

## **ESTATE MANAGEMENT POLICY**

**This policy is mainly for use internally by staff. In view of our commitment to openness, however, a copy will be provided upon request to any interested party.**

**As with all of our published documents, this statement, in full and in part, is available in summary, on tape, in braille, and in translation into most other languages – please ask a member of staff if you would like a version in a different format**

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Due for Review - November 2020

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## **1. INTRODUCTION**

Kendoon Housing Association operates to meet its statutory obligations and the standards as set down within, Performance Standards for Social Landlords and homelessness functions, in the implementation of all its policies. Kendoon Housing Association continuously seek to meet its own Corporate Aims through the development and implementation of its policies. All Kendoon Housing Association's policies are operated to achieve its Strategic Objectives set out in its most Internal Management Plan.

## **2. EQUALITIES AND DIVERSITY**

Kendoon Housing Association is committed to providing equality of opportunity to all persons or groups within its area of operations in every aspect of its activities. In operating this policy Kendoon Housing Association will endeavour to ensure equality of opportunity for all at all times and in all circumstances. In line with this commitment to equal opportunities, this policy and any summary or information leaflet can be made available free of charge in a variety of formats including large print, translated into another language or on audio tape.

## **3. ACCESS TO POLICY INFORMATION**

Kendoon Housing Association will ensure that its policies are made fully available to all tenants, applicants, members, persons or groups within its areas. Every effort will be made by KENDOON HOUSING ASSOCIATION to support access and promote awareness of its policies by developing summaries, guidance and information leaflets as appropriate.

## **4. TENANT INVOLVEMENT AND CONSULTATION**

Kendoon Housing Association is committed to meeting the requirements of the Housing (Scotland) Act 2001 in all of its policies. It will involve tenants in the development of its policies and seek feed back in appropriate circumstances. It will ensure at all times that any material change to services affecting tenants in this and other policies will be the subject of consultation.

## **5. POLICY MONITORING**

Kendoon Housing Association is committed to ensuring that adequate monitoring of the implementation of its policies is undertaken. This will be achieved through regular review by the Management Committee; customer/tenant feed back surveys, and regular consultation with tenant/resident groups.

## **6. RISK MANAGEMENT AND ASSESSMENT**

Kendoon Housing Association has a detailed Risk Management Policy in place and it will assess the risks to the Association in the implementation of each of its policies as part of its risk management strategy.

## **7. PROCEDURES**

Kendoon Housing Association will develop a detailed set of back up procedures identifying actions, roles and responsibilities in implementing its policies. These procedures will be subject to regular review and audit and are for staff use.

## **8. TRAINING**

Kendoon Housing Association will ensure that its staff is properly trained in terms of their knowledge and understanding of statutory requirements and Performance Standards pertaining to its policies. It will ensure that appropriate staff are kept up to date with all procedures pertaining to the implementation of policies. The Management Committee and Sub-Committees will have access to training to ensure that they can maintain a sufficient overview of the policy and procedures.

## **9. PURPOSE OF THIS POLICY**

The policy will enable the Association to carry out its statutory responsibilities and meet our legal obligations as a Social Landlord which also meets Communities Scotland's Performance Standard AS1.10.

The Scottish Secure Tenancy agreement details the responsibilities of both Kendoon Housing Association as the landlord and of the tenant in relation to Estate Management, under section 2 – Use of the Property and the Common Parts.

The aim of the Estate Management Policy is to provide its residents with an attractive, well maintained, safe and secure neighbourhood in which to live.

The following Kendoon Housing Association policies should also be referred to in relation to our approach to Estate Management:

- Anti Social Behaviour Policy (to be drafted)
- Allocations Policy
- Void Management Policy
- Breach of Tenancy with Regard to Drug Dealing or Drug Misuse Policy
- Racial Harassment Policy

## **10. AIMS**

Kendoon Housing Association recognises that Estate Management is a vital part of our housing management role as a landlord and a particularly important service for all our residents

The aim of the policy is to ensure that:

- to allow all tenants and members of their household to live in well managed and maintained housing;
- to ensure that tenants are made aware of and accept their responsibilities in relation to the upkeep of their property and the surrounding area;
- Be pro-active in our approach to estate management and not solely rely on tenants for identifying issues to be tackled. We will ensure that early action is taken to identify and resolve estate management problems.

- to ensure that complaints are dealt with promptly in a firm, fair and confidential manner;
- to work in close co-operation with other organisations that provide services in the area (i.e. cleansing, street lighting, roads, CCTV, police etc)
- Regularly monitor and evaluate all aspects of the estate management service including customer satisfaction with our services and the physical environment.

## **11. OUR ESTATE MANAGEMENT COMMITMENT**

### **i) Private Gardens**

Programmed or adhoc inspections will identify tenants who are failing to properly maintain the garden area attached to their home.

In cases where the neglect is attribute to infirmity, frailty or poor health, practical advice and assistance will be provided, in such circumstances where appropriate or in other cases an alternative to enforcement of the tenancy conditions, arrangements may be made for basis garden maintenance to be undertaken on a tenant's behalf and a service charge applied.

### **ii) Common Areas**

Where common areas are not properly cleaned and maintained as a result of neglect of tenants the Housing Assistant will consult with all residents in the building or who have a right to use the areas in question, on what is required to be done, frequency and by whom, following which a rota for close/stair cleaning or use of the drying areas etc will be established, or alternatively with the agreement of all residents a close cleaning service will be offered and a service charge applied.

### **iii) Vandalism**

Damage to, or the defacing of, Association property due to wilful acts of grafitti, vandalism, neglect or abuse will be thoroughly investigated and attempts made to identify the perpetrator(s) who will be reported to the Police, and consideration given to practicalities of seeking recovery of the costs of reinstatement having regard to the costs of legal action and the likelihood of success.

Where an identified perpetrator is a tenant, or a member of the tenant's household, the tenant shall be interviewed by the Housing Manager and issued with a warning as to his or her, or household member's future conduct, and that they, the tenant's, will be held liable for repayment of the reinstatement costs. Repeated offences will be deemed a breach of the tenancy conditions and acted upon accordingly.

**iv) Environmental Issues**

Any incidents of Environmental Issues reported by residents or identified in the course of an estate inspection will be thoroughly investigated and action taken in conjunction with the relevant agencies.

**v) Noise**

Reports of excessive noise will be investigated and where substantiated action will be taken as appropriate in accordance with the Association's Anti Social Behaviour Policy.

**vi) Pets/Dog Fouling**

Approval to keep pets will be subject to the condition that tenants keep their pets under proper control at all times and:

- Do not allow it to cause a nuisance or annoyance to other residents; or to foul in the gardens of other tenants/residents, or in common landscaped areas.
- Failure to comply with the approval conditions will result in the withdrawal of permission to keep the animal (in the case of a private owner a formal Complaint of a public nuisance will be made to the police).

**vii) Bulk Uplift/Refuse Collection**

The Association will liaise with Glasgow City Council Cleansing Services on any issues relating to bulk uplift/refuse collection of adopted areas with Association developments for which the Council is responsible.

For un-adopted areas which are the Association's responsibility to upkeep and maintain, arrangements may be made, where practicable and economic, for this function to be undertaken on an agency basis, on a specification and frequency to be determined. The cost of such work will be recovered through a service charge.

The Association will ensure that guidance is given to residents concerning rubbish disposal – including garden waste, bulk items and ordinary household waste.

### **Parking Areas/Abandoned Cars**

Housing Management staff must be alert to the presence within an estate of abandoned vehicles of any description or which are in a state of disrepair and not road worthy, or vehicle components e.g. wheels, tyres etc especially within gardens and cartilages and unadopted parking areas within the Association control and take appropriate steps to have them removed.

## **12. PREVENTION**

Kendoon Housing Association believes the prevention of estate management problems is one of the most effective ways of ensuring tenants can enjoy living in a well cared for environment.

The Association will therefore seek to minimise estate management problems by:

- Tenants will be issued with a Tenancy Agreement that is written in easily understood language.
- The Association is conscious that written information is not always the most effective way of getting a message across. Because of this great emphasis is placed on the value of the sign up process as an opportunity for the housing officer to ensure that the tenant is clear about their responsibilities.
- The Association will carry out “settling-in” visits once the tenant has moved into the property. These are an opportunity for the housing officer to identify and deal with any problems being experienced.

## **13. HOW WE WILL ACHIEVE/DELIVER**

- By offering support and advice to all our tenant’s from the start of the tenancy and ensuring they understand their responsibilities and that of the Association.
- The Association will ensure that Housing Management staff undertakes regular inspections of common areas, backcourts, common closes, gardens etc.



- Monitor the services provided by our Contractors on a regular basis i.e. Close Cleaning, Landscape Maintenance.
- Tenants will usually be asked to put complaints in writing particularly where they are of a serious nature or where they are repeat complaints. Anonymous complaints may be dealt with at the discretion of senior staff.
- All complaints will be recorded. The volume and category of complaints, the action taken and the outcomes will be monitored. The Association will set target response times for action and a report will be given to the Housing Management Sub committee on performance measured against these on a monthly basis.
- Where the Association intervenes it will take to following action as appropriate:
  - Informal visits
  - Formal visiting or writing to tenants or a number of tenants to advise them of the problem and to outline a course of action.
  - Recharging tenant's for work that is a tenant's responsibility.
  - Liaise with other agencies
- Kendoon Housing Association will avoid the use of legal action in relation to estate management as far as possible but will be prepared to take such action where a tenant is in breach of their tenancy agreement and all other action has failed to remedy the situation.
- The decision to initiate legal action will be taken by the Housing Manager. All legal action will be reported to the Housing Management Sub Committee that decides whether or not to proceed with any court action to recover possession of the property.

#### **14. ESTATE MANAGEMENT SERVICES**

The Association does not add service charges to rents for:

- Ground Maintenance
- Close/Window Cleaning
- Back court maintenance

## **15. ESTATE MANAGEMENT SERVICE PROVIDED BY OTHER AGENCIES**

Other agencies may provide the following services within our area:

- Refuse Disposal
- Graffiti Removal
- Street Sweeping
- Bulk Refuse Uplift
- Street Lighting
- Close Lighting
- Neighbourhood CCTV
- Pest Control
- Environmental Protection Services

## **16. POLICY REVIEW**

This policy will be reviewed every 3 years unless an earlier review is required due to legislative changes.