



Policy on:

Repairs & Maintenance

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1. Purpose of the Policy

The purpose of the Repairs & Maintenance Policy is to deliver great homes and services through effective practices and systems which meet;

- The needs of our customers and achieves a high level of tenant satisfaction.
- Our statutory, contractual and regulatory obligations.
- High quality repair standards that preserve the life and quality of our stock.
- Delivers good value for money and is cost effective.
- Continues to improve through consultation, benchmarking, best practice and partnership.

Following the tenant consultation event on 8th September 2016 to review our repair services, our customers told us they value a Repair Service which;

- ⇒ Is customer focused - provides a fast and convenient service to a clear set of standards and offers an appointment system for customers.
- ⇒ Demonstrates Quality – High standard of repairs to keep homes well maintained to comply with statutory and contractual requirements.
- ⇒ Is based on robust stock condition information - to inform sound financial planning and that adequate resources are available to deliver services.
- ⇒ Value - Provide a cost effective service which represents value for money through efficient procurement practice

1.1 Responsibilities

The Board is responsible for setting and reviewing the Repairs and Maintenance Policy. The Board monitors performance regularly to ensure services meet the standards customers expect, practice reflects the legal framework, contractual and regulatory requirements including:

- The Housing (Scotland) Act 2014
- The Housing (Scotland) Act 2010
- The Housing (Scotland) Act 2006
- The Housing (Scotland) Act 2001:-
- Statutory Instrument 2002/312 – Tenants Right to Compensation for Improvements
- Statutory Instrument 2002/316 – (Right to Repair) Regulations 2002
- The Housing (Scotland) Act 1987, as amended
- Shire's Scottish Secure Tenancy Agreement
- Regulatory Standards of Governance & Financial Management
- The Scottish Social Housing Charter
- Health & Safety Legislation
- Equalities Legislation

Tenant Responsibilities;

Tenant responsibilities are set out within our Scottish Secure Tenancy Agreement. Tenants are responsible for reporting repairs to us, allowing access to the home for repairs to be carried out and for some minor repairs within their home. Tenants are

required to take care of the property and are responsible for any damage caused by negligence or vandalism (other than where acts of vandalism have been reported to the police).

Association Responsibilities;

We are responsible for the maintenance, repair and replacement of the structure and common parts of the property as set out within our Scottish Secure Tenancy Agreement. We fulfil our responsibilities through a combination of a reactive, planned and cyclical maintenance services. We also hold adequate insurance cover to protect assets and public liability.

Contractor Responsibilities;

To provide a contractual repair service reflective of the association's high service standards. Our service contracts ensure contractors deliver customer focused services. This includes the Contractor's Code of Conduct which outlines the standards required to represent us when carrying out work in tenant's homes. We hold contractor's to account to meet challenging Key Performance Indicators (KPIs) in relation to service standards and value for money.

Repairs and Maintenance Responsibilities – Quick Guide

Item	Landlord	Tenant	Exceptions	Item	Landlord	Tenant	Exceptions
Balconies	*			Doors (internal) Pass		*	Where door does not function
Bannister (internal)	*			Door name plates		*	
Baths	*			Downpipes, rain & soil	*		
Bin shelters	*			Drainage (incl blockages)	*		
Communal Stair lighting	*			Driveways		*	Where part of pedestrian access to house
Brick/block work, etc.	*			Drying areas (communal)	*		
Carports	*		Unauthorised installation	Electric heating	*		
Ceilings	*			Electric plugs		*	
Chimney stacks/pots, cowls, etc.	*			Electric wiring, sockets & switches	*		
Cisterns	*			Fascia, soffit boards, etc.	*		
Clothes poles	*			Fences-garden boundary	*		
Cookers		*		Fences-between gardens		*	When a hazard
Communal TV Aerial & Socket	*		Where installed by tenants	Fire (elec & gas) provided by Landlord	*		
Communal areas to flats	*		Cleaning which is tenants responsibility	Fireplaces		*	Landlord Installation
Mirrored Doors		*	When installed by landlord	Door Entry Systems	*		
Cupboards		*	Subject to inspection	Floor tiles		*	Subject to inspection
Damp-proofing	*			Floorboards	*		
Decoration,		*		Foundations	*		

Item	Landlord	Tenant	Exceptions	Item	Landlord	Tenant	Exceptions
internal							
Doorbell		*		Fuse box, ELCB, fuses/MCB	*		Where tripped by tenant appliance
Doors to common areas	*			Fuse to plug		*	
Doors/door fittings (external)	*		Tenant Damage	Garages		*	Landlord provision
Door locks	*		Where tenant has lost/broken key or through misuse	Play areas and equipment	*		
Gas central heating/ pipes/ radiators/timer/ thermostats/ pumps, etc.	*		Unauthorised installations and those not adopted for maintenance	Porch	*		Unauthorised structure
Gates	*			Radiators	*		When removed by tenant for decoration
Glass, external	*			Retaining walls	*		Garden features
Glass to internal doors/ screens		*		Roof, roof tiles/slates, sky lights	*		
Glass, double/triple glazing	*		Tenant Damage	Ropes for clothes drying		*	
Greenhouses, Garden Sheds & other Garden structures		*		Roughcast	*		
Guttering	*			Rotary clothes lines	*		When installed by tenants
Handrails, external	*			Satellite Dishes		*	
Hatch to loft (communal or individual)	*			Shower unit		*	Where provided by landlord
Kitchen fittings & worktops	*		Wilful damage	Sink base unit	*		
Keys (replacement)		*		Sink bowl & drainer	*		
Immersion heaters	*		Unauthorised installation	Smoke detectors (mains or battery)	*		
Lifts	*			Smoke detectors (battery replacement)		*	
Light bulbs		*		Soft furnishings, provided by landlord	*		
Lighting pendants & roses	*		Tenants Installations	Ventilators (mechanical)	*		
Overflow pipes	*			Wash hand basins	*		
Painting, external	*			Waste plugs/chains to basin/bath/sink	*		
Painting, internal		*		Smoke detectors (mains or battery)	*		
Parking areas (communal)	*			Stairs (common or internal)	*		
Path to garden		*	Communal Access	Steps	*		
Paths – Access to property	*		Public Paths – Local Authority responsibility	Skirting boards		*	
Pigeon lofts		*		Taps & washers	*		External tenants installation
Plaster & plasterboard	*		Cosmetic or Tenant	WC	*		

Item	Landlord	Tenant	Exceptions	Item	Landlord	Tenant	Exceptions
			Damage				
Water heating	*			Window frames	*		
Water supply	*		Scottish Water mains issues	Washing Machine Waste		*	Except where installed by landlord

1.2 Types of Maintenance

Reactive Maintenance

Is our day-to-day repairs service. Reactive in it's nature to deal with reports from customers and service staff.

Void Maintenance

Is work required when a property becomes empty at the end of a tenancy. Repair work is required to meet our re-lettable standard and health & safety obligations before a new tenant can move in accordance with our Void Management Policy.

Planned Maintenance

Planned maintenance is replacement work which is carried out to a planned schedule, determined by stock condition surveys and the life cycle of property components such as kitchens and bathrooms. These projects include all major repair and improvement work to ensure our homes are well maintained and continue to meet Scottish Housing Quality Standards and the Energy Efficiency Standard for social Housing (EESH).

Planned maintenance also includes regular Cyclical and preventative work, such as, external painting, electrical inspection and gutter cleaning.

Rechargeable Repairs

Where we have established willful or accidental damage we may re-charge tenants for the cost of such repairs. If a tenant provides false information to obtain a faster response from the emergency or call-out service, we may re-charge the tenant for abuse of this service. If tenants carry out alterations without our consent, re-charges may also apply to restore the property to an acceptable standard.

Medical Adaptations

This work is funded from Scottish Government grant to help tenants who require specialist adaptations to enable them to continue to live independently in their home. Adaptation funding includes a 10% administration allowance payable to the association to facilitate this service. To qualify for this work, a referral must be made by an Occupational Therapist.

Specialist adaptations are maintained under Specialist Annual Service Agreements.

Annual Gas Safety Maintenance

This work includes statutory certificated inspection of gas heating systems every 12 months. Gas Safety Inspections are carried out annually, a requirement of The Gas Safety (Installation and Use) Regulations 1998 Statutory Instrument 1998 No 2451

and The Housing (Scotland) Act 2001. As part of this service, we also test smoke and carbon monoxide detectors.

Tenants Alterations

Where a tenant applies for permission to alter, add, improve or change fixtures or fittings within the property or add garden structures. We do not withhold consent unreasonably where all other necessary approvals are in place.

2.0 Service Standards

2.1 Scottish Social Housing Charter (SSHC)

The Scottish Social Housing Charter, introduced by the Housing (Scotland) Act 2010, sets standards and outcomes that tenants and others can expect from social landlords. The relevant standards and outcomes reflective in the Repair & Maintenance Policy are:

Charter reference 1: Equalities

Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

- 96% of customers are very or fairly satisfied with the overall access to services which include; a Freephone Repair number, digital contact, access to staff and an emergency out-of-hours call-out service.
- 91% are very or fairly satisfied with the repair & maintenance services provided

Charter reference 2: Communication

Tenants and other customers find it easy to communicate with their landlord and get the information they need about how and why it makes decisions.

- 99% of customers tell us they are very or fairly satisfied about how we reach decisions

Charter reference 3: Participation

Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

- 100% of customers tell us they are very or fairly satisfied with opportunities to participate.

Charter reference 4: Quality of housing

Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.

- 84% of customers are very or fairly satisfied with the quality of their home

Charter reference 5: Repairs, maintenance and improvements

Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

- 88% of customers were very or fairly stratified with repairs completed right first time.

Charter reference 13: Value for money

Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

- 85% of customers are very or fairly satisfied that rent represents value for money for the services they receive.

As part of our review of service and feedback from consultation with customers, we will develop and introduce an appointment system for reactive repairs in partnership with contractors during 2017-2018.

2.2 Repair Priorities and Timescales

Repair Priority	Definition	Timescale
Emergency Repairs		
Emergency & Out of Hours Call Out	Danger to life or property e.g. burst pipes, complete loss of power.	Attendance and make safe within 3hours
Non-Emergency Repairs		
RTR 1	Statutory Right to Repair (see below)	1 working day
RTR2	Statutory Right to Repair	3 working days
RTR3	Statutory Right to Repair	7 working days
Urgent	Repairs which substantially inconvenience tenants but are not emergencies. Examples, partial loss of water, individual electrical faults or where vulnerability is determined.	3 working days
Routine	General maintenance items	5 working days
Pre-Inspection	A visit by the Clerk of Works to determine the nature of work.	5 working days
Post-Inspection	A Quality inspection of a completed repair	5 working days
Void	Empty property work required to meet our re-lettable standard	- 5 working days or 7-10 working days where capital replacement work is required.

2.3 Right to Repair

Scottish secure tenants have a statutory right, under the Housing (Scotland) Act 2001, to have small urgent repairs carried out by their landlord within a prescribed timescale.

The scheme covers qualifying repairs up to a value of £350.00. Tenants will be informed if their reported repair falls into a Right to Repair (RTR) category and the

completion timescale for the repair. We will also arrange suitable access and inform tenants of the primary contractor.

If the repair is not complete within time, we will instruct an alternative contractor. Since RTR inception there has been little use of alternative contractors, but arrangements are in place to access the Care & Repair contractor list if an alternative contractor is required. Compensation of £15 and £3 for each working day the repair remains outstanding up to a maximum of £100 is automatically paid to the tenant.

Qualifying Repairs	Timescale; working days
Blocked flue to open fire or boiler	1
Loss or partial loss of heating and/or hot water, Where no alternative heating is available	
Complete loss of electrical power	1
Partial loss of electrical power	3
Unsafe power or lighting socket or electrical fitting	1
Loss or partial loss of gas supply	1
Complete loss of water supply	1
Partial loss of water supply	3
Toilet not flushing where there is no other toilet in the house	1
Blocked sink, bath or basin	1
Blocked or leaking foul drains or soil stacks, or toilets where there is no other toilet in the house	1
Leaks or flooding from water or heating pipes, tanks or cisterns	1
Insecure external window, door or lock	1
Loose or detached banister or handrail	3
Unsafe timber flooring or stair treads	3
Mechanical extractor fan in kitchen or bathroom not working	7

Right to Repair compensation payments are identified by the Repairs Officer from monthly reports and payments made automatically to customers. We do not wait for an RTR compensation claim to be made by the customer. The compensation is then deducted from the contractor's next payment in line with contract conditions and specified in the remittance advice.

2.4 Customer Satisfaction

We aim to achieve a high level of tenant satisfaction and provide a number of ways to encourage tenants to feedback and participate on services;

- Providing various methods to feedback on service and experience such as postal or digital surveys, SMS texting, e-mail, facebook and or website.
- Consult with and provide opportunities for tenants to review repair services.
- Share stock condition and home improvement information with customer.
- Keep tenants informed of performance against service standards and value for money.

2.5 Quality Control

We measure our Repair Service against service standards and performance targets to evidence to Board, Customers and other stakeholders that our services meet the required standard and continue to be fit for purpose.

Measures will include:

- ⇒ Tracking repairs to keep customers informed of progress
- ⇒ Monitoring customer satisfaction results
- ⇒ Reviewing complaint outcomes and demonstrating learning
- ⇒ Monitoring Contractor performance
- ⇒ Internal validation of performance results
- ⇒ Post- inspection of completed work
- ⇒ Independent audit
- ⇒ Publishing performance results

2.6 Complaints

We aim to get things right first time. However, despite our best intentions and efforts, we recognise that things may go wrong or customers may be unhappy with the service provided. We value all complaints and use our learning from them to help develop the Repair Service. Where we receive an expression of dissatisfaction on from a survey return or feedback, this is automatically recorded as a complaint. Access to our Complaint Handling Policy is widely available.

Where we receive a complaint against a contractor, we have procedures in place to comply with our Complaints Handling Procedure. This procedure is included in all contract conditions. Contractors must therefore deal appropriately with complaints or risk failing to meet contract conditions.

2.7 Performance Monitoring and Reporting

In line with the regulatory requirements, we report our Repair & Maintenance performance each year to the Scottish Housing Regulator and share these with our customers in our Annual Performance Report. Performance updates are also regularly featured in our Newsletters and website.

Targets and budgets are set annually by Board. Repair Service performance and financial management is subject to regular Board reporting.

We monitor the performance of our contractors to ensure our standards are maintained. We have procedures in place to track and validate performance.

Monthly performance monitoring reports are produced from our management systems. Performance is analysed to identify service failures and early corrective action to maintain service standards. We actively benchmark our performance through membership of the Scottish Housing Network and other local partnerships. Procedures

are in place to produce the monthly performance reports are updated regularly in line with Annual return on the Charter Guidance.

Performance reports include;

Job monitoring - An activity report of the number of jobs ordered, cancelled, complete, outstanding, call-backs and emergencies. A completed job report measures whether target timescales are achieved. This source information is used to validate our performance with the Annual Return on the Charter to the SHR.

Right First Time (RFT)- based on the Annual Return on the Charter Guidance, measure RFT performance to help identify service issues early and implement corrective action.

Inspection Report - Reports the number of Pre and Post inspections.

Satisfaction Report - Provides a monthly report on satisfaction levels and response rates.

The Repair Team have regular operational progress meetings with contractors to review results and deal effectively with early with performance or service issues.

3.0 Resources

3.1 Staff

We ensure staff have effective training, support and access to development opportunities to build skills and capacity to deliver effective repair services to our customers.

Staff receive regular training on customer service, complaint handling, health & safety and are encouraged to participate in consultation opportunities to influence the development services.

3.2 Procurement and Contracts

A key principle in our approach to procurement is that we are able to demonstrate openness, clarity, accountability and value for money. A full guide to procurement and tender practices is available in the Contracts & Procurement Policy.

When procuring for the Repair Service, we consider multi-trade contractors to ensure the varied maintenance requirements and geographical challenges of our service can be efficiently met. The association has employed a number of different contract models in the past, from Schedule of Rates (SOR) and Partnership models to our current NEC3 Term Service Contract, Average Order Value (AOV) approach. This approach works well for the association in providing an efficient model to procure reactive maintenance services that meet our customer and business needs.

The current model offers administrative efficiencies in service delivery, value for money and improved financial management in comparison to a traditional SOR model. The approach is independently reviewed at regular intervals by a Quantity Surveyor to assess costs, value for money and offer critical assessment to help identify areas for improvement. The contract is also reviewed periodically by external auditors.

We do not operate an Approved Contractor List. Where necessary, the use of specialist contractors to supplement a service need is, depending on value, subject to quote procedures, detailed in our Contract & Procurement Policy.

3.3 Repair Management System – IBS, CAPITA

We use IBS CAPITA Housing Management software to help deliver efficient and cost effective services and provide evidence based reporting. IBS, CAPITA provides integrated repair & maintenance functionality with Open Financials to allow us to monitor the cost of our services.

The system provides the core management tool for the Repair Service and is subject to regular update following functionality enhancements. Making best use of the system is under regular review to ensuring we continue to optimise this resource and demonstrate efficiency.

3.4 Financial Management

Our plans are based on a 30-year Life Cycle Cost plan which forms part of our Business Plan. This forecasts the expected level of financial resource required to meet on-going and future maintenance costs.

Life cycle costs and reactive maintenance trends are reviewed annually to incorporate changes in stock condition. An independent stock condition survey is carried out at least every 5 years. The survey provides a review and validation of our stock condition information and life cycle costs. We are mindful that stock condition and expected life cycles may change if components last longer or shorter than anticipated and of the replacement costs at time of tender. Financial plans are updated following a stock condition survey to manage risk and support our continued viability.

3.4.1 Budgets

Draft budgets for the Repair Service and Planned Improvement programmes are prepared in November each year and are subject to consultation at the association's annual Rent & Programme Consultation event in January. Tenant priorities are considered as part of this process along with the impact on future rent levels.

The Director has authority to approve budget transfers up to the delegated level, detailed below above. Board approval is required for transfers above the specified level.

3.4.2 Cost Centres

The Repair Service & Major Repairs expenditure is managed by cost centre categories. Budgets are assessed from previous trends, service demand, life cycle costs and projected inflationary increases. Cost centres as follows:

⇒ Reactive Maintenance	- 020
⇒ Void Maintenance	- 022
⇒ Gas Maintenance & Servicing	- 023
⇒ Capital Maintenance	- 019
⇒ Vandalism	- 025
⇒ Insurance Work	- 026
⇒ Special Services	- 018
⇒ Major Repairs & Cyclical Maintenance	- 350

3.4.3 Delegations

In accordance with our Standing Orders, Financial Regulations Policy and Contract & Procurement Policy, delegated authority for ordering is as follows;

Staff	Approved Limit for Maintenance Expenditure
Director	£9,999
Head of Customer Services	£5,000
Senior Asset Officer	£4,000
Repair Officer	£3,000
Clerk of Works/Void ordering	£1,500
Other staff	£100

Expenditure over £10,000.00 requires Board approval.

3.4.4 Reporting

Monthly financial monitoring of expenditure is the responsibility of the Senior Asset Officer. This includes projected spend forecasts to assist with efficient cash-flow management. Financial information is sourced from;

- Finance;
 - ⇒ The expenditure account – provides actual maintenance expenditure and accruals each month.
 - ⇒ Unapproved invoice report - expenditure invoiced but not yet authorised for payment.
- IBS, CAPITA;
 - ⇒ The value of completed work not yet invoiced
 - ⇒ The value of outstanding work.

Maintenance and Major Repair are shared with the Management Team to inform quarterly financial reporting to Board.

4.0 Review

The Repairs & Maintenance Policy will be reviewed by Board at least every three years. The Policy may be reviewed earlier if legislative or service requirements change.

5.0 Regulatory Standards of Governance & Financial Management

The policy complies with the following regulatory standards of governance and financial management;

1. The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
 - 1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.
 - 1.5 Governing body members and senior officers understand their respective roles and their working relationships are constructive and effective. The governing body provides the necessary challenge and holds the senior officer to account for performance.
 - 1.6 Each governing body member always acts in the best interest of the RSL and its tenants and service users, and does not place any personal or other interest ahead of their primary duty to the RSL. The RSL maintains its independence by conducting its affairs without control, undue reference to or influence by any other body (unless it is constituted as the subsidiary of another body).
- 2 The RSL is open and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
 - 2.1 The RSL gives tenants, service users and other stakeholders' information that meets their needs about the RSL, its services, its performance and its future plans.
 - 2.3 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.
- 3 The RSL manages its resources to ensure its financial well-being and economic effectiveness.
 - 3.3 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.
- 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
 - 4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers,

that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.

- 4.2 The governing body challenges and holds senior officers to account for their performance in achieving the RSL's purpose and objectives.
5. The RSL conducts its affairs with honesty and integrity.
 - 5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.
- 6 The governing body and senior officers have the skills and knowledge they need to be effective.
 - 6.5 The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job.

6.0 Availability of Policy

As with all of our policies, this document can be made available in many formats , in full or in part, on tape, in large print, in Braille, or translated into another language at no cost to the individual.

7.0 Procedural Guides

The following procedural guides accompany the R&M Policy and are updated regularly by the Repair team to reflect current practice and IT system development.

1. Processing Repairs
2. Re-chargeable & Communal Repairs
3. Gas Servicing Procedures
4. Tenant Alterations
5. Complaints Against Contractor & Contractor Code of Conduct
6. Medical Adaptations
7. Asbestos Management
8. Insurance Claims
9. Tenants Right to Compensation
10. Performance Reporting