



**Drumchapel  
Housing**

Co-operative Limited

## **Estate Management Policy and Procedures**

DRAFT

This document can be produced in various formats, for instance, in larger print or audio format and it can also be translated into other languages, as appropriate.

**Proposed Approval Date by Board**  
**Date for Review**

March 2024  
March 2027

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## **1. Introduction**

- 1.1 Drumchapel Housing Co-operative is committed to providing good quality affordable housing and to manage our properties to the highest possible standard within existing financial constraints.
- 1.2 Estate Management is a vital part of housing management and a particularly important service from the tenants' viewpoint, yet there is no accepted definition of what tasks it covers. The Chartered Institute of Housing uses the term in its widest sense to refer to property management and services to tenants, leaseholders and sharing owners which aim to enable tenants to have quiet enjoyment of their homes and a decent, safe and secure environment. Estate Management is not just about looking after buildings and the physical environment, but also involves providing or arranging necessary advice and support to tenants and involves working with other agencies to achieve a good standard of living conditions. Tenancy management also comes under the heading of estate management and is best described as intervention action necessary to ensure tenants and tenants are aware of their responsibilities in relation to their property and their neighbours.
- 1.3 Maintenance of the properties and the common areas in our ownership is the responsibility of the Co-operative. Estate management therefore is seen as a fundamental aspect of this service. Ground maintenance and the many other day-to-day tasks that go into looking after the estate are all important in creating and maintaining a clean, attractive and safe estate. Although taking good care of our area is primarily the Co-operative's responsibility, some services that impact on estate management, such as refuse collection, close lighting and street lighting are not within the Co-operative's direct control. The Co-operative will endeavor to foster good working relationships with Glasgow City Council to ensure that their departments provide a good quality service in our area. A multi-agency approach to estate management is required particularly with a high profile for the police and community wardens. This policy places a strong emphasis on a proactive and supportive approach to estate management.
- 1.4 For the Co-operative this means having the responsibility to inspect and maintain its housing, the common areas of that housing, the surrounding environment within the curtilage of the buildings and any land within the Co-operatives ownership.
- 1.5 For tenants it means compliance with their responsibilities for maintaining in good order their surrounding environment, as well as their own individual property, and in doing so respect the rights of their neighbours and the surrounding community, as laid down in their Tenancy Agreement.

1.6 This policy cross relates to the Neighbour Disputes and Anti-social Behaviour Policy, Racial Harassment Policy and Pet Policy as these are tenancy related. These policies and procedures govern how staff should deal with nuisance problems caused by the behaviour of tenants and their guests and for responding to customers' complaints about problems such as:

- General domestic noise, foul language, DIY activity
- Noise from amplified music
- Late night parties
- Car repairs in the street and abandoned cars
- Nuisance caused by pets
- Racial, sexual and other forms of harassment
- Violence
- Drug dealing

## **2. Policy Objectives**

2.1 The key aims of this policy are:

- To ensure our properties and the surrounding area are maintained to the highest possible standard by carrying out regular estate Inspections, monitoring performance with contactors on site and taking prompt action being taken to resolve any issues which become apparent.
- To ensure all tenants are aware of their responsibility to maintain their tenancy and the surrounding area in line with their Tenancy Agreement and take appropriate early action to enforce tenancy conditions where applicable.
- To work in partnership with Glasgow City Council and other agencies to achieve a good standard of living conditions for our tenants.

## **3. Legislative and Regulatory Framework**

3.1 The key legislation governing this policy is:

- The Housing (Scotland) Act 2001, 2010 and 2014
- The Dog Fouling (Scotland) Act 2003
- The Equality Act 2010

3.2 In terms of The Scottish Social Housing Charter, the Scottish Housing Regulator (SHR) has identified key indicators relevant to this policy where they will measure landlord performance:

## **Outcome 6 - Estate Management, Anti-social Behaviour, Neighbour Nuisance and Tenancy Disputes**

*Social landlords working in partnership with other agencies, help to ensure that:*

- *Tenants and other customers live in well-maintained neighbourhoods where they feel safe.*

### **4. Housing Management - Setting Standards**

- 4.1 A clean and tidy estate is important to our tenants. Well maintained trees, shrubs, grassed areas and other forms of soft landscaping, keeping on top of graffiti, rubbish and litter not only achieves an attractive and safe environment, but also provides evidence to tenants that the Co-operative takes a pride in their estate.

Whilst the Estate Caretaker is responsible for monitoring the performance of the landscape maintenance contractor, the Housing Management Team has a role to play in monitoring the condition of the landscape and common areas. By taking prompt action to remedy the situation by alerting the Estate Caretaker immediately any instances of suspected non-conformance of the contractor becomes apparent.

- 4.2 It is the responsibility of the Co-operative to ensure that the appearance and cleanliness of each property on the estate is maintained to as high a standard as possible, and that conditions of the tenancy agreement are adhered to. An attractive well cared for estate is only possible if tenants also take responsibility for looking after it. Partnership and co-operation with tenants are of paramount importance. To achieve consistently high standards, it is essential that there is close co-operation between tenants and staff.
- 4.3 Tenants therefore have their part to play in ensuring the estate is kept at its best. Tenants have certain responsibilities under their tenancy agreement to take care of their homes and estate and they can contribute ideas, views and experiences to help with service planning and delivery.
- 4.4 Housing staff should give guidance to tenants regarding refuse disposal and recycling. Guidance should also be given on ways of disposing garden waste and bulky household items such as refrigerators and furniture.
- 4.5 The Estate Caretaker carries out weekly inspections of the communal bin store areas to ensure that they are kept tidy and clear of rubbish and take appropriate intervention action if found to be unsatisfactory. This is in addition to our contractor attending weekly for bin store maintenance.
- 4.6 The Housing Management Team should identify tenants who neglect their garden,

investigate the reasons for this, and enforce tenancy conditions or arrange practical advice and assistance where appropriate for tenants who are infirm or disabled. This could include providing a name of a landscape contractor to provide service at direct cost to the tenant.

## **5. Housing Management - Maintaining Standards**

- 5.1 The Co-operative believes that a lot can be done to prevent problems arising by ensuring tenants are fully aware of their obligations as tenants.
- 5.2 The basis of the Tenancy Agreement is that tenants have specific responsibilities, which are made clear to them at the commencement of their tenancy.

This will be done in several ways:

### **5.2.1 New Tenants**

- (a) Make prospective tenants aware at an accompanied viewing and again at time of signing for their tenancy what their specific responsibilities are in relation to close cleaning, gardens etc.
- (b) New tenants will be issued with a Tenancy Agreement that is written in plain English and can be translated as required.
- (c) They will also be given a Tenants Handbook which will give more detailed information about their tenancy, what is expected of them and what they can expect from their neighbours.
- (d) The Housing Officer will carry out a new tenant visit once the tenant has moved into the property and explain in detail their responsibilities. This is an opportunity for the Housing Officer to identify and deal with any problems being experienced. These visits will normally be carried out within six weeks of date of entry, during which the Housing Officer will reiterate responsibilities, encourage membership of the Co-operative and answer and note any other points requiring clarification. The settling in visit will be recorded and filed in the tenant's file.

### **5.2.2 General**

The Housing staff should 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 Glasgow City Council.

This will be done in several ways:

- (a) Dealing promptly and efficiently with relatively minor problems that have the potential for escalation such as litter within a close.
- (b) Taking early action to remove graffiti.
- (c) Co-operation with partners including community police and community wardens on addressing crime related issues such as vandalism, and car abandonment.
- (d) Work in partnership with other community organisations to agree a common approach to deal with perpetrators with cross boundary problems.
- (e) The use of newsletters to highlight landlord and tenant responsibilities, incidents and remedial action taken/proposed.
- (f) Estate competition to encourage tenants to make improvements.

### 5.2.3 Property Inspection - Internal

- (a) Property inspections will be carried out by the Housing Management Team. If a property is found to be in a poor condition, action will be taken to remedy the problem. Where a poor standard of cleanliness is revealed which is likely to cause deterioration in the condition of the property, action will be taken to ensure that the tenant complies with the terms of their tenancy agreement. There would then be regular inspections until the problem was resolved. Where appropriate, other agencies will be informed of the position. In cases where there is no improvement, and the Co-operative has adequate grounds, action will be taken to remedy the situation. This may include an action for eviction.
- (b) Any damage to a property or to the fixtures and fittings which is caused by carelessness, neglect or vandalism must be remedied by the tenant at their expense. If necessary, the Co-operative will carry out the work and invoice the tenant accordingly.
- (c) Housing and maintenance staff should, during routine visits, identify tenants who fail to take reasonable care of the property and/or fail to keep the property in a reasonable standard of internal decoration and cleanliness.

### 5.2.4 Estate Management Visits

- (a) All common closes and backcourts, and common gardens, and private gardens will be inspected on a monthly basis by the Estate Caretaker. A record of inspection will be kept. Where a problem is identified, prompt action will be taken to remedy the situation. Where it is evident that tenants are not complying with the terms of their tenancy agreement, this will be escalated to

the Housing Management Team.

Proper records of all action taken will be recorded on SDM i.e. inspections, rotas, letters and photographs. Consideration will be given to reproducing photographs in the Newsletter to highlight problems and promote well kept gardens.

#### 5.2.5 Gardens

- (a) Landscape areas and grassed areas designated as communal will be the responsibility of the Co-operative. A contractor will be employed to cut the grass, and tidy these areas. A de-littering service is undertaken of the common and back court areas.
- (b) Where a property has its own garden, the tenant will be responsible for maintaining that area to a satisfactory standard i.e. grass cut regularly and free of litter and other debris. If a garden is unsatisfactory due to infirmity or disability, the Co-operative will attempt to place the tenant on the Co-operative's Garden Maintenance Assistance scheme.
- (c) The Co-operative has an annual garden competition and prizes are offered to all property types. The Housing Officer should promote the garden competition as an incentive to encourage tenants to look after the garden.

#### 5.2.6 Backcourts

- (a) Glasgow City Council is responsible for the removal of domestic refuse. Tenants are required to arrange the removal of bulky items from their homes. This can be done by taking items to their local recycling centre, booking a collection of bulk from Glasgow City Council's bulk collection service or arranging this privately. For the health and safety of the tenement properties, the Co-operative will arrange removal of bulky items on a weekly basis and maintain and bin storage areas.
- (b) This does not absolve the tenants from their responsibilities in terms of ensuring that the back court and bin stores are kept in a tidy condition.

#### 5.2.7 Pets

- (a) The main responsibility for keeping and controlling pets lies with the tenant. All tenants must have written permission to keep a pet(s) (maximum of two pets) and permission will not be withheld unreasonably. Full information on the keeping of pets and the pet register is outlined in the Co-operative's Pet Policy.



## **6. Remits and Delegated Authority**

- 6.1 The Housing Management Team is responsible for conducting estate management visits, investigations, interviews, record keeping and reporting on all estate management issues.
- 6.2 A Notice of proceedings may be issued by the Housing Officer in discussion with the Senior Housing Officer.
- 6.3 The use of legal action should be avoided in relation to estate management as far as possible, however where a tenant is in breach of their tenancy agreement and **all** other action has been tried and failed court action can be considered. Court action must be approved by the Senior Housing Officer and if decree granted the Board must approval an eviction.

## **7. Complaints**

- 7.1 The Co-operative will ensure that prompt and appropriate action will be taken to deal with estate management problems arising either from the weekly inspections or from complaints.
- 7.2 All complaints will be recorded and dealt with in accordance with the Neighbour Disputes and Anti-social Behaviour Policy unless it is a complaint about the service, then it will be dealt with in accordance with the Complaints Handling Policy and Procedure.

## **8. Tenant Involvement**

- 8.1 The opinion of tenants on estate management issues will be sought on a regular basis. The main method for seeking comments will be through tenant consultation, newsletters, the Tenants Panel, office questionnaires and property inspections. Newsletters are issued quarterly to all tenants and this will assist in raising tenants' awareness of the Co-operative's policies and objectives.

## **9. Equality and Diversity**

- 9.1 The Co-operative's Equality and Diversity policy outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly based on any of the protected characteristics under the Equality Act 2010. This includes ensuring that everyone has equal access to information and services and, to this end, the Co-operative will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.

9.2 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure that it does not occur, best practice suggests that organisations carry out Equality Impact Assessments to help identify any part of a policy that may be discriminatory so that this can be addressed (please see section 6 of the Equality and Human Rights Policy for more information).

## 10. Risk management

10.1 The Co-operative, in implementing this policy seeks to ensure that where a problem is identified prompt action will be taken to remedy the situation. The Co-operative will ensure that good practice in relation to estate management is adopted and encouraged at all times. It is vitally important that the high amenity of the area is maintained and tenancy breaches dealt with swiftly and appropriately to ensure the Co-operatives housing stock remains desirable and that people are happy to remain in the area. Failure to do this would result in the Co-operatives housing stock or pockets of the housing stock becoming difficult to let and the consequential rent loss due to voids.

## 11. Policy Reporting and Policy Review

11.1 This policy will be reviewed no less than every three years and the success of this policy will be measured against the following outputs and outcomes.

OUTPUTS	OUTCOMES
Tenant satisfaction surveys	High levels of tenant satisfaction with estate management
Inspection on estate management visits	Breaches of tenancies identified and corrective action taken promptly
A proactive and supportive approach taken to estate management	Heighten awareness of tenants' responsibilities and maximum number of satisfactory gardens, tidy common areas and a safe and pleasant environment for tenants

## 11. GDPR

11.1 The Co-operative will gather and use certain information about individuals in accordance with UK GDPR. Staff members have a responsibility to ensure compliance with the terms of the privacy policy and to collect, handle and store personal information in accordance with relevant legislation. The Fair Processing Notice (FPN) details how personal data is held and processed.

# Estate management policy and procedures

## Drumchapel Housing Co-operative Equality Impact Assessment



Name of the <b>policy/proposal</b> to be assessed	Estate Management Policy and Procedures	Is this a <b>new policy/proposal or a revision?</b>	Revision
Person(s) responsible for the assessment	Marisa McCarthy – Senior Housing Officer		
Our policy has taken account of Article 6 of the Human Rights Act	<p>This article highlights that “People have the right to a fair trial”.</p> <p>The Co-operative will therefore ensure it makes reasonable adjustments to how they communicate with tenants, and others, when developing policies/delivering services which could result in legal action being taken.</p> <p>In particular, the Co-operative will seek to reduce barriers tenants, and other customers, from specific groups might encounter if they are subject to legal action (i.e. ensuring someone with ‘additional support needs’ understands the legal processes and/or the Co-operative work through any third parties or mediators that person works with, if legal action is initiated to someone with English as a second language the Co-operative will ensure they are provided with access to appropriate translation support, etc.).</p> <p>In addition, if someone was appealing against an allocation decision, required access to additional support (i.e. access to translators, assistance with completing forms, sign-posting to support groups, etc.) then the Co-operative would provide all reasonable assistance.</p>		
Our policy has taken account of Article 8 of the Human Rights Act	<p>This Article highlights people’s “Right to respect for private life, family life and the home.”</p> <p>The Co-operative will seek to ensure policies deal effectively with anti-social issues, noise pollution, neighbour disputes, etc., and policies will avoid exacerbating any issues.</p>		
Our policy has taken account of Article 14 of the Human Rights Act	<p>This article highlights the “Prohibition of Discrimination” in any areas of the Co-operative’s work.</p> <p>The Co-operative will seek to ensure its policies and decisions are based on the merits of each case and nothing to do with a protected characteristic. The only exception would be a policy / service designed to help a particular group i.e. sheltered housing, caretaker service (designed particularly to benefit the elderly and disabled).</p>		

## Estate management policy and procedures

<p><b>1. Briefly describe the aims, objectives and purpose</b> of the policy/proposal</p>	<p>The aim of this policy is to ensure our properties and the surrounding area are maintained to the highest possible standard. The policy will ensure that all tenants are aware of their responsibility to maintain their tenancy and the surrounding area in line with their Tenancy Agreement.</p>
<p><b>2. Who is intended to benefit</b> from the policy/proposal? <i>(e.g. applicants, tenants, staff, contractors)</i></p>	<p>Staff, tenants, Management Board members and any other stakeholders.</p>
<p><b>3. What outcomes are wanted</b> from this policy/proposal? <i>(e.g. the benefits to customers)</i></p>	<p>To maintain a clean, attractive, and safe environment which promotes high levels of tenant satisfaction. This in turn provides value for money in the services tenants receive.</p>
<p><b>4. Which protected characteristics could be affected</b> by the proposal? <i>(tick all that apply)</i></p> <p> <input type="checkbox"/> Age              <input checked="" type="checkbox"/> Disability              <input type="checkbox"/> Marriage &amp; Civil Partnership              <input type="checkbox"/> Pregnancy/Maternity              <input checked="" type="checkbox"/> Race  <input type="checkbox"/> Religion or Belief              <input type="checkbox"/> Gender              <input type="checkbox"/> Gender Reassignment              <input type="checkbox"/> Sexual Orientation       </p>	
<p><b>5. If the policy/proposal is not relevant to any of the protected characteristics</b> listed in part 4, state why and end the process here.</p> <p>There are protected characteristics relevant to this policy.</p>	

## Estate management policy and procedures

	Positive impact(s)	Negative impact(s)
<p><b>6. Describe the likely positive or negative impact(s) the policy/proposal could have on the groups identified in part 4.</b></p>	<ul style="list-style-type: none"> <li>The policy is beneficial to all tenants therefore it has a positive impact on those groups identified.</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility for those with a disability who may require an alternative communication format.</li> <li>Language barrier for those whom English not their first language in accessing support.</li> </ul>
<p><b>7. What actions are required to address the impacts arising from this assessment? (This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).</b></p>	<ul style="list-style-type: none"> <li>The Co-operative collects as much information from prospective tenants and existing tenants in relation to communication styles and support needs.</li> <li>This policy can be made available in alternative formats upon request such as braille, large font, or audio recording. It can also be translated into another language as required.</li> <li>An interpreter service is available on request.</li> </ul>	

Signed: M. McCarthy (Job title): Senior Housing Officer

Date the Equality Impact Assessment was carried out: 1<sup>st</sup> February 2024

***Please attach the completed document as an appendix to your policy/proposal report***