

# Annual Review 2023/24

**ARDENGLLEN**





# Contents

Chair's Welcome.....3

Partnerships.....4-9

Services.....10-13

Communities.....14-17

Financial & Leadership .....18-20

Our People.....21-25

Looking to the Future.....26-27

## Our Purpose

We are a leading not for profit, community-based landlord providing high quality homes and services for our customers in South Glasgow.

## Our Vision

By providing aspirational homes and high-quality services we will transform communities to enhance the quality of life of our customers.

## Our Values



Customer and  
Community Focused



Innovative



Accountable



Equal access to services  
and opportunities for all



Making a  
Difference



Treating our customers  
with respect

# Chair's Welcome



Welcome to our Annual Report. Throughout this report you'll see facts and figures that should give you a clear picture of how we've been performing. You will also see some of the work we've been doing to help achieve our Vision "By providing

aspirational homes and high-quality services we will transform communities to enhance the quality of life of our customers".

Our focus is always on our customers, and we appreciate that ongoing economic difficulties have impacted on household budgets and increased demand for our services. We have worked throughout the year to mitigate the impact of increased living costs and subsequently introduced a new in-house Welfare Rights service.

Investment in our homes continues to be a key deliverable for the Association. We recognise the need to provide good quality, energy efficient homes and have an asset management plan that will raise the standards of our homes both now and over the coming years. In the year

we have enhanced our understanding of the condition of our properties through further independent stock condition surveys which drive our investment plan and help us to ensure we provide the safest possible living environment.

Despite a complex operating environment, Ardenglen remains a viable Community Based Housing Association thanks to the efforts of our people. Their unwavering dedication, passion, and expertise has been the driving force behind our achievements. I extend my thanks to each individual colleague, volunteer and Board Member, who has contributed to our success and collectively demonstrated agility to place us in the best position to move forward so we can continue to deliver success based on understanding our customers priorities through our regular dialogue and engagement.

Understanding our customers current and future needs will clearly light the path forward and will intrinsically shape our service provision to meet changing needs and priorities. With this in mind, I would like to highlight that there are many ways to get involved with the Association and I would urge you to consider joining us to play a part in determining our long-term approach for the benefit of our customers, both of today and the future.

**Liz McKenzie,**

Chair





# PARTNERSHIPS





# Access to Housing

## Housing Access

Housing Access has been extremely successful. We do also continue to offer an in-depth housing option interview via telephone, in person or via home visit if this is preferred. A total of 476 new applicants were added to our housing lists below:



We had 63 properties for relet this year, this was an increase from 62 in 22/23. The 63 lets were allocated to the following lists:

<b>23</b>	waiting list
<b>12</b>	Internal List
<b>28</b>	Homeless
<b>0</b>	Nomination

In addition, we also approved 3 Mutual Exchanges in the year.

It is vital that tenants keep us updated on who lives in the property (please inform us when anyone moves in or out) as failure to do so could result in tenancy change applications being refused.

We continue to work with our partner at Glasgow City Council to alleviate homelessness and managed to exceed our lettings target of 40% in the year.







## Tenancy sustainment

We are committed to ensuring our customers can remain in their home and will do what we can to prevent tenancy failure. This includes joint working between the Housing & Community Investment Teams and at times also involves partnership working with external agencies. We monitor on an ongoing basis any tenancies that have ended before a 12 month period in order to identify any trends. There were 5 tenancy's that ended under 12 month's, 3 were due to tenants who sadly passed away and the other reasons as follows:

**1** to be nearer employment

**1** personal

As part of our end of tenancy process, we ask customers if there is anything we can do to help them to stay.

We investigated and **ended 8 tenancies** in line with our abandonment procedure.

We instigated **4 court actions** in the year due to nonpayment of rent, we were granted **3 decrees for eviction** at Glasgow Sherrif Court with 1 being enforced. Please note that the decision to evict is a last resort when all other attempts to resolve have been exhausted.

## Medical Adaptations

£

Total Cost of Medical Adaptations  
**£63,677**



Average number of calendar days  
**21.88**



Number of applications on list  
**24**



Number of applications completed  
**22**

Medical adaptation is a term used to describe alterations carried out to your property that enable people to live more independently in their homes for a longer time. Such changes may be required either as a result of ageing or other changes in

circumstances to any member of a household. Minor referrals can be made directly, while more complex aids may require the expertise of an occupational therapist.





## Welfare Rights

2023/24 was our final year in partnership with Money Matters (Govan) to deliver a Welfare Rights Service 2 days per week. The service is crucial in enabling individuals to sustain their tenancy, but it also ensures that income is maximised.

We have now established an inhouse financial inclusion service to help keep up with the demand for the service. We would like to thank Money Matters for all their support over the years.

**127** customers accessed the service



**56.69%** of those who accessed the service were single adults



**40.94%** of customers had an annual income of between £6001 - £10,001



Total funds secured for customers in the year -  
**£503,707.37**



## COMMUNITY INVESTMENT TEAM

Our team are extremely proud of Ardenglen's roots and Community Anchor status.

By continuing to work on this ethos, the team have delivered our community investment work in way that has supported many individuals and families. With the impact being invaluable for many, particularly whilst they navigated their way through the "Cost of Living Crisis".



Continues on page 8







## COMMUNITY INVESTMENT TEAM (continued)

During the year, we continued to work collaboratively with our volunteers, participants; residents and our partners to ensure that the work we deliver continues to support, strengthen and empower the community in ways that are identified by local people themselves.

Now in our third year of delivering the Castlemilk Pantry project, we are delighted with the progress and outcomes achieved, especially through the development of our Pantry Plus project. The Pantry has become a popular project and active participation in it, continues to be positive.

During the year a total of **1367** members joined the Pantry. Our Pantry Plus project engaged with a total of **130** participants delivering a variety of activities aimed at promoting self-confidence, relationship building and health & wellbeing including: **Training, Cookery Classes, Community Lunch, Breakfast Bingo, Men and Women Groups and Upcycling Workshops.** 38 volunteers were registered with the project and without their help and support we simply would not be able to do what we do!



Our Energy Advice project also supported our members and residents through periods of crisis, whilst at the same time implementing long-term efficiency and behavioural changes around the consumption of energy. We are pleased to report that the dependency of looking for fuel vouchers is now significantly lower, due to the knowledge gained around the costs involved in running certain appliances such as, reducing a shower down to 5 mins or swapping to lower energy saving appliances such as an Air-fryer!



In November 2023, we closed the Maureen Cope Community Hall. Whilst the decision to move away from the hall was not made lightly, it was made due to excessive running costs, coupled with level of investment work that would have been required to the premises in order to continue occupying was simply not viable as it is not an Ardenglen owned site.

Despite this massive change, our hard-working Community Committee were delighted to

announce that they had secured funding and the support from the Association to develop a new community space within the Ardenglen owned site at **6 Ardencraig Street**. This new Hub did require some investment and funding, so the team set about making this vision a reality. It is anticipated the Hub will open to the community late in 2024 once necessary works are complete to ensure the Hub is accessible and that it meets Health & Safety and Fire regulations.

### Highlights from the year include:

- Seasonal Fun Days and Events
- Establishment of two formal partnerships - Castlemilk Parish Church and Castlemilk Youth Complex - Weekly Community Lunch and Breakfast Bingo.
- Delivery of Spring; Summer; Autumn Food & Fun Days (part of Castlemilk Together collaborative)
- Creation of our very own Santas Grotto
- Development of new Community Growing Space at Castlemilk Community Centre, producing some small produce for sale in the Pantry.
- Partnerships with local schools (delivery of intergenerational activities).

As always there is still so much more to do, especially in the current landscape, which continues to impact negatively on the community as a whole.

We are delighted to report that despite some difficulties, our Community Investment Team continued to drive forward and engage positively with our tenants and local people, to build confidence and personal resilience to bring about effective and lasting change that will undoubtedly benefit the whole community.





# SERVICES







# Ways to get in involved at Ardenglen Housing Association

## Become a Member

For just £1 you can become a member of the Association. You can then have a real say in how AHA is run, stand for election to our Board at our Annual General Meeting and also vote to appoint our Board of Management.

## Join the Castlemilk Pantry

The Castlemilk Pantry is led by Ardenglen and supported enthusiastically by our neighbouring landlords: North View, Cassiltoun, Craigdale and Glasgow Housing Association. The Castlemilk Pantry operates by giving members who sign up for £1 a year access to around £15 worth of goods for a flat rate of just £2.50 per shop. We also offer volunteer opportunities for anyone who wants to get involved.

## Join our Board

We are looking for tenants to get involved in our Board. We reserve places on the Board for our tenants and provide training and support to anyone interested.

## Tenant Scrutiny Panel

We have launched our new Tenant Scrutiny Panel - Residents of Ardenglen Scrutiny Panel, where tenants will scrutinise our service and performance and help us improve how we work. Full training and support will be provided for anyone who wants to get involved.

## Consultation Groups

We have a number of policies and services that we often consult with you on. If you are interested in helping us to shape our policies and services, look out for news of our next Consultation.

## Join the Community Committee

The Community Committee was established in 2010, initially with responsibility for the delivery of tenant engagement; events and activities, thereafter being responsible for the delivery of our community hub, previously the Maureen Cope Community Hall, now development of a new hub at 6 Ardenraig Street. Both premises support the committee to facilitate the delivery of a host of capacity building activities from Digital/IT; Gardening; Cookery; Upcycling (sewing/woodwork) and Lifelong Learning opportunities. If you would like to join the committee, please get in touch with us.

**If you are interested in any of these opportunities to get involved, give us a call on 0141 634 8016 or email [info@ardenglen.org.uk](mailto:info@ardenglen.org.uk)**







Our aim is to achieve high satisfaction levels and provide the maximum opportunities for you to participate in the work of Ardenglen. You may choose to;



Become a member for £1. This entitles you to attend the Annual General Meeting and potentially stand for election to the Board



Focus groups to lead policy reviews and shape services



Respond to satisfaction surveys



Participate in regeneration activities

**Overall satisfaction with services**

**2024**  
**94.2%**  
2023: 94%

Scottish Average 2024 - 86.5%  
Peer Group Average 2024 - 86.5%

## Complaints - We Value Your Feedback

We received 199 complaints in 2023/24. (156 complaints in 2022/23)

**Tenants satisfied with opportunities to participate**

**2024**  
**99.8%**  
2023: 99.8%

Scottish Average 2024 - 87.2%  
Peer Group Average 2024 - 96.3%

**Stage 1 complaints**  
**186**

**Stage 2 complaints**  
**13**

**59.7%** of complaints were upheld in 2023/24.  
(39.4% of complaints were upheld in 2022/23).



The percentage of all complaints responded to in full at Stage 1  
**98.94%**



The percentage of all complaints responded to in full at Stage 2  
**100%**



The average time in working days for a full response at Stage 1  
**3.38 days**



The average time in working days for a full response at Stage 2  
**18.31 days**

# Learning from Complaints

During the course of the year 2023/24; the Association received 199 complaints. This year we identified some improvements through learning from complaints. These were:

**Review of  
our service  
policies**



**Review of  
contractor  
performance**







Our Tenants and Residents Health & Safety is a priority and we strive to maintain 100% compliance with the Health and Safety Standards and Regulatory Requirements.

We continue to discuss contractor related complaints at monthly contractor performance meetings to improve service delivery.

As a result of your feedback we continue to review our processes and identify areas where we can make improvements and introduce change when we can. We welcome your feedback as it helps us provide a better level of service for you.

## Communication

We use many forms of communication to engage, interact and keep you informed of our work. Telephone and email have been the main methods of contact with you over the last year. There are many ways that you can reach us;

-  **Telephone** including calls and texting
-  **Written** format such as newsletters and letters
-  **Electronically** by e mail or using our Facebook and Twitter page
-  **Face to face** either at our office, your home

**Satisfaction  
at being kept  
informed**

**2024  
98.2%**

Scottish Average 2024 - 90.5%  
Peer Group Average 2024 - 95.6%



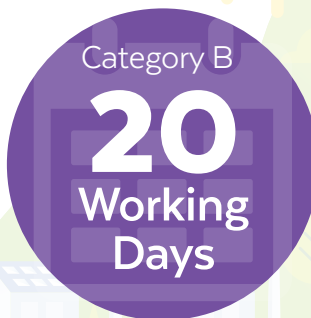




## Estate Management

We managed 47 estate management complaints within the reporting year covering a variety of issues including smoking, dog fouling, barking, litter, bulk waste and fly tipping and bikes and prams in closes.

Our timescales for responding are:



## Anti-Social Behaviour

Category A (20 working days)

Category B (40 working days)

Category C (110 days)

We managed a total number of **78 ASB** complaints in 2023-24.



Scottish Average – 94.3%  
Our Peer Group Ave – 97.7%

In 23/24 there were no Anti-Social cases that progressed to legal action.







## Repairs Performance



Emergency  
Repair Time -

**2.4  
hours**

Scottish Average -  
4 Hours

Our Peer Group  
Average 2.8 hours



Non-emergency  
Repair Time -

**6.1  
days**

Scottish Average -  
9 days

Our Peer Group  
Average 4.6 days



Right First  
Time -

**91.9%**

Scottish Average -  
88.4%

Our Peer Group  
Average 93.7%



Repair &  
Maintenance  
Satisfaction -

**89.5%**

Scottish Average -  
87.3%

Our Peer Group  
Average 92.4%

Under the direction of the Director of Asset Management, the asset department undertakes the day-to-day management of the repairs and maintenance service, including void property turnaround works and comprehensive refurbishment plans/works of the associations existing stock portfolio, this also includes kitchen, bathroom, boiler replacements, electrical works etc, to ensure the Association maintains the SHQS and EESSH 1 standards.

In addition to the aforementioned the asset team also carry out stage 3 medical adaptations, which includes Tenants and Residents Health and Safety Compliance within the compliance Big 7 areas;

Tenants feel  
that their  
property  
represents vfm  
**94.6%**

Gas Servicing and management

Electrical Safety management

Asbestos Management

Water Management

Fire Risk Management

Damp and Mould management

Lift Management



## Asset management achievements

### Scottish Housing Quality Standards (SHQS)

All social landlords are expected to meet SHQS standards and this sets the standard that all landlords are expected to achieve in the quality and safety of their housing stock portfolio. Ardenglen Housing Association has reported 99.8% our homes meet this standard.



### Energy Efficiency Standard for Social Housing 1 (EESH 1)

All social landlords are expected to meet EESH 1 standards and this sets the standard that all landlords are expected to achieve in the energy efficiency of their housing stock portfolio. Ardenglen Housing Association has reported 100% our homes meet this standard.



### Energy Efficiency Standard for Social Housing 2 (EESH 2)

The Scottish Government has undergone a review of EESH 2 and commissioned a Zero Emissions Social Housing Task Force and the Association awaits the outcome and guidance and any available funding. EESH 2 has been replaced with a proposed Social Housing Net Zero Standard (SHNZ).

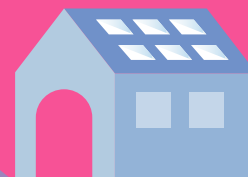


### Percentage of Homes meeting the Scottish Housing Quality Standard

**99.8%**

Peer Group Average – 92%

Scottish Average – 84.4%



Successful  
Stage 3 Grant  
Funding  
**£55,302**

**24**  
Stage 3  
medical  
Adaptations  
completed

Void  
Properties

Average Turnover

**16 Days**

Number of Voids

**63**

Average spend per void

**£3,185.00**





**Total rent collected**

**100.3%**

Scottish Average  
2024:  
99.4%

Peer Group Average  
2024:  
99%



**Rent lost due to homes being empty**

**0.4%**

Scottish Average  
2024:  
1.4%

Peer Group Average  
2024:  
0.5%



**Average days to relet homes**

**16 days**

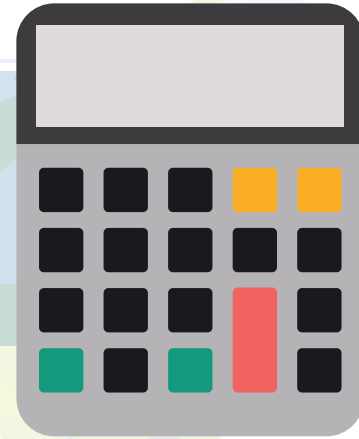
Peer Group Average  
2024:  
26.2 days

Scottish Average  
2024:  
56.7 days



## Average Weekly Rents

We annually review the rents we charge for our homes. This ensures we have enough income to provide high quality services and maintain our properties to a high standard.



## Getting good value from rents and service charges

### 1 apt

House:	0
Tenement:	40
4 in block:	0
Cottage flat:	0
Total:	40

**Ardenglen**  
**£62.62**

Scottish Average  
£82.24  
Difference -23.9%

### 2 apt

House:	0
Tenement:	79
4 in block:	16
Cottage flat:	54
Total:	148

**Ardenglen**  
**£79.98**

Scottish Average  
£87.87  
Difference -9.-%

### 3 apt

House:	91
Tenement:	352
4 in block:	25
Cottage flat:	65
Total:	538

**Ardenglen**  
**£90.39**

Scottish Average  
£90.29  
Difference 0.1%

### 4 apt

House:	84
Tenement:	123
4 in block:	0
Cottage flat:	9
Total:	212

**Ardenglen**  
**£99.86**

Scottish Average  
£98.30  
Difference 1.6%

### 5 apt+

House:	42
Tenement:	2
4 in block:	0
Cottage flat:	0
Total:	44

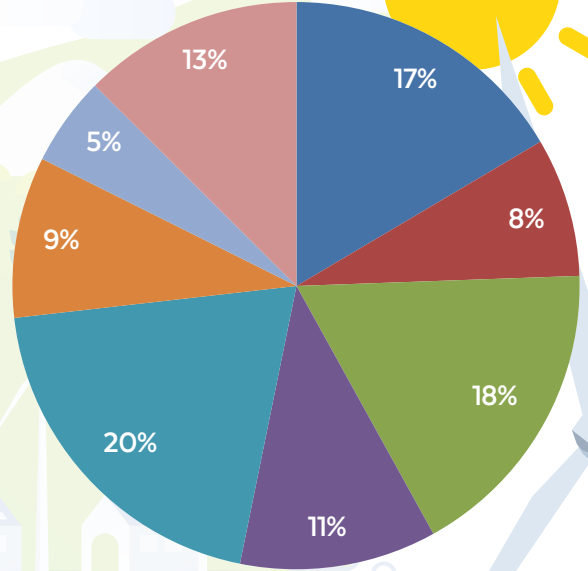
**Ardenglen**  
**£113.93**

Scottish Average  
£108.29  
Difference 5.2%



## How your rent money is being spent

Salaries	17%
Office Overheads	8%
Reactive Repairs	18%
Planned & Cyclical Maintenance	11%
Management & Maintenance administration	20%
Community Investment	9%
Interest paid on loans	5%
Money set aside for future investment	13%



## "Top ten" areas of spend 2023/24





# OUR PEOPLE





# OUR PEOPLE



## Our Staff Team

David Byfield

Chief Executive

### Asset Management

Peter Kelly

Director of Asset Management

Christopher Paterson

Senior Asset Officer

Graham Paul

Asset Officer

Bruce Strathearn

Asset Officer (Temp)

Amy McCann

Asset Management Compliance Assistant

Demi Anderson

Asset Management Administration Assistant

**Customer Services**

Suzanne Casey	Director of Customer Services
Angela Mooney	Senior Housing Officer
William Boale	Housing Officer <b>on secondment</b>
Janice Herriot	Housing Officer
Hayleigh Rennie	Housing Officer (Temp)
Kerri Downie	Housing Assistant (Maternity Leave)
Nicole Babes	Housing Assistant (covering Maternity Leave)
Fiona McGovern	Community Investment Manager
Bernie Sweeney	Financial Inclusion Officer
Kelly Burns	Pantry Co-ordinator
Jackie Bole	Community Development Worker
Suzanne McGeachy	Pantry Assistant
Naomi MacKay	Pantry Assistant
Pauline Boyle	Customer Services Assistant
Scott Linens	Customer Service Assistant (Temp)

**Finance, Digital and Corporate Services**

Karen Fee	Director of Finance, Digital and Corporate Services
Michelle Hart	Finance, Digital and Corporate Services Manager
Jacqui Mills	Corporate Services Officer
Michelle Robertson	Finance Assistant

**Leavers in the year**

Lynne Mastrangioli	Energy Advisor <b>Leaver</b>
Amna Hussain	Customer Services Assistant ( <b>leaver</b> )



# Our Board of Management

OUR  
PEOPLE



**Liz McKenzie, Chair**  
Date elected: 2008



**Mark Ingram,**  
Vice-Chair  
Date elected: 2017



**Sharon Richford,**  
Board Member  
Date elected: 2004



**Karen McDonagh,**  
Board Member  
Date elected: 2014



**Alex Warren,**  
Board Member  
Date elected: 2018



**Richard Mahon,**  
Board Member  
Date elected: 2019



**John Duncan,**  
Board Member  
Date elected: 2021



**Chukwudi Chuks-Nnadi,**  
Board Member  
Date elected: 2022



**Chinenye Anameje,**  
Board Member  
Date elected: 2022



**Fiona Dunwoodie,**  
Co-opted Member  
Co-opted: January 2024

## Leavers in the year

**Maureen Cope MBE,** Board Member  
Retired July 2024

**Ann Marie Docherty,** Board Member  
Retired September 2023

# New look Asset management team

Our new look Asset management team providing professional services to our tenants in Castlemilk.

One of the highlights of Ardenglen's working year was the introduction of a brand new Asset Management Team led by Peter Kelly, Director of Asset Management.



The Team: Christopher, Bruce, Grahame, Amy and Demi

Annual Review for 2023/24

## Annual Assurance

In October 2023 the Association submitted its fourth Annual Assurance Statement to the Scottish Housing Regulator (SHR). Following a robust self-assessment process the Board unanimously reached the following opinion:

Ardenglen Housing Association Ltd:

- Comply with the Scottish Housing Regulator's Standards of Governance and Financial Management;
- Comply with the standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services;
- Comply with all Regulatory Requirements as set out in Chapter 3 of the Regulatory Framework including all relevant legislative duties.

The Assurance Statement advised the SHR that the Association was fully compliant with the Standards of Governance and Financial Management.



# Looking to the future

## - What is in store for 2024-25?

Here are some of the key priorities that we are working on in the year ahead.

### Asset Management

Our Tenants and Residents Health & Safety is a priority and we strive to maintain 100% compliance with the Health and Safety Standards and Regulatory Requirements. We have also upgraded our fire detection LD2 systems to all our properties in line with Scottish Government requirements and legislation.

#### Integrated asset management strategy

We are in the process of producing a new Integrated Asset Management Strategy, which will set out the strategic direction of asset management and our property assets to provide an action plan for how we deliver our key strategic objectives, which includes how we take forward our 5 year investment and 30-year life cycle plan.

#### Stock Condition Survey

We have recently taken forward our third phase stock condition surveys which will provide overall approximately 80% stock condition surveys being achieved. This will provide the Association with investment plans and budget for long-term maintenance and improvements, By assessing the condition of various components like

kitchens, bathrooms, roofs, and windows we can then plan and schedule necessary repairs and upgrades more efficiently.

Also By evaluating the energy efficiency of properties, these surveys can highlight areas where improvements are needed, helping to reduce energy consumption and costs for tenants. These surveys will also ensure that properties comply with current living standards and regulations, which is crucial for maintaining the quality and safety of our housing stock. Data-Driven Decisions: The data collected from these surveys will provide the Association with a valuable insight that assist the Association to make informed decisions about property management and investment priorities.

#### Ambition

The Association has ambitious investment plans over the next 5-year period and we are now working on assessing and prioritising work programmes and capital budgets. The Association will then be in a position to procure new contracts and engage in a consultation process.



## Finance, Digital & Corporate

### Working Groups

- Value for Money working group has a refreshed membership this year, aiming to achieve another £50,000 saving. The group this year are focussing on our contracts, consultants and more efficient ways of working.
- Corporate Health & Safety working group also has a refreshed membership this year. The group continue to progress DSE assessments for all staff and ensure compliance with Fire Risk Assessment.
- Sustainability working group, this is a new working group. The group will receive training on climate change to understand how it relates to our operations and our customers. Ardenglen will adopt the Sustainability Reporting Standard for Social Housing with annual reporting enabling us to compare with other housing providers.

### Digital

- We have recently successfully migrated our systems to Azure servers including SharePoint.

- A project team from across the Association working together to implement MyHome and customer portal
- The next step is the creation of a Digital Strategy encompassing Board, staff and customers.

### Finance

- The team have successfully recruited Harris Ahmed, PATH Trainee. Harris will be working with us for 3 years, learning and supporting the Finance & Corporate team. Harris will also undertake external training to support him in his role and career.

### Governance

- Our Board member appraisals completed with a new learning and development plan in place for the coming year. Staff training planned for the year includes, Whistleblowing, GDPR and Document Retention and Health & Safety Awareness.
- Our new Tenant Scrutiny Panel (RASP) has held their first meeting and have begun work consulting and reviewing the update to our Allocations Policy

## Customer Services & Customer Engagement

Our priority for the year ahead remains our customers, we are committed to understanding customers needs and priorities and will ensure that we engage to gather feedback at any given opportunity.

- We will engage with customers & colleagues to set out new standards of service. The standards will consider our response times in relation to the variety of communication methods that we offer.
- We recognise the importance of the projects we offer outwith our core business and have successfully

secured funding to revamp the former “relaxation centre” at 6 Ardencraig Street by turning it into a fully accessible community hub.

- We will enhance our new financial inclusion service by utilising successful funding to appoint an assistant who will help to deliver financial and digital assistance to our customers and wider community.
- We will work with key stakeholders and members of the community to look at the future sustainability of the Castlemilk Pantry.

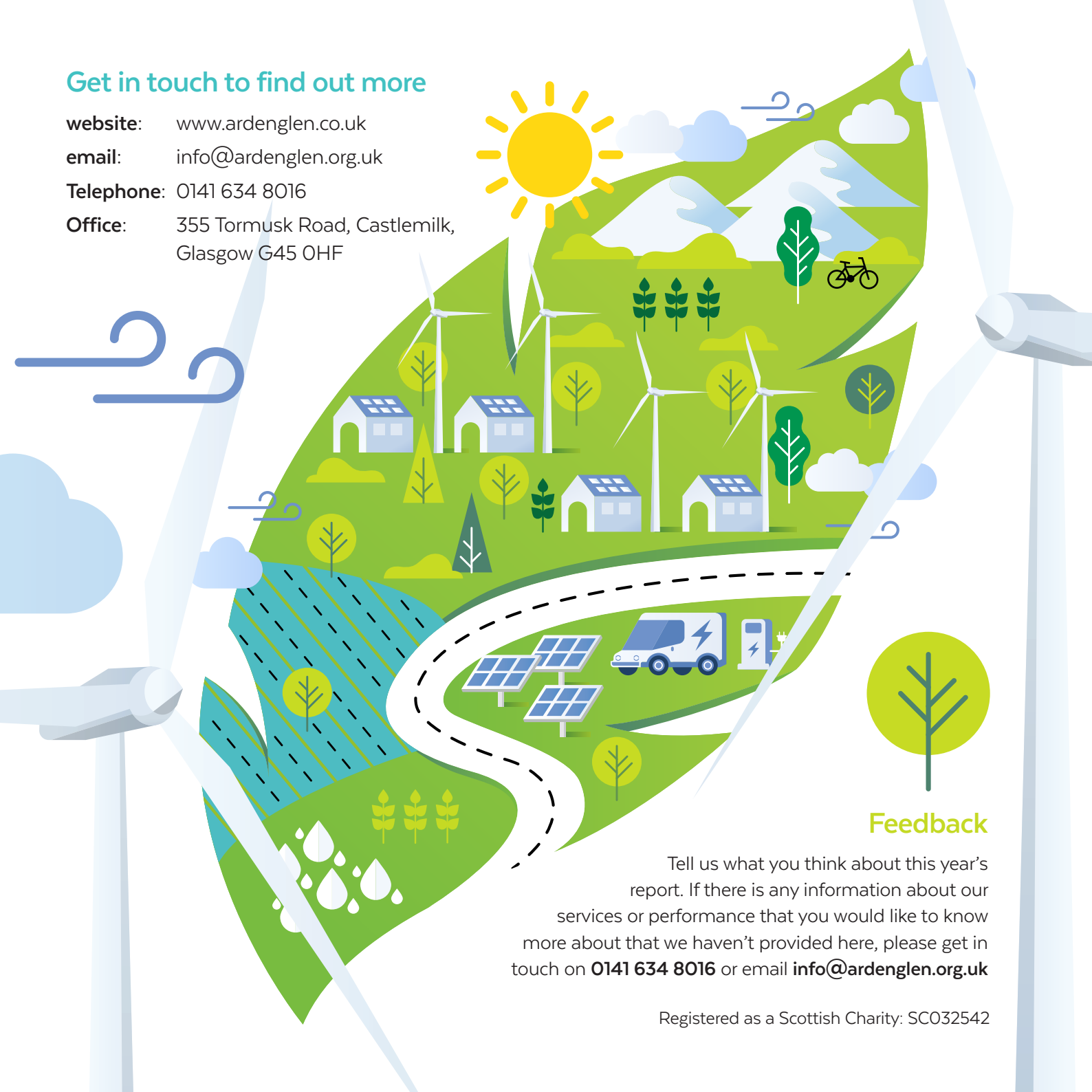
## Get in touch to find out more

**website:** [www.ardenglen.co.uk](http://www.ardenglen.co.uk)

**email:** [info@ardenglen.org.uk](mailto:info@ardenglen.org.uk)

**Telephone:** 0141 634 8016

**Office:** 355 Tormusk Road, Castlemilk,  
Glasgow G45 0HF



## Feedback

Tell us what you think about this year's report. If there is any information about our services or performance that you would like to know more about that we haven't provided here, please get in touch on **0141 634 8016** or email [info@ardenglen.org.uk](mailto:info@ardenglen.org.uk)

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