



Queens
Cross
Housing
Association

ANNUAL PERFORMANCE REPORT 2020/21

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 2020 to March 2021 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

- Building and sustaining popular neighbourhoods
- Creating and supporting greater life opportunities for all
- Developing greener spaces and community wellbeing
- Being a dynamic and listening community partner
- Treating people equally and with respect

QUEENS CROSS GROUP

The Queens Cross Group is made up of four partner organisations working together to improve lives through high quality housing and neighbourhood services; bringing employment and business opportunities, creating an environment that benefits local people and communities.

Queens Cross Housing Association:

The parent company of the Group, the 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 surrounding area.

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:

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

On behalf of the Association, I'd like to thank residents and Queens Cross staff for their support and hard work over this unprecedented year.

We're proud of the way in which staff dealt with constant change as a result of the pandemic and we thank everyone for their continued patience now and in coming weeks as staff adjust once again while maintaining high standards of service.

A key highlight of the year has been the launch of a new project aimed at helping young parents manage their home and reduce child poverty.

The Family Wellbeing Project has been supporting young families at higher risk of homelessness; helping them maximise their income and providing parenting skills.

At a time when many families are facing even more hardship due to the pandemic, this project is making a vital contribution to addressing child poverty.

We are also proud of our Financial Inclusion Team, who helped save local

residents almost £1 million thanks to their welfare rights, financial and energy advice.

Over the past year the team has helped 175 people successfully access £922k of benefits they were entitled to but not getting – helping to reduce poverty in our communities.

Marilyn Clewes
Board Chair



CHIEF EXECUTIVE'S OVERVIEW OF THE YEAR

We're excited about the future of Queens Cross. Projects, such as Hamiltonhill and Woodside Making Places, are well underway and many others are planned that will continue to transform the area, making it one of the best places to live and work in Glasgow.

I'm proud of Queens Cross staff and the way they've stood up to the challenges presented by the Covid pandemic. This report will give you a flavour of how we performed in one of the most challenging years in our history.

Service performance

In 2020/21 83% of tenants were satisfied with our overall service. This is down slightly on our 2019/20 figures, reflecting the pressure we experienced last year but the continued support we received from customers.

We were pleased that 89% of tenants were satisfied with our repairs service, and proud of our contact centre team – who took 46,000 calls from customers over the past year.

Other developments

Looking to the future, we launched our Nurture our Neighbourhoods campaign in July this year. Its three aims are to:

- Work together to make us all proud to live and work in Queens Cross

- Look after our own and our neighbours' wellbeing
- Protect and care for our local environment

We were also delighted that the Association was named as one of Britain's best housing employers. We came 14th on the Best Companies' list of the UK's best housing associations to work for.

The results you read here are fantastic achievements for the Association and highlights the dedication of everyone who works here to make us much more than a housing provider.

Shona Stephen
Chief Executive

WHAT WE'RE PROUD OF

We are incredibly proud of the Queens Cross response to the Covid-19 Pandemic. Covid-19 greatly affected the way we could deliver our services, but that hasn't stopped us.

Staff have worked exceptionally hard to support customers since the first lockdown and continue to support them now that restrictions have eased.

Our food service delivered over 800 meals a week to local people and was hugely successful. This led to a partnership with Flourish House and we opened the now thriving Courtyard Panty at Westercommon in March 2021.

We recognised that Covid put more pressure on incomes, so being able to work with Flourish House to give access to fresh, good quality food at a reduced price is a practical way for us to support people who may need a helping hand with everyday expenses.

For just £1 membership, customers spend £2.50 in return for food and household goods worth £10-£15 per visit. Stock in the shop is made up of high quality surplus food and household goods from supermarkets and other stores.

Website and QC app

In 2020 we updated and refreshed our website to make it easier to navigate on handheld devices. You can find services and information at just a few clicks, with icons that go straight to what you're looking for. There's news, events and jobs on the home page.

Keep up to date with Queens Cross by visiting qcha.org.uk and, if you're a tenant, don't forget to sign up to the QC app to make it much easier to request services and manage your rent account.

Business plan

We launched our new business plan, mapping out our vision to 2025. Developed with tenants, staff and partners it has at its heart improving digital services, tackling poverty, providing greener spaces and improving health and wellbeing - alongside



ambitious plans for existing and new housing.

Queens Cross believes providing safe, attractive neighbourhoods with well-designed and well managed homes is the cornerstone of any community. We want to ensure this Queens Cross is a place where people choose to live and work.

PERFORMANCE HIGHLIGHTS 2021-22

Our properties

House size	House	High Rise	Tenement	4 in a block	Other flat/ maisonette	Total	Average weekly rent
1 apartment	0	100	34	0	0	134	£72.53
2 apartment	17	775	1066	24	117	1,999	£82.23
3 apartment	62	830	685	104	120	1801	£86.16
4 apartment	69	58	116	20	56	319	£95.95
5 apartment	72	0	14	0	6	92	£108.60
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 has a set of five criteria which must all be met if the property is to pass the standard. These criteria comprise of 55 elements and nine sub-elements against which properties are measured.



96%

Stock meeting the
Scottish Housing
Standard (SHQS)
at 2020/21



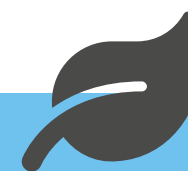
36%

Stock surveyed in
last five years



3.6%

Self-contained
stock exempt from
SHQS



72.7%

Stock meeting
Energy Efficiency
Standard for Social
Housing (EESH*)

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

HOW WE'VE PERFORMED



Customer Service

83%

tenant satisfaction with our overall service

85%

satisfaction with keeping tenants informed about services and decisions

45,998

calls answered by the Customer Contact Centre



Repairs Service

89%

tenant satisfaction with our repairs service

97%

emergency repairs completed on time (within 4 hrs)

1.5 hrs

was the average time to complete emergency repairs



Managing tenancies

78%

tenants satisfied with the quality of their home

76%

tenants satisfied with the association's contribution to the management of the neighbourhood

71%

tenants feel their rent offers value for money



Letting property

78%

tenants satisfied with the standard of their home when moving in

265

properties were let by the association

44.5 days

was the average time taken to relet a property



Complaints

305

complaints were received

71%

complaints responded to within timescale

99

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 possible.

Financial summary 2020-21

	2020/21 £000's	2019/20 £000's	2018/19 £000's
Turnover	24,359	24,233	23,066
Operating expenditure	20,159	20,280	20,393
Operating Surplus	4,200	3,954	2,673
Major Investment work	1,324	1,158	2,879
Investment on building new homes	5,778		



EVERY PENNY COUNTS

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

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

Our costs:	⋮	Peer group average:
£626.85	⋮	£541.86



Responsive Repairs

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

Our costs:	⋮	Peer group average:
£722.69	⋮	£747.48



Planned Maintenance

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

Our costs:	⋮	Peer group average:
£677.54	⋮	£1299.02












Overheads

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:	⋮	Peer group average:
£205.33	⋮	£185.07

WHERE YOUR £ WENT IN 2020/21

We spent **£18.205m** this year on the following service areas:

 Housing and Estate Services £5,763,335 (32%)	 Furnishing and Other Services £127,012 (0.69%)	 Reactive and Cyclical Repairs 5,409,401 (30%)
 Wider Community Activities 764,940 (4%)	 Development £466,647 (2.5%)	 Housing Support £1,840,972 (10%)
 Factoring & Workspace £444,610 (2.4%)	 Major Repairs and Component Replacement £1,324,000 (7.2%)	 Net Interest £2,064,422 (11%)

2020-21 Income

Rents and Service Charges: **£20.05m**

Factoring: **£1.33m**

Other income: **£1.64m**

Performance

Rent collected as a % of total rent due including rent overdue from previous year:
100.78%

Gross rent arrears as a percentage of rent due: **2.57%**

Tenant arrears written off at year end: **£106,407**

Households for which we receive housing costs direct: **2,839**

Value of direct housing cost payment received: **£11.261m**

Percentage of rent lost through properties being empty during the last year: **1.1%**

WHAT WE'RE EXCITED ABOUT IN 2021-22

Choice based lettings

Queens Cross Housing Association is changing to a choice-based letting system to make applying for a house easier. By changing to a choice-based letting system:

- Applicants will be awarded a banding based on their housing need
- There will be only 4 priority bands, making it easier to understand
- Vacant properties will be advertised on a new Queens Cross website allowing applicants to bid for their choice of properties

We want to make the allocations process as simple, straightforward and fair as we can for our applicants. Assistance and support will be given to any applicant who requires it. We aim to have the new system up and running in September 2021.

Restarting development and investment

Our development programme and investment works have been greatly affected by the Covid-19 pandemic, but we are pleased to report that work has resumed.

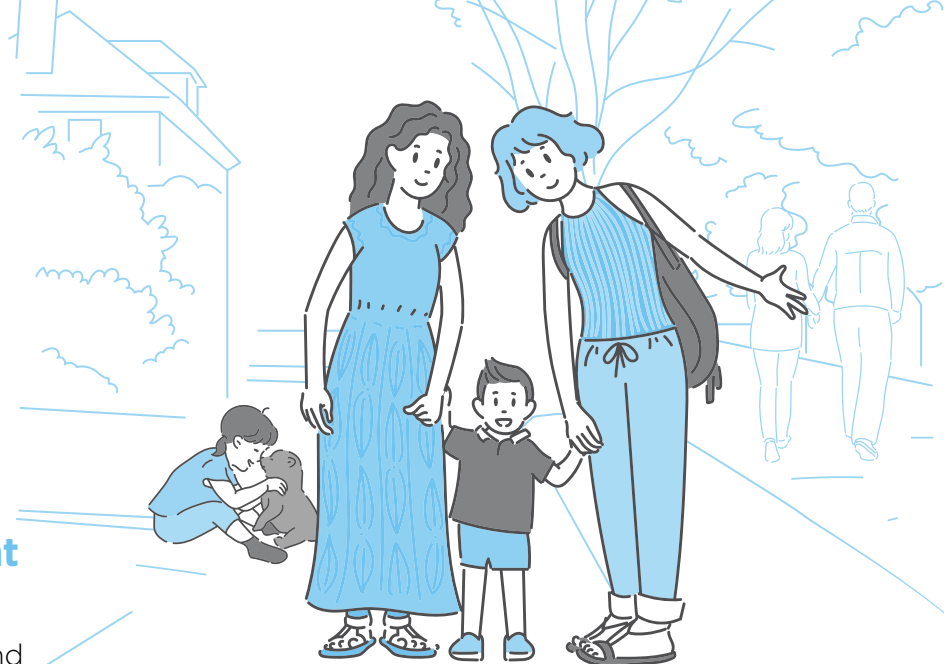
Hamiltonhill

Completion of the advanced grouting works to the north area sites means that work on the first phase of housing is expected to start in Spring 2021. This phase will cover the street blocks bounded by Bardowie Street, Carbeth Street, Stonyhurst Street and Hobart Street.

Taking three years to complete, this work will result in 178 flats and houses for rent, with a further 30 houses for private sale.

Burnbank Gardens

Plans by Queens Cross and Glasgow West Housing Association to deliver a new social



housing development in Burnbank Gardens have been granted planning approval.

The two housing associations had submitted plans to build 46 one and two-bedroom flats specifically suited to older people.

Woodside making places

Following consultation and feedback from local residents, proposed designs have been submitted as part of a full planning application to Glasgow City Council for approval.

The project will transform the streets, green spaces, play areas and courtyards of Woodside; creating an attractive, multi-functional green infrastructure network.

To see the detailed designs for Woodside, including a fly-through video, go to [woodsidesmakingplaces.org.uk](https://www.woodsidesmakingplaces.org.uk)

NURTURE OUR NEIGHBOURHOODS



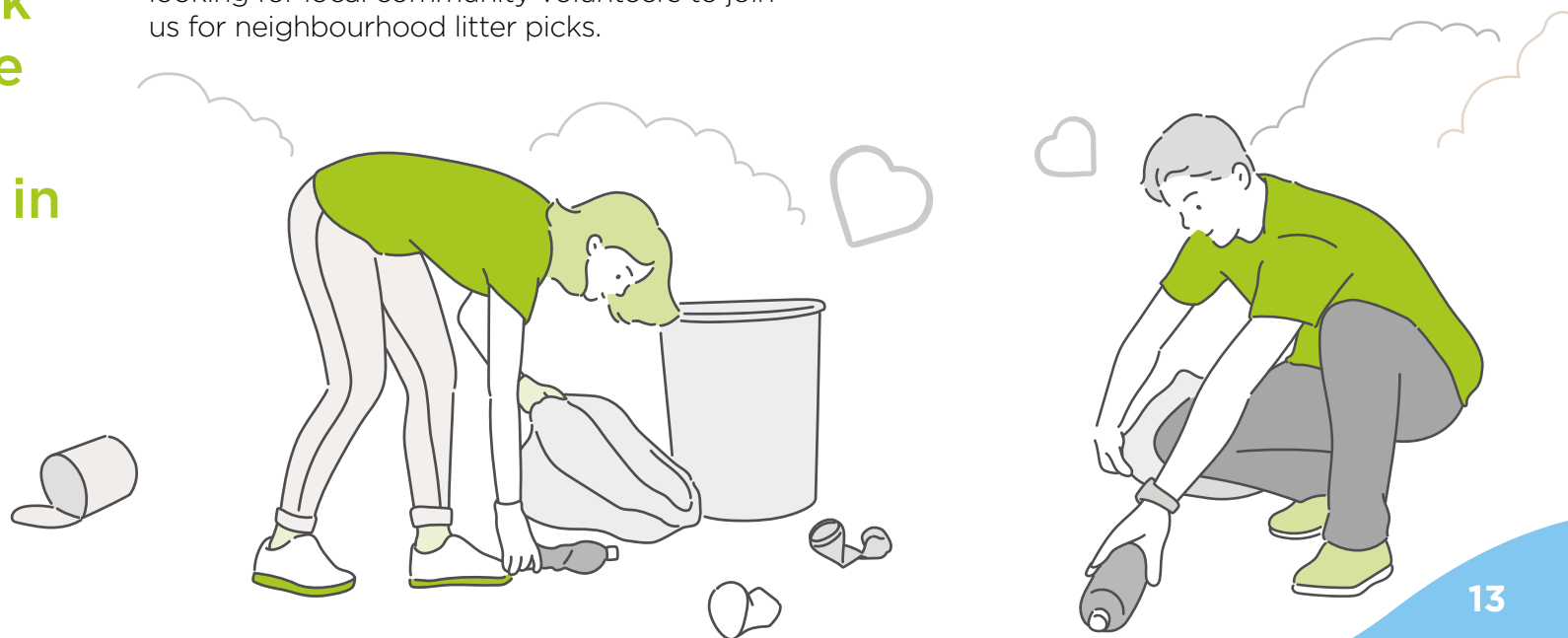
We have recently launched our Nurture our Neighbourhoods campaign, inviting residents to work with us to ensure we are all proud to live and work in Queens Cross

We'll be doing this through estate inspections, tackling litter, dog fouling and fly tipping and introducing new wellbeing initiatives over the coming months.

We were unable to get out and about in our neighbourhoods during the pandemic and residents told us that their local environment is a high priority for them. We've already identified areas for improvement and we're looking for local community volunteers to join us for neighbourhood litter picks.

The Bin It For Good teams of staff and community residents will help us all live and work in clean, safe areas that we can be proud of. Full training and litter picking equipment will be provided and people of all ages are welcome.

Interested in joining a Bin it for Good team? Contact Lorraine Smith, Neighbourhood Manager, by calling us on **0808 143 2002**.



OTHER WAYS TO 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.

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 help us improve services and the way we work. Training and support is provided.

Interested in any of these opportunities to get involved? Call us on **0808 143 2002** or email **contactus@qcha.org.uk** for more information.

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.

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



Andrew Burns
Vice chair



Margaret Glass
Community Board
Member



Anne Ramsey
Community Board
Member



Bronwyn Wyper
Community Board
Member



David Horner
Independent Board
Member



Ian Elrick
Independent Board
Member



John McIntyre
Independent Board
Member



Robert Takenzire
Co-opt independent
board member



Matt Miller
Co-opt community
board member

DID YOU KNOW THAT WE ARE HAPPY TO TRANSLATE?

Are you or do you know a Queens Cross customer who has difficulty communicating with us in English?



This could mean that you don't get access to the information and services you need.

Queens Cross can provide translation and interpretation services for customers. If this is you, or someone you know, get in touch and we'll do our best to help.

GET IN TOUCH

For all opportunities to get involved with us, please:

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

هل تعلم أنه يسعدنا أن نترجم؟

هل تعرف أحدا من عملاء كوينز كروس أو أنك أنت عميل كوينز كروس وتجد صعوبة في التواصل معنا باللغة الإنجليزية؟

قد يعني ذلك أنك لا تستطيع الوصول إلى المعلومات والخدمات التي تحتاجها.

يمكن لكوينز كروس تقديم خدمات الترجمة الكتابية والشفوية للعملاء. إذا كان هذا الخطاب يعنك أنت أو أي شخص تعرفه، تواصل معنا وسنبذل قصارى جهدنا للمساعدة.

Czy wiesz, że jesteśmy otwarci na korzystanie z tłumacza - Happy to Translate?

Czy jesteś klientem lub znasz klienta Queens Cross, który ma trudności, aby komunikować się z nami w języku angielskim?

Może to oznaczać dla Ciebie brak dostępu do potrzebnych Ci informacji i usług.

Queens Cross zapewnia tłumaczenia ustne i pisemne swoim klientom. Jeżeli chcesz z nich skorzystać lub znasz kogoś, kto chciałby z nich skorzystać, skontaktuj się z nami, a dołożymy wszelkich starań, aby Ci pomóc.

您是否知道，我们乐意提供翻译？

您本人或者在您认识的人中，是否有难以用英语与我们沟通的女王十字（Queens Cross）的客户？

这可能意味着您无法访问所需的信息和服务。

女王十字（Queens Cross）可以为客户提供笔译和口译服务。如果您或您认识的人存在这种需求，请与我们联系，我们将尽最大努力为您提供帮助。

کیا آپ جانتے ہیں کہ ہمیں ترجمہ کر کے خوشی ہوگی؟

کیا آپ بذات خود یا کوئینز کراس کے کسی ایسے کسٹمر کو جانتے ہیں جسے ہمارے ساتھ انگریزی میں بات چیت کرنے میں دشواری کا سامنا ہو؟

اس کا مطلب یہ ہو گا کہ آپ اپنی مطلوبہ معلومات اور خدمات تک رسائی حاصل نہیں کر پائیں گے۔

کوئینز کراس صارفین کے لئے ترجمے اور ترجمانی کی خدمات فراہم کر سکتی ہے۔ اگر آپ یہ بذات خود ہوں یا کسی اور کو آپ جانتے ہوں اور رابطہ فرمائیں تو ہم مدد کرنے کی پوری کوشش کریں گے۔