



Queens
Cross
Housing
Association

ANNUAL PERFORMANCE REPORT 2019/20

qcha.org.uk



WHAT'S INSIDE

This is our annual report that provides you with information on what we're proud of, how we've performed from April 2019 to March 2020 and what we're excited about.

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OUR VISION

Excellent housing in vibrant communities.

AND 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 2017-2020

- 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.



QUEENS CROSS GROUP



Queens Cross Housing Association is the largest of four organisations that sit within the Queens Cross Group. The others are:



Owned by the Association, the factoring company looks after more than 2400 properties in the Queens Cross and Maryhill areas.



A charity set up to support local community projects and voluntary organisations which provide services for those who are disadvantaged or have particular needs. Last year, the Foundation launched the Community Chest, a small grant fund for local young people.



Queens Cross Workspace Ltd

On 1 April 2019 Workspace joined the Queens Cross Group. Workspace's aims include the creation of job and training opportunities in the Queens Cross area.

CHAIR'S WELCOME

I'd firstly like to thank all Queens Cross staff who have worked incredibly hard during this unprecedented pandemic. I'd also like to thank residents for their continued and valued support as we altered our services to suit the needs of tenants and the wider community.

During the full lockdown period, our estate caretakers increased the cleaning of common areas and stairwells in our multi-storey blocks, and we continued to provide an emergency repairs service.

We also set up our own route map out of Covid-19 which details our gradual return of services. The leaflet explains the phased approach the association is taking as services begin to remobilise.

Moving away from the pandemic, we were delighted that the association was presented with a silver level National Award from environmental charity Keep Scotland Beautiful.

The accolade for Environmental Excellence recognised Queens Cross' commitment to community inclusion, after the association took steps to include and involve tenants and the wider community in all aspects of improving properties and facilities.

Sticking with positive environmental updates, the launch of a new scheme at Cedar Court has enabled residents to recycle their tins, plastic bottles and glass jars.

Finally, the association was delighted to join Dolly Parton's Imagination Library, allowing Queens Cross families with children aged 0-5 the opportunity to receive a free children's book every month.



The project is a free book gifting programme designed to inspire a love of reading for children.

Tenants begin to receive books 6-8 weeks after applying, and will continue to receive a free book each month until their 5th birthday or you move out of the area.

We have a number of other positive updates included in this year's report which I hope you enjoy.

A handwritten signature in black ink that reads "M. Clewes". The signature is written in a cursive style.

Marilyn Clewes
Board Chair

OVERVIEW OF THE YEAR

As our 2017-20 business plan concludes, last year we began developing our Queens Cross Group vision for 2025. Thank you to all staff, customers and board members who took part in consultations.

Service performance

We're pleased that 87% of tenants were satisfied with our overall service and 90% satisfied with our repairs service in 2019/20. And our services continue to perform well despite the trying time we find ourselves in this year.

Our repairs team completed 99.8% of emergency repairs within the timeframe of 4 hours, while our customer contact team took over 5,500 on average calls every month.

Other developments

We have teamed up with Glasgow West Housing Association to deliver a new social housing development in **Burnbank Gardens**.

We are also excited about our **Woodside Making Places** project which will transform the Woodside area. A dedicated website with initial designs for the area was set up in May to allow residents to have their say.

In August, we started work on the rainwater drainage link from **Hamiltonhill** to the Canal, as part of the improvement works in the Claypits, which should all complete by the end of October

Our Covid-19 response

In April, we set up community support services with local partners to deliver food and essential supplies to those in need. More than 800 meals are still delivered to families and vulnerable tenants every week.



We continued to provide an emergency repairs service and our estates and handyperson teams remained working in communities, helping to keep areas safe and well maintained.

Our Wellbeing services were ever present, supporting the most vulnerable tenants through the height of the pandemic.

We continue to make tenants our number one priority as we move forward through this terrible pandemic.

Shona Stephen
Chief Executive

WHAT WE'RE PROUD OF

Keep Scotland Beautiful

Queens Cross was presented with a national award by environmental charity, Keep Scotland Beautiful. The silver level award for environmental excellence was presented to the Association by Katie Murray, Communities and Place Manager at Keep Scotland Beautiful, who said:

“Keep Scotland Beautiful is working closely with businesses and organisations across Scotland, helping them to take direct action to improve their local environment. The National Award for Environmental Excellence provides an exciting opportunity to assess and recognise their efforts”.

The Association is very proud of the staff and customers who helped to achieve this award, as it demonstrates our commitment to the local environment.



Woodside Making Places

We undertook online consultation on a major investment plan to improve the look of the Woodside area. The £3 million 'Making Places in Woodside' initiative looks at improvements for the ground 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 motorway.

To view plans for the area and have your say, we have created a dedicated website. Visit www.woodsidesmakingplaces.org.uk and you can help shape the new Woodside.



WHAT WE'RE PROUD OF

Burnbank Gardens

In partnership with Glasgow West Housing Association, we are developing plans for new housing for older people. Our Burnbank Gardens site will contain over 40 one and two bedroom flats.

The development is just off Great Western Road and will replace a derelict hostel building within a conservation area. The new building will sit opposite a crescent of Victorian town houses and tenements looking on to a communal garden.

We are keen to see the site being developed to provide much needed social housing in area of high demand.



Recycling at Cedar

Cedar Court is the first multi-story building in Glasgow to have recycling units. At the rear of blocks 9, 65 and 104, residents can now recycle household waste such as tins, plastic bottles and glass jars.

This is part of the £15m project to renovate our three high rise blocks at St George's Cross.

The scheme was given the backing by local Scottish Green Party Councillor, Martha Wardrop, who unveiled the project in March 2020.



Funding boost for Community Chest

Over 200 young people have benefited from almost £30,000 in grant funding for essentials to help them thrive during lock down.

We received £15,000 in fresh funding from the Scottish Government's Wellbeing fund, which is being distributed through the Community

Chest Fund in partnership with the Garscube Community Foundation.

The initiative was set up in 2018 to help young people age 0-25, and has provided laptops and tablets, as well as arts and crafts materials.

HOW WE'VE PERFORMED

Our properties

House size	House	High Rise	Tenement	4 in a block	Other flat/ maisonette	Total
1 apartment	0	100	34	0	0	134
2 apartment	17	775	1066	24	117	1,999
3 apartment	62	830	685	104	120	1801
4 apartment	69	58	116	20	56	319
5 apartment	72	0	14	0	6	92
Total	220	1763	1915	148	299	4345

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 2019/20

96%



Stock surveyed in last five years

44%



Self-contained stock exempt from SHQS

3.6%



Energy Efficiency Standard for Social Housing (EESH*)

72.5%



**** The Energy Efficiency Standard for Social Housing (EESH) is the Scottish Government Standard for energy efficiency.

HOW WE'VE PERFORMED

Performance Highlights

 Customer Service	 Repairs Service	 Managing tenancies	 Letting property	 Complaints
87% tenant satisfaction with our overall service	90% tenant satisfaction with our repairs service	86% tenants satisfied with the quality of their home	94% tenants satisfied with the standard of their home when moving in	320 complaints were received
87% satisfaction with keeping tenants informed about services and decisions	99.8% emergency repairs completed on time (within 4 hrs)	83% tenants satisfied with the association's contribution to the management of the neighbourhood	367 properties were let by the association	54% complaints responded to within timescale
62,056* calls answered by the Customer Contact Centre *data unavailable for September 2019	99.5% routine repairs completed on time (within 5 working days)	78% tenants feel their rent offers value for money	13.3 days was the average time taken to relet a property	71 compliments were received

EVERY PENNY COUNTS

Every penny of your rent counts. That's why we strive to use your money to get the biggest return in services for our tenants.

Financial summary 2019-20

	2019/20 £000's	2018/19 £000's	2017/18 £000's
Turnover	24,233	23,066	21,871
Operating expenditure	20,280	20,393	18,512
Operating Surplus	3,954	2,673	3,357
Major Investment work	1,158	2,879	9,204

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.

How did we do?

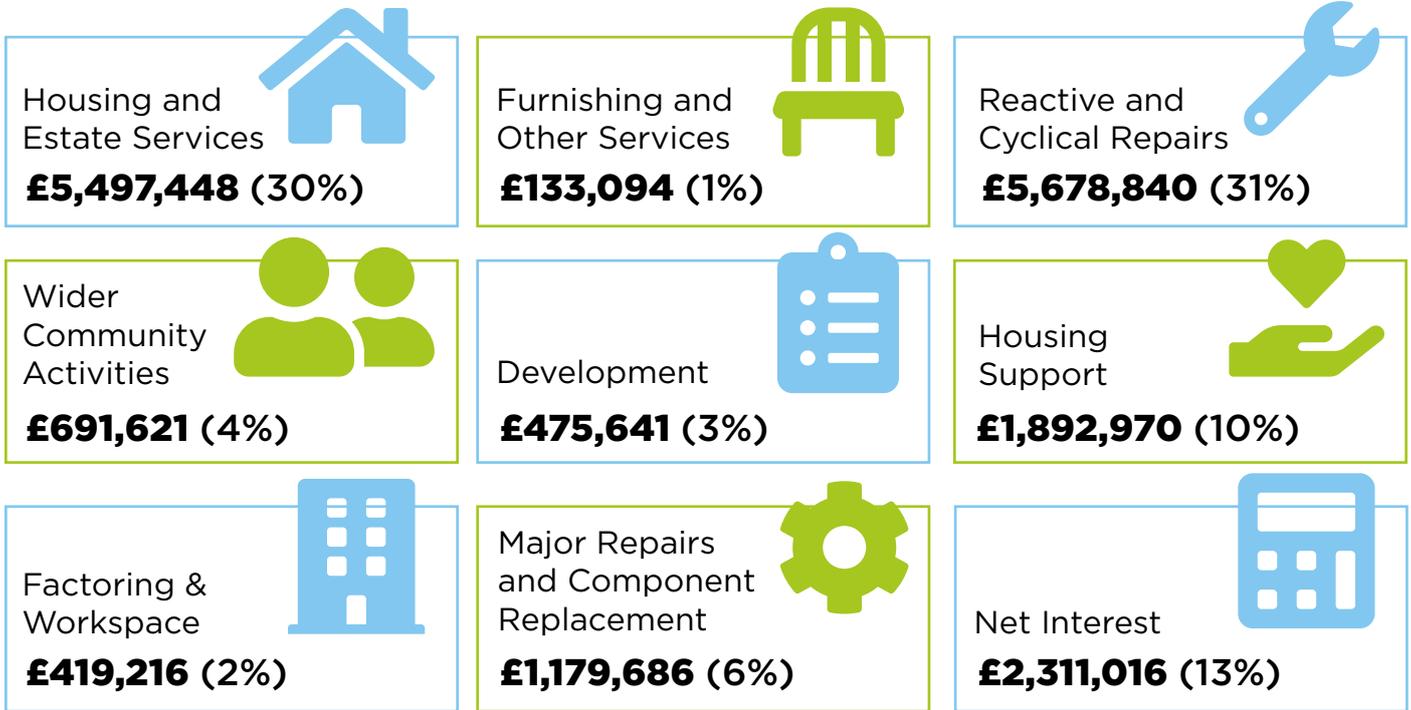
Working with HouseMark Scotland, we compare our performance to a select group of housing associations similar to ourselves in size, structure and/or location.

Here are some of this year's key results and how this compares with our benchmarking group.

	Housing Management	Responsive repairs	Planned Maintenance	Overheads
	This is how we manage and let homes, collect rents, engage with tenants and deal with anti-social behaviour.	This is how we fix emergency and routine problems reported by tenants and prepare empty homes for new tenants.	We work to modernise homes (e.g. kitchens and bathrooms) and carry out planned maintenance such as servicing boilers or outside paintwork.	In order to keep the organisation working effectively as a good business, we have many support functions managing our office, our information and communications technology (ICT), our finances and the management of our staff
Our costs	£651	£822	£739	12.8%
Peer group average	£466	£828	£877	12.2%

WHERE YOUR £ WENT IN 2019/20

We spent **£18.3m** the year on the following service areas:



Rents and Service Charges: **£20.15m**

Factoring: **£1.76m**

Other income: **£1.41m**



Rent collected as a % of total rent due including rent overdue from previous year **100.55%**

Gross rent arrears as a percentage of rent due **2.60%**

Tenant arrears written off at year end **£88,406**

Households for which we receive housing costs direct **2,791**

Value of direct housing cost payment received **£11.1m**

Percentage of rent lost through properties being empty during the last year: **0.35%**

OUR SCRUTINY ACTIVITIES

The Association's scrutiny group, the Residents Task Force (RTF), are now meeting regularly on Zoom and continue to support the association in helping to review and improve our services.

This year the RTF conducted a scrutiny exercise around communication. Once it is safe to do so, the RTF will revisit this project so that they can complete the review looking at our face to face customer service.

In the meantime, the group have now agreed review our allocation policies and procedures.

Housing services have been reviewing our anti-social behaviour procedures and the RTF look to give feedback on proposed changes. In line with our overall consultation of allocations, the group are also interested in how tenancies are allocated to vulnerable people who need support.

To keep up to date with scrutiny activities, look out for regular updates in Focus magazine.

GETTING TO KNOW YOU SURVEY RESULTS

We had another fantastic response to our getting to know you survey of 58%, which is more than 2,300 households.

This the third time the association has undertaken this survey, which asks questions about local transport, income costs, internet usage and health and wellbeing.

Here are some of our headline results:

60%

of tenants live alone



77%

have access to the internet



40%

said their health was good and **34%** said their health was poor



The majority said their weekly income was less than

£200



The majority spend

£41-£60

on heating every month



Bus

is the most popular way to travel.



Thanks to everyone who took part, the information from the survey has given us a better picture of who our tenants are, which will help shape our 2025 business plan.

WHAT WE'RE EXCITED ABOUT

Queens Cross Group Business Plan 2020-2025

We are in the final stage of developing Queens Cross Group (see page 3) business plans for 2020-25. We have been developing the strategies over the last year and consulted widely with customers, staff and board members.

From the consultation it is clear that staff, customers and board members see Queens Cross as having a central role in improving

the local environment, supporting people, and bringing investment and opportunities for future generations.

We are very excited to reveal our future plans and get your feedback. Please look out for our draft business plans in the coming weeks and months; we would love to hear from you.

Restarting work at Hamiltonhill

Last year, a masterplan for Hamiltonhill received planning permission in principle for 600 homes to be built.

The development will be delivered by leading Scottish construction firm, Robertson Construction Group, and will provide a mix of medium-rise flats and cottage flats for smaller households and older people, and terraced housing for larger families.

Progress on the project has been affected by the Covid-19 pandemic, but we are pleased to report that work has now resumed.

Delivering our Investment programme 2019-2024

Work has restarted on our 5 year investment plan. We will be working with contractors to carry out improvements of heating systems, kitchens, bathrooms, windows and roofs. Door entry systems, common areas and environmental works are also included. Works are scheduled to take place on a continuing basis until 2024.



COVID-19

Covid-19 has brought huge challenges to the association and affected the way we deliver services. Staff have worked exceptionally hard to support customers since the lockdown was introduced.

Since March 2020 we have been able to:

- Work in partnership to deliver 800 meals a week to local people
- Remove over 200 tonnes of bulk waste from North West Glasgow
- Maintain an emergency repair service during lockdown with the full service now reinstated
- Introduce cleaning services for touch points such as lifts and bannisters
- Offer over 200 people Community Chest grants
- Increase the support we offer older residents by achieving a 'care at home' registration with the Care Inspectorate
- Provide a support telephone call service to our most vulnerable customers
- Set up a shopping and medication delivery service to people who needed it most
- Support Glasgow Sculpture Studios to deliver online art classes at home
- Maintain our telephone services and offer support via our Financial Inclusion and Housing Service teams.

Our recent customer survey told us that services offered by the association had been useful; with 77% saying that the association's overall response to the Covid-19 pandemic has been good or very good.

Here are some of the things you said:

"DELIGHTED WITH HOW THEY HAVE HANDLED THINGS DURING PANDEMIC. CAME OUT TO MY PLUMBING REPAIR QUICKLY. NOTHING BUT PRAISE FOR THEM."

"WE'VE HAD LETTERS TO KEEP US UPDATED AND PHONE CALLS. THEY ALWAYS KEEP IN TOUCH. HAD A LOVELY CALL TO SEE IF I WAS OKAY AND IF I NEEDED ANYTHING."

Our survey also revealed that 21% of customers said that their household income has been affected by the Covid-19 lockdown and that they expect this negative impact to continue.

If you are worried about paying your rent or would like some support or advice, get in touch with us on 0808 143 2002.



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 2019-20

Marilyn Clewes
Chair

Sadie Gordon
Vice Chair

David Horner
Vice Chair

Margaret Glass
Community Board Member

Christine Thomson
Community Board Member

Anne Ramsey
Community Board Member

Bronwyn Wyper
Community Board Member

Andrew Burns
Independent Board Member

Ian Elrick
Independent Board Member

John McIntyre
Independent Board Member

Robert Takenzire
Co-opt board member

Residents Task Force

We are always on the lookout for more people to get involved with the Residents Task Force. Members are either tenants or local residents who get involved in helping us improve services and the way we work. Training and support is provided.

Community Involvement Groups

Get to the heart of shaping your community by joining one of our Community Involvement Groups. They are the sounding board for how we develop and improve our four local 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

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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

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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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