

Annual Report 2022-2023





Group Chief Executive Statement

Welcome to our 2022/23 Annual report.

2022/23 has been another challenging year for us all, the cost-of-living crisis continues to impact our tenants and wider community. Rising inflation costs, high interest rates, stress on supply chains and labour shortages are just some of the challenges currently facing our businesses.

We recognise the financial hardship our tenants are facing and the importance of keeping rents affordable. This year's budget setting was particularly challenging as we tried to balance rising business costs with the need to support our most vulnerable tenants. Parkhead Housing Association's 2.5% rent increase was the lowest rent increase across Glasgow, being well below the Scottish sector average of

5.34%. Despite this low rent increase, we are still aware of the impact, this could have on our tenants. Our social purpose, welfare rights and housing team all work continuously, offering advice and support to local residents.

This year seen the launch of our new Strategic Business Plan, this outlines our vision and objectives for the next 5 years. Whilst external pressures continue to be challenging, we are confident about the future, the initiatives we have put in place will enable future growth, allowing us to invest in current stock, to build much needed new energy efficient homes as well as investing in both our people and the wider Parkhead area.

At the start of the year, we launched our new Tenant Participation strategy, this was a significant milestone in our journey. I would like to thank everyone who contributed to developing this strategy. It was a collaboration between staff, the scrutiny panel and our Registered Tenant Organisation. Our focus as always is to put tenants at the centre of everything we do to create a customer lead focussed culture. Working collaboratively to improve services to build a viable and sustainable future for everyone in Parkhead.

Throughout the year we delivered several social purpose community events like our annual summer Gala day which was a huge success with almost 400 members of the local community in attendance. We also ran the hugely successful community living room project from October 2022 to January 2023 supporting tenants with a warm space during the Winter period. We have also placed a great deal of focus on supporting vulnerable people with a variety of projects, in particular, 1350 energy vouchers to 600 tenants in response to rising energy costs.

At the start of April, the Association took full ownership of Parkhead Pantry Shop. This was an excellent business opportunity for Parkhead Housing Association to develop the Pantry and to work in partnership with Parkhead Development Company and other local partners to deliver the Pantry community shop. During the year we have supported 14,500 shops via our pantry members.

Later this year we will embark on phase 2 of our digital strategy which involves the implementation of an upgraded IT system. This system will enable us to streamline processes, make efficiencies and look at new innovative ways of working to improve overall performance. We have already implemented the initial stage of our digital strategy with the upgrading of our website, offering greater flexible, more user friendly and has additional applications and functionality for service users.

Despite the current economic climate, the Association remains financially solid. Operational performance remained strong, we continued to deliver 100% compliance with annual gas safety inspections, we met the Scottish Housing Regulator's target for the completion of electrical installation condition reports (EICR). Throughout the year we spent £2m on reactive and cyclical repairs.

We invested £1.8m on component replacements, installing new kitchen & bathrooms, upgrading heating systems and replacing windows & external doors. Over the next five years as part of our asset management plan we will be spending a further £5.5m improving our existing homes.

Having a healthy financial position, together with great people allows the Associations to fulfil its true potential, taking advantage of any business opportunity that may arise.

I would like to thank all my colleagues, Board members, tenants, contractors, and other partners for their contributions to Parkhead Housing Association and for their support to myself during the year.

As always it is a privilege for me to be able to work and be part of the great Parkhead family.

Aileen McGuire | *Group Chief Executive*





Message from our Chairperson

The last 12 months at PHA have been extremely busy and very productive, despite the ongoing economic challenges the Association achieved positive outcomes throughout the year, one of which was refreshing our identity by rebranding and incorporating the iconic Parkhead Cross junction within our corporate logo. We also launched our new interactive website and modernised our office. The last piece of our new “dawn” was the review of our five-year business strategy. The ambitious plan sets out our short to medium term vision, and reinforces our commitment to invest in our homes, our people, and our community.

This year has seen membership changes within our management Board. John Ferguson our Honorary President and founder of Parkhead Housing Association retired after 46 years on the Board. John was a huge character with a big personality and will be sorely missed by everyone at PHA, we would like to thank John for his massive contribution to the Association over the decades, he dedicated a huge amount of his life improving not just the quality of housing but improving the lives of people in Parkhead.

Throughout the year we were delighted to welcome three new board member - Sher McKenzie, Kayla Rode, and local councillor Linda Pike, who all bring diverse skills and experience. In addition, we were thrilled to welcome back Liz Kennedy who was previously a long serving member on the Board.

Sadly, this year marks my final year as chair of Parkhead Housing Association chair and I will be stepping down at our next AGM, however it is my intention to remain on the Association board. I remain incredibly proud of all PHA's achievements and what we have accomplished over the years, however, we recognise there is always more to do. I am extremely proud and honoured to have had the opportunity to continue to be part of a success viable organisation and I am looking forward to the future and the next exciting chapter of Parkhead Housing Association.

Over the years PHA has evolved into much more than just a landlord; we are an organisation which cares about our people and our community in which we work, we strive to deliver our mission which is to build “A prosperous Parkhead, where expectations are met.”

Finally, I would like to extend my deepest thanks to my fellow board members for their commitment and support to myself over the years. I would also like to thank PHA staff team for their professionalism, hard work, and dedication in delivering the highest standard of customer service to our tenants and residents.

John Buchanan | *Chair of PHA Group*



How the Association is run and organised

PHA had 87 members (shareholders of a single £1 share) at year end 31st March 2023. 22 of these members attended the AGM last September. These members elect a 12 person Board and the Board currently reserves 3 places for co-opted members. At year end the co-opted positions were reserved for someone with financial and legal experience. The Board employ the staff team headed up by Group Chief Executive Aileen McGuire.

The staff have delegated responsibility from the Board to carry out the required duties and in addition to the full Board which meets 7 times a year there are;

- **Performance & Policy Sub Committee**
- **Audit & Risk Sub Committee**
- **HR Sub Committee**

Our sub committees meet on a quarterly cycle.

In addition, the Association has one Registered Tenants Organisation (RTO) and one Customer Scrutiny Panel. The RTO is open to all PHA tenants and acts as an autonomous voice for those it represents. The RTO engages with PHA as a collective and has a direct impact on the services and policies provided to residents.

The Customer Scrutiny Panel plays a major part in the Association's decision-making process and regularly look at areas of service which need reviewed e.g. management of our estates or our void standard (condition of our empty properties when we let them).

The Association encourages full participation in the operation of the Association. As such if you are interested in joining any of these groups please contact the staff responsible as outlined below:

- **Matthew Reid** - Membership & New Board Members
- **Nicola Paul** - Customer Scrutiny Panel
- **Karen Edgar** - Registered Tenants Organisation



Developments

Medical adaptations

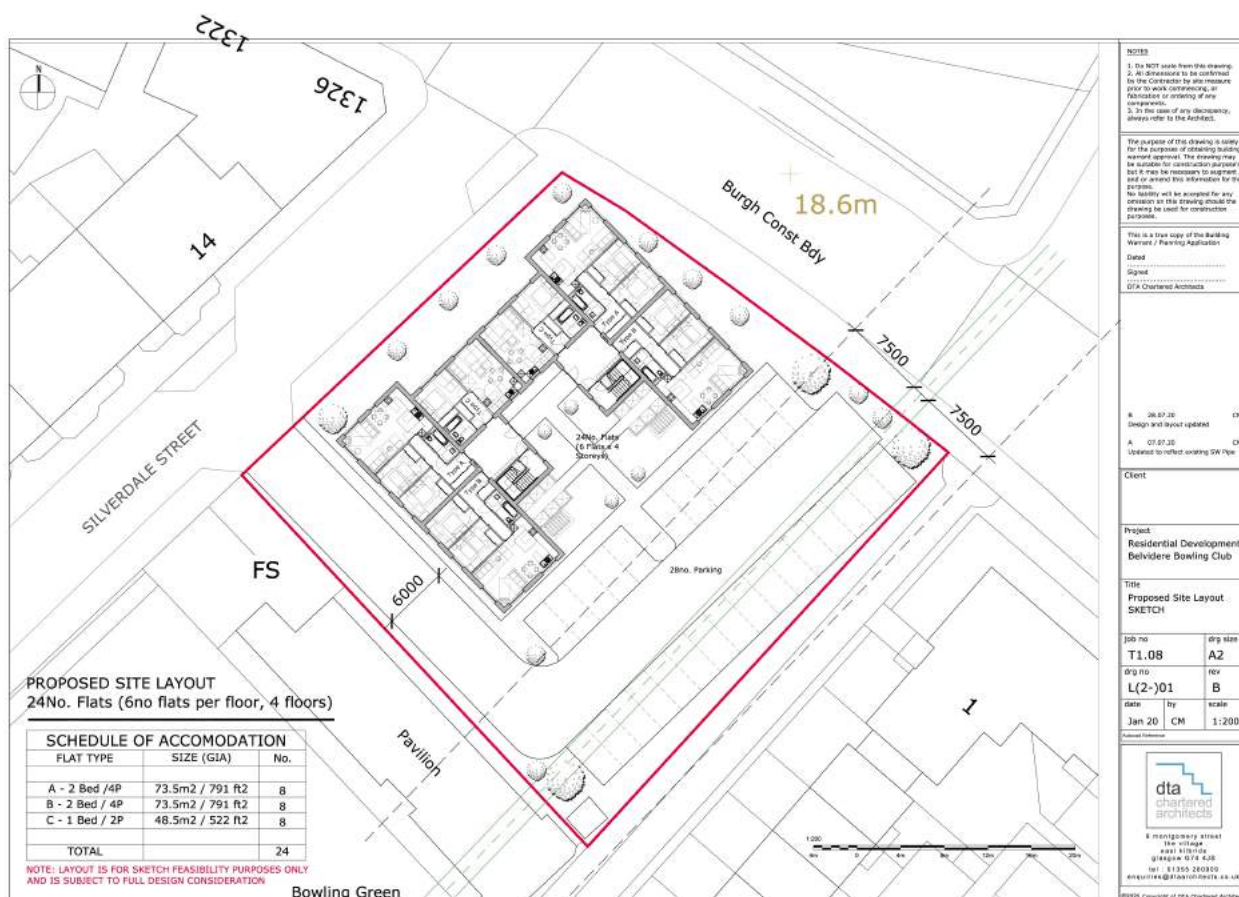
The Medical Adaptation budget for 2022/23 was £90,000 and we managed to spend £86,922. Medical adaptations can provide a lifeline to our tenants as it gives them their independence and allows them to stay in their home and their community. If you require a medical adaptation please contact your doctor or occupational therapist who will make the necessary recommendations to us.

In 2022/23 we carried out a total of 38 medical adaptations, the breakdown is as follows:

Adaptations carried out	Number carried out
Overbath Shower	2
Level Access	9
Bath Installation	2
Wet Floor Shower	4
Handrails (ext)	2
Handrails (int)	6
Electronic Door	2
Garden Work	4
Install Downstairs Bathroom	2
Electric Works / Bathroom Works	2
Door Entry / Flashing Lights	2
Closomat	1
Sub Total	
10% Admin Fee	
Total	38

Belvidere Bowling Club Site

We are working closely with the contractor to develop the site at Belvidere Bowling Club. If the development goes ahead it will provide us with 24 flats, with a mixture of 1 and 2 bedrooms.



Sorby Street Site

We are currently working on the cost plan for our Sorby Street site. Our design team and funders are working closely to develop this site which will provide 22 much needed units on the site.



Elba Lane

Having purchased this site we are now working on the feasibility study to ascertain how many houses we can build on this site. These will be larger family homes with a mixture of 3 and 4 bedroom houses, which are much needed in our community.

Springfield Road shop conversions

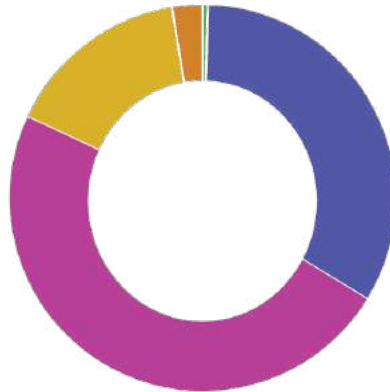
For a number of years now we have been trying to purchase 790 Springfield Road to convert this commercial unit and the neighbouring unit into a flat. We have finally managed to buy it and will now work with our design team to redevelop the units. Once converted this will complete the redevelopment of this section of Springfield Road.



Our Housing Stock

Housing stock by size

- 1 apartment: 8
- 2 apartment: 576
- 3 apartment: 835
- 4 apartment: 269
- 5 apartment: 44



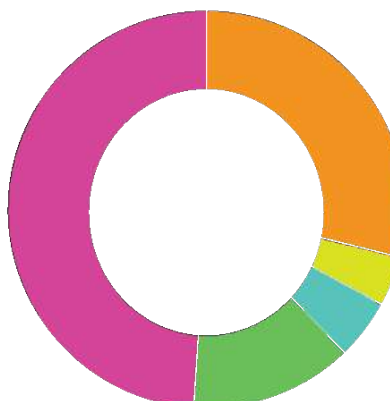
Housing stock by type

- Flats: 81%
- Houses: 19%



Housing stock by age

- Pre 1919: 500
- 1919-1944: 70
- 1945-1964: 85
- 1965-1982: 229
- Post 1982: 848



Total Properties at year end – 1732 .

Letting, rents & repairs

27

Average days to let

£86

Average weekly rent

4595

Number of reactive repairs

3.83%

Current Tenant Arrears

99%

% stock meeting Scottish
Housing Quality Standard

91.95%

% repairs complete right first
time

2.63

Average hours to complete
emergency repairs

5.46

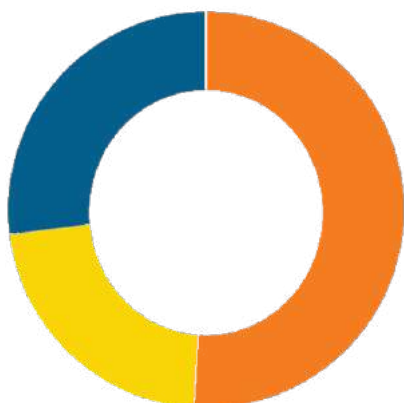
Average days to complete
non-emergency repairs

100%

% properties with gas safety
checks at year end

2.65

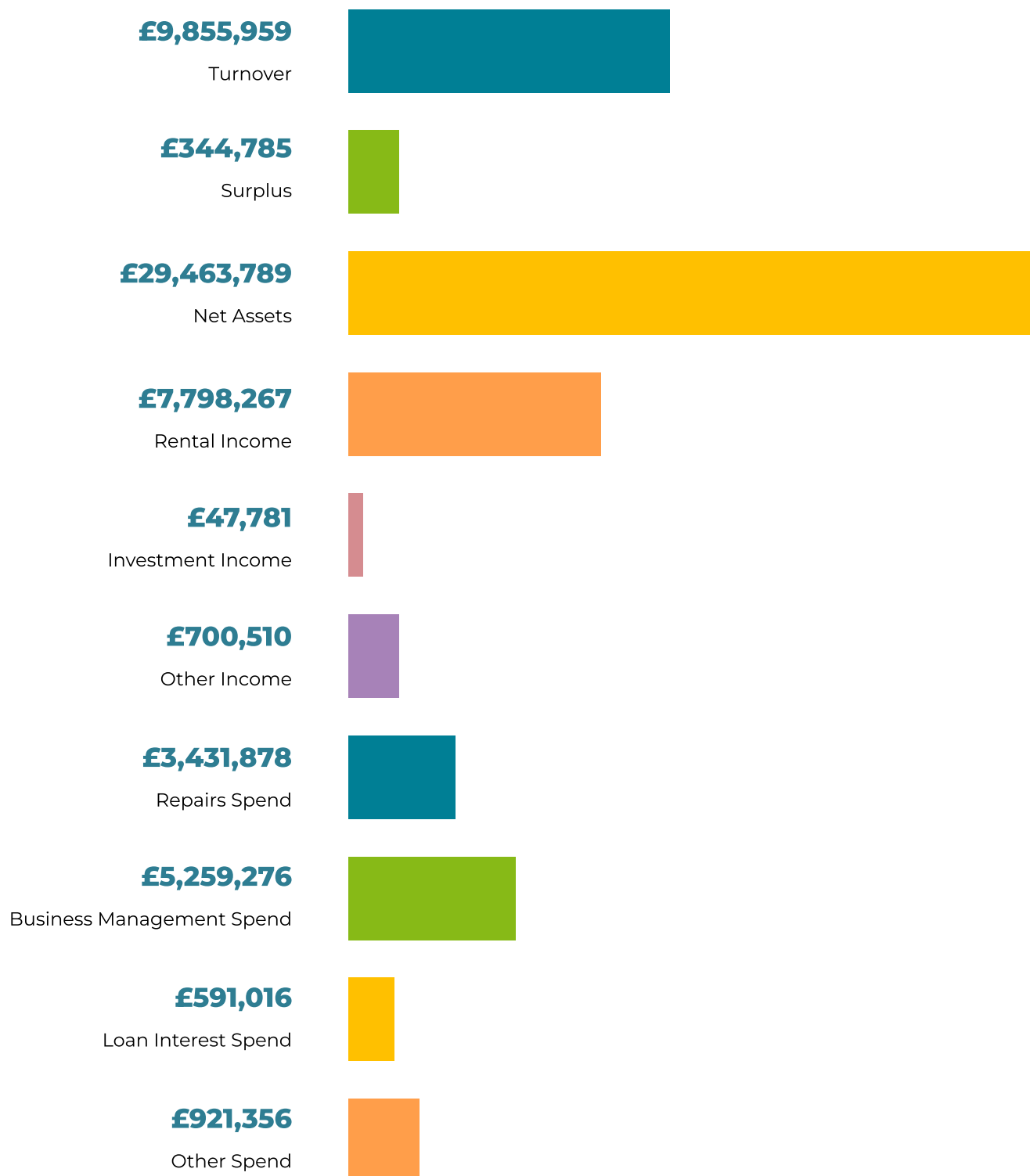
Average repairs per property



Relets (Total: 142)

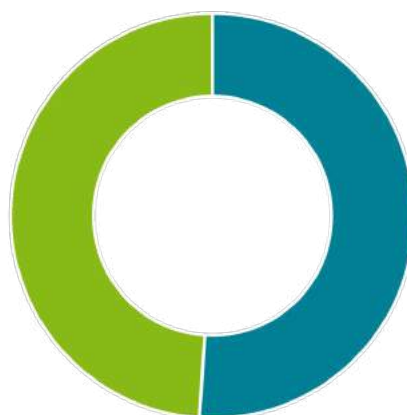
- Waiting List: 51%
- Transfers: 22%
- Section 5: 27%

Key financial highlights



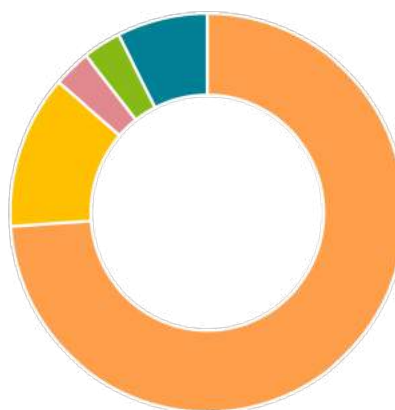
Total Income vs Total Expenditure

- Total Income: £9,855,959
- Total Expenditure: £9,612,510



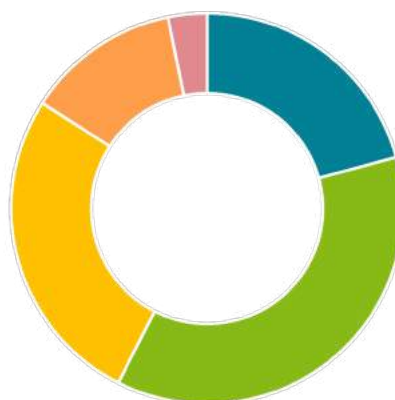
Income Breakdown

- Rent: £7,551,815 / 77%
- Grant Amortisation: £1,110,463 / 11%
- Service Charge: £318,320 / 3%
- Hostels: £174,851 / 2%
- Other: £700,510 / 7%



Expenditure Breakdown

- Housing Management: £1,653,320
- Housing Depreciation: £3,094,214
- Day to Day Maintenance: £2,461,876
- Cyclical Maintenance: £970,002
- Service Charge / Supported People: £427,357



Staff & Board members

Board

John Buchanan

Chair

Tim McGraw

Board Member

Robert Donnelly

Board Member

Susan McKeown

Vice Chair

John Ferguson

Board Member

Fatih Vursavas

Board Member

John Ferguson

Honorary President

Margarita Fernandez

Board Member

Adele Edwards

Board Member

Debbie Brogan

Co-Optee

Elizabeth Kennedy

Board Member

Izabela Trzcielinska

Board Member

Hayley Swanson

Co-Optee

Jimmy Reilly

Board Member

Jon Cowlan

Board Member

Kimberley Barker

Co-Optee

Directorate

Aileen McGuire

Chief Executive

Andy Duffus

Director of Development & Corporate Services

Graeme Aitken

Director of Operations

Laurie Boles

Director of Finance & ICT

Senior Management Team

Myles Millar

Technical Manager

Gillian McKenzie

Finance Manager

Karen Edgar

Housing Manager

Matthew Reid

Corporate Services Manager

Operations Team

Nicola Paul

Senior Housing Officer

Lynsey Morgan

Housing Officer

Jaclyn Hill

Housing Officer

Brenda McCaig

Housing Officer

Pamela Logue

Housing Officer

Patricia Hudson

Housing Officer

Geraldine Nevans

Housing Officer

Paul Gupta

Housing Officer

Mitchell Overthrow

Housing Assistant

Ashleigh Bilsland

Operations Assistant

Jim Docherty

Senior Technical Co-ordinator

Iain Wylie

Senior Technical Co-ordinator

Neil Kippen

Senior Technical Co-ordinator

Paula Scullion

Technical Officer

Ruth Matheson

Senior Welfare Rights Officer

Sam McCormack

Welfare Rights Officer

Finance Team

Deborah Hume

Senior Finance Assistant

Sandra Durham

Finance Assistant

Kerry Docherty

Finance Assistant

Lisa Seivwright

Finance Assistant

Jacqueline Begg

Factoring Officer

Corporate Services

Karen McIntyre

Senior HR Officer

Christina Meechan

Payroll & HR Admin Assistant

Michelle Hamilton

Development & Regeneration Officer

Linda Jaap

Senior Social Purpose Officer

Sharmili Lama

Corporate Services Admin Assistant

Andrew Wilkie

Corporate Services Admin Assistant

Kirsty Gilchrist

Corporate Services Admin Assistant