



When Governance Goes Right

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Chairperson

About us

- Based in Castlemilk, Glasgow
- Formed in 1990
- Circa 950 units
- 19 staff members
- 12 Board members

When Governance Goes Right

- A well-governed RSL that achieves Regulatory Standards will:
 - deliver good tenant and customer outcomes;
 - have effective leadership;
 - manage and mitigate risk sensibly;
 - manage its resources to ensure its financial health;
 - be open and accountable; and
 - maintain high ethical standards.

When Governance Goes Wrong



Lessons from Statutory
Intervention

December 2018



Governance

“The real mechanism for Corporate Governance is the active involvement of the owners”

Louis Gerstner, retired IBM Chief Executive



Governance Review

- Board wanted to understand our strengths but more importantly our weaknesses
- Board commissioned a comprehensive **independent** governance review to act as a robust self-assessment against Regulatory Framework
- Review underpinned by SHR Principles for effective self-assessment against Regulatory Standards

Culture change

- Board decided for themselves they wanted to be known as the best Board as our tenants deserve nothing less
- Explored the concept of Board performance in both poor performing organisations and high performing organisations
- Collectively identified the need to develop a charter to set out key principles, developed and agreed by the Board



Leadership Governance Charter

- We are clear about our purpose, roles and accountability
- We are a high calibre Board where members continually learn and develop to improve our effectiveness
- We observe high standards of integrity and behaviour
- We have robust governance systems and appropriate Board and Staff structures
- We prepare well and contribute constructively to Ardenglen's purpose
- We make decisions effectively
- Our relationships are constructive, professional and supportive
- We review the effectiveness of our Leadership Governance Charter

Principles of the Charter

- Leadership Governance charter sets out Board members' expectations of the entire Board, of the CEO and of themselves as individuals
- The Charter is based on the SHR's Regulatory Standards. It captures the leadership teams governance ambitions for the Association
- Principles of the Charter will cascade to the senior management team
- We are clear about Ardenglen's purpose, values, strategy and objectives

Results

- Increased attendance at training and events
- Ownership of individual learning and development
- We have a clear and participative process for reviewing our strategy, monitoring progress and evaluating achievements
- Constructive challenge and holding senior officers to account
- Complete review of our vision, values and strategic objectives

Chairperson's View



STRATEGIC MAP 2019-21



Vision:

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

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

STRATEGIC OBJECTIVES

OUTCOME:

OPERATIONAL OBJECTIVES



SERVICES

Deliver first class customer services

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

- 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.



COMMUNITIES

Provide quality homes, communities and sustainable tenancies

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

- 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.



FINANCIAL AND LEADERSHIP

Achieve robust financial management and governance excellence

We are financially strong and demonstrably efficient with exceptional leadership.

- 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 governance to maintain strong leadership and fully comply with the Scottish Housing Regulators Framework of Regulation of Social Housing in Scotland.



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.

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



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.

- We will communicate effectively with our stakeholders' and partners', keeping them informed of our priorities, ambition achievements and challenges.
- We will develop a funding strategy and seek out joint funding opportunities with partners.
- We will actively promote our organisation to enhance our reputation and be recognised as a partner, employer or landlord of choice.