

Repairs & Maintenance Policy

Linked strategies	Asset Management Strategy 2019-22
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Date approved by (State by whom and when)	Board 21 February 2019
Policy level	1
Agreed by Union (If applicable)	N/A
Date effective (Subject to staff consultation)	February 2019
Date of next review	November 2022
Policy Owner	Head of Asset Management



1 Policy Statement

- 1.1 The delivery of an efficient and effective maintenance service is a significant determinant of customer satisfaction and essential to the proper management of housing stock. For this reason, Greatwell Homes will deliver a repairs and maintenance service that not only properly discharges our legal obligations and regulatory requirements as a Registered Provider but will ensure a positive customer experience by being both responsive and flexible to their needs.

The Repairs and maintenance service is central in our approach to safeguarding our assets and represents a significant annual investment in both staff and our stock. In order to achieve Value For Money (VFM), there needs to be an appropriate balance of investment between planned maintenance and responsive repairs functions. This includes adequate financial provision/controls to meet short and long term maintenance obligations. This can only be achieved through:

- the effective collation and maintenance of data
- meaningful and comprehensive stock condition reports
- transparent and accurate repair costs.

These will not only assist us to understand the true costs of maintaining our assets but inform sound investment planning decisions.

- 1.2 In development, implementation and review of this Policy, Greatwell Homes will have regard to the relevant legislative framework including but not exhaustively the following:

- The Housing Acts 1985, 1996 and 2004
 - The Landlord and Tenant Act 1985 (s11)
 - The Leasehold Reform Act 1993 (s121 and 146)
 - Health & Safety at Work Act 1974
 - Gas Installation and Use Regulations 1998
 - Environmental Protection Act 1990 (s79-82)
 - Occupiers Liability Act 1957 & 1987
 - Defective Premises Act 1972
 - Right to Repair Regulations 1992
 - The Regulatory Reform (Fire Safety) Order 2005
 - Any amendment and updates to the above legislation
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2 Scope

- 2.1 The policy applies to customers of all general needs; independent living supported housing, leasehold flats and shared owners (hereafter collectively referred to as “customers”).
- 2.2 The policy includes all repairs and maintenance services provided to our customers including day to day responsive repairs, planned and cyclical maintenance and repairs to empty properties (voids). This policy covers both individual homes and communal areas (internal and external).

3 Definition

- 3.1 **A responsive day to day repair** is for the purpose of this policy defined as an item of minor or routine maintenance undertaken in response to a request from a customer, staff member or other stakeholder, which is required to be completed within a short pre-elected timescale.
- 3.2 **Cyclical/planned maintenance** is for the purpose of this policy defined as work or investment that is required to be carried out on agreed cycle, which can be completed annually or a spread over a number of years.
- 3.3 **Voids** are for the purpose of this policy defined as any empty properties owned or managed by Greatwell Homes.

4 Policy Principles

- 4.1 Greatwell Homes is committed to providing a responsive, efficient and flexible repairs and maintenance service that is both financially transparent and customer centric. The overriding principles being:
 - We will comply with all our legal duties associated with property ownership and management.
 - We will maximise the life expectancy of our assets, and their components to preserve or increase their Net Present Value (NPV).
 - We will strive to achieve the best possible customer experience and highest levels of customer satisfaction whilst delivering Value For Money (VFM).
 - We will provide a “right first time” accessible, efficient and flexible service to our customers reflecting their varying needs.
 - We will maintain and reinvest in our homes to at least the Homes Standard but be agile enough to respond to new legislation and embrace best



practice.

- We will deliver an appropriate balance between expenditure on responsive repairs and planned maintenance. We will use data to combine the intelligence we know of our stock with the technology we need to maintain it.
- We will combine our repairs intelligence and stock condition information to target areas of investment and review suitable models of service delivery.
- We will ensure our procurement strategy is both compliant and flexible to meet our requirements.
- We will set clear, challenging and customer centric performance targets that measure the effectiveness of our service and also ensure we hear the customer voice.
- We will involve customers in decision making about service design and delivery.
- We will adhere to the principles of Right to Repair and offer compensation for service failure where appropriate, but also recharge fairly where customers have not adhered to their responsibilities.

4.2 Responsive repairs

- We will continuously review our operational processes and in-house service delivery to align with improved outcomes for our customers, reducing costs where appropriate and increasing efficiency.
- We will constantly evaluate our external suppliers of both materials and services to improve “right first time” and VFM.
- We will take positive action to embed excellent Health & Safety practices within all our services both in-house and external providers.
- We will ensure that suitable and sufficient training and guidance is provided to staff to allow them to work safely and monitor safe working practices on site.
- We will ensure that we have the correctly trained skills base to enable us to order, specify and complete all repairs.
- We will ensure that all equipment required for our staff is well maintained, safe to use and adequate training has been provided on its use.
- We will ensure that any health checks and monitoring are carried out and tracked, and ergonomic ways of working embedded to ensure the wellbeing of our staff.
- We will ensure that all contractors and in-house staff abide by our Code of Conduct designed to ensure high standards of customer care and embed relevant policies within the service to include Safeguarding, Domestic



4.3 Planned and Cyclical Maintenance

- We will consult with affected customers each year, agree and publish a set of service standards and cyclical timescales.
- We will undertake external decoration work to our properties on a cyclical basis at appropriate intervals. Likewise, for the internal decoration of our general needs communal blocks and Independent Living (IL) schemes.
- We will offer a customer choice in regard to styles and or colours when undertaking planned investment and cyclical maintenance works where appropriate.
- We will ensure that customers are provided with written confirmation of the work to be undertaken with timescales.
- We will undertake regular site visits and post completion inspections to ensure work is completed to the required quality standard and to our customer's satisfaction.
- We will carry out a rolling programme of stock condition surveys to ensure that the information we hold in regard to the condition of our housing stock is up to date, comprehensive and meaningful. This data will help us to make informed decisions about our cycle of planned investment and ensure that our homes are compliant with the Homes Standard as laid out by the Regulator.

4.4 Voids

- All properties will be let in accordance with an agreed lettable-standard which will be subject to consultation and review through our Customer Involvement Framework. Where it would be more cost effective, planned or other major works will be completed prior to properties being re-let. If not appropriate at that time, incoming customers will be informed of the timeframe for such works to be carried out after they have moved into their new home.
- All properties will be subject to a gas and electric check as well as a new Energy Performance Certificate (EPC), as a minimum before a new customer can move in.
- Wherever possible the needs of the new customer will be directly linked to any works carried out prior to them moving into their new home in addition to the lettable standard.



4.5 Repairs to leasehold properties

- Under the terms of longer leases customers are responsible for undertaking repairs to the interior of their homes.
- Greatwell Homes typically will only be responsible for the maintenance of the structure and exterior of the building/block and any common areas as determined by the lease agreement. Leaseholders are required to contribute to the cost of carrying out such works and we will comply with all relevant legislation when consulting with leaseholders where a contribution is required through the Section 20 process.

4.6 Gas Appliances – servicing and repairs

- We acknowledge the importance of managing gas safety within our housing stock and we are committed to providing a safe and secure home for our customers, without any detriment to their own health and/or that of their family, other occupiers and/or visitors to their home. This includes our staff and other agencies.
- We will be compliant with all relevant legislation and regulations relating to gas servicing to ensure that neither staff nor customers are placed at risk. We will cap off gas supply on the anniversary date should access not be granted (for external gas meters).
- We will manage and maintain a 10 month cycle of gas servicing to ensure we remain 100% compliant with the requirement to complete gas safety checks within one year of their anniversary date, and we hold the right through the Courts to force entry for properties with internal meters that have passed their anniversary date.

4.7 Code of Conduct

- All staff involved in the delivery of the repairs and maintenance service including our in-house team, and external providers contracted to work for us, will be expected to treat our customers with courtesy and respect at all times. They will be expected to ensure that no damage is caused to items which belong to our customers in the course of carrying out their works and leave the customer's home and communal areas clean and tidy following completion of the work. Photographic identity cards will be carried and



shown at all times.

4.8 Procurement

- To ensure that we deliver repairs and maintenance services as efficiently as possible, we will explore all available procurement methods to ensure we can deliver services that meet all required standards whilst ensuring VFM.
- We will consider strategic partnership options via existing and new framework opportunities.
- We will involve our customers in product and service development as well as reviewing specifications and tender evaluations.
- We will wherever possible, introduce, influence and maintain standardisation in terms of components and internal layouts used in development and maintenance processes.

5 Equality and Privacy Impact Assessments and Statements

- 5.1 The Equality ACT of 2010 makes it unlawful to discriminate, harass or victimise on the basis of any protected characteristics (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage & civil partnership, pregnancy & maternity). Greatwell Homes supports its principles and is committed to the values of equality of opportunity and non-discrimination.
- 5.2 Implications for equality have been assessed through an Equality Impact Assessments (EIA) undertaken as part of the Privacy Impact Assessment as per paragraph 5.3 below.
- 5.3 A Privacy Impact Assessment (PIA) is a process which assists organisations in **identifying and minimising the privacy risks of new projects or policies**. Conducting a PIA involves working with people within the organisation, with partner organisations and with the people affected to identify and reduce privacy risks.
- 5.4 The PIA will gain assurance that we have considered the impact that it may have on our customers' and/or colleagues' privacy, and that we are compliant with GDPR.



5.5 A PIA has been carried on this policy and a copy is available upon request.

6 Implications for Customers

6.1 We will consult with customers throughout involvement framework, to constantly review and improve our service with the customer voice being central to any decisions made.

6.2 We will provide a twenty-four hour/ seven day a week repairs service utilising both our in-house team and external providers (emergencies only out of normal office hours).

6.3 We will provide an appointment service to carry out repairs and maintenance, based around the needs of our customers. A right first time ethos will be embedded together with a streamlined customer journey, allowing for the least number of unnecessary interactions between first point of contact and completion of the works.

6.4 We will aim to complete repairs within agreed timescales which form part of our key performance indicators (KPIs') to be monitored for both our in-house team and external providers. These timescales will be reviewed to ensure that they are consistent with our customer's needs and their convenience.

6.5 We will attend to an emergency repair within 24 hours (one calendar day) and all other routine repairs within 28 days with additional monitoring of average job turnaround time. For minor planned works we will complete these within 90 days. A repair is deemed to be an emergency if it will remove / prevent danger to our customers and or visitors or a repair that is required to protect our asset.

6.6 Gas Leaks must be passed through the Gas Emergency line in the first instance for the maintenance contractor of the gas network to attend in advance of our gas repair provider.

6.7 When responding to emergency repairs, we will take action to prevent/ remove any immediate danger but further works required would be undertaken during normal working hours.



- 6.8 A repair is deemed to be planned minor works based on scale of the works and the cost.
- 6.9 We will recharge for any repairs and maintenance works that are deemed not to be our responsibility in line with our Rechargeable Repairs Policy. Likewise, we will compensate customers where we fail to meet an appointment without due prior notice in accordance with our Customer Concerns and Complaints Policy.
- 6.10 We will monitor customer satisfaction as a KPI, by providing digital platforms and simple ways to feedback. All feedback will be reviewed and used to evaluate and enhance the customer experience wherever possible.
- 6.11 We will ensure that any complaints about the service are investigated thoroughly and promptly in accordance with our Customer Concerns and Complaints Policy. We will also celebrate compliments and ensure staff are recognised for demonstrating thriving behaviours linked to our values.
- 6.12 We will encourage digital reporting mechanisms for customers, to streamline the service
- 6.13 We will empower customers to learn and undertake some basic DIY and assist them to maintain their own homes.
- 6.14 We will wherever possible nurture those who want to learn new skills / trades through a mechanism of employing apprentices.
- 6.15 We will set appropriate timescales for completion of repairs to our void properties to allow for timely allocation based on accurate dates for prospective new tenancy start dates.

7 Responsibilities

- 7.1 The Head of Asset Management with support from the Repairs & Maintenance Operations Manager, Asset Investment & Compliance Manager and the Health & Safety Manager are responsible for the implementation and review of this policy.



- 7.2 Key Performance Indicators (KPIs), including customer satisfaction, directly related to the repairs and maintenance service will be agreed annually by the Board and the EMT and Board will receive quarterly reports on responsive repairs, voids, planned and cyclical maintenance in accordance with their responsibilities under the Governance and Delegations Framework (GDF).
- 7.3 Operational Performance Indicators (OPIs) will be agreed annually and will link specifically to monitoring the efficiency and effectiveness of the service from a more operational perspective.
- 7.4 Levels of customer satisfaction will be a key determinant in assessing the quality of the service, both of our in-house team and external providers. Previous performance will be used in assessing and reviewing our approved list of contractors.
- 7.5 We will involve our customers in monitoring progress and performance of our service and to ensure that our KPIs and OPIs are meaningful and customer centric.
- 7.6 We will undertake continuous financial monitoring to ensure that expenditure is within budget, and we deliver VFM through comparing market trends and material supply chains.

8 Review

- 8.1 This Policy will be reviewed every three years or in line with changes in legislation, whichever is the sooner, updates or recommendations for changes will be presented to the Board.

Associated Policies	Associated Procedures
Rechargeable Repairs Policy	Rechargeable Repairs Procedure
H&S Policy	
Customer Concerns and Complaints Policy	



Asbestos Policy	Asbestos Management Plan, Procedure & Guidance
Procurement Policy	
Gas Safety Policy	Gas Safety & Procedure & Guidance
Garage Policy	Garage Procedures
Neighbourhood Management Policy	

