

1.0 EXECUTIVE SUMMARY

- 1.1 GWhA's diverse communities are formed by the complex interconnection of buildings, people, and the spaces in between. The *Estates Services Strategy 2025–2030* sets out a directional framework for delivering services in the context of that urban environment, and the associated changes posed by high density living, varied property types and the Scottish climate. It highlights opportunities to strengthen the sense of community, embracing the opportunities possible across diverse mixed tenure developments, and the wider benefits of resident interactions possible in the *shared spaces* around GW's homes.
- 1.2 The Estate Service Strategy presents an opportunity to pull together key elements of the association's Mission: *Homes are our purpose; Service & Sustainability our Priority*. Our Values: *Inclusive, Considerate, Accountable, Resourceful, Ethical*, and our Vision: *Shaping Thriving Communities*.
- 1.3 This Strategy sets out a pathway to deliver a responsive, inclusive, and sustainable estate service that reflects the evolving operational influences of social landlords in Glasgow. In consolidating in a single document, the wide-ranging and overlapping service areas (from tree care to resident engagement) the Strategy reflects on each element to promote *Robust Governance, Optimum Performance* and *Enhanced Services*; all in the interest of fostering collaboration, continuous improvement, and well-maintained, inclusive neighbourhoods for GW's current and future tenants and other service users in the shared common spaces.

2.0 STRATEGY AIMS

- 2.1.1 Robust Governance: Ensuring compliance with the respective legislative and regulatory standards applicable.
- 2.1.2 Optimum Performance: Balancing the rights of individuals, optimising and maintaining standards.
- 2.1.3 Enhanced Services: Supporting actions to improve shared spaces and a sense of community.

2.2 Community

The 5 key areas below form the overarching service delivery framework, which are developed further below.

2.2.1 Services

An overview of our operational Estates Management.

2.2.2 Shared Common Areas

Recognising that GW's estate services are generally undertaken in spaces that could be considered an extension of resident's homes, these are the practical steps taken to ensure minimum standards are met on a day-to-day basis, while reflecting the needs of individuals and the different property types.

2.2.3 People

Measures for engaging with the resident community and stakeholders towards ensuring compliance and nurturing positive behaviour change.

2.2.4 Compliance

Ensuring the services provided and the actions taken meet the required legislative and regulatory obligations.

2.2.5 The Environment

Notwithstanding the urban environment of the stock; the Strategy sets out how GW will provide services that take cognisance of ecology, and the associated challenges and opportunities of the green spaces around homes.



3.0 SERVICES

- 3.1 This strategy recognises that the areas GW manage form part of the fabric of the West End of Glasgow, social housing interwoven with privately owned homes, private lets, student housing, across a diverse spectrum of property types ranging from pre-1919 tenements within conservation areas, to high-rise and deck access living; with the internal and external and internal spaces equally as diverse.
- 3.2 Understanding the stock, and service user profile across those addresses allows risk informed planning for targeted monitoring and support for those households to ensure appropriate standards in those shared spaces.
- 3.3 From day-to-day facilities management and security patrols to the soft skills of engaging with older and often more socially isolated communities the estates service provides an essential contribution to the community.

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- 3.4 The Service Quality Guarantee (MC 26/09/25) provides an overarching summary and commitment to residents across the services provided, including an overview of the estates services provided.
- 3.5.1 Across three sites our concierge service provides core daytime facilities management services including cleaning, waste management, fire safety and security patrols, and a key contact point for those onsite residents.
- 3.5.2 Concierge services are augmented by nighttime 3rd party guard security services with the 2024 consumer panel feedback, and 2025 concierge service review setting out a timeline to embed that combined services framework.
- 3.5.3 The service review set-out an action plan of further required engagement and value for money procurement.
- 3.6 Property factoring subsidiary *Glasgow West Enterprises Ltd (GWE)* supports estates services delivery as the mechanism for engaging with mixed tenure private domestic and commercial property owners, and ensuring shared responsibilities are met, reflective of relevant property deeds of condition.
- 3.7.1 As part of holistic property management; close cross service working with response repairs and voids contractors ensures prompt response and rectification of common area repairs identified through routine patrols and inspections to ensure the safety of the common areas we manage.
- 3.8.1 Planned ground maintenance and close cleaning contracts are utilised for routine common areas services, with a frequency and specification reflective of the various locations, and needs of those residents (Rent and Service Charges Policy).
- 3.8.2 Procurement reflective of GWE's strategy and the associated guide sets out the process for appointing a suitably competent and qualified supply chain for keys services and wider needs including: cleaning supplies, waste management, specialist ecology surveys, and common electricity supplier appointment.
- 3.8.3 Effective contractor and supplier management is key to ensuring a sustained, collaborative, and value for money support from suppliers with the Procurement Strategy setting out principles to support this approach.

4.0 SHARED COMMON AREAS

- 4.1.1 Good Close Garden Policy sets out in detail steps towards improving the standards within the managed neighbourhoods, including a range of inspection / enforcement actions that we will take, in conjunction with community focussed initiatives intended to promote pride and *community spirit* as valuable elements of effective estate management.
- 4.1.2 An annual inspection schedule sets out the frequency of planned and targeted visits; informed by key estate services factors, shaped by the actions of the residents in those areas, with a view to improving neighbourhoods.
- 4.2.1 Internal common areas including corridors, stairwells, lifts, and landings are included in close cleaning schedules.
- 4.2.2 External common areas across the estate range from small rear court hard standings, with little natural sunlight, to shared gardens; incorporating planting, trees, and grassed areas. While vastly different in nature, they each have bespoke challenges and opportunities, this strategy ensures flexibility to meet those needs.
- 4.2 Car parking areas, including private roads, hardstandings, and lockups are managed in line with Parking Policy.
- 4.3 Opportunities to improve shared spaces are explored through cyclical painting, and/or major works and investment opportunities, informed by the delegated authorities and routine mixed tenure project administration.
- 4.4 In support of routine inspections, contracts are in place to ensure prompt reactive repair of the common areas, that access and security are maintained, and the appropriate lighting of stairways and landings.

5.0 PEOPLE

- 5.1.1 Communication

Aligning with GWE's Communication Strategy, considered and appropriate written, verbal, and non-verbal communication with our services users is a key element of ensuring effective engagement.
- 5.1.2 Equally important is ensuring we listen to, and learn from any feedback provided, ensuring appropriate triage of initial requests for service, and use of the formal Complaints Handling Procedure.
- 5.1.3 Building positive relationships with our service users can extend the reach of our own scheduled inspection schedule with key feedback enabling an early response to emerging issues, or a prompt to liaise with our supply chain, the local authority (Glasgow City Council elected representatives and/or service teams), and any other 3rd sector stakeholders and community groups.

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- 5.2.1 By the nature of the service, an element of enforcement may ultimately be required to ensure estates management expectations are met. Key areas include:
- 5.2.2 **Fire Safety**
Ensuring all common areas are free from fly-tipping, personal items, and the prohibition of storage of electric / mobility scooters that could present a risk of access, egress, or combustion (GWHAs Fire Safety Plan).
- 5.2.3 **Waste Management**
In the context of the Scottish Government's Zero Circular Economy initiatives, providing guidance on the appropriate disposal of general waste and recycling, reflective of relevant local authority collection strategies, contingencies, and bulky waste collection (GWHAs Waste Policy and Total Homes reports).
- 5.2.4 **Pest Control / Dog Waste**
In this urban context, the activity and waste of wildlife such as birds or foxes can pose a nuisance, and additional hazard, and maintenance issue in shared amenity spaces, often attracting rodents. An escalating approach will be adopted to promote behaviour change in this respect. With a similar approach taken when addressing reports or concerns relating to dog fouling (GWHAs Pest Control / Anti-social Behaviour policies).
- 5.5 **Satisfaction**
Indicator 1 of the Scottish Social Housing Charter sets the requirement to monitor tenant satisfaction; with specific feedback ingathered within that process relating to how we manage our neighbourhoods. Through the delivery of the Estates Service Strategy that feedback will be monitored with a view to using increasing satisfaction as a marker for operational success, and benchmark for continuous improvement.
- 5.6 **Consultation**
Through GWHAs tenant engagement initiatives, conferences and consumer panels specific feedback will be ingathered at key milestones to ensure the relevant Policies and Procedures that feed into this strategy remain current and proportionate responses to day-to-day challenges and influences as they evolve.
- 5.7 **3rd Party Stakeholders**
Through operational engagement with key stakeholders such as the Local Authority, and their respective Waste and Pest Control operational divisions this strategy promotes effective relationships for the benefit of our neighbourhoods, recognising the success of early participation in the introduction of wheeled waste collection and subsequent kerbside collection initiatives (GWHAs Waste Management Policy).
- 5.8 **Teamwork**
This Strategy highlights the day-to-day complexities and opportunities inherent to estates management and recognises the importance of the communication and interpersonal skills required for meaningful neighbourhood and community improvement, with cross team working and communication essential (GWHAs Values).
- 6.0 COMPLIANCE**
- 6.1.1 Through the delivery of this strategy individual policies will consider specific compliance requirements, including the development of policy specific Equalities Impact and Humans Rights Assessments.
- 6.1.2 Similarly, Policy level Risk Assessments feed into GWHAs Strategic and Services Risk registers.
- 6.2 Appendix 2 sets out the primary legal and regulatory compliance criteria relating to this strategy.
- 7.0 THE ENVIRONMENT**
- 7.1 As geopolitical strategies evolve and respond to global warming, setting national targets for the introduction of measures to mitigate rising temperatures, and mitigate against evolving weather systems this strategy recognises that local micro-contributions can make a difference to our neighbourhoods by making appropriate estates management decisions.
- 7.2 **Waste Management**
The existing bulky waste uplift service seeks to redirect bulky items from fly-tipping and landfill disposal, promote respect for our shared common areas, and improve those amenity spaces. Ongoing annual performance review of that service will be reported to Management Committee for monitoring (GWHAs Waste Management Policy).
- 7.3 **Tree Management**
Bi-annual specialist tree health surveys will inform arboriculture works, with consideration to ecological surveys, nesting birds, conservation areas, and tree preservation orders (GWHAs Pest Control Policy and Landlord Safety Manual).

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7.4.1 Pest Control / Invasive Species

Where local authority services are unable to meet the demands of required vermin control, proportionate steps will be taken through engagement with residents to proactively bait and monitor affected areas, in conjunction with information, enforcement, and repairs measures to mitigate the impact (GWA's Pest Control Policy).

7.4.2 Where invasive species such as Japanese knotweed, Himalayan balsam, or Giant hogweed are identified appropriate steps will be taken to ensure resident safety and the long-term protection of buildings and shared common areas. In these cases, suitable qualified contractors will be appointed to survey and develop appropriate treatment plans reflective of the control legislation.

7.5.1 Biodiversity

Recognising the importance of pollinating insects, and the potential for harm, alternatives to herbicidal treatment of weeds and moss will be explored with our contractors, with use reflective of controlling legislation.

7.5.2 This strategy recognises the importance of community led biodiversity initiatives such as the G3 Growers Garden, that find a balance between effective estates management and ecology.

7.5.3 As a protected species, any discovery of bats will be managed in line with GWA's Pest Control Policy.

8.0 COMMUNITY SUPPORT

8.1 The successful urban G3 Growers Garden, and annual event showcases the possibilities of an urban garden and bringing together likeminded people in a shared community space.

8.2 The Garden Grant initiative seeks to support residents with basic gardening provisions to encourage community spirit and promote wellbeing through physical activity (GWA's Good Close Garden Policy, Community Sustainment Strategy).

8.3 The Good Close Garden Competition recognises the efforts of residents and steps taken to improve the shared spaces around their home (GWA's Good Close Garden Policy).

8.4 GWA's Community Sustainment Strategy supports initiatives that meet the strategy aims, with opportunities for local groups or individuals to request financial support from the Community benefit fund.

9.0 THE FUTURE

9.1 This strategy is supportive of targeted interventions to meet service needs in the context of unforeseen Local Authority service reduction, performance issues, or withdrawal. This is subject to business case review, and consideration of GW's strategic principles, with referral as appropriate to Management Committee for evaluation.

9.2 Wider Role

The potential for estates services to evolve and grow as part of wider role Corporate Plan and/or property factoring initiatives is subject to business case review; and consideration of strategic principles, with referral as appropriate to Management Committee for evaluation.

9.3 Innovation – AI / Collaboration

In the context of GW's existing service framework opportunities will be sought to enhance operational efficiency, demonstrate value for money, and improve the quality of our services through collaboration and/or the use of AI.

9.4 Estates Services Strategy - Action Plan

Initiatives developed through the delivery of this strategy will be tracked and monitored through Policy Action Plans, the Corporate Plan, and Team Plans as appropriate.

10.0 FEEDBACK AND COMPLAINTS

10.1 Feedback

10.1.1 GWA tenants and other customers may provide feedback about this document by emailing admin@glasgowwestha.co.uk

10.2 Complaints

10.2.1 Tenants with a grievance arising from the Strategy will be considered in accordance with GWA's Complaints Handling Procedure.

10.2.2 Once the Association's Complaints Handling Procedure is exhausted, there is a right of appeal to the Scottish Public Services Ombudsman (SPSO). As the SPSO is unlikely to comment on matters of a legal nature, a review is likely to be on the proper application of the Association's strategy.

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11.0 REVIEW

- 7.1 This strategy will be reviewed every 5 years, or sooner, subject to a change in legislation or circumstance.
- 7.2 The strategy, in parts, attempts to summarise current legislation. In any case of conflict between the two, legislation will always preside.

8.0 DELEGATED AUTHORITY

- 8.1 Delegated authority is granted by the Management Committee to the Chief Executive and Staff to implement this strategy and the associated policies and procedures.

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LEGISLATIVE AND REGULATORY OVERVIEW

Ref	SUMMARY LEGAL AND REGULATORY FRAMEWORK	SELF ASSESSMENT	ACTION PLAN	TIMESCALE
A	Health & Safety at Work etc Act 1974			
A1	Section 3 and 4: General duties of persons concerned with premises to persons other than their employees. Requires housing associations to ensure communal areas are safe for tenants, visitors, and contractors, not just employees (Free from hazards, clean and hygienic, structurally sound).	Health & Safety Control manual Landlords Safety Manual Estates Strategy (Section 4) Estates Strategy (Section 7)		
B	Scottish Social Housing Charter indicators			
B1	- Outcome 4 refers to quality of homes, through the Scottish Housing Quality Standard (SHQS) Properties must be safe and secure, including communal areas. - Communal areas must be free from serious disrepair and meet the Tolerable Standard. - Includes requirements for lighting, fire safety, and structural integrity.	Estates Strategy (Section 4) Estates Strategy (Section 7)		
B2	Outcome 6 refers to Estate management, Anti-social behaviour, Neighbour nuisance and Tenancy disputes and requires that 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	Estates Strategy (Section 4) Estates Strategy (Section 5) Estates Strategy (Section 7)	Pest Control Policy Review Good Close and Garden Policy Review.	2025/26 Q4 2026/27 Q2
B3	Outcome 11 refers to Tenancy sustainment and states that "Social Landlords must ensure that 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.	Estates Strategy (Section 5)	Estates Services Strategy Consumer Panel	2026/27 Q1
B4	Outcome 13 relates to Value for money and requires that landlords manage all aspects of their businesses so that tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.	Estates Strategy (Section 3)	Waste Management Policy Review	2026/27 Q2

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Ref	SUMMARY LEGAL AND REGULATORY FRAMEWORK	SELF ASSESSMENT	ACTION PLAN	TIMESCALE
C	Tenements (Scotland) Act 2004			
C1	Section 8: Duty to maintain so as to provide support and shelter Owners must maintain communal parts that provide structural support or shelter.	Estates Strategy (Section 4) Estates Strategy (Section 7)		
D	Occupiers' Liability (Scotland) Act 1960			
D1	Section 2: Extent of occupier's duty to show care Occupiers (including housing associations or factors) must take reasonable care to prevent injury in communal areas	Estates Strategy (Section 3) Estates Strategy (Section 4) Estates Strategy (Section 7)		
D2	Section 3: Landlord's liability by virtue of responsibility for repairs If the landlord is responsible for repairs, they also owe a duty of care for safety in those areas.	As above		
E	Scottish Secure Tenancy Agreement – Section 5.4			
E1	- Carry out a reasonably diligent inspection of the common parts before the tenancy begins. We will take reasonable steps to remove any danger we find before you move into your house. We will repair any defect we find that will significantly affect your use of the common parts, or the house, within a reasonable period. - Keep in good order any areas of common ground associated with your house such as common drying areas.	Estates Strategy (Section 3) Estates Strategy (Section 4) Estates Strategy (Section 7)		
F	The Property Factors (Scotland) Act 2011 Code of Conduct			
F1	Overarching Standards of Practice (OSP) 6 requires GW to carry out services we provide to homeowners using reasonable skill and care. This includes management of common parts	Estates Strategy (Section 3) Estates Strategy (Section 4) Estates Strategy (Section 5) Estates Strategy (Section 7)		
F2	Section 4.1 (d) of GW Written Statement of Services (WSS) confirms property inspections are planned on an annual basis to ensure the building is maintained and the common areas are in good order	Estates Strategy (Section 3)		