

KEY HOUSING ASSOCIATION

MAINTENANCE POLICY

Last updated 6th Nov 2019

Overview

The following provides the details of KEY's policies in relation to the maintenance of its housing stock and its responsibility to provide a quality, responsive and costs effective service to its tenants.

The context for these policies is further described in KEY's *Asset Management Strategy* which outlines how KEY will provide good quality housing, which is safe and healthy to occupy, and energy efficient.

These maintenance policies seek to:

- Ensure that properties are maintained to meet all statutory duties (particularly in relation to the content of the Scottish Housing Quality Standard and the Scottish Social Housing Charter)
- Provide prompt, efficient and effective responsive maintenance services.
- Effectively engage with tenants in relation to the nature and quality of the maintenance service.
- Ensure that procurement processes give best value for money.
- Ensure that quality control measures are robust and informative.
- Ensure that the property maintenance function maximises its central contribution to KEY's *Sustainability Policy*
- Ensure that any complaint or dissatisfaction from tenants is acknowledged and acted upon in line with the contents of our *Complaints Procedure* and the relevant sections of the Housing Charter
- Ensure that all Regulations, Codes of Practice and Health and Safety procedures are adhered to.

The contents of these policies and maintenance procedures manual will be regularly reviewed in line with relevant changes and as part of an annual policy review.

Maintenance Standards

Key carries out its asset management under 3 broad headings:-

Planned Maintenance

KEY projects the indicative costs of future maintenance of major property elements by conducting a life-cycle costing exercise (which is reviewed annually to ensure that these costs are captured within both long term revenue and rent setting projections).

In turn this exercise creates an annual Planned Replacement Programme which is also informed by the outcome from continuous survey and appraisal. The content of this programme will also be determined by local feedback from tenants, annual tenant surveys and the impact of external requirements,

Cyclical Maintenance

Cyclical maintenance incorporates items of work which are pre planned and carried out within a regular time frame (eg servicing of equipment, gardening, external redecoration). Some cyclical maintenance items, notably gas servicing, are legal requirements and must be carried out within the required timescales.

Response/Reactive Repairs

These are reactive in nature and their response time/ work content will be determined by the following categorisation

- Emergency Repairs (e.g. gas leak, burst pipework, structural failure, damaged and dangerous glazing, loss of drinking supply, loss of use of toilet facilities, blocked soil waste pipe work, loss of amenity lighting in common stairwells, unsecured property etc) - Require attendance within 8 hours, with repairs completed **or** necessary making safe and secure, inc any temporary provision (such as heating or hot water for bathing) carried out. Consequential repairs or remedial works to be carried out as soon as practically possible thereafter.
- Urgent Repairs (e.g. rain penetration, loss of stored water, loss of hot water, running overflow etc) Require attendance within 24 hours, with repairs completed **or** making safe and secure (inc any temporary provision) carried out. Consequential repairs or remedial works to be carried out as soon as practically possible thereafter.
- Routine Repairs (e.g. loose door hinges, cracked but not hazardous glazing, dripping taps etc) require to be completed within 10 working days.
- Complex Repairs – Repairs which fall out with the scope and timeframe of the above 3 categories because of their complexity. See the procedures manual for process and authority for categorisation.

Tenants are advised of these through the tenant's handbook.

Repairs are arranged by appointment with the attendance 'window' being governed by the nature of the work and the appointment structure operated by the contractor e.g. the gas servicing contractor will provide an am or pm appointment, but not to a tighter timeframe than this.

Where a repair would be included in the category of a Qualifying Repair (Housing Scotland Act 2001) then the individual reporting the repair will be informed of the circumstances which would invoke their right to repair. Any instance where the normal repair process fails to repair within the allotted timescales, and a tenant has lodged a claim for payment of a tenant invoked repair, will be reported to Management Committee.

Response times are one of the main areas in which Contractors performance is measured and reported (via the annual return to the Scottish Housing Regulator and Committee).

Quality Control

Quality control is a continuous process carried out by tenants (and their supporters) advocates and all housing officers and maintenance staff. Any report of poor quality workmanship to any repair, from any source, is reported and dealt with as a defects call back (although in some cases the interim step of an on site visit by one of KEY's maintenance officers may be required to assess the situation). In all cases any defective workmanship will be pursued until satisfactory.

Tenant feedback on response repairs and property upgrades are sought through feedback slips which are issued to tenants at the time of the repair. The views of tenants on all aspects of maintenance work are sought through an annual survey.

In addition, maintenance officers carry out post inspections on all repair works on a monthly basis. This is required to be a minimum of 20% of repairs carried out. Defective or non completed work will be reported immediately to the contractor and the work will be recorded unsatisfactory until resolved.

Major repairs (Planned Replacement Programme) works are continually supervised during the works and are 'signed off' by maintenance officers when satisfactorily completed. Inspection visits are logged on the planned replacement programme spreadsheet. In addition each tenant of a property that has undergone planned replacement work will receive a short pro forma questionnaire 4 weeks after final completion, seeking feedback on quality, timings etc.

As Gas Servicing is a statutory requirement with a considerable safety aspect, the registration numbers of all gas servicing contractors are checked on-line annually.

CDM REGULATIONS

The Association will undertake its responsibilities under the Construction (Design and Management) Regulations 2015 by taking the following actions:

Recognition of all Duty holders

- The Client – In all cases this will be KEY Housing Association and will be acting as a commercial client. The role of Client is to make suitable arrangements for managing a project, inc. making sure other duty holders are appointed, sufficient time and resources are allocated, relevant info. is prepared and provided to other duty holders, the Designer and Contractor carry out their duties and to ensure the Contractor provides adequate welfare facilities.
- The Designer – This role can be KEY, a consultant appointed as Designer/ Principal Designer and the Contractor. The extent of involvement depends on the size of the project, the complexity of the project and the influence of any of the parties on the design of the work.
- The Contractor – Either an individual or a company who carry out the construction work. Where the appointed contractor then sub contracts some of the work, or works alongside another contractor, one of the contractors must be appointed the role of Principal Contractor and they are responsible for co-ordination of the activities of everyone on site. The Contractor must,

before commencement of work, provide the Client with a Construction Phase Health and Safety Plan (CPP) which the Client must confirm as adequately developed.

Compliance

To achieve compliance with CDM 2015 the following 3 tier process will be adopted:-

- For larger works eg remodeling, an external consultant will be appointed as both Architect and Principal Designer. KEY will fulfill its role as Commercial Client, in production of the F10 Notification to the HSE.
- For medium sized works eg capital programme work (kitchens, bathrooms, heating, window replacements etc) minor remodeling and stage 3 adaptation works, Key will have the dual role of Commercial Client and Principal Designer. The Contractor will be appointed as Principal Contractor and Designer (if applicable).
- For small scale works eg response repairs, small upgrade works, servicing and maintenance, KEY will review all contractors on the approved contractor list and request that they complete a generic Construction Phase Plan (CPP) for all activities they carry out for KEY. The generic plan will be determined as sufficient, reviewed on a regular basis and does not replace a works specific CPP where the task and the attendant risks (to workforce, occupants or the public) are not managed adequately by the generic plan.

This policy will be reviewed annually, or at any change to the CDM 2015 Regulations.

Procurement – Refer to Key’s Procurement Policy for all activities

KEY’s processes for procurement of maintenance contractors seeks to reflect the widespread nature of our housing stock and the necessity to have a greater than usual number of contractors, operating across all trades, in each geographical area. With regard to compliance with Scottish Govt. Procurement Regulations, it is anticipated that the existing procurement process will be replaced with a PCS Framework Agreement, subdivided into a number of geographical lots, concluded in late 2019.

Contractors will be selected/ deselected on the basis of the following criteria:-

- Contractors must be operating either as a registered company or as a self employed trades person registered with Inland Revenue.
- Gas engineers, electricians, fire engineers, fire sprinkler engineers etc must demonstrate membership of the appropriate trade organisation or governing body and must demonstrate that all employees are suitably trained.
- All contractors must produce (annually) a valid Certificate of Public Liability Insurance with an indemnity limit of £10 million pounds.

- All contractors must provide a copy of their Health and Safety Policy and Equal Opportunities Policy. If contractors do not have a policy document they should confirm they will comply with KEY's policies in these areas.
- All contractors, as part of each contract/ order will have it confirmed that particular care must be taken, over and above standard precautionary measures, to safeguard vulnerable tenants from danger. This should include the suitability of their employee chosen to attend premises, where a vulnerable person may be in residence or visiting.
- All H&S requirements, inc the CDM Regulations will be adhered to, either contained within the generic assessment for smaller scale works, or as an integral part of individual, larger scale contracts.
- All procurement will be conducted through the Public Contracts Scotland portal.

Response Repairs and Servicing Contracts

Contractors offering a response repair service or servicing contracts (fire alarm, sprinklers etc) shall be invited to complete a submission, via PCS, for inclusion on KEY's Framework Agreement. The details include the hourly rate, compliance with KPIs such as attendance and completion times, ability to provide emergency/ out of hour's attendance etc. These items are fixed for the Framework duration.

In order to ensure that KEY is procuring its services to the best value possible (not withstanding the other variables of best service, responsiveness, ability to provide 24 hour cover etc) then a continuous process is undertaken to select/ deselect contractors on the framework. This comparison is between contractors from different lots or geographies within the framework, who are known to perform satisfactorily in all areas. Any significant differentials will be examined further to determine whether alternative contractors should be sought to replace the existing members.

General Contracting - See Key's Procurement Policy

All Tenders should be sought on the basis of Public Contract Scotland Procurement Procedures. Where the contract value is anticipated at less than £5,000 the invitation to quote can be made to a preferred single contractor, who has demonstrated that they have won and delivered satisfactorily on a similar competitive contract within 6 months of this current tender. Where no proven contractor is available, two contractors should be invited to tender. This level of expenditure will fall out with the PCS procedure, but requires due diligence to ensure transparency and equality.

NB If the work requires to be carried out urgently, works can be authorised without tender by the Property Manager or Maintenance Administration Manager.

- Where the contract value is anticipated between £5,000 and £50,000, a minimum of four contractors will be invited to tender, via the Quick Quote process on PCS.

If the issue requires immediate action, emergency works can be initiated without tender by authorisation of the Property Manager. All follow up, non emergency work should, where practicable, be tendered via QQ.

- Where the contract value is anticipated to be above £50,000 then the ESPD process (single or two stage) contained in PCS will be utilised.

Contractor Performance Monitoring will be assessed on the basis of:-

- Quality of Work (as noted above but focussing on tenant feedback and post inspections by maintenance staff)
- Attitude to tenants (received through tenant feedback)
- Completion to programmed dates
- Cost control
- Other KPIs relevant to the contract type.

No single contractor will be allowed to carry out more than 25% of the gross value of the maintenance expenditure.

Tenant's Improvements

Tenants are advised via the Tenant's Handbook that they have the right to carry out improvements to their property, if they are appropriate, and are prior approved by KEY. Examples of a tenant improvement would be replacement of a kitchen or bathroom, boundary fencing alterations etc.

Rechargeable Repairs

KEY will, in specific circumstances, designate a repair as rechargeable to the tenant, particularly in relation to deliberate damage to fixtures and fittings or unauthorised alterations which are a health and safety concern and required to be rectified. The determination of a rechargeable repair will be carried out by the Maintenance Administration Manager and/or Property manager initially. If the item meets the criteria for re-charge then the MAM will code any costs/ invoices to RECH and inform the relevant HO of the costs and any circumstances that emerged during the reporting and co-ordinating of repairs.

Void Properties

Once vacated, properties be subject to an electrical check and a gas safety check to ensure that the property is safe for viewing or other preparatory works prior to re-let (if significant works to gas or electrical installations are subsequently carried out a further check will be carried out prior to the property being re-let).

Annual Performance Reporting

An annual report will be prepared, as part of KEY's overall package of reporting to its tenants on its performance, which will focus on the nature and scope of works carried out, and tenant satisfaction levels.