



HOUSING MANAGEMENT
ESTATE MANAGEMENT POLICY
JUNE 2017
JUNE 2020

Policy on :	Estate Management
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Compliant with Charter :	<ol style="list-style-type: none"> 1. Equalities 2. Communication 3. Participation 6. Estate Management, anti social behavior, neighbour nuisance & tenancy disputes
Compliant with New Regulatory Framework:	Regulatory Standards of Governance and Financial Management: Standard 2 and 6.
Compliant with Tenant Participation Strategy:	Consultation through TPWG and web site
Compliant with Equal Opportunities :	Yes
Compliant with Budget/Business Plan :	<ol style="list-style-type: none"> 1. Place 2. Customer Service 7. Partnership 9. Participation

Date of Approval :	26.06.17
Date for review :	June 2020

Responsible Officer :	Housing Manager
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1.0 INTRODUCTION

This Policy sets out a framework for how Paisley Housing Association (PHA) deals with the management of its estates.

We believe that our tenants should be able to live in a pleasant environment. We recognise that through delivering an effective estate management service we will be positively contributing towards our residents satisfaction of their home and this will assist towards the sustainability of our communities.

2.0 DEFINITION

Estate Management is the maintenance of common areas of our properties, open spaces and the general environment in neighbourhoods where we have tenancies. The estate management services we provide include inspections, garden maintenance, close cleaning, bulk uplift and bin assistance.

The Scottish Secure Tenancy Agreement details the responsibilities of both the Association and the tenant in respect to estate management. Under Section 2 “The Use of the Property & the Common Parts” the Association will;

- Ensure that we provide either directly or indirectly the estate management services which it is responsible for as landlord
- Ensures that all tenants are aware and accept their estate management responsibilities as detailed within the tenancy agreement
- Ensures that appropriate action is taken against any tenant who fails to accept their responsibilities.

New tenants will automatically be signed up to the services relating to their tenancy. Existing tenants will be encourage to sign up to the services and where tenants fail to adhere to their tenancy agreement for the maintenance of common parts the Association will add the service to the tenancy and apply a service charge to the tenancy.

3.0 LEGISLATIVE FRAMEWORK

The Association is required to act in accordance with the law. The following pieces of legislation & good practice inform what actions that we can take and are used to inform our procedures;

- Housing (Scotland) Act 2001
- Antisocial Behavior etc (Scotland) Act 2004
- The Housing (Scotland) Act 2010
- Data Protection Act 1998
- Equality Act 2010
- Human Rights Act 1998

4.0 CHARTER

The relevant section with the Scottish Housing Charter is:

Neighbourhood & Community

6: Estate management, anti social behaviour, neighbour nuisance & 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.

The Association reports on its performance for this outcome in its Annual Return on the Charter (ARC) to the Scottish Housing Regulator (SHR):

Indicator 17.

The percentage of tenants satisfied with the management of the neighbourhood they live in.

5.0 BUSINESS OBJECTIVES

This policy supports the Association's Strategic & Business Objectives (BOs) for 2016-9. Specifically;

1. **Place** – Provide quality, safe, affordable, attractive warm homes.
8. **Partnership** – Explore partnerships which assist the Association to meet our vision & strategic objectives.

6.0 AIMS & OBJECTIVES

Our aim is to make sure that our estates are well maintained and attractive places to live.

Our objectives are to:

- Use the powers available to us to deal with breaches of tenancy where tenants do not maintain either common parts or their individual properties e.g. weeds on paths
- Develop estate management services to meet the needs of our tenants.
- Manage service charge contracts to ensure they are efficient and effective
- Provide services which represent Value for Money for those tenants receiving them
- Work in partnership with other agencies to ensure that our tenants benefit from a holistic approach to dealing with issues in their neighbourhoods.
- Deliver our Environmental Strategy.

7.0 WIDER FRAMEWORK

We recognise that the delivery of other housing services provided by us through other Policies can make a positive impact on estate management. These are;

- Neighbour Relations Policy
- Maintenance Policy

- Asset Management Plan
- Risk Management Policy
- Sustainability Policy
- Service Charge Policy
- Permissions and Alterations Policy

Our approach of working in tandem with other Association Policies ensures that we are striving to make positive contributions towards the sustainability of our communities.

8.0 PROACTIVE ACTION

We provide information on our expectations of tenants in fulfilling their responsibilities in the management of their tenancy through:

- Pre Tenancy Advice & Support Assessments
- The sign up process for a tenancy
- New Tenancy Visits
- Tenants Handbook (electronic)
- Having a defined Estate Management Standard

9.0 SERVICES

The services we provide:

- Close cleaning
- Landscape maintenance
- Bulk uplift
- Bin assistance (17 to 41 Mannering Rd & Orchy Crescent only)

10.0 CYCLICAL MAINTENANCE

Cyclical works, including Health & Safety works are detailed in Appendix 1. These are reviewed and updated annually. The annual cyclical maintenance programme is published on the Association's website.

11.0 MANAGING MIXED TENURE PROPERTY

The Association's subsidiary Paisley South Property Services (PSPS) provides a factoring service to owners who live in closes where we own property or where we have undertaken development works to the property.

PSPS undertakes common works to these properties and offers the services detailed in Section 9 to owners.

Mixed tenure closes will have a common property inspection undertaken every 6 months.

We have recently completed a full audit of where the roads and pavements have been adopted across our stock and this information is recorded in the property files. We will also include this information in property information given to new tenants.

Where the common parts are not being maintained we will issue warnings for breaches of tenancy and look to put in close cleaning and garden maintenance services. Where we have to undertake works to bring the common areas up to a standard to go onto the service we will recharge these to tenants.

Where we have property within a close which we do not factor we will report to the appointed factor for the block any common repairs reported by our tenants or identified by our staff through inspections. When all of our tenants in the close have signed up to our close cleaning or garden maintenance services we will contact the factor and request that close cleaning or garden maintenance services are introduced to the close.

Where we have tenanted property in a close with no appointed factor we will only instruct H&S work which the Association has responsibility to undertake to meet our landlord responsibilities within our Scottish Secure Tenancy Agreement.

12.0 TENANT PARTICIPATION

Although our staff have a high presence in our estates we acknowledge that our tenants have a better knowledge of what is happening in their neighbourhoods and are therefore crucial in identifying estate management problems. We will therefore encourage participation within communities so tenants can tell us what their views are on their estate and the services provided to maintain it.

Where an area has an appointed community group the Association will make contact and maintain open communication with them to address any concerns they may have regarding estate issues within our areas.

The Association has consulted with tenants and TPWG when reviewing the Estate Management Policy.

13.0 WORKING IN PARTNERSHIP

Although we can make a considerable impact on neighbourhoods there are some things which we do not have responsibility for e.g. broken street lighting, adopted roads & pavement maintenance. Where we either see or are told about these matters we will report them to the correct authority

Renfrewshire Council provides the following services:

- Refuse/ fly tipping uplift
- Street sweeping
- Street lighting
- Dog warden
- Pest control

- Abandoned cars

14.0 ESTATE MANAGEMENT STANDARD

In order to apply a consistent approach across our stock we have introduced an Estate Management Standard (See Appendix 2).

15.0 ENVIRONMENTAL STRATEGY

The Environmental Strategy aimed at tackling the quality of the environment across PHA's stock was introduced following an independent Environmental Feasibility Study being carried out in 2015.

The process to deliver works was piloted in Glenburn in Q4 2016/17. The pilot has determined the focus for future Environmental Strategy work to:

1. take a whole stock approach for estate management which includes houses and doesn't just focus on flatted property issues.
2. identify cyclical works which are currently not being carried out and include them in future works programs
3. address minor design issues such as bin stores, parking, signage etc
4. have clear definitions of responsibility for areas between PHA and private owners.

Major design issues will not be included within the first phase of works.

The Association committed a £3million spend over 5 years to deliver the strategy (2016.17 – 2020.21). As work progresses the budget allocation will be reviewed.

Following environmental work being completed the Housing Officer will request tenants sign up to a Good Neighbour Agreement which will detail the responsibilities of both the Association and the tenant to maintain the standard of their environment.

16.0 ESTATES TEAM

The Association is currently trialing an Estates Team which undertakes void clearances, bulk uplifts, bin assistance and identified estates works requested by the Housing Officers & Estates Assistant.

17.0 MONITORING

The HO for the area has the overall responsibility for ensuring the standard of their areas meet the estate management standard and that they are attractive places to live and attract new tenants too.

The Housing Officer will ensure a high visual presence in their area and engage with tenants on a daily basis to ensure they adhere to their Tenancy Agreement and Neighbour Agreement, should one be in place.

The Housing Officer will undertake a minimum of 1 monthly inspection to all of their areas and co ordinate their work with the Estates Assistant to ensure they have a clear understanding of where services are in place.

In addition to the HO inspections:

- all closes will have 2 common area inspections per year. One will be undertaken by the Estates Assistant and the other will be done by the Technical Officer.
- all individual gardens will also be inspected twice each year. One will be undertaken by the Estates Assistant and the other will be done by the Technical Officer.

This approach will ensure that any repairs as well as tenancy issues in relation to estate management are picked up on. Inspection reports will be completed and saved into the property folder and will be available for all staff to access.

The Estates Assistant will monitor the close cleaning services contract.

The Technical Assistant (Development) will monitor the garden maintenance contact.

The bulk service is monitored by carrying out service users sample checks and through staff checking when they are out in the estates that a bulk uplift that they have reported has been done.

18.0 REPORTING

The full tenants satisfaction survey undertaken every three years will report on tenants overall satisfaction with the Association as a landlord and on the management of their neighbourhood. We will publish our performance through our web site and annual Charter Report.

19.0 TRAINING

The Association will through appraisal and staff induction ensure any training required by staff to implement this policy is identified and that these needs are met to provide an efficient and effective service to deal with estate management.

20.0 RESPONSIBILITIES

The Board is responsible for approving the Policy.

The Housing Manager is responsible for ensuring our partnerships are working, reporting to The Board on performance against Charter indicators, identifying any risk to the Association

caused by estate management and identifying any changes required to the estates service to meet tenants priorities.

The AHM is responsible for ensuring procedures are being followed and identifying any performance issues.

The Housing Officer is responsible for ensuring their areas meet the estate management standard, to enforce the Association's tenancy agreement and that good neighbour agreements are being adhered to.

The Estates Assistant is responsible for promoting the uptake of close cleaning and garden maintenance services, monitoring the close cleaning contract and undertaking pro active estates inspections.

Technical Assistant (Development) is responsible for co ordinating the Environmental Study works.

21.0 RISK

The Board will consider the risk management factors of estate management including:

- Non compliance with the regulatory requirements of the Charter
- The potential harm to the Association's reputation as a provider of quality housing as consequence of poor or ineffective implementation of this policy.

22.0 DATA PROTECTION

When implementing the policies and procedures of Paisley Housing Association all staff and board members must adhere to and be aware of the requirements of the Association's approved Confidentiality Policy and the Data Protection Act 1998.

In situations where there may be any doubt about the requirements of the Data Protection Act 1998 it is recommended that the Association seeks the views of its legal advisors.

23.0 EQUAL OPPORTUNITIES

The Association promotes equal opportunities and will not discriminate between persons on grounds of gender or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, language or social origin, or of other personal attributes, including beliefs or opinions, such as religious beliefs or political opinions. See our Equalities and Diversity Policy.

24.0 COMPLAINTS PROCEDURE

The Association aims to ensure that the service provided to residents is of the highest quality. If this is not the case, a Complaints Policy and Procedure is in place to allow all residents or

affected parties to state their grievance. The Scottish Public Services Ombudsman is the final stage of this process.

25.0 REVIEW

This policy will be reviewed in full by the association every 3 years. Amendments to the policy will be made in the interim to respond to any changes in legislation and to reflect any changes in any of the Associations related strategies, policies and procedures.

Appendix 1

CYCLICAL, SAFETY AND SERVICE WORK-TYPE AND FREQUENCY

Safety/Service	Frequency
Electrical Safety	5 year programme
Independent Stock Condition Survey	Every 4 years
Gas Safety inspections including CO/Smoke detectors	Annual
External Quality control on gas safety	Annual
Roof anchor testing	Annual
Asbestos safety	Annual
Legionella preventative treatment	Annual where required
Multi storey-emergency lighting, aircraft warning, lifts and other health and Safety inspections	Quarterly/Annual
Stair cleaning	Weekly to stock with service
Bins taken out	
Bulk uplift	Annual contract –uplifts as notified

Cyclical	Frequency
Veitchifloor maintenance	10-year programme
Painter work - External/ fencing	5 year programme
Painter work – Internal closes	5 years programme (fully owned PHA) 10 year programme (mixed tenure)
Window Mastic & Window servicing	5 year programme
Extractor fan servicing	5 year programme
Gutter cleaning	Annual
Stonework	Annual programme

Jet washing	5 year programme
Lift Maintenance	Annual
Landscape maintenance	Annual
Central Heating maintenance	Contract-repairs as notified

Appendix 2

ESTATE MANAGEMENT STANDARD

One of our Business Plan Objectives is:

Place – Provide quality, safe, attractive, warm, affordable homes.

To assist towards delivering this objective we have developed an Estate Management Standard. This will work hand in hand with our Letting Standard to ensure that we meet both prospective & existing tenants' expectations in respect to the quality of their home and neighbourhood.

ESTATE MANAGEMENT STANDARD

Works	Standard
Inside the Building (Common Areas)	
Windows/ Glass within common closes	All windows within the close will be fully operational and checked for safety. Close landing windows will have effective safety catches. We will service close landing windows, as identified from inspections, as part of a cyclical maintenance programme. All cracked and broken glass will be replaced. Glass will not be replaced for minor scratches.
Door Entry	Where there is a door entry system in either a fully owned PHA owned block or a PSPS factored block, this will be working. We will issue all new tenants with two door entry keys. Where a building is not factored any common repair issue will be reported to the appointed factor. If there is no appointed factor we cannot guarantee a working door entry system.
Back Door	Back doors will have a working lock and be operational
Close lighting	Close lighting will be working. We will carry out repairs to close lighting within 3 working days of it being reported/ discovered by a staff member. If all close lights not working this will be classed as an emergency repair.
Stair & close	Closes will be clear of rubbish and clean. The cleaning of the close & stairs is the responsibility of all the residents within the close. All new tenants will be signed up for close cleaning services. The service however will not start until all tenants on the landing are signed up to the service.

	<p>In factored mixed tenure closes the maintenance of the common areas is the joint responsibility of all owners/PHA tenants. A close cleaning service will be introduced only where:</p> <ul style="list-style-type: none"> a) all PHA tenants on a landing are signed up to the service b) where mixed landing PHA tenants and owners have signed up to the service c) for the full close where the majority of owners agree to it and all Association tenants have been signed up to the service. <p>For empty property we will take its turn in cleaning of the stairs/landing.</p> <p>The close cleaning specification will be reviewed annually.</p> <p>Closes will be clear of graffiti with offensive graffiti being removed within 24 hours of it being reported/ discovered by a staff member and within 10 working days for any other graffiti.</p> <p>The condition of close decoration will be assessed every 5 years and where appropriate will be included in the cyclical maintenance programme. Every PSPS factored close will, however be painted at least every 10 years.</p> <p>Broken (not just cracked or missing tiles) will be repaired within 8 working days of it being reported/ discovered by a staff member.</p> <p>Closes will be clear of obstructions. We will advise tenants to remove any items as per their tenancy agreement & Fire Safety requirements and remove if required. Tenants will be recharged for the cost of any removal / storage of items.</p> <p>Closes will be clear of bulk items. We will remove bulk items in accordance with our bulk uplift service specification.</p>
Outside the building	
<p>Roof/exterior of building</p>	<p>In factored properties- roof, gutters and down pipes to show no evidence of leaks. External walls to show no evidence of water ingress.</p> <p>Where larger scale work is needed this will go into our planned programme of works.</p>

	<p>Where a building is not factored- any common repair issue will be reported to the factor. If there is no factor- we will do work as per our responsibilities in our Tenancy Agreement.</p>
T.V. aerial/ Satellite dishes	<p>For houses the provision of an aerial is the tenant's responsibility. For flatted property and our multi storey an aerial will be provided. A small number of flats have communal satellite systems.</p> <p>Satellite dishes - Permission must be sought from the Association to put up any individual satellite dishes.</p> <p>It is the Association's intention to work towards installing communal dishes this will impact on permission being granted for individual requests for installing individual satellite dishes</p>
Fencing/Handrails	<p>Any broken or damaged fencing /handrails that are a health and safety issue will be fixed. Renewal of fencing or replacement of missing fencing will be a planned maintenance item. Painting of non galvanised fencing will be included within the Association's cyclical painter work programme.</p>
Paths/Steps/Ramps	<p>Within garden areas these will be free from holes and contain no tripping hazards in excess of 50mm. Renewal of paths/steps/ramps will be a planned maintenance item.</p>
Binstore	<p>Keeping the bin store(s) clear of debris is the responsibility of the tenant for individual houses and of all residents within a close. Where tenants/residents do not do this we will carry out any works required to clear the area and recharge the cost to tenants/residents.</p> <p>Bins will be provided for new tenants. The bins will not be replaced if subsequently lost/damaged.</p> <p>An assessment of the bin stores meeting the requirements for disposal of rubbish will be undertaken on an area by area basis as part of the Association's Environmental Works and the removal or renewal of bin stores will be carried out.</p>
Clothes poles or	<p>Properties will be provided with a drying area with either</p>

whirly gig	clothes poles or a whirly gig.
Garden maintenance	<p>The grass/any planted area within both individual and common gardens will be free of bulk items and rubbish and not overgrown. Keeping the grass/ planted areas maintained is the responsibility of all the residents within the close.</p> <p>All new tenants will be signed up for garden maintenance service within closes. The service however will not start in fully owned Association blocks until all tenants in the close agree to the service.</p> <p>In mixed tenure blocks the maintenance of the common areas is the joint responsibility of all residents A garden maintenance service will be introduced where the majority of owners agree to it and tenants have been signed up for the service.</p> <p>The Association will take its turn at cutting the garden/ backcourt if the flat has been empty over 6 weeks.</p> <p>For individual gardens the tenant is responsible for ensuring the grass and hedges are cut, shrub beds maintained, hardstanding is weed free and there are no bulk items left lying. Where the tenant doesn't undertake these responsibilities we will add it onto the garden maintenance service after issuing breach of tenancy warnings</p> <p>The garden maintenance specification will be reviewed annually.</p> <p>Gardens will be free from dog fouling. Common area inspections will be carried out & neighbour complaints regarding dog fouling investigated. Identified dog owners will be requested to re home their dog where they fail to be responsible for their pet. Tenants will be recharged for any clearance of dog fouling within common areas or individual gardens.</p> <p>Back court areas will be clear of bulk items. We will remove bulk items in accordance with our bulk uplift service specification.</p>
Trees	Trees within gardens and open spaces will be pruned/ removed for Health & Safety reasons only.

Common Stores	These will not be inspected. If identified that common stores are misused to store hazardous substances e.g. flammable liquids we will remove and dispose of these.
External lighting	External lighting provided as part of a development will be working.
Driveways (houses only)	The maintenance of driveways (only in relation to weeding) within the boundary of the property is the tenant's responsibility.
Huts	Only authorised buildings will be allowed. Staff will investigate any unauthorised building and seek removal where required. If we have to remove any structure the tenant will be recharged the cost of the removal.
Empty properties	We will undertake regular inspections of empty property & apply the Letting Standard when letting empty properties.
Neighbourhood	
Garages	Will be operational –wind and water tight
Open Spaces/ footpaths	Open spaces owned by the Association will be maintained by the garden maintenance contractor. The specification for this will be reviewed annually. Japanese Knotweed will be reported to the Council and eradicated in accordance with legislation. We will report on the poor condition of any other open space to the Council.
Car Parks	We will inspect annually car parking areas designated to our developments and carry out necessary repairs, including re lining parking bays as required, and regular spraying for weed killing.
Street litter	We will report excessive street litter to the Council within 24 hours of discovery. We will include a litter pick within our garden maintenance service to minimise litter spreading throughout the neighbourhood.
Roads & pavements	We will undertake health and safety repairs for unadopted pavements and roads which are the Association's full responsibility. For unadopted pavements and roads which form part of a

	<p>mixed tenure block PSPS will seek the instruction of owners to undertake any works and charge in accordance with owners title shares.</p>
<p>Fly tipping</p>	<p>We will report any fly tipping in our areas to the Council within 24 hours of discovery</p>
<p>Abandoned Cars/ untaxed cars</p>	<p>We will report abandoned cars within our estates to the Council and the Police. We will remove and recharge our tenants and factored owners for abandoned cars located on our property following instruction from Council that they have carried out all necessary checks and served all necessary legal notices.</p>
<p>Vandalism</p>	<p>We will carry out repairs caused by vandalism and recharge where we know who has caused it. We will report criminal acts to the Police and pursue court actions for damages or recovery of the tenancy where applicable.</p>
<p>Running business from home</p>	<p>We will not approve the running of any business that detracts from the amenity of the property/ neighbourhood e.g. car repairs businesses</p>
<p>Alterations</p>	<p>The Association is not liable for the maintenance of any erection such as garden huts, decking and garages. Where these pose a H&S risk to the Association's property we will take the necessary action to have them removed.</p>