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ASSET MANAGEMENT AND MAINTENANCE POLICY

1.0 INTRODUCTION

- 1.1 Prospect Community Housing seeks to ensure the comfort of its tenants and the long-term quality of its housing stock, by providing a comprehensive effective and efficient maintenance service.

Our ability to deliver excellent services for current and future tenants is dependent upon our ability to make the best use of the homes we own, not only as good places to live but as the assets on which the success of the organisation is built. By looking after our homes and properties and viewing these as assets we will benefit existing and future residents while ensuring the long term viability of our organisation.

Excellent asset management and maintenance will allow Prospect to invest wisely, at the appropriate time, ensuring our homes are highly desirable now and in the future, energy efficient and help contribute to successful, vibrant and diverse neighbourhoods.

2.0 THE SCOTTISH SOCIAL HOUSING CHARTER

The Scottish Government's Social Housing Charter came into force in April 2012. The Charter sets out the standards and outcomes that tenants can expect from social landlords, in terms of the quality and value for money of the services they receive, the standard of their homes, and opportunities for communication and participation in the decisions that affect them.

The relevant standards and outcomes for the Asset Management and Maintenance Policy are:

Outcome 1: Equalities

Social landlords perform all aspects of their housing services so that:

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

Outcome 2: Communication

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

Outcome 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.

Outcome 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.

Outcome 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.

Outcome 6: Neighbourhood and community

Social landlords, working in partnership with other agencies, help to ensure that: Tenants and other customers live in well-maintained neighbourhoods where they feel safe.

Outcome 14: Rent and service charges

Social landlords set rents and service charges in consultation with their tenants and other customers so that:

A balance is struck between the level of service provided, the cost of services, and how far current and prospective tenants and other customers can afford them.

3.0 PROSPECT APPROACH TO ASSET MANAGEMENT

The Scottish Housing Regulator (SHR) has published their Recommended Practice for Strategic Asset Management. This publication breaks down the subject of Asset Management into relevant areas, many of which are applicable to Prospect and has been used as the basis for our approach:

3.1 A Whole Organisation Approach

The identification of cross over areas between departments is crucial to limiting blockages in any process that can lead to inefficiencies, uneconomical services and ineffective processes. Obvious cross overs include the void process, estate management, payment of invoices, use of IT systems and the Risk Register.

An objective of this Policy is also to ensure that people across the organisation see the importance of asset management and understand that they will have a role to play. This will include staff and Committee members.

3.2 Understanding our Tenants, Service Users and Customers

We need to regularly seek the views from our tenants, service users and customers and ensure this is a balanced and reflective view to ensure we have flexible approach to tenant expectations, demands and needs. Consideration to be given to providing tailored services. Should we, for example, universally replace kitchens every 15 years when the wear and tear a family will impose on a kitchen will be different from a single elderly tenant?

The same flexibility needs to be used on 'Hard to Let' properties where additional work may be required or additional work done at void stage to ensure the property remains in demand.

The Tenancy Agreement and the Repairs section of the Tenants Handbook give details of the division of responsibility for repairs and maintenance between us and the tenant.

3.3 Risk Based and Proportionate

All Property Services Risks including those associated with Asset Management and Maintenance are included on the Organisation Risk Register ensuring that risks associated with Property Services work are effectively and regularly monitored and managed.

3.4 Information

Key to the success of our Asset Management and Maintenance strategy is the information we base our assumptions and calculations on. We will ensure that we regularly undertake Stock Condition Surveys (SCS) of our properties. We will undertake SCS of 10% of our housing stock each year and use this information to inform our budget process. Along with periodic SCS we will ensure that we annually review our 25-year investment assumptions based on frequency and date of replacement of components, periods of cyclical maintenance and estimated costs.

We will involve our tenants in the decision making process. From the information we gather from our tenants we will establish a picture of our service quality and service cost. This will enable Prospect to present a clear picture of performance and highlight areas of that need closer attention. The use of quarterly Key Performance Indicators (KPIs) is one source of information that we currently use as well as tenant feedback from post completion surveys and the use of the Tenants Scrutiny Group.

The use of IT is crucial to ensure we have an effective and efficient approach to Asset Management. We will ensure that we make the best use of our existing IT systems and assess future IT needs to enhance our ability to manage our asset as best we can. This currently involves uploading as much information from traditional Excel spreadsheets to Cx – Planned and Servicing Lite.

3.5 Integrated Planning

As well as ensuring we plan ahead for 25 years we need to ensure that we future proof our houses and assets. We need to ensure that our houses adapt in any way they can to changing social and demographic needs over the next 25 years too. Changes need to be planned and estimated and programmed into our plans. The frequency of such consideration can be placed in line with cyclical business reviews every 3-5 years.

3.6 Looking after our Stock

Our properties are of good quality design and construction with good demand and likely to remain that way with no other known factors that are likely to blow its future off course. Our homes are situated in successful neighbourhoods desired by tenants and as an asset they dominate the financial flows in our organisation. It is therefore key that we ensure our homes remain highly desirable. Key to this is improved energy efficiency of our homes. Work will be undertaken in line with our Affordable Warmth and Energy Strategy.

Key to looking after all stock is a first class reactive repairs service. For most tenants this is their principle form of contact with Prospect and satisfaction from this service is a KPI that is not only reported to Committee but also the SHR. To assist us in looking after our stock we will allocate work only to contractors who are competent, financially sound and can achieve the standards we require. We will also aim to achieve high

standards of customer care and satisfaction by monitoring our contractors' performance regularly and enabling tenants to comment on every repair undertaken.

Ensuring void properties are turned around and re-let as quickly as possible is a priority. Work is completed to our agreed standard and, where applicable, planned works are carried out during the void period.

External and environmental work is undertaken through our Maintenance Teams to ensure our stairs are well maintained and our landscaped areas and common gardens are also well kept.

3.7 Compliance with Standards

We will ensure we comply with all current legal requirements, codes of good practice and guidance from the Scottish Government and Scottish Housing Regulator. This will include compliance with relevant health and safety, gas safety, asbestos and legionella management and electrical testing requirements.

3.8 Value for Money

We will ensure that work is undertaken to provide economic, effective and efficient services that delivers value for money.

4.0 AUTHORITY AND CONTROL

4.1 The Management Committee is responsible for:

- approving the overall policy;
- approving target repairs response times and letting standards;
- approving the budgets;

4.2 The Property Services Manager has delegated authority from the Management Committee, through the Director, for implementing this policy, developing and implementing the procedures that support this policy, and for the management and administration of the Property Services Department.

5.0 CATEGORY AND DEFINITIONS OF MAINTENANCE

5.1 Definitions

Asset Management

Undertaking planned and coordinated activities through which Prospect optimally and sustainably manages its assets, their performance, risks and expenditures over their life cycles for the purpose of contributing towards our organisational strategic aims.

Reactive Repairs

When a repair requires to be undertaken that was unplanned for. These repairs are usually identified when a fault or damage occurs and can be requested by a tenant, factored owner or member of staff. We have established timescales for such repairs to be completed within.

Emergency Repairs

An emergency repair is a repair that may pose a serious threat to the health, safety or security of the tenant and their household, or to the security or integrity of the property. We have established timescales for such repairs to be completed within.

Cyclical Maintenance

Cyclical maintenance deals with items which are carried out on a regular cycle such as part of our painting programme which is done every 6 years.

Planned Maintenance

Planned replacement of components when they reach the end of their economic or useful life. Kitchens, boilers, showers, common flooring windows and doors are examples of this type of planned replacement.

Major Repairs

Major repairs covers large scale works that fall outwith the agreed Cyclical or Planned Maintenance programmes. These usually arise from the early or unforeseen failure of one or more building elements, discovery of a long term defect, or changes to statutory regulations or performance standards.

Inspections

We will inspect a repair before arranging for work to be carried out where clarification of the problem is required, where the problem has been reported by a factored owner, or where the repair costs may qualify for reimbursement under our insurance policy.

Right to Repair

Certain repairs, known as “Qualifying Repairs” are covered by Right to Repair regulations. These state that the work must be carried out within set times scales and if these are not met tenants may engage specified alternative contractors and will be eligible for compensation for late completion.

Rechargeable Repairs

Where damage to, or loss of, our property is caused by a tenant, a member of their household or a visitor, either through accident, deliberate action or neglect, the cost of the repair will normally be recharged to the tenant. “Fair wear and tear”, usually defined as “deterioration due to normal usage of the house”, is not rechargeable and such repairs will be carried out at our expense.

Void Repairs

We will carry out the repairs required following the termination of a tenancy, including the statutory gas and electrical safety checks, to ensure that a property is ‘fit to let’ according to our current letting standards. Where appropriate, we will ensure the costs of any work that should have been carried out by the former tenant are charged to them.

Stage 3 Works

Stage 3 works or aids and adaptations are modifications to a property that are required because the tenant or a member of their household has a particular need, commonly resulting from a medical condition. Examples include provision of grab rails in bathrooms, ramps in place of steps at external entrances and ‘walk-in’ shower cubicles in place of baths.

Service Charge Work

Prospect undertake maintenance to the common landscaped areas throughout our estates including grass cutting, weeding and litter picking. Prospect also undertake the stair cleaning to all our blocks of flats. This work also includes providing Factoring Services to some owners.

6.0 CONSULTANTS, CONTRACTORS & FORMS OF CONTRACT

- 6.1 We shall appoint our contractors via Public Contracts Scotland.
- 6.2 We shall appoint our consultants via Public Contacts Scotland
- 6.3 Where we need to issue tenders, we will use the appropriate form of contract following professional advice where required.

7.0 TENANT PARTICIPATION & FEEDBACK

Consultation

- 7.1 Through the consultation arrangements established under our Tenant Participation Policy and Strategy we will give tenants the opportunity to comment on this policy when we are planning any significant changes in the way we deliver repair and maintenance services.

Whenever possible, we will involve the tenants concerned in choices relating to planned works, e.g. choice of colours, or types of kitchen fitments. We will liaise closely with the tenants involved over the arrangements for carrying out individual contracts including timescales of the programmes involved.

Tenant Satisfaction

- 7.2 For reactive repairs we will give all tenants and factored owners the opportunity to comment on the standard of the work carried out, by sending them a copy of the works order which incorporates a satisfaction questionnaire.

We will conduct surveys of the tenants involved following completion of each planned maintenance contract.

We will conduct a general survey of all tenants on the overall standards of our repairs and maintenance service, normally as part of a wider Tenant Satisfaction Survey and use this information to feed into future contracts and planned maintenance programmes.

8.0 COMMENTS & COMPLAINTS

- 8.1 All comments and complaints concerning our repairs and maintenance service will be dealt with in accordance with our Complaints policy.

9.0 MONITORING

- 9.1 The Property Services Manager will submit quarterly monitoring reports to the Management Committee which will include the following:

- Expenditure compared with budget for the period
- Summary of tenant satisfaction returns for the period
- Progress report on the Cyclical & Planned Maintenance and Major Repairs programmes
- Progress report on the annual Gas Servicing programme.

10.0 IMPLEMENTATION & REVIEW

- 10.1 The Property Services Manager is responsible for ensuring that this policy is implemented.
- 10.2 The Property Services Manager will ensure that this policy is reviewed at least every 3 years and that any amendments are submitted to the Management Committee for approval.

Reviewed by the Management Committee on: November 2018

Next review due by: November 2021

RELATED POLICIES & SUPPORTING PROCEDURES

Policies

PS01 Maintenance
PS02 Tenant Alterations & Improvements
PS03 Partnering
PS04 Factoring
PS05 Development
PS06 Approved Lists of Consultants & Contractors
COM09 Equality & Diversity
COM12 Complaints

Procedures

PS11 Reactive Repairs
PS12 Raising works orders & authorising invoices
PS13 Right to Repair
PS14 Rechargeable Repairs

PS16 Factoring

PS18 Void Property Repairs

PS21 Planned Maintenance & Major Repairs

PS22 Approved Lists of Consultants & Contractors

PS23 Decoration Allowances
PS24 Tenant Alterations & Improvements
PS25 Compensation for Tenant Improvements
PS26 Inspection & Servicing of Gas Heating Systems

PS27 All Electric Properties – Servicing & Repair of Heating & Hot Water Systems

PS29 Contractor Insolvency
PS31 Issue & Return of Temporary Heaters
PS32 Issue & Return of Dehumidifiers
PS33 Storage & Control of Building Stock Keys
PS35 Estate Management – Property Services
PS36 Stage 3 (Medical) Adaptations
PS37 Insurance Claims – Damage to Properties
PS38 Decanting Tenants
PS39 Fire Risk in Stairs
PS40 Bushes, Hedges & Trees
PS41 Life Cycle Frequencies

TARGET MAINTENANCE RESPONSE TIMES

There are 3 different target times which Prospect will endeavour to meet following the reporting of a repair.

Our aim is to have a Contractor contact the tenant and attend within the time stated. It will not always be possible for work to be completed within this time if, for example, new parts are needed or if bad weather prevents outside working.

Detailed below are the 3 target times and the type of repair within each target time.

1. WITHIN 6 HOURS

- Explosions (e.g. to boilers or heaters)
- Flooding (burst pipes)
- Check electrical systems after a flood
- Collapse of internal or external structural parts of the building (e.g. ceilings, but not boundary fences or walls unless they endanger passers-by)
- Drains backing up
- Sewerage and waste backing up
- Damage following fire
- No light or power
- Serious electrical fault
- Gas leaks
- No mains water supply (including freezing)
- Overflows (where there is a danger of freezing)
- Frozen pipes other than mains supply
- Health and Safety matters
- Make secure (after break-in where Police have been informed) including glazing
- No heating/hot water
- No flush to WC
- Offensive/racist graffiti

2. WITHIN 3 WORKING DAYS

- Minor electrical faults
- Entryphone
- Extractor fans
- Minor plumbing faults
- Minor leaks to services and wastes
- Blockage (where Prospect is responsible)
- Minor roof leaks
- Unsafe kitchen units etc
- Sticking door locks
- Faulty radiator/heater
- Faulty smoke alarm
- Major graffiti removal
- Blocked bin chutes
- Replacement single glazing

3. WITHIN 10 WORKING DAYS

- Plastering repairs
- Painting
- Tiling
- Seals around bath, basins, sinks
- Window furniture (where Prospect is responsible)
- Sash cords
- Sticking doors
- Kitchen units
- Ease windows
- Condensation works
- Faulty door bells
- Loose sanitary fittings (bath/sink/WC)
- Replacement double glazing
- Poor TV reception
- Replacement toilet seat
- General fencing and wall repairs
- Rising damp } initial inspection 5 days, spec. 28 days
- Dry rot } initial inspection 5 days, spec. 28 days

Repairing a defective WC flush mechanism will be given higher priority where the tenant is elderly or disabled.

PROSPECT EQUALITY IMPACT ASSESSMENT RECORD

Title of policy/ practice/ strategy/	Asset Management and Maintenance
Department	Property Services
Who is involved in the EQIA?	Neil Munro
Is this new policy or revision to an existing policy?	Revision of existing policy
Date completed	7 th November 2018

Screening Summary

Policy Aim

The aim of the Asset Management and Maintenance Policy is to ensure excellent asset management and maintenance of our properties and will allow Prospect to invest wisely, at the appropriate time, ensuring our homes are highly desirable now and in the future, energy efficient and help contribute to successful, vibrant and diverse neighbourhoods. This policy contributes to the following outcomes of the Scottish Social Housing Charter:

- Equalities
- Communication
- Participation
- Quality of Housing
- Repairs, Maintenance and Improvements
- Neighbourhood and Community
- Rent and Service Charges

Who will it affect?

Protected characteristics	Affected by policy
Age	Yes
Disability	Yes
Sex	Yes
Pregnancy and maternity	Yes
Gender Reassignment/Sexual Orientation	Yes
Race/Religion/Belief	Yes

This policy impacts on all of our tenants as it outlines how we will maintain and upgrade our properties and surrounding neighbourhoods. Any changes to the policy will therefore impact on all of our communities.

What might prevent the desired outcomes being achieved?

Failure to consider our tenants and their needs or characteristics.

Stage 1: Framing

Confirm whether EQIA is required

An Equality Impact Assessment is required as the Asset Management and Maintenance Policy impacts on all of our tenants and residents.

Stage 2: Data and evidence gathering, involvement and consultation

Include here the results of your evidence gathering (including framing exercise), including qualitative and quantitative data and the source of that information, whether national statistics, surveys or consultations with relevant equality groups.

Characteristic	Evidence gathered and Strength/quality of evidence	Source	Data gaps identified and action taken
AGE	Tenant Survey information, ARC data, Census data.	Tenant Satisfaction Survey 2016.	The tenant satisfaction survey was a sample survey which gives a snap shot picture. No evidence for factoring owners or shared owners.
DISABILITY	Tenant Survey information, ARC data.	Tenant Satisfaction Survey 2016.	The tenant satisfaction survey was a sample survey which gives a snap shot picture. No evidence for factoring owners or shared owners.
SEX	Tenant Survey information, ARC data.	Tenant Satisfaction Survey 2016.	The tenant satisfaction survey was a sample survey which gives a snap shot picture. No evidence for factoring owners or shared owners.
PREGNANCY AND MATERNITY	None for current tenants or residents.	n/a	
SEXUAL ORIENTATION & GENDER REASSIGNMENT	Tenant Survey information, ARC data.	Tenant Satisfaction Survey 2016.	The tenant satisfaction survey was a sample survey which gives a snap shot picture. No evidence for factoring owners or shared owners.
RACE, RELIGION OR BELIEF	Tenant Survey information, ARC data.	Tenant Satisfaction Survey 2016.	The tenant satisfaction survey was a sample survey which gives a snap shot picture. No evidence for factoring owners or shared owners.

Stage 3: Assessing the impacts and identifying opportunities to promote equality

Having considered the data and evidence you have gathered, this section requires you to consider the potential impacts – negative and positive – that your policy might have on each of the protected characteristics. It is important to remember the duty is also a positive one – that we must explore whether the policy offers the opportunity to promote equality and/or foster good relations.

Do you think that the policy impacts on people because of their age?

Age	Positive	Negative	Reasons for your decision	How will you demonstrate positive and mitigate negative impact
Eliminating unlawful discrimination, harassment and victimisation	Yes		A proportion of our tenants are elderly.	We offer an appointment system for reactive repairs and we will assist tenants to move furniture during planned maintenance works. All our contractors are approved and carry ID cards.
Advancing equality of opportunity	Yes		A proportion of our tenants are elderly.	We will undertake individual tenant visits to further explain proposed works, if requested.
Promoting good relations	Yes		A proportion of our tenants are elderly.	We write to all tenants will strive to ensure that tenants are inconvenienced as little as possible when work is being carried out in their home

Do you think that the policy impacts disabled people?

Disability	Positive	Negative	Reasons for your decision	How will you demonstrate positive and mitigate negative impact
Eliminating unlawful discrimination, harassment and victimisation	Yes		35% of our tenants stated they were disabled in our survey, higher than the Edinburgh average of 16%.	We offer an appointment system for reactive repairs and we will assist tenants to move furniture during planned maintenance works. All our contractors are approved and carry ID cards. We will work with OT's and family members during Stage 3 Works.
Advancing equality of opportunity	Yes		35% of our tenants stated they were disabled in our survey, higher than the Edinburgh average of 16%.	We will undertake individual tenant visits to further explain proposed works, if requested.
Promoting good relations	Yes		35% of our tenants stated they were disabled in our survey, higher than the Edinburgh average of 16%.	We will strive to ensure that tenants are inconvenienced as little as possible when work is being carried out in their home

Do you think that the policy impacts on men and women in different ways?

Sex	Positive	Negative	Reasons for your decision	How will you demonstrate positive and mitigate negative impact
Eliminating unlawful discrimination, harassment and victimisation	Yes		A well maintained estate contributes to individuals feeling safe in their communities.	We offer an appointment system for reactive repairs and we will assist tenants to move furniture during planned maintenance works. All our contractors are approved and carry ID cards.
Advancing equality of opportunity	No impacts identified			We will undertake individual tenant visits to further explain proposed works, if requested.
Promoting good relations	Yes		As above	We will strive to ensure that tenants are inconvenienced as little as possible when work is being carried out in their home

Do you think that the policy impacts on women because of pregnancy and maternity?

Pregnancy and Maternity	Positive	Negative	Reasons for your decision	How will you demonstrate positive and mitigate negative impact
Eliminating unlawful discrimination, harassment and victimisation	No impacts identified	No impacts identified		
Advancing equality of opportunity	Yes			We will undertake individual tenant visits to further explain proposed works, if requested.
Promoting good relations	Yes			We will strive to ensure that tenants are inconvenienced as little as possible when work is being carried out in their home

Do you think your policy impacts on transsexual people or on people because of their sexual orientation?

Sexual Orientation/ Gender Reassignment	Positive	Negative	Reasons for your decision	How will you demonstrate positive and mitigate negative impact
Eliminating unlawful discrimination, harassment and victimisation	No impact identified	No impact identified		
Advancing equality of opportunity	No impact identified	No impact identified		
Promoting good relations	No impact identified	No impact identified		

Do you think the policy impacts on people on the grounds of their race, religion or belief?

Race/ Religion/ Belief	Positive	Negative	Reasons for your decision	How will you demonstrate positive and mitigate negative impact
Eliminating unlawful discrimination, harassment and victimisation	Yes		A well maintained estate contributes to individuals feeling safe in their communities.	We offer an appointment system for reactive repairs and we will assist tenants to move furniture during planned maintenance works. All our contractors are approved and carry ID cards.
Advancing equality of opportunity	No impact identified	No impact identified		
Promoting good relations	Yes		As above	As above

Stage 4: Decision making and monitoring

Identifying and establishing any required mitigating action

If, following the impact analysis, you think you have identified any unlawful discrimination – direct or indirect - you must consider and set out what action will be undertaken to mitigate the negative impact.

Have positive or negative impacts been identified for any of the equality groups?	No
Is the policy directly or indirectly discriminatory under the Equality Act 2010?	No
If the policy is indirectly discriminatory, how is it justified under the relevant legislation?	N/a
If not justified, what mitigating action will be undertaken?	N/a

Describing how Equality Impact analysis has shaped the policy making process

- ◆ In carrying out this equality impact assessment we decided that no changes need to be made to the policy.

- ◆ There has been no impact on budgets as a result of this assessment.

Monitoring and Review

The policy is reviewed every three years.

Stage 5 - Authorisation of EQIA

Please confirm that:

- ◆ This Equality Impact Assessment has informed the development of this policy:

Yes No

- ◆ Opportunities to promote equality in respect of age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race and religion or belief have been considered, i.e.:

- Eliminating unlawful discrimination, harassment, victimisation;
- Removing or minimising any barriers and/or disadvantages;
- Taking steps which assist with promoting equality and meeting people's different needs;
- Encouraging participation (e.g. in public life)
- Fostering good relations, tackling prejudice and promoting understanding.

Yes No

Declaration

I am satisfied with the equality impact assessment that has been undertaken for Asset Management and Maintenance Policy.

Name: Neil Munro

Position: Property Services Manager

Authorisation date: 7 November 2018