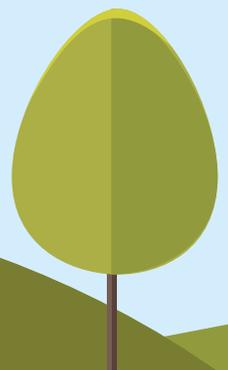


ARDENGLLEN

Annual Review

2018/19



INSIDE YOUR ANNUAL REVIEW.....

SERVICES – all you need to know about things like communication, complaints and participation Pages 4, 5 and 6

COMMUNITIES – all about our housing, repairs and investing in y our homes Pages 8, 9, 10 and 11

Read all about our **STRATEGIC MAP** Pages 12 and 13

PARTNERSHIPS – why they matter Pages 14 and 15

PUTTING OUR COMMUNITY FIRST Pages 16 and 17

FINANCIAL AND LEADERSHIP – getting value from rents and how we spend the money Pages 18, 19 and 20

OUR PEOPLE – Who’s who at Ardenglen Pages 22 and 23

Our Board

Board Member	Board Position	Date Elected
Maureen Cope	Chair	1995
Isa Brier	Vice-Chair	1992
Liz McKenzie	Treasurer	2008
Ann Marie Docherty	Board Member	2003
Sharon Richford	Board Member	2004
Frank Young	Board Member	2010
Karen McDonagh	Board Member	2014
Elaine MacPhail	Board Member	2014
Mark Ingram	Board Member	2017
Mary Eardley	Board Member	2017
Alex Warren	Board Member	2018
Lucy Carr	Board Member	2018

Message from our Chairperson and Chief Executive

Our 2018-19 Annual Review sets out how we have performed over the past year against the Scottish Social Housing Charter (SSHC). We are delighted to report another challenging but productive and successful year.

Tenants have recently told us the three most important services for us to provide are:

- 1. Providing an effective repairs and maintenance service – top priority;**
- 2. Providing good quality housing;**
- 3. Giving value for money for your rent.**

Our ambition is to be the best that we can in these areas.

To ensure we can positively respond to the external pressures, continue to provide high quality services that matter to our tenants, as well as being a well governed organisation, an organisational re-structure was carried out last year. This re-structure delivered considerable change within the staff teams, resulting in an enhanced level of front-line staff.

We also continue to have a strong customer services ethos and a commitment to Value for Money.

In December 2018 Universal Credit was rolled out in Castlemilk. Our staff have been working with tenants and other agencies to support people with the transition and the process. However, it is apparent that Universal Credit is having a detrimental impact.

In November 2018 work began on delivering £3.6 million of new homes for our community. This will provide 22 new homes on Ardenraig Road. We are hopeful that people will begin moving into the homes from November 2019. We are extremely grateful to the Scottish Government and Glasgow City Council for providing almost £2m of funding to support the development.

We continue to work closely with contractor Mears to ensure high quality provision of our day to day repairs service. Recent tenant satisfaction results told us that, in the main, tenants are happy with the services, with 92% of tenants being very or fairly satisfied; 91% of appointments being kept and 92% completed right first time.

We have regular ongoing dialogue with Mears to continuously review service delivery, and make sure we learn how to improve services.

Investing in our properties is one of our key priorities and we have a strong track record of investing in our homes and communities. Last year was no exception, with investment reaching almost £800,000. Windows and door replacement were a significant programme of works last year. We received fantastic feedback from tenants. We have also carried out significant environmental works and communal paint works.

We continue to support our dedicated team of volunteers from the Community Committee to assist with the running of the Maureen Cope Community Hall. It is fair to say the number of tenants and residents engaging in the services has reduced and we are currently carrying out a review to better understand why that might be and address any barriers for those wanting to access the services.

We hope you find this report interesting and of value. Throughout this report you will see that we refer to our peer group; we have chosen to benchmark our performance with other Housing Associations who are comparable with Ardenglen. You can find out all our detailed financial and performance information at The Scottish Housing Regulator's website where you can also compare our performance with other landlords. www.scottishhousingregulator.gov.uk



Maureen Cope MBE
Chair



Audrey Simpson
Chief Executive

SERVICES



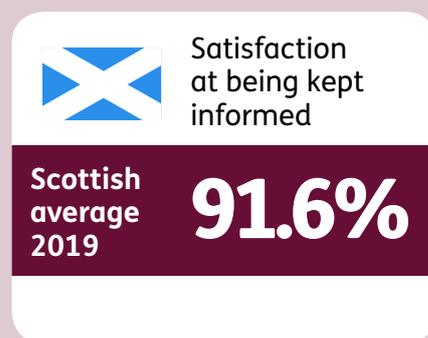
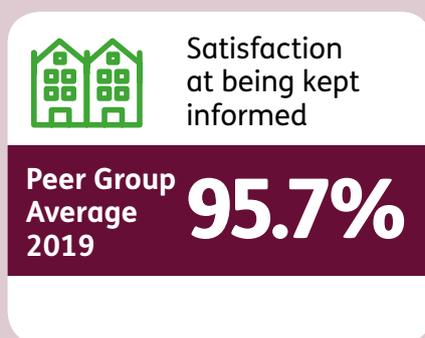
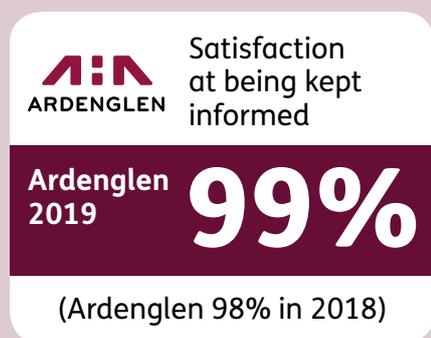
- We will make the best use of technology so you can access services in a way that meets your needs
- We will develop a new Tenant Engagement Strategy
- We will listen to customer feedback and use this to shape and improve our services

Communication

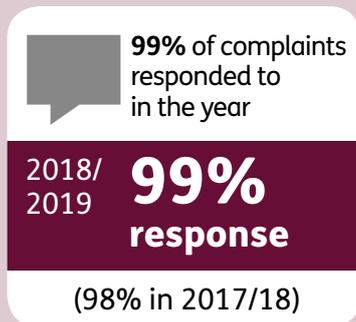
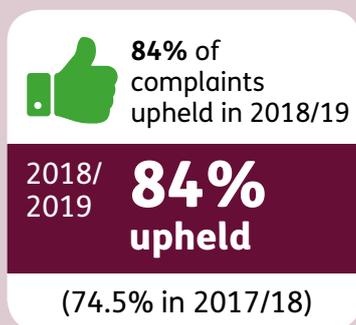
During the year we will use many forms of communication to engage, interact and keep you informed of our work.

We can communicate with you:

- Face to Face
- In writing
- Email or Facebook
- Telephone



Complaints – We’re Listening



Learning from Complaints

We acted on your feedback and reviewed our internal procedures – particularly regarding garden maintenance. Improvements will ensure that landscape contractors only carry out works to gardens where lawn ornaments have been removed by tenants first thus ensuring no damage to tenants’ garden décor.

As a result of your feedback we will be reviewing some procedures that help us improve our communication with you and ensure that you know what to expect when a contractor is carrying out planned maintenance to your home.



Our friendly reception staff are here to help you

Equalities



10.8%

of new lets were to people from BME or other minority ethnic backgrounds



13%

of our existing tenants are from BME or other minority ethnic backgrounds



43%

of our existing tenants have told us they have a disability



7.6%

of housing applicants on our waiting list have told us they have a disability

Participation

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

- 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



Overall satisfaction with services

Ardenglen 2019

94%

(Ardenglen 97% in 2018)



Overall satisfaction with services

Peer Group Average 2019

88.9%



Overall satisfaction with services

Scottish average 2019

90.1%

Satisfaction with opportunities to participate



Satisfaction with opportunities to participate

Ardenglen 2019

99%

(Ardenglen 96% in 2018)



Satisfaction with opportunities to participate

Peer Group Average 2019

92.6%



Satisfaction with opportunities to participate

Scottish average 2019

86.5%



Sky's the limit....our contractors are keeping your gardens looking great

COMMUNITIES



- We will make your homes more energy efficient and ensure they remain safe and secure places to live
- We will increase the number of homes available and look at ways to keep on building
- We will continue to invest in environmental services including grass cutting for all our tenants

Our Housing

At 31st March 2019 Ardenglen owned 959 homes. Below shows the types of homes we have:

1apt		2apt		3apt		4apt		5apt+	
House:	0	House:	0	House:	91	House:	80	House:	42
Tenement:	40	Tenement:	76	Tenement:	342	Tenement:	123	Tenement:	2
4 in block	0	4 in block	16	4 in block	25	4 in block	0	4 in block	0
Cottage flat	0	Cottage flat	53	Cottage flat	63	Cottage flat	6	Cottage flat	0
Total	40	Total	145	Total	521	Total	209	Total	44

Scottish Housing Quality Standard

The Scottish Housing Quality Standard exists to ensure all our homes are meeting an acceptable standard as required by the Scottish Government. The "Standard" is made up of 5 requirements:

- All properties are energy efficient
- All properties are above the tolerable standard
- All properties are free from serious disrepair
- All properties are healthy, safe and secure
- All properties have modern services

ARDENGLLEN	Scottish Housing Quality Standard Compliance	Peer Group Average 2019	Scottish average 2019
100%	98.9%	94.1%	
(Ardenglen 100% in 2018)			

2019 Tenant Satisfaction Survey

How satisfied are you with the quality of your home?



Ardenglen 2019

93% satisfied

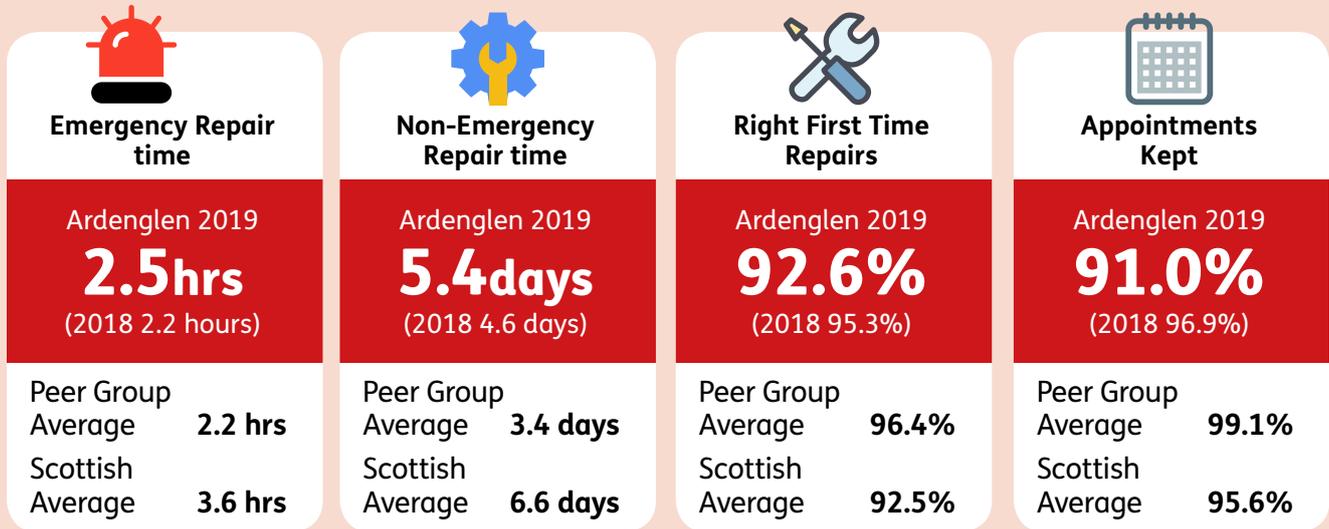
(94% in 2018)



Brushing up on paintwork.....
railings getting a coat of paint

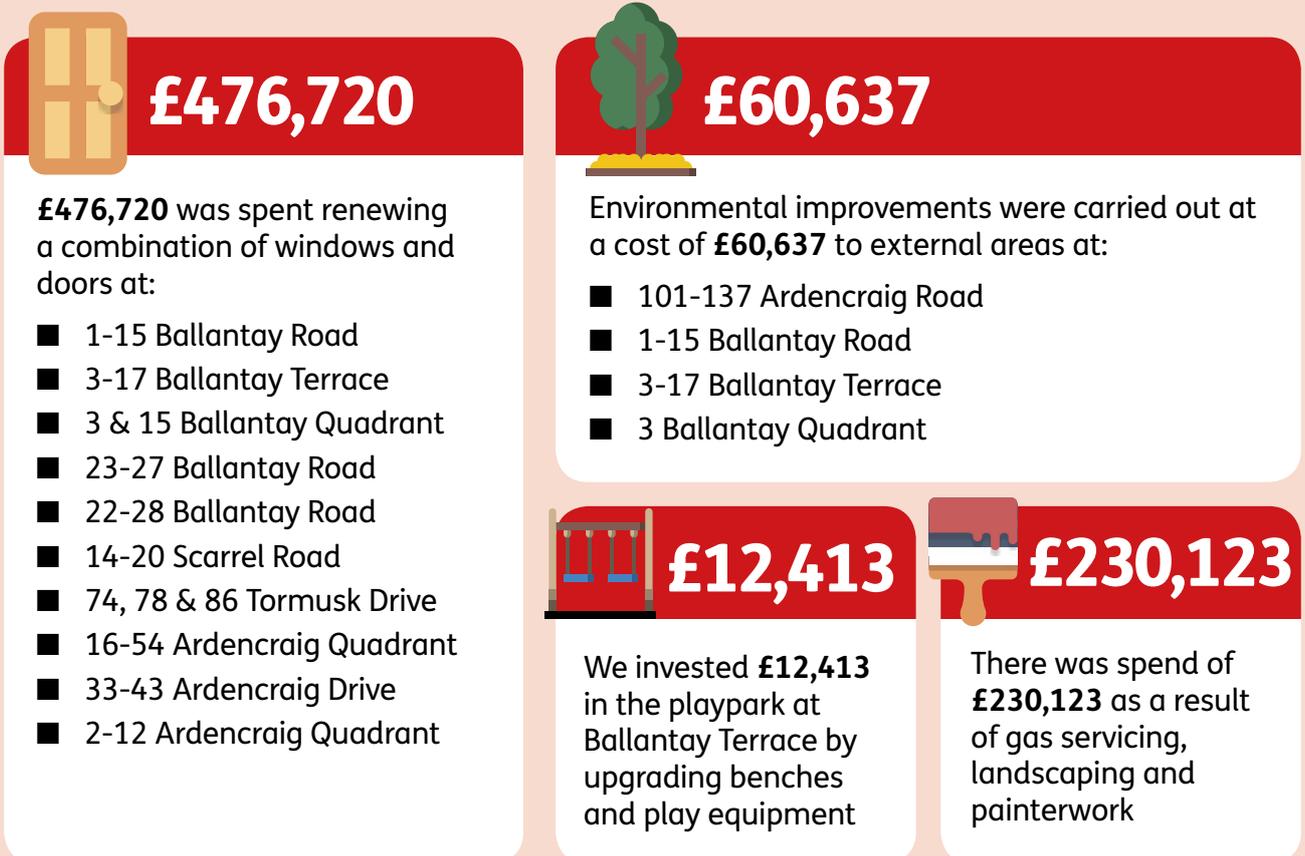
Contractor Performance

We understand that an efficient and effective repairs service is one of your main priorities. Therefore it's crucial we get this right. While there has been a slight decline in performance in this area this year, we have been working hard to establish the contractors with poor performance. We are working hard to deliver improved results.



Investment

We recognise that our properties require continual investment to maintain good quality homes that people want to live in and 2018/19 was no exception to this. These are the areas we invested in:





Repairs, maintenance and improvements

Every year we try and improve on our repair satisfaction performance. While satisfaction is still high we did not achieve what we were hoping to. We will ensure regular meetings with our contractors and closely monitor complaints with a view to improving the outcomes below:



MAPPING THE WAY FORWARD

This year we produced what's known as our Strategic Map. You will notice this year's Annual Review has a theme centring on our Strategic Map which you can read about [here](#). Additionally, our goals and objectives for the future can be found on the pages throughout the Review.

It sets out a number of priorities for Ardenglen and puts YOU at the heart of all that we do.

So what exactly is this Map?

Everyone knows you often need a map for the journey ahead.

Covering 2019 to 2021, Ardenglen's Strategic Map sets out a number of priorities for your housing association.

The Map focuses on key areas which directly affect our tenants but also sets out expectations for our Staff and Board members.

These are the things we see as important and which we think you will view as important, too:

- Delivering first class customer service
- Providing quality homes and communities plus tenancies which people can hold on to

STRATEGIC MAP 2019-21

Vision:

Transforming communities by providing aspirational homes and services, to enhance the quality of life of our customers.

STRATEGIC OBJECTIVES



SERVICES

Deliver first class customer services

OUTCOME:

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



COMMUNITIES

Provide quality homes, communities and sustainable tenancies

Our houses meet EESH and SHQS, are in high demand with low turnover and the environment is clean and tidy.



FINANCIAL LEADERSHIP

Achieve robust financial management and governance

We are financially sound and demonstrably exceptional value for money

WARD FOR ARDENGLLEN

- Achieving robust financial management and excellence in governance so that you can be confident Ardenglen is well run
- Empowering, developing and engaging staff to ensure they are operating at the peak of their professional capabilities
- Building strong collaborative relationships at a local and national level which means working with others to benefit you

The Strategic Map came about following an organisational review after Chief Executive Audrey Simpson took over two years ago.

Summing up the Strategic Map, Ardenglen's Chair Maureen Cope MBE said: "We want to work more closely with our tenants - providing a person-centred approach to delivering the services you expect from us while focusing strongly on tenant engagement and value for money. It is an important statement of the values and aims of Ardenglen."

Purpose:

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

Values:



Customer and Community Focused



Accountable



Making a Difference



Innovative



FINANCIAL AND PARTNERSHIP

Robust financial management and excellence

Financially strong and efficient with leadership.



PEOPLE

Empower, develop and engage our staff

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



PARTNERSHIPS

Build strong collaborative relationships locally and nationally

We positively engage with our stakeholders, seek and establish new partnerships achieving greater outcomes for our community and greater value for money.

PARTNERSHIPS



- We will communicate effectively keeping people informed of our priorities, ambition achievements and challenges
- We will develop a funding strategy and seek out joint funding opportunities
- We will actively promote our organisation to enhance our reputation

Access to housing and support

We offer all housing applicants a full in depth interview to explore all options available to them. This enables us to both add applicants to our waiting list and also provide an action plan specifically tailored to the needs of the individual.

	Number
Applicants added to the list	352
Applicants at year end	473
Applicants suspended from offers of housing	9
Applications cancelled	203
Statutory homeless applications	40

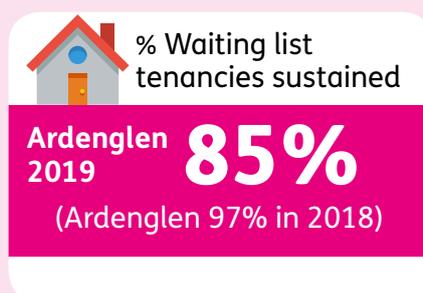
We relet 55 of our homes in 2018/19 to the following groups of applicants:

Existing Ardengen Tenants	8
Waiting List	35
Homeless Applicants (referrals from Glasgow City Council)	11
Nomination from other agency	1

We are currently in the process of building 22 new homes in the Ardencraig Road in partnership with McTaggart Construction. These new homes are a mix of 2,3 & 4 apartment flats, houses and cottage flats and will be due for completion at the end of 2019.

Keeping Your Tenancy

We work closely with new residents to ensure that tenancies are given the best start possible with a view to long term tenancy sustainment. During the first four weeks we offer intensive support and advice on a number of issues.



Medical adaptations

Medical adaptation is a term used to describe changes to the fabric of a building 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.



% Medical adaptation requests completed in year

Ardenglen 2019 **94%**

Ardenglen 2018 80%



Average time taken to complete adaptation

Ardenglen 2019 **43 days**

Ardenglen 2018 49 days



36

medical applications on the list



34

completed in the year



21

handrails



12

showers

Welfare Rights

Our Welfare Rights service is a key factor not only in enabling individuals to sustain tenancies, but it also ensures that income for Ardenglen is maximised and rent arrears are minimised wherever possible.

In 2018/19 we managed to secure additional income for people amounting to £622,807. While this was a £12,993 reduction on the previous year, we were delighted to have accessed this amount.



266

accessed the welfare rights service



56%

of all appointments were for those aged over 45



66%

of appointments were for those with income of less than £10,000



1 in 4

appointments were in respect of disability benefits



PARTNERSHIPS



Putting Our Co

We've always believed in putting our community first. That's why Ardenglen does so much more than simply collecting the rent.

We are rightly proud of Castlemilk and even more proud of the things we have achieved together.

We have grown deep roots in the almost-three decades we have been serving our community.

Our community work covers a range of activities. We run various groups operating from the Maureen Cope Hall such as The Only Way Is Up

or TOWiU for short - designed to build people's confidence and learn new skills.

Part of that is Sew Fabulous providing the opportunity for local people to learn new skills through the manufacture of textile goods from reclaimed fabrics. Then there are the Happy Gardeners who green-fingered skills are put to good use.

We've always believed in putting our community first. That's why Ardenglen does so much more than simply collecting the rent.





Community First

Housing associations do the most incredible work in our communities and Ardenglen is a great supporter of this kind of activity.

We are often referred to as the anchor that holds the community together.

And our work carries on throughout the year with activities for people of all ages from the very young to those in later life.

We also hold events for families during the year such as the spring fun day, school summer

holiday events and the Hallowe'en and Christmas parties.

Many of these activities could not be organised without the outstanding commitment and hard work of Ardenglen's Community Committee.

We want to take this opportunity to applaud all that they do for Castlemilk - giving freely of their time and energy.

Our photos hopefully give you a flavour of how Ardenglen brings people together.



FINANCIAL AND LEADERSHIP



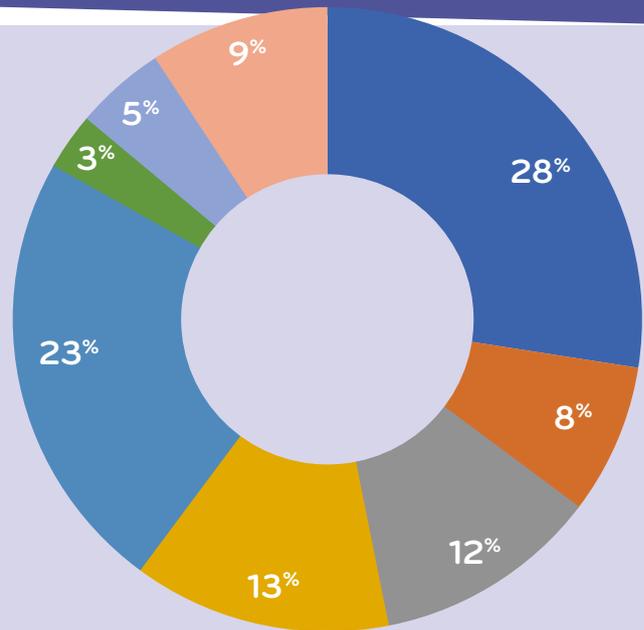
- We will generate maximum value from how we buy our services
- We will maintain our strong track record of collecting rental income and reducing the income lost from empty properties
- We will invest in governance to maintain strong leadership and comply with how housing associations are regulated

Getting Good Value from Rents and Service Charges

Value for Money:

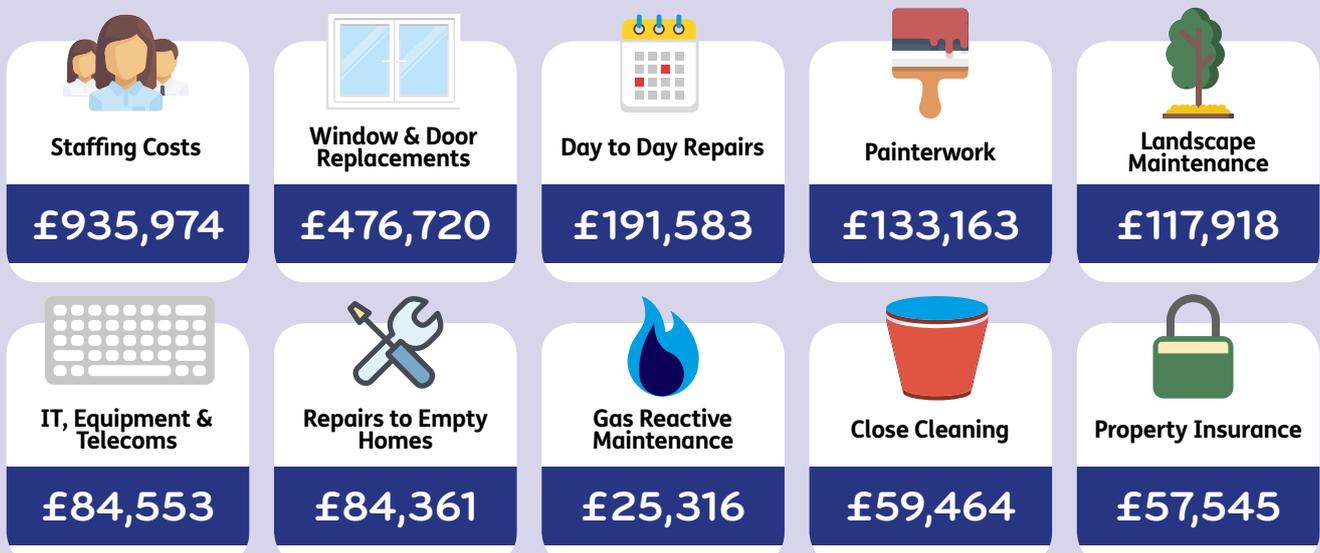
How is your rent money being spent?

Salaries/Staffing Costs	28%
Office Overheads	8%
Reactive Repairs	12%
Planned & Cyclical Maintenance	13%
Management & Maintenance Admin.	23%
Regeneration	3%
Interest Paid on Loans	5%
Money Set Aside for Future Investment	9%



Top 10 Areas of Spend 2018/19

We strive to operate our business in a clear and transparent manner and regularly publish our “Top 10” expenditure items which will hopefully give you a clear insight into our key areas of spend.



STRATEGIC MAP 2019-21



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STRATEGIC OBJECTIVES



SERVICES

Deliver first class customer services



COMMUNITIES

Provide quality homes, communities and sustainable tenancies



FINANCIAL AND LEADERSHIP

Achieve robust financial management and governance excellence



PEOPLE

Empower, develop and engage our staff



PARTNERSHIPS

Build strong collaborative relationships locally and nationally

OUTCOME

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

Our houses meet EESH and SHQS, are in high demand with low turnover and the environment is clean and tidy.

We are financially strong and demonstrably efficient with exceptional leadership.

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

We positively engage with our stakeholders, seek and establish new partnerships achieving greater outcomes for our community and greater value for money.

OPERATIONAL OBJECTIVES

- We will make the best use of technology so that our customers can access services in a way that meets their needs.
- We will develop a new Tenant Engagement Strategy.
- We will listen to customer feedback and use this to shape and improve our services in the future.

- We will continue to improve the energy efficiency of our homes and make sure they remain safe and secure places to live.
- We will increase the number of homes available by completing our existing development programme and continue to explore new development opportunities.
- We will continue to invest in environmental services including grass cutting for all our tenants.

- We will generate maximum value from procurement.
- We will maintain our strong track record of collecting rental income and reducing the income lost from empty properties.
- We will invest in government programmes to maintain strong leadership and fully comply with the Scottish Housing Regulators Termswork of Regulation of Social Housing in Scotland.

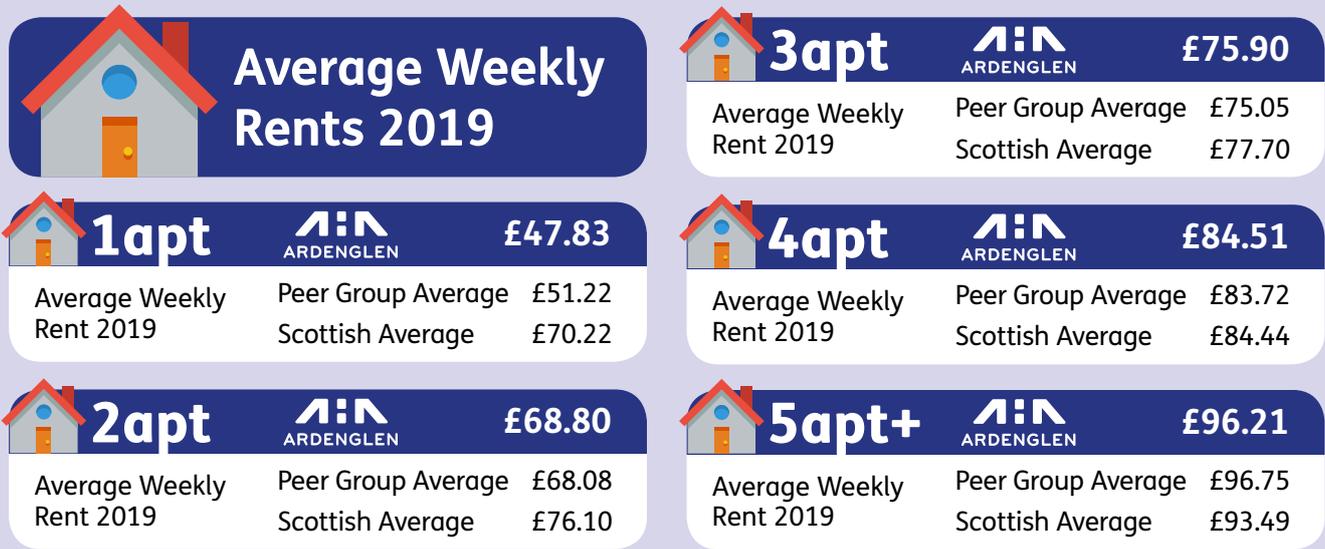
- We will continue to support staff with training, development and educational opportunities.
- We will monitor and build on the opportunities for staff to be involved in decision making, strategic priorities and business thinking.
- We will continue to develop our approach to reward and recognition ensuring staff feel valued.

- We will communicate effectively with our stakeholders and partners, sharing their successes, address achievements and challenges.
- We will develop a funding strategy and seek out joint funding opportunities with partners.
- We will actively promote the opportunities to enhance the reputation and be recognised as a partner, supplier or landlord of choice.

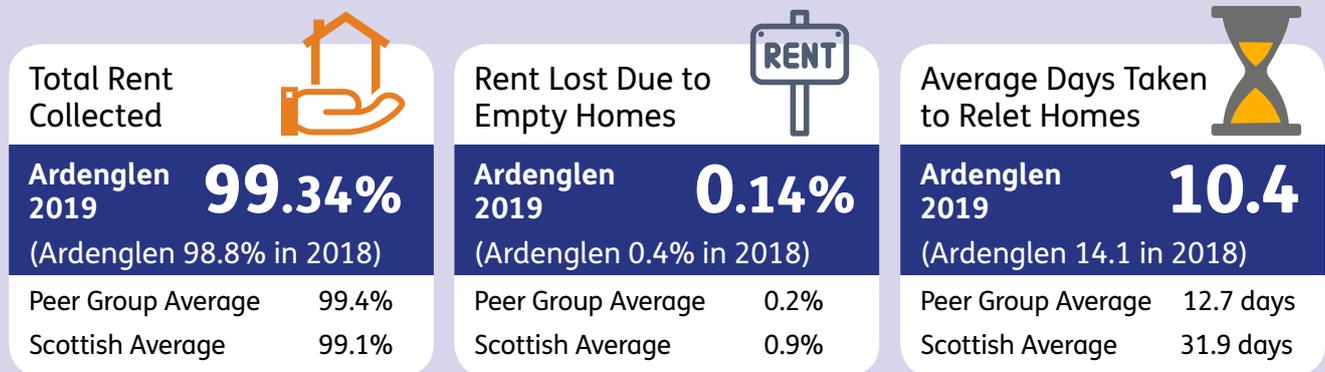
The way ahead.....mapping out the future direction for Ardenglen

Rents

We review annually 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. As part of this review process, we check our rent levels against other landlords to ensure we are achieving value for money.



We will demonstrate value for money by efficiently and effectively managing our services and processes. This includes minimising lost rents by reducing the length of time that our properties are empty and recovering rent arrears in a timely fashion. We also get the best value for contracts through our open and transparent procurement methodology.



It is important to us how you view the rent you pay in terms of achieving value for money. This is how we measure up.





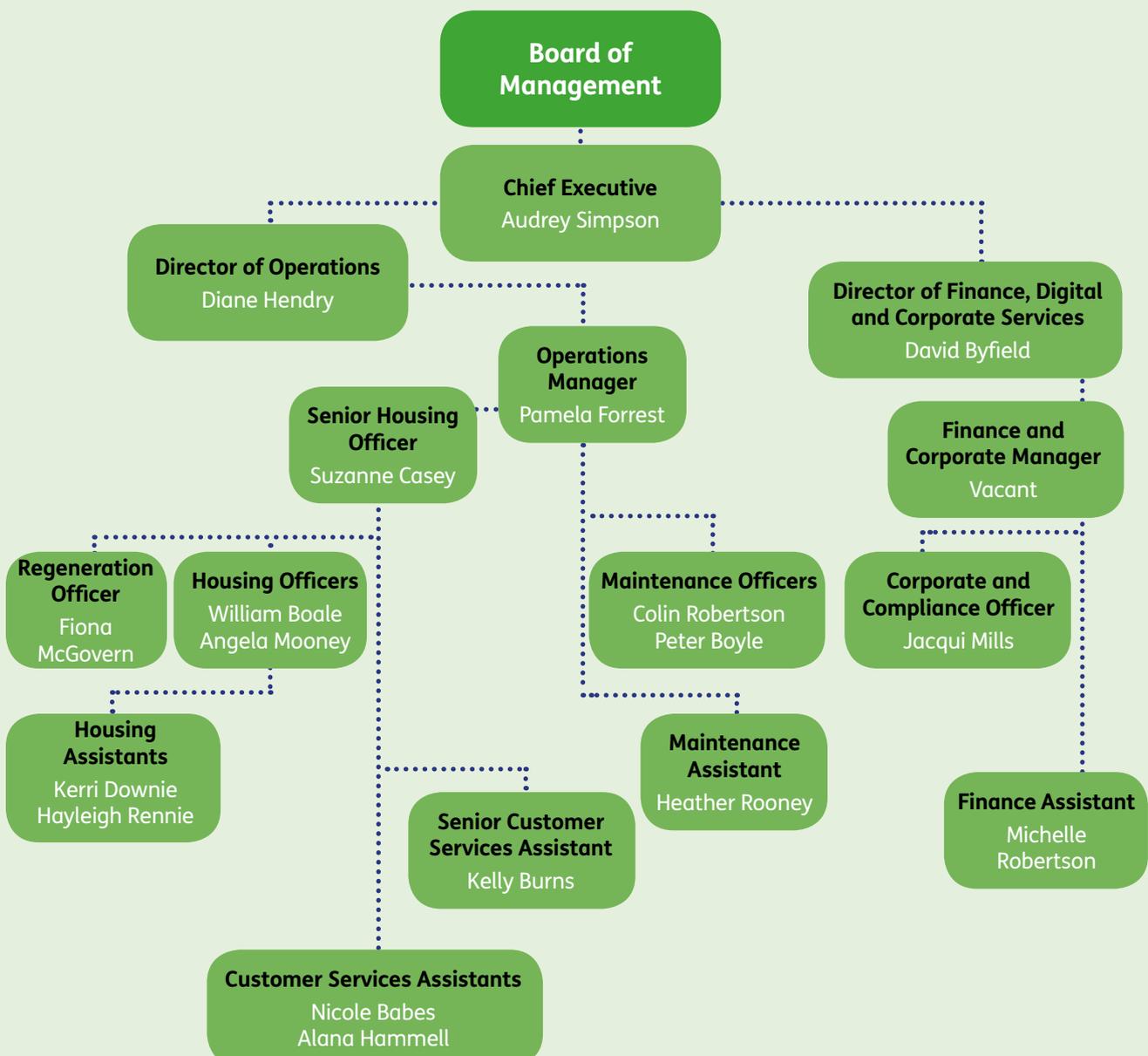
Playtime at Ballantay Terrace

PEOPLE



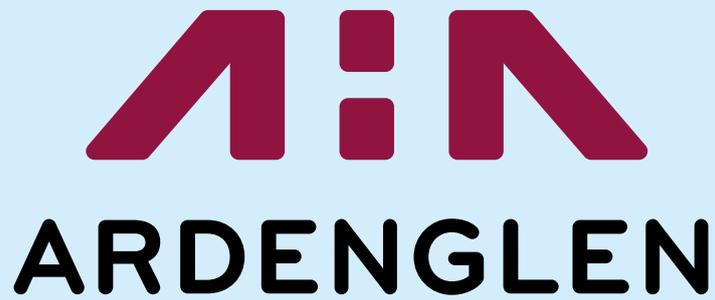
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Ardenglen Housing Association Organisational Structure 2019





Getting out and about in the community..Ardenglen staff members (left to right) Kerri Downie, Peter Boyle and William Boale.



Get in touch to find out more

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