CROYDON CHURCHES HOUSING ASSOCIATION

REPAIRS AND MAINTENANCE STANDARDS

1.0 OBJECTIVES

- To meet legal obligations.
- To maintain properties in good and sound condition.
- To provide an efficient and responsive service to residents including a 24-hour emergency repair service.
- To set target response times for different categories of responsive work which reflect the urgency of the work required, to monitor performance against these targets and to take any necessary remedial action.
- To provide maintenance services in a cost-effective way which ensures that good value for money is achieved
- To keep informed residents and staff of the condition of the Association's property. To ensure that the Association will carry out comprehensive property condition surveys every 3 years (5 yearly maximum).
- To carry out preventative rather than reactive maintenance wherever possible. To ensure that the Association will carry out annual programmes of cyclical and planned maintenance based on property condition survey information.
- To ensure that maintenance between lettings is carried out efficiently so that void losses are kept to a minimum.
- To ensure that all contractors engaged by the Association are reliable, competent, and reputable, and that they treat residents and their homes with respect. Contractors are also expected to meet their obligations in line with the Association's Contractors' Code of Conduct.
- To inform and consult with residents and provide mechanisms for receiving resident feedback on the service provided.
- To consult with residents where possible whenever cyclical or planned works are to be carried out at their homes.
- To specify the standards of service that the Association will aim to meet and provide easy to use complaint and compensation procedures for residents to use if they are not satisfied with the service they have received.
- To ensure that residents are treated fairly and equitably, and that no discrimination takes place.

- To ensure that equality and diversity is embedded within the organisation, and that our suppliers and contractors are aware of ccha's commitment to equality and diversity and have a similar ethos

- Assessment of compliance with our Procurement Policy and Contractor Code of Conduct can be undertaken through a range of measures. This should include consideration at the procurement and tender evaluation stage, review of a contractor's Equality, Diversity and Inclusion (EDI) and Equal Opportunities policies.

- In addition, contractors should be assessed on their commitment to the standards and behaviours set out within our Contractor Code of Conduct, including ethical business practices, health and safety, social value, environmental responsibility, resident engagement, and compliance with relevant legislation and regulatory requirements. Evidence of community investment, stakeholder engagement, and the successful delivery of social value outcomes on previous contracts should also be considered.

2.0 REPAIRING RESPONSIBILITIES

2.1 ccha's Responsibilities

The Association must comply with its legal requirements as a landlord to repair the property. It also has a contractual obligation to do so under the terms of its tenancy and licence agreements. Details of these obligations are given in tenancy and licence agreements and in the Resident's Handbook.

The Association is largely responsible for:

- repairing the common areas of buildings and estates
- external decorations and the decoration of common areas
- ensuring the installations for supplying services of water, gas, electricity and heating are in proper working order and that gas servicing is regularly carried out on an annual basis and in accordance with statutory requirements.
- ensuring that fire and other safety equipment is inspected and serviced regularly in line with statutory requirements
- ensuring that Asbestos Management regulations and procedures are adhered to, ensuring that all homes meet the SAP/EPC requirements and guidance for energy efficiency.

2.2 Residents' Responsibilities (except supported housing residents – please see 2.3 below)

Residents have a responsibility under the terms of their tenancies to:

- carry out internal decorations.
- carry out minor internal repairs such as the clearing of sink or basin blockages. Details of these obligations are given in the Resident's Handbook.
- make good damage caused by the resident, members of the resident's household, or visitors
- replace keys and fobs after losing or damaging them.
- replace batteries to any smoke detectors and heat detectors and testing these.
- ease doors after new carpets have been laid.
- replace light bulbs and fluorescent tubes.
- provide access to allow the property to be inspected and repairs to be carried out.
- report disrepair.

2.3 Supported Housing Residents' and Licensees' Responsibilities

Supported Housing Residents or Licences have a responsibility under the terms of their tenancies or licences to:

- carry out internal decorations.
- make good damage caused by the resident or licensee, members of the resident's or licensee's household, or visitors.
- provide access to allow the property to be inspected and repairs to be carried out.
- to report repairs or damage.

3.0 REPORTING REPAIRS

Residents are responsible for reporting repairs to ccha's customer contact centre or Smith and Byford if to do with gas central heating.

The Association offers a freephone service to residents to allow them to report repairs and to check on progress at no cost to themselves. The freephone number is provided in the Resident's Handbook and is frequently publicised.

4.0 THE FINANCIAL FRAMEWORK

4.1 Annual Budget Setting

Each year as part of its annual budget setting process, the Association will set a maintenance budget to achieve its objectives under this policy. The main budget headings are divided between responsive (day to day), cyclical and planned categories of work.

4.2 Planned Maintenance, and Property Reinvestment

The Association is committed to keeping its properties in good condition in the long term as well as the short term. The Association currently budgets for an annual planned major repair and property reinvestment plan out of annual revenue income but also makes additional annual provisions towards a designated major repair reserve.

The strategy requires that comprehensive property condition surveys should be carried out at least every 3 years (5 yearly maximum) and that the size of the provisions to be made should be reviewed following each survey.

The Association aims to agree a 5-year property reinvestment plan based on property condition information following the completion of each comprehensive property condition survey. The core building element renewal aspect of each annual planned maintenance programme is expected to be based on the reinvestment plan, although each annual plan is likely to also include elements of necessary improvement and environmental works and building failure repairs. It is expected that much of this last category of work is likely to be insurance funded.

If a particular property can no longer be kept in satisfactory repair at reasonable cost and/or if, because of disrepair or changing standards, it no longer meets the needs of the Association and cannot be converted to meet those needs in a cost-effective way, consideration will be given to the disposal of the property. Where more than one such property is involved, consideration will be given to using any residual proceeds (i.e. any balance after repayments of outstanding loans and recycling of Social Housing Grant) from the sale of one (or more) of the properties to pay for work to the other(s).

5.0 MANAGEMENT OF THE MAINTENANCE SERVICE

Overall responsibility for maintenance standard and strategy rests with the Asset Manager and Repairs Manager and they are responsible for:

- maintenance standard and strategy review and development.

- agreeing annual plan, performance, and other targets for the Property Services Team.
- ensuring adequate staffing, budgetary and other resources are available.
- line management of the Property Services Team.
- ensuring that an efficient and effective responsive maintenance service is available to residents including a 24-hour emergency repair service and damp and mould work.
- monitoring performance against responsive repair targets and taking remedial action if required.
- ensuring that all gas appliances are serviced annually in line with statutory requirements and that the necessary certificates are issued to all residents in accordance with current gas regulations.
- setting standards of performance for the maintenance service and ensuring these are met.
- setting maintenance budgets.
- monitoring and controlling expenditure to ensure that budget targets are met.
- ensuring that tendering, ordering, authorisation and other financial procedures are followed by all staff within the Property Services Team.
- setting and controlling the annual programmes of cyclical and planned maintenance.
- preparing reports for the Leadership Team and Board.
- preparing information for residents on the maintenance service as necessary.
- ensuring that appropriate records are maintained and kept up to date.
- preparing reports on performance against budget and against pre-set targets for scrutiny by the Leadership Team and Board.
- dealing with insurance claims.
- commissioning property condition surveys and drafting planned maintenance programmes.

6.0 FINANCIAL AUTHORITIES

The authorisation levels of members of staff involved in maintenance work are laid down in the Association's Financial Regulations. The Financial

Regulations should be read in conjunction with the Association's Procurement Policy and Procedure.

There is a separate procedure which details in what circumstances and how estimates and tenders for maintenance work should be sought.

7.0 RESIDENT RECHARGES

The Property Services, Neighbourhood Services and Housing Services Operations Managers have authority to recharge the cost of maintenance works to residents in certain circumstances.

- When the repair is as a result of damage or negligence on the part of the resident, his/her household or visitors
- Where rubbish is left or damage done to a void property
- Where a contractor does work on the instruction of a resident that is not the Association's responsibility (i.e. repair to a defective washing machine or cooker belonging to the resident).

Allocation of responsibilities for writing and processing the necessary information to recover the costs from the resident are detailed in the Recharge policy and procedure.

8.0 INSURANCE

The Finance Department are responsible for ensuring that all the Association's property is adequately insured. The Asset Manager is responsible for ensuring that insurance claims are promptly made and processed whenever the cost of a repair can be claimed through insurance.

9.0 EMERGENCY (OUT OF OFFICE HOURS) SERVICE

A 24-hour emergency repairs service will be available to residents covering all periods when the office is closed. Details of how to contact the emergency service should be given to all residents and project staff and is published on our website. When the office is closed, an automated telephone service will offer callers the option to select emergency repairs, no hot water, or heating issues.

Emergency contact numbers for gas or water emergencies are also available on our website.

10.0 PRE-INSPECTION OF REPAIRS

10.1 Day to Day

Where required repairs will be pre-inspected so that a detailed specification of works can be issued to the contractor. Pre-inspections will be carried out by the association or the delegated contractor.

10.2 Voids

All voids will be inspected so that a specification of works to bring the property up to a lettable standard can be drawn up and a works order issued.

10.3 Major repairs, planned and cyclical works

All such repairs will be inspected so that the appropriate works are correctly specified.

10.4 Emergency repairs including damp and mould works

Will be delivered within 24 hours and in accordance with Awaab's law.

11.0 TARGET TIMES FOR REPAIRS

Emergency Repairs

Target Response: Attend and make safe within **24 hours**.

Definition:
Emergency repairs address defects that pose an immediate risk to the health, safety, or security of residents, or where significant damage to the property may occur if not dealt with promptly.

Examples:

- Total loss of electricity
- Uncontrollable water leaks causing damage to the home
- Total loss of heating and hot water during winter months

Service Expectation:
ccha will prioritise emergency repairs and arrange attendance as soon as possible to make the situation safe. Follow-up works, if required, will be scheduled promptly under the relevant repair category and compliance.

Urgent Repairs

Target Response: Attend and repair within **5 working days**.

Definition:
Urgent repairs are issues that, while not immediately dangerous, require timely attention to prevent deterioration, inconvenience, or escalation to an emergency.

Examples:

- Partial loss of heating and hot water during winter
- Minor leaks that do not pose an immediate threat

Service Expectation:
Urgent repairs will be scheduled to ensure they are resolved within the stated timeframe to maintain resident comfort and prevent further complications.

Routine Repairs

Target Response: Attend and repair within **28 calendar days**.

Definition:
Routine repairs relate to repairs that do not present immediate risk or significant inconvenience.

Examples:

- Dripping taps
- Minor plastering works
- Other routine, non-urgent issues

Service Expectation:
Routine repairs will be carried out within the target timescale as part of the ccha's repairs service delivery.

12.0 RESIDENT SATISFACTION

12.1 Survey Methods

The Association believes that residents' feedback is vital to ensure a good and efficient service.

When the work is completed, the resident is offered the opportunity to record their level of satisfaction with the overall service received. This can be recorded via an automated text message satisfaction survey that is issued to the resident by the contractor.

12.2 Service Standards

The standards of service that residents can expect are set out in ccha's Customer Service Standards. This states that any problem that a resident has should be dealt with efficiently and in a manner which is caring, honest, and fair.

12.3 Compensation

ccha has a separate Compensation Policy which specifies that the Association will make compensation payments to residents if it fails to meet specified minimum standards of service.

12.4 Complaints

If a resident is dissatisfied with the service they have received, they are able to make a formal complaint using ccha's Complaints Procedure.

13.0 RESIDENTS WITH ADDITIONAL NEEDS

If a resident has specific needs, the ccha will endeavour to take account of this when carrying out its maintenance responsibilities. Maintenance staff are expected to liaise closely with housing management, to ensure that residents with specific needs such as physical or mental can be accommodated. All maintenance staff have discretion to increase the priority of a repair if there is a member of the resident's household who has specific needs who may be adversely affected if the repair is not carried out quickly. Housing management are expected to make themselves available to jointly visit residents with specific needs with maintenance staff or contractors as required.

14.0 AIDS AND ADAPTATIONS

Aids and adaptations are improvements made to help residents live more safely and comfortably in their homes. These may include small items such as grab rails or specialist bathroom equipment (e.g., low-level baths, level-access showers) as well as larger adaptations such as stairlifts.

Requests for adaptation must be supported by a written recommendation from an Occupational Therapist (OT) and minor adaptations costing less than £150 may be approved without an OT referral.

Where possible, the Association will apply for funding from the local authority through Disabled Facilities Grants (DFGs) to help meet the cost of these works.

15.0 VOIDS

15.1 Void Procedure

There is a separate procedure which details how voids should be dealt with. It is the Association's policy that all voids should be re-let in the shortest possible time and accordingly all voids must be dealt with promptly.

15.2 Re-letting Standard

This also includes a void standard.

- all exposed surfaces to be in serviceable condition and when required walls will be painted in white and suitable flooring provided.
- all essential fixtures, fittings and internal structures to be in a satisfactory state of repair and operating safely and properly.
- all required fire safety fittings including hard wired or radio linked smoke detectors and equipment to be supplied and functioning properly.
- in supported housing fittings and equipment meet the agreed standards of the project.

When a property is in a poor state of decoration, we will either:

- arrange for part or all the home to be redecorated or
- offer you a decoration allowance of up to £350 to help cover the cost.

The amount we offer depends on the size and condition of the property.

A Maintenance Surveyor or Asset Manager will visit and decide the most suitable option.

16.0 GAS APPLIANCE, LIFT, AND SAFETY EQUIPMENT SERVICING

The Association is to ensure that the equipment it provides remains in safe working order. The Asset Manager is responsible for ensuring that there is an annual gas appliance servicing programme covering all properties with gas

appliances, gas carcassing or gas-powered communal heating systems and there are appropriate servicing arrangements in place for lifts and safety installations such as alarm systems.

The Property Services officers will liaise with housing Management staff concerning servicing visits as necessary. The responsibility for the periodic testing of safety systems rests with the Property services team.

The Association will enforce its access rights under the terms of its tenancy agreements if residents persistently refuse to provide access to carry out essential servicing work.

17.0 CYCLICAL MAINTENANCE

Cyclical maintenance is defined as re-decoration and associated repairs carried out to the external and communal parts of all properties on a regular basis. The Asset Manager is responsible for maintaining a full cyclical maintenance programme, which covers all the Association's property. The programme should be based upon a seven-year cycle, but the Asset Manager may either bring forward or put back properties within the programme if they feel that the condition of the property warrants this.

The cyclical programme for the following financial year will be based upon recent property inspections and will be drafted no later than November so that adequate provision can be made in the annual budget.

The Asset Manager and Surveyor should consult with all housing management and Intensive housing staff who have management responsibilities for any properties that may be included when drawing up the annual programme or if any revisions to the programme need to be made.

The Asset Manager or Surveyor must also ensure that all residents whose properties are included are consulted before works commence.

18.0 PLANNED MAINTENANCE, PROPERTY REINVESTMENT AND MAJOR REPAIRS

The Association carries out an annual programme of planned maintenance, property reinvestment and major repairs, to ensure that its property remains in good condition over the longer term. The programme aims to ensure that building elements which have reached the end of their useful lives are systematically replaced and that major repairs are carried out in the event of serious building failures.

It is the Association's policy to carry out regular property condition surveys. The annual planned programme is based upon the indicative 5-year

programme and upon recent inspections of those properties that may be included. The annual planned programme for the following year will be drafted by November of the previous year at the latest so that adequate provision can be made in the following year's budget.

The Asset Manager or Surveyor should consult with all housing management and intensive housing staff who have management responsibilities for any properties that may be included when drawing up the annual programme or when making any revisions or amendments to it.

19.0 SUBSIDENCE REPORT

ccha acknowledges that reports of subsidence within our homes can cause concern and distress for our customers and result in their homes being unfit for habitation.

Our subsidence reporting procedure has been created to ensure that any concerns raised are dealt with efficiently and effectively, taking into consideration the health, safety and wellbeing of any customers impacted by the issue, whilst ensuring clear and effective communication right through to a satisfactory conclusion. Refer to Subsidence Report Procedure.

20.0 CONTRACTORS

20.1 Use of Contractors

Prior to inclusion on the Association's list of approved contractors, a contractor should fulfil the following criteria:

- A relevant health and safety policy or certificate
- A relevant welfare policy or certificate
- Public liability insurance minimum of £1 million, dependent upon size of the contract
- Employer's liability insurance minimum of £1 million, dependent upon size of the contract
- Appropriate membership to the relevant trade body e.g. Gas Safe for gas safety works
- Provision of three years satisfactory management accounts which could be subject to an external financial assessment dependent upon the value of the contract
- Compliance with the financial standards set out in our financial regulations
- Compliance with the organisational GDPR process
- A comprehensive and appropriate Equality and Diversity Policy
- A comprehensive Environmental Policy

20.2 Conduct of contractors

Approved contractors are expected to comply with ccha's Contractor's Code of Conduct. Approved contractors will be given a copy of the Code and, where a contractor breaches the Code, the Asset Manager or Repairs Manager will discuss the matter with the contractor. Major or persistent breaches of the Code of Conduct will result in removal of the contractor from the approved list.

20.3 Areas the Code covers

- access to occupied property
- use of occupants' supplies
- behaviour on site
- occupants' personal possessions
- requests for additional work
- complaints
- leaving and finishing work
- equal opportunities
- specification for the standard of materials to be used.
- Terms of Trading.

20.4 Contractor's business continuity and risk management

To mitigate risk and ensure business continuity, ccha shall annually review the main contractor's business continuity plan and will carry out risk reviews periodically.

When procuring main contractors ccha will ensure as part of this process that contractors hold an acceptable credit rating and have demonstrable acceptable and sound financial performance.

ccha shall ensure that its main contractors are able to complete and pass a suitable pre qualifying questionnaire to as part of the due diligence process when tendering works.

ccha shall maintain an approved contractors list which if required may be referred to if a contractor is unable to perform or as this may be used as part of ccha's business continuity response to a major incident.

To maintain business continuity and in exceptional circumstances ccha shall also retain the option to revert to previous competitive tenders and subject to review and negotiation may appoint a contractor who had previously expressed an interest in working with ccha. This would act as an interim measure to ensure risks are mitigated.

21.0 DESIGN AND DEVELOPMENT

Dwellings should be designed with maintenance and ease of repair in mind. The Director of Homes must be involved in revisions or amendments to the Association's general needs development design brief. The Director of Homes is expected to liaise closely on preferred standards and types of building elements to ensure that ease and cost of maintenance are designed into the design of new schemes.

The Asset Manager or Surveyor are expected to attend all handovers of new schemes.

22.0 DEFECT LIABILITY PERIODS

Maintenance staff are expected to liaise as necessary with development team during defect liability periods following the handover of newly developed schemes. ccha is responsible for ensuring that defects that are the responsibility of the original contractor are noted and passed to the Developer for them to action appropriately. ccha will monitor that defects are attended to within normal target response times.

The Property Services, Neighbourhood Services and Housing Service Managers have discretion to authorise the use of maintenance contractors to carry out urgent repairs during defect liability periods if the original contractor fails to carry out the repair. The development team will ensure that the defect management process is properly executed during the defect period.

23.0 SERVICE CONTRACTS AND COSTS

Service contract expenditure and other expenditure on service items is funded via the service charge element of residents' rents. The Property Services Department are responsible for ensuring any repairs that are required to service items are properly carried out, but service charge budgets are controlled by the housing management team.

Service charge items include the following:

- Lift maintenance
- Emergency alarm/telecare call systems
- Repairs to communal laundry equipment and other white goods
- Servicing of fire alarms and equipment.
- Repairs/replacements of emergency lighting systems

- Repairs/replacements of entry phone systems
- Communal lighting and bulb replacement in common areas and communal gardening and cleaning are also funded by means of service charges.

Certain items are depreciated at historic cost over a number of years and the cost of this forms part of the service charge. Items which are depreciated include lifts, entry phones, emergency alarm/warden call systems, communal furniture and floor coverings, laundry equipment, and emergency lighting

24.0 RIGHT TO REPAIR & RIGHT TO CARRY OUT IMPROVEMENTS

Secure tenants have a legal Right to Repair under Section 96 of the Housing Act 1985. We offer the same rights to assured tenants through their tenancy agreements.

This means that certain repairs should be completed within set timescales. We will manage these repairs in line with government guidance and make sure they are dealt with as quickly as possible.

Residents also have the right to carry out improvements to their homes subject to the Association's written permission which will not be unreasonably refused. The Asset Manager or Surveyor is responsible for ensuring that residents requests are dealt with. The Asset Manager or Surveyor may grant permission subject to reasonable conditions relating to how the work should be carried out and the materials to be used. They may also require that the property is left in a certain condition at the end of the tenancy or alternatively, if the improvement has added value to the property, that the Association will reimburse the resident for a proportion of the costs of the works at this time. Details of a resident's right to make improvements is given in each resident's tenancy agreement and details of what constitutes an improvement and how the Association will deal with requests from residents to carry out improvements is given in the Resident's Handbook.

25.0 FAIR AND EQUAL TREATMENT

25.1 We will make sure everyone is treated fairly and without discrimination, regardless of their race, gender, sexual orientation, disability, religion or belief, gender re-assignment, pregnancy and maternity, marriage and civil partnership and age. We will promote inclusion, challenge discrimination and seek to make reasonable adjustments to ensure that everyone can access our services and that no one is excluded inappropriately from any services or activities provided by us.

25.2 We will comply with our duties under the Equality Act 2010 and consider the needs and reasonable adjustments of residents who may need to access the complaints process.

25.3 We will keep a record of any reasonable adjustments agreed as well as any disabilities a resident discloses. Any agreed reasonable adjustments will be kept under review. A Reasonable Adjustments Policy is in place and staff receive training to deal with such requests.

25.4 If someone is dissatisfied with the arrangements for providing reasonable adjustments, ccha will respond in accordance with our complaints policy and may seek external advice where appropriate.

25.5 An Equality Impact Assessment has been undertaken and has indicated that this policy would not discriminate against any specific groups.

26.0 MONITORING AND CONTROL

The following monitoring and control systems are in place.

26.1 Expenditure against budget

Expenditure on maintenance against budget is monitored on a monthly basis by the Asset Manager and Repairs Manager and reported to the Leadership Team. The Asset Manager and Director of Homes will decide on what remedial action should be taken if expenditure is greater than that budgeted. This may include virement between maintenance budget heads e.g. between planned and day to day maintenance and/or the postponement of non-essential repairs.

26.2 Performance against response times

This is monitored monthly by the Asset Manager and Repairs Manager

Contractors are required to notify the date when the works were completed on all invoices. If a contractor's performance is consistently poor, and they do not respond appropriately to a formal warning, they may be removed from the list of approved contractors.

26.3 Performance of Contractors

Contractors will have to satisfy certain conditions via a Pre-Qualifying Questionnaire prior to being accepted onto the approved list. Performance may be monitored by the Asset Manager and Repairs Manager using a suite of KPIs.

26.4 Financial Control

The Director of Finance and Resources has overall responsibility to ensure that the Association's financial regulations are adhered to, and the Asset Manager and Repairs Manager will ensure that Property Services staff follow the

requirements in these regulations. Compliance with these procedures and consideration of their effectiveness will be subject to periodic internal audit.

26.5 Planned and Cyclical Maintenance Programmes

The Asset Manager will report on performance in achieving these programmes on a regular basis to the Leadership Team.

26.6 Target Setting

Each year, the Core Group will agree targets for the maintenance performance. Such targets might include:

- % residents satisfied with the repairs carried out in their home
- % repairs carried out within stated response times
- % of completed orders inspected
- % of pre-inspections
- void turnaround times
- % of post-inspections

26.7 Performance information for residents

The Association publishes information on its maintenance performance in its annual performance report to residents.

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