

ESTATE MANAGEMENT POLICY

POLICY NO. 22

Date Reviewed:	June 2026
Date of Next Review:	June 2031
Regulatory Standards of Governance and Financial Management	Regulatory Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities. Guidance: 2.4

1. INTRODUCTION

Estate Management is a vital part of housing management and a particularly important service from the customer's viewpoint. It refers to property management and services to tenants which aim to enable tenants to have quiet enjoyment of their homes in a decent, safe and secure environment.

It includes looking after buildings and the physical environment but also involves providing or arranging necessary advice and support to tenants.

All Association staff have an on-going responsibility for estate management.

1.1 Purpose

The goal of this policy is to set out how the Association intends to effectively manage the environment in and around its estates, in order to provide tenants with a decent, safe, and secure living environment.

Estate Management covers a wide range of issues, including:

- Enforcing tenancy conditions, as contained within the Tenancy Agreement.
- The management and upkeep of the physical environment outside and around the dwelling, as well as common areas.
- Carrying out regular inspections of our housing estates.
- General estate management issues including anti- social behaviour, neighbour nuisance and responding to complaints or enquiries within a reasonable timescale.
- Dealing with successions; assignments, joint tenancies, mutual exchanges, sub-letting & lodgers.
- Dealing with permission requests, such as, erection of sheds, satellite dishes, alterations.
- Monitoring the performance of contractors in relation to the upkeep of all common areas.

This policy recognises that many factors fall out with the direct control of the Association and may involve working with tenants with complex needs, therefore could involve working with other Agencies to achieve appropriate living conditions.

1.2 Legal and Regulatory Framework

The Association ensures that it manages its tenancies in accordance with the requirements of the Scottish Housing Regulator and in accordance with relevant legislation. Therefore, this Policy has been developed with reference to the following non-exhaustive list of primary legislation.

:

- Housing (Scotland) Acts 2010 & 2014
- The Scottish Secure Tenancy (SST)
- Equality Act 2010
- General Data Protection Regulations
- Dog Fouling (Scotland) Act 2003
- Antisocial Behaviour (Scotland) Act 2004

1.3 Scottish Social Housing Charter

The Scottish Government introduced the Scottish Social Housing Charter in April 2012, and it supports the government's long-term goal of creating a safer and stronger Scotland and improving the quality and value of services provided by RSLs.

The Charter clearly defines the standards and outcomes that all social landlords should strive for when carrying out their housing activities, as well as assisting tenants and other stakeholders in holding landlords accountable.

There are 16 Standards and Outcomes in the Charter that are reported on as part of the Annual Return on the Charter (ARC). In implementing the Estate Management Policy, the Association aims to achieve the following Charter outcomes:

- Outcome 1:
Equalities – Every tenant and customer has their individual needs recognised, 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 customers find it easy to participate in and influence their landlord's decision at a level they feel comfortable with.
- Outcome 6:
Estate management – tenants and customers live in well maintained neighbourhoods where they feel safe
- Outcome 11:
Tenancy Sustainment - tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.
- 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.

1.4 Linked Policies

This policy is complemented by, and should be read in conjunction with other policies such as:

- Equality & Diversity Policy
- Asset Management Strategy
- Repairs Policy
- Allocations Policy
- Mutual Exchange Policy
- Anti-Social Behaviour & Neighbour Nuisance Policy
- Tenant Participation Strategy
- Tenancy Sustainment Policy

2. KEY PRINCIPLES & PURPOSE

- To provide a high-quality living environment.
- To ensure the ongoing upkeep and maintenance of the housing stock and surrounding environment.
- To foster good landlord/tenant relationships and encourage tenants' interest and involvement within the estate for the mutual benefit of both the Association and the local community.
- To ensure that no person is treated less favourably than any other person or group of persons on the grounds of gender, race, colour, ethnic or national origin, religion, age, sexual, orientation, disability or marital status.
- To promote multi-agency working
- To maintain a high degree of tenant satisfaction within each housing estate.
- To encourage feedback on services and publish findings from surveys to support continuous improvement.

3. ESTATE MANAGEMENT GUIDELINES

The Estate Management Policy splits the areas of work into 9 categories where we have direct control or influence. Therefore, the Policy is also supported by procedures outlining the daily tasks which will enable staff to fulfil the policy's key principles and purpose. The Association also aims to be hands-on, flexible, and sympathetic to meet the needs and expectations of our tenants and other stakeholders.

3.1 Housing Stock

As at June 2026, Glen's stock stands at 495 units in the following neighbourhoods:

- Glenrothes North
- Leven, Broom Estate
- Methil
- Other Levenmouth
- Castlefleurie, Leven
- Windygates
- Milton of Balgonie

The Association will undertake surveys of the stock on a regular basis and will look for any obvious deterioration in the properties during normal estate visits. The management of defects is covered in our Asset Management Strategy and Repairs Policy

3.2 Common Areas

The Tenancy Agreement specifies the obligations and responsibilities of both landlords and tenants in relation to the use of the property and common parts. Prior to the start of the tenancy, the tenant is made clear of their responsibilities in respect of use of the property and shared areas. This is enforced throughout the tenancy.

Common areas include, communal stairs and entrances, bin stores, drying areas, back courts, parking areas and landscape areas around our estates.

3.2.1. Glen's Obligation

The Association will:

- Carry out regular inspections to check on both the fabric and cleanliness on a weekly basis. It will also carry out litter picks on a weekly basis around its estates.
- Clean all communal stairs.
- Identify specific sources of problems by either visiting individual tenants or holding group discussions or meetings.
- Confirm in writing to the tenants concerned the action required to remedy problems and continue monitoring to ensure standards are maintained.
- Carry out inspections on all communal stairs to ensure access routes are clear and free from personal belongings.
- Ensure all communal stairs have adequate lighting.
- Arrange repairs promptly once identified and monitor progress to ensure satisfactory completion.
- Liaise with Statutory Agencies and owner-occupiers on issues regarding common areas.

3.2.2 Tenants' Responsibilities

Tenants will:

- Ensure bin stores are used appropriately, and bins are put out for collection
- Use parking bays appropriately and in line with our Parking policy
- Ensure control of pets and avoid fouling in common areas
- Refrain from storing any items in common areas without our expressed permission

3.3 Communal Gardens and Landscape Maintenance

The Association will cultivate, maintain, and keep communal gardens tidy as well as other landscaped/planted areas under Glen's ownership.

Regular inspections of these areas will be undertaken. The Association has a contracted Landscape Supervisor to monitor these areas along with the Estates Caretakers and Housing Management Staff.

In instances where it appears such areas are being neglected, the Association will arrange a meeting with relevant and interested parties.

Tenant involvement will be encouraged as this can help to reduce vandalism, such as damage to shrubs.

The Association will liaise with Statutory Agencies and owner occupiers on issues regarding communal gardens and landscape maintenance.

3.4 Tenants Gardens

Fortnightly inspections of garden areas will be undertaken during the summer months.

Tenants who neglect their gardens will be advised that this is a breach of tenancy conditions. Examples of neglect include failing to cut grass, weeding driveway or pathway, dumping rubbish, and allowing dog fouling - tenancy conditions will be enforced if appropriate.

Practical advice and assistance will be arranged where appropriate, such as referring tenants to the Association's landscape contractor's grass cutting scheme, or gardening services provided by other local agencies.

3.5 General Environment

The Association will monitor general environmental matters monthly, such as litter, illegal dumping, use of wheelie bins, street cleaning, lighting, abandoned vehicles, caravan parking, pigeon lofts, condition of footpaths etc.

The Association will notify or liaise with tenants and other Agencies responsible for action, e.g., Council Departments, Police.

Immediate action will be taken on identification and removal of graffiti.

The Association will monitor any incidents of dog fouling or neglect of pets and will liaise with Agencies responsible for any action to be taken.

Action will be taken to discourage the dumping of unwanted goods around our estates. The Association will take steps to identify tenants who are not disposing of unwanted items in the appropriate manner, and they will be advised of the need to do so. Where tenants cannot be identified, the Association will arrange for the prompt removal of the items.

3.6 Tree Management

Trees by nature provide many benefits, not only as a source beauty, but also in terms of vital environmental benefits and contribution to health and well-being. However, it is also important to ensure that the natural cycles of a tree's life do not endanger people or property nearby.

A reasonable balance must be achieved between retaining trees in the right places to offer the above benefits, while minimising the risk of damage that trees can cause:

The Association will preserve its wooded areas through appropriate maintenance; work will be done on unhealthy trees that are threatened by disease or instability. To manage tree risk, the Association will obtain advice from experienced arboriculturists.

The Association is responsible for all trees and tenants are not permitted to fell, pollard or lop trees without permission.

For trees that are outside our boundaries, the Association will liaise with interested parties (Woodland Trust, or Landowners). It is acknowledged that this process can be time-consuming and may not produce the desired results.

3.7 Neighbour Disputes

The Association will respond to complaints by contacting the complainants to assess the exact nature and severity of the problem.

Tenants will be encouraged, where appropriate, to approach their neighbours in the first instance to discuss any problems.

Further action will be determined in line with the Association's Anti-Social Behaviour and Neighbour Nuisance Policy.

3.8 Services for Vulnerable Tenants

Any specific requirements, vulnerabilities and equalities information relating to tenants (such as visual or hearing impairment, language difficulties, debility, etc) will be identified, and with agreement of the tenant, the Association will record details on file so that staff can be made aware of these when appropriate.

Liaison and referral arrangements will be set up as required with Social Work, Health Authorities, and other relevant agencies to secure appropriate ongoing support or services for tenants who feel they may require this.

The Association is part of an Information Sharing Protocol where it shares information with agencies Fife wide for the purposes of managing risk, protecting the community and vulnerable people (refer to Tenancy Sustainment Policy).

3.9 New Tenant Visits

Post-allocation visits will be made within 6 weeks of the start of a new tenancy, with follow-up visits planned where potential problems have been identified.

4. CONTACT WITH TENANTS

The Association will encourage residents to take an active interest and participate in the well-being of their estate and surrounding environment as part of its goals of fostering good landlord/tenant relationships.

This is likely to be effected in the following ways:

- Day-to-day communication with our tenants, other residents and members of the community;
- Distribution of Tenants' Newsletters
- Meetings with organised Tenant and Resident Associations and wider community groups;
- Involvement of tenants at local level to improve estates through garden awards, litter collection, etc.
- Encouragement to report defects and repairs as soon as possible.

5. STAFF AND SERVICE DELIVERY

The Association will ensure that its staff has appropriate skills and knowledge to perform their jobs effectively, by employing people with relevant qualifications and/or experience and through providing suitable training opportunities.

New employees will be made aware of this policy, and existing employees will be given appropriate refresher training and guidance to enable them to take responsibility for dealing with estate management issues.

The Association's Caretaking staff will be given appropriate training and guidance to enable them to take responsibility for dealing with minor estate management issues.

The Housing Management staff will be trained on the Association's policies and procedures, as well as customer service, interviewing skills, dealing with difficult and violent situations and harassment, equality and diversity, and other relevant topics.

If a tenant, resident, or other service user is dissatisfied with a decision made by one of Glen's Officers, they can file a complaint by following the Association's Complaints Handling Procedure.

6. PERFORMANCE MONITORING

Systematic monitoring of performance will be introduced in all aspects of the estate management service. This will include items such as:

- Conducting regular reviews of policies, practices, and performance as well as monitoring trends.
- Seeking tenant participation and feedback to ensure that tenants get the most out of the housing management service for which they pay.
- Assuring that the service is efficient and equitable for all.
- Monitoring of the estate on a six-monthly basis, by the Director.
- An annual estate management report presented to Board of Management, detailing; condition of stock, common areas and landscaped areas, ongoing tenancy problems and any other environmental issues.

In areas where it has housing stock, the Association is committed to participating in community events. This will help provide more feedback on issues that need to be addressed.

7. OUR COMMITMENT TO EQUALITY & DIVERSITY

Glen Housing Association is dedicated to promoting equal and fair treatment for all people and opposes all forms of unlawful discrimination. We have implemented an Equality and Diversity Policy that informs all aspects of our business and ensures compliance with the 2010 Equality Act.

In accordance with our commitment, and upon request, the Association can

provide this Policy in a variety of alternative formats, including large print, audio, Braille, and community languages, at no cost.

8. POLICY REVIEW

This policy will be reviewed every five years to ensure that its objectives are being met.