



Business Plan 2020 – 2025 Consultation Document

September 2020

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Our Vision

Excellent housing in vibrant communities

Our Values

Our values guide everything we do. Whenever we make decisions, we look to our values to make sure we are doing the right thing.

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 we realistically can.

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.

ASPIRATION - We seek new opportunities and welcome change

We want the best for all our current and future tenants. We are not afraid to strive for things that won't be easy or try things that haven't been done before. If it doesn't turn out as planned we learn and improve. And then we try again.

Queens Cross Group

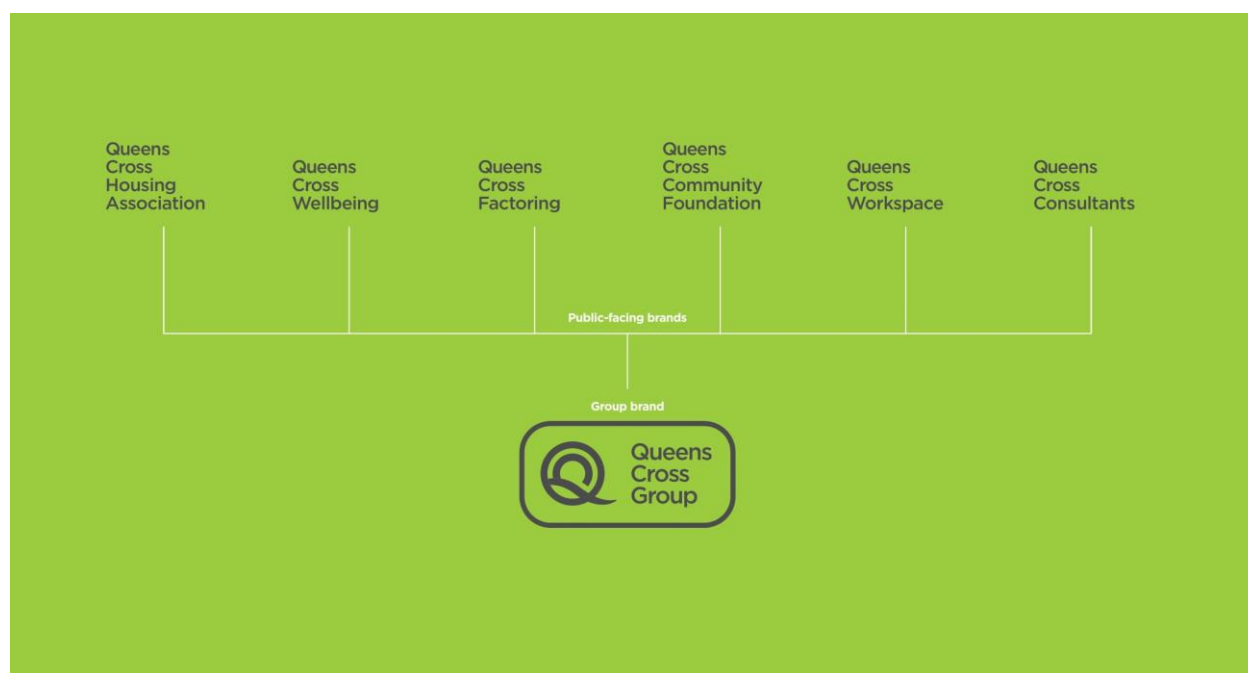
The Queens Cross Group is made up of four partner organisations who work together to improve lives through high quality housing and neighbourhood services, employment and business opportunities and a better environment for the benefit of local communities.

Queens Cross Housing Association: Provides high quality social housing, place-making, financial inclusion, community and wellbeing services for people of all ages and backgrounds with a strong emphasis on tackling inequality.

Queens Cross Factoring: Provides high quality property management services for private homes and businesses in Queens Cross and Maryhill.

Queens Cross Workspace: Supports the local economy, providing affordable business space, generating opportunities for employment and training to reduce the impact of poverty.

Queens Cross Community Foundation: Is a grant giving charity for local community projects, individuals and voluntary organisations to support those who are disadvantaged or have specific needs.



Chair's welcome

It's a real pleasure for me to be leading the Board during a transformational time for Queens Cross.

Over the last five years we have seen a focus on, not just providing first class housing, but using the tools at our disposal to build a sustainable community with residents at its heart.

Having a house that is safe, secure and affordable is a cornerstone of what we do. And, as a Board member and someone who has lived in the area for many years, I see evidence everywhere of the Association going the extra mile every day to sustain and improve lives.

My first concern on joining the Board was to make sure tenants receive services that are good value for money. I soon discovered that the Association plays a much bigger role than providing affordable housing.

One of the things I'm most passionate about is providing the best start in life for young people, giving everyone the same opportunity to have a decent education, find a good job and fulfil their potential. Unfortunately, there are still too many of our young people growing up in relative poverty.

According to our latest tenants' survey, 31% of people say they can't always meet the cost of activities for their children as they need to buy essentials. It was to narrow gaps like this that we introduced the Community Chest fund. To date, it's given hundreds of young people access to the same classes, hobbies and equipment that others take for granted.

I'm very proud of projects like this and all the other work we do to tackle poverty - not just keeping homes affordable and energy efficient, but providing support to help people break out of the poverty trap; support to improve language and digital skills, help with basic financial planning and getting out of debt, help and support to find work. Sometimes, as this pandemic has proved, it's as critical as helping people stay healthy by putting food on the table.

The way we do things at Queens Cross is as important to me as what we do and one of our big ambitions over the next five years is to make the voices of tenants even more central to our decision making.

We will be striving harder to listen to tenants and let them guide what we do.

I look forward to you joining us on our journey.

Marilyn Clewes
Chair

Chief Executive's foreword

We have one aim over the next five years, to make Queens Cross *the* place in Glasgow to live and work.

Our Vision 2025 is not just a promise but a step-by-step guide to how we plan to achieve this.

This plan was developed in consultation with tenants, staff and stakeholders over a period of 9 months and reflects their hopes and aspirations for the future; one which has been transformed in many ways by the impact of the Coronavirus.

We have taken the time to review our plan in light of the global pandemic but are confident we can still deliver. Indeed, our priorities of improving digital services, tackling poverty and improving wellbeing have never been more important.

As the pandemic and economic downturn will have harder and more far reaching effects on our communities compared to others, we must do more than we've ever done before.

We pride ourselves on being an anchor holding Queens Cross communities together; now is the time to show that we are part of the very fabric of people's lives in northwest Glasgow and that we know the challenges they face.

These are challenges that we have the tools, the knowledge, the connections and the will to tackle head-on, to deliver more for the area and its people. More in the way of great homes and neighbourhoods that people want to live in, more for the environment and more in improving life chances for all our residents.

Over the next five years we want to build on the achievements of the last Business Plan, and push forward the work of creating thriving, dynamic neighbourhoods with a diverse outlook.

Poverty and inequality are two of the biggest barriers to achieving this and we will continue to tackle both of these blights on our society. We'll work more closely with Queens Cross residents to bring the investment, improvements, services and opportunities to the area that it deserves.

By helping young people and families have the best possible life chances, our role can be transformational. We can do this through developing community capacity and learning opportunities along with secure tenancies in affordable homes.

Above all, we want to improve the wellbeing of our communities and the individuals within them by building on our foundations built of excellent housing, community services and accountable decision making.

The closeness of Queens Cross to the city centre, the West End and the easy access to some of Scotland's more beautiful scenery means we are ideally placed to attract the next generation of people who want the advantages of city living within a

distinct, diverse and welcoming community. This is why we are in an area with one of the fastest growing populations in Glasgow.

In the 21st century connection is about more than physical spaces, we need to be ambitious in building a digitally connected quarter that is the envy of the city, while ensuring local people have the skills they need to take advantage of the benefits this brings.

Climate change is arguably the biggest universal challenge for everyone and especially our young people. As an organisation with influence over how this can be addressed in our area we must lead from the front.

We have opportunities to make a real difference to how we approach green issues within our new development at Hamiltonhill, for example. This is a chance to lay down a strong marker and contribute to meeting Scotland's goals in reducing carbon emissions and designing for a new more environmentally friendly future. .

We have to be bold and innovative in our ambitions. Energy efficiency makes sense; it also keeps money in peoples' pockets. But it's not just about heating homes, it's about the way we all live our lives, the way we get to work, the way we spend our leisure time, the way we consume.

While individuals have choices to make, we have the opportunity to build neighbourhoods that make it easy to walk or cycle, to recycle and to spend healthy recreation time in safe and green outdoor spaces, designed for everyone.

Over the past five years we have made a fantastic start in the transformation of Queens Cross into a neighbourhood where people want to live and work.

We have uncovered our potential to be one of the best places in the city to grow up, to grow old, and everything in between.

Our Vision 2025 will make this a reality.

Shona Stephen
Chief Executive

Queens Cross Housing Association

This plan is the result of extensive consultations and conversations with tenants, residents, staff and partners. With their knowledge and ideas as our starting point we have been able to lay out a plan that addresses the ideas that inspire and the issues that create barriers to residents achieving all they can be.

This is an ambitious, transformative plan that puts people and their wellbeing at the centre of all our activities to improve the lives of everyone who lives and works in Queens Cross.

Who we are

Queens Cross is a community-based housing association. We're a social landlord registered with the Scottish Housing Regulator, a 'not for profit' organisation and recognised Scottish Charity (**SC036434**).

We provide nearly 4,500 homes in an area that stretches north from Glasgow city centre along either side of the Forth and Clyde Canal. Our housing stock includes multi-storey flats, deck access properties and tenements.

We have four neighbourhoods in Queens Cross:

- Woodside
- Hamiltonhill/Westercommon
- Queens Cross
- Dundasvale

We're run by a Board made up of up to eight local community representatives and four independent members.

We've been providing high quality homes and services to tenants for more than 40 years. From winning the battle to save Queens Cross from motorway development in our early, activist days, to our drive to reduce poverty and improve wellbeing 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 nearly 4,500 homes, 40 years later. And 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 our 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.

Underpinning our delivery is a commitment to partnership working. We will build on the constructive relationships we already have and continue to work closely with the Scottish Government, Glasgow City Council, NHS Scotland, Scottish Canals, Glasgow’s Health and Social Care Partnership, and our fellow housing associations.

Our work in context

The Scottish Government has produced a new *2040 Vision for Housing*.

We recognise that the challenges identified in the 2040 vision are relevant to Queens Cross and the people who live here which on our journey over the next 5 years mean we need to:

- Provide more affordable housing and reduce their running costs.
- Play our part in reducing homelessness in the city
- Address the needs of an ageing population and higher life expectancy
- Respond to the growing number of households and that more people are living alone
- Seek to mitigate the impact of climate change and reduce our carbon footprint
- Continue to play our part in reducing child poverty

We are also part of a wider network of local and city partners and are work closely with them to enrich each other’s plans through better collaboration.

All of these challenges are addressed in this strategy, our vision for Queens Cross 2025.

What we want for Queens Cross by 2025

Delivering on our 2025 themes

People's wellbeing and that of our environment will be at the heart of everything we do over the next five years.

Central to this will be the continued development of a range of services whether that is more green space, activities bringing neighbours together, support to get a job or to help residents live at home independently for longer. Improving the lives of people who live in Queens Cross is our number one priority.

We will do this by delivering on four clear objectives:

1. Building and sustaining popular neighbourhoods
2. Creating and supporting greater life opportunities for all
3. Developing greener spaces and community wellbeing
4. Being a dynamic and listening community partner

Underpinning all of these is our ongoing commitment to excellent customer service and equalities and diversity. These are central to our values and are woven through how we will deliver all of our objectives. We will listen to people, respond to what they say and seek ways to ensure all voices are heard and inform our decision making, the services we provide and how we provide them.

Through listening to tenants, staff and stakeholders we have identified what we need to do over the next five years to deliver on these objectives.

Getting To Know You – Understanding our tenants better

Since 2011, we have carried out an all household survey every three years. In February 2020 we received the results of the third survey, Getting to Know You 3, telling us a lot about Queens Cross communities and the people and families living here.

Here's what we found:

- **61%** of tenant households are made up of single adults
- **9%** of households are one parent families
- **58%** of household incomes come mainly from benefits or a state pension
- Families with children under 16 are less likely to say their monthly income covers their monthly expenditure (1 parent family **42%**; 2 parent family **49%**)
- **71%** of households now have access to the internet
- We have **40** languages spoken as a first or preferred language
- Most people travel by bus (**39%**), which significantly differentiates from the Scottish National figure (9%)
- **7%** of tenant households are of Muslim faith
- **34%** said their health was 'poor' or 'very poor', **significantly higher** than 9% in the 2018 Scottish Health Survey

- **54%** said they had a health condition or disability
- **4%** of tenants are African or African Scottish/UK
- More than 1 in 5 tenants (**22%**) said they have chosen to miss meals or eat less because they couldn't afford to buy food.

What equalities mean to us

Treating people equally and with respect for who they are as an individual is important to us and to all of our customers.

Customers should feel that they are already experiencing a good service from us but we know we can do more. In 2020-25 we are going to work closely with individual tenants and communities to open up our services even more and to break down barriers to access, opportunity and participation.

Our communities are also diverse and highly mobile. We acknowledge that newcomers to our communities may face challenges because of factors such as language, limited social networks or understanding of ethnic or cultural differences.

Our aim is to promote equality of opportunity, to eliminate discrimination and harassment and to foster good relationships as an organisation, an employer and service provider. To do this we will also provide opportunities for local democracy to empower people to lead change in their community.

We will take account of visible and invisible equality and diversity issues, promote shared understanding and celebrate the richness diversity brings to our services and our neighbourhoods.

Here are some of the ways in which we'll do this:

- Sharing Lives Sharing Spaces: integration activities in Woodside
- Community Opportunities Project in Woodside and Westercommon/Hamiltonhill
- More ESOL classes (English for Speakers of Other Languages)
- Cultural celebration and learning events and activities
- Inter-generational events, working with families and older people
- Participatory budgeting events to make more decisions in our communities
- Aim for the Investors in People Gold award
- Aim for Investors in Young People Gold award

Key Commitments 2020-25

By analysing the evidence and trends from our household surveys, by holding detailed workshops with tenants and staff, our engagement with partners and our understanding of the wider policy environment locally and nationally; we have identified 8 commitments to deliver between 2020 and 2025:

1. Keep rents affordable to those on a living wage.
2. Put tenants' voices at our heart with a revitalised approach to local democracy.
3. Create some of the greenest neighbourhoods in the city at Hamiltonhill and Woodside.
4. Create a new Queens Cross community of 600 homes with nearly half built by 2025.
5. Take a digital leap forward with more online services, more of our tenants online and more access to telecare.
6. Support our young people and families out of poverty by improving their life skills and opportunities.
7. Put climate change first by reducing our carbon footprint and damage to the environment.
8. Support our tenants to take positive steps to improve their health and wellbeing and reduce loneliness.

Delivering on our four objectives

1. BUILDING AND SUSTAINING POPULAR NEIGHBOURHOODS

Providing safe, attractive neighbourhoods with well-designed and well managed homes is the cornerstone of any community.

Over the next five years we will build on the success we've had in making Queens Cross one of the fastest growing and most popular areas of the city. The housing we provide will be of the highest possible standard, will be energy efficient and designed to meet residents' future needs.

We see our role as custodians of our neighbourhoods. We have made a Quality Promise to our tenants, committing to the highest of standards in maintaining and investing in their homes to secure them for generations to come.

To be a trusted anchor in our communities we need to deliver excellent services that deliver value for our tenants. Our landlord and support services are designed to put our Customers First and our tenancy sustainment approach will help those who may be facing challenges in keeping their tenancy on track.

The diversity of our neighbourhoods is a huge strength; we are proud to have people with heritage from all over the world who call Queens Cross home and we want everyone to play an active part in shaping our future. We aim to be accessible to tenants of all backgrounds and abilities and pride ourselves on our open and respectful approach to all individuals.

What we want to deliver by 2025

We aim to:

- Accredited as a 4 star organisation by Quality Scotland and recognised as continually improving our services
- Introduce a Choice Based approach to letting our homes in response to tenant preference
- Deliver on our Quality Promise to customers through excellent property management and maintenance services
- Invest £38m in our existing homes to ensure they are modern and easy to heat
- Build nearly 400 homes for rent and sale in Hamiltonhill by 2025
- Continue to increase the number of homes where people can live well and independently throughout their lifetime
- Further develop our dedicated Queens Cross community caretaking team by 2023 to maintain safety and the local environment
- Complete a high quality housing development for older people in Burnbank Gardens by 2024.
- Transform the Woodside neighbourhood through our green environmental proposal, Making Places, which will be underway by 2023.

Opening the next chapter of the Queens Cross story

Giving choice to applicants for our homes

In 2019 we started to redesign our approach to allocating homes and consulted widely with people on the housing lists, existing tenants and other stakeholders. There was extensive support for greater transparency in the way houses are allocated and for us to give applicants more choice. By 2025 we will have introduced a Choice Based Allocations process with an online housing options and application process and help for those who need it.

Building 400 new homes in Hamiltonhill

In total, 600 homes are planned to be built at Hamiltonhill, one of the biggest building projects Glasgow has seen in decades. The first two phases comprising approximately 400 homes will be completed in the next 5 years, launching a new Queens Cross community in a beautifully designed green neighbourhood. Alongside the Forth & Clyde Canal regeneration programme, the Hamiltonhill project will include environmentally friendly housing and an infrastructure suited to the 21st century and the pressing need to reduce our carbon footprint and our impact on the planet.

With easy access to the city, the West End as well as the leisure activities on the canal, it will be one of the most sought after neighbourhoods in the city.

Leading developer Robertson Partnership Homes/Urban Union will deliver the Hamiltonhill masterplan, which will provide a mix of medium-rise flats and cottage flats for smaller households and terraced housing for larger families as well as parks and green spaces throughout the new neighbourhood, including a community garden.

Wider role for our Community Caretakers

We know that our tenants value our 24/7 Estate Caretaking service. Managing our CCTV Hub and having site based caretakers allows us to be quick to respond whenever there is an emergency, whether that is a flood or someone becoming ill in our common areas.

We will further develop our teams as Community Caretakers so they can help to recognise our most vulnerable residents and ensure they get the help they need.

2. CREATING AND SUPPORTING LIFE OPPORTUNITIES FOR ALL

More than just a housing provider, Queens Cross holds communities together. We have been working alongside residents for 40 years to address the challenges they face and maintain the spirit of the area as well as the fabric of the buildings which contribute to it.

Poverty continues to be a real issue for far too many people. Our last household survey, *Getting to Know You 3*, told us that many tenants find it difficult to meet their basic necessities and some have to make hard choices about whether to eat or heat their home. Our Financial Inclusion team will assist people with money worries and provide benefit advice. Those with children find this hardest and often they have to go without the things in life that make such a difference to childhood and their future such as hobbies, clubs, new technology and holidays. Working with others, we will play our part in improving the life chances for many residents and especially their children potentially impacting on the lives of future generations of Queens Cross tenants.

We know that having a permanent home underpins good health and participation in wider society. Ending homelessness is a commitment from Scottish Government and Queens Cross will play its part. We will provide homes to reduce the number of people facing homelessness and in particular to continue to expand the work of our excellent Housing First for Young People project. .

Jobs and training are valuable opportunities and we will work to create more routes into these to widen access to our workforce through training, apprenticeships and jobs.

The world is moving online and we saw during the Coronavirus pandemic that digital connections can be crucial to survival and accessing essential services. We are determined to support more tenants to benefit from digital technology. This will ensure equal access to services, jobs, learning and other opportunities.

What we want to deliver by 2025

We aim to:

- Keep rents affordable, we are committed to making sure our rents are affordable to those on a living wage.
- Offer free, independent advice on money, benefits, debt and energy costs.
- Deliver the right support so that 95% of the people we house from homeless are able to sustain a successful tenancy.
- Expand the services provided by our highly successful Housing First for Young People to support young people into their own homes and have the best start for their future.
- Continue to offer Community Chest grants to young people aged 1- 25 every year.
- Deliver services that are accessible to customers by increasing online services and work to increase internet access for all of our households as part of our Digital Strategy.

- Deliver a new Community Opportunities Project in Westercommon and Woodside to understand and play our part in reducing child poverty.
- Deliver a diverse and accessible programme of activities to involve and interest tenants of all ages and backgrounds.
- Support more disabled people into employment, create apprenticeships for young people, and increase the diversity of our workforce to better reflect our communities.

Opening the next chapter of the Queens Cross story

Managing the costs of running a home

Knowing how to run your heating system efficiently can save £s. Our newly appointed Energy Advisor will help tenants to understand how to make best use of heating systems, especially where we have installed new technology and to switch energy supplier and get the best home energy deals.

Providing Community Opportunities

A new Community Opportunity Project will deliver increased learning opportunities, additional free childcare and health awareness sessions for people living in the Westercommon and Woodside neighbourhoods.

An award of nearly £200,000 from Scottish Government to deliver the project to 2023 will allow us to focus on achievable results that will help us support families and reduce child poverty.

3. DEVELOPING GREENER SPACES AND COMMUNITY WELLBEING

A healthy life is a longer life and good health is key to our tenants' quality of life and participation in their communities. Unfortunately, our Getting to Know You survey shows that our tenants have poorer health than many other areas in Glasgow and that poor mental health is a particular issue for those in early to middle age.

So we want to do everything we can to help people take full advantage of the leisure, social, employment and educational opportunities open to them. And to create some new opportunities that they can enjoy.

Our Wellbeing services for people who experience mental health issues and those aged 60+ have achieved recognition for their excellence. During the global pandemic they led the way in looking after some of the most vulnerable people living in our communities. That work will continue and services develop as we can see the difference they make to service users and the wider community.

Creating attractive outdoor environments where people want to spend time also plays a big part in improving people's quality of life. With new green neighbourhoods planned for Hamiltonhill and Woodside, community gardens and play parks that are well established as well as a revitalised canal, we want to provide as many opportunities as possible for us all to enjoy spending time outdoors - and to play our part in reducing our carbon footprint.

In the next five years we will be looking at the environmental impact across our homes and across our business activities. We will prioritise energy efficiency investments that help save the planet and save money for tenants – that's a win-win. We also know that our local action to minimise waste, promote recycling and active travel, will help the global efforts on climate change

What we want to deliver by 2025

We aim to:

- Create a new city park, new play park, two new public squares and a community garden in Hamiltonhill planting more than 500 trees across eight miles of new cycle and pedestrian friendly streets.
- Transform the environment of Woodside with new planting, play spaces and streetscaping in our Making Places project
- Encourage participation in community gardens and develop more green spaces to live, grow and play.
- Expand our excellent rated Wellbeing services to help more vulnerable residents to live independent, connected and active lives.
- Tackle social isolation by connecting people digitally, as well as setting up new evening and weekend clubs and a new befriending service for people age 60+.
- Ensure new and refurbished homes are energy efficient, supplied by sources of renewable energy. Upgrade to environmentally friendly solutions to use less energy in homes, offices and facilities.

- Provide access to energy saving advice and help tenants to make best use of their heating systems
- Increase recycling of goods left in our houses and reduce the amount of bulk we uplift
- Encourage car sharing and use of community cycling schemes
- Reduce our carbon footprint by seeking to pilot new technology in homes, community spaces, offices and transport And install more renewable energy sources

Opening the next chapter of the Queens Cross story

Promoting Wellbeing for older people

Our older tenants tell us that they want to live in their homes, independently for as long as possible and we will offer a range of services that support this. As well as a Home Team assisting with minor household tasks we will deliver proactive services and activities that help our older residents stay well and prevent them feeling isolated.

Making places in Woodside

A major environmental improvement project will transform the Woodside neighbourhood with a focus on providing a safer, more attractive environment for families.

The £3 million *Making Places in Woodside* initiative will see new green spaces developed, the planting of a community orchard, cycle lanes, streetscaping and space for activities and play.

The work will focus on the area around Cedar high-rise flats at St George's Cross and the area to the east of St George's Road down to the M8.

Delivering a new Community Café in partnership

A new Community Café will be open in the heart of Queens Cross by 2021. The *Flourish Café* will promote healthy eating, whilst providing employment training and mental health support for local people. The Café is the result of a fruitful partnership between QCHA, Queens Cross Workspace and Flourish House, working together to address health and inequalities.

4. BEING A DYNAMIC AND LISTENING COMMUNITY PARTNER

More than a housing provider, Queens Cross is focussed on community regeneration and determined to deliver positive change in our four neighbourhoods. Our history is rooted in community leadership and it is a cornerstone of our success, so our approach is always to work with residents, community organisations and representatives, to agree their priorities and build our plans around them.

The Housing Association is not just in the community, we are part of its fabric. As such we know how important it is to have close working relationships with local residents and to develop community capacity if we're to work together to make the changes people want.

How we communicate and get people involved in decision making is critical if we're to build the type of community where people want to live and work. We want to put our tenants at the heart of what we do and develop new ways of listening and working to do so.

We will work within the Queens Cross Group and with the Council and partner agencies to regenerate, invigorate and stimulate the local economy and bring in investment. It is just one of the ways in which we support the community and local people and complements the many services that create social and learning opportunities and help with household costs.

We are proud of our innovative thinking, our swiftness to implement new solutions and willingness to embrace change. We will seek to be the partner of choice for those seeking to improve the opportunities for those living in our communities.

What we want to deliver by 2025

We aim to:

- Deliver a new customer engagement programme with much more informed discussion and devolved responsibility on local neighbourhood issues
- Take a local democracy approach where people are empowered rather than consulted and look at ways of offering real decision-making powers
- Go to people rather than expect them to come to us. Wider digital access will allow many people who don't participate right now to take part.
- Find ways to ensure the voices of all tenants are heard and that we take account of the diverse needs of our tenants. Ensure our Board and staff represent the communities we work within.
- Further develop our tenant scrutiny group to ensure best quality services and value for money.
- Continue our **Food for Thought** sessions run by Glasgow Caledonian University to keep conversations going about today's important social, education and health issues.
- Play our part in the canal partnership to ensure the benefits of its regeneration are maximised for our residents.
- Develop a participatory budgeting model that attracts funding for investment in projects chosen by the community

- Be ready for opportunities that will benefit our communities and be the “go to” organisation for those looking for expertise and innovation.
- Actively participate in those local, city and national partnerships which will bring positive benefits to our communities.

Opening the next chapter of the Queens Cross story

Explore new ways to talk with customers

Our research has shown that customers favour small, informal groups when they want to help us develop, shape and improve services.

Our tenants’ voices are crucial in shaping our services. We need to know that what we are doing is making a difference to people’s quality of life and to give everyone a chance to have their say when there are more challenging decisions to make.

Over the next five years we will try new ways of making this happen, using online surveys or groups, for example, to reach working tenants, or those with children. We want to make it as easy as possible for all of our tenants to have their say.

2025 AND BEYOND

Imagining the changes between now and 2025 was a challenge as the world is changing so quickly and so constantly. The transformative impact of Coronavirus on all our lives is testament to the impact that the unexpected and unknown can have on all of us. This makes it even more difficult to think beyond 2025.

What we aim to achieve in the next five years – high quality homes, greater tenant say in our decision making, a brand new neighbourhood in Hamiltonhill, a better local economy, diverse communities, digital connectivity and a greener, cleaner, healthier environment – is ambitious but we need to keep working on where we're heading beyond the 2025 horizon.

By 2025 our aim is to have fixed the city's perception of Queens Cross as being one of the most popular and vibrant parts of Glasgow. An attractive, desirable community where people of all ages and cultures can live and work; an area with excellent housing and transport links, with easy access to the city's education, culture, shopping and leisure facilities.

Central to our plans is the elimination of poverty and improvement in health and wellbeing. This won't happen in the short term but we believe, by working together with city partners and local residents, by attracting employers and new families to the area, we can play a big part in making things better for those who are struggling the most.