



Queens Cross Housing Association



ANNUAL PERFORMANCE REPORT 2022/23

qcha.org.uk



WHAT'S INSIDE

This is our annual report that provides you with information on how our services have performed from April 2022 to March 2023 and what we're looking to deliver in 2023/24.

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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 Community Foundation:

A grant giving charity for local community projects, individuals and voluntary organisations to support those who are disadvantaged or have specific needs.

Queens Cross Workspace:

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





CHAIR'S WELCOME

Thank you to all our residents, partners, and staff for their support and hard work over the last year. Your dedication and commitment have helped to mitigate the impact of the cost-of-living crisis, especially for the most vulnerable in our communities.

While the cost-of-living crisis has made it another difficult year for residents, local businesses, and the Association, we remain focussed on our Vision, Values, and Aims.

Through the development of new social housing at Hamiltonhill, specialist houses for older people at Burnbank, new accommodation for young people experiencing homelessness, and our ongoing investment in our existing stock, we want to provide excellent housing in vibrant communities, and we want that housing to be affordable and accessible to those who need it most.

We're striving to improve our services and customer experience across the group, such as through our new repairs and maintenance contract.

We are partnering with different organisations and groups to improve the lived environment across our communities as can be seen in the development of green infrastructure, transport links, and leisure spaces in Woodside, Hamiltonhill, and around the canal basin.

We want to hear from our tenants and residents about their priorities.

Look out for opportunities to tell us about what you would like to see happen in your community, including engaging with our surveys, events, and consultations. You can also influence the decision-making of the Association by getting involved in the groups and structures detailed on page 14.

Andrew Burns
Board Chair



CHIEF EXECUTIVE'S INTRODUCTION

I'm very proud of Queens Cross Housing Association, its Board, its staff and its tenants and residents.

Their commitment and desire to continue to improve services and make Queens Cross a great place to live and work impresses me every day. We want to make sure that our tenants are told how we are performing so each year we publish this report. This year our Residents Task Force, which is a group of tenants who scrutinise our service provision and advise on improvements, reviewed the way the information is presented. As a result of this, they told us that the information was clear and understandable and that the comparisons provided were useful for tenants.

In this 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. For example, in the last two years there has been a big backlog of repairs caused by Covid and the cost of parts and labour has gone up too. This means we have spent more than we did last year on repairs.

I hope that you find the information helpful and easy to understand but we are always open to feedback, so let us know if there are any improvements you would suggest. You may also be interested in joining the Residents Task Force or in some other ways to be involved. If so, there are details on the back page about how to get in touch.

A handwritten signature in white ink, appearing to read 'Shona Stephen', with a long horizontal line extending from the end of the signature.

Shona Stephen
Chief Executive

WHAT WE'RE PROUD OF

New repairs contract



Our repairs and maintenance contract was awarded to local company, WrightKerr All Trades, in March 2023.

They are now carrying out emergency and non-emergency plumbing, electrical, joinery and general building and roof repair on Queens Cross residents' homes.

Customer service improvements are expected including real-time tracking of repairs, improved out-of-hours and emergency responses and faster turnaround of void properties. The contract is bringing wider benefits to the local community through agreed local employment and apprenticeship targets.



Residents saved £1 million



Over £1 million has gone back into the pockets of local residents thanks to the Association's Financial Wellbeing team.

The team offer welfare rights, debt and energy advice; they assist with funding claims and benefits appeals, making sure claimants receive the money they're entitled to.

Over the past year, they worked with agencies like the Scottish Government and Scottish Federation of Housing Associations to provide food and energy vouchers to people in immediate financial difficulty. In the 12 months leading up to August 2023, the team helped 289 people save over £1.25 million, putting more money in people's pockets and reducing poverty in our communities.

Nine in 10 people who used the service were satisfied with the support they received, with 94% saying they were given helpful advice.

Burnbank Gardens development



25 Burnbank Gardens is a development of 48 flats for social rent designed to meet the needs of older people. This is in line with Glasgow City Council's brief for the project.

Developed in partnership with Glasgow West Housing Association, Burnbank Gardens will consist of two closes of flats with 24 flats in each, a new back court area. Work is progressing well with the site cleared and building about to start.

PERFORMANCE HIGHLIGHTS 2022-23

Our properties

House size	House	High Rise	Tenement	4 in a block	Other flat/ maisonette	Total	Average weekly rent
1 apartment	0	100	68	0	0	168	£78.46
2 apartment	14	815	1137	19	0	1985	£87.03
3 apartment	69	878	771	98	0	1816	£93.69
4 apartment	71	67	126	20	37	321	£105.32
5 apartment	43	0	14	0	0	57	£116.69
6 apartment	11	0	0	0	5	16	£130.17
7 apartment	19	0	0	0	0	19	£141.63
Total	227	1860	2116	137	42	4382	

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 criteria which must 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.



58%

Stock meeting the
Scottish Housing Standard
(SHQS) at 2022/23



40%





Stock surveyed in
last five years



4.6%

Self-contained
stock exempt from
SHQS

HOW WE'VE PERFORMED

 Customer Service	 Repairs Service	 Managing tenancies	 Letting property
81% tenant satisfaction with our overall service	80.8% tenant satisfaction with our repairs service	77% tenants satisfied with the quality of their home	77% tenants satisfied with the standard of their home when moving in
86.9% satisfaction with keeping tenants informed about services and decisions	93.5% of repairs were completed right first time	81% tenants satisfied with the association's contribution to the management of the neighbourhood	320 properties were let by the association
76.5% Satisfaction with the opportunities to participate in decision making	1.69 hrs was the average time to complete emergency repairs	78% tenants feel their rent offers value for money	33.7 days was the average time taken to relet a property

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 2022-23

	2022/23 £000's	2021/22 £000's	2020/21 £000's
Turnover	25,151	24,713	24,359
Operating expenditure	23,241	21,059	20,159
Operating Surplus	1,910	3,654	4,200
Major Investment work	2,050	1,662	1,324
Investment on building new homes	9,328	2,435	5,778



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 2022-23.

Rising labour, building supply and contractor costs meant we retendered and repurchased services so that investment works could start up again. Investment projects have progressed well this year and this will continue in to 2024-25.



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:	Peer group average:
£636.04	£615.80
up from £613.43	



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:	Peer group average:
£1053.26	£1,004.94
up from £869.29	



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:	Peer group average:
£664.26	£1191.97
up from £597.73	



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:	Peer group average:
£491.62	£745.79
up from £470.53	

WHERE YOUR £ WENT IN 2022/23

We spent **£23.72m** this year on the following service areas:

 Housing and Estate Services £6,600,661 (27.8%)	 Furnishing and Other Services £216,781 (0.9%)	 Reactive and Cyclical Repairs £7,531,751 (31.8%)
 Wider Community Activities £705,687 (3.0%)	 Development £456,053 (1.9%)	 Housing Support £1,915,831 (8.1%)
 Factoring & Workspace £2,324,756 (9.8%)	 Major Repairs and Component Replacement £2,049,610 (8.6%)	 Net Interest £1,919,021 (8.1%)

2022-23 Income

Rents and Service Charges: **£20.57m**

Factoring & Workspace: **£2.75m**

Other income: **£1.76m**

Performance

Rent collected as a % of total rent due including rent overdue from previous year: **99.86%**

Gross rent arrears as a percentage of rent due: **2.0%**

Tenant arrears written off at year end: **£50,535**

Households for which we receive housing costs direct: **2,814**

Value of direct housing cost payment received: **£11.332m**

Percentage of rent lost through properties being empty during the last year: **0.65%**

WHAT WE'RE LOOKING FORWARD TO IN 2023-24

Exploring Tenants' Priorities

Queens Cross appointed the Tenants Information Service (TIS) to undertake a robust and thorough tenant consultation exercise in 2023



focused on engaging customers and the wider community. We are keen to understand how we can continue to act as a key community anchor and effect positive change.

The Association will soon celebrate 50-years as a community-based housing association, rooted in providing excellent housing and great places to live. This anniversary presents an opportunity to look ahead to the next 50 years, and how we can continue to shape strong, sustainable services that meet the needs of diverse and thriving communities.

This consultation has been jointly commissioned with Maryhill Housing Association. We nurture a positive, informal relationship with Maryhill and want to understand how we can continue to work together to make a difference to our communities.

Making Places

Work has started 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 (see picture, right).

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.

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



The vision for the project is to improve streets, green spaces, play parks and courtyards to create 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 will focus on the area to the west of St George's Road. Phase 2 plans for the area around east Woodside are being finalised. To find out more, visit [woodsidemakingplaces.org.uk](https://www.woodsidemakingplaces.org.uk)

structure. Play areas are to include climbing stumps, chin up bars and a totem forest.

Housing is also underway with the first phase 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](https://www.qcha.org.uk/find-a-home/Hamiltonhill-development)

NURTURE OUR NEIGHBOURHOODS



The Nurture our Neighbourhoods campaign invites residents to work with us to ensure we are all proud to live and work in Queens Cross.

We do this through estate inspections, tackling litter, dog fouling and fly tipping and introducing new wellbeing initiatives like tackling anti-social behaviour and introducing the Good Neighbour Charter.

The Charter inspires residents and staff to work closely together to build an even better sense of community by respecting and looking after each other.

Bin It For Good teams of staff and community residents are out and about helping us all live and work in clean, safe areas that we can all be proud of. Call us on **0808 143 2002** or email **contactus@qcha.org.uk** to find out more.



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

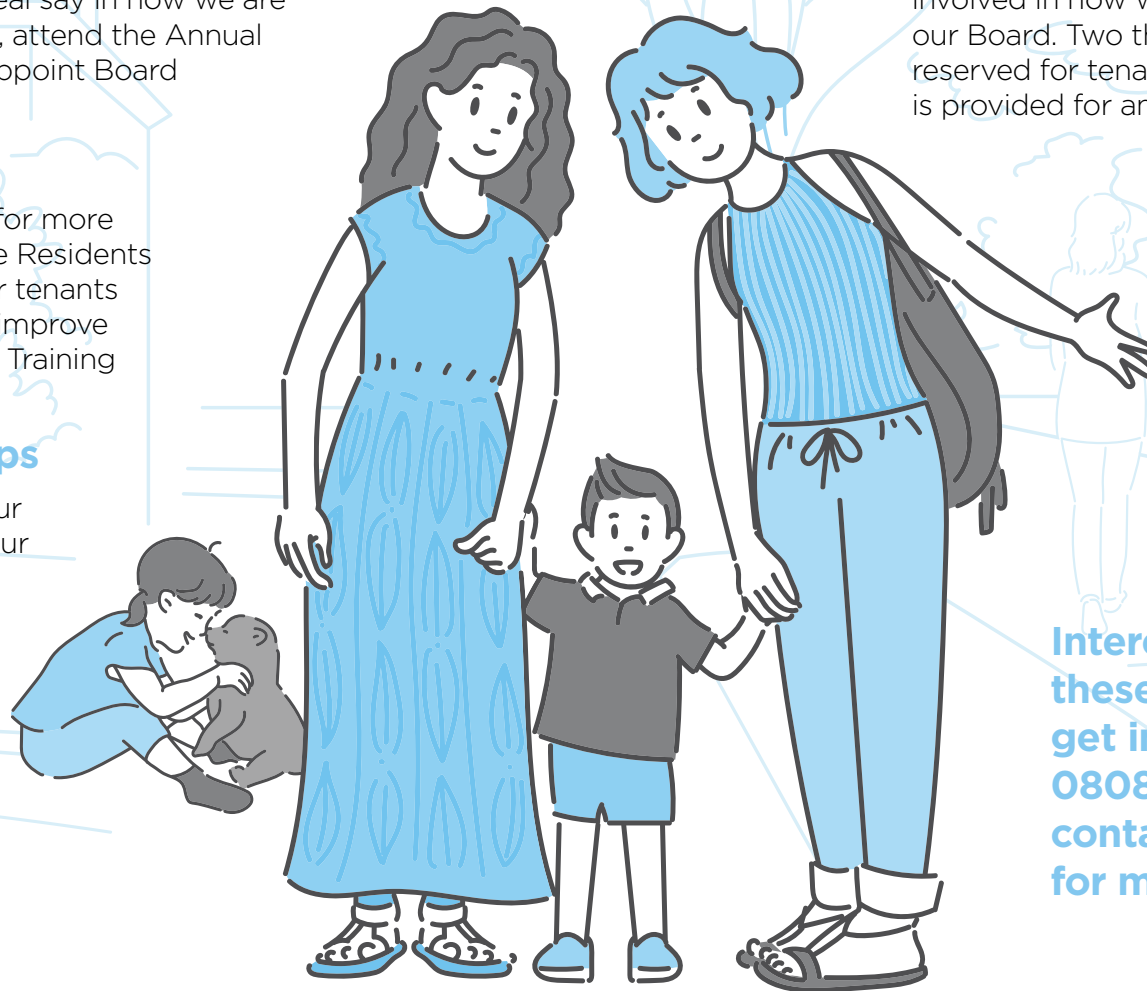
We are always on the lookout for more people to get involved with the Residents Task Force. Members are either tenants or local residents who help us improve services and the way we work. Training and support is provided.

Neighbourhood Groups

Get to the heart of shaping your community by joining one of our Neighbourhood Groups. They are a 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.



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

OUR BOARD 2022/23



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



Bronwyn Wyper
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 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۔