

ARDENGLLEN



Business Plan 2025-28

Contents

What Business Plan 2023-25 delivered..... 3

About us..... 4

Vision and Values.....5

Our plans for 2025-28..... 6

Who does what.....7

Strategic Map 2025-28 8-9

Objectives and Outputs10-12

Investment in our homes13

Value for Money.....14

Sustainability.....14

Moving to Digital 15

Contact details back page

What Business Plan 2023-25 delivered

- Review completed of 30-year component replacement programme and five-year investment plan
- 74% of stock condition survey completed
- 100% Health and Safety compliance achieved
- Procurement of five year investment planned works
- Reactive repairs contract in place
- Joint initiative for improving customer services for reactive repairs and void work standards in place
- Secured funding to open a fully accessible Community Hub
- Set up of a full time financial inclusion service
- Funding secured to support energy advice and digital inclusion
- Introduction of customer online support portal 'My Home'
- Maintained high levels of tenant satisfaction within three yearly Tenant Satisfaction survey – 94.19% satisfied with overall services we provide
- First phase of Digital Transformation moving to cloud server and Sharepoint for greater efficiency
- Value for money savings in the last two years of more than £50k
- Implemented new Tenant Scrutiny Panel
- Continual development of our Wellbeing Strategy



About us



Ardenglen Housing Association is a community-based social landlord, rooted in the heart of Castlemilk, Glasgow. For over three decades we have provided safe, high-quality, affordable homes and delivered services that make a real difference to the lives of our tenants and the wider community. We currently manage a total of 987 properties.

This Business Plan sets out our strategic direction for the next three years, ensuring we remain a strong, viable, and tenant-focused community based organisation while operating in a challenging and ever changing environment.

This plan confirms our ongoing commitment to:

- Financial sustainability through prudent planning, stress testing, and efficiency
- Good governance with strong leadership, assurance, and compliance
- Investing in our homes to meet future standards, including energy efficiency and net zero
- Tenant safety and wellbeing, with a proactive approach to statutory compliance and customer care
- Community impact, ensuring our work supports local wellbeing, inclusion, and resilience

We are currently operating in a complex landscape shaped by cost-of-living pressures, rising maintenance and borrowing costs, climate change commitments, and regulatory expectations.

This Business Plan responds to those challenges with a clear and realistic framework for decision-making, investment, and service delivery. Ardenglen is proud of its strong community identity, and we will continue to act as a local anchor organisation, supporting not just homes, but lives. Our plans will be shaped by meaningful tenant involvement, regular review, and a clear focus on long-term value.







This Business Plan gives the Board, our colleagues, customers and stakeholders confidence in our direction—and in our ability to meet both present and future needs with resilience and ambition.

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

Our principles

- 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 neighbourhoods
- 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



Our plans for 2025-28



Digital Strategy implementation

Utilising technology to ensure we meet our strategic objectives, by developing and securing our networks, data collection and digital inclusion for our customers.



Achievement of the annual savings over the business plan period

Continue to progress VfM working group, seeking new and more efficient ways of working, and ensuring we achieve VfM within procurement whilst continuing to deliver a quality service for our customers.



Integrated Asset Management Strategy

This strategic document builds on the association's vision for the integrated management of its housing stock, and assets over the next five-year period. It is a forward-looking strategy, that embraces the Scottish Housing Regulators strategic document, 'Integrated Asset Management' Recommended Practice and Guidance.



Partnership working

Developing partnerships by working with local and national stakeholders in the Castlemilk area and ensuring that collaborative arrangements bring about operating efficiencies and result in positive outcomes for the community.



Insourcing

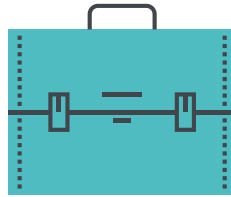
Our ongoing commitment to training and developing our teams supported by improved systems and data analysis. To provide greater control of our services and reduce costs.



Increase the involvement of tenants – shaping services – Scrutiny Panel

Encourage membership of our Scrutiny Panel, providing training and development opportunities to promote feedback and involvement on services provision. Embed new Customer Communication, Engagement and Participation Strategy.

Who does what



Chief Executive



Director of Assets

Tenant Health & Safety
Investment
Cyclical Maintenance
Day to Day Repairs
Contract Management
Estate Management
Energy & Carbon Zero



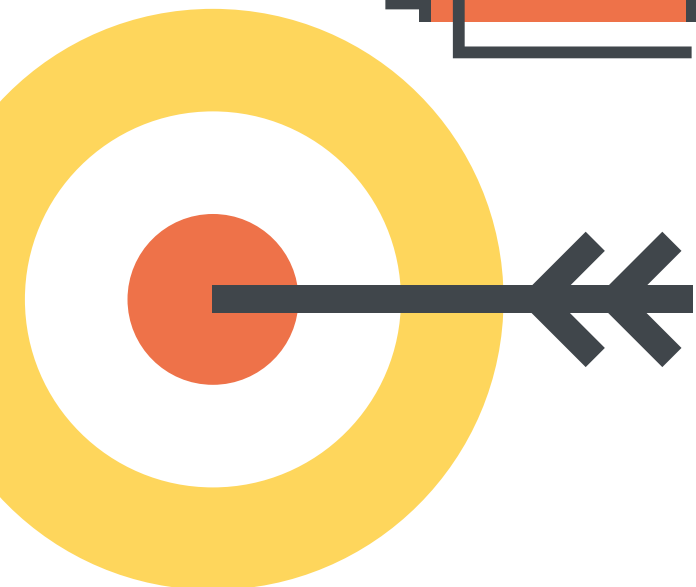
Director of Customer Services

Customer Services
Housing
Tenancy Sustainment
Tenancy management
Financial Inclusion
Tenant Engagement
Community Investment



Director of Finance, Digital and Corporate

IT Systems & Digital
Governance
HR
Treasury Management
Financial Planning & Monitoring
Audit
Tenant Scrutiny
Health & Wellbeing



Strategic Map 2025-28

Ardenglen Housing Association's Strategic Map sets out a clear and focused framework that connects our vision, purpose and values with the outcomes we aim to achieve for our tenants, our community, and the organisation as a whole.

OPERATIONAL



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



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



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



CUSTOMERS & COMMUNITIES

Build strong collaborative relationships locally and nationally

- » Engage with our Customers
- » Work with stakeholders and partners



HOMES & ENVIRONMENT

Provide quality homes, communities and sustainable tenancies

- » Improve energy efficiency of homes
- » Ensure homes are safe and secure
- » Explore new development opportunities

The Strategic Map was developed with input from Board members, colleagues and driven by robust customer feedback. It plays a key role in providing assurance to our stakeholders and our tenants that we are clear on where we are going—and how we will get there.

OBJECTIVES

- » Strengthen service delivery
- » Use customer feedback to improve services

- » Achieve excellent value for money
- » Make financially sound investments to future-proof Ardenglen and lead on Environmental Social Governance for smaller organisations

- » Develop reward and recognition approach
- » Embed customer excellence culture
- » Implement Wellbeing Strategy
- » Enhance digital and technological offerings

- » Explore funding opportunities
- » Promote organisation to enhance reputation

- » Develop new services and partnerships
- » Invest in environmental services

OUTCOMES

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

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

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

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

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

Objectives and Outputs

Objective 1:



SERVICES & PERFORMANCE -

Deliver first class customer care and repairs service

STRATEGIC OUTPUT	Year 1	Year 2	Year 3
Procurement of Reactive Repairs Contract	✓		
Undertake and record formal post inspections	✓		
Analysis of CX Feedback electronic surveys and contract surveys		✓	
Implement & embed new Communication, Engagement & Participation Strategy	✓	✓	
Implement new customer service standards		✓	
Increase uptake and make further enhancements to “My Home” Customer Portal Phase 2 and 3	✓	✓	
Undertake our next 3 yearly Tenant Satisfaction Survey	✓		
Investigate and then undertake assessment for Customer Service Excellence (CSE) Standard or similar framework			✓
Make better use of Communication Tools	✓	✓	✓
Development of Tenant Scrutiny Panel	✓	✓	✓



Objective 2



FINANCE & GOVERNANCE -

Achieve robust financial management and governance excellence

STRATEGIC OUTPUT	Year 1	Year 2	Year 3
Procurement of reactive repairs contract, VFM and SOR	✓		
Strong Performance on Scottish Social Housing Charter Indicators	✓	✓	✓
Maintain strong income collection & enhance advice services	✓	✓	
Provide an efficient relet & allocations process	✓		
Board succession planning and training plan	✓	✓	
Development of a Sustainability Strategy	✓		
Continue to embed VFM across the Association	✓	✓	✓
Implement Digital Strategy	✓	✓	✓
Regulatory Reporting adherence to timescales	✓	✓	✓

Objective 3



PEOPLE -

Empower, develop and engage our colleagues and Board

STRATEGIC OUTPUT	Year 1	Year 2	Year 3
Wellbeing Strategy - fully implemented	✓	✓	
Performance Management Review	✓		
Board Training Programme	✓	✓	✓
Development of Colleague Training programme	✓	✓	✓
Office Refurbishment	✓	✓	
Review Succession Planning for Board & Teams	✓	✓	

Objectives and Outputs

Objective 4



CUSTOMERS & COMMUNITIES -

Build strong collaborative relationships locally and nationally

STRATEGIC OUTPUT	Year 1	Year 2	Year 3
Transfer of ownership of "Castlemilk Pantry" to community group	✓	✓	
Community benefit clauses embedded within Procurement	✓		
Collaborative Procurement with local RSL's	✓		
Launch and promote new Community Hub "Home is where the hub is"	✓	✓	

Objective 5



HOMES & ENVIRONMENT -

Provide quality homes, communities and sustainable tenancies

STRATEGIC OUTPUT	Year 1	Year 2	Year 3
Review & strengthen our approach to tenancy sustainment	✓	✓	
Customer and Resident Consultation on Investment Plans	✓	✓	✓
Development 5 year cyclical works plan	✓	✓	✓
Explore solution for grading asset contribution	✓		
Retaining SHQS and EESSH compliance	✓	✓	✓
Continue Compliance Tenant Health & Safety	✓	✓	✓
Explore New Strategic Development and Acquisition opportunities	✓	✓	✓



Investment in our homes

Ardenglen is committed to the ongoing maintenance and improvement of all our homes. The association has a rolling programme of stock conditions surveys which are used to plan our capital investment programme.

Over the next three years we will be investing nearly £3.4 million in new kitchens, bathrooms and energy efficient boilers.

Bathrooms	2025-26	25	£135k
	2026-27	26	£143k
	2027-28	30	£171k
	Total	81	£449k

Boilers	2025-26	70	£182k
	2026-27	74	£198k
	2027-28	82	£224k
	Total	226	£786k

Kitchens	2025-26	110	£794k
	2026-27	66	£514k
	2027-28	104	£826k
	Total	280	£2134k



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.

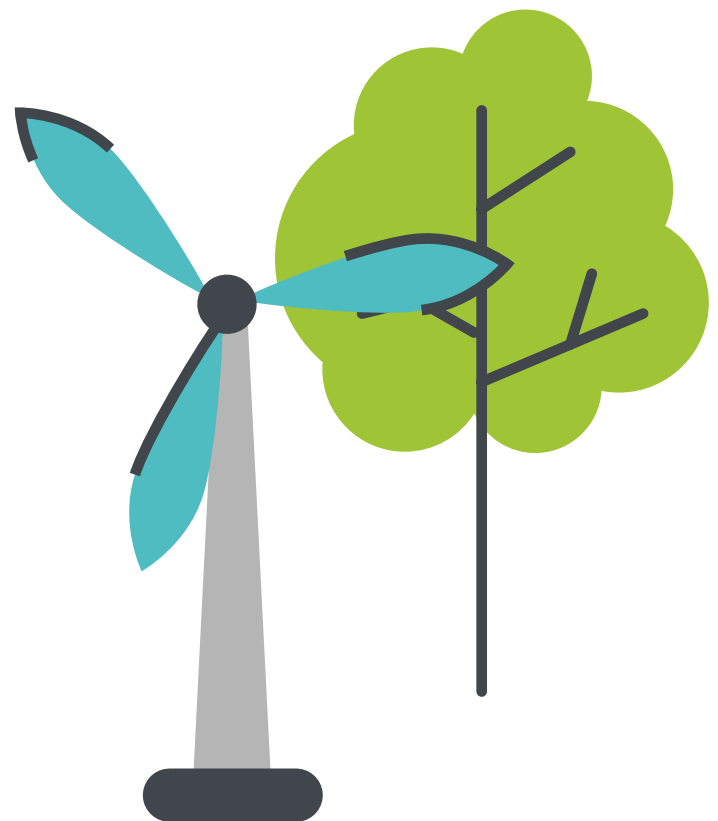


Sustainability

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.

Our sustainability aims:

- 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



Moving to Digital

This report is digital by standard which helps us to provide value for money for tenants and reduces our impact on the environment. We will continue to make this report available on our website **www.ardenglen.co.uk**.

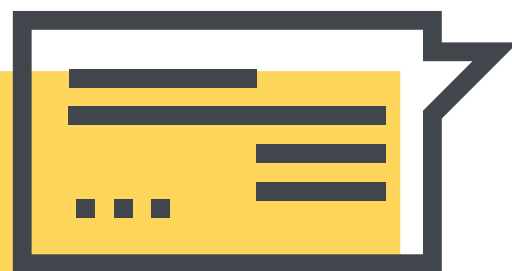
However, if you would like a paper copy, please contact our office and we would be happy to print one for you.



Other Formats

On request, we can provide translations of all our documents, policies and procedures in various languages or other formats such as large print, Braille etc.

These can be obtained by contacting our office.





We are always here to help:

OPENING TIMES

Monday – Thursday 9am – 5pm. Friday 9am – 4pm. We are closed every Wednesday afternoon for staff training

OFFICE ADDRESS

355 Tormusk Road, Castlemilk, Glasgow, G45 0HF

CONTACT DETAILS

Tel: 0141 634 8016 Fax: 0141 634 9016 Repair Hot Line: 0300 303 8000 info@ardenglen.org.uk

[X @ardenglen](#)

Facebook – Ardenglen Housing Association | Glasgow | Facebook

[My Home](#) (tenant portal)



Registered under the Co-operative and Community Benefit Societies Act 2014 no 2339 R (S).

Registered with Scottish Housing Regulator no HCB 219. Registered as a Scottish Charity no. SCO32542. Property Factor Registration no. PF000168