



ARDENGLLEN

Annual Review 2024/25





Our Purpose

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

Our Vision

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

Our Values



Customer and Community Focused



Accountable



Treating our customers with respect



Making a Difference



Innovative



Equal access to services and opportunities for all

CEO's Welcome

Welcome to our 2024-25 Annual Report. It has been quite a year for the Association with some fantastic outcomes, including the development of our new Business Plan 2025-28, the launch of our Major Improvement Works programme, and the success of our in-house Financial Inclusion Team. Our customers



have been delighted with the new kitchens, bathrooms, and boilers installed as part of the improvement works. The Financial Inclusion Team has completed its first full year, achieving financial gains of over £500,000 for our customers.

We also gained recognition for Ardenglen at two National Awards Ceremonies. The CIH Awards in London shortlisted the Association as a top employer, and our involvement with partnering Housing Associations in Castlemilk led to our Castlemilk Housing and Human Rights Lived Experiences Board winning a major award at the National TPAS Awards.

Our focus remains on our customers, and we understand that ongoing economic challenges have impacted household budgets and increased demand for our services. Throughout the year, we've worked to mitigate the impact of rising living costs, and our in-house Financial Inclusion service has had a great first year helping our customers access the benefits they are entitled to, making their lives a little bit easier.

Investing in our homes continues to be a priority for the Association. Many of our customers will benefit from new kitchens and bathrooms this year. We recognise the need to provide high-quality, energy-efficient homes and have an asset management plan to raise the standards of our homes now and in the future. This year, we've enhanced

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

Despite a complex operating environment, Ardenglen remains a viable Community-Based Housing Association thanks to the efforts of our people. Their unwavering dedication, passion, and expertise have driven our achievements. I extend my thanks to each colleague, volunteer, and Board Member who has contributed to our success. Together, we've demonstrated agility and positioned ourselves to continue delivering success based on understanding our customers' priorities through regular dialogue and engagement.

Customer Participation, Engagement & Communication Strategy

Our new **Customer Participation, Engagement & Communication Strategy** is aimed at improving how we interact with our customers. This strategy includes various initiatives to enhance communication channels, gather customer feedback, and ensure that our services are aligned with customer expectations. We believe that effective communication is key to building strong relationships with our customers and delivering high-quality services.

Understanding our customers' current and future needs will clearly light the path forward and shape our service provision to meet changing needs and priorities. With this in mind, I encourage you to get involved with the Association and consider joining us to help determine our long-term approach for the benefit of our customers, both today and in the future.

Launch of Our New Business Plan

We are excited to announce the launch of our new Business Plan. This plan outlines our strategic goals and objectives for the coming years, focusing on sustainable growth,

innovation, and enhanced customer service. It is designed to ensure that we continue to meet the evolving needs of our customers and remain a leader in the housing sector.

TPAS Award Win for the Lived Experiences Board

We are proud to announce that our Lived Experiences Board were shortlisted for a TPAS Award which they went on to win. This prestigious award recognises the outstanding contributions of our Board members in representing the voices of our customers and ensuring that their experiences shape our policies and services. This achievement is a testament to our commitment to customer involvement and excellence in service delivery.

Success of Our In-House Financial Inclusion Team in 2024-25

Our in-house Financial Inclusion Team has had a remarkable year in 2024-25. The team has successfully assisted numerous customers in accessing the benefits and support they are entitled to, helping to alleviate financial pressures and improve their quality of life. Their dedication and expertise have made a significant impact, and we are proud of their achievements.

We are thrilled to unveil our new **Business Plan**, which outlines our strategic goals and objectives for the coming years. The plan is focused on sustainable growth, innovation, and enhancing customer service, ensuring that we continue to meet the evolving needs of our customers and maintain our leadership in the housing sector.

Thank you for your continued support and commitment to our mission.

David Byfield,
Chief Executive Officer

CUSTOMERS & COMMUNITIES



Customer Services



Director of Customer Services, Suzanne Casey

“ Despite some changes within the Customer Services Team in 24/25 our performance has improved in almost all areas as you will see from the figures below. Although we collected less rent compared to the previous year our overall gross rent arrears figure has reduced. In terms of tenancy sustainment, we had 2 less voids to let this year and 0 evictions and vast improvement in existing tenants sustaining over a 12 month period.

To ensure we maintain this level of performance we will be working closely with the Financial inclusion team to support customers with Universal Credit Migration and closely with the Asset Management Team to improve and reduce the number of days to turnover voids. ”



% of rent collected against rent due

99.76%

Ardenglen 2023-24:
100.33%

Peer Group Average: 101.5%
Scottish Average: 100.0%



Average days to re-let a property

15.77 days

Ardenglen 2023-24:
15.97 days

Peer Group Average: 22.9 days
Scottish Average: 40.4 days



% of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in

95.96%

Ardenglen 2023-24:
95.96%

Scottish Average: 85.7%

CUSTOMERS & COMMUNITIES



**Gross rent arrears
as % of rent due**

2.97%

Ardenglen 2023-24:
3.12%



**% of tenancy
offers refused***

14.08%

Ardenglen 2023-24:
21.69%



**% of new tenancies
to existing tenants
sustained for more
than a year**

100%

Ardenglen 2023-24:
60%



**% of anti social
behaviour cases in the
last year which were
resolved**

94.90%

Ardenglen 2023-24:
88.74%

Peer Group Average: 98.8%

Scottish Average: 96.9%



**% of rent lost due
to homes being
empty**

0.23%

Ardenglen 2023-24:
0.38%

Peer Group Average: 0.5%

Scottish Average: 0.9%



**Number of homes
re-let in the year**

61 homes

Ardenglen 2023-24:
63 homes

CUSTOMERS & COMMUNITIES



Community Investment Team

During the year the Community Investment Team continued to target and deliver their work in a way that saw us supporting individuals/families affected by the ongoing Cost of Living & Energy Crisis, which has impacted many of our residents and their household finances.

To achieve this the team continued to work collaboratively with our volunteers, participants, local-residents and our partners to ensure that the work being delivered continued to support those affected in a way that strengthened and empowered the local community in ways that had been identified by local-residents themselves.

Now in our 4th year of delivering the Castlemilk Pantry project, we are delighted with the progress and outcomes achieved, particularly through our Pantry Plus project.

During the year we recorded a total of **1507** members joining the Pantry with our Pantry Plus project engaging with a total of **177** participants regularly engaging in a variety of activities which aim to support *Health & Wellbeing; Learning/Training; Cookery Classes; Community Lunch; Breakfast Bingo; Men/Women Groups; Upcycling Workshops (sewing/woodwork)*. All of which aim to build confidence, build connections and personal capacity. A total of **31** volunteers were registered with the project and without their help and support we simply would not be able to do what we do!

Our desire to support the Pantry to become its own community project, moved a step closer, following an exercise that saw us carrying out an “Options Appraisal”. From this exercise, our Pantry Focus Group made the



decision to explore becoming its own SCIO along with exploring avenues to strengthen its group. Another decision was made to move the Pantry premise. This was mainly due to various operational barriers at the Castlemilk Community Centre, so a move to the Birgidale Complex saw the removal of said barriers. As the Birgidale is already an incorporated SCIO and members from their respective Board joined the group. Together they are working towards determining the future direction of the project.

Following on from the decision made by the Board of Ardenglen to develop our own Financial Inclusion services, the team were excited to welcome, a highly experienced Financial Inclusion Officer in April 2024. Then in August 2024, further funding was awarded to continue employment of our Community Development Worker and a new post of Financial Inclusion & Digital Assistant.

Sadly, during the year funding ended for our popular Energy Advice project, however a few months later in November 2024, we were awarded further funding to engage the services of a part time Energy Advisor.

CUSTOMERS & COMMUNITIES



Outcomes from this work have resulted in financial support and gains (following benefit & energy advice to support Ardenglen tenants and members of the Castlemilk Pantry/wider community) as follows:

£520,221

- Ardenglen tenants



£27,899

- G45 residents



26 cases for statutory debt support equating to

£37,594



274 energy interventions (advocacy/ prevention of disconnection & complaints) with - 38 referrals

accessing **£3,888** for prepaid meter top up's



50 tenant's accessed White Goods Support Fund -

£13,503.59



During this year our team experienced lots of change, including delays in carrying out necessary works to develop our new space at the HUB meant that have been unable to open the HUB as planned (now due to open 2025).

CUSTOMERS & COMMUNITIES



Highlights from the year include:

- Ardenglen annual Spring Fun Day
- Annual Family Summer Trip – 2 x coaches to Edinburgh Zoo
- Annual Over 40s Summer Trip – 1 x coach to Ayr
- Ardenglen annual Autumn Fun Day
- Halloween Event
- Delivery of Spring; Summer; Autumn Food & Fun Days (part of Castlemilk Together collaborative)
- Santas Grotto – session for children to visit our very own Santa Clause and Helpers
- Partnerships with local schools (delivery of intergenerational activities).
- Networking & participation at events/conferences
- Funding totalling **£247,295.52** awarded as follows:-
 - Glasgow City Council – Communities Fund – for 24/25 award – £ 50,783
 - Scottish Government – Investing in Communities Fund – for 24/25 – **£100,861.50**
 - The National Lottery – Community Led Fund – for period August 2024 to August 2025 – **£ 73,493.41**
 - Energy Re-dress fund – for period November 2024 to October 2025 – **£22,157.61**
 - Cost of Living funding was also secured. Funding was used to support our tenants who found themselves in vulnerable financial situations: -

- Cash for Kids – Children’s Grants – for 24/25 – **£5,000** – £50 x 100 children
- Arnold Clark – Cost of Living Grants – for 24/25 – **£2,500** – £25 x 100 adults

The above funding has assisted the Community Investment Team to:-

- Providing small-scale immediate support to minimise crises situations for the most vulnerable
- For those with extenuating circumstances (identified on a case-by-case basis), providing additional funding will ensure a level of comfort is reached and to reduce any immediate crises
- Providing longer-term support to develop the knowledge, skills and confidence of tenants and their households to take more control of their energy use and bills
- Providing support and advice to deal with fuel debt through re-payment agreements with suppliers and identification of eligible grants

As always, there is still so much more to do, especially in an ever-changing landscape, which continues to impact negatively on the community as a whole. Despite this we are delighted to report that our Community Investment Team have continued to drive forward and engage positively with our tenants/local people, in order to build confidence and personal resilience, necessary to bring about effective and lasting change that will undoubtedly benefit the whole community.

HOMES & ENVIRONMENT



Asset Management



Director of Asset Management, Peter Kelly

“ Repairs and maintenance continues to be a challenging environment to operate within and a variety of performance levels have been provided by the different repairs contractors that we utilise. Our overall performance has increased marginally over the year with the exception of adaptations where certain installations were hampered by long term hospital stays.

We are looking to procure a new reactive repairs contract shortly and it is hoped that this will ensure continuous improvement in all the performance areas of the repairs service.

With regard to tenants’ satisfaction with the quality of their home it is hoped that with a significant increase in investment activity such as replacement boilers, kitchens and bathrooms nearing the end of 2024/25 and at the start of 2025/26 that tenants will be more satisfied with the quality of their homes.

”

Average time
taken to complete
emergency
repairs (hours)

2.36 hrs



Ardenglen 2023-24: 2.36 hours
Peer Group Average: 2.4 hours
Scottish Average: 4.0 hours

Average time
taken to complete
non-emergency
repairs (days)

5.52 days



Ardenglen 2023-24: 6.05 days
Peer Group Average: 4.3 days
Scottish Average: 8.3 days

HOMES & ENVIRONMENT



% of customers satisfied with the quality of the repairs service

89.47%



Ardenglen 2023-24: 89.47%

Peer Group Average: 92.1%

Scottish Average: 87.1%

% of reactive repairs carried out in the last year completed Right First Time

93.22%



Ardenglen 2023-24: 91.88%

Peer Group Average: 95.3%

Scottish Average: 87.1%

Number of missed gas safety checks

0



Ardenglen 2023-24: 0

% of tenants satisfied with the quality of their home

83.33%



Ardenglen 2023-24: 83.33%

Scottish Average: 85.9%

Homes meeting the Scottish Housing Quality Standard

99.8%



Ardenglen 2023-24: 99.8%

Peer Group Average: 94.6%

Scottish Average: 91.9%

Average time to complete adaptations (days)

36.53 days



Ardenglen 2023-24: 21.88 days

FINANCE & GOVERNANCE



Finance, Digital & Corporate Services
Director, Karen Fee

Our Financial Statements 2024-25 have been externally audited confirming compliance with our covenants and going concern and we submitted all our regulatory reports on time.

In addition, I lead on the following working groups for Ardenglen:

Working Groups

The Value for Money Working Group achieved savings in year of £50,090, this was achieved by reduction in use of consultants, and contract and service review. In the coming year we are focussing on digitalisation and new ways of working.

Corporate Health & Safety Working Group reviewed results of individual DSE assessments and subsequently undertook a refurbishment or replacement for colleague office chairs. We updated our Fire Board process, including the Fire Alarm system which has been updated to ensure compliance.

Sustainability Working Group the group successfully completed Climate training achieving the Carbon Literacy Standard with Keeping Scotland Beautiful. Our Wellbeing Strategy is now in Phase two, we have introduced the HSF Healthcare and Cycle to Work. Next year we will be reviewing new ways of working for our staff team. The Association will be voluntarily reporting on the Sustainability Reporting Standard for the first time for year 2024-25.

The Finance and Corporate team have had another busy year, supporting our Board, colleagues and customers, processing rents and ensuring our suppliers are paid on time. In year we have developed new internal financial reports for the operational managers.

Digital

All the colleague team now have laptops enabling hybrid working. This year we rolled out our new Customer Portal MyHome, customers have access to their own rent account, records and can report a standard repair. In the coming year we will be updating our office phone system and creating our Digital Strategy.

Governance

In the coming year our Board member appraisals will be facilitated by an external consultant, ensuing we meet regulatory compliance. There is a new learning and development plan in place for Board, on Procurement and Fuel Poverty, Staff training planned on SDM and Asbestos. There Association is currently undertaking a recruitment exercise for new Board members.

Tenant Scrutiny

In our first year the panel successfully reviewed and updated our Allocations Policy. This year the panel have chosen a review of the Complaints process and procedures.

FINANCE & GOVERNANCE



**Customers who feel that
Ardenglen is good at keeping
them informed about their
services and decisions**

98.23%

Ardenglen 2023-24: 98.23%



**Customers satisfied
with overall service**

94.19%

Ardenglen 2023-24: 94.19%



**Customers satisfied with
opportunities to get involved**

99.75%

Ardenglen 2023-24: 99.75%



**Number of complaints
received at Stage 1**

134

Ardenglen 2023-24: 186



**Number of complaints
received at Stage 2**

1

Ardenglen 2023-24: 13



**Average days to respond
to a Stage 1**

3.47

Ardenglen 2023-24: 3.38



**Average days to
respond to a Stage 2**

21

Ardenglen 2023-24: 18.31



FINANCE & GOVERNANCE



Where does Ardenglen get its money from?

From rents and service charges plus grants we receive from the Scottish Government.

What does Ardenglen spend money on?

Making sure our properties are fit for purpose and meet safety requirements, staff and office costs as well as interest payments on our loans.

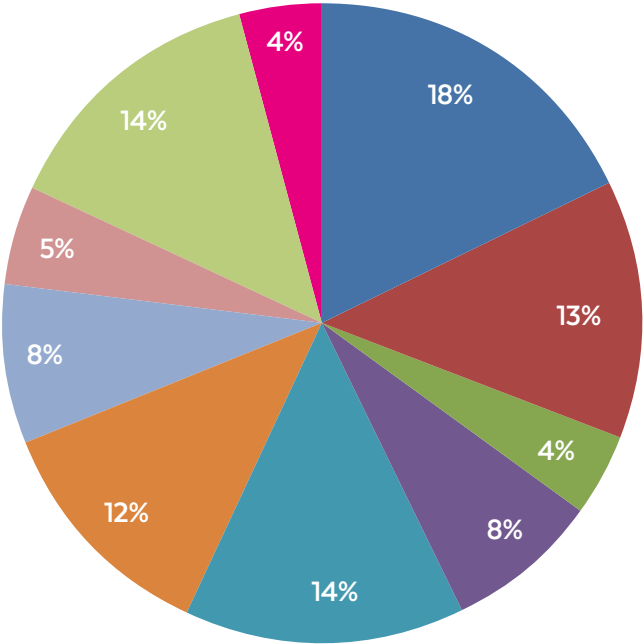
How do I benefit as a tenant of Ardenglen?

In addition to investing £2,153,864 maintaining our properties, Ardenglen has increased the number of our properties from 982 to 983 homes. This expenditure is part of Ardenglen’s ongoing rolling programme of improving the condition of its properties including improving the energy efficiency of our homes.



Expenditure 2024-25

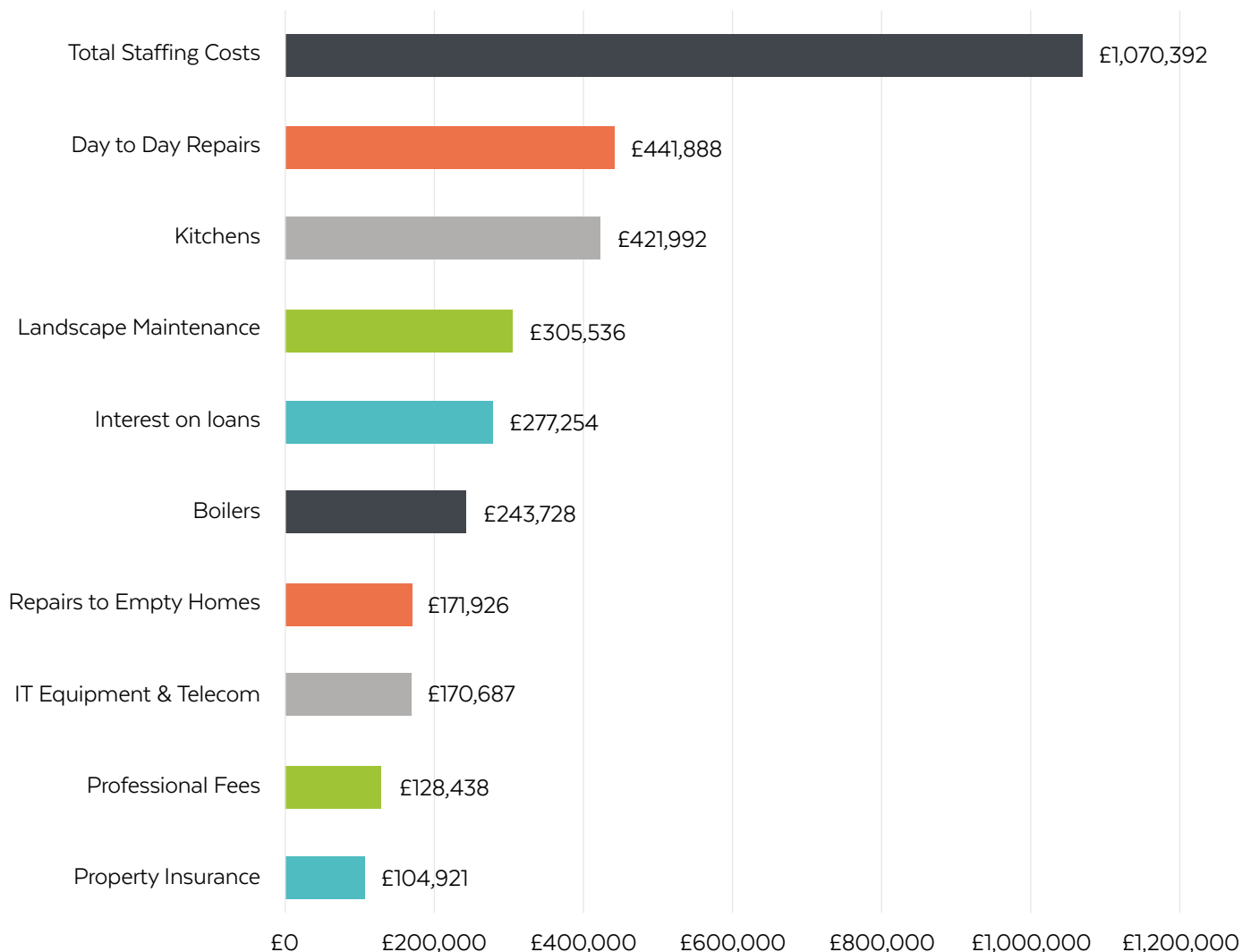
Salaries	18%
Reactive Repairs	13%
Planned & Cyclical Maintenance	4%
Estate Maintenance	8%
Management & Maintenance administration	14%
Depreciation	12%
Regeneration	8%
Interest paid on loans	5%
Investment in Fixed Assets	14%
Money set aside for future investment	4%



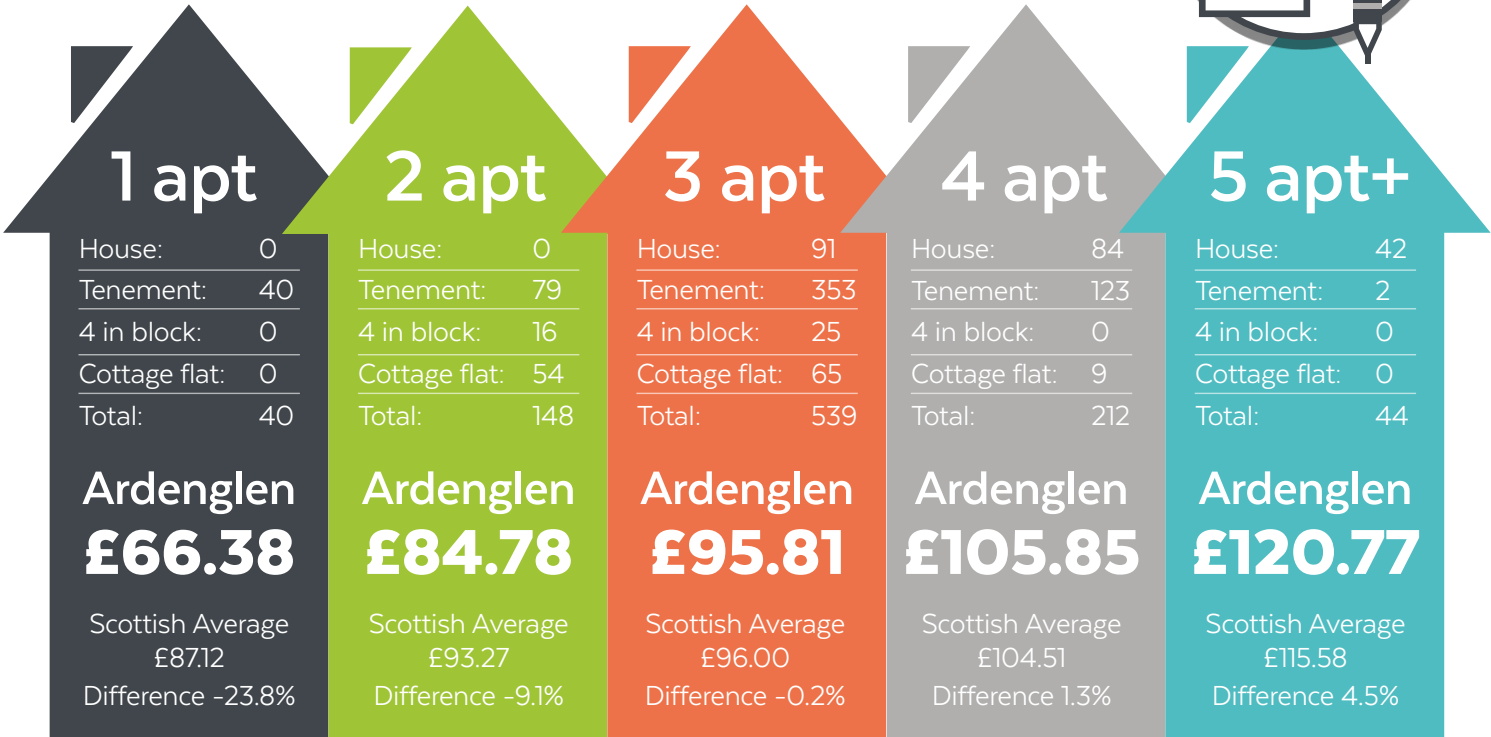
FINANCE & GOVERNANCE



Top 10 areas of Spend



FINANCE & GOVERNANCE



HOW YOU CAN GET INVOLVED IN ARDENGLEN HOUSING ASSOCIATION...

Become a Member

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

Join the Castlemilk Pantry

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

Join our Board

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



Tenant Scrutiny Panel

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

Consultation Groups

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

Estate Walkabouts

Our staff team are out inspecting the estate every two months and would love more tenants to get involved and join us. This is a great opportunity to highlight issues on the estate to us. Look out for news of the next walkabout in our Vision Newsletter.

Join the Community Committee

The Community Committee was established in 2010 to deliver a variety of community benefit programmes from IT Classes, Gardening & Cookery to private lets for dance/exercise classes and licenced private functions. If you would like to join the committee, get in contact with us today.

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

OUR PEOPLE



OUR PEOPLE



Our Staff Team

David Byfield	CEO
Karen Fee	Director of Finance. Digital & Corporate Services
Michelle Hart	Finance & Corporate Manager
Jacqui Mills	Corporate Services Officer
Michelle Roberston	Finance Assistant
Harris Ahmed	Path Finance Trainee
Suzanne Casey	Director of Customer Services
Angela Mooney	Senior Housing Officer
Hayleigh Rennie	Temp Housing Officer
Elaine Doogan	Housing Officer
William Boale	Housing Officer (secondment to Reidvale to 30.11.25)
Nicole Babes	Housing Assistant (Maternity leave)
Lisa Bonner	Housing Assistant
Laura McKenzie	Housing Assistant (Temp)
Pauline Boyle	Customer Service Assistant (Maternity leave)
Peter Kelly	Director of Asset Management
Alex Gemmell	Senior Asset Officer
Graham Paul	Asset Officer
Yvonne Sweeney	Asset admin Assistant
Fiona McGovern	Community Investment Manager

OUR PEOPLE



Bernie Sweeney	Financial Inclusion Officer
Jo Shand	Financial Inclusion & Digital worker
Jola Dolewska	Energy Advisor
Jackie Bole	Community Development worker
Linda Stuart	Pantry Co-ordinator
Suzanne McGeachy	Pantry Assistant
Natalie Thomson	Pantry Assistant (Temp)

Leavers Report

		Leave Date
Lynne Mastrangioli	Energy Adviser	19/7/2024
Scott Cunningham	Digital Worker	13/8/2024
Simon Curran	Housing Assistant (Temp)	2/9/2024
Christopher Paterson	Senior Asset Officer	24/1/2025
Kelly Burns	Pantry Co-ordinator	14/2/2025
Naomi Mackay	Pantry Assistant	7/3/2025
Demi Anderson	Asset Administration Assistant	26/3/2025
Janice Herriot	Housing Officer	13/6/2025
Bruce Strathearn	Asset Officer (temp)	31/7/2025
Rachel Gallacher	Temp Customer Services Assistant	31/8/2025
Amy McCann	Asset Compliance Assistant	1/9/2025

OUR PEOPLE



Our Board of Management



Liz McKenzie,
Chair
Date elected: 2008



Mark Ingram,
Vice-Chair
Date elected: 2017



John Duncan,
Board Member
Date elected: 2021



Chukwudi Chuks-Nnadi,
Board Member
Date elected: 2022



Chinenye Anameje,
Board Member
Date elected: 2022



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



Callum Adam,
Co-opted Member
Co-opted: 2025



Jackie Brown
Co-opted Member
Co-opted: 2025



Erinne Bird MacKellar,
Co-opted Member
Co-opted: 2025



Ian Nelson,
Co-opted Member
Co-opted: 2025

Leavers in the year

Karen McDonagh, Board Member 2014 (retired AGM 2025)

Alex Warren, Board Member 2018 (retired AGM 2025)

Richard Mahon, Board Member 2019 (retired AGM 2025)

Charles Ball, Co-opted Member 2024 (retired in April 2025)

SERVICES & PERFORMANCE



Annual Assurance

In October 2024 the Association submitted its fifth Annual Assurance Statement to the Scottish Housing Regulator (SHR). Following a robust self-assessment process the Board **unanimously** reached the following opinion:

Ardenglen Housing Association Ltd:

- Comply with the Scottish Housing Regulator's Standards of Governance and Financial Management;
- Comply with the standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services;

- Comply with all Regulatory Requirements as set out in Chapter 3 of the Regulatory Framework including all relevant legislative duties.

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

In February 2025, the Association's Internal Auditor's Wylie and Bisset completed a two day audit of our Annual Assurance Statement process and reached a conclusion of Strong Overall Assurance. The Association was delighted to receive the highest audit rating for our Assurance process.



SERVICES & PERFORMANCE



Equalities work



The **Castlemilk Housing and Human Rights Lived Experience Board** is made up of key board members from each of the four Castlemilk Housing Associations; Ardenglen, Cassiltoun, North View and Craigdale. They have been actively involved in advocating for equalities, human rights and improving living conditions in Castlemilk since 2023. Their efforts have been recognised at the TPAS Scotland National Good Practice Awards 2025 where they won an award for Good Practice in involving Tenants in a current issue.

SERVICES & PERFORMANCE



It has been a busy time for the Board as they go from strength to strength and below are some highlights of the last year:

1. Advocacy for Human Rights:

The Board successfully petitioned the United Nations in Geneva to advance their campaign to deliver human rights locally. They highlighted six areas of concern, including the need for expansion of social housing, provision of accessible housing, barriers to achieving net zero in social housing, lack of affordable and nutritious food, and problems in accessing healthcare .

2. Community Involvement:

The Board is composed of tenant members from Ardenglen, Craigdale, Cassiltoun, and North View Housing Associations. They have been instrumental in ensuring that local people understand housing as a human right and what it means in their everyday lives .

3. Lobbying for a Supermarket:

One of their significant campaigns involved lobbying for a supermarket in Castlemilk. They presented their case to the UN Committee on Economic, Social and Cultural Rights, which acknowledged that local people are being denied the human right to fresh, affordable, and nutritious food. This campaign included meetings with local councillors, MSPs, and Scottish Government officials .

4. Media Attention and Public Speaking:

Their innovative approach of presenting to the United Nations garnered significant media attention and put the issue of securing a supermarket for Castlemilk in the public spotlight. This experience also improved the group's public speaking, persuasion, and advocacy techniques.

5. Positive Impact on Tenants:

The project has enhanced the skills and teamwork within the group, improved their understanding of Scottish public policy and human rights legislation, and introduced them to media management techniques. It has also opened up new networks and amplified the impact of their message for change.

6. Sustainability and Future Plans:

The Board is committed to continuing their fight for a supermarket and addressing other housing and human rights issues. They have a strategy for the next year, which includes joining the UK ICESCR Network, working with the Scottish Human Rights Commission, and sharing their lived experience for a new Human Rights Handbook.

7. Human Rights Handbook

The second **Human Rights Handbook** was published and shared with our peers in the housing sector in June 2025.

The Castlemilk Housing and Human Rights Lived Experience Board's dedication and innovative approach have made a significant impact on their community and set a strong example for others to follow.



Get in touch to find out more

website: www.ardenglen.co.uk

email: info@ardenglen.org.uk

Telephone: 0141 634 8016

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



Feedback

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

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