

BUSINESS PLAN

2017-2020





CHOOSE TO
LIVE HERE,
CHOOSE
TO WORK
HERE.

↑ Homes are in the west of the city, close to Glasgow University.

OUR BUSINESS PLAN 2017 - 2020

We've been providing quality homes and services to tenants for 40 years.

From winning the battle to save Queens Cross from motorway development in our early, activist days, to our campaign against poverty today, we've always been at the heart of our community's regeneration.

We've led the physical transformation of this part of the city, growing from six flats in 1976 to over 4300 homes, 40 years later.

The story is far from over. To meet the needs of one of the fastest-growing populations in Glasgow, we'll build many more homes in the years ahead.

We work closely with our tenants to create vibrant neighbourhoods. Places people choose to live, where they want to raise their families.

Our communities offer activities for young people, and support for older generations and people with poor health – as well as a welcome to the new citizens of Glasgow. We want Queens Cross to be a place everyone can feel at home.

We're proud of our past, actively preserving Glasgow's rich industrial and cultural heritage in all our neighbourhoods. We also have an exciting vision for the future: to create even more excellent homes and communities – to make Queens Cross the place people choose to live and work up to 2020 and beyond.

CONTENTS

How we work	4	Getting to know you 2017	12
Message from our Chair	6	Our top aims for 2020	15
A word from our Chief Executive	8	Targets for 2020	16-41
Our vision and values	10	To the future	42
Shaping the Business Plan	11		

HOW WE WORK



WE'RE RUN BY A BOARD OF MANAGEMENT

- Our board members are local volunteers
- Two-thirds of board members are tenants or people who use our services
- The remaining third are people with relevant skills, in areas like finance or commerce.

OUR AREA IS SPLIT INTO FOUR NEIGHBOURHOODS

Each neighbourhood has its own community involvement group. These groups of residents play an active part in helping their community thrive.

You can volunteer for our board or a community involvement group if you:

- live locally
- are aged 18 or over
- are a member of Queens Cross Housing Association (it's £1 to join).



A MESSAGE FROM OUR BOARD CHAIR



Queens Cross has a very special place in my heart. As a tenant, board member and now chair, I'm proud of what's been achieved by us all. And I'm looking forward to the next big steps in our story.

Queens Cross will always be a community – a community of residents, tenants, staff and partners. We may be a diverse bunch of individuals, but we all care about what happens here and want to make our lives the best they can be.

Queens Cross is a great area to belong to although we know that some in our communities face great challenges. We want others to recognise what makes us unique – and to choose to live and work here.

Many individuals and groups have helped develop this business plan over the past 12 months. I want to thank everyone who's been directly involved and those who, maybe without realising it, have shaped our thoughts.

I'm thinking about the people, staff and customers who talk to us day-to-day. Who tell us their stories, their problems, what they're happy about and what they want to see improved. This plan sets out our aim to involve Queens Cross people much more in what we do, so our services get even better at meeting people's needs. No matter what, we want our services to remain friendly, helpful and individual.

Why choose to live and work in Queens Cross? There are lots of reasons our neighbourhoods mean so much to their residents. It's a great location and we have exciting plans for existing and new homes. Our community activities and services support staff and tenants alike. Affordable rents and a developing local economy also play a big part.

So, yes, I choose to live here, I choose to be a Board Member, and I want to play my part in making Queens Cross a place everyone can be proud of.

A handwritten signature in black ink that reads "M. Clewes".

Marilyn Clewes
Chair



A WORD FROM OUR CHIEF EXECUTIVE



I am very proud to lead the team at Queens Cross Housing Association. The dedication of our staff and their commitment to our tenants is what makes Queens Cross such a great place to live and work.

We're often seen as a leader in the social housing sector, consistently marked out by the quality of our service and successful innovation. Our 40th anniversary year culminated in being highly commended in the 'Outstanding Landlord of the Year' category at the Chartered Institute of Housing's awards - we were also finalists for 'Large Housing Association of the Year' at the Scottish Home Awards 2017. And our Residents Task Force are *inspiring scrutiny newcomer* finalists in a national tenants awards scheme.

We take our values of respect, integrity and aspiration to heart, and every day we try our best to meet the needs and wishes of our tenants.

As more people choose to live and work in Queens Cross, we have set ourselves ambitious goals.

Over the next three years, we will provide more new housing to meet the needs of our growing population. We will also complete our investment programme to bring our multi-storeys bang up-to-date, and continue to maintain and improve the common space in your neighbourhoods.

We will work to improve and develop our services, focusing our activities on the areas that you have told us are most important to you. Three big issues stand out: providing opportunities to improve your health and wellbeing, offering support with money matters and creating more opportunity for you to be involved in decisions.

As a housing association rooted in its community for 40 years, Queens Cross takes pride in its past and looks forward with enthusiasm to its future. We will continue to work with our tenants and partners to make sure our future is one we can all be proud of and choose to be part of.

Shona Stephen
Chief Executive

SOUL
1.50
1.50
2.00
th love

OUR VISION EXCELLENT HOUSING IN VIBRANT COMMUNITIES.

AND OUR VALUES

We reflect our values in everything we do. Whenever we make decisions, we refer to these values to make sure we choose what's best for the people we serve.

Respect

We see the positive in everyone, especially our tenants. We treat everyone fairly, regardless of age, race, gender, sexuality or background. We ask for opinions even if we know we might not like what we hear. And we address people's concerns in any way we realistically can.

Integrity

What we say in public is the same as what we say behind the scenes. If we say we'll do something, we mean it. Our tenants can count on us to solve their problems and make sound decisions.

Aspiration

We want the best for all our current and future tenants. We're not afraid to strive for things that won't be easy – or try things that haven't been done before. We seek out opportunities and welcome change. If it doesn't turn out as planned, we learn and improve.

And then we try again.

These values underpin the way we strive to achieve our vision of *excellent housing in vibrant communities*.

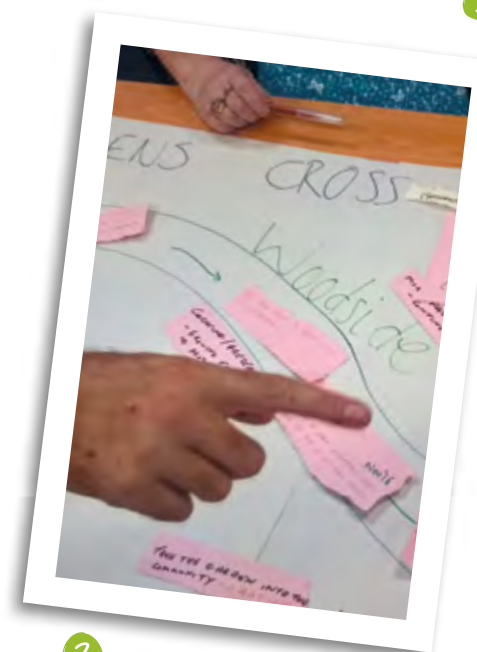
SHAPING THE BUSINESS PLAN

Who decides what goes in the business plan?

We all do.



1



2

We've spent 12 months working with tenants, staff and stakeholders to decide the direction of our association. We've held workshops and focus groups, sent out surveys and feedback requests. And we've reflected on your responses.

Our 'Getting to Know You 2' survey told us more about who our tenants are. It revealed what's important to you, and what services and support you value. This builds on what we already knew from our first 'Getting to Know You' survey in 2013, and our 'Getting to Know You Better' research, which focused on health and social care issues.

All this told us why people choose to live and work in Queens Cross – and what we can do to make our area even more desirable in the future.

Our strategic aims are to:

- Build more desirable homes in popular neighbourhoods
- Deliver more excellent services to suit our tenants' lives
- Invest in our people to grow and develop their skills
- Find more ways to ensure value for money
- Continue to challenge poverty
- Put even more focus on community health and wellbeing
- Be ready for opportunities.

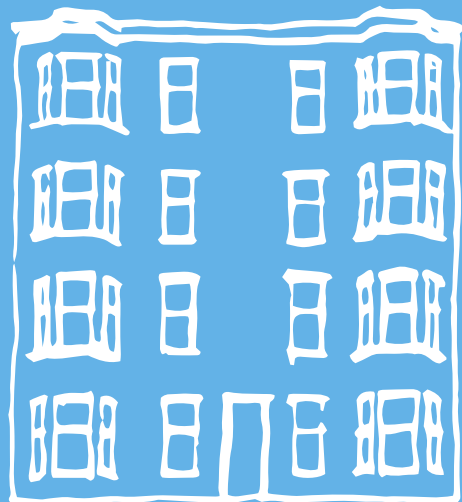
1 We held focus groups so that we understand what our customers want

2 Tenants, staff and partners worked with us over 12 months

GETTING TO KNOW YOU 2017

Thanks to everyone who completed a recent tenant survey, we now have a much better picture of who our tenants are and the issues that affect them.

4,280 HOMES



58% OF TENANTS LIVE ALONE

TENANT AGE GROUPS

29%
24 YEARS & UNDER

56%
25-64 YEARS

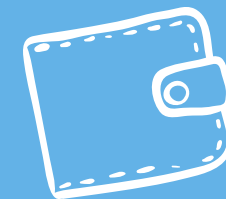
17%
65 YEARS & OVER



13% OF TENANTS HAVE A FIRST LANGUAGE OTHER THAN ENGLISH

ETHNIC GROUPS

Scottish	76%
Chinese, Chinese Scottish or Chinese British	5%
Polish	3%
African, African Scottish or British	3%



INCOME (PER WEEK)

24%
£150 & UNDER

12%
£151 - £200

41% OF TENANTS RELY ON BENEFITS FOR THEIR MAIN SOURCE OF INCOME

EMPLOYMENT

Full-time	20%
Retired	25%
Not working due to a health condition	26%

HEALTH



Mental ill health	15%
Mobility/physical disabilities	19%
Chronic disease (such as cancer, diabetes, heart disease)	13%



INTERNET ACCESS

64% OF TENANTS NOW HAVE INTERNET ACCESS

COST OF LIVING

AT SOME TIME...

35% of tenants chose not to put the heating on because they couldn't afford it

19% of tenants missed a meal or ate less because they couldn't afford it



OUR TOP AIMS FOR 2020



We've got big plans for the next few years. Here's what's at the top of our priority list for 2020.

- 1 Complete the refurbishment of our multi-storeys into high-quality, desirable properties with excellent estate caretaking services
- 2 Get 600 new homes in Hamiltonhill, an older persons' development in Burnbank Gardens, and a new support centre for young homeless people underway
- 3 Provide older tenants with the support they need to live at home independently
- 4 Get at least 10% of tenants accessing our services online
- 5 Be active partners in reducing ill health in our tenants
- 6 Help reduce child poverty across Queens Cross
- 7 Keep rents affordable, and put value for money at the heart of all our choices
- 8 Increase opportunities for tenants to be involved in making the decisions that affect them
- 9 Support more people to manage and keep their tenancy



INVESTING IN OUR
PEOPLE TO GROW
AND DEVELOP
THEIR SKILLS

INVESTING IN OUR PEOPLE TO GROW AND DEVELOP THEIR SKILLS

Neighbourhoods aren't built of bricks and concrete. They're made up of all the people who live and work there. At Queens Cross, this includes a dedicated board, a network of neighbourhood groups and a team of experienced staff.

By investing in our people, we'll make sure Queens Cross continues to be a place people choose to live and work.

We will give tenants and staff more opportunities to be involved in decision making.

It's your community. We think it should be shaped by you.

By 2020, you'll have more opportunities to get involved. We'll hold more tenants' meetings and events, give you more opportunities to share your views – including online – and make sure you have a greater influence over our decisions.

We'll create more opportunities for you to join our tenant scrutiny group – The Residents Task Force. It has already helped us improve our services and we want to see that continue.

We will continue to support tenants and staff with training, learning and education opportunities.

We want to give everyone the opportunity to shape their future.

For tenants, this might mean volunteering or joining a community involvement or scrutiny group. Or even taking up a place on our board of management.

For our staff, we'll help them be the best they can be: fully informed and prepared to meet whatever the future holds.

We will ensure all our staff are trained in dementia awareness, provide training to increase their skills and create opportunities for them to study and develop.

We will seek to retain and win accreditations as a high-quality employer.

It's important to us that Queens Cross remains a great place to work.

Being awarded silver **Investors in People** (IIP) accreditation has deepened our commitment to our team. We'll be working even harder to earn Gold IIP by 2020.

We're proud to have held a gold **Healthy Working Lives** award since 2009. But we don't take it for granted. We'll continue to support the multi-disciplinary team who work so hard to achieve it, year in, year out.

As a **Disability Confident Employer**, we've proven that we're committed to providing equal opportunities for everyone. That's never going to change.

LGBT champions

We're a Stonewall Diversity Champion, and in 2017 we jumped an impressive 82 places on their Workplace Equality Index. But we're not stopping there.

We'll keep on supporting inclusion until we're among the top employers for staff and a welcoming community for LGBT tenants.

Our Youth Homelessness Service had the amazing work they do recognised. The Council for Homeless Young People and Firestation project achieved an LGBT Youth Scotland accreditation award after a rigorous examination.

We will encourage and support diversity across our staff and volunteers.

A diverse community needs to be represented by a diverse team. We actively encourage people of all ages, races, genders, physical abilities and sexualities to become part of our organisation.

We're also working hard to make our services accessible to everyone. As our population ages, we'll provide more support than ever for elderly residents. As our community becomes more diverse, we'll seek staff and partners with the communication skills we need.

We will keep on building a talented and capable team.

Developing our team. Recruiting new talent. Replacing the skills we lose as people retire. Over the next three years, we'll build the team we need to secure our future and give them the support they need to excel in a job they love.

In 2015, our human resources team was highly commended at the People Management Awards, hosted by the Chartered Institute of Personnel and Development (CIPD).



- 1 The youth homelessness service team members are top performers
- 2 Staff will have even more opportunities to train and develop their skills
- 3 100 staff and tenants signed up for life saving CPR training





DESIRABLE HOMES IN POPULAR NEIGHBOURHOODS



Mr & Mrs McDonald won a Pride of Queens Cross Award 2016 for their beautiful garden

DESIRABLE HOMES IN POPULAR NEIGHBOURHOODS

Community spirit is what makes Glasgow special. That's something we want to preserve at Queens Cross.

At the heart of our plans is a desire to transform areas with untapped potential into thriving neighbourhoods. Extending our communities is good for everyone – more residents means more services, with the cost split between more people.

76% of you liked the style of your home when you moved in. 87% of you were happy with the quality. We want to make sure you continue to love where you live, so we're updating many of our existing properties.

High-quality upgrades. New homes. Wider choice. We've got big plans for attracting new life to Queens Cross.

A community of 600 new homes at Hamiltonhill will be underway.

This neighbourhood close to the canal will be extended with energy efficient, lifetime homes. Much-sought-after front and back door houses will be available with low-cost housing to buy.

All of these properties will be designed to the highest standard. The development will also boast attractive public spaces, plus easy access to canal side paths, the city centre and the West End.

We will create a purpose-built development of homes for older people in Burnbank Gardens.

Housing for our ageing population will be a priority. Where we can provide purpose-built homes, we will. Our Burnbank Gardens project, in partnership with Glasgow West Housing Association, will create a development of homes specifically designed for the needs of older residents.

We will continue to invest in our multi-storeys to make them some of our most desirable properties.

Multi-storeys make up more than a quarter of our properties. Standing near the city centre and West End, these are a stone's throw from some of Glasgow's most sought-after areas. We want to make these properties as desirable as their impressive locations.

We'll be renovating the buildings and surrounding common areas, to make sure they're places people choose to live. We're also reshaping our caretaking services to make sure the new, improved appearance is maintained and invested in security by upgrading our CCTV.

High expectations

We're going over and above at our multi-storey properties at Dundasvale and Cedar Court.

At Dundasvale, we're creating welcoming new foyers. The landings will all be refreshed and refurbished too.

Over at Cedar Court, flats will soon be more economical to run, thanks to better cladding and brand new heating and ventilation systems. New foyers will give the buildings more kerb appeal, while enclosed, fully-glazed balconies will preserve tenants' views over the city.

By the time this £16million upgrade work is finished, these landmark buildings will be totally transformed.

We will be active partners in the regeneration of the canal side to ensure the leisure and business benefits are accessible to our tenants.

Glasgow's canal is being restored to its former glory – and the surrounding areas are fast becoming some of the most attractive locations in Glasgow.

Queens Cross is in the perfect position to make the most of the transformation. Queens Cross Workspace will use the canal's regeneration and the new local health centre to attract new businesses to the area, and support our existing ones as they grow.

Connecting with the canal

Canal side trails. Canoe club. Mountain bike track. There'll be some impressive facilities on offer once the canal's regeneration is complete. We're partnering with Scottish Canals to make sure you can access them and supporting its plans for a new bridge at Garscube Road, as this will make the whole area feel connected.

We will keep common areas clean and safe, and ensure common green space is attractive.

With your support, our landscaping and cleaning contractors, handyperson team and caretakers will continue to make sure the public spaces around your home are areas you can be proud of.

We will provide outdoor facilities for young people in our neighbourhoods.

Young people need places to play – places where they can have fun and stay active. Our football pitches, green spaces and parks are an important part of this. We'll be keeping up our high standards, looking for more ways to provide safe, accessible facilities for your children.

We will deliver on our development and investment strategies.

We look for ways to give you a good quality of life and great value for money.

This means striking a balance between building new homes and taking care of existing ones, and finding more ways to make your money go further.

We'll upgrade the buildings at Woodside to protect their value, and tackle security issues. We'll also improve the properties' environmental impact – guided by our Energy Efficiency Standard for Social Housing targets.

1 Timber Basin is a fantastic new development on the banks of the Forth & Clyde Canal

2 Dundasvale residents will have their foyers and landings fully refurbished



EXCELLENT
SERVICES TO SUIT
OUR TENANTS'
LIVES



EXCELLENT SERVICES TO SUIT OUR TENANTS' LIVES

The services you need, when you need them, in a way that works for you. This is the heart of what we do.

Our Customer First Charter is our promise to you. It sets out what you can expect from us, and what we're doing to make sure we never fall short.

We will be friendly and helpful, ensuring we provide the services you want.

5★ ratings from the Care Commission for our support services to tenants with mental health issues (Queens Cross East) and our sheltered housing team. And 6★ for our team working with young homeless people show that we're already getting many things right.

Now we'll focus on doing even more.

We will continue to listen to our customers' ideas and learn from them.

We work hard to deliver great services. But do we always get it right? No.

That's why we particularly welcome feedback – whether it's a compliment or a complaint.

We also want to make sure our customers always know what they can expect from us, and what will happen next. Over the next three years we will review our tenant communication with our Residents Task Force to ensure we are being clear and our leaflets, for example, are easy to understand.

We will aim to get the job done right, first time and in one go – providing services at the times that suit you best.

We've listened – you expect services that are flexible and convenient, you want repairs carried out at a time that suits you, and you need access to information around the clock.

33% of you access the internet on a phone. We're developing a smartphone app that will improve your access to our services. By 2020 you'll be able to report repairs, request bulk uplift and check your rent balance when and where it suits you.

But apps aren't the only answer. When you call with a question or request, we know you want a quick response.

OVER 98%



OF RESIDENTS ARE SATISFIED WITH OUR REPAIRS SERVICE

1 Estate caretakers look after many of our properties and monitor the CCTV system

2 We're developing a new app to improve service access



1



2

We're already getting 98% of reactive repairs right first time. But we know there's more we can do. We will use technology to better understand the way we deal with customers, improve the way we respond, and reduce the average emergency repair time from 1.3 hours. We are also investing in our contact centre team – this allows them to deal more effectively with calls, and in turn frees our housing and technical officers to spend more time visiting you at home.

We will use new technology to improve the efficiency and accessibility of our services.

We will make the most of new technology – creating faster, more convenient services that represent good value for money.



64% OF OUR RESIDENTS HAVE ACCESS TO THE INTERNET

We're turning to technology to make it more convenient for you to manage your account and contact us.

54% of you said that you'd like to see more of our services made available online. By 2020, we hope that around 10% of you will access our services this way. This doesn't mean we've forgotten the importance of personal service – you'll always be able to see someone face-to-face if you need to.

Technology isn't just about making things faster. We're also looking into cutting-edge ways to help our older tenants stay independent for longer.

We will provide greater support to new tenants and to help people keep their tenancies.

Moving to a new home can be stressful and expensive. So we want to help people move in, settle down and manage their tenancies.

We're setting up a new team to build these early relationships. If people are finding things hard – with their rent, neighbours or just with life – they know they can come to us for support and advice. The aim: tenants who keep successful tenancies and stay independent.

We will provide a new service to help our older tenants stay at home, independently, for longer.

Reshaping sheltered housing
Meeting the needs of an ageing population means changing the way we structure services for older tenants.

32% of our tenants are over 55. It's more important than ever to find ways to help older people live independent, high-quality lives in our communities.

Adapted accommodation. Purpose built homes. New technology. Smarter services. Social activities. We're finding lots of ways to give people the support they need – whether that's a little or a lot.

Joining up the support

Staying at home is really important to people as they get older. And with a high proportion of older people in tenancies and an increasingly elderly population, we need to reshape our services.

EXCELLENT SERVICES TO SUIT OUR TENANTS' LIVES **CONT'D...**



We have helped develop a Housing Options for Older People approach (known as HOOPs), to join-up support services for older people. This will help us to work more closely with our tenants as they get older, exploring the factors that affect their independence, and helping them avoid crisis situations.

We're also supporting and working alongside the Community Connectors service, a one to one approach that helps to keep Glasgow's older people socially active and engaged.

We support and nurture them, helping them grow, take control of their lives and move on to independent living. The service is highly valued by the young residents, and this is reflected in the feedback they give to us and the Care Commission.

While changes in funding may mean reshaping how our services are delivered, they are so important that we are exploring how we could provide an improved building with self-contained accommodation, and learning facilities.

We will celebrate our community's achievements

2016 is a year to be proud of. We celebrated our 40th anniversary and it ended with us being highly commended in the Outstanding Landlord category at the Chartered Institute of Housing Awards 2017. And again as Housing Association of the Year (over 3000 units) finalists at the Scottish Home Awards.

For us, giving recognition is as rewarding as getting it. So we'll continue to celebrate the achievements of the people who make Queens Cross a success every two years, at our Pride of Queens Cross awards.

We will help tackle homelessness.

Our Youth Homelessness Service makes a huge difference to the lives of the young people who have not had the best start in life.

We will provide services in a way that is accessible to you.

Need large print?

By 2020 we will be able to provide almost all our documents this way.

We can also help if English is not your first language, providing a selection of translated documents.

Translations are available when you have a meeting with us too – we're members of 'Happy to Translate'.

1 We want to learn from customers of all ages

2 Our Chinese New Year and Burns Supper events are hugely popular



VALUE FOR
MONEY

VALUE FOR MONEY

You'll often hear us talk about value instead of cost. But what's the difference?

Value is about more than just price. It's about getting the best you can for the amount you have. We set rents that allow us to keep Queens Cross a place people choose to live, now and in the future.

This means maintaining your property so you have somewhere you love coming home to. Providing the services you rely on. And building the homes we'll need in the future.

We will manage our money prudently.

Every penny we make is reinvested in Queens Cross – to make your homes and services better.

We carefully plan our finances for the long-term. This means hitting savings targets so future projects don't get delayed, borrowing carefully so we never pay over the odds in interest, and making sure we stay financially stable for years to come.

We'll keep our rents affordable.

Whenever we review rents, we look to the retail price index (RPI) to guide us. This measure of inflation helps us set a target based on affordability.

We only raise rents above inflation when it's absolutely necessary; in cases where not doing this would mean cutting the quality of housing and services you rely on. Any rent rises will only be implemented after consultation with our tenants.

We will always weigh up the cost against the benefit of delivering what we want to deliver.

As much as we'd like to, we can't fund everything. So we give a lot of thought to which projects we support.

This means only funding services that directly benefit you – those that address your concerns, your aspirations, and help build a strong, supportive community for us all.

We will balance our spending between our current homes and building new ones.

We will always procure contracts and services rigorously.

Our Value for Money strategy will help us monitor the services we provide. We'll be checking that we're delivering the right ones, fairly, for the best possible price.

We will be open and transparent in our financial dealings.

Quarterly performance results. Annual audits. Our annual general meeting. We report back throughout the year to keep you up to date with how we're doing financially. You can also check our results any time you like, using a report published on the Scottish Housing Regulator's website.

We will provide a high-quality, efficient and cost-effective factoring service to our homeowners.

A new web portal and app will let factored owners check their account anywhere, any time. You'll be able to see your up-to-date property information, repair updates and even your account balance – with a copy of all repair invoices.

In the short term, we'll extend our factoring service to new customers. In the longer-term, we're aiming to open up our lettings and repair service to local private landlords too. This will help improve the quality of housing in our wider area.

We will aim to be amongst the best-performing housing associations in Scotland.

How effective are the services we deliver? How much impact are we having on our tenants' lives? How do our costs measure up?

Figures from different housing associations can be useful too. We measure our results against others using Housemark, a UK benchmarking organisation to see how we compare. This lets us see if there's a way to offer you even better value for money.

We track and report all these things to make sure we're doing things the best way. Where we're not, it helps us decide what we can do to improve. By comparing ourselves with other housing associations in Scotland and across the UK, we'll keep pushing ourselves to be the best.



1



2



3

1 North West Partners means sharing skills and services with Maryhill Housing

2 Factored owners will benefit from a new app and web portal

3 We'll balance spending on new and current homes



CHALLENGE POVERTY

CHALLENGE POVERTY

Changes to welfare benefits. A rapidly rising cost of living. Money worries are affecting more and more people across Scotland.

It's no secret that Queens Cross and other communities in north-west Glasgow include some of the most deprived households in the country.

Our 'Getting to Know You 2' survey told us that many of you are struggling to make ends meet – 35% of you said you've chosen not to put the heating on because of worries about cost. 19% of you said you'd chosen to miss a meal or eat less.

Affording clothes or activities for your children is only adding to your worries. 18% of you have had to put off buying children's shoes and 27% of you have had to say no to a hobby or sport for them because of its cost.

We're doing everything we can to help.

We will challenge the idea that poverty is acceptable and necessary.

We're working with others to make it socially unacceptable to ignore the needs of people living in poverty.

Money advisors have become a valuable part of the Queens Cross community. Thanks to them, lots of you are now finding it easier to manage your finances.

We'll provide this service for as long as there's demand for it, so you never have to think twice about where to go to get help. Soon, we hope to make this service available to others in Glasgow too.

We will set our rents based on affordability – for all.

We're committed to keeping rents affordable and making social housing accessible to all.

But quality of life is important too. So, when we need to, we invest in existing properties to keep them at a high standard, and build new homes to help more people in need of somewhere to live.

We will make our homes as energy efficient as possible, and provide heating systems that are economical to run.

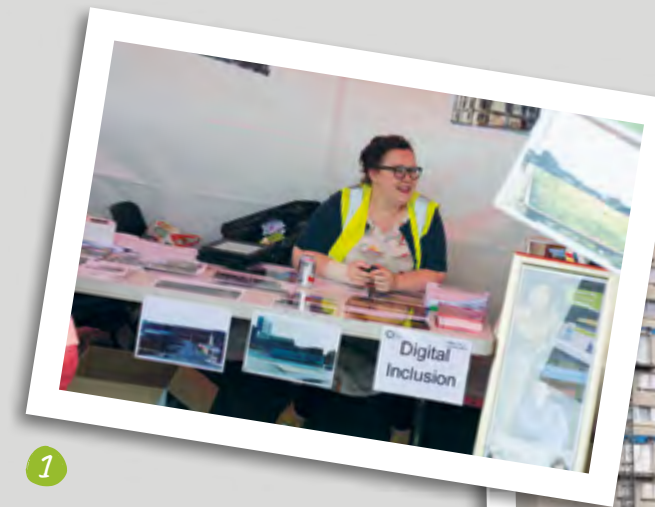


64% OF OUR RESIDENTS SPEND UP TO £80 A MONTH ON GAS & ELECTRICITY

Big ideas for smaller bills

How will we make sure residents enjoy lower energy use? In Cedar multi-storey flats by installing triple-glazed windows, external wall insulation, a mechanical ventilation and heat recovery system, and a new electric wet heating system.

At Westercommon and Woodside we've installed new green energy heating systems to reduce the energy needed to heat homes.



1



2



3

For everyone we offer help and advice, working closely with other services such as G-Heat to help you manage fuel costs.

We will offer modern apprenticeships and graduate trainee programmes to create employment opportunities for young people.

Helping young people get a foot on the career ladder is just one of the ways we're breaking the cycle of poverty.

As well as apprenticeships, we hope to offer more social enterprise projects like the community café at Flourish House to provide training and employment opportunities.

We will extend our digital inclusion programmes to help people get online.

Computers and the internet have changed the way we live our lives. With more organisations and services moving online every day, getting connected is more important than ever.

Our computers and digital skills classes have already improved many people's lives in Queens Cross – 64% of you now have access to the internet, up 15% from 2013. We know getting online can enhance your education, up your employment prospects, help you stay connected with loved ones and give you access to cheaper goods and public services.

We'll keep providing basic skills classes, while also extending our digital inclusion programme to help you get the most out of the digital world.

Job Clubs

Reducing unemployment is another way we're tackling poverty in Queens Cross and north-west Glasgow.

We're setting up jobs clubs to bring residents and employment support services together. These groups will help job-hunters find opportunities, and prepare them for working life.

We will deliver the commitments in our Charter to Challenge Poverty.

Our 'Getting to Know You 2' survey showed that poverty is still one of the biggest challenges facing Queens Cross – 42% of you said your monthly income isn't always enough to cover your outgoings and 19% have had to go without food to make ends meet.



42% OF OUR RESIDENTS SAID THEIR MONTHLY INCOME DOESN'T COVER THEIR COSTS

Understanding the level of poverty and child poverty in our neighbourhoods gives us a starting point for change. The Scottish Government recognises the scale of the problem is unacceptable, and acknowledges that it will take some years to address. By investing in our properties and in communities we will help improve opportunities for the youngsters in our neighbourhoods and contribute to reducing child poverty.

1 Increasing digital inclusion is on our agenda

2 Cladding, insulation and new heating systems will help tenants manage fuel costs

3 We are committed to challenging poverty in our communities



IMPROVING HEALTH AND WELLBEING

IMPROVING HEALTH AND WELLBEING

Mobility problems. Mental health issues. Chronic health conditions. Poor health is a fact of life for many people in Glasgow – including our tenants. The numbers? 46% of our tenants now report a health condition – up from 31% a few years ago.

19% of you are affected by a physical disability or mobility problems

13% of you suffer from a chronic disease like diabetes

26% of you aren't able to work because of a health condition

So what can we do?

There are obvious changes – like providing even more houses with the right access (like ramps) and adaptations (including walk-in showers). But it's more than just facilities. It's also about giving support and advice when our tenants need it – and looking at how our services need to change to support their needs. For example, an ageing population means that more people will be living with dementia – and more families will need support.

We will work with partners and advocate for our tenants to receive the services they need to improve their health.

We're excited to welcome the new Woodside Health Centre to Garscube Road. This clinic will make a big difference to our community, giving staff and tenants access to essential health services, right on our doorstep.

We will provide specialist housing for those who need it and adaptations where possible to allow people to remain in their homes.

What do our tenants need?

Location: it's the number one factor when we choose our next home.

Our neighbourhoods are really well located, and although some property types are more popular than others, we have waiting lists for all our vacancies. We plan to begin to regenerate Hamiltonhill over the next three years – the newly built homes will be very popular.

To understand where the demand is coming from we plan to carry out a housing needs assessment in partnership with neighbouring housing associations.

If you've got specific needs, we'll do our best to match you with a property that meets them. For example, if a ground-floor or adapted property becomes available, we'll make sure it goes to someone who is elderly, or has restricted mobility.

We will provide specialist mental health support services to tenants who need help to live independently.

15% of you are dealing with mental health issues

We'll expand the services offered by Queens Cross East. This programme already provides emotional and practical assistance to individuals with mental health related issues, learning or physical disabilities. Our aim now is to provide more integrated support such as our partnership with the Flourish House café.

We will focus social regeneration activities on improving health and wellbeing – through projects like community gardens, homework clubs and youth activities.

Sowing the seeds for health

Community gardens bring unused land back to life. But they're much more than that, bringing people together to help our tenants connect socially, eat well and get more exercise. They also help our tenants share information about foods from their culture – and discover new ideas.

Doing our homework

It's no coincidence that schools are often at the heart of a community – education is a great foundation for bringing people together and supporting one another.

Projects like our homework café help give our children the best chance in life. They also build community links and give out tasty, wholesome food – for free.

We will work to extend our homework cafes to bring people together.

Café for all

Our partner, Flourish Café at Westercommon, provides a welcoming place to go for affordable food and good company.

We'll work with the Café, who are a mental health charity, on expanding their events and encouraging everyone to come along and get access to support and advice.

'Eat Better, Feel Better' is a healthy eating programme for families on a tight budget. Cooking, preparing food, sharing recipes and eating together are all on the menu.

We will provide extra support to our older tenants with activities aimed at reducing loneliness.

We don't just provide homes, we encourage communities to grow.

58% of our tenants live alone – and, for some, that can be lonely. Being part of a thriving community can stop people feeling isolated.

Our lunch clubs, art classes, partnership with Community Connectors and Stag Group for men are all part of our efforts for anyone struggling with loneliness – or just looking to try something new.

Volunteering

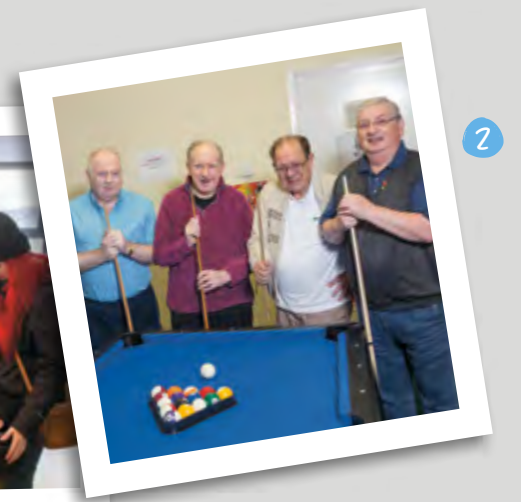
Volunteers play a huge part in our communities. Without their hard work and commitment, some of the services we offer simply wouldn't be available.

Our seniors' IT classes, run by young volunteers, have been a huge success. Now we want to extend this idea to other areas – like driving, youth work and gardening.

Services like these are good for our volunteers too. They give people a chance to use their talents, make new connections and learn new skills – all things that benefit long-term wellbeing.



1



2

1 Great food, great service at Flourish House cafe in Westercommon

2 The Stag Group for men is a popular social club

...TO THE FUTURE

Now you've seen all the plans taking shape, we hope you can see an exciting future for you and your family here at Queens Cross.

Together, we'll create a place we can all be proud of. A place you and your families as well as new residents will choose to live and work.



NEED ANOTHER VERSION OF THIS DOCUMENT?

If you would like this information in another language, in large print, Braille, Easy Read, on tape or disk or in British Sign Language (BSL), please ask us. You can call us on 0808 143 2002 or email contactus@qcha.org.uk

ARABIC

تامولعملا هذه لىل لوصحلا دیرت تنك اذا
ةرېبك فورحب ةعوبطم وأ یرخأ ةغللب
(دیر یزى) ةلهسلا ةءارقل لىارب ةغللب
ةراشلا ةغللب وأ صرق وأ طیرش لىل
بطلت نأ ءارلاف (BSL) ةیناطیربلا
2002 لىل لاصتالا كنكم ی اذه انم
دیربلا ربع انتلسارم وأ 0808 143
نیورتكللا:
contactus@qcha.org.uk

PUNJABI

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਸਿ
ਹੋਰ ਜ਼ਬਾਨ, ਮੋਟੀ ਲਿਖਾਈ, ਬ੍ਰੇਲ,
ਸੌਖ ਦੇ ਨਾਲ, ਪੜ੍ਹਨ ਵਾਲੇ
ਨਮੂਨੇ, ਟੇਪ, ਡਿਸਕ ਯਾ ਬ੍ਰਿਟਿਸ਼
ਸਾਇਨ ਲੈਂਗੂਏਜ (ਬੀ ਏਸ ਐਲ) ਦੇ
ਵੇਚਿ ਚਾਹੀ ਦੀ ਹੈ ਤੇ ਕ੍ਰਪਿਾ ਕਰ
ਕੇ ਸਾਡੇ ਨਾਲ ਗੱਲ ਕਰੋ। ਤੁਸਾਂ
ਸਾਡੇ ਨਾਲ ਫੋਨ ਨੰਬਰ 0808 143
2002 ਤੇ ਗੱਲ ਕਰੋ ਜਾ ਫਰਿ ਸਾਨੂੰ
contactus@qcha.org.uk ਤੇ ਈ
ਮੇਲ ਘੱਲੋ।

URDU

ی س ک تامولعم ایوکپآرگا
لیرب، ٹنرپ ے ژب، نابزرگی
ےل او ےن اج ےھڑپ ےس یناس
شٹرب ای کسڈ، پیٹ ےنومن
(لیا سیا یب) جیوگنیل نیئاس
مہ ینابرہم ہاربت ےہاچ یم
نوف ےس مہ پآ۔ یرک تاب ےس
تابرپ 0808 143 2002 ربم
contactus@qcha.org.uk یم ای یرک
یچیھب لیم یارب

CHINESE SIMPLIFIED

如果您希望将该信息翻译为其他语言、或用大号字体印刷、或盲文、或易读格式、或刻录在磁带或光盘中、或者翻译为英国手语，请联系我们。您可以致电 0808 143 2002，或发邮件到 contactus@qcha.org.uk

CHINESE TRADITIONAL

若欲將該資訊翻譯至其他語言、或用大號字體印刷、或盲文、或易讀格式、或刻錄到磁帶或光碟、或者翻譯為英國手語，請聯繫我們。您可致電 0808 143 2002，或電郵至 contactus@qcha.org.uk

POLISH

Jeśli chcą Państwo uzyskać informacje w innym języku, wielką czcionką, alfabetem Braille'a, w formacie Easy Read, na taśmie lub dysku bądź w Brytyjskim Języku Migowym proszę skontaktować się z nami telefonicznie na numer 0808 143 2002 lub wysłać wiadomość na contactus@qcha.org.uk

Queens Cross Housing Association
45 Firhill Road, Glasgow G20 7BE
0808 143 2002
contactus@qcha.org.uk
www.qcha.org.uk



QCHA.
ORG.UK

A thick, hand-drawn style blue wavy line with three peaks and two valleys, positioned below the text.