

Repairs & Maintenance Strategy 2008 - 2010

Lead Officer: Bruce Johnson – Director of Technical Services

Board Approval Date: 17th November 2008

Next Review Date: November 2010

CONTENTS

- 1.0 Introduction**
- 2.0 Purpose**
- 3.0 Effective Planned Programmes**
- 4.0 Efficient Responsive Repairs**
- 5.0 Performance Management**
- 6.0 Repairs and Maintenance Service**
- 7.0 Responsive Repairs**
- 8.0 Out of Hours Service**
- 9.0 Void Properties**
- 10.0 Planned Maintenance**
- 11.0 Cyclical**
- 12.0 Reducing Responsive Maintenance**
- 13.0 Contractors**
- 14.0 Re-decoration Allowance**
- 15.0 Quality Control**
- 16.0 Improving Homes**
- 17.0 Right to Repair**
- 18.0 Re-charges**
- 19.0 Review**
- 20.0 Related Documents**

1.0 INTRODUCTION

The Repairs and Maintenance Strategy sets out the Association's approach to managing repairs and maintaining tenants' homes. It has been developed in consultation with LYHA tenants through the Service Review Group and the Property Forum. The strategy will identify how LYHA will meet the challenges facing the Association in achieving excellent repairs services provided to our tenants in well-maintained warm and safe homes.

This strategy will contribute towards achieving two key strategic aims of the Association:

- To be a landlord of choice
- To maintain high levels of tenant satisfaction with existing and prospective tenants
- To deliver high quality affordable homes in regard to the National and Regional Housing Agenda
- Two Star organisation with promising prospects for improvement
- Three green traffic lights from the Housing Corporation

The strategy cannot be viewed in isolation of other plans and strategies – it must be viewed with regard to, but not limited to, the Procurement Strategy and the Asset Management Strategy.

2.0 PURPOSE

The Repairs and Maintenance Strategy sets out short, medium and long term objectives for the Association. The strategy is fully aligned with, and geared towards delivering a number of key strategic objectives for the Association:

- Strategic Objective No. 5 Responsive repairs – To achieve top quartile Key Performance Indicators on routing, urgent and emergency repairs
- Strategic Objective No. 6 Responsive Repairs Spend – Effective management of the number of jobs attended and the average cost per job
- Strategic Objective No. 8 Decent Homes – Maintaining all homes to the Decent Homes Standard
- Strategic Objective No. 9 Energy Efficiency – To improve the energy efficiency of LYHA properties by 2%

The purpose of this strategy is four-fold:

1. to drive improved customer focus and satisfaction and to improve accessibility of that service;
2. to inform our operational planning by setting objectives that extend beyond the traditional annual cycle;
3. to aid budget planning by having clear prioritisation of repairs, while demonstrating achievement of Value For Money;

4. to aim for the industry standard accepted good practice benchmark of 70:30 split.

The overall aim of this strategy is to provide quality, safe, secure and healthy living environments for our residents in a cost effective and efficient way.

Key objectives are to:

- maintain buildings in accordance with statutory requirements;
- maintain a rolling 5 year maintenance programme as part of the Association's 20 year budget;
- undertake planned preventative maintenance (PPM) where performance or service could be seriously affected if repair work is not carried out;
- undertake breakdown repairs quickly to ensure loss of service is kept to a minimum;
- protect the asset value of our properties by maximising the life of components and minimising the risk of defects occurring;
- anticipate future repairs expenditure and make financial provisions for this;
- deliver a customer responsive service to each tenant in a way that is sensitive to each tenants' individual circumstances;
- minimise rental loss and maximise occupancy of our properties;
- give all residents the opportunity to become involved in the decision making process, and
- use local contractors, where possible, in accordance with value for money principles.

3.0 EFFECTIVE PLANNED PROGRAMMES

The Association will ensure the effective management and delivery of planned programmes by:

- identifying projects and schemes in a timely manner to allow for adequate consultation, specification and design;
- detail specific preambles regarding choice of materials and specification thereof;
- adopting a tenant-led approach to specifying major components such as kitchens and bathrooms;
- ensuring an appropriate balance between planned and responsive maintenance in line with good practice (70:30);

- having regard to the cash flow,
- ensuring value for money is achieved through an effective Procurement Strategy.

4.0 EFFICIENT RESPONSIVE REPAIRS

The Association will deliver an efficient responsive repair service, striving to achieve a 10:20:70 ratio in regard to Emergency, Urgent and Routine repairs respectively, by ensuring:

- an appropriate balance between emergency and non-urgent work is maintained;
- consistent repair diagnosis and specification assisted through the use of a comprehensive Tenants Repairs Handbook;
- repairs are completed on time and in one visit, wherever possible;
- an appointment system is operational to undertake work;
- there is an appropriate balance between pre and post inspection, and
- an effective approach to void property repairs.

5.0 PERFORMANCE MANAGEMENT

Performance management meetings are held on a monthly basis. Repairs and Maintenance service performance is measure through the following indicators:

- Percentage of routine repairs completed on target
- Percentage of Urgent repairs completed on target
- Percentage of Emergency repairs completed on target
- Tenant satisfaction with Repairs and Maintenance service
- Stock condition (energy performance) – average SAP rating
- Stock condition – percentage failing decent homes
- Gas servicing – percentage of properties with current gas safety certificate
- Responsive repairs expenditure (by area)
- Average cost of responsive repairs job
- Total number of jobs
- Variation orders

6.0 THE REPAIRS AND MAINTENANCE SERVICE

There are five distinct areas that define the Association's repairs and maintenance service:

1. Responsive repairs
2. Emergency Out of hours service
3. Void properties
4. Planned major repairs
5. Cyclical works

7.0 RESPONSIVE REPAIRS

7.1 Emergency Priority

The Association aims to carry out emergency repairs within 24 hours and complete 100% of emergency repairs within target times. Where a repair cannot be carried out on the first visit, the area will be made safe and contractors will return as soon as possible to complete the repair.

7.2 Urgent Priority

The Association aims to carry out urgent repairs within 5 working days, with the exception of racist graffiti, which will be removed within 24 hours and complete 100 % of urgent repairs within target times

7.3 Routine Priority

The Association aims to carry out routine repairs within 20 working days and complete 100% within target times.

8.0 Out of Hours Service

Tenants enjoy access to a 24hr repairs hotline ensuring that emergency repairs are capable of being repaired around the clock.

9.0 Void Properties

The Association aims to re-let properties as quickly as possible to avoid undue rent loss. The Void Management Policy gives full details of how the Association manages empty properties.

All void properties are re-let in accordance with the Association's 're-let standards'.

The Association's target is to repair and re-let all properties in a period between zero and 60 days.

10.0 PLANNED MAINTENANCE

Planned maintenance includes replacement of existing components with elements of a significantly higher standard, bathroom and kitchen replacement for example.

Contracts for the planned maintenance programmes will be let on a tender basis as set out in the Association's procurement strategy. Full contract instructions, together with specific preambles detailing materials as well as employers requirements are provided to contractors as part of the tender process.

10.1 STOCK CONDITION SURVEY

To determine and assist with establishing a planned programme of works, the association will carry-out a full stock condition survey on a ten year cycle. The Director of Development and Asset Management will be responsible for updating and maintaining a comprehensive database detailing stock condition and improvements on an on-going basis. A new stock condition survey was carried-out in 2008.

11.0 Cyclical

Cyclical maintenance programmes deal with works that occur on a regular basis and can include:

- annual servicing of gas appliances;
- quarterly servicing of fire alarms;
- annual maintenance of fire extinguishers by an external contractor;
- quarterly servicing of emergency lighting,
- external decorations and internal communal decorations - usually every 5 years.

The Association is able to plan ahead for these works, based on the results of the stock condition survey, and from Life Cycle Costing exercises, where it is known a particular item has a certain life span.

12.0 REDUCING RESPONSIVE MAINTENANCE

The Association will seek to ensure an appropriate balance is kept between planned and responsive works so that a respective 70:30 split is maintained.

A stock condition survey was completed in 2008. The information gained will be used to inform a 5 year investment programme.

The rolling 5 year planned maintenance programme as part of the Association's 20 year budget, will effectively reduce demands on responsive repairs and maintenance.

13.0 CONTRACTORS

The Association will only use contractors who have agreed to carry out work in accordance with the Association's Rules of Conduct, and who have satisfied LYHA that they have the necessary expertise, insurance cover, Health & Safety and Equality & Diversity requirements.

References are requested for all contractors which are reviewed annually and an Approved List of Contractors is maintained. Any contractor breaching our Rules of Conduct will be removed from the list.

The Association may from time to time advertise in the appropriate media for contractors to apply to the approved list. Applicants to join the approved list are required to complete a Pre Qualification Questionnaire

14.0 RE-DECORATION ALLOWANCES

In certain circumstances, an allowance may be made to an incoming tenant if a void property requires re-decorating. Full details of this policy, and the scale of allowances, can be found in the Void Management Policy.

15.0 QUALITY CONTROL

To make sure repairs and planned works are completed satisfactorily, the Association will inspect all works where the cost or estimate is above £1000, and 10% of all works where the cost or estimate is below £1000. All works on void properties are inspected.

Variation orders to commissioned works will require prior approval and will generate a separate, new works order.

The tenant satisfaction surveys give residents the opportunity to comment on all aspects of the repairs and maintenance service and any feedback received will be used to improve the way the repairs and maintenance service is delivered.

16.0 IMPROVING HOMES

All tenants have a right to carry out their own home improvements, subject to the Association's written consent being given. Approval is not normally withheld however, the Association needs to be satisfied that works are carried out to an acceptable standard.

A policy (Improving your Home: A Tenants Guide) has been published by Technical Services Department, which details the processes for tenants who want to carry out their own improvements. This policy also details what compensation residents may be entitled to if they improve a home and then decide to move.

17.0 RIGHT TO REPAIR

The Right to Repair is granted to all our tenants, either by statute or by covenant within the tenancy agreement.

Where it can be proven that the Association is in default of our legal repairing obligations, a tenant has the right, under specific circumstances, to carry out the repair and seek recompense from ourselves.

18.0 RE-CHARGES

If the Association carries out a repair as a result of an accident, neglect or misuse by the tenant, a member of the tenant's family or a visitor, the cost of the repair will be re-charged to the tenant. The Re-Charge Policy gives further details. There may also be a further charge to cover the costs of administration.

19.0 REVIEW

This strategy will be continually developed and reviewed on a 2 yearly basis.

20.0 RELATED DOCUMENTS

- [Asset Management Strategy.](#)
- [Procurement Strategy.](#)
- [Guide to Procurement.](#)
- [Re-Charge Policy.](#)
- [Right to Repair Policy.](#)
- [Improving your Home: A Tenants Guide.](#)
- [Repairs & Maintenance Tenant's Handbook.](#)
- [Void Management Policy.](#)
- [Compensation Policy.](#)
- [Resident Involvement Strategy.](#)
- [Decanting Policy.](#)

Author: Josh Sutton

Dated: 28th July 2008
