



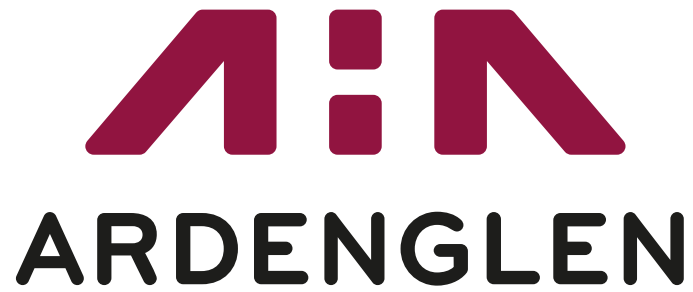
ARDENGLIN

Annual Review 2025/26

Home is where the HUB is
the **HUB**
ARDENGLIN

Welcome to
the HUB

C.S.S



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

Welcome

Welcome to our Annual Report, where we share how we performed during 2025/26. We want to be open with you about what has gone well, where we have not met the standards we set ourselves, and what we are doing to improve.

Over the past year, we have continued to invest in our homes and work closely with our Tenant Scrutiny Panel. This is helping us build strong foundations so we can provide better services for you.

Your voice is at the heart of this year's report. We have listened to what matters to you and worked with more tenants than ever before. Your feedback is helping us understand what works well, what needs to change and where we should focus our efforts next.

This year, we are also reporting on the new regulatory indicators for damp and mould. We will explain how we respond to reports, the action we are taking and how we are working to keep tenants safe and comfortable in their homes.

Overall satisfaction with our services in 2025/26 was 92.42% among tenants. This compares with 94.19% when the previous satisfaction survey was carried out in 2022. The latest result is based on almost 400 responses gathered through our Tenant Satisfaction Survey.

There is some room for improvement and we know there is always more to do. We will continue working to provide a better service each year and to get things right for our tenants

Please read on to find out what we have achieved so far and what we will be focusing on next.

David Byfield,

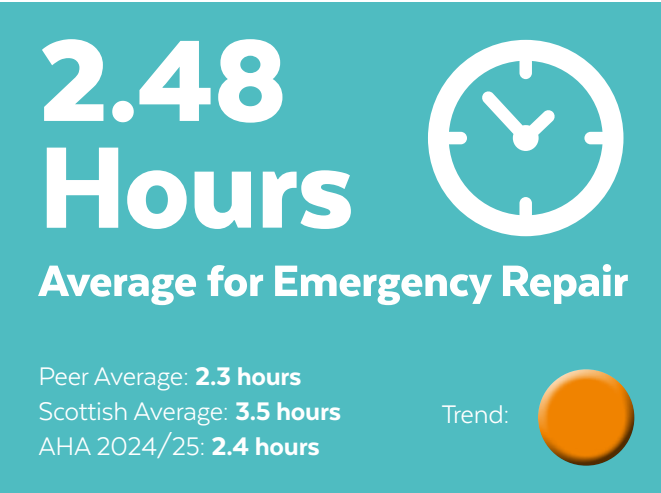
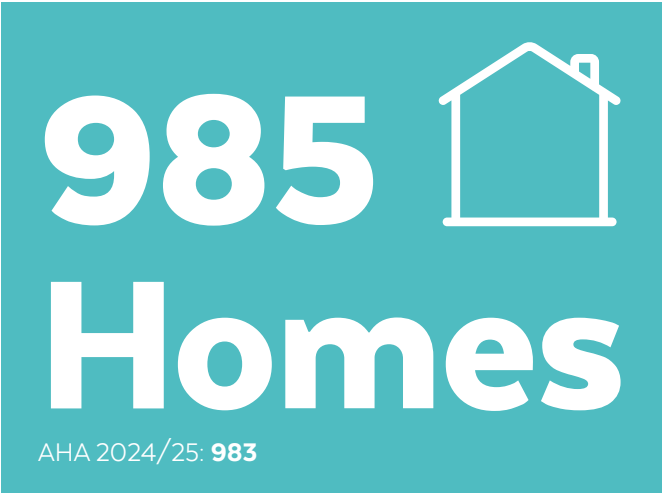
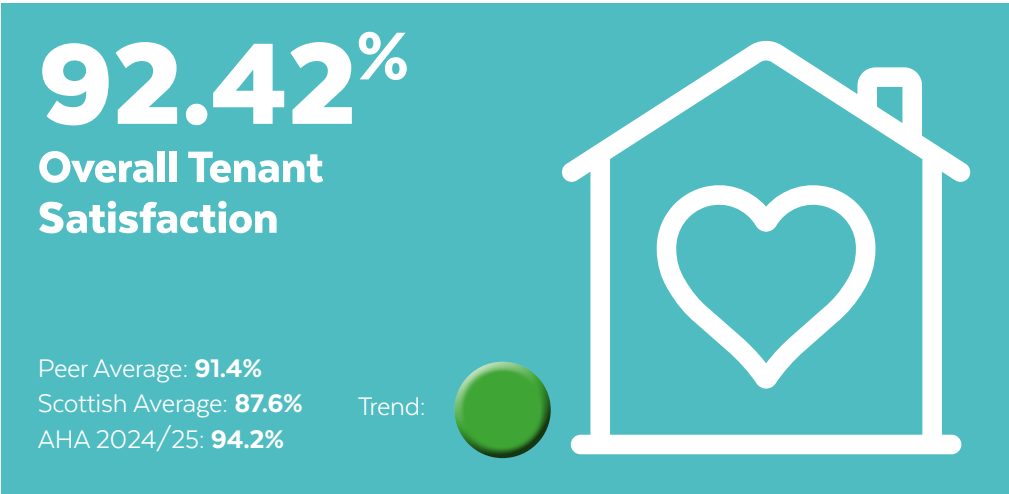
Chief Executive Officer



SERVICES & PERFORMANCE



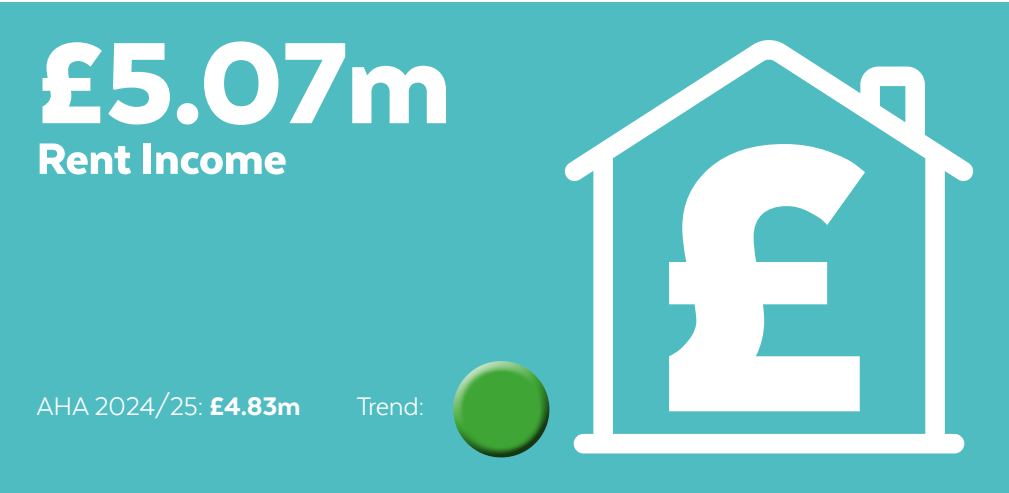
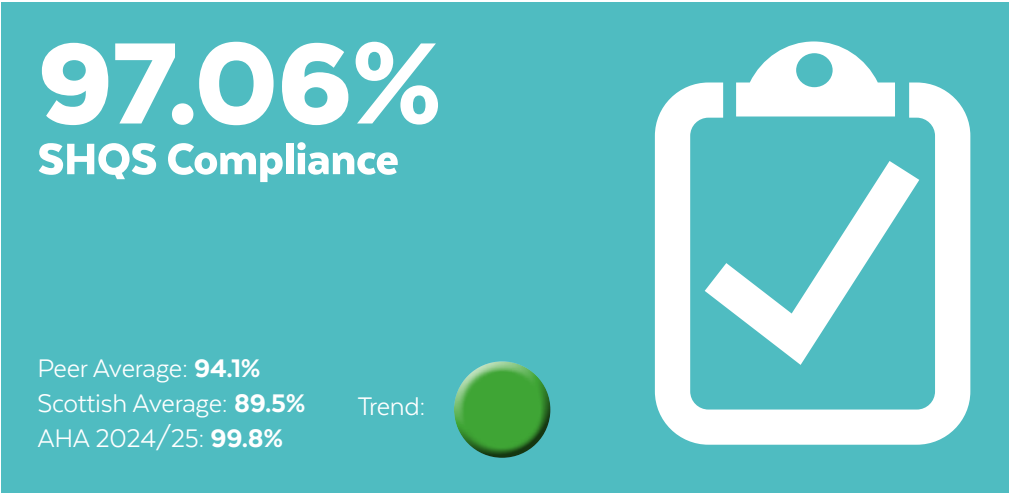
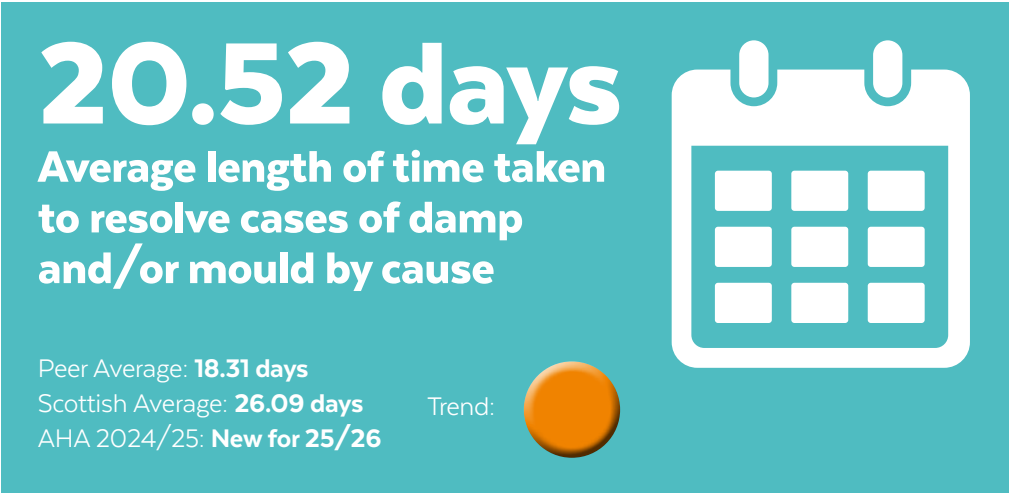
Year at a Glance



SERVICES & PERFORMANCE



Year at a Glance



Indicators: Above Peer Group and Scottish Average Above one benchmark but below another Below both benchmarks

CUSTOMERS & COMMUNITIES



Customer Services

Housing performance remained strong during 2025–26, with rent collection increasing to 100.76% of rent due and gross rent arrears reducing to 2.41%, showing positive progress in income management. Tenant satisfaction with Ardenglen’s contribution to neighbourhood management also improved in 2025 to 96.72%, while the resolution of anti-social behaviour cases increased significantly to 98.48%. New tenancy sustainment for internal

transfers remained at 100%, demonstrating continued support for tenants moving into new homes. Although the average time to re-let properties increased to 20.72 days and rent lost through empty homes rose slightly to 0.33%, Ardenglen continued to make effective use of its stock, re-letting 62 homes during the year. We also purchased two homes through the Glasgow City Council’s acquisition scheme.

Housing Performance	AHA 2025-26	AHA 2024-25	Peer Group	Scottish Average	Trend
% of rent collected against rent due	100.76%	99.76%	102.4%	99.65%	●
Average days to re-let a property	20.72 days	15.77 days	21.7 days	51.93 days	●
% of tenants satisfied with the landlord’s contribution to the management of the neighbourhood they live in	96.72%	95.96%	91.24%	84.64%	●
Gross rent arrears as % of rent due	2.41%	2.97%	2.24%	3.34%	●
% of new tenancies to existing tenants sustained for more than a year	100%	100%	94.68%	92.39%	●
% of anti social behaviour cases in the last year which were resolved	98.48%	94.90%	98%	N/A	●
% of rent lost due to homes being empty	0.33%	0.23%	0.3%	0.35%	●
Number of homes re-let in the year	62	61	–	–	●

Indicators: ● Above Peer Group and Scottish Average

● Above one benchmark but below another

● Below both benchmarks

Sign up to Housing perks
– tenant discount app



Lightning Reach – digital
self-service portal for
additional financial support



CUSTOMERS & COMMUNITIES

Our Customer Voice



Our Customer Voice is more powerful than ever

Customer voice is an important part of how we plan, review and improve our services. Throughout the year, we provide a range of ways for customers to share their experiences, influence decisions and tell us what matters in their homes and communities.

We listen through formal involvement opportunities, day-to-day conversations, complaints, satisfaction surveys and feedback on individual services. Together, these views help us understand what is working well, identify where change is needed and keep our priorities focused on customers.

Association Membership

Association membership gives customers a formal voice in how Ardenglen is governed. For a £1 membership fee, members can vote at our Annual General Meeting, take part in appointing the Board of Management and stand for election to the Board.

Tenant Representation on Our Board

Places are reserved on our Board for tenants, helping to ensure that customer experience informs our governance and strategic decisions. We provide training and support so tenants can contribute confidently, without needing previous Board experience.

Consultation and Policy Review

We invite customers to take part when we review policies and services. Feedback can be provided through consultation groups, online responses or other accessible methods, allowing customers to influence proposals before decisions are made.

Tenant Scrutiny

The Residents of Ardenglen Scrutiny Panel gives tenants a structured way to examine our services and performance, ask questions and recommend improvements. Training and support are provided, while the panel's work brings valuable customer insight into service review.



Estate Walkabouts

Our staff carry out estate inspections 3-4 times a year, with customers invited to take part. Walkabouts provide a practical opportunity to identify local issues, discuss priorities and agree follow-up action in the neighbourhood.

Complaints and Learning

Complaints are an important source of customer feedback. We use them to understand where an experience has fallen short, respond to the issue raised and identify learning that can improve services. Themes and lessons from complaints help inform changes to our processes, communication and service delivery.

CUSTOMERS & COMMUNITIES

Our Customer Voice



Satisfaction Surveys

We use satisfaction surveys to understand customers' views of their homes, neighbourhoods and the services they receive. Survey findings help us track performance, recognise what customers value and target improvement where satisfaction is lower. We also use the results alongside other feedback to build a fuller picture of customer experience.

Castlemilk Pantry

Ardenglen leads the Castlemilk Pantry with support from neighbouring landlords. The Pantry provides members with access to around £15 worth of goods for £3.50 per shop following a £1 annual membership fee. Volunteering opportunities also allow local people to contribute to and shape this community service.

Community Committee

The Community Committee supports activities and opportunities including IT classes, gardening, cookery, dance and exercise sessions, and private functions. Customer involvement helps ensure that the programme reflects local interests and community priorities.

By bringing together feedback from these different channels, we can hear a wider range of customer voices and use that insight to support accountable decisions and continuous improvement.



“ I really like being on the scrutiny panel because it gives me a good insight on how Ardenglen housing along with tenants deal with issues that arise and then the process to how it's handled. It's also good going on the conference days or 3 day events so I can listen to how other housing associations deal with their tenants and issues. I have brought some of their solutions to the attention of our association. So being involved is fantastic.



I wish to be part of the panel because I want to make a difference in my neighbourhood and other tenants are asking me to try and make a difference.

”

Alan Fogg, Ardenglen Scrutiny Panel Member

CUSTOMERS & COMMUNITIES



Community Investment

2025-26 was another busy and positive year for our Community Investment Team. We remained focused on creating opportunities, supporting our communities and investing in activities that make a meaningful difference to local people.

Opening Our New Community HUB

A key highlight was the opening of our new HUB in January 2026 under the theme, "Home is where the HUB is." The HUB provides a welcoming, inclusive space where people can meet, connect and access a range of activities and support.

Morning Mingle sessions, sewing classes, and advice from our Financial Inclusion staff are already helping the HUB become an important community resource where residents can feel at home.

Supporting Affordable Access to Food

At the Birgidale Complex, Castlemilk Pantry continues to give local people access to affordable food, helping households make their money go further while reducing food waste.

With current funding due to end in March 2027, we will explore partnership opportunities and consider how the Pantry could transition to a community shop model. This would support a more sustainable approach and help keep affordable food accessible to the community over the longer term.

Volunteers at the Heart of Our Work



30
volunteers
supported

the HUB and
Pantry projects
during the year.

Together,
they
contributed

3,187
volunteer hours.



Financial Gains-
AHA

£778,212



12 referrals for
debt advice

£22,921



Financial Gains-
G45

£226,126



White goods-
34 referrals

£8170

CUSTOMERS & COMMUNITIES



Energy Redress Financial Gains 25-26

101 

energy disconnections prevented

38 

households informed about the Warm Home Discount

11 

households informed about the Priority Services Register

1 

court action avoided

6 

energy supplies restored

1 

tariff check or supplier switch completed



These activities produced **158** non-financial outcomes in total.

Financial Support Secured

Total financial gains	£36,732.28
Number of financial gain outcomes	241
Fuel Bank support	Monthly awards throughout the year
Warm Home Discount	Support provided from September 2025 to February 2026
Energy debt write-offs	Includes several significant debt reductions
Charitable payments	Support delivered in every month of the year
Refunds and exchanges	Includes substantial household refunds
Back-billing adjustments	Financial corrections secured for households



Asset Management

We have continued to focus on providing tenants with a high-quality repairs and maintenance service, while ensuring our homes remain safe, compliant and well maintained.

There have been positive improvements across a number of our key measures during 2025/26. Customer satisfaction with the quality of our repairs service increased from 89.47% to 94.30%, while the percentage of reactive repairs

completed Right First Time also improved, from 93.22% to 95.34%. We also maintained our strong record on gas safety, with no missed gas safety checks during the year.

Tenant satisfaction with the quality of their home increased from 83.33% to 87.88%, and we have continued to improve how quickly we deliver adaptations, with the average completion time reducing from 36.53 days to 25.29 days.

We have also strengthened our approach to identifying and resolving damp and mould, with new performance measures introduced during the year to help us monitor our response and identify areas for further improvement.

While there is always more to do, these results demonstrate our continued commitment to providing safe, well-maintained homes and a responsive, customer-focused repairs service.

Repairs Performance	AHA 2025-26	AHA 2024-25	Peer Group	Scottish Average	Trend
Average time taken to complete emergency repairs (hours)	2.48 hrs	2.36 hrs	2.3 hrs	2.5 hrs	●
Average time taken to complete non-emergency repairs (days)	5.61 days	5.52 days	4.7 days	8.8 days	●
% of customers satisfied with the quality of the repairs service	94.30%	89.47%	92.7%	88.1%	●
% of reactive repairs carried out in the last year completed Right First Time	95.34%	93.22%	97.3%	95.3%	●
Number of missed gas safety checks	0	0	0.03	0.07	●
% of tenants satisfied with the quality of their home	87.88%	83.33%	90.58%	86.54%	●
Homes meeting the Scottish Housing Quality Standard	97.06%	99.8%	94.1%	89.5%	●
Average time to complete adaptations (days)	25.29 days	36.53 days	54.10 days	45.3 days	●

Indicators: ● Above Peer Group and Scottish Average

● Above one benchmark but below another

● Below both benchmarks



Damp and Mould

We recognise the importance of providing our tenants with safe, warm and healthy homes and take all reports of damp and mould seriously. We have strengthened our approach to identifying, investigating and resolving damp and mould, with clear processes in place for responding to reports, identifying the underlying cause and ensuring that appropriate remedial action is taken. We monitor cases closely through to completion and follow up where necessary to ensure that issues have been properly resolved and do not recur. From 2025/26, the Scottish Housing Regulator introduced new damp and mould indicators as part of the Annual Return on the Scottish Social Housing Charter (ARC), measuring areas including the time taken to resolve cases, cases that are subsequently reopened and cases remaining open at year end. We are using this information to monitor our performance, identify areas for improvement and strengthen our approach.

We are also preparing for the introduction of Awaab's Law in Scotland, which will introduce new requirements for landlords in relation to damp and mould from October 2026, including specific timescales for investigation and commencing necessary repairs. We are currently reviewing our policies, procedures, processes and systems to ensure that they reflect the new requirements and that our teams are fully prepared for the changes. We are committed to meeting the new statutory requirements and continuing to improve how we prevent, identify and respond to damp and mould, ensuring that our tenants receive a timely, effective and appropriate response.



FINANCE & GOVERNANCE



Our quarterly newsletter keeps tenants informed about our services, performance standards, legislative updates and local community events at the HUB.

Our Tenant Scrutiny Panel continues to help improve services by giving tenants a clear voice in how we work. The Panel reviews key service areas, highlights what is working well and identifies where changes could be made. This year the panel reviewed and supported the update to our Complaints Policy and procedures, the Association has a commitment to learn from complaints and develop our services to meet the needs of our customers.

The 2025-26 Financial Statements have been independently audited, confirming our compliance with loan covenants and supporting our position as a going concern.

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.

Tenant Satisfaction and Complaints Performance	AHA 2025-26	AHA 2024-25	Peer Group	Scottish Average	Trend
Customers who feel that Ardenglen is good at keeping them informed about their services and decisions	99.75%	98.23%	97.6%	91.4%	●
Customers satisfied with overall service	92.42%	94.19%	91.4%	87.6%	●
Customers satisfied with opportunities to get involved	100%	99.75%	98.2%	88.1%	●
Number of complaints received at Stage 1	128	134	-	-	●
Number of complaints received at Stage 2	2	1	-	-	●
Average days to respond to a Stage 1	4.22	3.47	3.64	5.44	●
Average days to respond to a Stage 2	12.29	21	17.24	29.47	●

Indicators: ● Above Peer Group and Scottish Average

● Above one benchmark but below another

● Below both benchmarks



How do I benefit as a tenant of Ardenglen?

In addition to spending £1,285k maintaining our properties, Ardenglen has also spent £243k increasing the number of our properties. The in year capital investment expenditure of £1,146k is part of Ardenglen’s ongoing rolling programme of improving the condition of its properties including improving the energy efficiency of our homes.

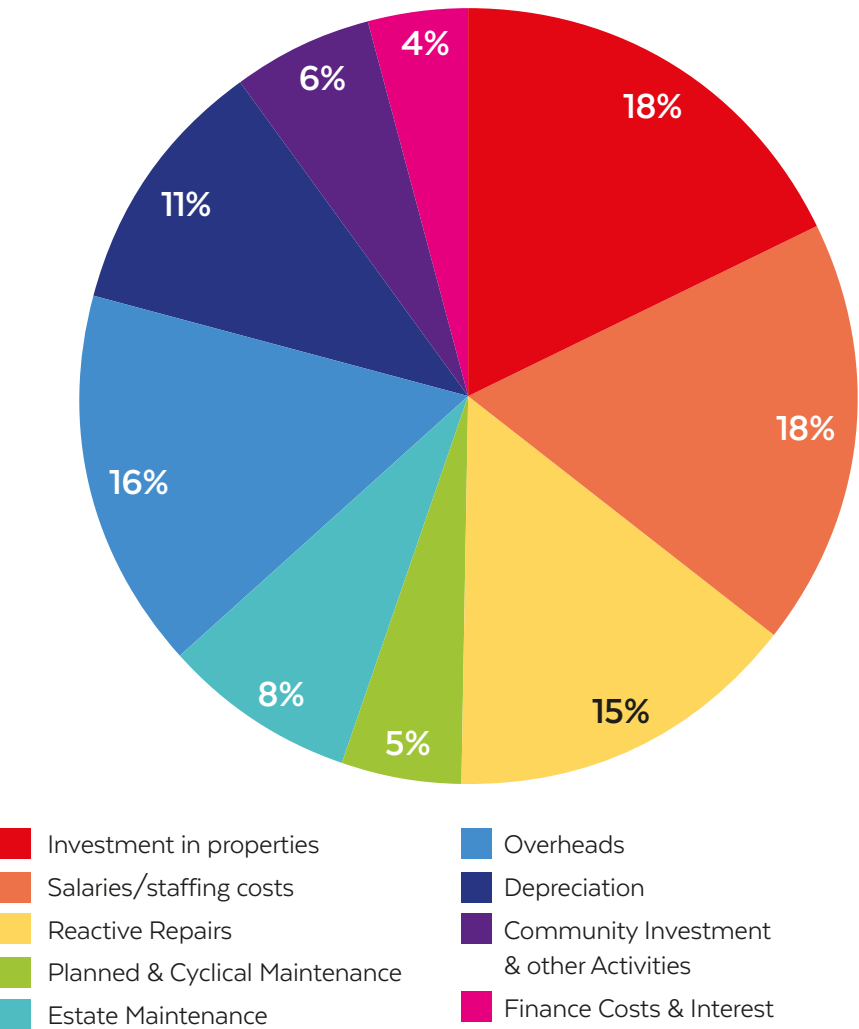
Expenditure 2025-26

During 2025-26, we invested £1.285 million in maintaining our homes and a further £243 thousand adding two new properties to our housing stock. Our in-year capital investment of £1.146 million included 91 boiler replacements, 97 kitchen renewals and 29 bathroom replacements, helping to keep our homes safe, comfortable, energy efficient and fit for the future.



The investment programme has delivered visible improvements for tenants, with new kitchens and bathrooms enhancing the quality and appearance of our homes, while boiler replacements have improved heating efficiency and reliability. We are pleased with the progress made during the year and remain committed to investing in our homes and delivering improvements that make a positive difference to our tenants and communities.

Expenditure 2025-26



FINANCE & GOVERNANCE



Average weekly rents 2025-2026

1 apt

Number of homes
owned: 40

Ardenglen
£68.96

Scottish Average
£91.63
Difference -24.7%

2 apt

Number of homes
owned: 148

Ardenglen
£88.08

Scottish Average
£98.61
Difference -10.7%

3 apt

Number of homes
owned: 540

Ardenglen
£99.55

Scottish Average
£101.42
Difference -1.8%

4 apt

Number of homes
owned: 213

Ardenglen
£109.97

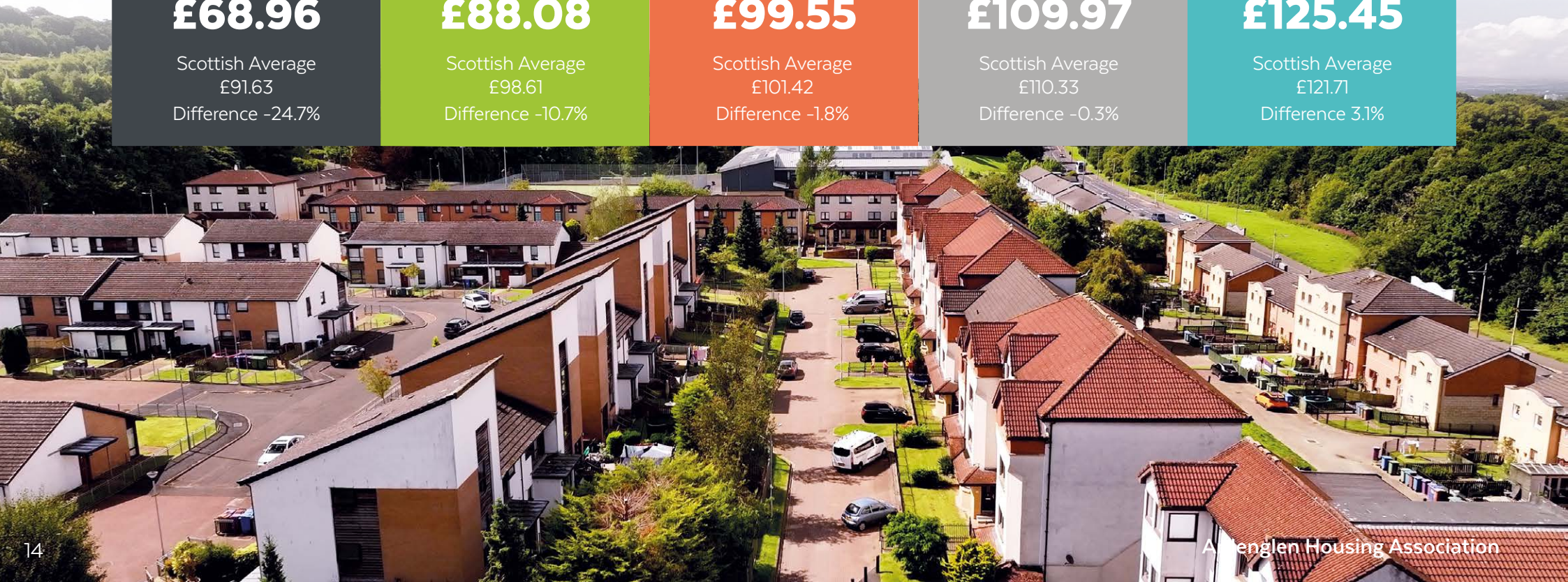
Scottish Average
£110.33
Difference -0.3%

5 apt+

Number of homes
owned: 44

Ardenglen
£125.45

Scottish Average
£121.71
Difference 3.1%





Equality and Diversity

Independent equalities research has helped us understand the needs and circumstances of our tenants, owners, staff and Board members. A recent voluntary, confidential and anonymous survey received 274 responses, including 245 from tenants, showing that our tenants have a wide range of ages, backgrounds and circumstance. Many respondents reported a disability, mental health condition or long-term health condition, reinforcing the importance of accessible, flexible services and communication.

We use this information to identify barriers, make fair decisions and shape our homes, services and support around the people who use them. The findings will help us improve how we communicate, make services easier to access and provide additional support or reasonable adjustments where needed. This reflects our commitment to treating everyone fairly, promoting equality of opportunity and ensuring that no tenant is disadvantaged because of their circumstances.

We plan to update this data with a new equalities survey scheduled for 2027.

We are recording customer barriers to ensure we understand the needs of our customers and that we remain fully accessible to all.

We access translators to discuss tenancy matters as appropriate and we have a hearing loop within the office & wheelchair accessible space for interviews.



We work with three other Castlemilk housing associations through the Castlemilk Housing and Human Rights Lived Experiences Board to promote equality in housing, health and human rights. The Board is recognised across the housing sector and has raised awareness at the United Nations of the limited access to supermarkets and affordable, healthy food in Castlemilk.

We will continue to listen to our customers, review the barriers they experience and use what we learn to improve our homes, services and communication. By working with tenants and local partners, we aim to provide fair, accessible and inclusive services that respond to the diverse needs of everyone in our community.



Annual Assurance

In October 2025 the Association submitted its sixth 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.



OUR PEOPLE



Our Staff Team

David Byfield Chief Executive Officer

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 Housing Officer

Elaine Doogan Housing Officer

Pauline Boyle Customer and
Housing Support Assistant

Nicole Babes Housing Assistant

Lisa Bonner Housing Assistant

Jamie-Lee Robertson Housing Assistant

Ciorsdan Wilson Director of Asset Management

Alex Gemmell Senior Asset Officer

Graham Paul Asset Officer

Andrea Vegh Asset Officer

Amra Iqbal Asset Compliance Assistant

Gilbert Nicol Customer and
Asset Support Assistant

Scott Linens Customer and Asset
Support Assistant

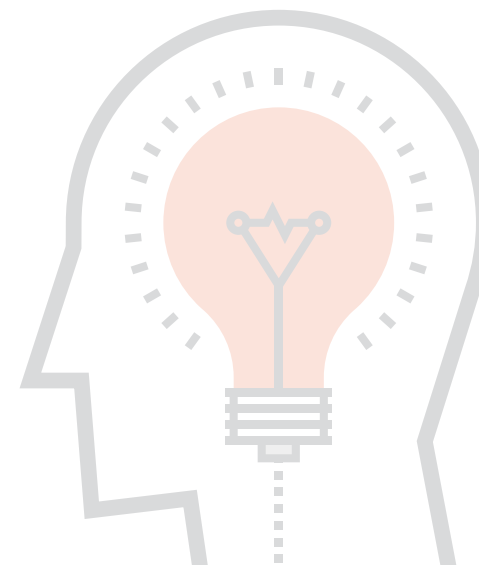
Fiona McGovern Community Investment Manager

Bernie Sweeney Financial Inclusion Officer

Jo Shand Financial Inclusion & Digital worker

Jola Dolewska Energy Advisor

Lynn Freebairn Temp Pantry Co-ordinator



OUR PEOPLE



Our Board of Management

Board Member	Board Position	Date Elected
Liz McKenzie	Chair	2008
Mark Ingram	Vice-Chair	2017
John Duncan	Board Member	2021
Chukwudi Chuks-Nnadi	Board Member	2022
Chinenye Anameje	Board Member	2022
Fiona Dunwoodie	Board Member	2024
Callum Adam	Board Member	2025
Jacqueline Brown	Appointed Member	2025
Erinne Bird MacKellar	Co-opted Member	2025
Ian Nelson	Appointed Member	2025
Laura Young	Co-opted Member	2025
Amanda McKenzie	Appointed Member	2025



LOOKING TO THE FUTURE



Customers and Communities



- 6 month pilot to move from pantry to community shop model in partnership with Good Food Scotland
- Continue developing HUB activities in response to community needs & priorities
- Pro-actively seek funding opportunities to expand tenancy sustainment activities
- Continue to embed the Communication, Engagement & Participation Strategy
- Continuing to invest in our homes and communities, ensuring our properties remain safe, warm, secure and attractive places to live
- Using customer feedback and engagement to help shape our services.

Finance and Governance



- Recruitment of Finance Board Member
- Review of Housing Management System
- Strengthen long-term asset investment planning, balancing customer needs, regulatory requirements, sustainability and affordability.
- Continue to maximise value from our investment programmes, ensuring resources are used effectively and deliver positive outcomes for customers.
- Continue developing our Tenant Scrutiny Panel.

Homes and Environment



- Creation of Sustainability Strategy 2027-2030
- Progress the Integrated Asset Management Strategy, providing a clear long-term approach to managing, maintaining and investing in our housing stock.
- Continue to strengthen our approach to damp and mould, ensuring our processes remain robust and responsive to emerging legislative and regulatory requirements.
- Continue our stock condition survey programme, improving our understanding of the condition and future investment needs of our homes.

Services and Performance



- New & improved service standards to be implemented
- Asset & Housing joint focus to reduce void turnover times
- Continue to strengthen contract and performance management, ensuring our contractors deliver high-quality, timely services for customers.
- Continue to review and improve our policies, procedures and processes, ensuring they reflect good practice and changing regulatory requirements.

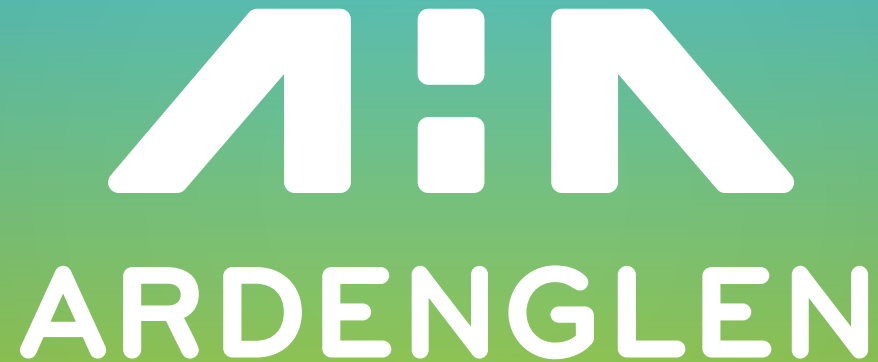
Get in touch to find out more

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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