



**Craigdale**  
HOUSING ASSOCIATION

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## Estate Management Policy

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Craigdale Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.

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## 1 Introduction

- 1.1 Craigdale Housing Association (CHA) recognises the importance of effectively managing its properties and any common areas to ensure that all tenants and residents can live in a well-maintained, safe and secure environment.
- 1.2 CHA will also recognise that to achieve this, Estate Management is not simply about the physical environment of the estate, but also concerns issues such as:
- Identifying individual's tenant's support needs;
  - Ensuring compliance with tenancy conditions; and
  - Creating sustainable tenancies and communities.
- 1.3 There are clear links between this Policy and other Policies, crucial to overall effective management of our estates. The key Policies are identified below but not limited to:
- Anti-Social Behaviour Policy
  - Allocation Policy
  - Void Management Policy

## 2. Legislative Framework and Compliance

- 2.1 The legislative requirements include the following:
- Scottish Secure Tenancy and Scottish short Secure Tenancy – these agreements contain specific conditions in relation to the upkeep of private and common spaces. The upkeep of pets and other animals.
  - Housing (Scotland) Act 2001 – the policy adheres to the provisions of the Housing (Scotland) Act 2001, including the guidance in relation to the recovery of possession of a tenancy when a tenant has breached the conditions of their tenancy agreement.

This policy aims to meet the Scottish Government's Scottish Social Housing Charter Outcomes 1, 2, 3, 6 and 13 as follows:

- **Outcome 1: Equalities – every tenant and other customer has their individual needs recognized, is treated fairly and with respect, and receives fair access to housing and housing services.**
- **Outcome 2: Communication – tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.**
- **Outcome 3: Participation – tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.**

- **Outcome 6: Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes – tenants and other customers live in well-maintained neighbourhoods where they feel safe.**
- **Outcome 13: Value for Money – tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.**

### 3. Principals, Aims and Objectives

- 3.1 The Association has a clear commitment to continuous improvement and to the exploration of new ideas in all areas of its work. This Policy aims to achieve the following key objectives to ensure:
- All tenants, residents and their households to live in well managed and maintained housing, providing a secure, safe, clean and tidy environment.
  - Tenants and residents are made aware of, and accept, their responsibilities in relation to the upkeep of their property and the surrounding area.
  - Tenants and residents are made aware of the Association's responsibilities in relation to estate management.
  - To work with other agencies and statutory bodies with the aim of ensuring that communities are well looked after.
  - Tenants and sharing owners are satisfied with the Estate Management service provided by the Association.

### 4. Policy Definition and Responsibility

- 4.1 For the purpose of clarity, Estate Management within this policy is deemed to be concerned with maintaining the physical condition, cleanliness and safety of the overall housing environment both to preserve its fabric and to ensure that the community is a place where people wish to live.
- 4.2 This policy cross-relates to the Association's Anti-Social Behaviour policy. The policy places a strong emphasis on a proactive and supportive approach to estate management that focuses on creating sustainable and supported tenancies to enable the stability of the area, social inclusion and the prevention of homelessness.
- 4.3 For tenants it means compliance with their responsibilities for maintaining good order in their surrounding environment, as well as their own individual property, and in doing so to respect the rights of their neighbours and the surrounding community, all as laid down in their Scottish Secure Tenancy Agreement. The detailed terms of the Tenancy Agreement should be read in conjunction with this policy.

## General Requirements

### 4.4 Craigdale Housing Association will seek to;

- Ensure that estate management services are planned, effectively budgeted for and managed to a high standard
- Ensure that sufficient staff resources are provided for estate management services
- Ensure that the common areas for which the Association has responsibility are regularly checked and maintained to the highest possible standard
- React promptly and act upon in relation to estate management problems including complaints from tenants and/or residents, for example about service quality or neglect by other tenants and/or residents
- Maintain appropriate estate management records covering common areas and any other building or area of land in the Association ownership
- Co-operate wherever possible with other relevant organisations in order to maintain and enhance the quality of the local environment

## The Estate Management Framework

- 4.5 The prevention of Estate Management problems is one of the most effective ways of ensuring tenants and residents can enjoy living in a well-cared environment. Preventative measures include elements of sustaining tenancies, design/construction, tenant and resident awareness and participation and management arrangements aimed at preventing or minimising problems.
- 4.6 The sustaining of tenancies involves ensuring each tenancy begins on a sound footing. At the accompanied viewing and at the sign-up interview the tenant will be fully briefed and will understand the landlord and tenant roles and responsibilities as covered by the Scottish Secure Tenancy Agreement. Tenants are also given a copy of the Estate Management Policy.
- 4.7 At the sign-up stage, the new tenant will be given a calendar that includes information with a summary of landlord and tenant responsibilities. This will be followed up by a 'settling-in visit' within the first six weeks of the tenancy.
- 4.8 Housing Services staff will note and act upon problems and issues through actively listening to tenants' complaints and concerns about issues that affect the quality of life locally. The key approaches to effective estate management are housing led but also need input from other agencies, such as the Police and Council service departments. These may include:
- The attention to detail with relatively minor problems that have the potential for escalation such as disputes over litter within a tenement close
  - Planning and providing housing and other support where required
  - Taking early action to address new problems such as with graffiti appearing for the first time

- Inspections by staff will be carried out to monitor various service quality issues
- The co-operation with partners, including Police on addressing crime related issues, such as vandalism and car theft/abandonment
- The use of Newsletter/Website and other forms of communication routes to highlight landlord and tenant roles and responsibilities, service standards and special initiatives.
- Tenant satisfaction surveys.

- 4.9 When a tenancy has ended or been established to have been abandoned, the Housing Services Section will arrange to inspect the house, including gardens, where appropriate, and will arrange to charge the outgoing tenant for any repairs or removal of abandoned possessions, for example left in garden areas, repairs to fences thought to have been damaged or neglected by the tenant

## **5. Tenant Awareness of Responsibilities**

- 5.1 Outlining the Associations & Tenants responsibilities is of great importance for an effective estate management which will form a key part of the tenancy sign up and subsequent settling in visits. This will include advice on all statutory rights that they have, such as the Right to Repair and right to Compensation for Improvements. Tenants will be made aware of their responsibilities, of the arrangements that are in place for the maintenance of common areas and of the procedures for reporting and dealing with problems should they arise. Tenants will also be made aware of more general activities and developments through Newsletters and other communication routes.
- 5.2 We will give advice on all aspects of area management and their specific responsibilities as stated within Section 2, 3 and 5 of the Scottish Secure Tenancy Agreement.

These sections of the Scottish Secure Tenancy Agreement stipulates tenant responsibilities in terms of their house and common parts; respect for others living within the estate and their obligation/s in relation to repairs, maintenance, improvements and alterations. We will take prompt action against tenants who breach their tenancy agreement.

- 5.3 The Association's Repairs and Maintenance Policy provides for rechargeable repairs, where tenants can be charged for repairs resulting from willful damage caused by them, members of their family/household or visitors to the house.

## 6. Responsibility and Authorisation

- 6.1 A crucial part of the prevention of problems lies with providing all tenants and sharing owners clarity on key issues of responsibility. What is permissible within Tenancy Agreements, Deeds of Condition and other agreements needs to be clearly explained and properly understood. Equally, the consequences of failure to adhere to such agreements must be clear. These issues include satellite dishes, refuse/bulk disposal and the keeping of domestic animals (pets).

The Association may review its position on such matters from time to time. Such reviews can be independent of the general review of this policy.

- 6.2 The Association's areas will be regularly inspected with services provided by various contractors, such as close cleaning and common ground maintenance.
- 6.3 Regular and routine inspection of common areas, such as common stairs, common backcourts and common landscaped areas including fixtures such as fencing, lighting, etc. will be the responsibility of the Senior Housing Officer.
- 6.4 The Association will also have specifications for seasonal communal landscape maintenance, including close cleaning, weed control and grass cutting.
- 6.5 Where the upkeep of an area is the responsibility of the tenant, it shall be the responsibility of the Housing Services Section to enforce the conditions of the tenancy.
- 6.6 Every tenancy will be inspected over a five-year period by the Housing Services Section to ensure that Association's fixtures and fittings are being maintained. A planned programme will be developed to cover all phases and tenants will be notified in advance of these inspections. The Association will also use these visits to update household details.

## 7. External Agencies

- 7.1 In order to deliver a high standard quality Estate Management service, CHA will work closely and in partnership with all other agencies that play a role in the upkeep of the area. These agencies include Police Scotland, Glasgow City Council, Environmental Health and Social Work.

## 8. Monitoring and Performance

- 8.1 In order to monitor performance the Association will carry out regular Tenant Satisfaction Surveys and, if considered appropriate, take action to address concerns raised. Survey responses and any action taken as a result will be reported to the Board/Committee.
- 8.2 Estate Management reports will be presented to the Operational Services Committee on a biannual basis.
- 8.3 The Association's Housing Services staff are responsible for monitoring Estate Management which includes an effective inspection process of close, bin stores, bin paths and other common areas.
- 8.4 Repair issues which emerge from inspections will be processed to the appropriate contractor.
- 8.5 The landscape maintenance contract will be managed and monitored by staff within the Associations Housing Management Team.
- 8.6 Housing Services staff are responsible for reporting and taking action in situations where there is non-compliance with tenancy conditions.
- 8.7 We will provide an Annual Return on the Social Housing Charter (ARC) to the Scottish Housing Regulator to tell them how we have performed against the performance indicators in the Social Housing Charter, specifically:
  - the percentage of tenants satisfied with the landlord's contribution to the management of the neighborhood they live in.
  - the percentage of anti-social behaviour cases in the last year which were resolved.
  - the percentage of tenancy offers refused during the year.

## 9. Consultation

We will promote our Estate Management Policy through our website. The Association will consult with residents via consultation exercises and through our Tenants Engagement Panel on Estate Management services provided and over any significant changes to the Policy and/or Procedures.

As an Association, we are committed to working towards transparent self-scrutiny with our customers and providing the best level of service possible. We believe this will be achieved through active engagement and meaningful communication. Our commitment to supporting and engaging our customers, gives them the opportunity to take part, be heard and influence CHA's future.



## 10. Complaints

The Association will ensure prompt and appropriate action will be taken to deal with Estate Management problems arising either from staff inspections or tenants and resident complaints.

All tenants and residents who wish to make a complaint:

- Will be given information detailing how to make a complaint concerning estate management whether it is about a tenant, contractor or the Association or the Association's services.
- All complaints will be recorded and dealt with in accordance with the Complaint Policy.
- Where one tenant is complaining about another, the Anti-Social Behaviour Policy will be used.

We have a separate complaints policy and procedure. Leaflets and copies of the complaints procedure are available from the Association's office and on our website. We also provide information on how our customers can make a complaint to the Scottish Public Services Ombudsman, Bridgeside House, 99 McDonald Road, Edinburgh, EH7 4NS , telephone 0800 377 7300 or 0131 225 5300 and how to contact the Scottish Housing Regulator.

The Ombudsman will not normally deal with complaints unless customers have followed the Association's complaints' procedure.

## 11. Review of Policy

The policy will be reviewed every three years, or sooner, in response to a change in legislation or circumstance.

## 12. Equalities and Human Rights

We aim to ensure that all services, including the delivery of this policy, promote equality and diversity and also operate equal opportunities.

We will respond to the different needs and service requirements of individuals. We will not discriminate against any individual for any reason, including age, disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, or because of any other condition or characteristic.

An Equalities Impact Assessment has been completed for this Policy,

### **13. General Data Protection Regulations (GDPR)**

The organisation will treat personal data in line with our obligations under the current GDPR regulations and our own policy.

### **14. Freedom of Information (FOI)**

The Association is subject to FOI and all enquiries with respect to Estate Management will be handled strictly in line with FOI and confidentiality policies.