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*MAKING AMBITION  
A REALITY*

**BUSINESS PLAN  
2020-2025**





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# QUEENS CROSS GROUP

The Queens Cross Group is made up of four key 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 the North and West of Glasgow.

**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:** Provides support through grants for local community projects, individuals and voluntary organisations to address disability, discrimination and disadvantage.





## WELCOME FROM OUR PATRON

**Over the past five years Garscube Community Foundation has distributed more than £100,000 to local groups and individuals in north west Glasgow.**

It's been a pleasure to be involved with this work to help improve the lives of so many as the charity's Patron.

So, I'm delighted to be marking the next chapter in the Foundation's story and its incorporation into the Queens Cross Group.

Being part of the wider Queens Cross Group will give the Foundation access to resources and expertise that will help us support even more community groups and individuals in the years to come.

The Foundation's grant giving is directly targeted at challenging poverty and changing lives. There is a clear link between educational attainment and participation in extra-curricular activities.

Since launching, the Foundation's Community Chest has awarded over 650 grants, providing young people with funds to allow them to buy equipment for arts and sport activities, to get online, to travel, and to pay for lessons. Opportunities they would not have without the help of the Foundation.

Helping to give disadvantaged local young people access to something new, or learning a new skill, helps build confidence and shows young people what they are capable of.

Increasing opportunities is a pathway out of poverty and something we'll be focusing more on as the charity grows.

Now with the backing and resources of Queens Cross Housing Association and Queens Cross Workspace, the Foundation has the opportunity and the means to help more people out of poverty by tackling exclusion, improving skills and confidence, leading to wider life opportunities.

This five-year plan outlines in detail how we aim to achieve this.

*Libby McArthur*

**Libby McArthur**  
Patron  
Queens Cross Community Foundation



## CHAIR'S FOREWORD

**For almost 20 years, the Community Foundation has been making lives better in Queens Cross. Everyone needs a bit of help from time to time and the Foundation aims to give a helping hand when it's needed.**

Too many people living in Queens Cross neighbourhoods struggle to make ends meet and to make their ambitions a reality. Reading through this new business plan to 2025, I'm excited about the future of the charity and how it can encourage and help make a meaningful difference to people's lives.

This is our first Business Plan written since the establishment of the new Queens Cross Group. The Foundation's place at the heart of the Group, gives us confidence to plan a refresh of our funding programmes and a new approach to fundraising, to maximise our reach and impact.

To achieve our goals, we'll work more closely with Queens Cross Group staff and volunteers, seeking to inspire them to give back to the community through fundraising activities and encouraging applications when they meet someone with a need.

This plan is dedicated to the memory of our founding Board member Bridget McGeechan, who sadly passed away recently. Bridget was very much a driving force in the Foundation, who knew the importance of working with the community hand in hand, building capacity and treating people with dignity.

I think you can see these guiding principles in our Plan and the Board believe this is a fitting tribute to Bridget.

I'm very proud of the Community Foundation and what it has achieved so far. But I'm even more excited about its future and the positive change it can bring.

**Sadie Gordon**  
Chair  
Queens Cross Community Foundation



# THE QUEENS CROSS GROUP: SHARED VISION, SHARED VALUES

**Queens Cross Community Foundation is part of the Queens Cross Group alongside Queens Cross Housing Association, Queens Cross Workspace and Queens Cross Factoring Ltd.**

The Group Plans are the result of consultations and conversations with our customers, staff and Board members. With their knowledge and insight, we've constructed our evidence-base and developed cohesive business plans that address the challenges and opportunities we expect to see in the next five years. This plan for Queens Cross Community Foundation reflects our agreed vision and values, and contributes to achieving the five QC Group objectives.

## **Our shared vision and values**

### **Vision**

Excellent housing in vibrant communities

### **Values**

Our values guide everything we do. Whenever we make decisions, we refer to these 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 way 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 customers 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 customers. 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.

## **Objectives**

- 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



# ABOUT THE COMMUNITY FOUNDATION

**Queens Cross Community Foundation (formerly the Garscube Community Foundation) has been supporting local people and organisations in the Queens Cross area since 2004.**

Over the past five years the Community Foundation has distributed more than £100,000 to local causes. The Foundation provides grants to support community projects, voluntary organisations and individuals living in north west Glasgow. It is an OSCR (Office of the Scottish Charity Regulator) registered charity run by local people working to address poverty, inequality of opportunity, disability, disadvantage and discrimination.

It currently operates two distinct grant giving mechanisms. The Community Chest Fund gives personal grants to individuals age 25 and under, to help them seize opportunities or develop skills they would not otherwise be able to; and the Local Grants Scheme is a flexible grant-giving mechanism that considers applications from groups and individuals in the local community to fund their activities and events which builds an inclusive, cohesive community.

Our grant giving is directly targeted at challenging poverty and changing lives. For example, there is a clear link between educational attainment and participation in extra-curricular activities. Since its inception the Community Chest has awarded over 650 grants, and has provided young people with funds to allow them to buy equipment for arts and sport activities, to get online, to travel, and to pay for lessons.



Shona Stephen, Queens Cross Group Chief Executive, is clear that this fund is important:

**“Whilst these grants are small, the impact of each and every one of them should not be underestimated. If receiving a Community Chest grant means a child gets to try something new, learn a new skill, or gain confidence, then we are pushing back against poverty and making an impact.”**

The Local Grants Scheme has similarly provided funding where it's most needed, paying for things like organised educational trips, funding local clubs that provide free or low cost activities, and community projects that support people to try out activities such as snow sports.

One local head teacher summed up the impact the Foundation is having:

**“Donations like this are changing children's lives. Without this funding many of the pupils would not have been able to attend this residential trip, and they would have missed out on exciting activities and bonding with their peers. It is heartening to know that there are kind, good hearted people in the world”**







# ABOUT THE COMMUNITY FOUNDATION

## Relaunch and rebrand

The charity is relaunching in 2021 with a new name, Queens Cross Community Foundation, a new constitution, and updated objectives to support our community more effectively. The Foundation is part of the Queens Cross Group alongside Queens Cross Housing Association, Queens Cross Workspace and Queens Cross Factoring.

The Group has produced a suite of business plans for the next five years, one for each of its companies, with an overarching aim to demonstrably improve the lives of the people who live and work in our neighbourhoods. This Business Plan outlines what steps will be taken by the Foundation to achieve this up to 2025.

## Who does the Foundation aim to help and where

The Foundation is open to applications from people, groups and organisations, within all the communities where Queens Cross Housing Association operates.

This local focus, backed by knowledge of the area and its challenges, is one of the key strengths of the Foundation. Each individual application is judged on its own merits in relation to delivering the Foundation's strategic objectives.





# STRATEGIC OBJECTIVES

## The Foundation's strategic objectives to 2025 are to:

- Improve life opportunities, enhance wellbeing and challenge poverty and
- Be a respected partner capable of getting funding to where it is needed most in the community.

## Achieving these strategic objectives

To achieve these objectives the Foundation will focus on five areas of support:

1. Support for individuals and groups in need, to help enhance and sustain their wellbeing, and promote healthy life choices
2. Support to access cultural, educational and development opportunities that can contribute to improved life chances for individuals and groups
3. Support for practical projects and proposed solutions that tackle poverty in the area, and work towards a more inclusive society
4. Work in partnership with the community to identify and distribute the resources needed to address disadvantage and discrimination
5. Strengthen the skills, abilities and confidence of local people and community groups to take effective action in the positive development of their community



**Delivering on these five areas of support is dependent on building the reputation of the Foundation as an anchor organisation that can be trusted, is flexible, compassionate and committed.**

## A trusted and respected organisation

Since its formation the Garscube Community Foundation has worked hard to build trust and respect both with partners and funders, as well as the communities it serves.

Under the new Queens Cross Group banner, work will continue to build trust in our organisation. We aim to raise the profile of the Foundation locally and nationally, to highlight the positive impact delivered by our grant programmes and encourage applications from all parts of our local community.

We will also be reviewing our approach to fund-raising and will be seeking to attract new funding, encouraging more corporate donors, regular individual donations and establishing an annual programme of events where we can promote the Foundation and raise money. With a more regular and secure stream of income, the charity can plan additional grant-giving programmes to reach further and target our impact effectively on those who need it most.





# STRATEGIC OBJECTIVES

## An organisation that's flexible and compassionate

Given the remit of the Foundation it is hugely important that the organisation is seen as sympathetic and empathetic to applicants. Central to this is an understanding that we need to work hard to make applying for our funding support easy for people, and break down any barriers that might be in the way.

Within the Foundation we know how a lack of money can exclude people in many different ways, limiting their life chances, and those with the least resources may find asking for help the most challenging. Even if a request for help can't be met, we can signpost to other resources, and all engagements with applicants will be sensitive and constructive.

## Committed to helping people move out of poverty and improve their opportunities

Research from the wider Queens Cross Group says that too many people living in the Queens Cross area are living in poverty, with the limited opportunities that this situation creates. The Foundation believes that we can help people out of poverty by tackling exclusion, improving skills and confidence, and aspiring for a better quality of life for all.

Relatively small amounts of money can make a difference, but only if the money is focused spend – so targeting and measuring the impact of our funding will be key to maximising the benefits. We aim to recognise need in our community, and to find the resources and solutions that will make a long term difference. It's about helping people build their capacity to help themselves.





## OUR PLAN OF ACTION

**For each of our Strategic Objectives we have agreed the actions we will be targeting over the five years of the plan. To improve life opportunities, enhance wellbeing and challenge poverty, we will: Introduce a new Bursary Scheme, Review our Community Chest Grants Scheme, and Improve our Local Grants Scheme for Groups and Individuals.**

**To be a respected partner capable of getting funding to where it is needed most in the community, we will: Undertake a Governance review of the Foundation, Refresh our Approach to Fundraising, and Report on the Impact of the Foundation.**

### 1. Introduce a new Bursary Scheme

- Introduce a new grant mechanism which targets people from disadvantaged backgrounds entering further education to help them reach their potential
- Raise the Foundation's profile in secondary schools for young people making decisions about their future career options
- Work with partners in the Group to secure funding and use the bursary scheme to commemorate John Gray in recognition of his life-long commitment to the young people of Queens Cross

### 2. Review our Community Chest Grants Scheme

- Undertake a review of the reach and impact of the Community Chest to understand its success and plan for any improvements to the award criteria or the application and award process
- Work with local partners to identify any groups of young people who are not able to access the fund and remove the barriers

### 3. Improve our Local Grants Scheme for Groups and Individuals

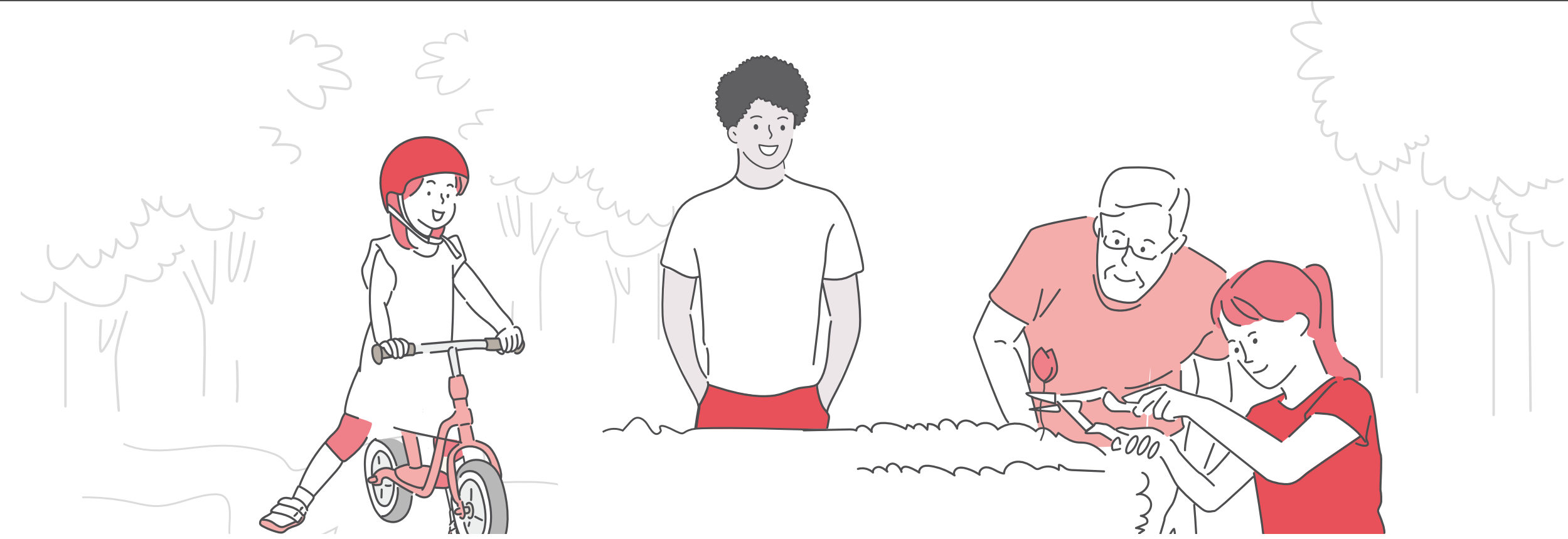
- Better promotion of the Local Grants Scheme to potential applicants and funders through the media, on social media, in QC Group newsletters and websites. This would focus on who is eligible and what can be achieved through the promotion of case studies and good news stories on all communication channels and a planned schedule of communication activity
- A review of the application process to ensure it is accessible; include online materials, information in different languages and help for people making applications
- Improve the decision-making process. Develop clear criteria ensuring decisions on applications will be made fairly, transparently and within a specific timeframe

John Gray was a former Chairperson of QCHA, City Councillor and community activist. Creating a bursary in his name is a fitting legacy for a man whose life was dedicated to fighting against poverty and inequality, and making a positive difference to the lives of local people.





## OUR PLAN OF ACTION



#### 4. Undertake a Governance Review of the Foundation

- Register the Foundation with a new name and new constitution, with clear objectives that align with the other charities in the QC Group
- Strengthen trust by developing the new Queens Cross Community Foundation brand to make the charity easily recognisable to stakeholders, funders and the community. A brand that says the QC Community Foundation is 'the' charity of north west Glasgow and widen this message out to all residents
- Grow the Foundation so that it can help more people by recruiting and developing our Board members, bringing in wider expertise and community connections

- Raise our profile with a digital makeover including improved website and online communications, and spread the word about the Foundation's work across all Queens Cross Group activities and events in the community

#### 5. Refresh our Approach to Fundraising

- Queens Cross Group staff will see the Foundation as their charity, officially adopting the Foundation, setting up staff fundraising groups and Give As You Earn opportunities
- Expand the number of corporate donors through which the Foundation can access funding. Develop an effective funders pack with case studies and examples of work
- Develop a mechanism to promote the Foundation with QC Group contractors as potential fundraising partners and have a publicity push with local

businesses in north west Glasgow to reinforce the Foundation as their local charity too

- Promote community fundraising options such as Glasgow Community Lottery, text giving, and other regular ways of making donations and publicising how these donations are used

#### 6. Report on the Impact of the Foundation

- Review our processes for impact measurement for all grant programmes and collect data about where our funding goes and its benefits
- Consider setting funding targets against themes of activity or under-represented groups to ensure the Foundation is able to reach everyone who needs our help
- Produce a report on the impact of the Foundation that captures the real difference that our targeted grants make to peoples' lives and future life chances





# QCFOUNDATION.ORG

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