



## A message from the group Chief Executive

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After two difficult years dealing with the impact of the global pandemic, we are back on track and moving forward with hope.

During the year the Association successfully managed to return to providing its full level of services, despite the continued impact of government covid restrictions.

2021/22 has been a year of significant change for the Association. In response to an ever changing environment, we planned ahead and reviewed our organisation structure. This was to ensure we have the right people with the right skills and expertise to deliver the Association's future longer-term vision.

We already have an excellent staff team who are skilled, passionate and fully committed. This year we added to our existing talent by recruiting additional resources to broaden our business capacity that will ensure Parkhead Housing Association can adapt to future challenges and develop a sustainable and viable community for the future.

The new structure enables the Association to build on our key core services, driving forward our digital technology strategy, maximise efficiency and improve overall organisational performance.

This year saw some significant change to our office environment, we refurbished our board room, and front office creating a more open, modern, friendly environment. We have rebranded our group logo and are about to launch our upgraded interactive user-friendly website.

We have rolled out enhanced flexible working arrangements that enable staff to work from home and in the office. This hybrid way of working allows greater flexibility in the way we deliver services and promotes staff wellbeing.

This year saw the long-awaited opening of our community café "Spoon" at Parkhead School House. This is a great community hub café offering delicious home cooked food at affordable prices in a friendly environment. Definitely worth a visit!

I am really keen to get to know local residents, therefore you are all cordially invited to come along and meet me for a chat and a cuppa at my drop-in surgery the last Thursday of the month at the Spoon café between 11.30 – 1pm.

During the year we launched our purpose-built Pantry shop and teaching kitchen located at the old Drill Hall adjacent to Parkhead School House. The Pantry hosts a community food shop offering customers access to grocery brands found in other retail supermarkets but at a reduced cost.

Despite the uncertainty over the last year the Association had a successful financial year reporting a surplus net growth for the year 2021/22.

Our balance sheet shows asset growth due to investment in component replacements and medical adaptations to our existing properties. During the year the Association spent £1.18m replacing windows, boilers, kitchens and alarm systems.

Having healthy reserves enables us to deliver our longer-term business plan vision, that is to build much needed affordable, energy efficient quality homes, to re-invest in our existing properties and regenerate the wider Parkhead area.





Looking ahead to 2022 we will be reviewing our 5-year Strategic Business Plan, with a view to build on the progress we have already made and to ensure the Association's long-term vision delivers the housing needs and aspirations of our community.

Whilst we anticipate both economic and climate environmental challenging ahead, I am confident that the Association can adapt and overcome any challenges that may emerge. The last two years have demonstrated the resilience of Parkhead Housing Association and our ability to respond swiftly to manage risks or uncertainty within an everchanging environment.

Going forward the Association is committed to involving tenants in shaping the services we provide. We aim to create a customer focused culture that places tenants' views and opinions at the heart of everything we do.

We will strive to provide the best customer experience possible, we will work in collaboration with our tenants and local residents to improve and deliver services they want to see within their community.

Lastly, I would like to thank the board and the staff team, it has been a true privilege for me to work along-side amazing people who make Parkhead Housing Association a great place to work.

**Aileen McGuire** | *Group Chief Executive*



# A word from the Chair

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## Welcome to our Annual Report for 2022.

Another year gone already! It's been another busy and productive year for all of us at Parkhead Housing Association.

This year has been a transitional one in many ways as we continued to “navigate” our way through the ups and downs of the everchanging COVID restrictions. We gradually reinstated our full services and have opened our door welcoming our customers into our recently refurbished modernised offices.

During the year we reviewed our business structure making some significant internal changes in order to plan and prepare the Association for the future. We strengthened key areas of our business, making us more customer driven and putting our tenants at the heart of everything we do. We recruited IT expertise to enable us to harness digital technology more effectively and to improve customer experience and service delivery.

I am pleased to report that the Scottish Housing Regulator has restored our engagement plan to “compliant”. We have undertaken a lot of work in the last 12 months to address issues that led to our 2020 regulatory engagement. The Board carried out an independent governance review which introduced a new governance framework that will demonstrate and provide all stakeholders with the assurance that the Association's governance and financial management complies with all legal and regulatory standards.

Despite the uncertainty over the last year Parkhead Housing Association had a successful financial year 2021/22 reporting growth in net assets and net worth and a reduction in rent arrears. Having this healthy financial security enables Parkhead Housing to deliver our strategic vision, that is to provide good-quality affordable homes, re-invest in our existing homes and deliver our social purpose agenda within our local community. Having a robust balance sheet allows the Association to sustain any financial, economic and environmental pressures over the coming years.

Looking ahead to next year, it will be challenging, there are lots to be done, but we have strong foundations, coupled with great people who are committed to supporting our tenants, even more so with increasing costs of living and high energy costs. We will continue to focus on improving community engagement, working collaboratively to improve our services in the local area.

During 2022 we will be refreshing our next 5- year Corporate Business Plan, a critical driver in the future plan will be planning for net carbon zero and how we can decarbonise our existing housing stock to make a positive impact on reducing our carbon footprint to assist the fight against climate change.

Once again, I would like to take this opportunity to recognise the hard work and dedication of our staff team, who whether working from home or in the office continue to deliver vital services to our tenants.

I would also like to acknowledge the hard work of our staff team of Parkhead Development Company who work in all weathers to deliver our environmental services.

Finally, I would personally like to thank my colleagues on the board, for their continued support to myself and for their selflessness and commitment to the Associations.

Thank you

**John Buchanan** | *Chair*







## How the Association is run and organised

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PHA had 89 members (shareholders of a single £1 share) at year end 31st March 2022. 23 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 & HR Sub Committee**
- **HR Sub Committee**

Our sub committees meet on a quarterly cycle.

In addition the Association has one Registered Tenants Organisation (RTO) focussing on the over 60s within the Parkhead Community and one Customer Scrutiny Panel.

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

## Helenvale Street Development

We purchased the site in March 2017 and the site was demolished due to a fire at the derelict former childrens home. Part of the site was the old football pavilion within the conservation area with the tunnel still in situ. The development of the site commenced in January 2020 and completed in May 2021, the site took longer than expected due to Covid 19.

There are 24 flats on the development

- 2x 3apt wheel chair flats
- 4 x 3 apt flats
- 18 4 apt flats

The Development has been finalists for 3 awards which we are really pleased with.



## Medical adaptations

Adaptation grant for 2021-2022 was £100,000, we managed to spend £91,297 which was excellent given the covid restrictions. Our thanks to our contractors for delivering these essential works, which allows our tenants to remain in their homes and give them some more independence.

We carried out 46 medical adaptations during this time, below is a breakdown

Overbath Shower	4
Level Access	14
Wet floor shower	4
Handrails (ext)	3
Handrais (int)	9
Ramp & gate works	6
Electronic door	10
Joiner work new door	1
Install downstairs bathroom	1
Electric works	2

## Elba Lane Nursery Site

We finally managed to purchase the Elba Lane site, this will be one of our future developments but we are delighted to have this site in our portfolio.



## Drillhall Pantry

We completely refurbished the Drill Hall Pantry which is located next to Parkhead School House, this is an excellent space. The Drill Hall Pantry in Parkhead is a charity that allows its members access to good food at minimum cost. If you aren't already a member please consider it, not only is it lovely food at a great price it also cuts down on the amount of food that goes to landfill.

## Office

Our office refurbishment is complete and we are really pleased with our refreshed offices. We also completely redesigned our reception area, we hope you like it.

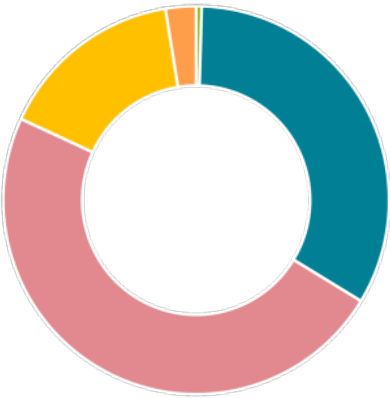




# Our Housing Stock

## Housing stock by size

- 1 apartment: 8
- 2 apartment: 574
- 3 apartment: 832
- 4 apartment: 269
- 5 apartment: 44



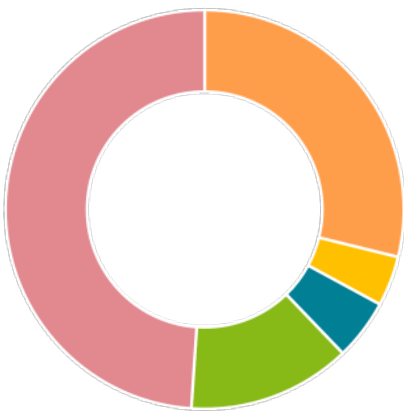
## Housing stock by type

- Flats: 80%
- Houses: 20%



## Housing stock by age

- Pre 1919: 498
- 1919-1944: 70
- 1945-1964: 85
- 1965-1982: 229
- Post 1982: 845



**Total Properties at year end – 1699.**

## Letting, rents & repairs

**39**

Average days to let

**£83**

Average weekly rent

**4755**

Number of reactive repairs

**2.79**

Average repairs per property

**99%**

% stock meeting Scottish  
Housing Quality Standard

**91.1%**

% repairs complete right first  
time

**2.07**

Average hours to complete  
emergency repairs

**6.46**

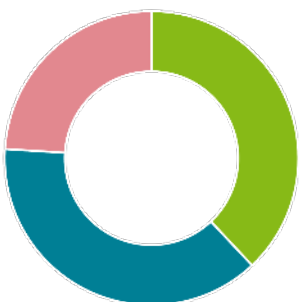
Average days to complete  
non-emergency repairs

**100%**

% properties with gas safety  
checks at year end

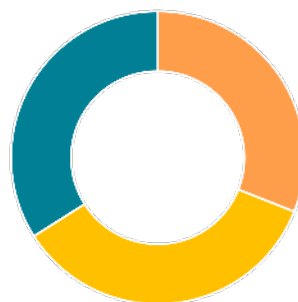
**2.79**

Average repairs per property



### New Build (Total: 24)

- Waiting List: 38%
- Transfers: 38%
- Section 5: 24%

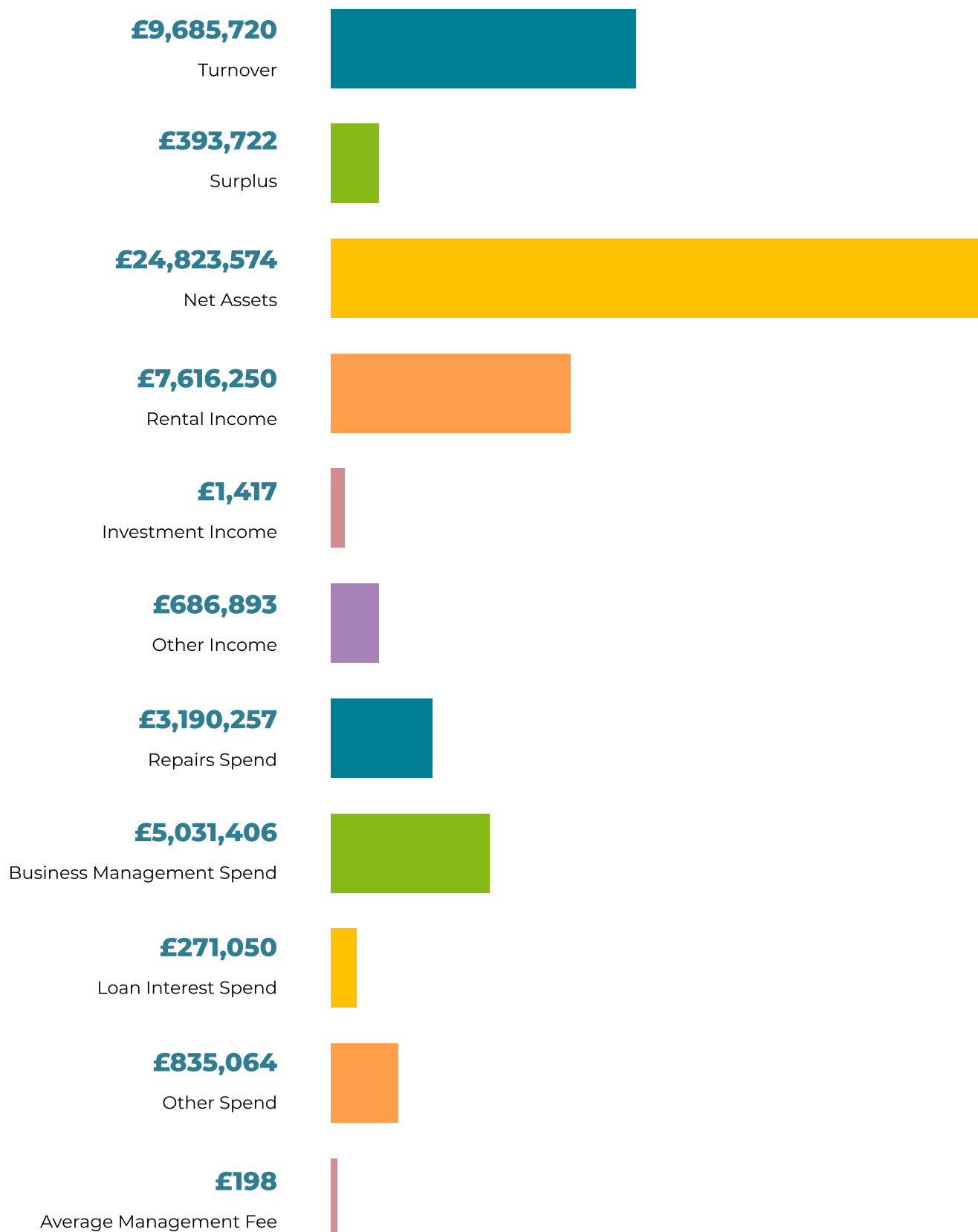


### Relets (Total: 161)

- Waiting List: 38%
- Transfers: 38%
- Section 5: 24%

## Key financial highlights

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## Income statements

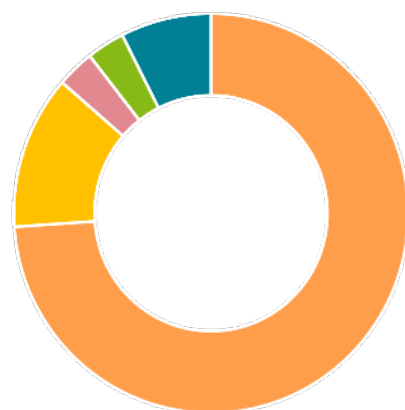
### Total Income vs Total Expenditure

- Total Income: £9,721,499
- Total Expenditure: £9,327,777



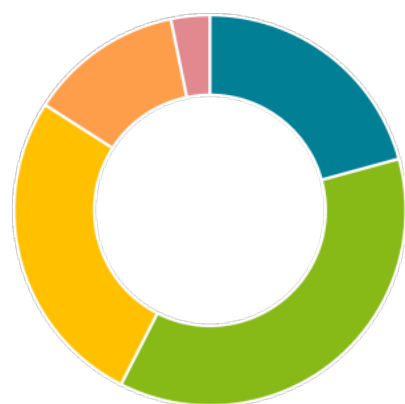
### Income Breakdown

- Rent: 74%
- Grant Amortisation: 12%
- Service Charge: 3%
- Hostels: 3%
- Other: 7%



### Expenditure Breakdown

- Housing Management: £1,685,086
- Housing Depreciation: £2,983,040
- Day to Day Maintenance: £2,157,790
- Cyclical Maintenance: £1,032,467
- Service Charge / Supported People: £260,188



# Staff & Board members

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## 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

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## Directorate

### Aileen McGuire

Chief Executive

### Andy Duffus

Director of Development & Corporate Services

### Graeme Aitken

Director of Operations

### Laurie Boles

Director of Finance & ICT

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## Senior Management Team

### Myles Millar

Technical Manager

### Gerry Casey

Finance Manager

### Karen Edgar

Housing Manager

### Matthew Reid

Corporate Services Manager

## Operations Team

### Nicola Paul

Senior Housing Officer

### Lynsey Morgan

House Officer

### Jaclyn Hill

House Officer

### Brenda McCaig

House Officer

### Pamela Logue

House Officer

### Patricia Hudson

House Officer

### Geraldine Nevans

House Officer

### Paul Gupta

House Officer

### Mitchell Overthrow

Housing Assistant

### Ashleigh Bilsland

Operations Assistant

### Jim Docherty

Senior Technical Co-ordinator

### Iain Wylie

Senior Technical Co-ordinator

### Neil Kippin

Senior Technical Co-ordinator

### Paula Scullion

Technical Officer

### Ruth Matheson

Welfare Rights Officer

### Sam McCormack

Welfare Rights Officer

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## Finance Team

### Deborah Hume

Senior Finance Assistant

### Sandra Durham

Finance Assistant

### Kerry Docherty

Finance Assistant

### Lise Seivwright

Finance Assistant

### Jacqueline Begg

Factoring Officer

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## 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