When Governance Goes Right

David Byfield
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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

Ardenglen Leadership Governance Charter

Ardenglen Housing Association’s Board and Chief Executive Officer are committed to the highest standards of governance for the benefit of our tenants, other service users and stakeholders. As a demonstration of our Leadership Team’s commitment, we have identified and agree the following principles in our joint pursuit of excellence. This is our Leadership Governance Charter.

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

SERVICES
Deliver first class customer services

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 standards, are in high demand with low turnover and the environment is clean and tidy.

FINANCIAL AND LEADERSHIP
Achieve robust financial management and governance excellence

We are financially strong and demonstrably efficient with exceptional 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.

STRATEGIC OBJECTIVES

OPERATIONAL OBJECTIVES

OUTCOME:

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