



Queens
Cross
Housing
Association



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BE QUEENS
CROSS

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ANNUAL
PERFORMANCE
REPORT

2017-2018



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CHAIR'S WELCOME

So much good work has been going on over the course of the last year within the association that it is difficult to know where to start in picking out highlights.

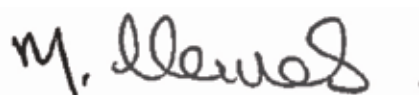
However, I must single out the work that the team has been doing to continue to provide services for older people in our area, to help them live in their own homes for as long as possible.

With strains on budgets there was a real threat that we would have to reduce tailored services to this group of tenants.

Thankfully, our new Older People's Service not only continues to provide levels of support and care that our older people need to stay independent for longer, but it is beginning to be seen as a model of service delivery for other housing associations to follow.

Evidence suggests that older people live longer, happier lives in their own home and I'm delighted that we will be able to help make this possible for as many tenants as we can.

Queens Cross yet again is leading by example as champions of innovation and dedicated to developing creative solutions to improve our tenants' lives.



Marilyn Clewes,
Chair

OVERVIEW OF THE YEAR

In 2017 we launched our 2020 vision to create excellent housing in vibrant communities.

Too often organisations launch grandiose plans that are never heard of again. Well, here at Queens Cross we are determined to deliver on what we promise.

As you can see from the activities outlined in this report we are making progress, it has been another busy year for us. And there is a lot of hard work to be done to deliver results across every area and service.

For me, the unveiling of the results of our Getting to Know You 2 tenants' survey really framed the scale of the challenges that we face.

It gave a sobering and accurate snapshot of the real issues facing our 8000 plus residents here in northwest Glasgow.

The results are a wake-up call about how much work needs to be done and how much poverty, particularly child poverty, continues to blight a significant number of families.

We've known from our staff that high levels of poverty are still a significant factor in keeping people from fulfilling their potential. But these survey figures reinforced what we see and deal with every day; the unacceptable impact that poverty has on people's lives here.

Thankfully, there are some steps we can, and have taken, to tackle the challenge poverty presents us with. By helping to keep rents affordable and providing energy efficient homes we can take two real steps to put money back in people's pockets.

Perhaps for future generations one of the biggest positive impacts we can make is to improve life chances by providing help, advice and skills training to help young people get into work.

The survey also reinforced for me the importance of listening to tenants. Only by engaging with our service users can we provide the services they want, not what the association thinks they need.

Building more homes and improving existing ones, providing excellent accountable services, improving health and helping put money back in people's pockets, all the while making every penny of your rent money count, leads to one thing. Improving the quality of life for everyone who lives and works in Queens Cross.



Shona Stephen
Chief Executive

INTRODUCTION

This report provides you with information about the Association's services and how we performed from April 2017 to March 2018.

OUR VISION

Excellent housing in vibrant communities

OUR VALUES

Respect

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

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.

Integrity

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

OUR STRATEGIC AIMS

- 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.

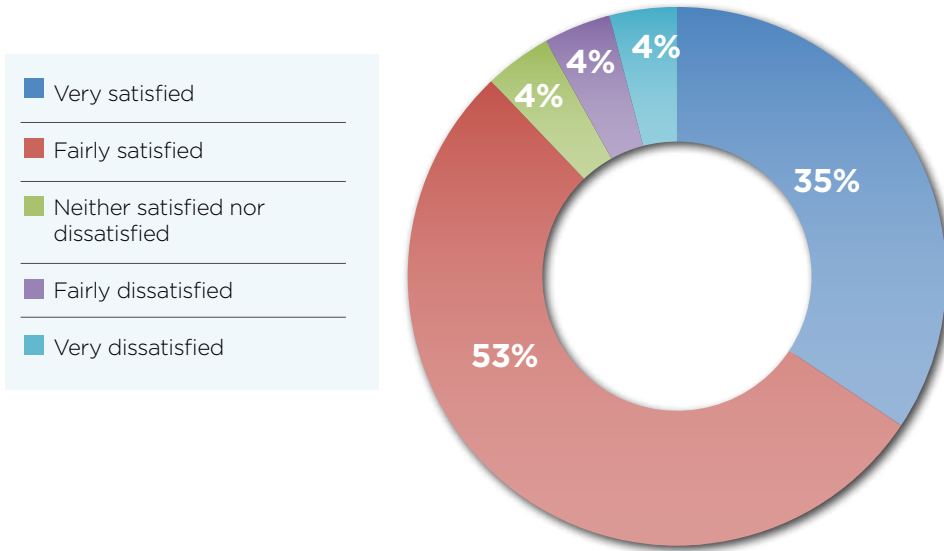
HERE ARE SOME BASIC FACTS AND FIGURES

Homes & rent	Total	House size	House	High Rise	Tenement	4 in a block	Other flat/maisonette	Total
Total homes	4,335	1 apartment	0	100	34	0	0	134
Average weekly rent	£77.64	2 apartment	16	775	1064	24	117	1996
Rent increase (1 April 2017)	2%	3 apartment	62	830	683	104	120	1799
Waiting list	1,076	4 apartment	67	58	116	21	53	315
Homes let	434 - general 33 - sheltered/ supported	5 apartment	72	0	13	0	6	91
		Total	217	1763	1910	149	296	4335

SERVICE SATISFACTION

Our annual tenant survey told us that 88% of tenants are satisfied with the overall service we provide.

We're pleased with this result, but want to keep improving every service.



QUEENS CROSS GROUP



QUEENS CROSS HOUSING ASSOCIATION IS THE LARGEST OF THE THREE ORGANISATIONS THAT SIT UNDER THE QUEENS CROSS UMBRELLA. THE OTHERS ARE:

Queens Cross Factoring Ltd

Owned by the Association, the factoring company looks after nearly 2,500 homes in the Queens Cross and Maryhill areas.

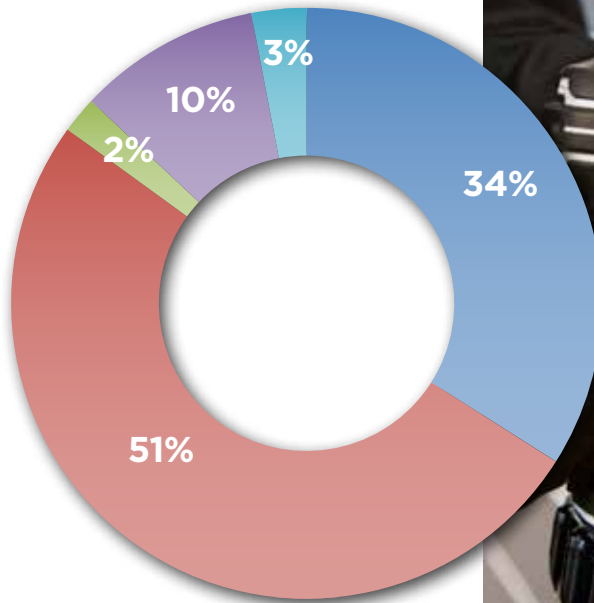
In 2017 the business has expanded in to the city centre and completed a major property upgrade. Read more on page 22.

Garscube Community Foundation

A charity set up to support local community projects and voluntary organisations which provide services for those who are disadvantaged or have particular needs. It was set up jointly with Queens Cross Workspace, which aims to develop a business infrastructure for the creation of job and training opportunities in the Queens Cross area. This year, the Foundation launched the Community Chest, a small grant fund for local young people.

YOUR HOME

85% of tenants satisfied with their home.



Lettable houses that became vacant

11%

Court actions

37

Time taken to re-let properties

27 days

Evictions

14 12 for unpaid rent, 2 due to anti-social behaviour

Tenants satisfied with the standard of their home when moving in

88%

Tenancy offers refused during the year

35%

Tenants satisfied with the management of their neighbourhood

85%

Anti-social behaviour cases resolved within locally agreed targets

74%

Properties abandoned

25

Void properties empty for more than six months

0

Notices of proceedings issued

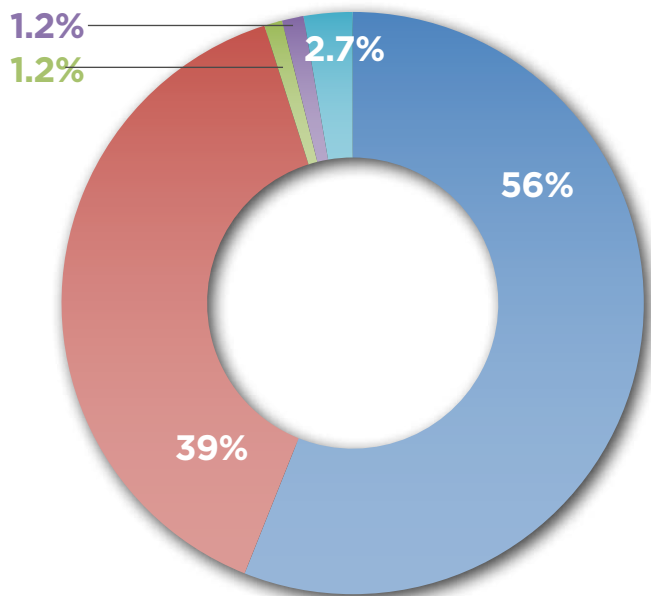
125

Void properties at the year-end

10

REPAIRS & ADAPTATIONS

95% of tenants are satisfied with the repairs and maintenance service



Average time to complete an emergency repair **1.7 hours**

Average time to complete non-emergency repairs **3 days**

Repairs completed right first time **97.8%**

Average number of repairs completed per home **4.43**

Approved applications for medical adaptations completed **84%**

Average time to complete medical adaptations **73 days**

Gas safety records completed by anniversary date **100%**

SCOTTISH HOUSING STANDARDS

The Scottish Housing Quality Standard (SHQS) is the Scottish Government's principal measure of housing quality in Scotland.

The SHQS is a set of five criteria which must all be met if the property is to pass SHQS. These criteria comprise of 55 elements and nine sub-elements against which properties need to be measured.

Stock meeting the Scottish Housing Standard (SHQS) at 2017/18 **96.4%**

Homes at or above NHER or SAP ratings* **100%**

Stock surveyed in last four years **50%**

Self-contained stock exempt from SHQS **3.6%**

New units built this year **0**

*NHER (National Home Energy Rating); SAP (Standard Assessment Procedure for energy ratings)

BUILDING NEW AND IMPROVING EXISTING HOMES

Providing high quality affordable homes is central to what we do. We have continued to make progress over the past 12 months to improve our existing housing stock and towards delivering more new homes.

WE'RE PROUD OF

Cedar multis' new look

Some of our most iconic homes, the three blocks of Cedar multi storey flats at Woodside, are taking on a new look.

Old balconies have been transformed into enclosed pods. Glazing panels allow the flats to benefit from the heat of the sun and will reduce the energy needed to heat the flats.

Internal renovation works including new lifts are now installed, and work has started modernising landings and other communal areas.

Energy improvements at Cedar

As part of the improvement works at Cedar we have installed new electric-wet combination boilers to provide heating and hot water.

The new systems have programmable room thermostats and domestic hot water immersion controllers.

New external insulation, triple glazed windows, mechanical ventilation heat recovery system (MVHR) and enclosed balconies, mean tenants' need for heating will be reduced and therefore save them money.

Improvements at Dundasvale

Foyers and landings improvement work has been completed at Dundasvale.

Multi storey blocks have had internal upgrades to public areas including new decoration and flooring. New lighting and upgrades to fire doors and storage areas have also been completed.



The transformation of three multi storey blocks at Cedar Court is in its final phase.



At our first Open Day we talked to tenants about major regeneration plans for the area.

WE'RE WORKING ON

Making Places in Woodside

We are currently planning improvements for Woodside's public spaces.

Collective Architecture is working with us alongside Sustrans, an organisation with 30 years of experience in delivering cycling and walking plans.

Consultation events have taken place locally and we are in the process of developing plans to improve green space, parking, play areas, street landscaping and lighting.

Should plans go ahead the area will be significantly more pedestrian and cycle friendly.

Hamiltonhill plans moving forward

Masterplan proposals for Hamiltonhill were considered by Glasgow City Council's Neighbourhoods, Housing & Public Realm Policy Committee and were positively received. In August, we submitted an application for planning permission in principle for the full masterplan area that would see over 600 new homes built. With new parks and public areas improvements also planned, this will be biggest neighbourhood project in the association's history.

Consultation events were held locally prior to the planning application and we will continue to liaise with the local community as our proposals progress.

Partnership working brings canal side to life

Queens Cross have been one of the partners working with Scottish Canals to create additional leisure space for local tenants.

The walkways between Firhill and Applecross Basin have been improved and a new walkway now links Hamiltonhill through the historic Claypits to Applecross Basin with plans for another link directly to Garscube Road.

'The canal is a central feature of our whole area so it makes sense to try and make the most of it as leisure space,' said Social Regeneration Manager, Jamie Ballantine.

'Building communities is not just about providing first class houses it is also about making the most of the space surrounding them.'

DELIVERING EXCELLENT SERVICES

We promised to deliver the services you need, when you need them, in a way that works for you.

Although there is always room for improvement, our latest customer survey results tells us that you think we are delivering on the promises outlined in our Customer First Charter which outlines standards of service you can expect.

WE'RE PROUD OF

Helping people keep a roof over their head

Homelessness continues to be a serious problem in the city. We recognise that one of the easiest ways of keeping people off the streets is to help them stay in their homes.

Some tenants may have a range of issues that stop them paying their rent on time.

We have now set up a Tenancy Sustainment Team to ensure we can identify tenants that may have issues and support them as early as possible.

Supporting older people to live independently

Our new Older People's Service gives all our tenants aged 60 and over help and support to live independently for longer.

It offers two tiers of support, a Retirement Service and an Intervention Service. The Retirement Service offers support for day-to-day living such as extra help when you need repairs or advice on benefits and financial matters.

Our Intervention Service is for when you need extra support when ill or need to go into hospital.

The centre of the new service is our new Older Person's Hub at 472 Maryhill Road, which is our base for social activities and information about the new service.

Top marks for homelessness projects

In 2016 Queens Cross's Council for Homeless Young People and Fire Station homeless project both received top scores for the quality of staff, care and support levels from the Care Inspectorate. We aim to keep our standards high at our next inspection this year.



A new Older People's Service launched in April offering support to those aged 60 and over.



'Housing staff help people manage their tenancy, offering advice and guidance on issues like anti-social behaviour.'



Two new guides out this year tell you the services you can expect from our estate caretaking and handyman teams.

WE'RE WORKING ON

Helping young people into work

Queens Cross has teamed up with its maintenance contractors P&D Scotland and McDermott Contract Services to offer work experience to young people supported by its homelessness service.

The companies will be offering work shadowing in the electrical, plumbing and joinery trades to give young people a taster of what a career in the building industry is like.

According to our support team, getting a job is one of the biggest factors in helping to successfully sustain a tenancy.

New web services

Our new app has taken a bit longer to develop than we wanted to but more accessible services will be with us soon. By 2019 tenants will be able to log on to their own account, report a repair or

anti-social behaviour and pay rent.

With our services changing and modernising, it's time for an overhaul of the Association's website. All content will be reviewed as we aim for a more streamlined online service providing the information that customers need and want.

Handyperson and estate caretaking guides

The handyperson and estate caretaking guides have been developed with support from local people who sit on our Residents Task Force.

They tell you the service you can expect from the teams like removing graffiti, inspecting and clearing play areas, litter picking, maintaining lighting in common areas and carrying out minor repairs.

The estate caretakers also look after the Association's new CCTV system and carry out fire safety inspections, helping to keep Queens Cross properties safe and secure.

Intervention service delivers for Frances

Tenant Frances Young benefited from our Intervention Service after a short illness.

'I can't praise the staff enough, there was nothing they wouldn't do for me whether it was getting my shopping or my medication, to just visiting me every day to make sure I was ok, nothing was

too much trouble,' she said.

Queens Cross staff will work with other support services involved in older tenants' care, such as GPs, or the ambulance service, occupational health and social work to make sure tenants get the support they need to get back on their feet.

INVESTING IN OUR PEOPLE

People are our most important resource whether it is the staff who work for us or our tenants. We are committed to investing to ensure staff have the skills they need to do the job well and that tenants have the support they need to improve the quality of their lives.

WE'RE PROUD OF

More apprentice opportunities in Queens Cross

Two Business Administration apprentices have been recruited to work in head office and a trainee electrician and plumber have joined the maintenance team.

We're now expanding our Modern Apprenticeship (MA) programme to help give young people in north Glasgow a step on to the career ladder.

We're also developing a new Caretaking MA and will be recruiting Housing MAs in the near future.

We work with local schools to offer short-term placements that give pupils a taste of what it's like to work for social landlord.



SUPPORTING
year of young people
bliadhna na h-òigridh
2018



Our Modern Apprenticeship programme has created four new jobs for young people so far with more on the way.

Boost for Sharing Lives Sharing Spaces project

Sharing Lives Sharing Spaces won the Outstanding Approach to Equality and Diversity category at the Chartered Institute of Housing's UK Housing Awards 2018.

The project forges closer ties with the local Chinese community and has secured a grant of £60,000 to build on its success.

Sharing Lives Sharing Spaces works with Partick Thistle Charitable Trust to run football coaching to help increase sport and physical activity.

As well as running sports coaching courses the project runs free English classes, money and welfare rights services and children's activities.

These include support for young people and parents with weekly homework clubs and cafes, a new community based film project involving young people and adults from across the community and regular drop-in help sessions offering advice across a range of issues.



Sharing Lives, Sharing Spaces is an award winning project that has forged closer ties with the local Chinese community.

WE'RE WORKING ON

Community Connectors helping older tenants stay active

Our Community Connectors champion is linking people over 60 or anyone caring for an older person to services and activities in the local community.

The champion helps tenants take positive steps to improving their health and wellbeing, increasing levels of social interaction and helping people enjoy a more vibrant, independent life.

Based in our Firhill Road office, our champion will spend one to one time with you at home, getting to know you and what matters to you most.

Getting residents more involved in decision making

We have become just the fifth housing association in the country to attain a silver Tenants' Information Service Scrutiny Approved Accreditation.

Recruitment of new people to get involved with our scrutiny group, the Residents Task Force, is an aim for this year. Joining a Queens Cross group is a great way of learning new skills and can open up new opportunities for those involved.

Two members of the Task Force have achieved a Chartered Institute of Housing Level 2 in Housing Management.

Supporting staff to help them deliver better services

Twenty two members of staff were supported to achieve nationally recognised qualifications this year and a further six have signed up for further education course very recently.

Better-trained staff deliver better services more effectively. Overall Queens Cross commits 2% of its budget to help improve the skills of the people who work here.

Total number of staff

195

Percentage of days lost through sickness absence

5.2%

Case study: Task force recruit takes learning to the next level

Tenant Christine Wilson joined Queens Cross's Residents Task Force just over a year ago after initially receiving an unsatisfactory response to a complaint.

After pursuing the matter further she was persuaded to join the group to give her voice to help improve the way the association delivers its services.

The group scrutinises the association's work, monitors performance. It investigates key issues and makes recommendations for improvements.

A tenant for 28 years, Christine has achieved a Chartered Institute of Housing level 2 in Housing Management Qualification to help her understand more about how the association works.

Good at keeping customers informed about services and decisions

88%

Satisfied with opportunities to participate in decision making

87%



We want to thank everyone who helps us make our services and communities better places to live and work.

CHALLENGING POVERTY

Our latest tenants' survey Getting To Know You 2 confirmed what we had suspected through working with tenants day-in-day-out, poverty remains a major problem for many people living in the Queens Cross area.

The results are a wake-up call about how much work needs to be done to tackle the causes of poverty.

WE'RE PROUD OF

Financial Inclusion Team helps tenants make the most of their money

Last year our financial inclusion team worked with many tenants to help them make ends meet.

In the Getting To Know You 2 survey, 42% of tenants said their income did not always cover their monthly expenses.

The team works with tenants to help them get all the benefits they are entitled to and offer advice on how to budget to make money go further.

New £10,000 Community Chest

We launched a new £10,000 fund to help young people increase their access to opportunities and do things they couldn't otherwise afford.

The Queens Cross Community Chest fund is managed by our local charity the Garscube Community Foundation. It gives young people and their families access to a grant of up to £150.

The grant can be used to improve the quality of life or opportunities for the young person. This might include equipment for an event or activity, club fees, education or skills development, clothes for a job interview or sport.



Tackling Holiday Hunger

We achieved a grant of more than £8,000 from Glasgow City Council's Holiday Hunger programme.

This funding was used to increase and enhance our summer youth activity programme. It allowed us to pay for lunches and snacks for all young people and activities and experiences such as sports coaching, science sessions, arts and crafts sessions and day trips.

The programme featured six weeks of activities at Woodside and four weeks at The Courtyard.

In total, 85 children registered with the summer programme, 180 lunches were served at Westercommon and 628 lunches were served at Windsor Hall.

Queens Cross Community Chest

Grants up to £150 for children and young people aged 1-25 years

We look forward to hearing from you!

We fund

- Equipment for an event or activity
- Clubs, classes or group membership fees
- Trips and travel
- Evening classes, courses or extra tuition
- Skills development
- Clothing e.g. for job interview, winter coat, shoes

For young people aged 25 years and under living or attending school in Queens Cross Housing Association's area of operation.

Get in touch on:
Tel: 0141 589 7435
Email: communitychest@qcha.org.uk



The Community Chest is funded with support from Queens Cross Housing Association and Queens Cross Workplace.

[QueensCrossHousing](https://www.facebook.com/QueensCrossHousing)

[@QueensCrossHA](https://twitter.com/QueensCrossHA)



Queens Cross Housing Association

SOCIAL HOUSING AND TACKLING CHILD POVERTY



Getting to Know You 2
qcha.org.uk



Tia Warren was one of the first to receive Community Chest grant funding. Read her story below.

WE'RE WORKING ON

Making homes as efficient as possible

By cutting tenants' heating bills we can save them money.

A new ground source heating system is now operational at Westercommon. The system, which uses natural heat from the earth, keeps 448 flats in the area warm.

At Woodside a new £11 million energy efficient heating system is already saving tenants an average of 14% on their bills.

Queens Cross, Director of Property, Enterprise and Regeneration Rona Anderson said:

Energy for heating is expensive. Our tenants' survey showed that 64% of tenants spend more

than £80 a month on gas and electricity. If we can cut this we give people options for spending on other things to improve the quality of their life.

Helping people get online

We employ a Digital Inclusion Coordinator to help people get the most from going online.

64% of our tenants now have access to the internet, a 15% increase from four years ago. Knowing how to use the Internet can enhance your education, up your employment prospects and give you access to cheaper goods and public services.

All of this can help put more money in tenants' pockets.

Tia gets a kick out of new Community Chest

A novice martial artist student was the first young person to benefit from our new Community Chest fund.

Tia Warren (13) from Westercommon used her £150 grant to buy equipment to enable her to progress her hobby of Muay Thai.

'I'm interested in Muay Thai as a way of building my confidence and keeping fit, this new kit will really help me progress,' said Tia.

Muay Thai is a combat sport from Thailand that uses hands, feet and knees along with various clinching techniques.

'I think this fund is great idea we could never have afforded this kit without it. I think it is really opening up new opportunities for Tia to pursue something she otherwise might not have,' said Tia's mum, Leanne Miller.

HEALTH AND WELLBEING

Our tenants' survey showed that ill health in Queens Cross is increasing; 53% of households reported that someone had a health condition or disability. This has gone up from 33% five years ago.

Ill health can be a significant barrier to enjoying a good quality of life. Over the past year we've taken a number of steps to improve the health of our tenants.

WE'RE PROUD OF

Queens Cross East helping people live independent lives

Queens Cross East mental health service is helping people move from residential care to independent living.

The service is helping individuals move from 24 hour residential care settings into the community and their own home with our support.

Demand for the service has never been higher and the team are currently working with 30 tenants experiencing or recovering from mental health related difficulties delivering 823 hours of support every month.

The services offered are varied and tailored to each person and can have a key role in helping individuals move from 24 hour residential care settings back into the community.

Over the past two years the service has assisted five people to move to independent living from residential care.

Eat better feel better

Educating tenants about the links between good food and good health was the focus of 'Eat Better Feel Better' sessions.

Run over the summer, the sessions taught tenants how to make the most of fresh ingredients to feed themselves and make their family healthy, tasty meals.

Addressing loneliness

Studies have shown that there's a direct link between loneliness and deteriorating health. Our courses and activities get people out and about doing things they want to do.

Our Older People's Service and Community Connectors are projects that help reduce loneliness among older people. Sessions include bingo, the Stag Group for men, tea dances and general activities to get people out of the house and are proving extremely popular.





WE'RE WORKING ON

Focus on health and wellbeing improves residents' lives

Improving diets, getting more exercise and improving mental wellbeing all helps improve residents' quality of life at all ages and stages.

We are now putting more focus on helping tenants access activities to help achieve this with three new appointments – an Activities Co-ordinator for the Older People's Service, a wellbeing practitioner in the Community Connectors service and a Health and Wellbeing Co-ordinator in our social regeneration team.

The idea behind each job is to support people on an individual basis and to create a series of events and activities throughout the year to get people involved, improve their mental and physical resilience and enjoy themselves while they take part. This helps them deal with their own particular circumstances by leading healthier, fitter, happier lives.

Some of the more popular activities for men aged 60 plus include Stag groups. Members take part in walking football and Mind in Memory sessions where people share and talk about their experiences. They are also offered free health checks.

Healthy eating, tea dances and cookery classes are also popular with older men and women.

Encouraging healthier lifestyles in Queens Cross

Queens Cross has appointed a new Health and Wellbeing Co-ordinator to help improve tenants' lifestyle choices.

Susie Stott runs a range of activities to help people make positive choices around health and wellbeing.

So far Susie has been involved with supporting The Homework Café, our gardening projects and the Kids' Outdoor Sessions. She has also started a new singing group, Wee Sing Along, introduced new mindfulness sessions, a walking group and an Easy Exercise Class at Dundasvale residents' hall.

Queens Cross already had staff supporting the growing spaces project and offering healthy eating courses, so a new role that could coordinate activity across community work, healthy eating, growing and lifestyle choices was an obvious next step.

'There are always healthy options regardless of income levels, it is my job to help encourage tenants to make them,' said Susie.

ENSURING VALUE FOR MONEY

Rent makes up a significant percentage of household expenditure so tenants need to be assured that every penny is being spent wisely.

WE'RE PROUD OF

First Tenants' Open Day

Tenants got the chance to see behind the scenes and talk to staff at our very first Open Day in April.

We were delighted to have welcomed around 100 tenant guests to our Firhill Road office.

Visitors took part in guided tours, fun activities and interactive workshops as they got to see Queens Cross up close.

The event invited tenants to meet staff, ask questions about their services and learn about ways to get involved in decision making.

Gala Day

Our Gala Day is something of a tradition in Queens Cross. It receives a whopping 97% satisfaction rate from visitors.

The event's only possible thanks to grant funding from Glasgow City Council, donations and our amazing community and staff volunteers.

WE'RE WORKING ON

Keeping rents affordable

Over the past 12 months we have undertaken rent restructuring to ensure that tenants living in a similar property pay the same rent.

No one likes rent rises but here at Queens Cross we are committed to only putting rents up fairly. We have benchmarked our rents against other associations and they compare very favourably.

73.8% of tenants feel the rent for their property is good value for money.

Penny in the £ analysis

The pie chart on page 19 shows the share of the association's cash spent, both capital and major investments and revenue in the year, across each service area or activity.

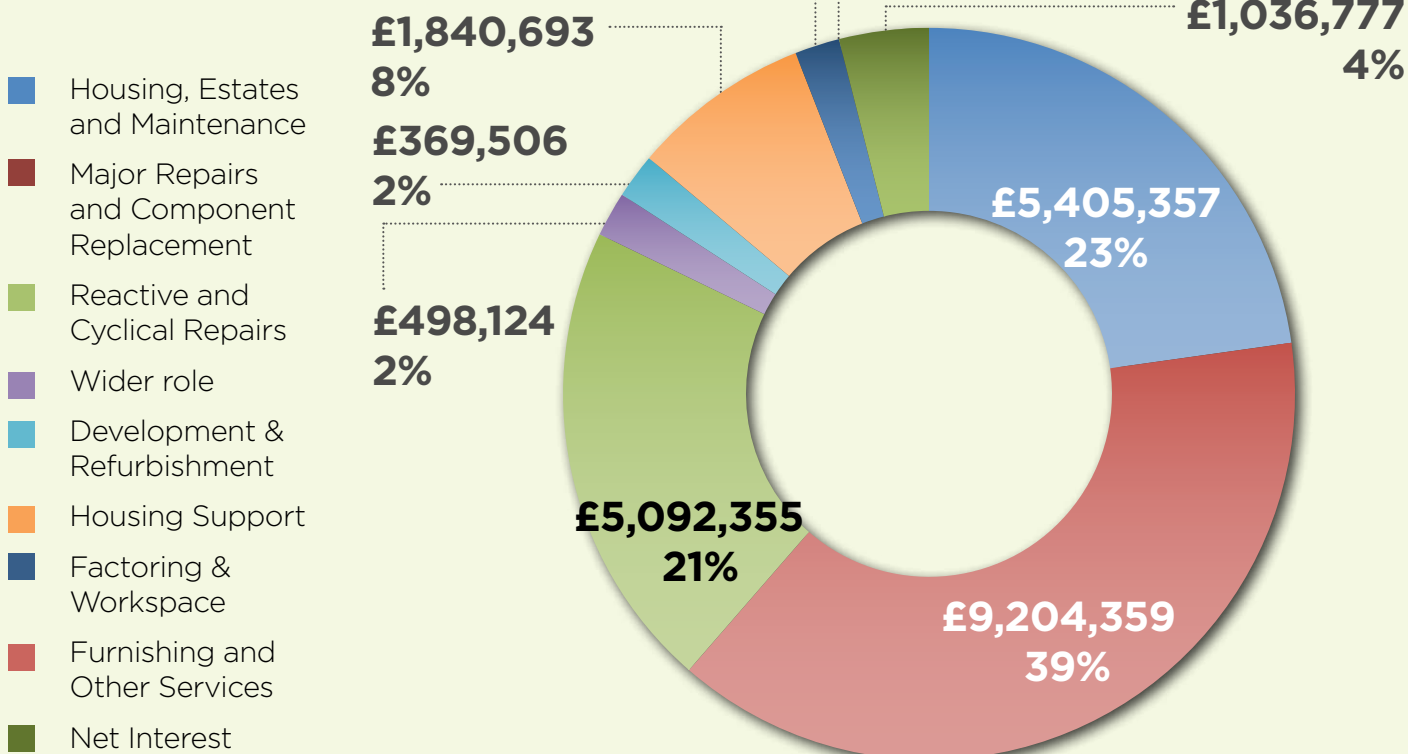


Our Open Day and Gala Day give us a chance to listen to your ideas and have a relaxed and friendly chat over a cup of tea.



WHERE YOUR £ WENT IN 2017/18

This pie chart shows the percentage of each pound spent by the Association on each activity across its revenue and capitalised maintenance spend.



Income in the year: **£22.7m**

£19.6m	rents and service charges
£1.6m	housing support grants and charges
£1.4m	factoring
£0.1m	Grants for new properties

What we spent in the year: **£21.5m**

£9.2m	on refurbishing existing homes
£5.4m	managing homes and estate services
£5.1m	on cyclical and reactive repairs
£1.8m	on housing support

Rent collected as a % of total rent due including rent overdue from previous year: **101.28%**

Gross rent arrears as a percentage of rent due: **4.72%**

Tenant arrears written off at year end: **£152,597**

Households for which we receive housing costs direct: **2,967**

Value of direct housing cost payment received: **£10.7m**

Percentage of rent due lost through properties being empty during the last year: **1.35%**

COMPARING OUR COSTS

The association is always seeking to deliver value for money services. To support this and help us understand our services, we compare our performance and costs through our membership of HouseMark who hold information about housing associations across the UK.

What's value for money?

For Queens Cross value for money isn't about choosing the cheapest service or product; it means doing the right things, the right way and at the right cost.

Working with HouseMark Scotland, we compare our performance with thirty one Scottish

housing associations similar to ourselves in size, structure and/or location.

How did we do in 2017-18?

Here are some of this year's key results showing comparisons to our benchmark group and our results for the previous two years.

Housing Management

This is how we manage homes, collect rents, engage with tenants, let our homes and deal with anti-social behaviour.

Our housing management cost per property has fallen. We continue to perform better with regards to rent collection – resulting in a reduction of total arrears during the year.

Both the cost of housing management and direct non-pay costs have fallen. The Association sees investment in frontline housing staff as key to meeting the demands of welfare reform.

We want to reduce the overall cost per property, continue stock growth and value for money savings whilst aiming to maintain our good performance.

Queens Cross 2017/18 cost:
£545 per property

Queens Cross 2016/17 cost:
£600 per property

Queens Cross 2015/16 cost :
£540 per property

Group median* cost:
£515 per property



Responsive Repairs and Empty Homes

This is how we fix emergency and routine problems reported by tenants and prepare empty homes for new tenants.

Against the group, our costs are lower than the median whilst our performance across a range of measures such as repair response times and repairs completed first time continues to put us amongst the top performers.

Our costs have decreased slightly since last year as a result of a reduction in responsive repair overheads.

Queens Cross 2017/18 cost:
£685 per property

Queens Cross 2016/17 cost:
£712 per property

Queens Cross 2015/16 cost:
£678 per property

Group median* cost:
£824 per property



Planned Maintenance

We work to modernise homes (e.g. kitchens, bathrooms, heating) and carry out planned maintenance such as servicing boilers or external paintwork.

As a result of the extensive investment programme the Association continues to spend more per property than others in the group. This reflects both the timing of our current investment programme and the delivery of investment commitments made at stock transfer.

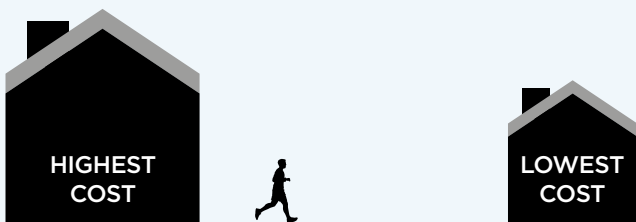
We see this higher expenditure delivering value for money through improvements in the quality of our housing stock with potential benefits to tenants through improving heating systems and reducing utility bills.

Queens Cross 2017/18 cost:
£1,983 per property

Queens Cross 2016/17 cost:
£2,803 per property

Queens Cross 2015/16 cost:
£1,566 per property

Group median cost:
£950 per property



Overheads

In order to keep the organisation working effectively as a business, we have support functions which relate to office management, information and communications technology (ICT), finances and staff management.

Support services including finance and other central support costs are lower than the group median.

The organization continues to have higher than average costs for premises reflecting the range of local offices, sheltered wardens, facilities and other community facilities in the area.

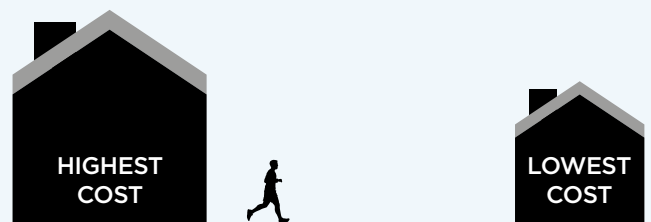
We have also been investing in our IT infrastructure to develop a digital business through, for example, the development of the QC App.

Queens Cross 2017/18: **14.2%**

Queens Cross 2016/17: **12.4%**

Queens Cross 2015/16: **13.5%**

Group median: **12.5%**



*Median: The median is the middle figure or number in a list of numbers. For example, in the data set {1, 3, 3, 6, 7, 8, 9}, the median is 6 i.e. the fourth number in the list of 7 numbers.

We'll continue to drive for value for money in all areas of our business, taking action on a number of fronts to monitor and maintain good governance on all financial matters and ensure the association has sound finances.

Savings and Financial Planning

Over the last five years, we've reduced our annual running costs by £1m, meeting a savings target we set in 2012.

This saving has been essential in keeping rents affordable and meeting the challenges of change to our service funding, such as the Older People's Service.

We continue to review how we buy goods and services across a range of services with cleaning, legal services and mobile phones amongst those retendered this year.

FACTORING SERVICE

We provide a factoring service to nearly 2,500 homes and commercial properties. Our goals this year were to take on new business and continue to deliver high quality services to existing customers.

WE'RE PROUD OF

A major upgrade at Fergus Court

A major upgrade to a whole block of flats at Fergus Court was completed this year. Following installation of external wall insulation, the building's energy performance greatly increased.

The property had gutter and render problems for some time but we applied for and got home energy efficiency and ECO funding that allowed us to re-render and better insulate the building.

New business

We've added 41 properties to our portfolio this year including a block of tenement homes and a commercial property in the city centre. We're pleased with this small but important expansion of our business in to other areas of the city.

Mid-market success

Although we have only 12 mid-market rent flats, demand is high for these properties. We're delighted that all properties have been let and they're providing high quality affordable homes for people on low or modest incomes.

WE'RE WORKING ON

Web portal and App

In 2018/19 we'll launch a new customer web portal and App. This will make it much more straightforward for our factored home owners to see and manage their account whenever they want to.

Paying invoices, logging repairs and keeping up to date with property works are just some of the App's features that will give customers full access to their account history.

Business process review

We're taking on the task of reviewing all of the factoring policies and procedures. Our business procedures support staff and customers and give clarity to the service that is expected of us.

Owners Survey

We value feedback from owners and carry out a full survey of all of our customers every three years. Our next survey will be sent out in December 2018.

Number of residential properties factored **2,489**

Turnover **£1.4m**

Average annual management fee per factored property **£119 PLUS VAT**

Factored home owners satisfied with service **67.1%**



GET IN TOUCH, GET INVOLVED

JOIN THE ASSOCIATION

Just £1 is all it takes to become a member of the Association. You then have a real say in how we are run. You can stand for election, attend the Annual General Meeting and vote to appoint Board members.

JOIN THE BOARD

We are always looking for tenants to get involved in how we are managed by joining our Board. Two thirds of Board seats are reserved for tenants. Training and support is provided for anyone interested.

OUR BOARD

Marilyn Clewes

Chair

Sadie Gordon

Vice Chair

David Horner

Vice Chair

Andrew Burns

Independent Board Member

Ian Elrick

Independent Board Member

Margaret Glass

Community Board Member

John McIntyre

Independent Board Member

Anne Ramsey

Community Board Member

Christine Thomson

Community Board Member

RESIDENTS TASK FORCE

The Residents Task Force are a group of local residents who help us improve services and the way we work. Training and support is provided, so get in touch if this is something you might be interested in.

VOLUNTEERING

We have lots of opportunities for people to get involved in volunteering. Whether you want to brush up skills to help you back into work, or just want to give something back to the community, we have something to suit.

COMPLAINTS AND COMPLIMENTS

We want to hear from you whatever you think of our services. All complaints are investigated fully, but we are also keen to hear of positive experiences of our services.

All the feedback you give us, good and bad, helps us improve how we do things.

Number of
complaints

179

Number of
compliments

66

1st stage
complaints upheld

54%

2nd stage
complaints upheld

60%

Complaints
responded to in full

100%

Complaints responded
within timescales

77%

COMMUNITY INVOLVEMENT GROUPS

Get to the heart of shaping your local community by joining one of our four Community Involvement Groups. They are the sounding board for how we develop and improve communities. There is one for each of our four neighbourhoods: Dundasvale, Queens Cross Woodside and Westercommon/Hamiltonhill.

WANT 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

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

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

إذا كنت تريد الحصول على هذه المعلومات بلغة أخرى، أو مطبوعة بحروف كبيرة، بلغة برايل، القراءة السهلة (إيزي ريد)، على شريط أو قرص، أو بلغة الإشارة البريطانية (BSL) فالرجاء أن تطلب منا هذا. يمكنك الاتصال على 0808 143 2002 أو مراسلتنا عبر البريد الإلكتروني: contactus@qcha.org.uk

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

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

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GET IN TOUCH

For all opportunities to get involved with us, please:

- Call** 0808 143 2002
- Visit** www.qcha.org.uk
- Email** contactus@qcha.org.uk
- Follow** www.twitter.com/QueensCrossHA
- Like** www.facebook.com/QueensCrossHousing
- Write** Queens Cross Housing Association, 45 Firhill Road, Glasgow G20 7BE



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