

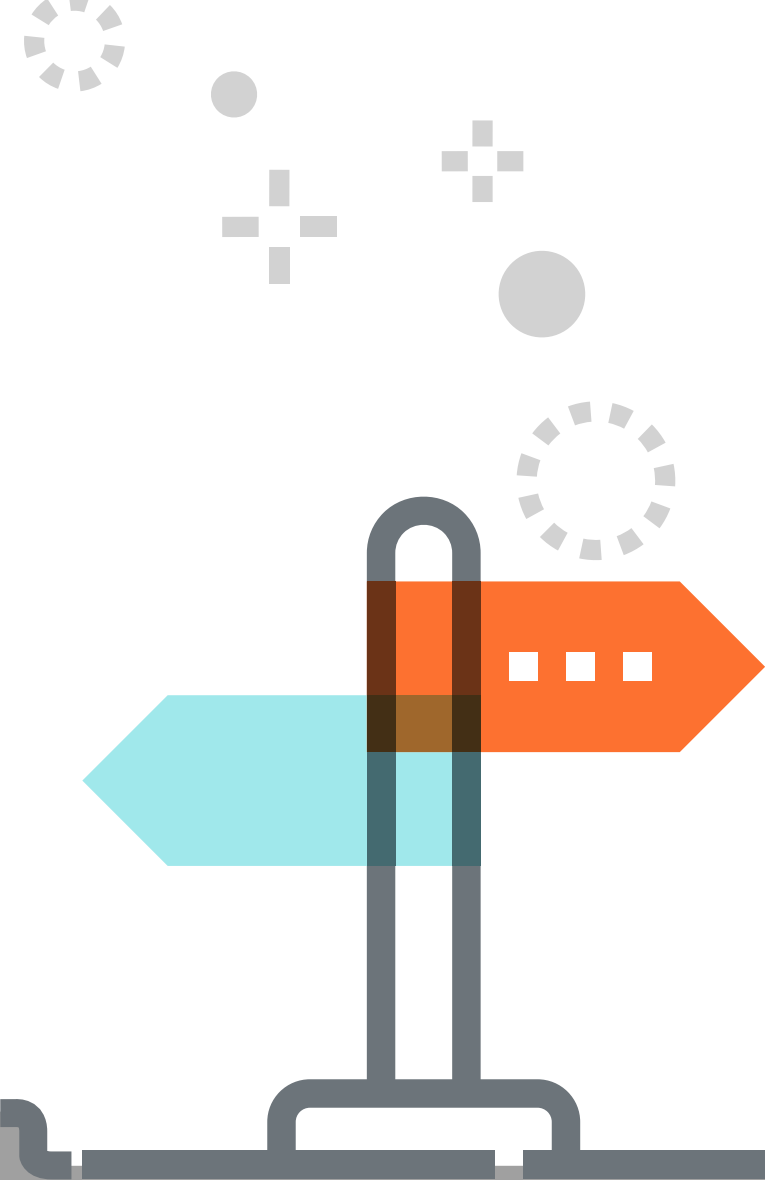
Integrated Asset Management Strategy 2025-2030

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References

» Business Plan 2025-2030	» AHA budget and financial statement
» Annual Assurance Statement	» Senior Leadership Team knowledge
» Stock Condition Survey	» AHA Policy and Procedures
» Tenants and Residents Health and Safety Compliance validation reports	» SHR Integrated Asset Management Strategy Guidance
» Customer Satisfaction Surveys	» Associations Delivery Plan 2025-28
» Investment Planning (Capital and Revenue)	» SWOT & PESTLE Analysis



Executive Summary

I am pleased to present Ardenglen Housing Association's Integrated Asset Management Strategy 2025-2030.

This strategy forms a core component of our business planning process, complementing our Business Plan 2025-2028 and supporting Ardenglen's vision for the sustainable and effective management of our housing stock and wider assets over the next five years.

Now in our 35th year, Ardenglen was founded in 1990 with a mission to address poor housing conditions and neighbourhood decline in Castlemilk, Glasgow. Since then, our Board, volunteers, and dedicated colleague team have remained fully committed to maintaining the quality and safety of our homes, ensuring they are desirable, affordable, and compliant with all health and safety standards.

This strategy ensures our homes remain fit for purpose by ensuring they are:

- » **Safe and compliant**
- » **Adaptable and sustainable**
- » **Affordable and well-maintained**
- » **Ready to meet future needs**

In shaping this plan, we have taken into account a wide range of external and internal challenges, including:

- » Political & legislative change
- » Housing standards (SHQS, EESSH, SHNZS)
- » Finance & investment
- » Value for money
- » Tenant & community priorities
- » Ensuring rents remain affordable

Our Integrated Asset Management Strategy aligns with Ardenglen's five overarching strategic objectives:

- » **Services and Performance** - Deliver first class customer care and repairs service
- » **Finance and Governance** - Achieve robust financial management and governance excellence
- » **People** - Empower, develop and engage our staff and Board
- » **Customers and Communities** - Build strong collaborative relationships locally and nationally
- » **Homes and Environment** - Provide quality homes, communities and sustainable tenancies

We also reaffirm that asset management is a core business function—fundamental to Ardenglen's success—and this strategy is designed to be fully integrated with our business planning and operational delivery.

In doing so, we have adopted the five principles of strategic asset management as set out in the Scottish Housing Regulator's recommended practice. This document will also serve as a practical management tool, guiding staff in their operational responsibilities and supporting Board members in their strategic and policy decision-making.

This strategy reflects our ongoing commitment to protecting our property assets, safeguarding tenant well-being, and planning for a resilient future. We remain focused on ensuring that our homes and services continue to meet the needs of today's tenants while remaining adaptable for generations to come.



David Byfield
Chief Executive



Ardenglen's approach to asset management

An integrated approach to asset management focuses on every aspect of asset performance, to establish, if continued investment is sustainable. If an asset is fit for purpose, it should be:

- ✓ managed efficiently and generating demand;
- ✓ in good condition with a costed, affordable maintenance programme;
- ✓ making a positive contribution to the Association's business plan;
- ✓ delivering value and amenity.



Ardenglen HA typical property types

To support Ardenglen Housing Association's pursuit in achieving an integrated approach to asset management, and to ensure their assets continue to meet the needs of tenants and residents, we have embraced the Scottish Housing Regulator five practical principles:

The Association will commit to these 5 principles, and this Integrated Asset Management Strategy will reflect on the published report and guidance from the Scottish Housing Regulator.

This Integrated Asset Management Strategy has also been produced to reflect the business needs of the Association in light of changes to the operating environment, drivers for regulatory reform, political uncertainty, high inflation, fuel poverty and a housing crisis, announced by the Scottish Government which requires innovative solutions and flexibility in our delivery model.

Scottish Housing Regulator five practical principles

Principle 1

Governing bodies and committees lead the strategic response to asset Management and should be assured that assets are managed effectively.

Principle 2

Social landlords should have a comprehensive understanding of their assets.

Principle 3

Social landlords should develop an approach to understanding the value of their assets.

Principle 4

Integrated asset management outcomes should be understood and used as evidence to inform future investment decisions.

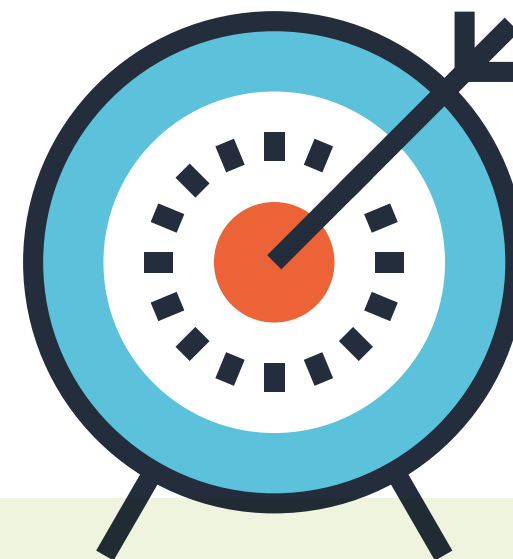
Principle 5

Social landlords should use the integrated asset management outcomes to inform, their asset management strategies.

Purpose

The purpose of the Association's Integrated Asset Management Strategy is to:

- » Set out the framework for its approach to managing its assets in order that it achieves its aims and objectives both now and, in the future,
- » Propose a working document and an action plan to assist with continual improvement in the efficient and effective delivery of the Integrated Asset Management Strategy.
- » The Business Plan also underpins the Association's robust approach to strategic asset management and the integrated asset management strategy.



The objectives of the strategy are as follows:

- » To underpin the Association's Business Plan approach to an integrated asset management strategy;
- » To produce an asset profile of the housing stock;
- » To commit to Tenants and Resident's Health and Safety Compliance and Regulations;
- » To state the value of the stock;
- » To review the findings of the most recent stock condition survey against the current and future repairs and maintenance requirements;
- » To focus on the Association's new build ambitions and priorities, tenure diversification, the Energy Efficiency Standard for Social Housing (EESH), Social Housing Net Zero Standard (SHNZS), maintaining the Scottish Housing Quality Standard (SHQS) and managing voids amongst other priorities;
- » To set out our approach to asset investment;
- » To evaluate the Association's housing stock against existing housing needs and demand information;
- » To clarify Ardenglen HA understanding of customer needs and detail how it ensures that it keeps abreast of change and needs of our tenants, also potential tenants and to ensure continued demand for our homes.
- » To provide an integrated understanding of the 5-year investment planning and 30-year Life Cycle Plan for the Association and how asset management impacts on investments;
- » To set out the risks acknowledged in relation to asset management and identify actions that we will take to mitigate against the effects of these risks;
- » How the Association will challenge itself to continually improve and remain effective and efficient in supporting its strategy.



Introduction

Ardenglen owns and manages 984 homes for social rent, 3 sharing owners and we factor a further 18 properties, all located in East Castlemilk area.

We are led by an experienced and capable Board of Management 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 the 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 35 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.

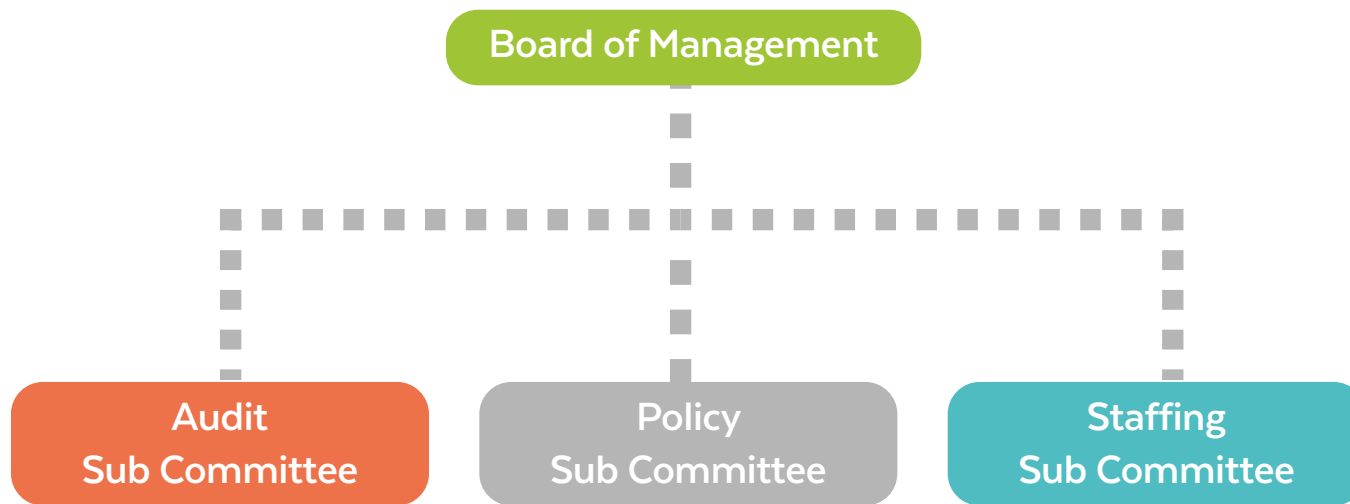
The Association also wants to ensure that our homes and other property assets are in the right location and are fit for purpose. For AHA, the above definition reflects the process we apply to ensure that the assets we need to operate our Association's business is managed effectively, provide value for money, support growth and diversity and are sustainable into the future.

The Association has built a solid track record of driving positive change within our community through housing

led regeneration and high-quality service provision and we have an excellent reputation, for getting things done, on time, delivering high standards of service and have a forward-thinking Board of Management, who fully support our Integrated Asset Management Strategy.

The Association has been focused and gone through a period of change and worked positively and productively with our team of staff, board and management committees, to provide the right investment in our homes over the next 5 years, including a focus on tenant's and resident's health and safety compliance. We also placed importance on wider community regeneration as we are committed to making Castlemilk a safe and secure place to live now and in the future.

AHA Management Committee Structure

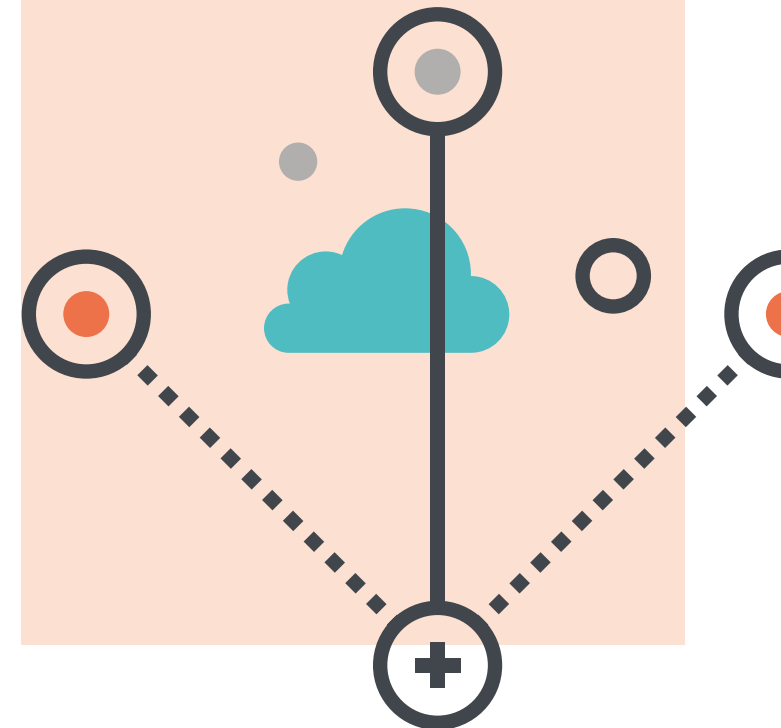


Liz McKenzie, Chair



Mark Ingram, Vice Chair

AHA is led by a Board of Management made up of local tenants & residents and other individuals with an interest and or skill that suits the aims of the Association. Each Board of Management Committee member brings particular skills and experience to the governing body. The Board of Management Committee are tasked with making the key decisions about the Association's direction and provide challenge and oversight of the staff team to ensure that all decisions and services are provided and delivered in the best interests of our tenants and customers.



Our Vision and Values

Our Vision

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

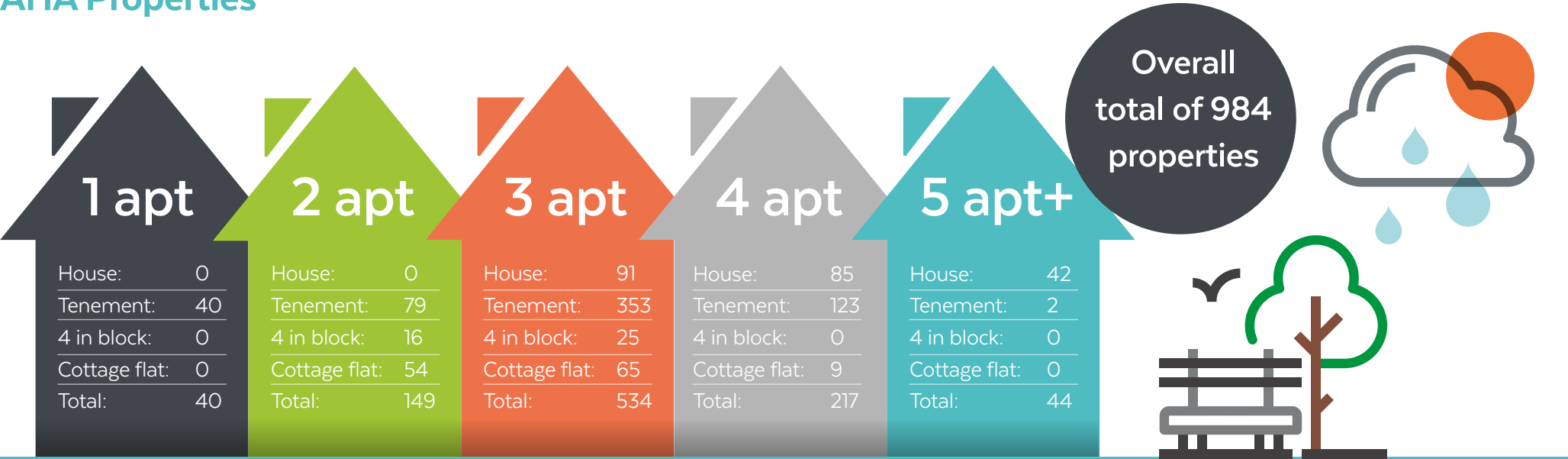
Our Values

-  Customer and Community Focused
-  Making a Difference
-  Accountable
-  Innovative
-  Treating our customers with respect
-  Equal access to services and opportunities for all

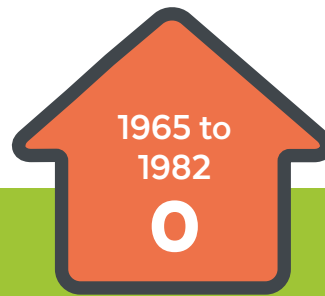
Our Asset Management Priorities



AHA Properties



AHA Stock Age Profile



Commercial Properties

Ardenglen Housing Association own and lease 9 commercial premises, which are an important part of the community and are fully let. As well as office space which includes the AHA main office and Fair deal Office.

Planned Capital & Maintenance Budgets

Planned maintenance is a fundamental part of our integrated asset management strategy to ensure that buildings and their components function adequately, preserve the value of the property, comply with legal obligations, meet organisational standards, and achieve best value throughout the life of the asset. Planned maintenance capital works are normally identified in advance on a component life cycle basis and replacement is timed to coincide when the component has reached the end of its useful economic life.

Any capital projects budget will include for maintaining compliance with the Scottish Housing Quality Standards (SHQS) and meeting the Energy Efficiency Standard for Social Housing (EESH) and new Social Housing Net Zero Standard (SHNZS). Major unforeseen building related works may also be funded from the planned Capital/Maintenance projects budget. Also, the Scottish Government's new Social Housing Net Zero Standard (SHNZS). This will be replacing the post-2020 Energy Efficiency Standard for Social Housing (EESH 2).



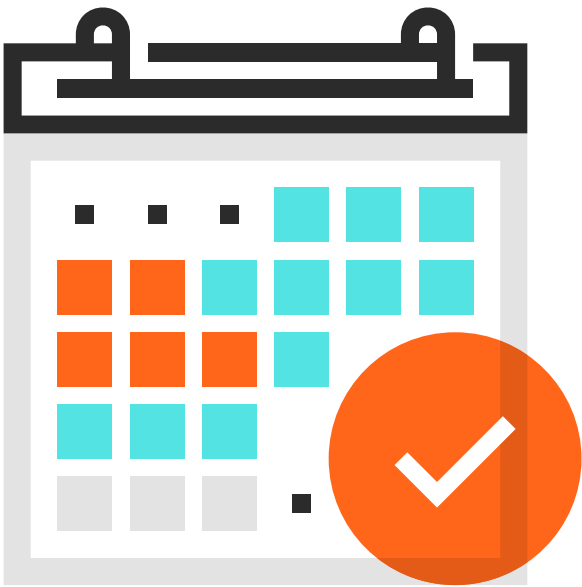
Five Year Investment Plan

Ardenglen has a rolling programme of stock condition surveys, 74% completed over the last four years.

The information from this programme is utilised to plan and create the Capital Investment required in our customers' homes over the next 5 years to maintain our quality standard and achieve fuel efficiencies.

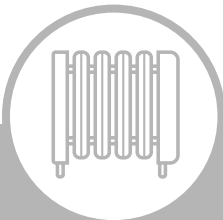
The detail below provides the key Capital investment expenditure over the next 5 years.

The above below is produced utilising our stock data and component life cycles and details the full capital investment in our tenants homes over the next 30 years.



Bathrooms

Year	No.	£K
2025-26	25	135
2026-27	26	145
2027-28	30	171
2028-29	16	93
2029-30	37	219



Boilers

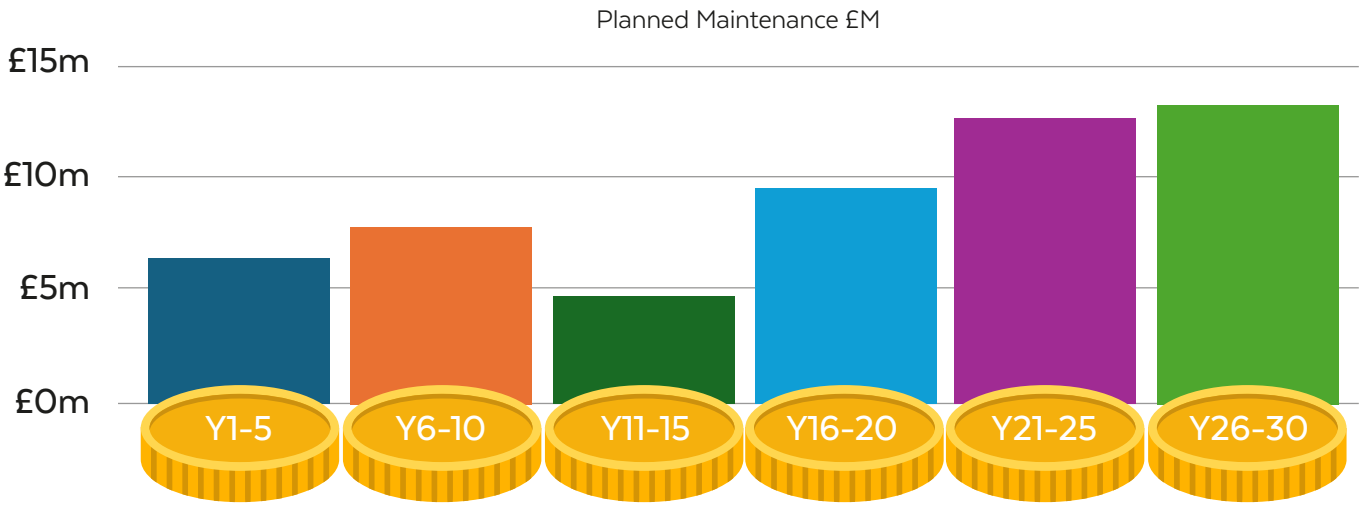
Year	No.	£K
2025-26	70	182
2026-27	74	198
2027-28	82	224
2028-29	81	225
2029-30	90	255



Kitchens

Year	No.	£K
2025-26	110	794
2026-27	66	514
2027-28	104	826
2028-29	118	956
2029-30	117	966

Capital Investment Expenditure (30 Years Business Plan)



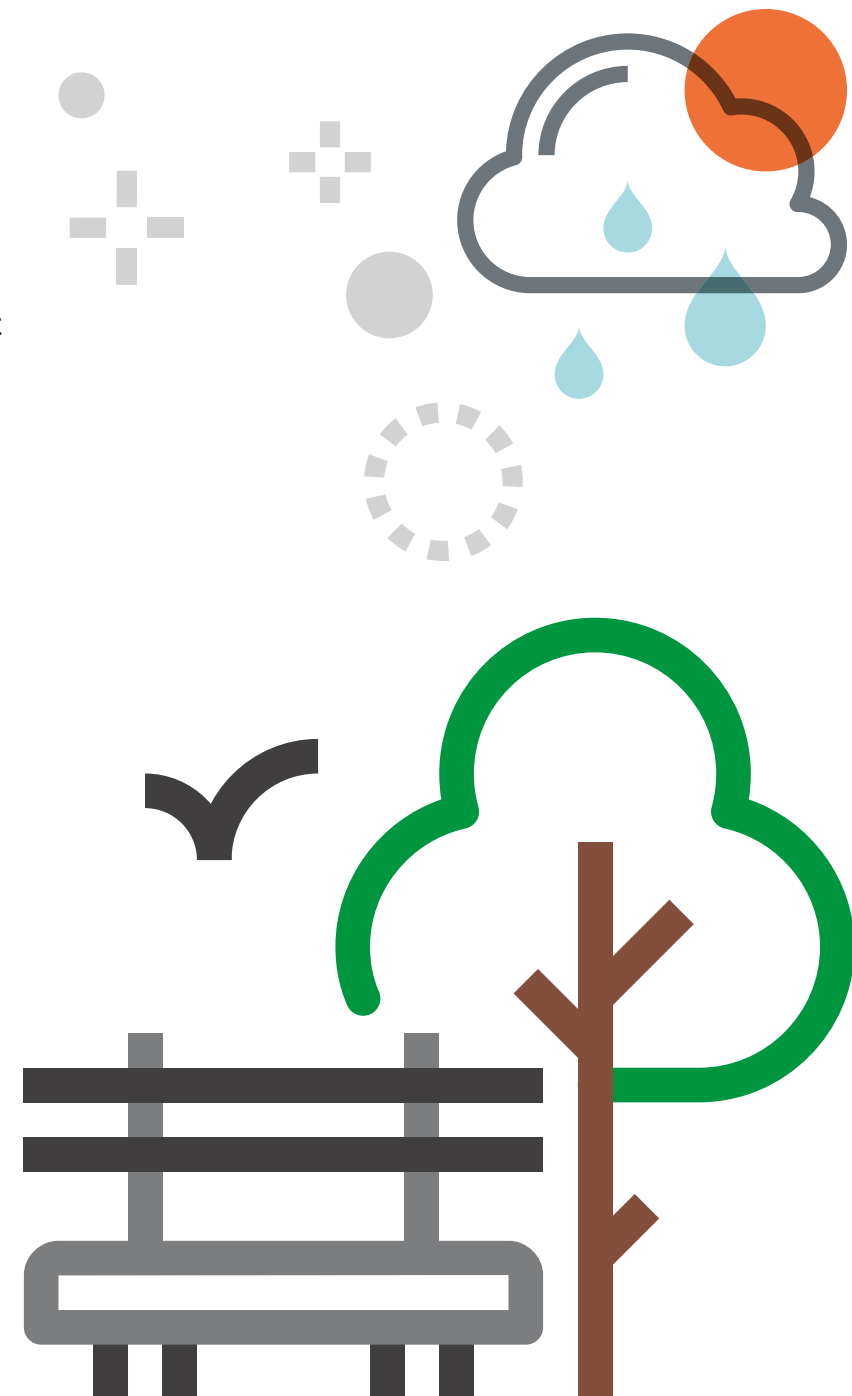
Annual and Cyclical Programme

Cyclical maintenance is work or servicing that is required to be carried out periodically to maintain safety, prolong the life of the building components and avoid either expensive responsive repairs or a complete failure. This type of maintenance can be done on annual basis or every number of years and is aimed at ensuring the properties are kept safe and limit/prevent damage from occurring and maximising the life of building components.

The following are classed as cyclical maintenance (includes servicing and Tenants Health and Safety Compliance):

- | | |
|--|--|
| ✓ Gas Servicing and Annual Safety Check | ✓ Grounds maintenance as per contract, |
| ✓ Smoke, heat alarms and CO detector installation and testing | ✓ EPC (Energy Performance Certificate) for property |
| ✓ Electrical (EICR) testing on a five-year rolling basis | ✓ Fire safety equipment; fire alarm, fire equipment, emergency lighting annually |
| ✓ Gutter cleaning and repairs annually after periodic inspection | ✓ Portable Appliance Testing (PAT) annually |
| ✓ External painting every five years depending on condition | ✓ Water Hygiene Management |
| ✓ Communal redecoration every five years depending on condition | ✓ Fire Risk Assessments every 3 years |
| ✓ Window and close cleaning as per contract | ✓ Asbestos checks |
| | ✓ Damp and Mould action planning |

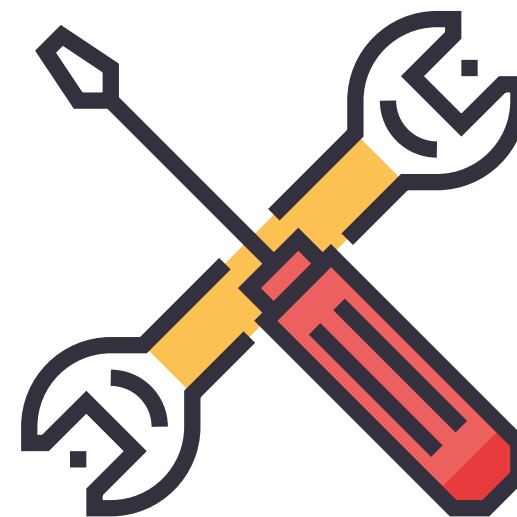
Information and evidence that required tasks are conducted, collated, and reported to the Management Committee on a quarterly basis. Where there is a clear focus on Tenant and Resident Health & Safety Compliance.








Responsive Day to Day Repairs and Voids

Responsive repairs are repairs, which by their nature cannot be pre-planned and the Association recognises the need for delivering a high-quality responsive repairs service. It is important that repairs are carried out quickly and effectively to ensure the safety of the tenants/owners and prevent further deterioration or early component failure.

Day-to-day responsive repairs are generally reported by tenants and are prioritised according to the risk to health and safety of the tenants or depending on the seriousness and potential to cause deterioration and further increased damage, if not attended to within a reasonable timescale.



AHA Repairs and Maintenance KPI's 2024/2025

Percentage of properties meeting SHQS standards year end 	Average hours to complete emergency repairs 	Average working days to complete non-emergency repairs 	Percentage of reactive repairs completed right first time 	Average time to complete adaptations (Days) 
2024-25 99.80%	2024-25 2.4hrs	2024-25 6.1 days	2024-25 91.9%	2024-25 36.5 days
2023-24 99.80%	2023-24 2.36hrs	2023-24 6.05 days	2023-24 91.88%	2023-24 21.88 days
2022-23 99.19%	2022-23 2.55hrs	2022-23 5.17 days	2022-23 96.70%	2022-23 31.92 days
All RSL's 87.8%	All RSL's 3.6hrs	All RSL's 7.9 days	All RSL's 87.5%	All RSL's -

Right to Repair

Additionally the Housing (Scotland) Act 2001 and the Scottish Secure Tenants (Right to Repairs) Guidance 2002 gives tenants, the right to have small urgent repairs carried out within a given timescale. The Right to Repair scheme covers certain qualifying repairs up to the value of £350 and if we do not carry out the repair within the time limit set, tenants may be entitled to compensation.

Rechargeable Repairs

The Association will identify and recharge tenants for damage done to their property due to misuse or neglect by them, a member of their family or visitor to their home. This includes forcing entry to a property for whatever reason or for repairs required following a forced entry.

Voids

In order to minimise void losses, the Association is aware that good management of void properties is vital to maximise rental income, provide a quality service, maximise available housing, meet the lettable standards, meet housing need, and achieve good estate management.

The Association aims to provide a quality voids management service to ensure that adequate housing is available for those in need as soon as is practicable and to protect the rental revenue income by:

- » Minimising void turnover.
- » Minimising void period and rental loss.
- » Allocating properties in the shortest possible timescale.
- » Achieving the lettable standard in the most cost-effective manner.
- » Ensuring properties are returned at termination of tenancy in a good condition.
- » Monitoring and benchmarking performance.
- » Identifying and evaluate cost effective options to eliminate high turnover and/or low demand properties.
- » Ensuring compliance with regulatory standards and legislation, also Tenants Health and Safety Compliance.

If left for too long the condition of void properties rapidly deteriorates, they provide no income, may attract vandalism and have a negative impact on the local community and reputational risk to the Association.

AHA's average spend on a void repair for 2024/25 was £2,663.



Asset Standards

The Scottish Government introduced minimum housing standards that all Social Housing properties must achieve such as Scottish Housing Quality Standard (SHQS) and continue to achieve, maintain, and improve on the minimum standards of compliance.

AHA aims to provide the highest quality housing achievable within available resources, considering the age, stock profile and property type.

The Association is subject to current housing legislation and is regulated by the Scottish Housing Regulator (SHR) and the Association's performance on meeting the Scottish Social Housing Charter standards. Outputs are monitored annually within the Annual Return on the Charter (ARC).

The Scottish Government introduced minimum housing standards that all Social Housing properties must achieve such as Scottish Housing Quality Standard (SHQS) and continue to achieve, maintain, and improve on the minimum standards of compliance.

The Association aims to provide the highest quality housing achievable within available, resources, considering the age, stock profile and property type. Appendix 3 indicates the Association's key Delivery Plan 2025-2028.



ARC indicator reference (previous reference/new reference)	Question	% tenants very and fairly satisfied 2023-24	% tenants very and fairly satisfied 2024-25	% tenants very and fairly satisfied 2025-26	Scottish social average 2024 (source ARC data)
Indicator 1	Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by AHA.	94.1%	94.2%	92.4%	86.5%
Indicator 2	How good or poor do you feel AHA is at keeping you informed about their services and decisions?	98.2%	98.2%	99.75%	90.5%
Indicator 5	How satisfied or dissatisfied are you with the opportunities given to you to participate AHA decision-making processes?	99.7%	99.8%	100%	87.2%
Indicator 7	Overall, how satisfied, or dissatisfied are you with the quality of your home?	83.3%	83%	87.8%	SHR do not publish this data
Indicator 12	Thinking about the last time you had repairs or maintenance carried out, how satisfied, or dissatisfied were you with the repair service provided by AHA?	89.4%	89.5%	94.3%	87.3%
Indicator 13	Overall, how satisfied, or dissatisfied are you with AHA contribution to the management of the neighbourhood you live in?	96%	96%	96.72%	SHR do not publish this data
Indicator 25	Taking into account the accommodation and the services AHA provide, to what extent do you think that the rent for this property represents good or poor value for money?	94%	95%	96.4%	SHR do not publish this data

Following on from SHQS the Government published the Energy Efficiency Standard for Social Housing (EESSH 1) which was to be achieved by 2020.

AHA aims to further improve the energy efficiency of its properties to the highest SAP rating that is both practicable and cost effective to improve on the EESSH 1 standard.

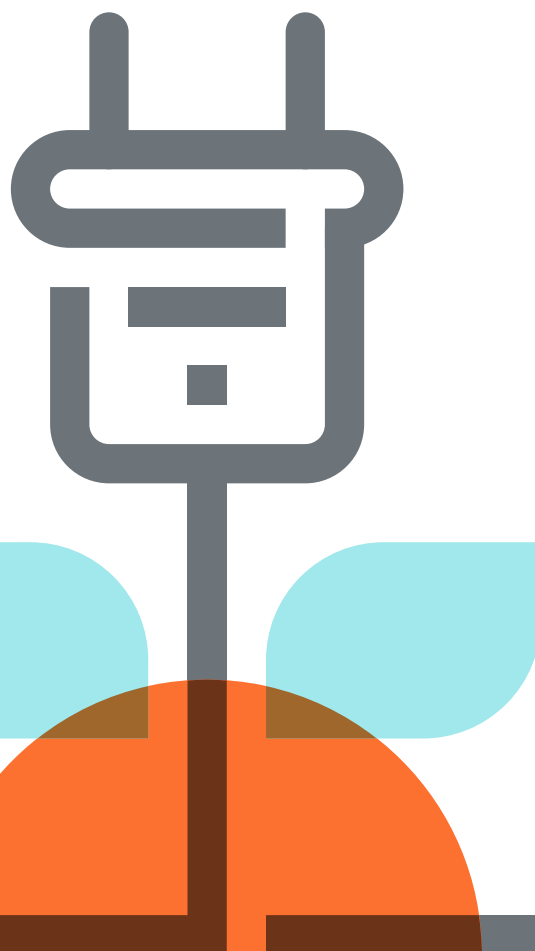
The Scottish Government recently ran a consultation to invite views on proposals for a new Social Housing Net Zero Standard (SHNZS). This will be replacing the post-2020 Energy Efficiency Standard for Social Housing (EESSH 2). This consultation closed March 2024, and the Association awaits the outcome.

The Association's Board of Management will be advised accordingly and what actions will be required and investment implications to the Association.

Energy Performance Certificate (EPC) SAP Rating

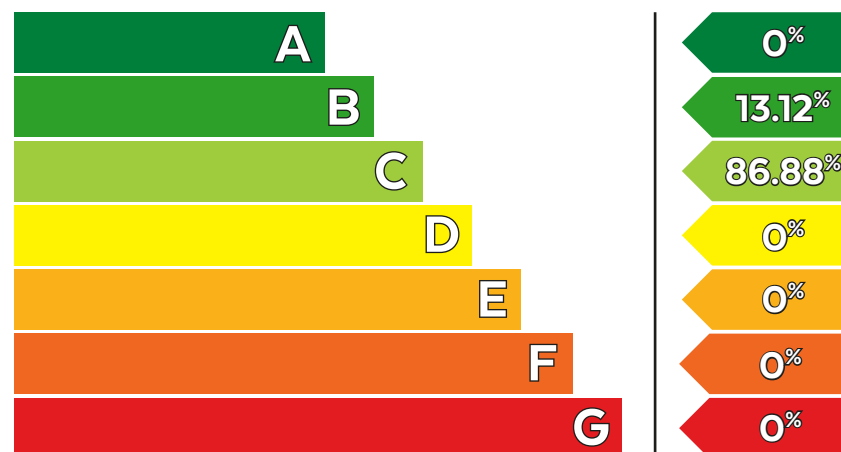
The Scottish Government is committed to reducing carbon and the Association will aim to maximise a reduction by improving SAP ratings across stock to meet EESSH 1. and where economic and practical aim to exceed these standards to the highest achievable within the available resources.

The Association will seek grant funding streams when available which support our strategic objectives to always improve the energy efficiency of our properties. The ongoing sustainability of our properties is essential to ensure the quality of life of tenants and the Association will take a whole life cycle approach to maintaining properties to ensure the properties are kept to a high standard, warm and comfortable to live in and free from any damp and mould.



AHA has undertaken EPC surveys to 983 properties and using data from the Associations stock condition surveys. The EPC ratings are published below;

SAP - Rating	Number of Properties	Property types
A - rating	0	n/a
B - rating	129	Property Types; Flatted, 4-in-a-block, houses and Detached Houses
C - rating	855	Property Types; Flatted, 4-in-a-block, houses and Detached Houses
D - rating	0	n/a
E - rating	0	n/a
F - rating	0	n/a
G - rating	0	n/a
Unknown	0	n/a
Total	984	Property Types; Flatted, 4-in-a-block, houses and Detached Houses



Reducing Fuel Poverty

The Association has conducted energy efficiency improvements to our stock, and we will continue to do so over the coming years.

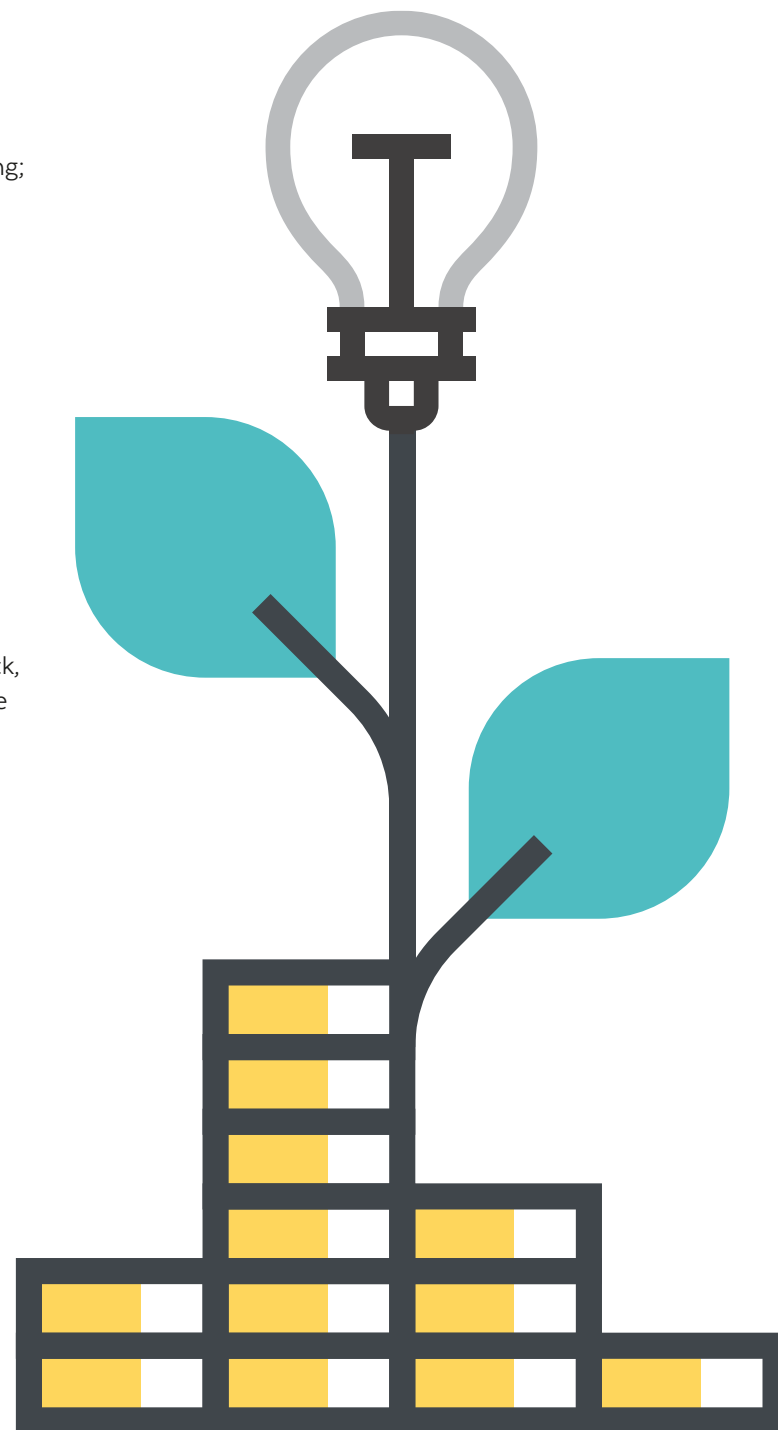
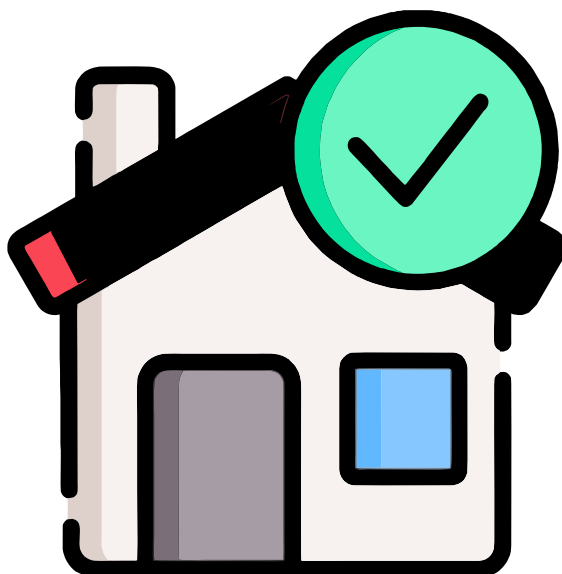
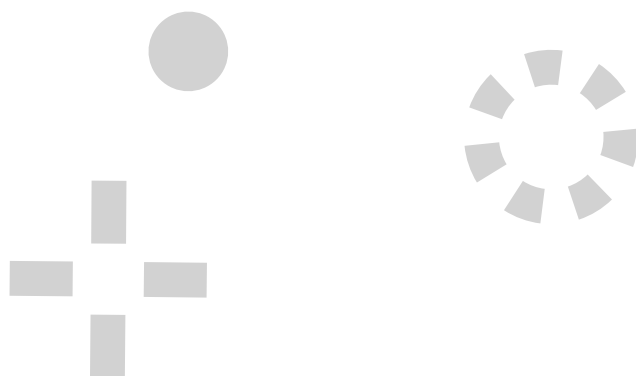
Ardenglen Housing Association are progressing, kitchen, bathroom and more high efficient gas boiler replacement programmes and upgrades within it's 5-year investment plan. The Association has also embarked on a successful in-house financial inclusion service with a team that consists of a Financial Inclusion Officer, along with two funded posts of part-time Energy Advisor and a full-time Financial and Digital Inclusion Officer. The Team have successfully delivered over £500,000 financial assistance to over 341 households with benefits that they were entitled to but not claiming.

In addition to these regulatory standards, the Association will maintain and improve its assets by using good quality materials and components, taking a whole life cycle approach to investment to ensure Value for Money is achieved.

The general property standards are defined in the following;

- » New Build Design Guide
- » New Build Performance and Component Guide
- » Standard Specification
- » Void standard
- » Housing for Varying needs
- » Secured by Design
- » Sustainability

The Association also monitors repair trends, failures, defects and SHQS & EESSH compliance through feedback, routine inspections, and stock condition surveys to ensure that the resources can be appropriately prioritised and targeted to keep the properties in a good sustainable and tenatable condition.



Benchmarking Asset

To improve on the Association's asset standards, AHA in year one of its delivery plan are currently reviewing a system driven traffic light system to enable the Association to quickly identify and grade our property assets which may not be fit for purpose and to assess what's driving any poor performance outcomes overall.

By providing outcomes and reporting to the management committee in a simple traffic light system format, that will offer the Association a place to start this process, as well as the insight and intelligence to pose the following questions, within a traffic light system:

When integrated asset performance scores are established for every asset, AHA can use the insights offered by performance benchmarking to define the indicators which are driving asset performance.

The value of KPI's should be reviewed over time, as the importance of some performance measures may diminish whilst other indicators may become increasingly more important. Systematically comparing the performance of all housing assets can provide a basis for evidence-based decision making on continued investment, including tenants' health and safety compliance.

It is also important that any scoring methodology applied should enable AHA to distinguish between the best and worst performing property asset by applying a simple scoring system to benchmark any outcomes.

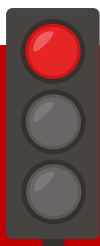
Any proposed traffic light system will allow the Association to quickly identify the assets which require further scrutiny as a priority.

"INTEGRATED ASSET MANAGEMENT OUTCOMES SHOULD BE UNDERSTOOD AND USED AS EVIDENCE TO INFORM FUTURE INVESTMENT DECISIONS"

Red Assets

What is the impact of red assets on the sustainability of the whole housing asset base?

Can we address performance issues through investment or improvement interventions to minimise negative impacts?



Amber Assets

What is the impact of amber assets on the sustainability of the whole housing asset base?

Can we target investment or improvement interventions to ensure amber assets

- Do not turn red?
- Turn green?



Green Assets

What is the impact of green assets on the sustainability of the whole housing asset base?

Can we target investment or improvement interventions to ensure green assets retain their performance status in the future?



A comprehensive property asset database, following on from an up-to-date comprehensive stock condition survey has provided good quality stock data information about the Associations entire housing/property portfolio. The Association will assess whether to choose to interrogate asset scores at an individual property level or in asset groups.

Grouping assets by property is a common approach to enable the Association to compare asset performance outcomes consistently and systematically.

When scrutinising the outcomes, the Association should be able to define the assets or asset groups to be prioritised for intervention and test asset improvement and investment options which target key performance failures. In scoping options, the Association will consider a range of potential ideas and solutions, including:

- » alternative investment proposals, for instance comprehensive improvement works.
- » disinvestment proposals including disposal or demolition.
- » asset remodelling or adaptation.
- » change of use or target client group.
- » housing management interventions.
- » placemaking interventions.

Tenants Health and Safety Compliance

In order to protect the safety and wellbeing of our staff, tenants, owners, and general public the Association has Health and Safety procedures to ensure compliance with applicable legislation and regulations relating to both people and property.

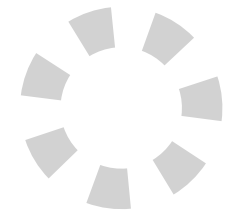
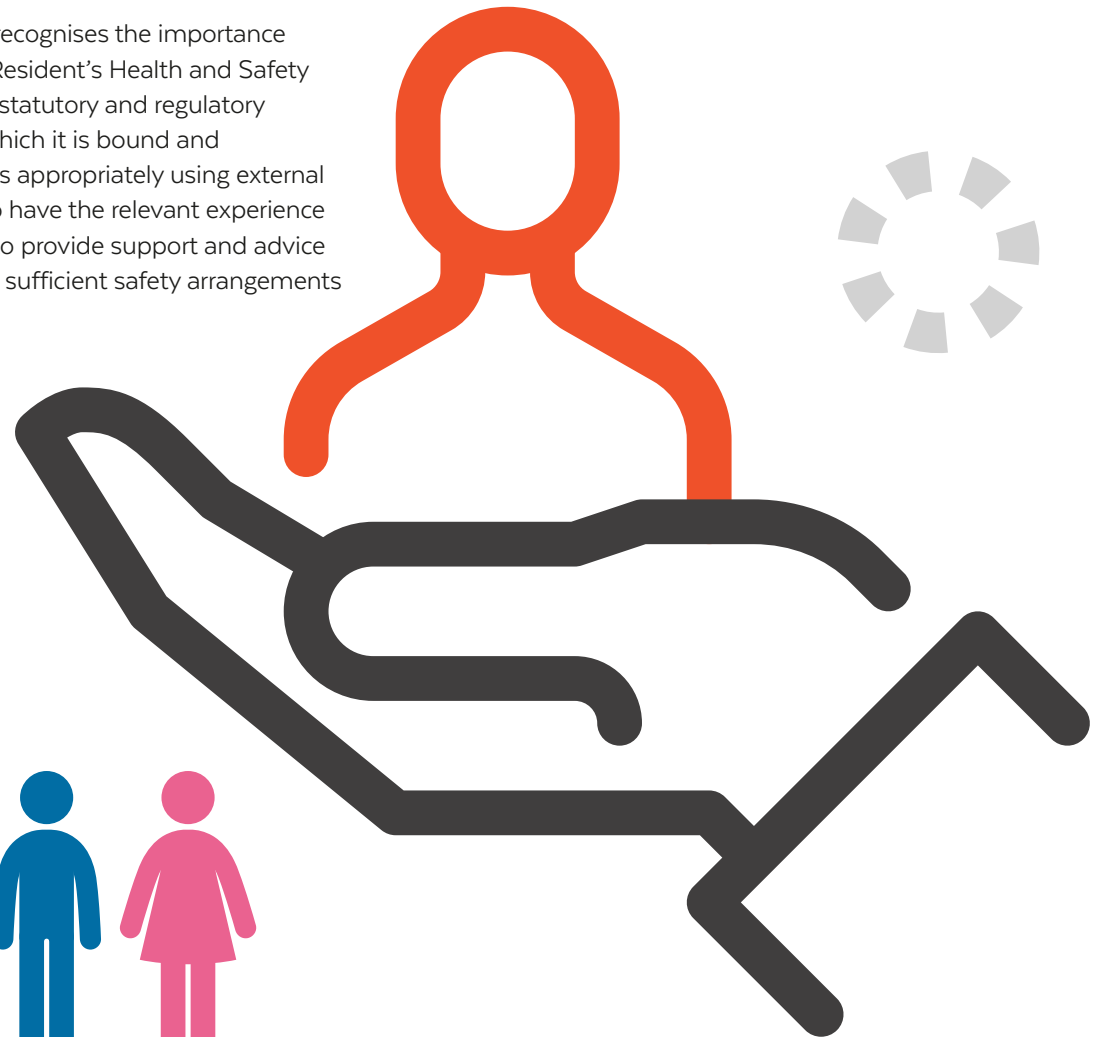
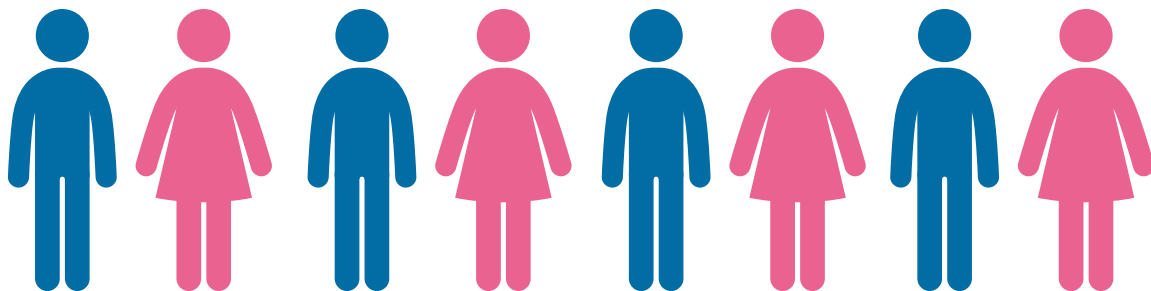
This is an important area of responsibility for landlords and the Association has appointed a suitably qualified external consultant to assess our processes and provide external guidance for the Board of Management and Senior Leadership Team on areas of compliance improvements, verification and evidence that the Association, meet's it's Tenants and Residents Health and Safety Compliance in all areas.

This is also annually independently validated by an appointed independent competent compliance advisor, as its asset and compliance consultant.

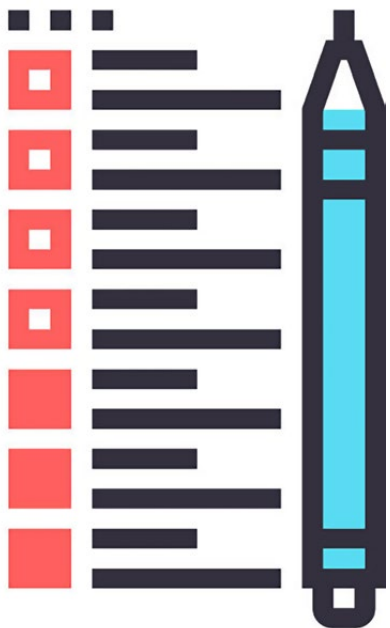
The regulatory compliance overview, assessment and validation of all compliance areas is carried out to ensure Tenants and Residents Health and Safety compliance is maintained or improved and reported to the Board of Management and the Audit Sub-Committee.

All required system driven evidence is provided to the consultant who carries out a validation exercise and reviewed information and tested the Association's housing management systems with the assurance level for each of the 7 statutory areas as outlined by Scottish Housing Regulator:

The Association recognises the importance of Tenant's and Resident's Health and Safety compliance with statutory and regulatory frameworks by which it is bound and manages the risks appropriately using external consultants. Who have the relevant experience and knowledge, to provide support and advice that suitable and sufficient safety arrangements are in place.



Compliance



Gas Safety

checks annually- 100% compliance standards.



Electrical Safety

checks every five years - 100% compliance standards.



Asbestos Safety

asbestos register - 100% compliance standards.



Fire Safety

100% compliance standards.



Legionella Safety

100% compliance standards.



Fire Safety

We have 100% information and compliant for common areas.



Damp & Mould Safety

We comply 100% with our Damp and Mould Policy and Procedures.



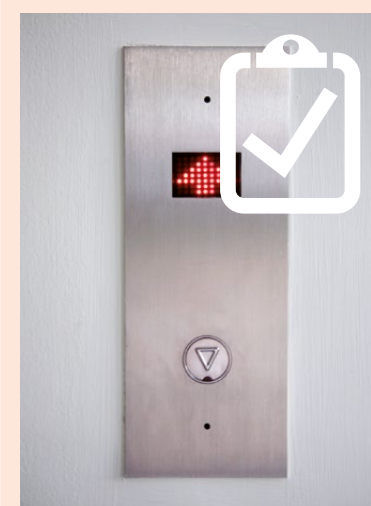
SHQS & EESSH

We comply and meet 100% compliance.



Passenger Lift Safety

We comply and meet 100% regulatory standards.



Ardenglen Housing Association are in a strong position in relation to Tenants and Residents Health and Safety Compliance overall, and the asset/maintenance team fully understand that this is a priority item and a potential risk to the Association. This has also been acknowledged by the CEO during Senior Leadership Team meetings. This has been further validated by the Association's internal auditor Wbg who has also assigned a level of assurance as **STRONG**, the highest grading that can be achieved.

As well as the **Big 7** compliance areas within Tenants and Resident's Health and Safety Compliance, there are a further 21 compliance areas statutory, non-statutory and good practice that are 100% compliant, within Tenants and Resident's Health and Safety Compliance.

Both the **Big 7** and the further **21** areas of compliance are validated annually, by an independent compliance consultant and reported to the Board of Management in line with the Annual Assurance Statement.



Scottish Housing Regulator (SHR)

This briefly summarises the key changes for the asset management team ARC reporting, that have been implemented by the Scottish Housing Regulator (SHR) following its consultation looking at the indicators in the Annual Return on the Charter (ARC).



Scottish Housing
Regulator

Collection on the new indicators will begin in 2025/26:

The SHR has added three new and one amended indicators to the ARC that asset management will respond to positively to ensure accurate measurement and systems driven process, these are:

1. Damp & Mould (indicators 31, 32 and 33)

- * Average length of time taken to resolve cases of damp and/or mould by cause;
- * Percentage of cases of damp and/or mould resolved during the reporting year that were reopened by cause;
- * Number of open cases of damp and/or mould at the year end.

2. Electrical Safety (indicator 29)

- * How many times in the reporting year did you not meet the requirement to complete an electrical safety 7 inspection (EICR) within five years of the last EICR?

3. Fire Safety (indicator 30)

- * Number of homes that do not have 'satisfactory equipment for detecting fire and giving warning in the event of fire or suspected fire' installed at the year end.

Indicator 10: Reactive repairs completed right first time – the indicator will be amended by asking landlords to report, of the reactive repairs which were completed, how many were reported again. This is in line with what was proposed during the consultation and replaces the previous definition of “right first time.”

Fire Safety Management

AHA recognises the importance of fire- safety and prevention. Fire Risk Assessments (FRA) are conducted on eligible properties and communal areas under the Fire safety (Scotland) Act 2005.

The FRA assessments include any recommendations to meet and improve fire safety. The Association has installed all appropriate LD2 hard wired and interlinked, multi sensor smoke, heat carbon monoxide alarms to all it's 983 properties, which meet the current the new Scottish regulations.

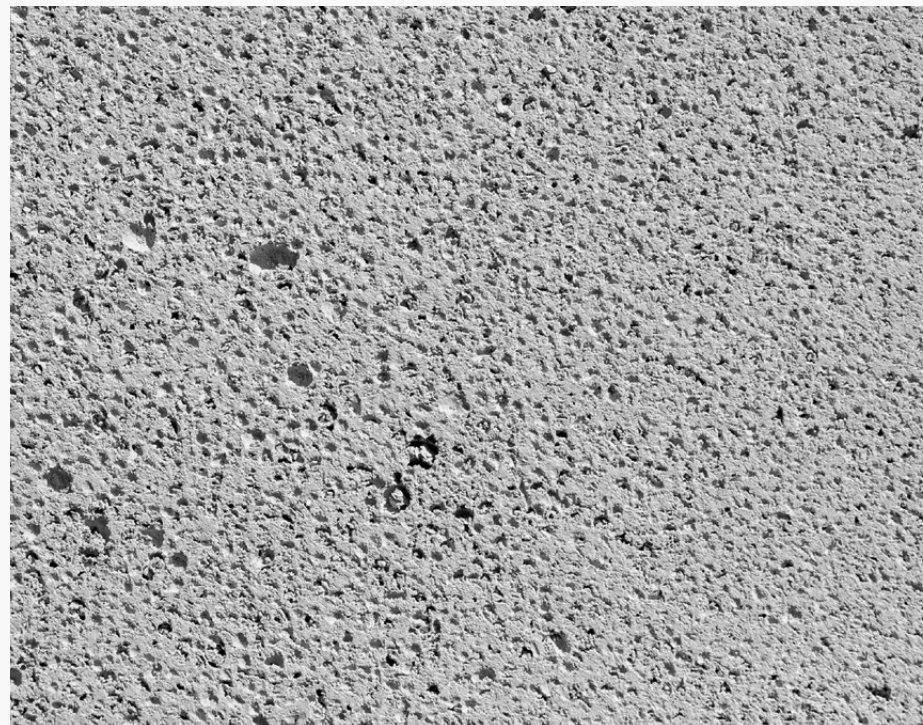
Additionally future electrical upgrading will automatically include tests checks and replacement of fixed wire interlinked smoke alarm systems as necessary as part of any upgrading works to ensure compliance with the current Scottish Fire Safety Law. We will check for the presence of a smoke detector and ensure it is in working order when a void inspection or gas safety check is being conducted.



Reinforced autoclaved aerated concrete (RAAC)

Ardenglen Housing Association has conducted a desktop review and thermographic survey, carried out by independent MAST Architects 2013, for the purposes of understanding heat loss in our properties. which provided enough evidence that it's mixed traditional construction property types and new build do not have RAAC.

This information has been passed to the Scottish Housing Regulator to help provide a clear national assessment of RAAC in social housing in Scotland.



Consultation with Tenants and Stakeholders

Ardenglen Housing Association is committed to the voice of tenants being at the heart of service delivery, and that the Association takes seriously their concerns and comments. We have recently implemented a Customer, Participation, Engagement and Communication Strategy, in consultation with tenants, staff and board.

The Association undertakes a great deal of work to understand our tenants and their priorities both for their homes, their neighbourhoods, and communities. We

conduct tenant satisfaction surveys every 3 years, and we will be carrying out a refreshed survey in Summer 2025. In between times we do carry out pulse surveys on specific topics to measure areas of tenant satisfaction.

This has shaped our approach to asset management, but we recognise that we are working in a quickly changing environment. It is important that we continue to gather feedback and advice from our tenants and stakeholders to understand what their needs are and where we can do more to meet them.

The staff team at AHA measure tenants and residents' satisfaction at the point of our service delivery by capturing real time information on day-to-day reactive repairs service, allocations, and day to day complaints.

This allows the Association to respond quickly and positively to the complaint and also allows us to consider whether any of our policies and procedures require refreshing to meet an ever-changing demand on our services to act in a positive and sustainable way, to benefit our tenants and residents.

The Association wants to ensure that tenants and residents have every opportunity to engage with us and play a constructive role in improving our services. In 2025 we completed an external independent tenant's satisfaction survey on our overall performance. The table below summarises positive satisfied responses as a percentage.

We asked if you were overall satisfied with the overall services provided by Ardenglen HA

94.2%
of the respondents
were satisfied
compared to the
Scottish average 86.7%

We asked if you were satisfied with how the Association keeps tenants and residents informed about it's services

98.2%
of the respondents
were satisfied
compared to the
Scottish average 89.7%.

We asked if you were satisfied with the opportunities to participate in the Associations decision making process

99.8%
of the respondents
were satisfied
compared to the Scottish
average 85.9%

Whilst the overall Customer Survey results are very positive over a consistent 3-year period, there were still some areas of dissatisfaction from tenants. We have used this to learn and help us understand how we can improve our services. prioritise our maintenance and major work investment programmes and repairs and maintenance programmes, see Appendix 3 the Associations key Delivery Plan 2025-2028.



Risk Assessment & Management

Risk, along with governance is built into everything the Association does. All reports to the Board of Management and Sub-Committee contain details of risk attached to the proposal. Detailed risk reports are carried out for all financially impacting proposals and we have a risk register linked to all our strategic objectives. The management of risk is vital to our success, and we acknowledge that not all risks can be eliminated. Risk management is an integral part of all the functions and activities of the organisation and the services we deliver.

The Associations cyclical/asset life should be maximised to obtain best value. Failure to provide for a continuing programme of planned maintenance and improvement represents a risk to Ardenglen Housing Association.

- ✓ Maintain the rental income by ensuring the properties are fit for purpose, and readily lettable.
- ✓ Maintain accuracy in our records for ease of future planning.
- ✓ Ensure that we can adequately fund repairs and maintenance through our business plan.
- ✓ Keep track of component life expectancies, working from our experiences to ensure our calculations are both realistic and achievable.
- ✓ Strive to meet our tenants' expectations for their property, taking account, of our financial capacity.
- ✓ Take account of the challenges involved in managing investment in mixed, tenure properties.

Any identified risks are managed and can be mitigated with active monitoring. They are reviewed in regular cycles through reporting to the Management Committee and updated actions undertaken if deemed necessary.

Risk Awareness

To ensure the Association always consider risk we:

- Can respond to changes in social and legislative conditions.
- Integrate risk into our work and culture.
- Ensure we maximise opportunities that are good for the business.
- Can provide assurance to our committee that we have effective controls and risk management in place.
- Can measure our performance against regulatory requirements.
- Continually raise awareness of the need for good risk assessment

Our Audit Sub Committee have delegated responsibility for risk management and receive quarterly reports. Our internal auditors report to the Audit Sub Committee and report on risks identified during internal auditing.

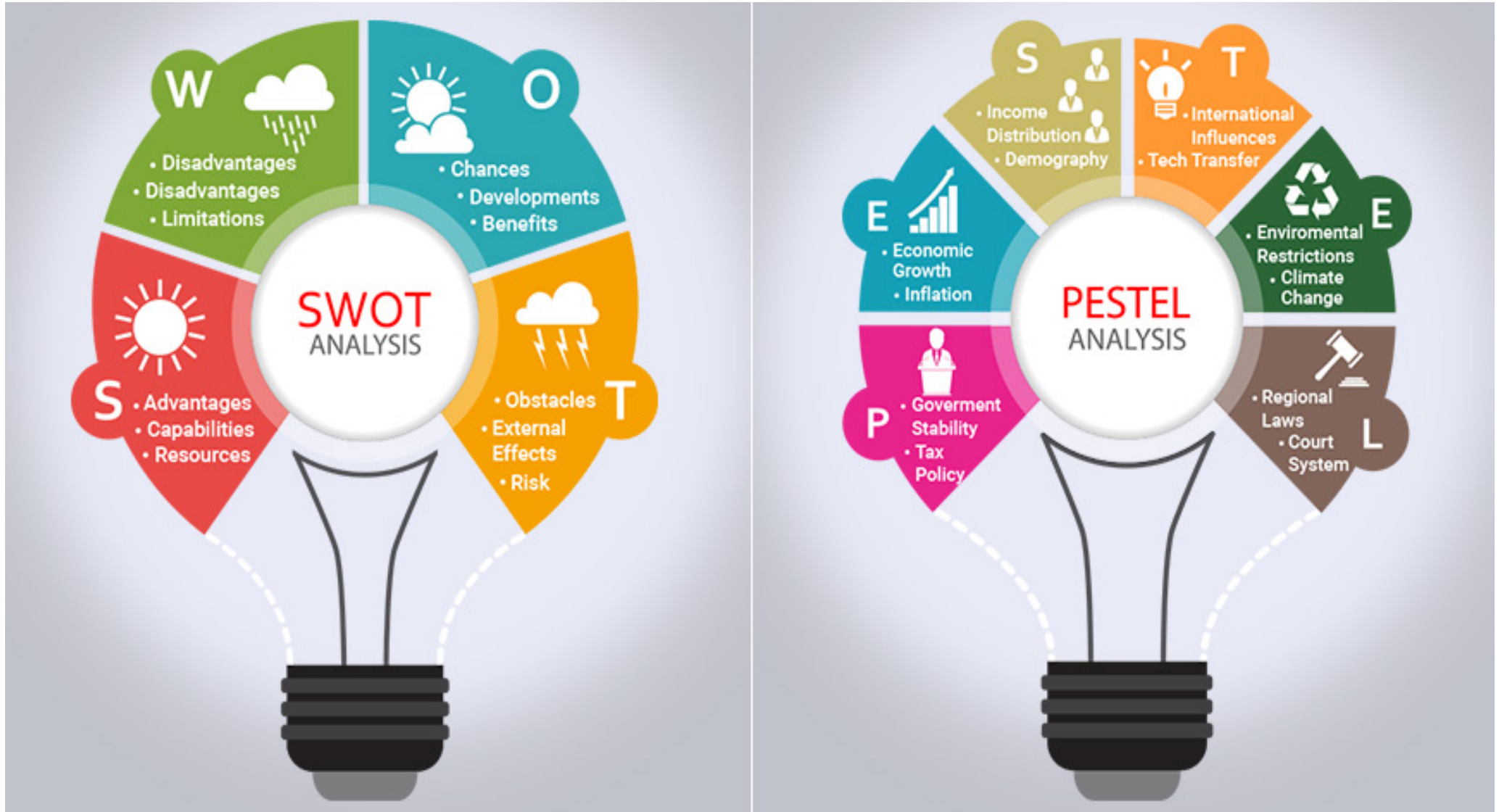
Failure to effectively manage the Asset Management System and the annual budget process represents a number of risks to the Association: Pestle analysis and SWOT analysis.

- ✓ Too little scrutiny could lead to unchallenged additions for no long-term benefit.
- ✓ Too much scrutiny would be costly in staff resources for possible limited gain.
- ✓ Failure to set aside adequate funding could result in deterioration of the properties and potentially result in the property becoming difficult to let.
- ✓ Tenant satisfaction may be affected if tenants are unsure about what's happening regarding their property and likely element replacements.
- ✓ A structured process gives tenants and residents security that detailed consideration, is placed on each of our properties.



Business Planning

The Business Plan includes a PESTLE and SWOT analysis which informs the agreed statement/vision and values from which follow six core strategic objectives and associated actions to enable the Association to achieve the Association's vision;



See Appendix 1 and Appendix 2 of this strategy document.

Managing Risk

The Integrated Asset Management Strategy, together with the Business Plan, Repairs and Maintenance Policies and Procurement Policy and procedures have been put in place to proactively manage the process to minimise the risks to the Association.

The process should include an annual routine, commencing with scenario planning through to formulating the annual budget, broken down into detailed and systematic stages.

Throughout this annual routine we would follow detailed regimes of analysis, together with review of risk, ensuring that we will not knowingly overstate the budget or understate requirement to include works.

Completion of the annual routine is essential to the treatment of risk, ensuring effective control of our assets within financial limits and to the successful running of the organisation.



Digital Change and Managing Risk

Ardenglen Housing Association is actively involved in and has undergone a digital transformation, with a focus on improving services for its customers. Key aspects include:

Enhanced Customer Access:

- ✓ We have launched an online housing application, making it more accessible for people to join our waiting list. This demonstrates a move towards digital service delivery.
- ✓ We introduced a tenant portal “My Home” giving tenants access to services 365 days per year.
- ✓ We are always working to provide enhanced services in ways that meet the needs of our customers, which includes utilising technology.

Improving Service Delivery:

- ✓ We aim to make the best use of technology with updating our IT infrastructure moving to Azure cloud server and rolling out new IT equipment to our staff team, which will enhance how we deliver our services and provide alternative methods of communication to facilitate remote delivery of services.

Focus on Customer Needs:

- ✓ A core part of our digital transformation is ensuring that it aligns with the needs of our tenants and residents. We are also committed to listening to our tenants and residents' feedback and using it to shape and improve our services.

- ✓ Build on our Residents of Ardenglen Scrutiny Panel to attract new members.

This journey will continue with the implementation of a Digital Strategy improving our customer experience and supporting our Board and Staff, and we have seen significant improvements in our business processes and efficiency.



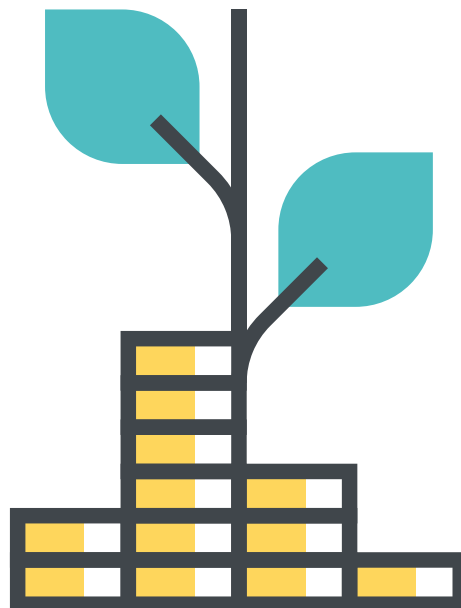
Growth and Disposal

It is generally recognised that there is a shortage of available social housing both nationally in Scotland and locally in the Glasgow area and the Association has future ambitions to increase the available social housing within the Castlemilk community area. There may be occasions when it would be in the best interests of all parties for the Association to consider the disposal of property. This decision should be considered with partners and carried out if appropriate in line with the guidelines provided by the Scottish Housing Regulator. The Association will also follow its agreed Disposal Strategy in line with the Integrated Asset Management Strategy.

Although opportunities are limited in the Glasgow areas, the Association will continue to work with developers and partner organisations to identify development schemes that are financially viable and meet current NRS grant funding requirements.

The Association will review and evaluate the financial performance of its stock to ensure the long-term financial stability and where issues are identified an options appraisal will consider the future of the property and whether disposal is appropriate. The Association will also consider one off opportunities within the local area including buy backs of shared ownership properties.

Ardenglen Housing Association continues to class itself as a developing Association with 1 live development plan which will continue beyond the life of the Associations Business Plan. Ardenglen Housing Association are supported by Glasgow City Council for Housing Association Grant (HAG) funding and for private finance.



Procurement



Through Ardenglen Housing Association Procurement Policy, it aims to achieve value for money whilst maintaining the highest standards of honesty, integrity, impartially and objectivity.

The Association recognises its requirement to comply and meet its regulatory requirements, through cost effective procurement practice. The Association will also work collaboratively to support the local economy on our local community.

The Association recognises that obtaining value for money does not always mean, accepting the lowest cost/tendered option but that in some instances the lowest price can be the correct choice.

The Association will comply with the legislative and regulatory requirements introduced by the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016 to ensure that all contracts are awarded appropriately.

The Associations Procurement Policy supports our statutory obligations under the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

Public Contracts (Scotland) Regulations 2015

From 1 January 2022, VAT (where applicable) must now be included when calculating the estimated value of contracts and comparing to the thresholds under the procurement regulations.

The thresholds will now be revised by the Scottish Government every two years to ensure they remain aligned with the thresholds set in the World Trade Organisations Government Procurement Agreement.

The new threshold values which are relevant to procurement exercises after 1 January 2024 are;



Works	£5,336,937
Supplies or Services	£213,477
Social and other specified services e.g. legal services	£663,540
Small lots/Supplies or Services	£70,778
Small lots/Works	£884,720

(Thresholds apply to values over a 4-year period and are net of VAT)

Business and Financial Planning

Ardenglen Housing Association reviews its aims and objectives annually to ensure that they are relevant and reflect the ongoing needs of the business to monitor performance against the agreed actions.

The Association aims and objectives and internal Business Plan are reviewed annually and approved on a Five yearly basis by the Board of Management.

The Key Delivery Plan is reviewed each year to measure performance against the key operational objectives approved by the Board of Management.

The asset planned maintenance programme is updated with the stock condition information and kept up to date following completion of planned programme contracts, within the Associations SDM Housing Management System and HUB. The planned programme is used to predict the lifespan and costs of the major components over a thirty period and also informs the 5-year investment plan, also refer to Appendix 3 the Association's key Delivery Plan 2025-2028.

The 30-year life cycle component replacement plan in relation to its property assets based on the stock condition survey report. This information will be used to better predict and model the future investment needs of the stock.



Value for Money

Ardenglen is committed to achieving Value for Money (VFM) in our services and work practices.

Ensuring barriers or challenges are removed while maintaining excellent customer service. We are committed to ensuring that all our activities represent value for money to our customer by optimising resources and services. The Scottish Housing Regulator has defined VFM as about doing the right things, in the right way at the right time. Value for money assesses the optimal use of resources by considering; doing less with fewer resources, doing the same with fewer resources, spending wisely to achieve intended objectives, the concept of the 3 E's:



Embedding of VFM

Ardenglen has embedded VFM throughout the Association, our VFM Working Group has membership from every team and meets regularly throughout the year. This group champions ideas for achieving cost savings and developing new ways of working. We invest in our people and optimise financial resources and our processes to achieve our strategic objectives.

Our

- ✓ Continually improving the quality of our services. Maintaining high levels of customer satisfaction and being responsive to customer needs.
- ✓ Ensuring we have the financial resources needed to invest in the future of customers homes and neighborhood's.
- ✓ Maintaining affordable rents.
- ✓ Being efficient and effective in how we work – for example, using available resources in different ways to better meet our priorities, or reduce costs.
- ✓ Ensuring the long-term viability of the Association.

Demand and Sustainability

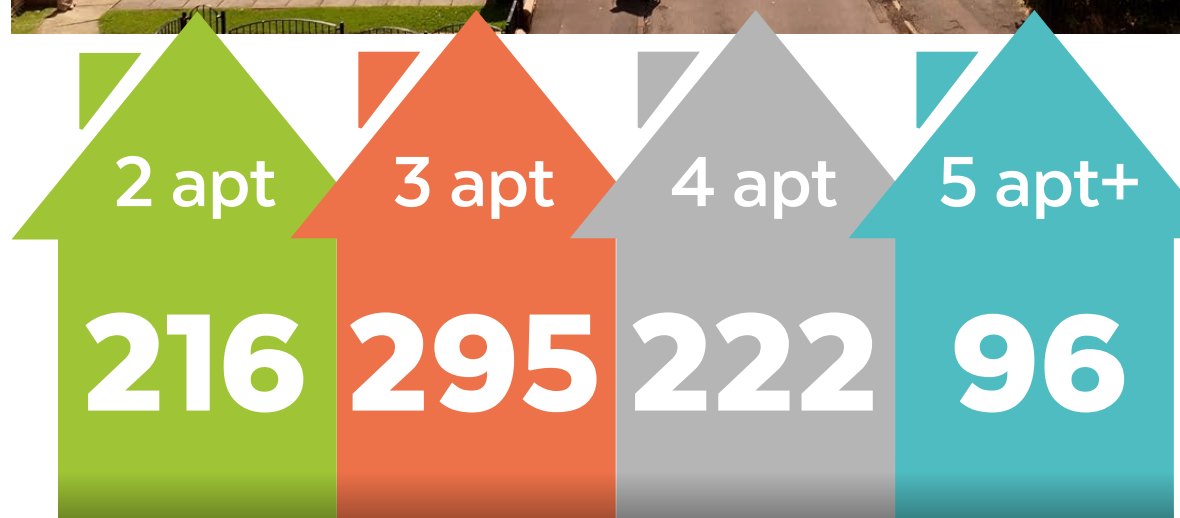
In order to protect the financial viability of the Association's assets, it is essential to protect the rental income and maintaining our properties to a high standard is necessary to sustain tenant demand now and into the future.

Whilst demand for our properties is generally high, it is important that we continue to regularly review the performance of our properties to prevent them from becoming 'a cause for concern' and negatively impacting on resources.



Property Demand
and Size Required

Number of Applicants
on Waiting list



This includes
internal and
external
applicants

Net Zero

Where low demand and/or a high turnover is identified the properties are individually assessed and where appropriate additional improvement works or incentives may be considered, to make the properties more attractive to prospective tenants.

Tenant expectations and aspirations have evolved over the years, and this has influenced the demand/desirability of the properties therefore it is essential to understand whether continued investment is the best way forward, and to best protect our future income.

Demand is a complex issue and is affected by many interconnected issues and the Association has robust procedures in place to identify and take action to ensure that demand issues are highlighted and responded to appropriately.

The Association recognises the need to make our homes more affordable for residents to heat and to reduce our impact on the environment.

This will be achieved through future property component upgrades and education of tenants living in our least energy-efficient properties. The Association also provides a free Financial and Inclusion Service which includes digital inclusion and energy advice services. Our Community

Investment Team throughout the year will seek funding which links to sustaining tenancies and supporting our community.

The Scottish Government is committed to reducing carbon emissions and the Association's aim was to maximise a reduction by improving SAP ratings across stock to meet EESSH targets, the Association has achieved 100% compliance for EESSH 1 target for its housing stock.

The Scottish Government recently ran a consultation to invite views on proposals for a new Social Housing Net Zero Standard (SHNZS). This will be replacing the post-2020 Energy Efficiency Standard for Social Housing (EESH 2). This consultation closed March 2024, and the Association awaits the outcome, including any further proposals for net zero funding.

In summary the SHNZS Standards (to replace EESH2) includes the following:

- A fabric efficiency rating (which focuses on the amount of energy for heat consumed by a property) measured in kWh/m²/year.
- A requirement to replace polluting heating systems with a clean heating alternative by a backstop date of 2045.
- Ensure good air quality



- Landlords will determine in practice what is best for their housing stock, taking account of what is cost-effective, the views of tenants and the need to report on performance to the Scottish Housing Regulator
- Variations to the ways in which the SHNZS and targets are to be met, in line with guidance issued by the Scottish Government.

The Association is working in collaboration with other local RSLs, with similar stock and tenant profiles to develop an Energy Strategy. This will ensure that the challenges identified by the new energy standards, are fully understood and that the appropriate measures, are introduced to ensure compliance.



Ardenglen Housing Association Commitment

The Climate emergency is one of the biggest challenges facing our world today, we in Scotland's housing sector have a social responsibility to be more sustainable. The Association recognises the importance of Environmental, Social and Governance (ESG) reporting in relation to accessing the most affordable finance and has adopted the Sustainability for Housing Reporting Standard for Social Housing (SRS) for the first year 2024-25.

Sustainability can be defined as meeting the needs of the present without compromising the ability of future generations. It has three main pillars:



The Sustainability Reporting Standard

The Sustainability Reporting Standard was launched by Sustainability for Housing in 2020. It is designed to be a “consistent, transparent and comparable way to report ESG performance for housing providers in the UK”. There are no regulatory requirements for Scottish RSL's in relation to ESG, although increasingly lenders are offering products with enhanced terms for Associations that demonstrate a strong commitment.



Our Aims

Environmental

It is the aim of the Association to make a vital contribution to the Scottish Government's ambitious climate change emissions reductions targets. The Scottish Government are committed to the Heat in Buildings Strategy , published October 2021 for the review of EESSH2 in 2023 with a view to aligning it with its net zero targets.

However, interim guidance for social landlords (October 2022) was issued to the sector until a new standard is established. This acknowledges the need for the Association to have clarity whilst the review is under way.

We are fully committed to this and will endeavour to undertake an assessment of the energy efficiency and performance of our properties as part of our Integrated Asset Management Strategy review.

- Improving the energy efficiency of our existing homes
- Work with contractors to reduce waste and recycle where practicable
- Reduce all forms of pollution for domestic, office and construction
- Provide high quality housing where people want to live
- Waste management – reduce, reuse and recycle
- Collaborative procurement
- Community benefits
- Development of asset management data and reporting
- Continue to develop our green space



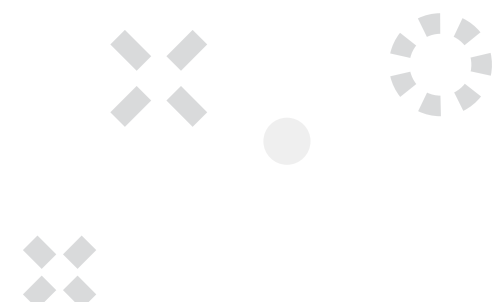
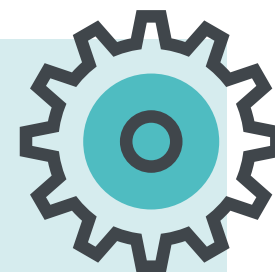
Social

- Keep rents affordable
- Customer Engagement Strategy – including tenant scrutiny
- Continue to develop the Community Investment team support for our customers
- Tenant Health & Safety – including Damp & Mould
- Learning outcomes from Complaints and Compliments



Governance

- Risk Management
- Board Governance and membership
- Equality, Diversity & Inclusion embedded in the Association
- Ongoing Wellbeing Strategy
- Learning & Development culture
- Social value in procurement



APPENDIX 1: ANALYSIS OF OUR OPERATING ENVIRONMENT POLITICAL, ECONOMIC, SOCIAL, TECHNICAL, LEGAL & ENVIRONMENTAL (PESTLE) ANALYSIS.

Political/Legal

1. Government target which commits to delivering 110,000 affordable homes by 2032 of which at least 70% will be available for social rent.
2. Welfare Reform
3. Retaining SHQS and EESSH standards.
4. Social Housing Net Zero Standard (SHNZS) new Government proposals are still to be confirmed.
5. SHR Regulatory framework including ARC amendments and three new indicators Electrical Management, Fire Risk Assessment Management and Damp 7 Mould Management.
6. Landlord Tenants and Residents Health and Safety Compliance.
7. Annual Assurance Statement
8. Procurement Regulations
9. Data Protection Regulations and UK GDPR
10. Freedom of Information
11. Living Wage
12. Elections UK/Scottish
13. The Housing (Scotland) Bill

Social

1. Demographic change.
2. Rising tenant & customer expectations.
3. Reputation of the neighborhoods.
4. Demand for social and affordable housing.
5. Condition of varied housing stock and need for further investment.
6. Plans for meeting Social Housing Net Zero Standard (SHNZS).
7. Tenant poverty trap.
8. New Build Opportunities
9. Community Benefit Clauses within Procurement



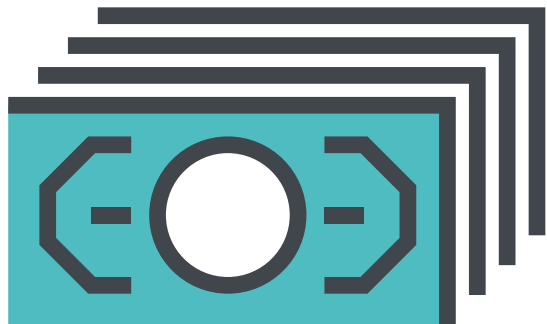
APPENDIX 1: ANALYSIS OF OUR OPERATING ENVIRONMENT POLITICAL, ECONOMIC, SOCIAL, TECHNICAL, LEGAL & ENVIRONMENTAL (PESTLE) ANALYSIS.

Economic/Environmental

1. Rising inflation rate.
2. Austerity cuts (UK, Scottish Government, and impact on Council funding).
3. Unemployment.
4. Inequality and poverty.
5. SHAPS pension valuation.
6. Climate change.
7. Rising Energy Prices.
8. Economic uncertainty, impact Brexit, trade tariffs.
9. ESG Reporting.
10. Construction and Repairs and Maintenance costs inflation
11. Quality Contractors difficult to source

Technological

1. Home/remote working for colleagues.
2. Innovations in energy efficiency.
3. Improved performance management systems.
4. Increased use of mobile technology & social media.
5. Digital inclusion for all service users.
6. More in-depth Tenant Engagement.
7. Consider use of AI technology for the benefit of colleagues and the community



APPENDIX 2: STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT) ANALYSIS.

Strengths

(what is working well just now?)

1. Demand for our housing is high, turnover is low, low level of housing offers refused
2. High levels of customer satisfaction
3. High-performance in-service delivery
4. Good quality housing and quality stock condition data achieved from 80% stock condition surveys.
5. Updated and procurement of 5-year investment plan in place.
6. Integrated Asset Management Strategy being produced in line with the Business Plan.
7. Strong Tenants and Residents Health & Safety Compliance.
8. Policy review cycle
9. Financially secure organisation
10. Strong board with a culture of leadership and development and a variety of skills
11. Colleagues are experienced, proactive and undergo annual appraisals
12. Ongoing commitment to colleague and board wellbeing
13. Holistic approach to addressing tenant/community needs Community events with local partners
14. We work well with partner agencies
15. We are a developing and acquisitions housing Association.

Weaknesses

(what is working less well?)

1. Enhanced performance in voids, adaptations and reactive repairs required and increases in costs
2. Sustainability Strategy (Net Zero)
3. Marketing our services more effectively (e.g. energy adviser, Pantry Plus, digital)
4. Fuel Poverty Strategy



APPENDIX 2: STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT) ANALYSIS.

Opportunities

(areas where Ardenglen should make changes or improvements)

1. Ongoing work to monitor and control void and repairs costs
2. Shared services. Work more closely with other RSLs including growth opportunities.
3. Develop and implement new communication, engagement & participation strategy
4. New approach to succession planning
5. Develop a new Digital Strategy
6. Explore opportunities for development
7. Develop positive marketing PR profile
8. ESG Reporting

Threats

(what obstacles or difficulties may impact the Association)

1. Economy and cost of living impacts on customers
2. Maintaining affordable rents when costs are rising sharply
3. Making judgements about future costs and trends with confidence
4. Rising Energy costs
5. Availability of quality contractors and cost of maintenance materials and suppliers
6. Non reporting of Dampness and mould in tenants' homes
7. Scale of climate change investment required
8. Impact of legislation and regulation changes
9. Migration from legacy benefits to Universal Credit
10. Impact of local authority cuts
11. Impact of UK Government proposed cuts to disability benefits
12. Housing & Homelessness Emergency




APPENDIX 3



Progress on Deliverables



■ Not Started
 ■ Underway
 ■ Completed
 ■ Halted/Cancelled

REF	Integrated Asset Management Strategy Deliverable Plan 2025-28	Lead Director or SLT	YEAR	YEAR	YEAR
			2025-26	2026-27	2027-28
1	Services & Performance 				
1.1	Procurement of Reactive Repairs and Maintenance Contract - Ensure standards are HIGH and DELIVERY are maintained at all levels, including raising the bar with Void Repairs and Standards to maintain service delivery KPI targets and ensure contract management is of a high standard to ensure VFM, performance targets are being achieved, high quality standards are always achieved. Maintain customer satisfaction levels and carry out 10% customer satisfaction surveys as part of the contract and feed back results to contractors.	Director of Asset Management			
1.2	Undertake and record formal Pre and Post Inspections to improve repairs, right first time and minimise complaints and see 1.1.	Director of Asset Management			
1.3	Review of CX Feedback surveys to ensure relevant and effective actions and maintain effective communication with housing management team.	Director of Asset Management			
1.4	Implement & embed new Communication, Engagement & Participation Strategy. Consider the views of our customers, staff and board members. The consultation around the new strategy will allow to ensure we understand our customer base and their preferences for engaging & participating. As part of this agree on a yearly plan for organisational activities.	Director of Asset Management			
1.5	Maintain effective independent stock condition data and implementing a transfer of stock data from external HUB stock data to association's SDM Housing Management System to ensure consistency in stock data and maintain accordingly.	Director of Asset Management			
1.6	Review the Energy Performance of the associations stock to achieve a greater EPC rating and assist our tenants with a level of fuel poverty and utilise stock condition survey data. Source any opportunities for funding of energy efficiency improvements.	Director of Asset Management			
1.7	Maintain informing our tenants of our performance whether it day to day repairs, capital contracts or cyclical maintenance works. This also includes Tenants and Residents Health and Safety Compliance.	Director of Asset Management			
1.8	Make better use of communication tools to promote our services, future plans including investment to include newsletters, My Home, Website, CX Feedback	Director of Asset Management			



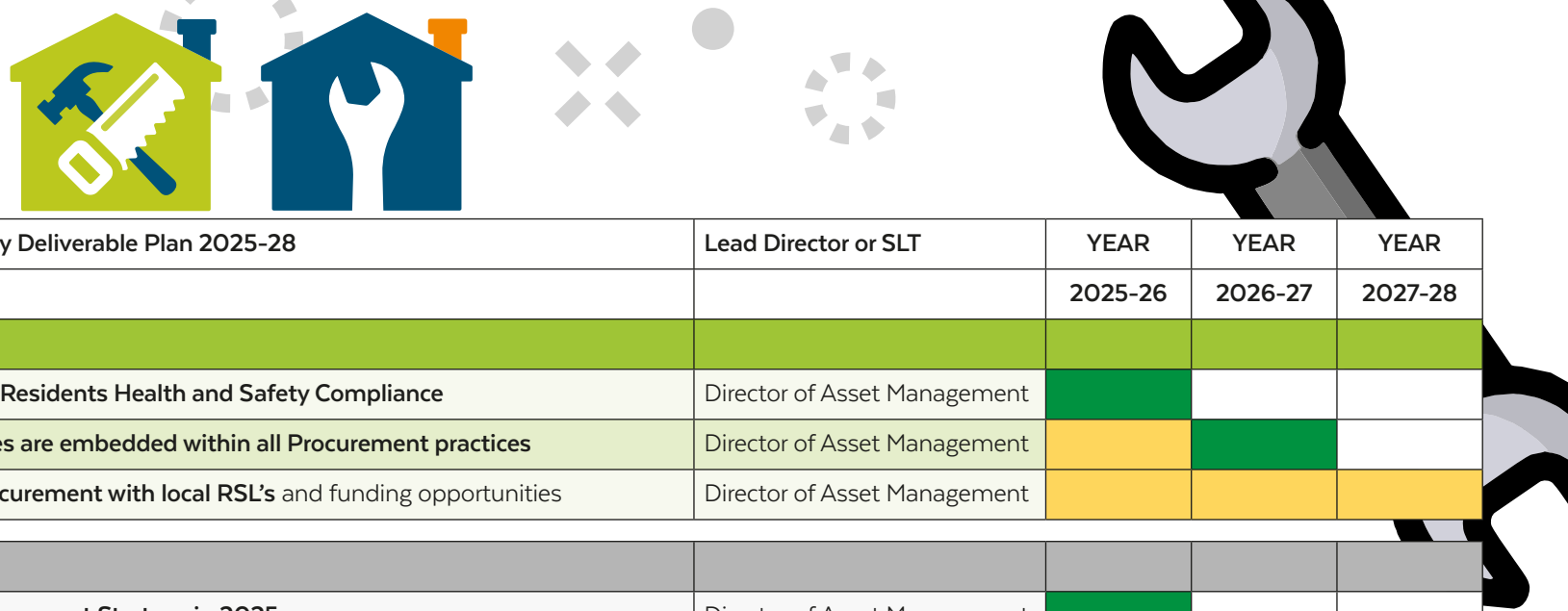
APPENDIX 3





REF	Integrated Asset Management Strategy Deliverable Plan 2025-28	Lead Director or SLT	YEAR	YEAR	YEAR
			2025-26	2026-27	2027-28
2	Finance & Governance 				
2.1	Strong Performance of Scottish Social Housing Charter Indicators - Review of a system driven traffic light monitoring system to enable the association to quickly identify property assets which are poorly performing and can prioritise for future investment.	Director of Asset Management			
2.2	Maintain effective control of Capital and Revenue Budgets and ensure open and effective communication with SLT on all finance decisions to ensure transparency and financial control.	Director of Asset Management			
2.3	Regulatory Reporting Annually on ARC and Annual Assurance Statement also any internal or external Audits, including all necessary preparation/validation and evidence gathering. Leading to written assurances that the business areas are compliant with regulatory and legislative requirements.	Director of Asset Management			
2.4	Continue Compliance Tenant Health & Safety - meeting all statutory and regulatory requirements, particularly tenant & resident H&S compliance (big 7) as outlined by SHR. Initiative-taking measures to address issues like damp & mould, fire risk & electrical safety. Ensure appropriate training & development is maintained to high quality.	Director of Asset Management			
3	People 				
3.1	Ensure Asset Team are fully engaging with training and development opportunities as part of their Personal Development Plan	Director of Asset Management			
3.2	Support and take forward new ways of working and create a positive culture with the teams at all levels	Director of Asset Management			
3.3	Encourage and maintain asset team monthly meetings	Director of Asset Management			
3.4	Support ongoing performance management review	Director of Asset Management			
3.5	Support proposals for office refurbishment programme	Director of Asset Management			
3.6	Support succession planning at all levels	Director of Asset Management			



APPENDIX 3



REF	Integrated Asset Management Strategy Deliverable Plan 2025-28	Lead Director or SLT	YEAR	YEAR	YEAR
			2025-26	2026-27	2027-28
4	Tenants and Communities 				
4.1	Maintain 100% record on Tenants and Residents Health and Safety Compliance	Director of Asset Management			
4.2	Ensure the Community Benefit Clauses are embedded within all Procurement practices	Director of Asset Management			
4.3	Seek and Engage on Collaborative Procurement with local RSL's and funding opportunities	Director of Asset Management			

5	Homes & Environment 				
5.1	Implement new Integrated Asset Management Strategy in 2025	Director of Asset Management			
5.2	Development 5Y Cyclical Works Plan	Director of Asset Management			
5.3	Explore solution for Grading Asset Contribution - review software options	Director of Asset Management			
5.4	Retaining SHQS & EESSH Compliance - ensuring Independent Stock Condition Data remains updated and relevant via the HUB to understand actions required in the long and short term.	Director of Asset Management			
5.5	Explore and support new strategic development opportunities and acquisitions when the opportunity presents itself.	Director of Asset Management			

2.9	Regulatory Reporting		Date	Submit	
2.9a	Annual Return on the Charter including Supplementary Information Return	DFDC	1-Jun-25	SHR	
2.9b	EESSH Return	DAS	1-Jun-25	SHR	
2.9c	Assurance Statement	CEO	31-Oct-25	SHR	
2.9d	Annual Financial Statements	DFDC	30-Sep-25	SHR	
2.9e	Loan Portfolio	DFDC	30-Jun-25	SHR	
2.9f	Five Year Plan Return	DFDC	2-Jun-25	SHR	
2.9g	Annual Accounts	DFDC	31-Dec-25	OSCR	
2.9h	Factoring Return	DFDC	30-Jun-25	SG PFR	

APPENDIX 4

OPERATIONAL OBJECTIVES

OUTCOMES



SERVICES & PERFORMANCE

Deliver first class customer care and repairs service

- » Implement new service delivery model
- » Use technology to meet customer needs.
- » Develop Tenant Engagement Strategy
- » Strengthen service delivery
- » Use customer feedback to improve services

» Highly satisfied customers who feel they get great value for money from our services.



FINANCE & GOVERNANCE

Achieve robust financial management and governance excellence

- » Maintain strong track record of collecting rental income and reducing income lost from empty properties
- » Maintain strong leadership and comply with Scottish Housing Regulator's Framework
- » Achieve excellent value for money
- » Make financially sound investments to future-proof Ardenglen and lead on Environmental Social Governance for smaller organisations

» Financially strong and efficient with exceptional leadership.
» Our rents are competitive and affordable.



PEOPLE

Empower, develop and engage our staff and Board

- » Support Board and staff with training and development
- » Enhance staff involvement in decision making and projects
- » Develop reward and recognition approach
- » Embed customer excellence culture
- » Implement Wellbeing Strategy
- » Enhance digital and technological offerings

» Great place to work, high performance culture with highly engaged staff who are focused on our customers and services.



CUSTOMERS & COMMUNITIES

Build strong collaborative relationships locally and nationally

- » Engage with our Customers
- » Work with stakeholders and partners
- » Explore funding opportunities
- » Promote organisation to enhance reputation

» Positive engagement with stakeholders to establish new partnerships creating better outcomes and value for money for our community.



HOMES & ENVIRONMENT

Provide quality homes, communities and sustainable tenancies

- » Improve energy efficiency of homes
- » Ensure homes are safe and secure
- » Explore new development opportunities
- » Develop new services and partnerships
- » Invest in environmental services

» Invest in our homes ensuring they meet EESSH and are greener and affordable to heat.
» Build communities that offer an improved quality of life.

