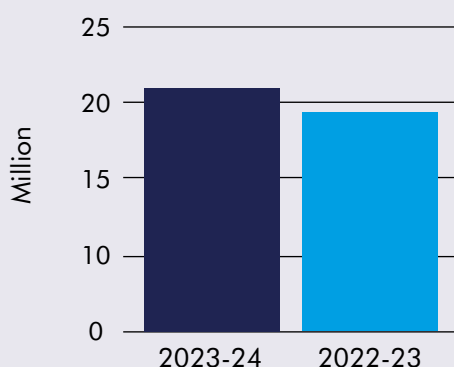
SURPLUS & RESERVES

Our surplus for the year to 31st March 2024 was:

£1,176,165 vs **£1,425,932**
2023-24 2022-23



The Association's reserves for 2023-24 are £20,419,013, compared to £19,242,843 for 2022-23.



INCOME & EXPENDITURE

INCOME	2023-24 (£)	2022-23 (£)
Rental Activities	9,682,248	9,243,253
Wider Role Grants & Income	205,886	101,940
Other Income	109,802	30,223
Gain on Sale of Housing Stock	-	207,806
Exceptional Item	90,580	-
Interest Receivable	38,101	17,623
TOTAL INCOME	10,126,617	9,600,845

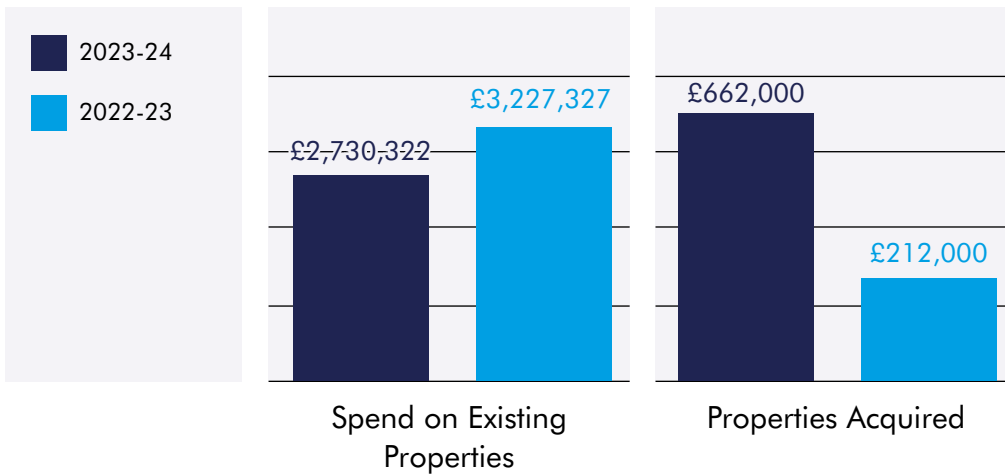
EXPENDITURE	2023-24 (£)	2022-23 (£)
Operating Costs*	7,507,698	7,002,136
Wider Role Operating Costs	236,606	154,544
Other Costs	95,912	23,708
Loan & Finance Costs	566,236	585,525
Pension Plan Losses	544,000	409,000
TOTAL EXPENDITURE	8,950,452	8,174,913

SURPLUS 1,176,165 1,425,932

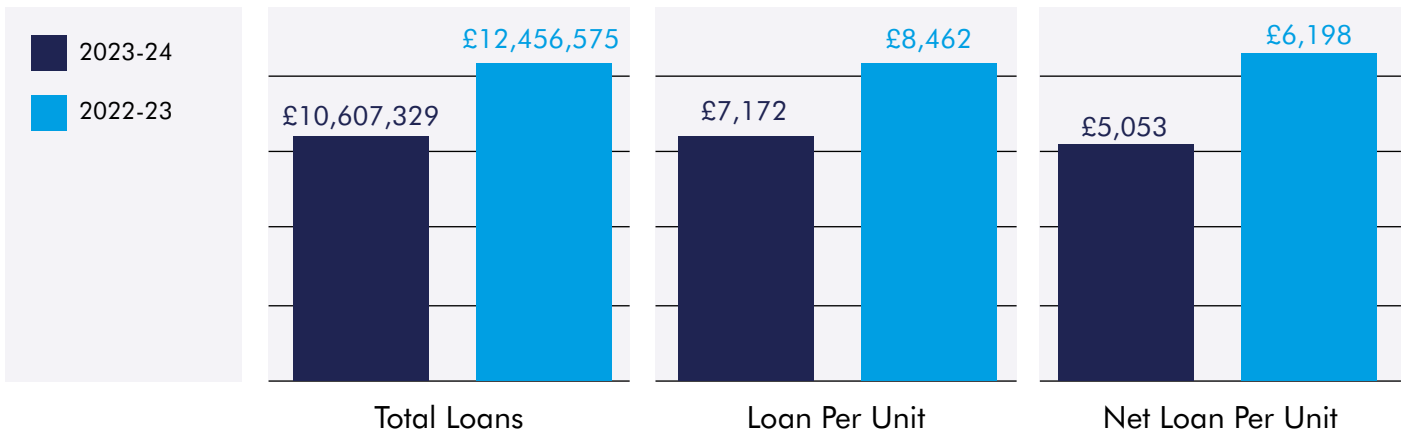
*operating costs have been affected by large increases to insurance, electricity & computer software costs

FINANCIAL PERFORMANCE

PROPERTY ASSETS INVESTMENT



LOANS



GRANTS RECEIVED

Total received for property acquisitions

£328,500

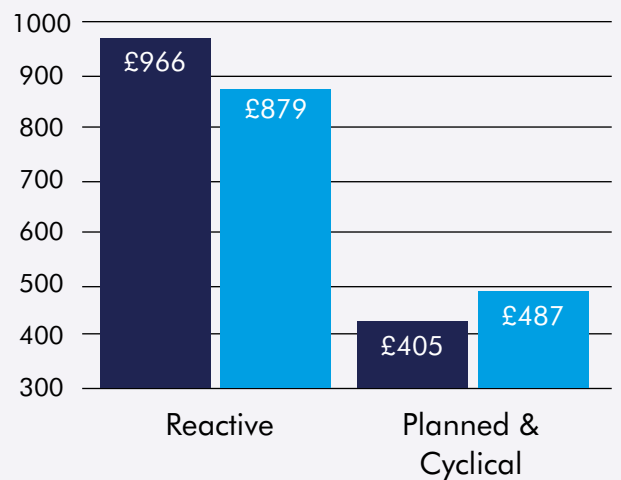
2023-24

£105,000

2022-23



REPAIRS SPEND PER UNIT



Looking To The Future

Cloch Housing Association was established in 1968. We are a community-based property owner who manage 1479 affordable homes within Inverclyde. The Association has played a proud and historic role in making our communities, the vibrant places they are today.

Our purpose:

We provide quality, affordable homes and services throughout Inverclyde.

Our vision:

Homes and services which exceed customer expectations delivered by a strong and resilient organisation.

Our values:

- **Be Positive** in attitude.
- **Be Better** and always look to improve everything you do.
- **Be Kind** to yourself, to others, and in your approach to our services.
- **Be Responsible** for yourself, your customers, and your community.

Our strategic objectives:

1. To maximise the potential of our assets.
2. To offer our customers the best opportunity to succeed.
3. To involve our customers and wider community.
4. To deliver innovation and collaboration.
5. To sustain a caring, forward-looking culture.
6. To make the best use of resources and strengthen our organisational resilience and capacity.
7. To ensure safety and compliance at all times.

We are a growing organisation, providing quality homes, delivering excellent services, and supporting our local communities, and are committed to continuous improvement and providing more affordable homes to meet local housing needs.

Cloch are proud of our local roots and historic achievements, but we are also committed to addressing the opportunities and challenges ahead. These include the changing needs and expectations of our customers, improving our homes and energy efficiency, and addressing a shortage of affordable homes locally. We are excited about the possibilities and potential for the future and are determined to continue making an impact in Inverclyde.

We want our neighbourhoods to retain a firm sense of identity and community, so we understand that what we do is about more than bricks and mortar. We retain a clear customer and community focus, as well as a commitment to collaboration and involvement in wider activities beyond our core landlord role. We look to engage within the communities that we serve and deliver positive outcomes by working in partnership with a range of other organisations and of course you, our customers.

Fit for The Future



Our business plan sets our strategic objectives for the future and our Board members have recently been reviewing our plan to ensure we are on the right track. During 2024, we will continue to review how we do things and will continue to consult with our tenants and residents so we can understand and meet changing needs and expectations.

We know from recent customer feedback, that there are a variety of areas that are significant. Taking this feedback into account, our priorities for the coming year are as follows:

- A commitment to improve the quality of our homes through our enhanced planned maintenance programme with a £3.75m allocation in the next 2 years.
- Enhancing the Association's support services by further developing our Community Support Team, while offering assistance and advice via our support partners.
- Increasing our engagement by introducing several initiatives designed to give our customers a voice in how the Association shapes services. These include the development of a Customer Advisory Panel (CAP), and ongoing tenant focused activities, facilitated by our Customer Involvement Team (CIT).
- Enhancing the areas where you live by swiftly tackling anti-social behaviour and estate management issues.
- Developing our IT and communications systems, to provide a better digital experience and efficiencies, for staff, customers and business partners.
- Helping to tackle the national housing crisis by exploring opportunities to increase our stock numbers via property acquisitions.
- Investing in and improving our staff skills through continuous training, and develop our 'leaders of the future' by way of our graduate and modern apprenticeship programmes.

These are interesting times, presenting many opportunities that lie ahead for Cloch. We look forward to working with our customers, staff, and partners so that we adapt and continue to be fit for the future.

WHO REGULATES US?

Cloch Housing Association, 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

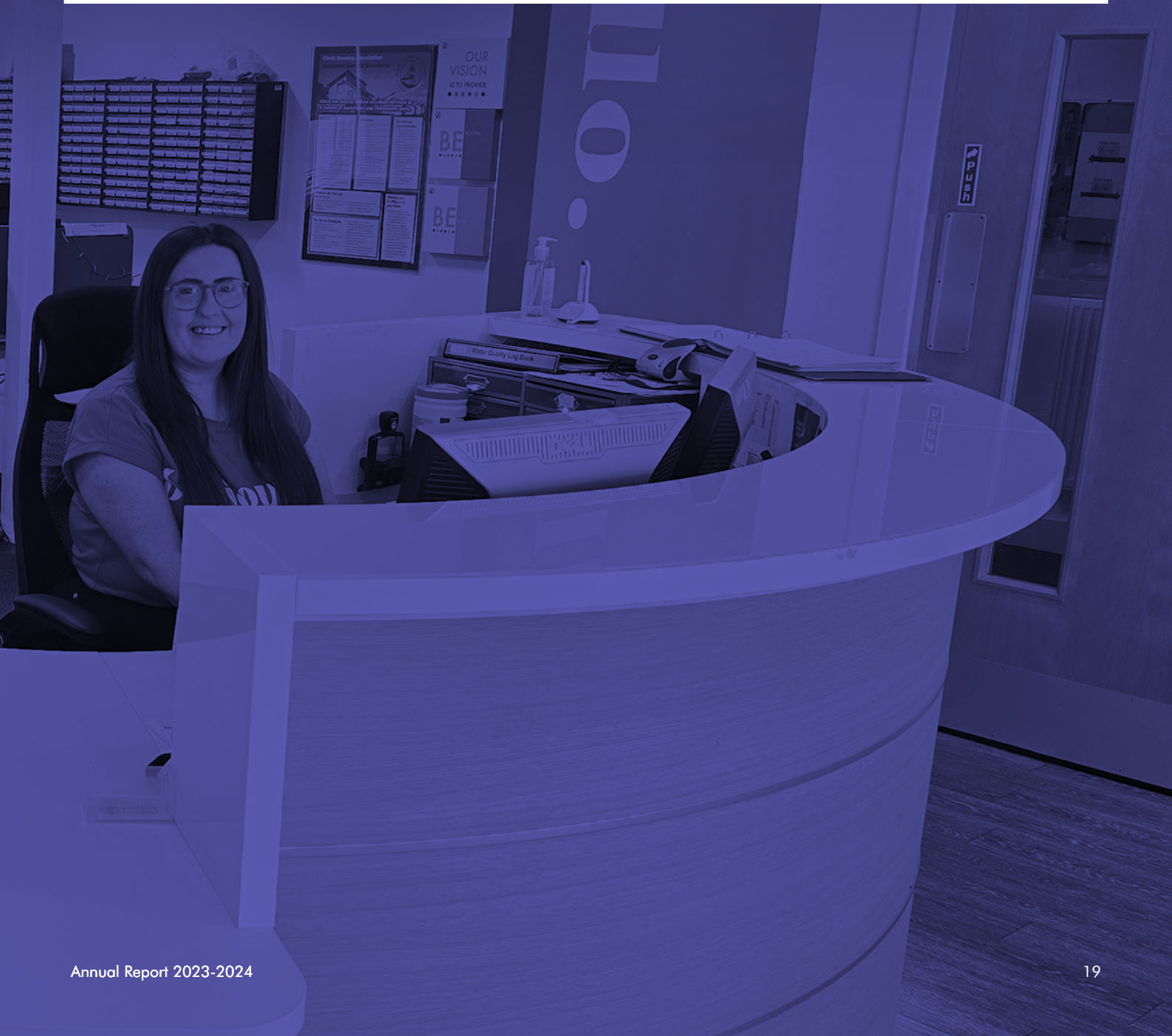
Email: office@clothhousing.org.uk

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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



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