



Title: Housing Management of Estates - Scotland Policy

Business Function: Sanctuary Scotland
Sanctuary Homes (Scotland) Limited

Authors: Service Development Manager

Other Contributors: Heads of Housing
Housing Managers
Area Managers

Authorised by: Executive Committee
Sanctuary Scotland Board of Management

Sanctuary Scotland:
Sanctuary Scotland Housing Association Limited is a
subsidiary of Sanctuary Housing Association, an exempt charity.

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1. Policy statement

- 1.1 Sanctuary Scotland Housing Association Limited (Sanctuary Scotland) views estate management as a vital part of the Housing Management function.
- 1.2 Effective estate management ensures that customers enjoy a peaceful, secure, safe, clean, and tidy environment.
- 1.3 Customers are at the heart of Sanctuary Scotland's estate management services and are actively encouraged to be involved in the setting, monitoring, and measurement of estate standards. In setting and monitoring standards for estate management, regard is given to value for money and the most effective use of resources.
- 1.4 Sanctuary Scotland adopts a preventative, proportionate and person-centred approach to estate management, recognising that prompt action must always be taken to ensure estates are not subject to deterioration. Where relevant, Sanctuary Scotland works in partnership with other organisations to ensure issues are addressed correctly and in a timely manner.
- 1.5 Sanctuary Scotland's mission is to build affordable homes and sustainable communities where people choose to live. This policy supports the mission by ensuring that the housing stock and the surrounding environment that Sanctuary Scotland is responsible for (Sanctuary Scotland-owned land) is managed and maintained effectively to the highest possible standard.
- 1.6 Below are the policy commitments in relation to estate management, ensuring customers:
 - live in well-managed and well-maintained housing, in an environment that is attractive, safe, and secure, free from nuisance, annoyance, intimidation and harassment;
 - are made aware of and accept their responsibilities in relation to the upkeep of their property, gardens, and the surrounding environment;
 - are made aware of our responsibilities in relation to estate management;
 - are encouraged to report estate management concerns and contribute to the ongoing improvement of estate standards;
 - are satisfied with the estate management service provided by Sanctuary Scotland;
 - are given opportunities to influence and participate in decision-making relating to estate management;
 - are aware that Sanctuary Scotland endeavours to reduce the time it takes to re-let a property by aiming to manage attractive and well-maintained estates where people want to live; and
 - are aware that Sanctuary Scotland will meet its legal duties, obligations and responsibilities and that Sanctuary Scotland will ensure tenants also fulfil their tenancy obligations.

- 1.7 This policy and associated procedure apply to the housing management services delivered by Sanctuary Scotland to general needs, sheltered, factored and mid-market rent customers.

2. Roles and responsibilities

- 2.1 The Director of Sanctuary Scotland is responsible for ensuring the overall adoption of, and adherence to, this policy and its associated procedures relevant to their operation.
- 2.2 All relevant Directors, Heads of Housing and local managers are responsible for ensuring that effective training is provided to all staff, and that this is applied consistently throughout all areas of operation.
- 2.3 All staff working within Sanctuary Scotland are responsible for ensuring adherence to this policy and associated procedure.
- 2.4 Any best practice identified that is not already documented in this policy or associated procedure, must be shared through the relevant management structure so it can be considered and communicated appropriately.
- 2.5 Operational guidance supporting this policy will be maintained and made available to relevant staff through Sanctuary Scotland's approved internal systems.

3. References and sources

- 3.1 The following legislation, references and sources are relevant to the development and delivery of this policy and associated procedure:
- [Abolition of Feudal Tenure etc. \(Scotland\) Act 2000](#) and [Tenements \(Scotland\) Act 2004](#) - relevant provisions relating to property ownership, common property and the maintenance and management of common areas;
 - [Antisocial Behaviour and Harassment - Scotland Policy and Procedure](#);
 - [Civic Government \(Scotland\) Act 1982](#): describes the process for dealing with lost or abandoned property;
 - [Equality Act 2010](#);
 - [Fire Safety Management - Group Policy](#);
 - [Scottish Social Housing Charter](#);
 - [Personal Safety - Group Procedure](#);
 - [Tenancy Management - Scotland Policy](#);
 - [Waste Management - Group Policy and Procedure](#);
 - [Environmental Protection Act 1990](#);
 - [Housing Management of Estates - Scotland Procedure](#).

4. Impact on diversity

4.1 This policy applies to the Housing Management of Estates as outlined above.

4.2 Sanctuary Group demonstrates its commitment to diversity and promoting equality by ensuring that this policy is applied in a manner that is fair to all sections of the community, with due regard to the protected characteristics identified under the [Equality Act 2010](#) and in accordance with the '[Sanctuary Inclusion for All Strategy 2024-2026](#)'.

4.3 All customers are asked to provide diversity details which are used to monitor the services provided. For example, customers are asked to provide details on their communication needs so that where possible customers can be informed about estate management activities such as inspections, in their preferred format.

4.4 Safeguarding

4.4.1 Estate management activity may identify concerns relating to the safety or wellbeing of children or adults at risk. Any safeguarding concerns identified during estate inspections, visits or customer contact must be reported and managed in accordance with:

- [Adult Support and Protection \(Safeguarding\) – Scotland Policy and Procedure](#)
- [Safeguarding Children and Young People – Scotland Policy and Procedure](#)
- [Domestic Abuse – Scotland Policy and Procedure](#)

4.4.2 Staff must record concerns factually and follow the appropriate reporting and referral pathways.

4.5 Support and reasonable adjustments

4.5.1 Sanctuary Scotland recognises that vulnerabilities, disabilities, health conditions, communication needs and other personal circumstances may affect a customer's ability to meet their responsibilities or engage with estate management activities.

4.5.2 Where appropriate, reasonable adjustments will be considered to ensure customers can access services and information fairly and effectively.

5. Resident consultation

5.1 Where proposed changes to this policy are likely to significantly affect tenants, Sanctuary Scotland will consult tenants in line with section 54 of the [Housing \(Scotland\) Act 2001](#).

6. Monitoring and compliance

6.1 Period of review

- 6.1.1 Until a new policy is formally adopted this document will remain in force and operational.
- 6.1.2 This policy will be reviewed in accordance with the policy review programme agreed by relevant governing bodies.
- 6.1.3 If there are significant changes to legislation or regulation or there are found to be deficiencies or failures in this policy, as a result of complaints or findings from any independent organisations, the Director of Sanctuary Scotland will initiate an immediate review.
- 6.1.4 Where appropriate, key stakeholders, residents, clients, customers and interested parties will be consulted as part of any review of this policy.

7. Approval

- 7.1 This policy is approved by the Sanctuary Scotland Board of Management.

8. Operational arrangements

8.1 Estate Inspections

- 8.1.1 Sanctuary Scotland will manage estates in a way that is preventative, proportionate, consistent and customer-focused. Estate management decisions will be made fairly, having regard to individual circumstances, reasonable adjustments where appropriate, and the effective use of resources.
- 8.1.2 Sanctuary Scotland will carry out estate inspections at appropriate intervals to monitor the condition, cleanliness, safety and appearance of estates and communal areas. Estate inspections will be undertaken in accordance with the [Housing Management of Estates - Scotland Procedure](#).
- 8.1.3 Sanctuary Scotland will work collaboratively with customers, resident groups, internal services and external organisations where appropriate to resolve estate management issues, support estate improvements and promote safe, sustainable and attractive neighbourhoods. Customers will be encouraged to participate in estate inspections, consultation and neighbourhood improvement initiatives where appropriate.
- 8.1.4 [The Housing Management of Estates - Scotland Procedure](#) provides detailed guidance on managing estates, including, but not limited to, estate inspections, fly tipping, vandalism, abandoned vehicles, communal areas, landscaping, security, infestations, fire safety, and other estate management matters.
- 8.1.5 Where estate management issues relate to a breach of tenancy conditions, appropriate action will be taken in accordance with the [Tenancy Management - Scotland Policy and associated procedures](#).

- 8.1.6 Where estate management concerns involve antisocial behaviour, harassment or hate incidents, they will be managed in accordance with the [Antisocial Behaviour and Harassment - Scotland Policy and Procedure](#) and, where appropriate, reported to Police Scotland.
- 8.1.7 Where items require to be removed from communal areas, Sanctuary Scotland will take reasonable steps to establish ownership, notify affected customers where appropriate and manage any unclaimed property in accordance with relevant legislation and the [Housing Management of Estates - Scotland Procedure](#).