



Queens  
Cross  
Housing  
Association

# Asset Management Strategy

2019-2024

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Asset Management Strategy  
2019-2024

# FOREWORD

Welcome to Queens Cross Housing Association's Asset Management Strategy 2019-24, which has been approved by the Board on 26 March 2019.



The new Asset Management Strategy is written against a backdrop of the conclusion of the legacy programme of investment in former GHA properties, following the stock transfer of 2500 units in 2011. Since the Association's first Asset Management Strategy in 2012, a total of £40m has been invested in our stock, with around £25m of this spent in the transferred neighbourhoods. This significant programme has been successful, in transforming these estates, and improving the lives of our tenants and owners who stay there.

However, with significant changes in the Property standards we are required to meet as landlords, and with our customers' ever-increasing aspirations raising the bar on the quality of our Property Services, we clearly still have work to do. The strategy highlights the current challenges for the Association, and provides a strategic direction, over the next 5 years, to enable these challenges to be met.

The strategy has been developed following consultation via focus groups with residents, Community Involvement Groups and the Residents Task Force. The Association values our customers' feedback and has incorporated their comments and suggestions into the strategy.

One of the key aspects of this feedback was in relation to the development of the Queens Cross Quality Promise. This promise will confirm the standard of housing that tenants can expect from the Association, including clear information on Property Services standards and commitments.

Our customers also requested to have more influence over and better communication on the delivery of the Investment Programme. Over the next 5 years, a total of £38m will be invested in our homes and the surrounding environment. This delivery will require regular consultations with affected individuals and communities. As the current Chair of our Factoring subsidiary company, I am pleased to note the commitment in the Strategy to close working with Queens Cross Factoring, in recognition of the extent of work programmed in mixed-tenure properties and the need to engage effectively with Owner Occupiers.

We believe that technology will be increasingly important in helping the Association to meet the challenges we face. In the strategy, we undertake to make better use of technology and to keep up with innovations that can assist us to deliver our Property Services more effectively. We have just launched a Web portal and App for customers, and are working to develop mobile working for our Property teams.

With a significant investment programme mapped out and many service improvements planned, I believe that the new Asset Management strategy will be key to the Association delivering its vision of excellent housing in vibrant communities.

**David Horner, Vice-Chair of Board**

# OUR VISION, VALUES & STRATEGIC OBJECTIVES

## Our Vision

Excellent housing in vibrant communities.

## Our Values

### Respect

We see the positive in everyone, especially our tenants. We treat everyone fairly, regardless of age, race, gender or background. We ask for opinions even if we know 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 what we say behind the scenes. If we say we'll do something, we mean it. Our tenants can count on us to solve their problems and make sound decisions.

### 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.

## Our Strategic Aims

What we want to do:

- 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.

# Who we are

Queens Cross Housing Association was formed in March 1976 as part of the local community's desire to improve housing conditions and regenerate the area. Today, the Association is one of the largest community-controlled Registered Social Landlords in Glasgow, with over 4,300 housing units within its ownership and generally operating in North-West Glasgow. It is registered with the Scottish Housing Regulator, and since April 2005, has had charitable status.

The Association was formed through the commitment of local people to halt the degeneration of the Queens Cross area as the area suffered severe housing blight through the late 1960's and early 1970's. In 1976, the population had declined to less than 5,000 from 48,000 in 1945, and the Association was determined to address the physical and economic decline by providing a quality of housing which made it an attractive area to live and so rebuild the community. The current population of the area is now about 16,000, as can be extrapolated from Census information.

As a community-based organisation, the Association's activity has always been targeted within defined boundaries, with its historic programme primarily located along the Maryhill Road corridor between St George's Cross and Queen Margaret Drive.

In recent years, this focus has widened as opportunities for growth have been identified outwith the traditional Queens Cross/Firhill area, particularly north of the Forth & Clyde Canal into Possilpark.



The main driver for the Association, as with all community-based Housing Associations in Glasgow, has always been the regeneration of the area and the re-building of the community. To date the Association has improved almost 1,400 traditional tenement flats, and developed 1,100 new build homes. From the mid-1990's, the Association's growth strategy was augmented by the promotion of small scale stock transfers from both Scottish Homes and the City Council. Nearly 60% of the Association's stock, in a range of build types, has ultimately derived from these transfers and more recent transfers from the Glasgow Housing Association in 2011.

Given the size and range of stock after 2011, the overall management was split over 4 distinct neighbourhoods.

**Dundasvale**

**Queens Cross**

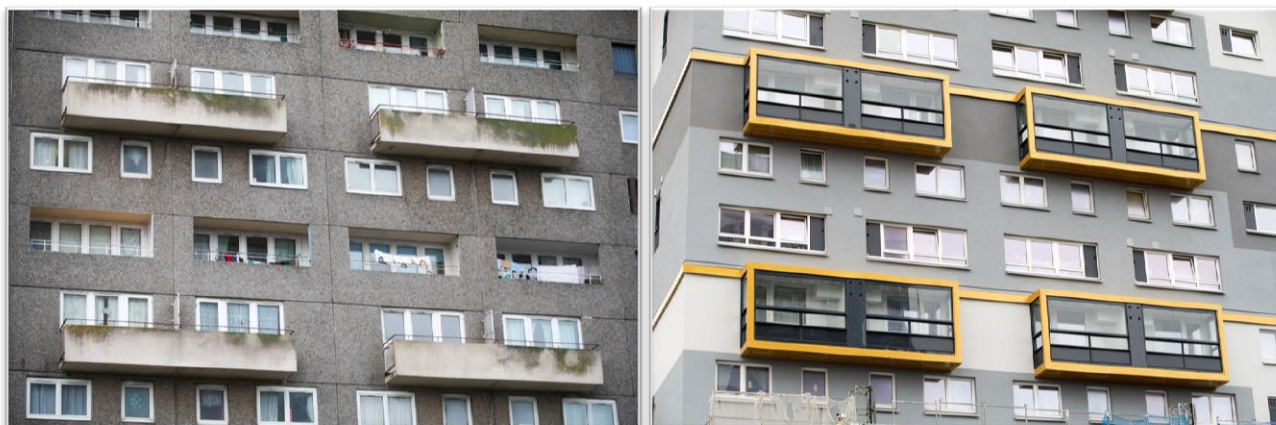
**Woodside**

**Westercommon/ Hamiltonhill**

Each neighbourhood has a Community Involvement Group, which consists of local people who work with us to make sure the views of our tenants and residents are heard. They are at the heart of shaping our work with communities.

# Where we are now

Since the Associations first Asset Management Strategy in 2012, a total of £40m has been invested in our stock, with key investment projects at Westercommon and Woodside ensuring that all relevant properties now comply with the Scottish Housing Quality Standard.



Although successful Asset Management requires the services of all departments within Queens Cross the lead department for the Investment and Maintenance functions is the Property Services Department, within the Property, Enterprise & Regeneration Directorate.

This department oversees all Investment projects as well as the maintenance function including reactive repairs, cyclical & compliance programmes and void property maintenance. The Handyperson service and Tradespersons are also in this department.

The size, type and age profile of our housing units are shown below.

## Apartment Size/ Property Type Profile

Size / Type	House	High rise	Tenement	4 in a block	Other flat	Total	%age
1 Apt	0	100	34	0	0	<b>134</b>	<b>3%</b>
2 Apt	16	678	1,106	24	174	<b>1,998</b>	<b>46%</b>
3 Apt	62	815	695	104	121	<b>1,797</b>	<b>41%</b>
4 Apt	67	58	116	21	53	<b>315</b>	<b>7%</b>
5 Apt+	72	0	13	0	6	<b>91</b>	<b>2%</b>
<b>Total SC</b>	<b>217</b>	<b>1,651</b>	<b>1,964</b>	<b>149</b>	<b>354</b>	<b>4,335</b>	<b>100%</b>
<b>%age</b>	<b>5%</b>	<b>38%</b>	<b>45%</b>	<b>3%</b>	<b>8%</b>	<b>100%</b>	

## Stock Age Profile

Age Band	Units	%age
Pre 1919	958	22%
1919-1944	155	4%
1945-1964	70	2%
1965-1982	2,069	48%
1983-2002	561	13%
Post 2002	522	12%
<b>Total</b>	<b>4,335</b>	<b>100%</b>

The age and property type profile presents challenges for the Association. Over one fifth of our stock was constructed more than 100 years ago. The high percentage of old tenement properties that require on-going maintenance and investment ensures that the Association maintains an excellent working relationship with our sister company, Queens Cross Factoring, who factor the majority of owners within our mixed-tenure blocks. Almost a fifth of our stock is Multi-storey flats (MSFs) that have their own unique challenges due to their construction and mechanical & electrical installations. Increased Fire Safety standards will also require to be introduced, following recommendations by the Grenfell Enquiry.

All Association properties pass the Scottish Housing Quality Standard, with 86% currently passing the Energy Efficiency Standard for Social Housing. Our programme for investment will ensure that 100% compliance is met by the deadline of December 2020.

In relation to maintenance standards for responsive repairs, the Association has very high standards that cover several categories of response.

Category	Timescale	Target (18/19)
Emergency	4 hrs	100%
Urgent	2 days	98.5%
Routine	5 days	98.5%
Tenant Satisfaction with the Repairs Service		97%

The delivery of our maintenance service is conducted via three main contracts:

**Repairs & Maintenance** covering responsive, medical adaptations, cyclical/compliance and void maintenance with an annual budget of £3.3m.

**Close Cleaning** covering the cyclical cleaning of our internal common areas with an annual budget of £370,000.

**Environmental Maintenance** covering the environmental upkeep of common garden and open space areas with an annual budget of £240,000.

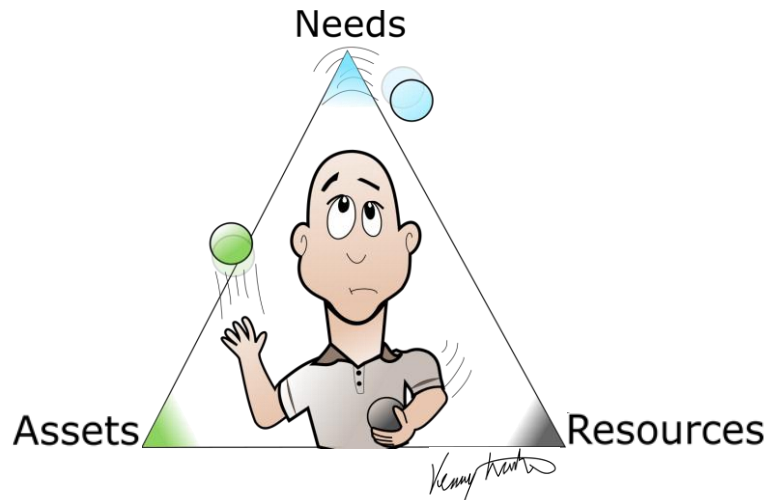
The Association also delivers some of these services internally via our Tradesperson Team, Handyperson Team and Estate Caretaking Team. Consultants are utilised for specialist work, including Fire Risk Assessors & Health & Safety Consultants.

In relation to our Investment service, each project is evaluated on its own merits, to procure required consultants who then assist in developing the scope of works required. A suitably competent Contractor is then procured to carry out the Works. Call-offs from appropriate external Frameworks have also been used.



# Purpose of our Strategy

**Asset Management is fundamentally about balancing assets, needs and resources.**



This strategy sets out our approach to managing our housing assets. It covers a range of activities that ensure the housing stock meets the needs and standards required, both now and in the future.

The housing stock represents our most valuable physical asset and considering the year-on-year repair and maintenance costs, our largest liability.

The Association has devised its Strategy to:

- **Identify clear objectives and decide priorities**
- **Ensure our property assets offer Value for Money**
- **Plan the resources required to deliver service priorities & excellent performance**
- **Improve customer service and communication**

In order to ensure that the housing stock meets our needs and standards now and in the future, the Asset Management Strategy contains clear objectives for investment and maintenance functions.

To aid the formation of this strategy, Focus groups were held with staff, tenants, Community Involvement Groups & the Board. It is through these meetings that the strategy objectives evolved.

The Asset Management Strategy has been prepared to inform and support the Association Business Plan and ultimately assist in delivering our vision of

**excellent housing in vibrant communities**



# Where we want to be

Our business plan sets out our vision for where the Association wants to be. It is an ambitious vision to provide excellent homes in vibrant communities.

The 7 strategic aims identified below provide our framework for our Asset Management Strategy to contribute to achieving the over-arching vision.



## Objective 1

### Improving existing neighbourhoods

The main priority for the Association under its Asset Management Strategy is the continuous investment in our existing assets. The Association will ensure that existing properties/neighbourhoods undergo timeous investment programmes that maintain and enhance the quality of the properties and surrounding environment.

What we want to do:

- All Neighbourhoods - Establish Small Scale Multiple Component Investment Programmes
- Woodside MSF/Deck Access properties – Undertake environmental improvements to achieve our Making Places vision for Woodside
- Woodside Deck Access – Undertake security/common area improvements
- Westercommon Maisonettes – Undertake internal flat & common area improvements
- Westercommon MSF – Undertake internal flat improvements
- Garscube Estate Tenements – Undertake internal property, common area and environmental improvements
- Dundasvale MSF – Undertake internal property improvements

## Objective 2

### Provide excellent investment and maintenance services that reflect our tenants aspirations

The Association will clearly understand the demands and aspirations of our tenants in relation to service provision currently provided and in the duration of the strategy. The Association will seek to continuously improve our property services through real engagement with our customers.

What we want to do:

- Evaluate and incorporate Technology/ Mobile Working into investment and maintenance services
- Provide clear information on current services and future investment and maintenance regimes
- Provide greater assistance/ education on new technologies to residents
- Create a Queens Cross Quality Promise for existing properties
- Increase the involvement / choice for residents within investment and maintenance services



## Objective 3

### Optimise our staffing resources and governance processes

The Association will ensure it maintains the capacity to deliver its investment/maintenance programmes and service by seeking to develop and retain experienced staff who can deliver more services directly and efficiently for our customers. This will include having comprehensive policies and procedures in place with clear reporting processes to senior management and the Board.

What we want to do:

- Create comprehensive policies & procedures for all services
- Manage staff resources / succession planning
- Develop formal reporting structures/ delegated levels of authority
- Develop the capacity of our Direct Labour Organisation (Trades and Handypersons teams) to expand the range of works we deliver direct
- Review in house Cyclical/Compliance capacity

## Objective 4

### Ensure value for money in our maintenance and investment services

The delivery of the maintenance and investment services presents strategic and operational risks that require to be managed to protect the long-term interests of the organisation. The Association will look critically at the long-term viability of its stock, balancing investment needs against letability, seeking to achieve a sustainable balance of quality and costs to deliver Value for customers.

What we want to do:

- Review and enhance processes involved with Risk Management, Procurement and Contract Management
- Develop an Asset Appraisal methodology for our existing stock
- Create an Acquisition & Disposal Policy
- Review policy/processes to ensure income maximisation
- Investigate 'Repair not Replace' options for investment projects
- Review/programme Backcourt/ Environmental Improvements
- Establish standards that will future proof our stock for foreseeable requirements and to enable tenants to stay longer in their homes.



## Objective 5

### Invest in property to reduce running costs for our customers and the Association

The Association will ensure that investment in existing properties contributes to reducing poverty, delivers on our aims within our Charter to Challenge Poverty and challenges the prevalence of fuel poverty within the Associations neighbourhoods.

What we want to do:

- Continue investment to meet Scottish Government Housing Standards, including Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing
- Enhance residents understanding of the efficient use of heating systems
- Investigate future innovative energy efficiency measures
- Devise annual programmes of activity to increase awareness for current and potential fuel-poor customers

## Objective 6

### Contribute towards community health & wellbeing

The Association will give equal priority to investment in the quality of our neighbourhoods to ensure our customers can be healthy and safe in their environment.

What we want to do:

- Ensure appropriate Community Benefits are included in contracts
- Enhance environmental / open space areas
- Review and improve Play Area provision
- Create appropriate Sustainability standards
- Enhance Security provision across all neighbourhoods
- Ensure continued focus on Health & Safety/ Fire Safety Compliance
- Review Property Adaptations to enhance delivery and stock provision

## Objective 7

### Identify future maintenance/investment opportunities

We will continue to actively explore new maintenance and investment opportunities that will enhance our current level of service, provide additional resource and add value. We will continue to have close ties with the Association's Development Programme

What we want to do:

- Investigate future potential technologies including Renewable Energy Sources
- Adopt appropriate digital working practices
- Investigate external Grant Sources
- Investigate Income Generation Opportunities
- Develop programmes to reduce waste and promote recycling
- Investigate and evaluate incorporation of Digital Technology for Care & Internet of Things



# How we will achieve this

To deliver on these strategy objectives, the Association requires to focus on a number of areas which all contribute towards the success of the Strategy.

These areas are:

- **Delivering our Investment Programme**
- **Delivering excellent customer services**
- **Ensuring value for money and managing risk**
- **Maintaining good governance and staff resources**



## Delivering our Investment Programme

Within the Associations 30 Year financial projections, £38m has been included for Investment Works to our stock over the lifetime of this Strategy. Over this 5 year period Investment work will be organised to over 5,100 homes, including common works to nearly 900 owner-occupier homes.

The delivery of this programme is key to the success of this Strategy, and thus will be the main focus for the Association, and will be linked closely to the Associations Business Plan.

Following on from tenant feedback, component renewals will be packaged up to ensure that, as far as practicable, they are undertaken as part of a single project. This programming of works will be completed in Year 1, to allow communication of the Investment Programme to all affected residents at the earliest time.

Given the extent of Investment Work, affecting common parts, a key challenge for the Association, is in forging links with owners to discuss the importance of Investment and to get buy-in to our Investment programmes and the long-term strategy for maintaining mixed-tenure properties. By confirming projects for the whole of the 5 Year Strategy in Year 1, it is hoped that early notification will allow greater buy-in.

Key projects over the lifetime of the strategy are noted below.

**Woodside MSF/Deck Access – Environmental Improvements:**

This project will aid us in achieving our ‘Making Places’ vision for the Woodside Area, and will include environmental improvements to nearly 1,000 homes (700 Queens Cross/300 Owner Occupiers) within the High rise and low rise at Cedar Court/Street and also the deck access properties at Raglan Street, St Georges Street, Braid Square/Street, St Peters Path and North Woodside Road.

**Woodside Deck Access – Security/Common Area Improvements:**

This project will invest in improvements to the condition of the common areas including the decks, staircases and will look to enhance the security of the 542 families (388 Queens Cross/ 154 Owner Occupier) living in these decks.

**Westercommon Maisonettes – Improvements:**

This project will comprise investment works within the maisonettes including electrical rewire, kitchens, heating systems and bathrooms including installation of an over the bath shower and also will look at common improvements including roof renewal, common door & window/screens, door entry system, fabric repairs & environmental works. In total 72 maisonettes (41 Queens Cross/ 31 Owner Occupier) will be improved.

**Westercommon MSF – Kitchen/Bathroom/Rewire:**

This project will include complete electrical rewire and investment in kitchens and bathrooms including the installation of an over the bath shower to the 448 flats within the 4 blocks at Westercommon.

**Garscube Estate Tenements – Internal property, common area and environmental improvements:**

This project will invest in the replacement of heating systems to the 109 Queens Cross properties, but will also include fabric repairs (stone, roof, gutters), investment in internal common parts (flooring, walls) and environmental improvements to the 250 total properties (109 Queens Cross/ 141 Owner Occupier) in this pre 1919 tenement scheme.

**Dundasvale MSF – Internal property improvements:**

This project, to the 340 flats in the 3 high-rise blocks at Dundasvale will include kitchen renewal and replacement of the heating and hot water systems.

## Delivering excellent customer service

The Association will continue to enhance the current excellent customer service that it provides. It will look at utilising technology to allow access to additional information on their home and the maintenance and investment service provided to their home.

This technology will expand the areas that customers can request & review services, via enhanced website interactions and mobile applications. Areas will include easier methods of reporting repairs, providing feedback on specific services and information on future investment projects and cyclical programmes.

## **Our Quality Promise**

The Association is required to meet a number of quality standards established by Scottish Government & the Scottish Housing Regulator; these include the Scottish Housing Quality Standard, Energy Efficiency Standard for Social Housing and the Scottish Social Housing Charter. These standards are of a general minimum nature, and are not specific to the Association's stock or customer needs. The Association proposes to develop a Queens Cross specific quality standard via consultation, which will be called the Queens Cross Quality Promise. This promise will confirm the standard of housing that tenants can expect from Queens Cross, including clear information on service provision on our Property Services standards and commitments.



## **Customer Communication and Engagement**

The Association will enhance the level of communication directly with residents, to allow more personalised information to be provided on service provision and Investment proposals. We will establish clear, best practice guidance, in a range of formats, for all technologies incorporated into our properties to ensure that they are operated and maintained as effectively as they can be.

We will ensure that engagement with customers is at the forefront of any service delivery and Investment project, and is carried out in a manner that is meaningful for the varied customers of the Association.

## **Services to Owners**

Mixed tenure properties within the Associations stock, raises additional challenges in relation to maintenance and investment activities. Working closely with Queens Cross Factoring, we will ensure that future investment programmes are communicated at the earliest time and active engagement is promoted to owner occupiers for Investment projects and maintenance services.

## **Quality Specification and Sustainability**

The Association has developed its own Design Guide & Standard Specification, which is continuously reviewed and updated as necessary to meet the latest standards for Investment Works. We will scan the horizon for new technologies becoming available to meet the ever-increasing standards, to ensure we specify systems or designs which provide efficient whole-life costing and environmental sustainability, in provision and in maintenance, for the Association, as well as benefitting our residents, and the planet.

## Ensuring value for money and managing risk

### **Value for Money**

The Association will carry out a comprehensive analysis of each Asset Management function performed to ensure that it reaches maximum efficiency and effectiveness.

Asset Management functions will adopt the European Foundation for Quality Management model, and aim to achieve Excellence 5 Star accreditation by the end of the strategy.

The Association will pursue any new and innovative funding sources available to deliver added value to both maintenance services and Investment proposals.

### **Procurement**

The Association will manage the procurement of Asset Management contracts under its Procurement Strategy, Policy & Procedures. It will comply with all applicable legislation in order to avoid the risk of legal challenge.

The procurement route adopted will be selected based upon the specific requirements of the project. Our procurement processes will seek to maximise community benefits for the Association and its customers, taking cognisance of the Association's new community benefit matrix.

The Association may make use of pre-tendered frameworks for Contractors, Consultants & Suppliers including Link Housing Association Framework, Scottish Procurement Alliance and Procurement for Housing. We will also seek access to others as appropriate.

The Association will continue to seek the best value in procurement and will obtain professional advice when necessary in this regard.

### **Risk Management**

The Association will assess and manage the risks presented by its Asset Management functions effectively. The most significant risks will be incorporated in the Association's strategic and operational Risk Registers.

To manage these risks, the Association will review and strengthen its risk management processes, with Risk Assessments prepared for each individual Investment/Maintenance project, which are dynamic and will be regularly reviewed and updated throughout the duration of the project.



## Maintaining Good Governance & Staff Resources

### Good Governance

The Queens Cross Board of Management will continue to have strategic control over the Association's Asset Management function and Investment/Maintenance programmes. Clear governance responsibilities are identified within the Association's Standing Financial Instructions and Delegated Levels of Authority have been set out for Directors and senior management.

The Board of Management will hold full responsibility for approval of the following:

- Association's Asset Management Strategy
- Approval of Reactive, Cyclical & Void Budgets
- Project proposals prior to the Association accepting any tender over £1m

Board reports will be provided on a quarterly basis to the 'Performance' Board meetings, or by exception as a matter of urgency against Investment programme progress. Board reports will also be provided on service provision, including Key Performance Indicators and expenditure against approved budget.

Clear reporting mechanisms will also be established to allow transparency throughout all functions and to allow ease of audit.

A comprehensive set of policies and procedures will be created to cover all Asset Management functions, and these will be communicated in a format that will allow for ease of understanding for our customers, staff and other stakeholders.

### Staff Resources

The Association will ensure the staff team is adequately resourced and skilled to deliver the Asset Management Strategy and meet our performance standards. We will promote training and educational opportunities in order to ensure that high calibre staff are retained and developed to achieve their full potential.

The Association will evaluate future service provision, and where there is evidence of cost or performance benefit we will build the capacity in our team to directly deliver, rather than purchase, services for our customers.

Use of technology to enhance the productivity of staff resources will be introduced. The use of a mobile working application, PanConnect, is in the early stages of implementation for Void service provision, with staged implementation for other service provision following full evaluation.



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