



## **The Langstane Group**

### **Planned and Cyclical Maintenance Policy**

Leadership team approval	8 March 2023
Board / Committee	Performance Committee
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Version	Version 3

<b>Policy Version</b>	<b>Date of Approval</b>	<b>Changes made to Policy</b>
Version 1	24 April 2017	First issue
Version 2	20 January 2020	<p>Lifecycles updated for planned &amp; cyclical works</p> <p>Requirement for 10 yearly external stock survey added</p> <p>Procurement section reduced to avoid conflicts arising with Procurement Policy</p> <p>Minor amendments and formatting changes to comply with most recent Policy template format</p> <p>Lifecycle of components – flexibility added to allow components to be replaced early under certain circumstances (p5-6)</p>
Version 3	23 May 2023	<p>Minor amendment made to job titles.</p> <p>Removal of Section 7, Definition</p> <p>Addition of asbestos monitoring to section 7.2</p> <p>Addition of Notifiable Events and Significant Performance Failure information at section 19</p>

## 1. Introduction

Langstane Housing Association's (Langstane) Business Plan mission is to *"provide homes and services that make a positive difference to people's lives"* and Langstane's Asset Management Strategy expands on this with its vision to *"provide tenants with homes and neighbourhoods they can be proud to live in"*.

To achieve these corporate objectives it is essential that Langstane's existing properties undergo regular planned and cyclical maintenance works to maximise their life, make them attractive places to live and ensure they are warm, safe and secure.

## 2. Policy Statement

Langstane is committed to providing a high quality, well managed planned and cyclical maintenance service that meets tenant expectations, makes best use of resources and ensures Langstane meets its legal, regulatory and statutory objectives. As a landlord, Langstane also has a responsibility to protect the value of its housing stock and this can best be achieved by ensuring the stock remains attractive and lettable for as long as possible.

## 3. Objectives

The key objectives of this policy are to:

- Provide homes which are safe, warm, modern and well-maintained
- Provide an efficient, effective and proactive planned and cyclical maintenance service
- Deliver planned and cyclical maintenance programmes that protect and prolong the life of Langstane's assets
- Comply at all times with current legal and statutory responsibilities and codes of good practice. This includes Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (ESSH)
- Ensure Langstane has the stock condition information required to allow effective financial planning for its planned and cyclical maintenance activities
- Achieve high standards of customer care and satisfaction through regular monitoring of contractors performance and workmanship
- Ensure continuous improvement of the service is demonstrated through use of Key Performance Indicators (KPIs), benchmarking and tenant feedback

## 4. Links to Other Policies

This policy should be read in conjunction with:

- Asset Management Strategy
- Financial Regulations
- Procurement Strategy and Policy
- Asbestos Management Policy
- Legionella Policy
- Planned and Cyclical Maintenance Procedures
- Gas Safety and Servicing Policy
- General Asset Management Procedures

- Langstane Standard
- Customer Care Charter
- Health & Safety Policy
- Data Protection Policy

## 5. Legal, Statutory and Regulatory Requirements

Langstane has many legal, statutory and regulatory obligations that it must adhere to when determining its approach to planned and cyclical maintenance. The following list is not exhaustive and will be reviewed and updated when new legislation necessitates:

- Housing Act Scotland 1987 and subsequent updates
- Control of Asbestos Regulations 2012
- Control of Substances Hazardous to Health (COSHH) Regulations 2002
- HSE Approved Code of Practice (ACOP) L8 – The Control of Legionella Bacteria in Water Systems
- Building Control (Scotland) Regulations
- Town and Country Planning (Scotland) Act 1997
- Planning etc (Scotland) Act 2006 and subsequent updates
- Gas Safety (Installation & Use) Regulations 1998
- Fire (Scotland) Act 2005
- Fire Safety (Scotland) Regulations 2006
- Occupiers Liability (Scotland) Act 1960
- Equality Act 2010
- Construction (Design and Management) Regulations 2015
- Houses in Multiple Occupation (HMO) Licensing requirements
- Scottish Housing Quality Standard (SHQS) requirements
- Energy Efficiency Standard for Social Housing (ESSH) requirements

The specific obligations arising from each of these are set out for employees in a separate document which will be regularly reviewed and updated by the Property Manager to ensure Langstane complies with its duties.

## 6. Scope

This policy is applicable to all property owned and managed by Langstane or its subsidiaries and as such, where the term 'Langstane' is used it means Langstane Housing Association and its subsidiaries.

This policy covers all works described in Section 8. This policy does not cover the following works:

- Cleaning of communal areas
- Communal garden maintenance

## 7. Maintenance Classifications

The following classifications of work fall within the scope of this policy:

### 7.1. Planned Maintenance

Planned maintenance works are works to replace major components of a property, where the component has an anticipated life and the replacement can be predicted and planned for.

Langstane's compliance programme to meet Annex D (Modern Facilities) and parts of Annex C (Energy Efficiency) and Annex E (Safe and Secure) of SHQS is contained within the planned maintenance programme.

The table below shows the anticipated life of the major components of a property. While anticipated life of a component is the main driver for planning replacement programmes, other considerations are taken into account when determining when to replace components. These include:

- The component is uneconomic to repair
- The component is assessed as 'poor' by stock condition surveyor
- The component does not meet Scottish Housing Quality Standard
- The component is unsafe

Components marked with # are used for component accounting purposes.

Component	Anticipated life
# Kitchens	20 years
# Bathrooms	30 years
# Boilers & controls	Replaced reactively as they fail – life cycle estimated at 15 years
# Radiators and circulatory systems	30 years
# Windows	– 35-45 years (depending on type)
Block and flat entrance doors	35 – 45 years (depending on type)
# Roofs	60 years
# Full rewire	60 years

## 7.2. Cyclical Maintenance

Cyclical maintenance works are preventative works carried out to avoid the deterioration of components, equipment or building finishes. Cyclical work may also be carried out to ensure compliance with statutory requirements, to ensure tenant safety and / or to meet best practice or manufacturers guidelines for maintaining components.

Typical cycles for cyclical maintenance are shown below:

Cyclical maintenance type	Cycle
Gas appliance servicing	Annually
Periodic electrical inspections (fixed wired)	Every 5 years and at every void
Portable Appliance Testing (PAT)	As recommended on previous PAT report for each appliance (every 3 months – 48 months depending on equipment type and use)
Roof anchor inspections	Annually
Lightning protection inspections	Annually
Lift servicing	Quarterly servicing 6 monthly LOLER inspections (Lifting Operations and Lifting Equipment Regulations)
Fire equipment servicing	1 month – 6 months depending on equipment type
Emergency lighting	Annual discharge test Monthly inspections
Gutter cleaning	6 months – 3 years depending on location
Legionella control testing & monitoring	As per risk assessments
Asbestos monitoring inspections	As per asbestos management plan
External / internal communal decoration	Every 7 years – may be carried out more frequently in more exposed locations
Adaptations equipment servicing	6 monthly for hoists, stair lifts and automatic doors Annually for clos-o-mats Other equipment as per manufacturers requirements

### **7.3. Major Repairs**

Major repairs are works required to a property to bring it up to an acceptable standard. Two categories of major repairs are carried out each year – planned major repairs where the works are identified and can be planned for and reactive major repairs where the works are unforeseen and cannot be planned for (for instance a major repair arising from storm damage) .

### **7.4. Improvement works**

Improvement works are alterations or additions to a property which increase the performance, appearance or amenity of a property and which fall outwith the planned maintenance programme. These will include insulation works and works requested by tenants such as new bike storage facilities.

## **8. Stock Condition Information**

Langstane will maintain a stock condition database which is appropriate to allow the forward planning of future programmes and to allow longer term financial planning to be carried out.

The stock condition database will, as a minimum, hold information on the components present within a property, the last replacement date, next anticipated replacement date and anticipated cost of replacement for each component.

Langstane will update this information with a rolling programme of stock condition surveys, carried out by an in-house surveyor, with the aim of surveying 20% of its properties every year.

An external stock condition survey will be instructed every 10 years to provide external validation of stock condition data held by the Association.

When planned or cyclical maintenance works are completed at a property the stock condition information for that property will be updated appropriately and additional information added to the database to assist with the future management and maintenance of that property, for instance specifications of new components.

## **9. Forward Planning**

Each year a 5 year planned / cyclical maintenance works plan will be developed with a detailed plan for Year 1. A high level 30 year plan will also be developed to identify longer term spend requirements.

The following information will be considered to identify the forward programme:

- Stock condition data to highlight components nearing the end of their anticipated life
- Validation surveys and inspections
- Works required to meet SHQS and/or EESSH
- Works required to meet statutory obligations
- Works required to meet the Langstane Standard
- Properties or schemes identified in the Asset Management Strategy as requiring an options appraisal prior to major investment

- Reactive repairs information to identify recurring repairs which may highlight the need for major repair
- Feedback from employees and tenants
- The Asset Management 'Wish List' (a list of non-urgent works identified by employees during visits to properties)

It will not usually be financially viable to carry out all identified works each year and some adjustment will be required to ensure the available budget is expended on the highest priorities. The highest priority works will include:

- Works required for health & safety reasons
- Works required to rectify or prevent structural issues
- Works required to meet statutory / regulatory obligations

Taking the above into account, a draft programme will be prepared for review by the Director of Property and the Director of Finance and Corporate Services as part of the corporate budget planning process. Once an acceptable programme has been agreed this will be presented to the Board for approval as part of the corporate budget approval process.

Forward planning is set out in more detail in the Budget Planning procedure.

## 10. Funding

The planned and cyclical maintenance service will be funded from the following sources:

- Annual maintenance budget financed from rental income
- Insurance claims where works are required due to damage to an insurable item
- External grants or loan funding, for example for energy efficiency measures or adaptations
- Designated provisions
- Private borrowing when required and with prior approval from the Board

## 11. Contractors

Langstane will maintain a list of approved contractors who may be instructed to carry out works where the anticipated value does not exceed the threshold at which works would have to be tendered.

To be included on the approved list, contractors must have provided:

- A completed application form and supporting capability information including evidence of financial standing
- A completed CDM competency form and supporting information
- Valid employers and public liability insurance certificates
- Evidence of qualifications relevant to the work they are undertaking, such as Gas Safe registration
- Signed Langstane Contractors Code of Conduct

The approved list will be regularly reviewed to ensure the information held is up to date.

## 12. Procurement

Where works require to be procured, all procurement must be carried out in accordance with Langstane's Procurement Strategy, Procurement Policy and Procurement Manual and any relevant legislation.

## 13. Standards and Specifications

### 13.1. Langstane Standard

Langstane has minimum specifications for planned and cyclical maintenance works.

These specifications are set out in the Langstane Standard and ensure that all works comply with SHQS and any other relevant regulatory or legislative requirements, and minimise ongoing maintenance requirements. The specifications will be reviewed periodically with tenant groups and will be published on the Association's website.

### 13.2. Tenant Choice

The specifications have been designed to allow as much tenant choice as possible and particular in relation to the colour of finishes such as kitchen units and flooring.

Where tenants wish to incorporate non-standard features into a planned maintenance work, Langstane will seek to accommodate these requests where possible, providing there is not an additional cost to Langstane.

### 13.3. Accommodating particular needs

The specifications have been designed to allow adaptations to be incorporated into planned maintenance works where this would be of benefit to the tenant. Where particular adaptations requests cannot be accommodated within the planned maintenance programme, the tenant will be given advice on how to access Langstane's Adaptations Service or other housing options.

## 14. Health & Safety

Langstane is committed to protecting the health and safety of its employees, contractors, tenants and the general public. The planned and cyclical maintenance programme will be delivered in compliance with Langstane's Health & Safety Policy, CDM Procedures and the client duties set out in the CDM Regulations 2015.

In particular Langstane will ensure that:

- Contractors employed by Langstane are competent
- Contractors and design teams are provided with any relevant information Langstane holds about a property where work is to be carried out, for instance surveys, drawings, existing Health & Safety files (the Pre-Construction information)
- A Principal Designer and Principal Contractor are appointed in writing where they are required

- Relevant works are notified to the HSE<sup>1</sup>
- An appropriate Construction Phase Plan is in place prior to any work starting on site
- Suitable welfare facilities are provided on site by the contractor
- Health and Safety is a standing item on all progress meeting agendas
- A Health & Safety file is available to Langstane at completion of the works, where relevant
- Relevant employees receive appropriate training to ensure they can safely work on construction sites

## 15. Instructing Work

Once works have been identified as required, and the relevant procurement process has been completed, a works order, contract order or programme order must be raised within the Housing Management system and issued to the contractor.

Employees within Langstane have differing financial authorities for raising and authorising works orders as set out in Langstane's Financial Regulations and this should be referred to ensure that an employee with the relevant authority has approved the works to proceed prior to instructing work.

## 16. Omitting Work

### 16.1. Omission by the tenant

Tenants will have the choice to refuse works to their property except:

- Where the work is required for health & safety reasons
- Where the work is required to ensure the property remains wind and watertight (for example window replacements, decoration or roof replacement works)
- Where the work is required to maintain the structural integrity of the property

Where a tenant chooses not to have planned maintenance works carried out, and those works are required for SHQS or EESSH compliance or to meet other regulatory or legislative requirements, they will be asked to sign a waiver to provide Langstane with an audit trail should the property require to be classed as an abeyance (under SHQS) or exemption (under EESSH).

Where a tenant refuses to have work carried out, Langstane will generally not return at a later date to carry out the work unless the property condition deteriorates and the work becomes essential for health and safety reasons or to ensure the property remains wind and watertight, or where the property becomes void.

### 16.2. Omission by Langstane

The employee managing the works may propose the omission of properties from contracts under certain conditions including:

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<sup>1</sup> Under CDM Regulations 2015 a notifiable project is one where the works will take more than 30 days and involve more than 20 person on site, or where the works will involve more than 500 person days

- Difficulties gaining access to the property – communication procedures must have been followed and a record of failed access attempts kept
- Tenancy neglect resulting in the property being too dangerous for the contractor to work in – such cases will be reported to the relevant Housing Officer
- Other issues that place the contractor or tenant at risk, such as an uncontrolled pet – such cases will be reported to the relevant Housing Officer

The employee managing the work will obtain approval from the Property Manager before omitting properties from the programme and ensure that the component data held in the Housing Management system is updated accordingly.

Cyclical works will usually only be omitted from a programme where they affect a building leased to a third party where the lease places the duty to carry out the cyclical maintenance onto that third party.

### **16.3. Register of omitted properties**

A register of omitted properties will be kept and the relevant properties will be upgraded at their next void period or once the new tenant has moved in to the property.

## **17. Payment of Invoices**

Contractors should invoice Langstane within two weeks of works being completed, unless an alternative invoicing schedule has been agreed, and must include the actual completion date on their invoice along with reference to the works order number/s the invoice relates to and the properties that the invoice relates to.

Where a post inspection has not yet been carried out, this will be carried out prior to the invoice being authorised.

Invoices will be approved by the authorising employee and the relevant finance codes assigned to the invoice to ensure the invoice costs are allocated to the correct budget heading.

Where the invoice value varies from the agreed tender amount the variation must be authorised by an employee with the relevant financial authority. Variations must be agreed with contractors prior to variation work being carried out.

Langstane will endeavour to pay invoices within 28 days of receipt.

## **18. Quality Control**

Langstane will ensure its contractors deliver a service and an end-product that meets the expectations set out in the procurement documents, through continuous monitoring of contractor performance.

The Property team will also monitor their own performance as client to ensure contracts are managed effectively.

This will be done through:

### **18.1. Key Performance Indicators (KPI's) and benchmarking**

KPIs will be used to measure performance in areas such as:

- Time – ability to deliver the contract against programme
- Cost – ability to deliver the contract to budget
- Quality – ability to deliver a good quality product

Where information is available, elements of the planned and cyclical maintenance service will be benchmarked against peer organisations. In particular benchmarking will focus on cost and quality.

### **18.2. Inspections**

To ensure work is carried out to a high standard, Property team employees will carry out regular inspections of work in progress and will aim to carry out post inspections of 100% of planned maintenance works, decoration works, major repairs and improvement works, subject to gaining access.

### **18.3. Tenant feedback**

Tenant feedback will be sought on all works except for certain cyclical contracts (primarily those that involve communal works).

### **18.4. Progress and Review meetings**

Regular contract progress meetings will be held with contractors. The timing of progress meetings will depend on the scale, complexity and length of a contract but will usually be monthly.

Six monthly review meetings will be held with the contractor to discuss performance against the set KPIs and highlight areas of good practice and areas for improvement, in addition to the usual progress meetings.

Annual in-house review meetings will be held to discuss the performance of the team in managing the programme against the set KPIs to ensure that the service is continually improved and service issues are highlighted and rectified.

## **19. Notifiable Events and significant performance failures**

Employees responsible for work that falls under the scope of this policy must be aware of the Scottish Housing Regulator's (SHR) Notifiable Events guidance which requires housing providers to notify the Regulator of events that might occur in relation to a breach of this policy such as:

- Any incident involving the Health & Safety Executive or a serious threat to tenant safety; or where a regulatory or statutory authority, or insurance provider, has advised the RSL of concerns for example the Fire Brigade, etc

- Serious accidental injury to, or the death of a tenant in their home or communal areas:
  - o where there has been a service failure by the RSL; or
  - o where there has been a failure, or perceived failure, in how the RSL has assessed and managed risk; or
  - o which could potentially affect other tenants' confidence in the RSL or the RSL's reputation
- Major failure of key service delivery arrangements (for example, repairs cannot be carried out because a contractor goes into liquidation)
- Any significant natural disaster for example, fire, flood or building collapse which affects the RSL's normal business
- Serious or significant adverse media reports or social media interaction, which could potentially affect tenants' confidence in the RSL or that is damaging to the reputation of the RSL
- Default or financial difficulties of major suppliers or service providers

Significant performance failures must also be notified to the SHR. A significant performance failure is a consistent and repeated failure to provide adequate levels of service to tenants as set out in the Scottish Social Housing Charter or as agreed otherwise with tenants. Examples include:

- Consistently not doing repairs when they should be done
- Putting tenants at risk, for example by not carrying out gas safety checks on time

Where a potential notifiable event or significant performance failure occurs, employees should immediately make the Director of Property aware.

## 20. Monitoring and Review

The Property Manager will have day to day responsibility for ensuring that planned and cyclical maintenance programmes are delivered in compliance with this policy.

The Director of Property will carry out periodic audits of planned and cyclical maintenance works in accordance with the Audit Procedure.

The Association's Internal Audit function will review Planned and Cyclical maintenance functions as necessary to provide assurance to Audit Committee and Board of Management. The policy will be reviewed every three years or where a change of legislation or best practice necessitates a revision.

## Right to complain

In the event you are not satisfied with the service you have received, please contact the Association for a copy of the Complaints Policy. This can also be viewed on Langstane Housing Association's website – [www.langstane-ha.co.uk](http://www.langstane-ha.co.uk).

## **Equality and diversity**

The Langstane Group / Langstane Housing Association is committed to promoting equality and diversity across all areas of work. Discrimination or harassment of any kind is not tolerated.

If you would like this document sent to you in large print, please contact Support Services on 01224 423000.