



Business Plan Summary & Strategic Map 2021-24

Executive Summary

Introduction

Ardenglen Housing Association has produced a Business Plan to set out our objectives, plans and resources for the three-year period from 2021/22 to 2023/24.

The Business Plan informs our relationships with our customers, funders, regulators, and partner organisations. We have consulted extensively with our customers about their priorities for the future and we look forward to continuing this dialogue as implementation of the Business Plan takes shape.



About Ardenglen

Ardenglen owns and manages 982 homes for social rent, and we factor a further 18 properties, all located in East Castlemilk.

We are led by an experienced and capable Board made up of volunteers who have a wide range of skills and perspectives including strong insight into the needs of our customers and community.

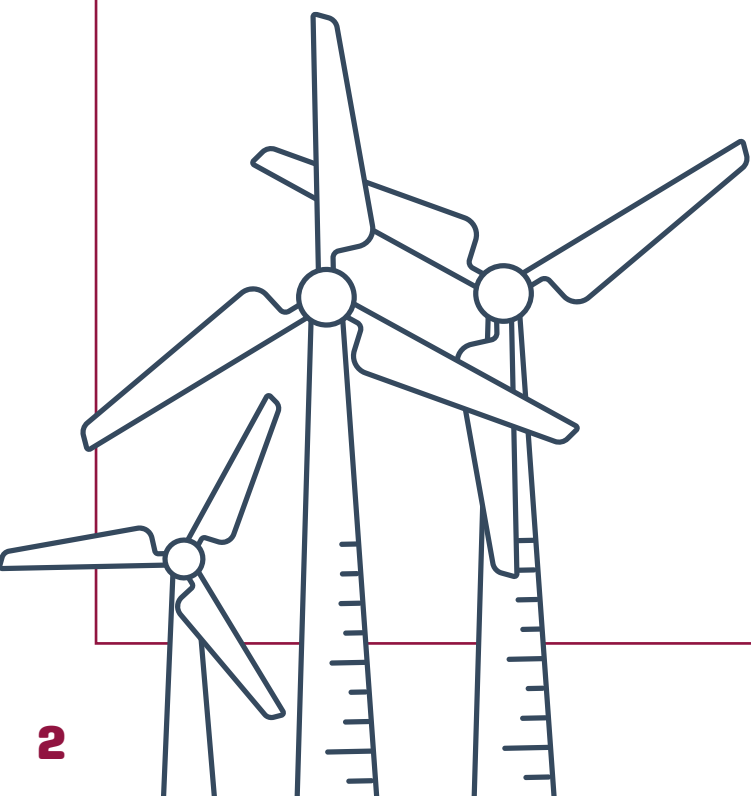
The Board's responsibilities include providing leadership and direction, while operational

management is led by the Chief Executive Officer and Senior Leadership Team.

Ardenglen was set up in 1990 to provide community-led action to reverse poor housing conditions and neighbourhood decline in East Castlemilk. Over the last 30 years, we have exceeded that remit by:

- Establishing community ownership of housing in the area
- Growing in size through a partnership with Castlebrae Co-operative and an additional stock transfer from Glasgow Housing Association
- Securing substantial public and private investment to create new and improved homes
- Managing our housing in a way that is closely aligned with local needs
- Investing in services and activities beyond housing that benefit the community
- Keeping our rents affordable.

We are proud of our achievements which have delivered sustainable regeneration, greatly improved living conditions for residents, and long-term value for the public money invested in our community. While there is much to do as we adapt to fresh challenges, Ardenglen is planning for the future with confidence and ambition.

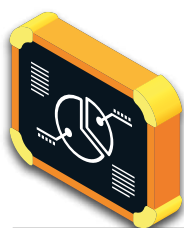
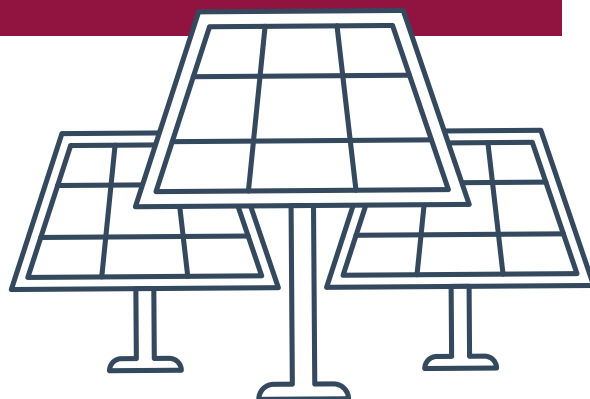


Business Plan: Key Highlights

The Board's Vision is:

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

The Board has set five strategic objectives to help achieve the Vision.



SERVICES

Deliver first class customer services



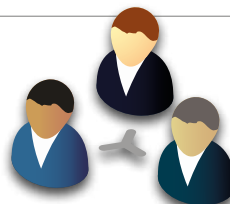
COMMUNITIES

Provide quality homes, communities and sustainable tenancies



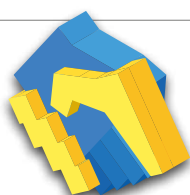
FINANCIAL & LEADERSHIP

Achieve robust financial management and governance excellence



PEOPLE

Empower, develop and engage our staff and Board



PARTNERSHIPS

Build strong collaborative relationships locally and nationally

Overall, our strategic direction over the next three years will be based on:

Consolidating and improving our services and homes

Improving opportunities and the quality of life for local people

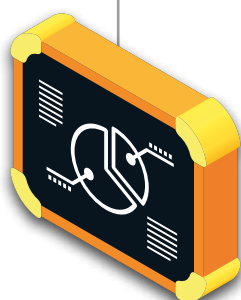
Managing our assets and resources well for the benefit of our customers and communities

Modest growth through development, should suitable and financially viable opportunities become available

The Business Plan takes a comprehensive look at Ardenglen's business as it is now and where we wish to go in future. It marries our plans and priorities with careful consideration of the financial and other resources available to us, working in a more challenging operating environment, and the major risks we must seek to manage to keep the Plan on course. As with any plan, the Business Plan and the world outside will not stand still, so we will regularly take stock of progress and where we may need to make changes. Being agile and flexible in our approach will be essential.

The Business Plan covers all aspects of Ardenglen's business, from the strategic role of the Board to the experience we want individual customers to have when they use our services or look to us for support.

STRATEGIC OBJECTIVES



SERVICES

Deliver first class customer services



FINANCIAL & LEADERSHIP

Achieve robust financial management and governance excellence



PEOPLE

Empower, develop and engage our staff and Board

OUTCOME

Our customers are highly satisfied with our services and feel they get great value for money.

OUTCOME

We are financially strong and demonstrably efficient with exceptional leadership.
Our rents are competitive and affordable.

OUTCOME

We are a great place to work, with highly engaged staff and a high performance culture focused on delivering excellent services to our customers.

OPERATIONAL OBJECTIVES

- We will implement a new model for our service delivery, so that all of our services provide excellence for our customers
- We will make the best use of technology so that our customers can use our services in a way that meets their needs.
- We will develop a new Tenant Engagement Strategy to inform and involve our customers.
- We will enhance how we deliver services, to reflect our learning from the Covid-19 pandemic
- We will listen to customer feedback and use this to shape and improve inclusive services in the future

OPERATIONAL OBJECTIVES

- We will maintain our strong track record of collecting rental income and reducing the income lost from empty properties
- We will maintain strong and capable leadership and fully comply with the Scottish Housing Regulator's Framework for the Regulation of Social Housing in Scotland.

OPERATIONAL OBJECTIVES

- We will support our Board and staff with training, development, and educational opportunities.
- We will give our staff opportunities to be involved in decision making, thematic projects and creative thinking.
- We will continue to develop our approach to reward and recognition ensuring staff feel valued.
- We will embed a demonstrable culture of customer excellence in all that we do



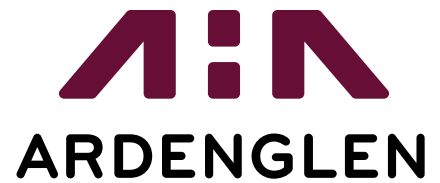
PARTNERSHIPS

Build strong collaborative relationships locally and nationally



COMMUNITIES

Provide quality homes, communities and sustainable tenancies



Vision:

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

Purpose:

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

Values:



Customer and Community Focused



Accountable



Making a Difference



Innovative



Equal access to services and opportunities for all



Treating our customers with respect

OUTCOME

We positively engage with our stakeholders, to establish new partnerships that lead to better outcomes for our community and better value for money.

OUTCOME

Our houses meet EESSH, SHQS and tenant safety standards, are in high demand with low turnover and the environment is clean and tidy. Our investment improves tenants' homes and helps to make them greener and more affordable to heat. People in our communities can access support and opportunities that improve their quality of life.

OPERATIONAL OBJECTIVES

- We will work effectively with our stakeholders and partners, keeping them informed of our priorities, ambitions, achievements, and challenges.
- We will develop a funding strategy and seek out joint funding opportunities with partners.
- We will actively promote our organisation to enhance our reputation and be recognised as a partner, employer, or landlord of choice.

OPERATIONAL OBJECTIVES

- We will improve the energy efficiency of tenants' homes so that they are more affordable to heat.
- We will make sure that our homes are safe and secure places to live.
- We continue to explore new development opportunities to make more homes available.
- We will develop new services and partnerships to address community needs following the Covid- 19 emergency.
- We will invest in environmental services including grass cutting for all our tenants.

Summary

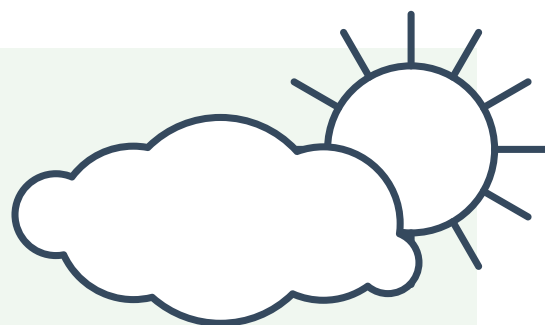
The following summary outlines the themes addressed in the Business Plan that are likely to have the greatest strategic significance over the period of the Plan.

Ardenglen's customer services

We will aim to provide our customers with a first-class service, to ensure they are highly satisfied with our services and feel that they get great value for money from Ardenglen.

Our benchmarking and customer satisfaction results are already good. We now aim to take things to a new level by aiming for excellence. Key to this is understanding what our customers want, involving them in decisions about what our services look like and how they will work, and then embedding a strong focus on the customer in how we work, day after day and week after week.

In the course of developing our Business Plan, we commissioned independent research to find out what customers want from Ardenglen. We are now working on a new model for service delivery, and we hope that that Ardenglen customers will want to work with us as it takes shape.



Ardenglen's asset management

Providing all of our customers with quality homes is central to the Board's Vision. This is also essential from a good business point of view so that our customers want to stay with Ardenglen and there is demand for our housing among people looking to be housed in Castlemilk. This is one reason why our Vision refers to "aspirational homes."

Our homes should be safe and secure and located in an attractive environment. We have conducted detailed reviews of our approach to stock safety this year so that the Board can be assured that Ardenglen is meeting all of its obligations for the health and safety of our customers.

Investment in tenants' homes will move into a new phase following the completion of our 2021 stock condition survey, along with our research to find out more about what customers want from their homes. When this year's programme of Energy Performance Certificates has been completed, we will have a strong body of information to plan our future investment programmes in a reliable, efficient, and effective manner.

Looking to the next 10 years, Ardenglen will almost certainly experience challenges in carrying out the level of energy efficiency works being asked of all property owners in Scotland, whether they are individuals or organisations. As noted in the Business Plan, the availability of funding is just one of a number of major uncertainties, largely because the Scottish Government has stated its ambitions and made these mandatory, without really knowing how change on the scale that is anticipated can be delivered in practice.

Ardenglen's approach will be to complete what preparatory work we can now (for example, in relation to completing our EPC programme and analysis of the stock condition survey). We intend to bring this information together in an Ardenglen Energy Strategy in 2022/23, which will also address the urgent issue of fuel poverty which creates serious difficulty for some of our customers.



Ardenglen's role in the community

Our community experiences high levels of poverty and inequality which is one reason for Ardenglen's strong tradition of providing or enabling services that support residents and help to build a better community.

We played a major role in supporting the community during the emergency stages of the Covid-19 pandemic and we are committed to playing our part in rebuilding the community. Recent projects such as The Pantry and Pantry Plus, as well as the activities provided from the Maureen Cope Community Hall, will make a real difference in this regard.

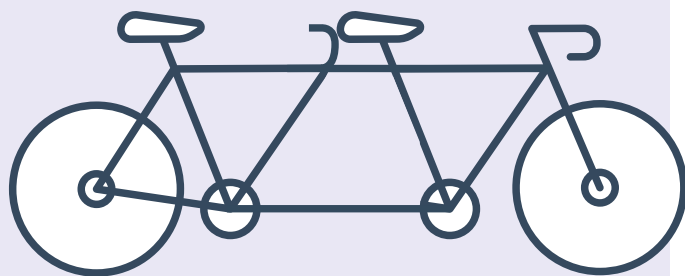
Looking to the future, Ardenglen will seek to play a positive role on the development of a locality plan for Castlemilk, to help increase the voice of local people and achieve a more joined-up response involving GCC, the community and community service providers like ourselves.



Partnerships

Ardenglen does not have unlimited financial and human resources to contribute to community regeneration. Accordingly, the Business Plan emphasises the importance of working in partnership with others as well as delivering services in our own right.

Seeking to work in partnership in other areas will also be important to us, for example in relation to procurement, sharing good practice and contributing to the locality plan. This is something we are keen to do more of, through joint working with other community-based housing associations in Castlemilk and other peers.



Governance and Finances

The ambitions set out in this Business Plan can only be fully realised if Ardenglen has strong and effective governance and if we have the financial resources and stability needed to put our plans into practice.

The financial projections accompanying the Business Plan confirm that the Association is in a position to meet our long-term maintenance and debt repayment obligations. The projections incorporate a set of realistic cost assumptions, with our maintenance costs based on an up-to-date stock condition survey and with significant costs increases above inflation built into our projections over the next few years.

Given the uncertain times we live in, not least due to the pandemic and economic turbulence, the Board

appreciates the need to review and update our assumptions on a

continuing basis. Going forward, we will develop a strategy for the delivery of the EESSH2 standard, but we are clear that the cost of meeting the standard should not fall on our tenants.

A focus on efficiency and budgetary control are the keys to success for Ardenglen. The mission for the future is to work to budgets, protect future cash flow and deliver for our community.





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