



Queens  
Cross  
Housing  
Association



# ANNUAL PERFORMANCE REPORT 2023/24

[qcha.org.uk](http://qcha.org.uk)





# WHAT'S INSIDE

This is our annual report that provides you with information on how our services have performed from April 2023 to March 2024 and what we're looking to deliver in 2024/25.

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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

**Thank you to all our residents, partners, and staff for their support and hard work over the last year. After another challenging year for tenants and residents in our communities, we are continually looking at the best ways we can support individuals and communities during these hard times.**

The Association is continuing to play its part in addressing homelessness in the city, exceeding our target so far this year for helping homeless households into a safe and secure tenancy. We have our excellent wellbeing and housing first service for young people at their new home of 840 Garscube Road, helping those who have often had difficult beginnings in their life not only find their feet but to flourish and move on with their lives. You can read more about the service on page 7.

Issues of homelessness sit within a broad housing emergency that's been declared not

only in Glasgow but across the country, which makes housing developments like Hamiltonhill all the more important. The creation of new parks and green spaces have rejuvenated the area and we can look forward to the first batch of new homes being completed in early 2025. You can find out about the development on page 6.

We continue to work hard to speak to tenants and understand their opinions on what is important to them and to their communities. We're pleased to see that tenant satisfaction has improved, particularly around value for money and being kept informed. We're always

keen to hear from tenants and pay close attention to the complaints and compliments reports that we see regularly – and more tenants are coming forward to get involved with the organisation. You can find out more about some of the ways to get involved with the Association on page 14.

**Andrew Burns**  
Board Chair





# CHIEF EXECUTIVE'S INTRODUCTION

**As we reflect on the past year we are immensely proud of all the hard work our staff, tenants, Board, community groups and residents have put in to make Queens Cross and its communities a great place to live and work.**

Queens Cross' Housing first for young people's service moved into their new accommodation on Garscube Road and it looks amazing. The service provides a home for young people age 16-25 who are at risk or have experienced homelessness.

These new spaces offer young people greater independence with improved cooking facilities and the addition of several common areas to allow for group activities - helping them with their journey into adulthood. This has been a hugely successful project as we look to improve wellbeing and provide opportunities to young people who are

supported by the service. You can see some pictures of the new facility on page 7.

In our annual performance report we include details of how we have met our service delivery targets and, just as importantly, what we spend our money on. We also think it is useful to compare ourselves against other housing associations which gives a steer as to where we are spending more and where we are spending less. This can vary from year to year depending on what pressures there are on each organisation.

I hope that you find the information helpful and easy to understand but we are always open to feedback, so let us know if you have any suggestions for improvements we can make. You may also be interested in some other ways to get involved with the Association. If so, there are details on page 14 about how to get in touch.

**Shona Stephen**  
Chief Executive

# WHAT WE'RE PROUD OF

## Woodside Making Places

Work is well underway on a £3 million environmental improvement project to transform the public spaces around the Cedar high rise flats at St George's Cross in Glasgow.

The Woodside Making Places project is being delivered by the Association and supported by additional funding from the Scottish Government through Sustrans Scotland's 'Places for Everyone' programme.

The vision for the project is to improve streets, green spaces, play parks and courtyards, creating an attractive, multi-functional green infrastructure network with integrated cycle routes, biodiverse habitats, sustainable rainwater drainage, vibrant doorstep play and allotment areas.

Phase 1 of the project focussed on the area to the west of St George's Road. Phase 2 plans for the area around east Woodside are being finalised. To keep up to date with the latest news, visit [woodsidemakingplaces.org.uk](http://woodsidemakingplaces.org.uk)



## Hamiltonhill

Five new open spaces have been delivered at the Hamiltonhill development site including a play park, community park, garden and tranquil space. Grass and wildflower areas have been planted to create a place where insects can flourish.

The Bardowie community garden includes a breakout space, orchard area, shrub planting with benches and pergola structure. Play areas are to include climbing stumps, chin up bars and a totem forest.

Housing is also underway with the first phase getting near completion of what will eventually be 670 new homes, providing a mix of low-rise flats and terraced housing, with over 320 for social rent.

For more information, visit [qcha.org.uk/find-a-home/Hamiltonhill-development](http://qcha.org.uk/find-a-home/Hamiltonhill-development)



# WHAT WE'RE PROUD OF

## New home for housing for young people's service

Queens Cross' Housing first for young people's service have moved into their new accommodation on Garscube Road.

The service provides a home for young people age 16-25 who are at risk or have experienced homelessness. Every young person requires different needs and most have experienced an unsettled childhood.

There are two tiers to the new community-based housing first model:

1. Transitional housing providing supported accommodation to 13 young people.
2. Transitional support to 40 young people living in permanent tenancies.

These new spaces offer young people greater independence with improved cooking facilities and the addition of several common areas to allow for group activities - helping them with their journey into adulthood.





# PERFORMANCE HIGHLIGHTS 2023-24

## Our properties

House size	House	High Rise	Tenement	4 in a block	Other flat/maisonette	Total	Average weekly rent	Average weekly rent (2024/2025)
Studio	0	100	68	0	0	168	£78.46	£80.07
1 bedroom property	14	815	1137	19	0	1985	£87.03	£90.38
2 bedroom property	69	878	771	98	0	1816	£93.69	£98.42
3 bedroom property	71	67	126	20	37	321	£105.32	£111.61
4 bedroom property	43	0	14	0	0	57	£116.69	£127.60
5 bedroom property	11	0	0	0	5	16	£130.17	£136.68
6 bedroom property	19	0	0	0	0	19	£141.63	£148.71
<b>Total</b>	<b>227</b>	<b>1860</b>	<b>2116</b>	<b>137</b>	<b>42</b>	<b>4382</b>		

## 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.



# 94.7%

Stock meeting the Scottish Housing Standard (SHQS) at 2023/24



# 37%

Stock surveyed in last five years








# 3.6%

Self-contained stock exempt from SHQS



# HOW WE'VE PERFORMED

 <b>Customer Service</b>	 <b>Repairs Service</b>	 <b>Managing tenancies</b>	 <b>Letting property</b>	 <b>Complaints</b>
<b>88.7%</b> tenant satisfaction with our overall service	<b>78.1%</b> tenant satisfaction with our repairs service	<b>82.5%</b> tenants satisfied with the quality of their home	<b>38.55 days</b> to complete adaptations	<b>566</b> complaints were received
<b>96.9%</b> satisfaction with keeping tenants informed about services and decisions	<b>92.8%</b> of repairs were completed right first time	<b>92.9%</b> tenants satisfied with the association's contribution to the management of the neighbourhood	<b>370</b> properties were let by the association	<b>72%</b> complaints responded to within timescale
<b>98%</b> Satisfaction with the opportunities to participate in decision making	<b>1.72 hrs</b> was the average time to complete emergency repairs	<b>87.6%</b> tenants feel their rent offers value for money	<b>40 days</b> was the average time taken to relet a property	<b>72</b> 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 2023-24

	2023/24 £000's	2022/23 £000's	2021/22 £000's
Turnover	<b>26,929</b>	25,151	24,713
Operating expenditure	<b>26,220</b>	23,241	21,059
Operating Surplus	<b>709</b>	1,910	3,654
Major Investment work	<b>7,592</b>	2,050	1,662
Investment on building new homes	<b>20,135</b>	9,328	2,435





# EVERY PENNY COUNTS

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 key results and comparisons for 2023-24.

The Covid pandemic limited our ability and tenants' desire for investment works. This, coupled with rising labour, building supply and contractor costs this year has meant we've had to retender and repurchase services and stock before investment works can start again. Despite this, investment projects have progressed this year and increasing investment in Queens Cross homes will continue in 2023-24.



## Housing Management

cost per property

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

**Our costs:**

**£368**

up from  
**£346**

**Peer group**

**average:**

**£351**



## Planned Maintenance

cost per property

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

**Our costs:**

**£221**

up from  
**£168**

**Peer group**

**average:**

**£359**



## Responsive Repairs

cost per property

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

**Our costs:**

**£1,394**

Up from  
**£1,038**

**Peer group**

**average:**

**£1,045**



## Overheads

cost per property

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:**

**£876**

up from  
**£830**





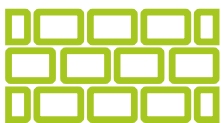




**Peer group**

**average:**

**£873**

# WHERE YOUR £ WENT IN 2023/24

We spent **£31.27m** this year on the following service areas:

 <p>Housing and Estate Services <b>£6,776,838</b> (21.7%)</p>	 <p>Furnishing and Other Services <b>£248,836</b> (0.8%)</p>	 <p>Reactive and Cyclical Repairs <b>£9,371,020</b> (30.0%)</p>
 <p>Wider Community Activities <b>£777,897</b> (2.5%)</p>	 <p>Development <b>£552,327</b> (1.8%)</p>	 <p>Housing Support <b>£1,893,641</b> (6.1%)</p>
 <p>Factoring &amp; Workspace <b>£2,491,791</b> (8.0%)</p>	 <p>Major Repairs and Component Replacement <b>£7,592,446</b> (3.6m of which is grant funded) (24.3%)</p>	 <p>Net Interest <b>£1,565,183</b> (5.0%)</p>

## 2023-24 Income

Rents and Service Charges: **£22.21m**

Factoring & Workspace: **£2.80m**

Other income: **£1.82m**

## Performance

Rent collected as a % of total rent due including rent overdue from previous year:  
**102.09%**

Gross rent arrears as a percentage of rent due: **1.28%**

Tenant arrears written off at year end: **£77,183**

Households for which we receive housing costs direct: **2,844**

Value of direct housing cost payment received: **£12.749m**

Percentage of rent lost through properties being empty during the last year: **0.87%**



# WHAT WE'RE LOOKING FORWARD TO IN 2024-25

## New customer app coming soon



A new customer app will replace the current version, making access to Queens Cross services and information much easier. Tenants will be able to report and track repairs, make requests and enquiries and access our services easier than ever before. Keep an eye on more updates coming in early 2025.

## Westercommon maisonette improvements progressing well

Refurbishments to the interior of the maisonette properties at Westercommon are progressing well. Initial works, which involved improvements to four pilot properties, has been completed and upgrades to the other properties included in the project have started. The front entrance of the buildings benefited from improvement works in the summer, which now has a fresh and modern look and a digital door entry system installed.

The £1.8 million investment includes new kitchens, bathrooms, rewires and heating systems. Old electric storage heaters will be replaced with new gas supplies and combi boilers which heat the water as you use it.



## Business Plans 2025-30

We have been busy consulting and planning for the next five years of Association services. The support and insight from customers and staff is key to this and a number of workshop sessions have already been held to listen, gather views and understand where we need to focus our efforts.

With their knowledge and ideas as our starting point we will be 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. Our business plans will put people and their wellbeing at the centre of all our activities to improve the lives of everyone who lives and works in Queens Cross.

Thanks to all those who are helping us shape our plans.



# OTHER WAYS TO GET INVOLVED

## Join the Association

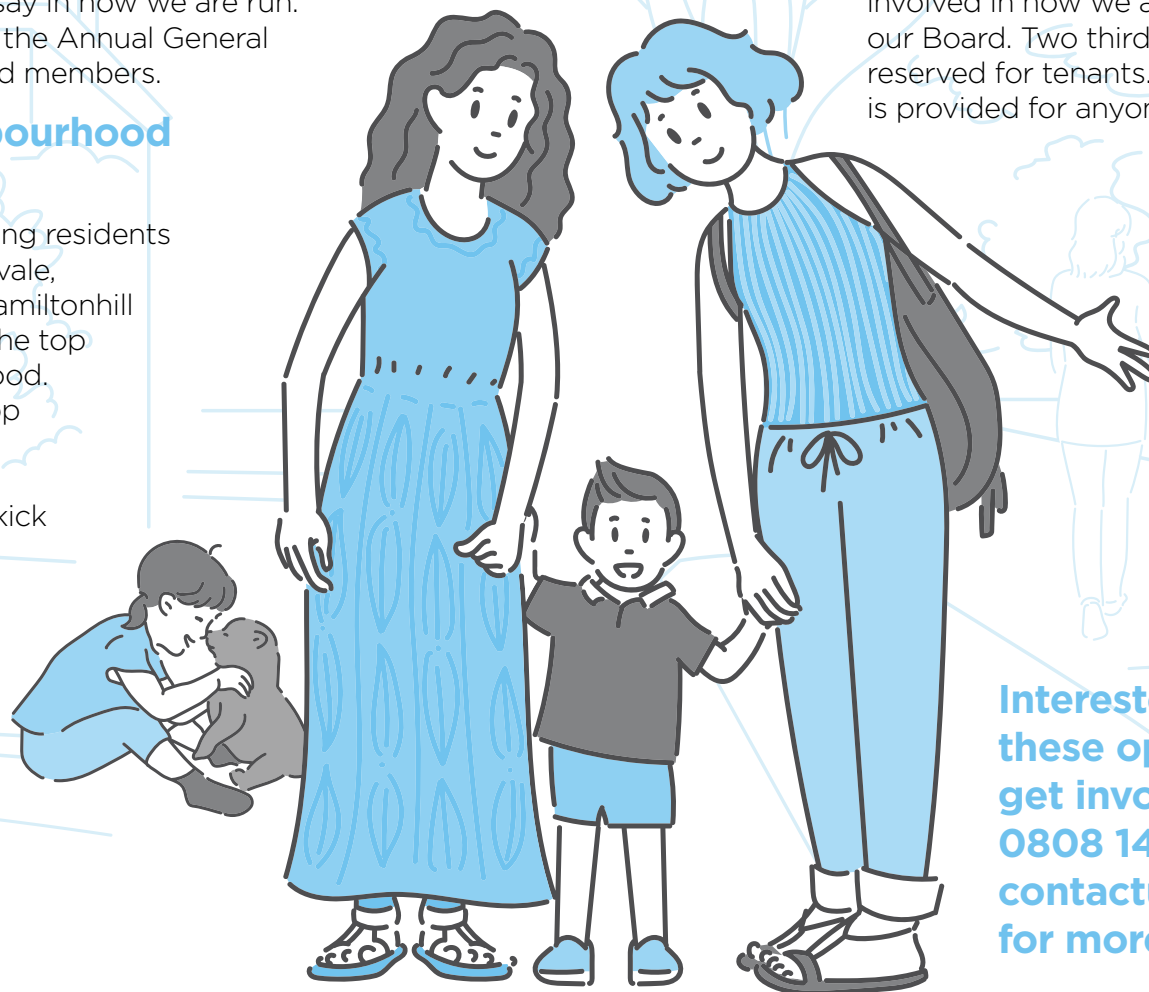
Just £1 is all it takes to become a member of the Association. You then have a real say in how we are run. You can stand for election, attend the Annual General Meeting and vote to appoint Board members.

## Tell us what your neighbourhood needs

In the coming months we're meeting residents across each community – Dundasvale, Queens Cross, Westercommon/Hamiltonhill and Woodside – to discuss what the top priorities are for your neighbourhood. Together we will agree and develop an action plan to improve each neighbourhood which will be implemented during 2025/26. To kick this off, we have organised some meetings in the local areas. Head over to our Facebook page to find out when they are taking place and come along to share your views.

## 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.



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



# OUR BOARD 2023/24



**Andrew Burns**  
Chair



**Sadie Gordon**  
Vice Chair & Community  
Board Member



**Anne Ramsey**  
Vice Chair & Community  
Board Member



**Margaret Glass**  
Community Board  
Member



**Matt Millar**  
Community Board  
Member



**Chibuzo Ehieze**  
Community Board  
Member



**John Dunn**  
Community Board  
Member



**David Horner**  
Independent Board  
Member



**Ian Elrick**  
Independent Board  
Member



**John McIntyre**  
Independent 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 ہو گی؟

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۔