



homes, communities, cultures

Planned Maintenance

Policy & Procedure

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Version 4		
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Section 1: Principles of Planned Maintenance

Definition:

For the purposes of these policies and procedures, Planned Maintenance is defined as **all planned, packaged and cyclical maintenance work, including major repairs programmes, regardless of funding source**, carried out by Connect Housing Association on its properties

Underlying principles:

The Association's Planned Maintenance programme will be derived from the annual Business Planning and Budgeting processes, which will themselves be informed by the Association's Asset Management strategy and stock condition information.

Staff across the Association have roles to play in the collection and interrogation of stock information, and the prioritisation, implementation and evaluation of Planned Maintenance programmes and projects. The Regeneration Services Directorate will lead on Planned Maintenance work.

Residents will have a role to play in the prioritisation, programming, monitoring and evaluation of Planned Maintenance programmes and projects.

There will always be the potential to exceed the budget available for planned maintenance. A good planned maintenance programme manages effectively this tension between demand and resources.

The Association will ensure all its properties meet, as a minimum, the Decent Homes standard by 2010, and will maintain them above that standard thereafter. The Planned Maintenance programme will be key to achieving this commitment.

Accurate and comprehensive stock condition information is vital to robust business planning and stock investment planning. It will be an ongoing priority of the

Association to continuously improve the collection, assimilation, interrogation and interpretation of stock condition data.

In planning and implementing Planned Maintenance programmes, the Association will take due account of:

- Legal requirements
- Housing Corporation regulatory requirements
- Published good practice
- Resident expectations
- Market conditions
- Advances in technology
- Future maintenance requirements
- Energy Efficiency and Sustainability
- Joint procurement arrangements
- Efficiency and value for money

For the purposes of this service manual, Planned Maintenance work has been broken down into 6 distinct phases:

- Work identification
- Programme Planning
- Project Planning
- Project Implementation
- Project Evaluation
- Programme Review

Each of these phases is explored in more detail later in this document.

Key Resources and Roles:

- STAFF:
 - Collect and maintain stock condition information
 - Process and interpret stock condition information
 - Consult residents on priorities
 - Prioritise resources
 - Plan programmes and projects
 - Implement, monitor and review programmes and projects
 - Monitor and control quality, including resident satisfaction
 - Monitor and control expenditure according to budgets
 - Lead on continuous improvement, value for money and efficiency

- CONTRACTORS:
 - Collect stock condition information
 - Assist in planning programmes
 - Implement works
 - Contribute to continuous improvement, value for money and efficiency
 - Lead on resident liaison during project implementation
 - Contribute to monitoring and review of projects and programme

- RESIDENTS:
 - Contribute to prioritisation of stock investment
 - Contribute to specifications and quality considerations
 - Assist in monitoring and review of projects and programmes.

- ASSET MANAGEMENT INFORMATION SYSTEM (Promaster):
 - Holds information on stock attributes, age and condition
 - Provides facility to manipulate and model data to inform stock investment decisions
 - Provides base data upon which planned maintenance programmes are put together
 - Calculates fixed assets and component depreciation for accounts

- HOUSING MANAGEMENT INFORMATION SYSTEM (QL):
 - Holds information on repairs orders and costs

Section 2: Resident Involvement in Planned Maintenance

Consultation at Programme level

Each year, as part of the budget planning process, the Association will draw up plans for cyclical and planned maintenance on the housing stock. These plans will be based on budget and staff resource constraints, stock condition and tenant consultation.

As the availability of stock condition data improves, the Association will be able to plan investment with greater certainty further into the future.

The Association will provide information to the CRF and in Viewpoint about the planned and cyclical maintenance programmes for the coming year.

It will be an ambition for the Association to increase and improve the opportunities for residents to contribute to stock investment planning. At present, these opportunities are hindered due to the lack of up-to-date and comprehensive information about the condition of the Association's stock. As the quality of stock information improves, the Association will be able to present information about investment needs with greater confidence, and residents will be able to engage more meaningfully in decision-making about how funds should be invested. There is potential for residents to be involved both at overall programme level (Association-wide) and at scheme (estate) level.

In the interim, the Association will continue to fund the CRF Priority Budget which will be allocated entirely according to tenant priorities.

The CRF Priority Budget

This is an annual sum of capital and revenue funding that is made available to the Connect Residents Federation to allocate to priority improvement schemes put forward by tenant representatives and groups. Funds are allocated according to separate procedures agreed with the CRF.

Staff in Regeneration Services support the CRF Priority Budget process by providing technical advice and support, and obtaining the necessary quotations for the work from contractors, and then supervising the implementation of that work. Decisions on which schemes to progress lie with the CRF.

Consultation on specifications

The Association uses standard specifications for various types of planned and cyclical maintenance works. These specifications serve to provide a minimum quality standard for works carried out and components/materials fitted, to ensure the Association obtains value for money, and that quality, energy efficiency and sustainability objectives are met. These specifications are reviewed from time to time, and residents will be involved in that review process, through a variety of mechanisms. Examples might include: the “decency +” standard, grounds maintenance specifications, kitchen and bathroom specification and range, window/door specification and range, and energy efficiency measures.

Review of Service Quality

Where residents are in receipt of a regular or cyclical service from the Association, residents will be involved in the regular monitoring and review of that service. Examples would include grounds maintenance work, communal area cleaning and window cleaning, and gas servicing. Customer satisfaction will be assessed using a variety of mechanisms including feedback questionnaires and focus groups.

Levels of consultation for Planned Maintenance Projects

This section refers to Planned Maintenance projects, which are not responsive repairs or packaged repairs.

The Association will notify in writing tenants affected by planned maintenance works no less than 2 months ahead of the anticipated start date for the work. This notification will give an outline of the work to be carried out (eg. kitchen replacements) and an indication of the timescale for the work.

As a general rule, primary responsibility for individual tenant liaison before and during the work will lie with the contractor. Staff from Connect will monitor implementation of the works and provide support as required to resolve any problems and disputes that arise.

Planned maintenance work is extremely varied in nature, and the opportunity for resident involvement in planning and implementing projects also varies.

It is helpful, therefore, to consider 4 different levels of customer involvement in the planning and implementation of planned maintenance work. These form the basis of **Service Standards** for planned maintenance work

NB: these levels operate in addition to resident consultation about overall service standards and component/material quality standards in relation to planned maintenance work.

LEVEL 1: Information only.

Notification in writing of the nature and timescale for work to be carried out, including regular maintenance activities. This would be used where the work involves a standard specification, (ie. there is no level of choice available to the customer) and access inside the customer's home is NOT required.

Examples:

Tree lopping and communal grounds maintenance

Communal area and window cleaning

Fence painting

LEVEL 2: Appointment only.

Notification in writing of the nature of the work to be carried out, and a proposed appointment for the work to be done. Again, this would be used where the work involves a standard specification, (ie. there is no level of choice available to the customer) but where access is required.

Examples:

Door and window painting (windows and doors need to be open during painting)

Annual gas servicing

LEVEL 3: Customer Choice Available.

Liaison with customer over what choices are available within a standard range of products (the range having been previously agreed with a customer panel). The subsequent work may or may not require notification at level 1 or an appointment (level 2) in order to carry out the works. Tenant representatives may assist in monitoring progress with the project.

Examples:

Kitchen and bathroom replacements

Communal area decorations and floor coverings

Fencing and security improvements

Window replacements

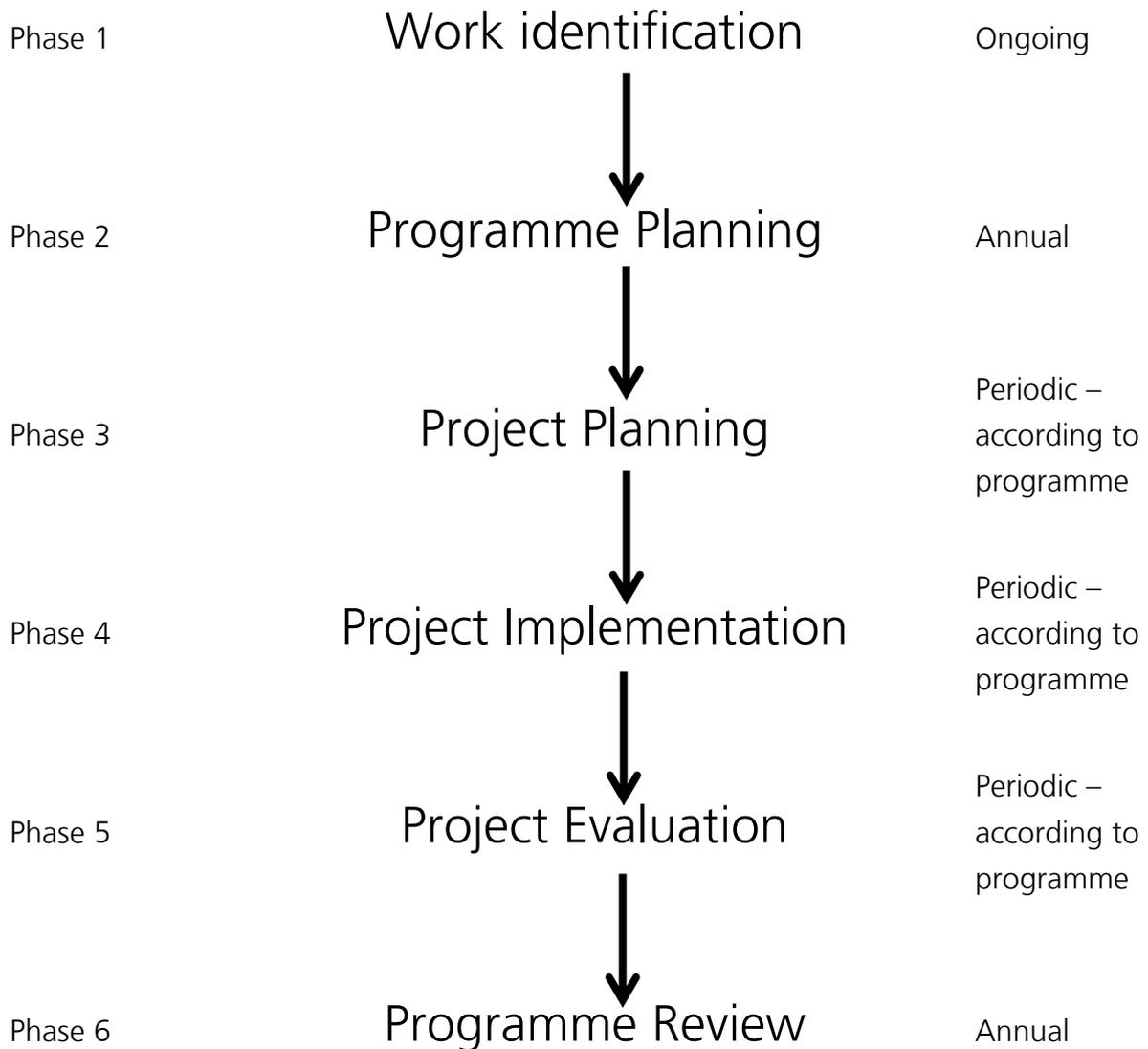
LEVEL 4: Complex Scheme

Major works of a complex nature are planned for the property or estate, which will involve the customer in significant disruption, including (possibly) the need to temporarily move to an alternative property while work is carried out to their home. Customers will be involved in helping to plan the works and how liaison arrangements will be carried out. Customers can assist in monitoring progress with the project. Such schemes are not anticipated to be commonplace in the overall Planned Maintenance programme.

Examples:

Whole house/flat improvements which involve significant disruption over a number of weeks.

Section 3: The Six Phases of Planned Maintenance



Phase 1 – Identification of Planned Maintenance Works

Collecting and Processing information on repairs.

Information about repairs and maintenance works will be collected from a range of sources, including:

- Tenant requests (by phone, e-mail and letter)
- Requests from housing management
- Staff inspections
- Asset management information system reports
- Contractor feedback
- Void inspections
- Component life-cycle analysis
- Repair order analysis
- Stock condition surveys
- Estate surveys

In each case, judgements will be made as to whether the repair is an emergency or urgent, or whether it can be included in a package of similar works, a cyclical programme or a planned maintenance/improvement programme.

Emergency and Urgent repairs should always be dealt with in accordance with the Repairs Procedures.

Apart from this, as a general rule, staff should aim to include routine works in packaged, cyclical or planned programmes wherever possible as this offers opportunities to secure greater value for money. The Association aims to spend 70% of its annual budget for maintenance on packaged, cyclical and programmed maintenance work.

All members of the Contracts and Assets teams will have a role in prioritising repairs works in this way. Any referrals for packaged, cyclical or planned programmes must be discussed with the appropriate Contracts Manager before being added to those programmes. This is to ensure that urgent works are not delayed. All referrals should be by e-mail. The Contracts Managers will be responsible for compiling programmes from all the information sources listed above.

Examples of different types of work and how they might be treated:

<p><u>Responsive Repairs</u> Roof repair where there is a leak Electrical problems Boiler breakdowns</p>	<p><u>Packaged Work</u> (generally revenue funded) Roof repairs where water ingress not happening Fencing repairs and renewals</p>
<p><u>Cyclical Maintenance</u> Painting Gutter clearing Overgrown communal gardens Cleaning of communal areas</p>	<p><u>Planned Programmes</u> (generally capital funded) Kitchen/bathroom renewal Roadway/paving renewals window replacements requests for improvements or new provision</p>

The Contracts Team may need to carry out an inspection of the works before deciding how it should be treated. In preparing planned programmes, detailed surveys are likely to be required to determine the nature and extent of works required in each property. This is covered in more detail in “Phase 3 - Project Planning”.

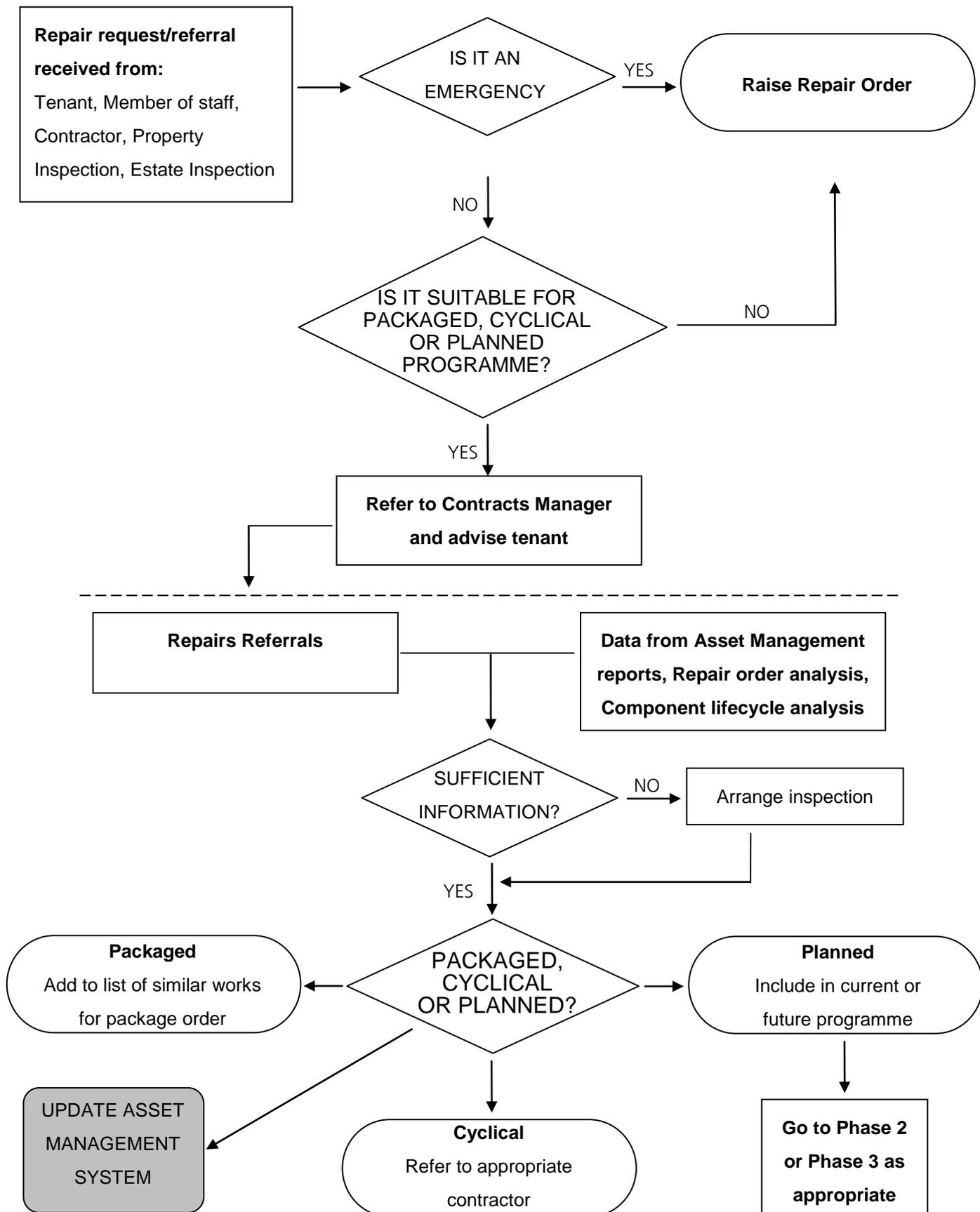
Recording information

Works identified for routine responsive repairs will be recorded on QL as repairs orders.

Where work has been identified for packaged, cyclical or planned programmes, the nature of that work and the year in which the work is scheduled to be completed will be recorded against the property record on Promaster, the Association’s Asset Management Software (see Promaster procedures).

The flow chart on the next page describes the process for collecting processing information.

PROCESS CHART: Identification of Planned Maintenance Works



Phase 2 – Programme Planning

The Association undertakes investment programme planning to three distinct levels of detail:

Short Term	the next twelve months	Detailed programmes identified from asset management information systems, supplemented by specific survey work. Informs budget setting for the following year.	Detailed cost projections for proposed projects in forthcoming year
Medium Term	2-5 years	Outline programmes drawn from asset management information systems. Used to guide expenditure projections for the Business Plan.	Estates/properties and likely scope of works identified.
Long Term	6-30 years	Broad understanding of stock investment requirements, based on asset management information systems and known component lifecycles. Informs long-term Business Plan assumptions.	Overall spending projections only.

Typical Budget headings at the current time are:

CAPITAL:

- Kitchen renewals
- Bathroom renewals
- Externals
- Windows
- Doors
- Security
- Electrical upgrades
- CRF Priority Budget*

SERVICE CHARGE:

- Fire safety upgrades
- Communal area upgrades

REVENUE (cyclical and services):

- Painting
- Gutters
- Communal cleaning
- Window Cleaning
- Grounds Maintenance
- Specialist electrics

* Spending of the CRF Priority Budget is determined each year by a Panel of CRF members. Officers provide technical advice and implement agreed projects.

Putting together the programmes

Short Term programmes will be developed primarily by the Contracts Managers, with input and support from other members of the Regeneration Services Directorate.

The first stage in the process will be to draw data from the Association's asset management information systems.

This data will point to where properties and estates are due for investment. Before committing expenditure, sample surveys will be carried out to confirm the data held on the system and the general condition of the properties and elements under consideration for replacement. The detailed programme is drawn from this information. Internal surveys must be carried out by appointment with the tenant. Detailed surveys of all properties to be included in the survey can wait until Project Planning stage

The Association's main contractors for repairs and maintenance will have an important input into planning programmes, and should be involved from an early stage. The Partnering agreement will provide a framework for this to happen.

Information on Promaster will be updated to reflect the nature and timing of the works to be carried out under the programme.

In the first instance, the next year's investment programme will be agreed by the Asset Management Group. The programme will then be submitted to Management Team in good time for budget considerations (normally required by December of the preceding year). The Programme is not confirmed until the Board has approved the budget (normally in March).

Medium-term and Long-term programming will essentially be a desktop exercise based on information and reports from the asset management information system. The Operations and Assets Manager will have lead responsibility for developing these programmes. This longer term programming information will need to be submitted to the Director of Finance and Resources for business planning purposes normally by January of each year.

Cyclical programmes (including communal services) will be subject to ongoing review. The impact of new developments, disposals, remodelling and major capital investment needs to be assessed in terms of these programmes, both in contract delivery and cost terms. The Contracts Managers will take the lead role in managing this process.

Resident involvement (see also Section 2)

The Association will provide details of its Planned Maintenance programme for the forthcoming year to the CRF for comment. Where there are clear technical priorities, these will be explained. Where projects of similar need are competing for limited resources, the CRF will have a role in helping to determine which projects are prioritised.

Each year the Association will publish in "Get Connected" details of the Planned Maintenance programme for the coming year.

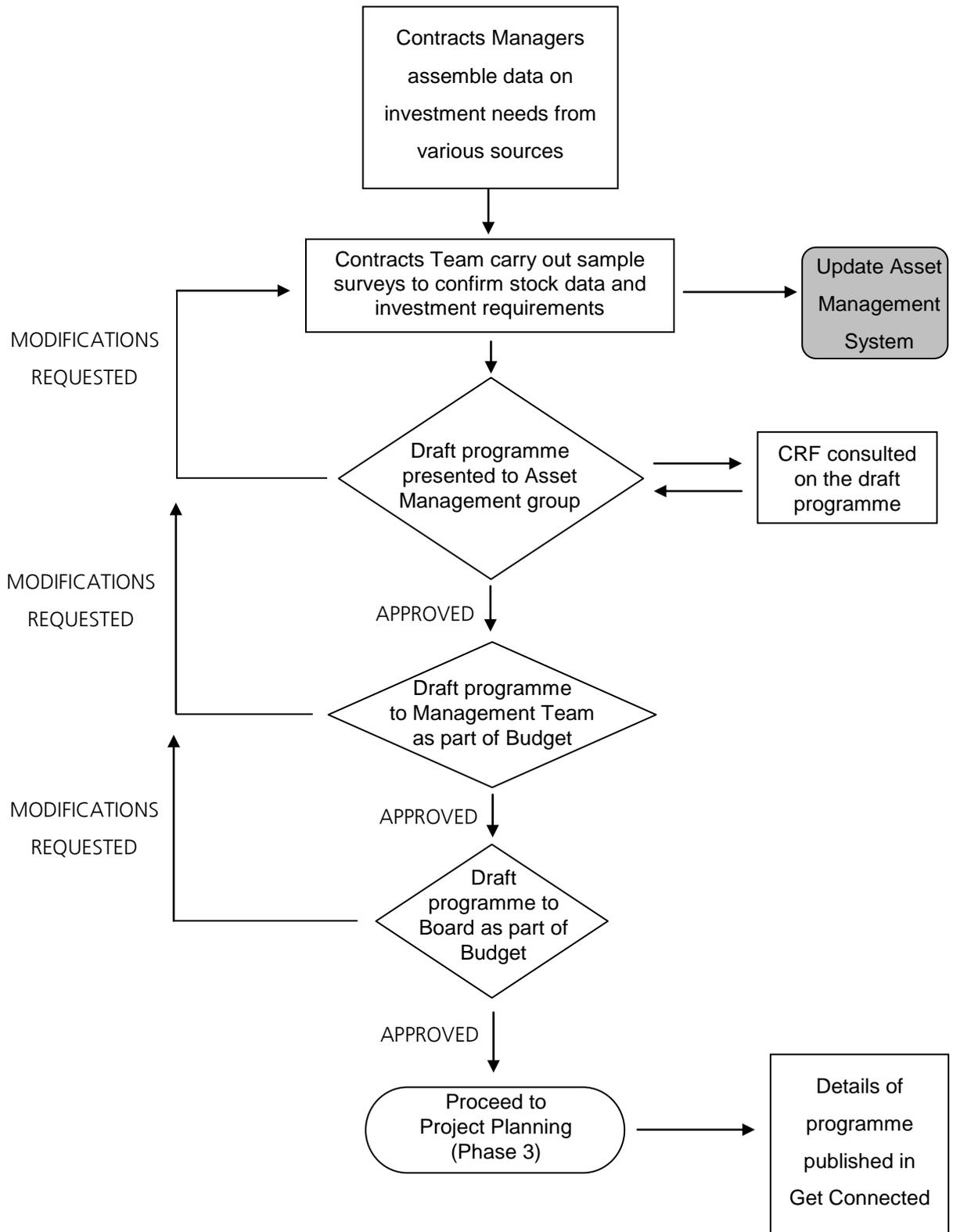
The Association will continue to support the CRF Priorities Budget, with which residents have direct control over significant capital investment.

As the Association's asset management information systems improve, it will aim to engage tenants in longer-term investment decision-making.

Periodically, the Association will invite residents to take part in product evaluation panels, to help advise on the specification and quality of components installed under Planned Maintenance programmes.

The Association will collect feedback about and involve tenants in reviewing service specifications in relation to the delivery of planned and cyclical maintenance programmes, to ensure standards are met and opportunities for improvement identified and implemented.

PROCESS CHART: Programme Planning (Short-term)



Phase 3 – Project Planning

Following formal approval of the budget and programme, detailed project planning can begin.

The Contract Manager will determine the level of resident involvement appropriate to the nature of the project (see Section 2 for details). Where level 4 involvement is applicable, residents representatives will be invited to join the Project Team.

In most cases, the choice of contractor will be clear being the Association's main contractor for that type of work. If, however, there are issues relating to capacity or work of a specialist nature, it may be appropriate to use alternative contractors to deliver specific projects. In such cases, the Association will use appropriate procurement methods, in accordance with Standing Orders, development procedures and good practice, to select a contractor for the schemes. In such contracts, KPIs appropriate to the project, and which mirror the overall KPIs in the Repairs and Maintenance partnering framework, should be agreed for the project and incorporated into the contract documentation.

In all cases, decisions on choice of contractor/procurement route can only be made according to authorisations detailed in the Association's Standing Orders. Where appropriate, Director or Management Team approval must be obtained.

Where one of the Association's main contractors is to undertake the work, they will be involved in the project planning from the earliest stage, and will undertake a good deal of the work involved. Issues which would be dealt with at the pre-contract meeting under a traditionally procured contract, will be picked up at this early stage. This will include respective roles and responsibilities, health and safety matters, timescales for the project, key personnel on the Project Team and so on. Key Performance Indicators for the project will be agreed.

Residents in the affected properties will be sent a letter setting out the work to be done and the likely timescale for it. This will be **AT LEAST TWO MONTHS IN ADVANCE OF THE ANTICIPATED START ON SITE DATE**. Residents will be asked to highlight any special requirements that they may have that might need to be taken into account when the work is being planned (eg. access, non-disruption of services, etc). In exceptional cases, decanting of tenants can be considered, but needs to be planned well in advance. Colleagues in housing management must be advised at an early stage where decants

may be required. Disturbance payments for tenants may be applicable in such circumstances, and the procedure for assessing these is set out in the Association's Compensation Policy.

FEEDBACK FROM RESIDENTS HAS SHOWN THAT SLIPPAGE IN PROGRAMMES IS SOMETHING THAT CAUSES CONSIDERABLE ANNOYANCE. THE ASSOCIATION AND ITS CONTRACTORS SHALL AIM TO PROVIDE ACCURATE INFORMATION TO RESIDENTS CONCERNING THE LIKELY TIMESCALES FOR PLANNED MAINTENANCE WORK. CHANGES TO PROGRAMME IMPLEMENTATION SHOULD BE AVOIDED WHEREVER POSSIBLE. WHERE CHANGES TO DATES ARE UNAVOIDABLE, RESIDENTS SHALL BE INFORMED STRAIGHT AWAY, GIVING THE REASONS FOR THE DELAY AND THE NEW TIMETABLE. SLIPPAGE AGAINST PROGRAMME WILL BE MONITORED AS A KPI.

Where the resident is a leaseholder with repairing obligations, there are specific consultation procedures to be carried out. This is the subject of a separate procedure.

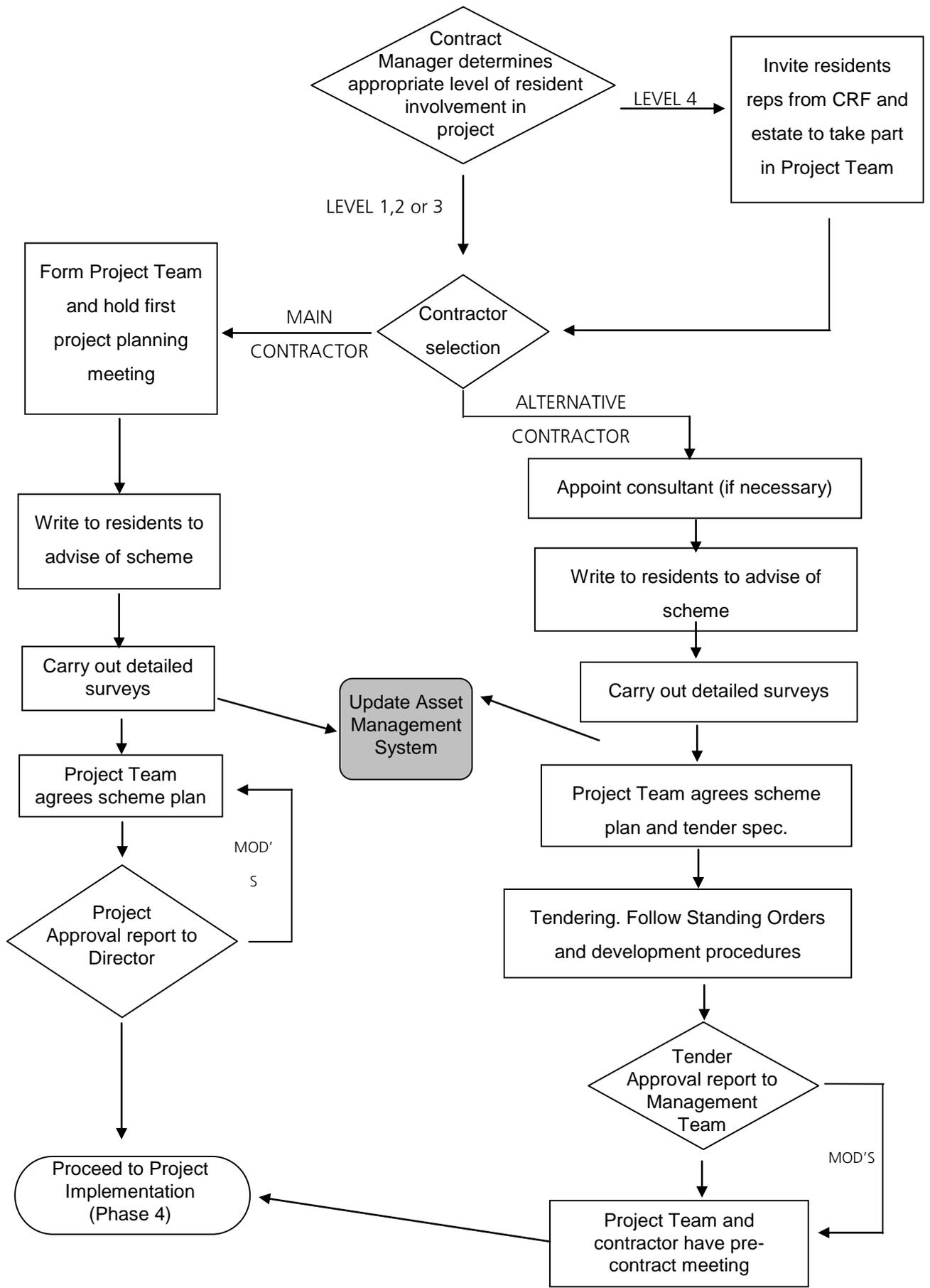
Detailed survey work will be carried out, and the project fully scoped, costed and compared to the budget available. This work is likely to involve, and may be led by the contractor. All internal surveys must be carried out by appointment with the resident.

Where the tenant either requests, or is identified as having need for, adaptations as part of a planned maintenance programme the Association will aim to accommodate these needs. The Contracts Manager will seek advice from the Housing Support Worker, and as necessary obtain an assessment report from an Occupational Therapist. Any additional costs associated with installing non-standard/adapted equipment will be charged to the Aids and Adaptations budget. See also the Aids and Adaptations Service Manual.

The Contract Manager will compile a report (similar to a contract approval report under traditional procurement methods) which will be submitted to the Director of Regeneration. The report will summarise the nature, scope, cost and implementation plan for the project, and will detail the level of resident involvement to be undertaken and key performance measures to be applied. Projects cannot proceed to implementation (Phase 4) until Director approval has been given.

Where the main contractor is not being used, Standing Orders will be followed in relation to the procurement of the project, and a tender report must be submitted to Management Team for approval.

PROCESS CHART: Project Planning



Phase 4 – Project Implementation

Following formal approval of the project by the Director/Management Team, the project can be implemented.

The Contract Manager will notify the contractor in writing that the project is approved. Where a project has been procured outside the main Repairs and Maintenance contracts, a separate contract may need to be signed by both the Association and the contractor.

The contractor will notify the residents affected that the project has been approved, and will provide the following information (which will be agreed with Connect Project Team prior to being sent out):

- Letter from Connect confirming that work is to be carried out
- Dates between which the work will be carried out
- Notification that appointments will be made where access to residents' homes is required
- Name, photograph and contact details (including telephone number) of the contractor's key personnel for the project (eg. Project Manager and Resident Liaison Officer)
- Details of out of hours/emergency contact arrangements for any problems that arise relating to the work being carried out
- Advice as to what residents can do to prepare for the work (eg moving valuables and fragile items, what to do with pets, and so on)
- Details of the Contractor's Code of Conduct
- Details of how residents are expected to cooperate with the contractors
- Details of how to make a complaint

Commonly, this information will be provided in the form of a newsletter or booklet.

It will be the contractor's responsibility to make all arrangements to carry out the work in an efficient and safe manner, including making appointments with residents as necessary. The contractor's nominated person will act as the first point of contact for all residents' enquiries. The contractor is responsible in the first instance for all liaison matters.

FEEDBACK FROM RESIDENTS IS THAT RE-ARRANGED AND BROKEN APPOINTMENTS CAUSES SIGNIFICANT DISSATISFACTION WITH MAINTENANCE WORK. APPOINTMENTS SHOULD BE KEPT WHEREVER POSSIBLE, AND ONLY RE-

ARRANGED IN EXCEPTIONAL CIRCUMSTANCES. RESIDENTS MUST BE ADVISED AS SOON AS IT BECOMES NECESSARY TO RE-ARRANGE AN APPOINTMENT.

The contractor will carry out the work in an efficient and timely manner, minimising disruption to the resident. At the conclusion of works, the contractor will provide instructions and training to the resident in the use and care of new components. Any literature relating to the use and care of such components will be provided.

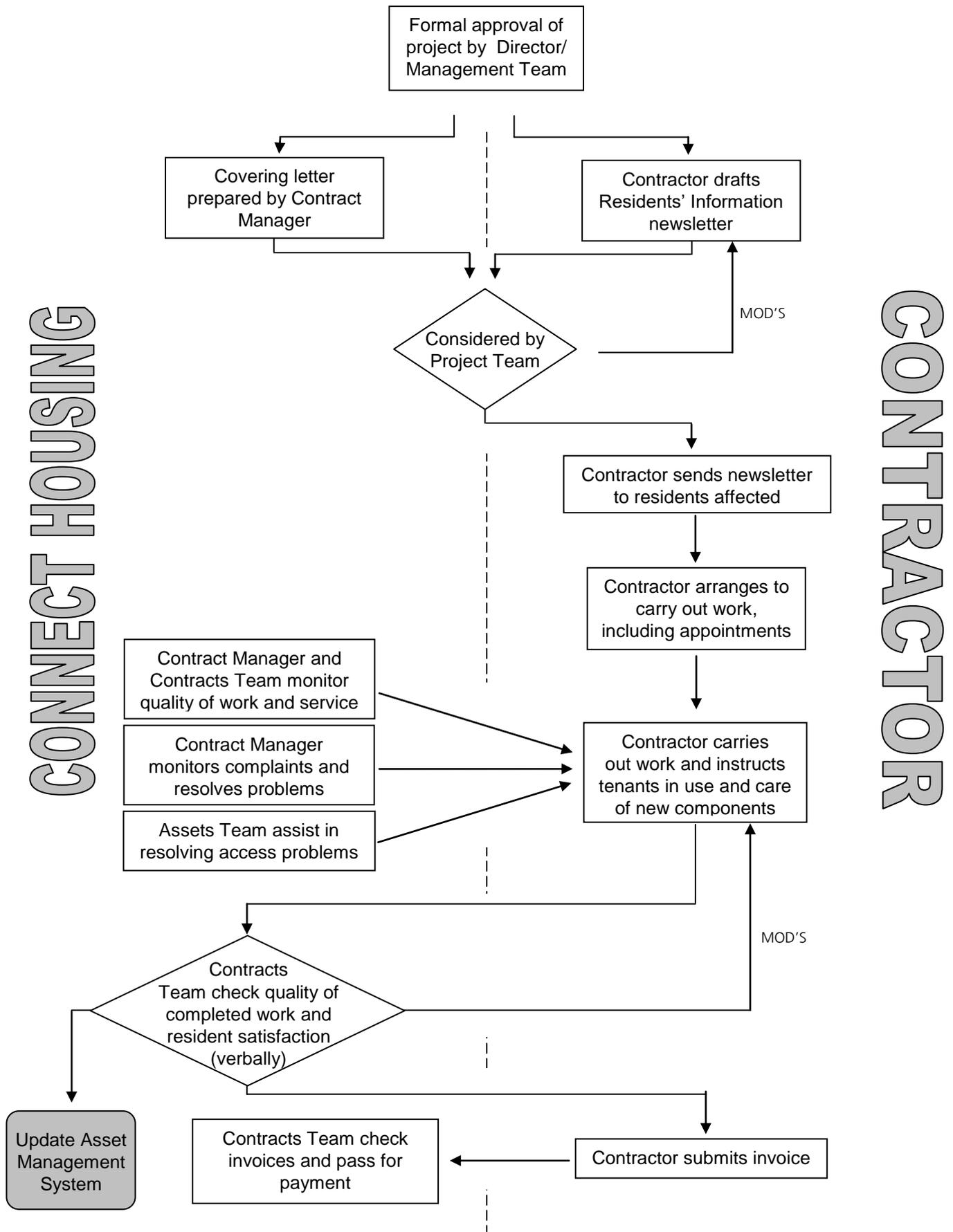
The Contracts Manager will be responsible for the overall supervision of the project on behalf of the Association. The Contracts Manager will convene Project Team meetings, will liaise with residents' representatives on the Project Team (if any) and will collate information for monitoring of KPIs. The Contracts Manager will monitor complaints and ensure that these are resolved quickly and effectively.

The Contracts Manager and Contracts Team will monitor quality of product and service being provided by the contractor, including customer satisfaction during the work. They will look out for potential health and safety hazards and report any found immediately to the contractor for appropriate action. They will instruct on any additional unforeseen works that may be required, and will step in to help resolve issues between residents and contractor that are not resolved between the two parties alone.

The Contract Manager will check invoices and pass for payment. The Contracts Team will carry out defects inspections at the end of the defects liability period (where applicable).

The Assets Team will assist the contractor where there are access difficulties to a particular property. The Contracts Team will update Promaster with details of the work carried out. The Assets Team will carry out customer satisfaction surveys following completion of the work.

PROCESS CHART: Project Implementation



Phase 5 – Project monitoring and evaluation

Projects being undertaken by the Association's main repairs and maintenance contractors

Formal monitoring of projects undertaken under the main repairs and maintenance contract arrangements will be carried out through the regular performance management meetings and Partnering framework.

Performance management meetings will be held between the Contracts Manager and the contractor's representative on a monthly basis, or more frequently as required. These meetings will be the main arena for operational issues and problems to be recorded, discussed and resolved. Data on key performance indicators will be collected and recorded at these meetings. These meetings will be formally minuted, and the minutes kept on the project file. Where residents' representatives are involved in monitoring progress a particular project, they should be invited to the meeting (see also following paragraph).

Where the project involves Level 4 resident consultation, it may be appropriate to organise separate project-specific meetings on a regular basis. Such projects are likely to be more complex in nature than most planned maintenance work, and therefore separate Project Team meetings may be justified and desirable.

Partnering Board meetings will be held on a quarterly basis, which will involve all the Association's main contractors. The purpose of these meetings will be to assess collective progress against KPIs for maintenance, and to identify better working practices and products that can improve efficiency and value for money from the Association's repairs and maintenance work. Contract Managers will collate and present information on KPIs. The aim will be to provide a forum to embed continuous improvement in the repairs and maintenance service.

Performance on Planned Maintenance projects commenced and/or completed in the previous quarter will be reviewed at these meetings. These Partnering Meetings will be Chaired by the Director of Regeneration, and facilitated by the Contracts Managers. An independent consultant may provide additional facilitation. These meetings will be formally minuted and the minutes kept on the partnering file.

The KPIs are listed in Appendix 5.

Projects being undertaken by other contractors

Performance management meetings will be held between the Contracts Manager and the contractor's representative on a monthly basis, or more frequently as required. These meetings will be the main arena for operational issues and problems to be recorded, discussed and resolved. Data on key performance indicators will be collected and recorded at these meetings. These meetings will be formally minuted, and the minutes kept on the project file. Where residents' representatives are involved in monitoring progress a particular project, they should be invited to the meeting.

At the end of the project, when customer satisfaction surveys have been completed, a Project Completion Report will be compiled. This will include an evaluation of the project from start to finish, and will report on performance against the KPIs. The report will include key lessons learnt during the project, innovations implemented and issues to be avoided in the future.

The key conclusions of the report will be reported to the Partnering Board to inform good practice. These reports will also assist in the evaluation of the overall programme at the annual review (see Phase 6).

Phase 6 – Programme Review

The Planned Maintenance Programme will be formally reviewed once a year at an Asset Management Group meeting, in June/July (to give time for projects commenced towards the year end to be completed).

The review will be led by the Director of Regeneration, and will involve:

- CRF members and Residents' Representatives
- Board Member with Asset Management portfolio
- Relevant staff from Regeneration Services
- Director of Neighbourhoods and Community Services
- Director of Finance and Resources

Where appropriate, contractors may also be invited to attend and contribute.

The purpose of the review will be to capture the successes and lessons from the previous year's programme and to ensure these are embedded in future programme delivery.

The Programme Review meeting will receive reports on:

- Programme delivery against planned programme
- Expenditure against budget
- Performance against KPIs
- Customer satisfaction

The Programme Review meeting will be formally minuted, and these minutes will form the basis of the report to the Board of Management about the performance on Planned Maintenance.

Section 4: Summary of Service Standards for Planned Maintenance

Each year, the Association will provide information to the CRF and in Get Connected about the planned and cyclical maintenance programmes for the coming year.

The Association will fund and support the CRF Priority Budget, for projects and investment directed by tenants.

The Association will consult residents from time to time on specifications for planned and cyclical maintenance. Residents will be involved in helping to evaluate the quality, cost and satisfaction with service levels, components and materials before they are adopted by the Association. Residents' representatives will be involved in the procurement of new contracts for planned and cyclical maintenance.

The CRF and residents' representatives will be invited to take part in the 6 monthly Contract Partnering Board and the annual review of the planned maintenance programme, including the Landlord Services Review Panel.

The Association will survey residents to assess the quality of planned and cyclical maintenance services and works carried out, and will use that information in the regular monitoring and review of programmes and services.

The Association will consult with residents about particular planned and cyclical maintenance programmes and services, at 4 levels according to the nature of the work.

- Level 1: Information only
(straightforward work, no access required to tenants home, eg communal cleaning)
- Level 2: Appointment only
(straightforward work, access required to tenants home, eg. gas servicing)
- Level 3: Customer choice of products
(from a specified range, eg. kitchen replacements)
- Level 4: Complex scheme
(major programme affecting whole scheme – eg window renewals)

The Association will write to residents affected by planned maintenance projects (eg. kitchen renewals) at least two months in advance of the anticipated start date for the work. The Association will indicate the anticipated start date. Slippage should be avoided, as this is a major annoyance to residents and impacts on the delivery of other programmes. Where slippage is unavoidable, the Association will write to all the residents affected at the earliest opportunity to advise them of the change in timetable for the work.

Contractors will make appointments with residents wherever access is required to their home to carry out work. It is unacceptable for contractors to miss appointments. Contractors should avoid having to re-arrange appointments wherever possible, particularly at short notice. Residents must be advised at the earliest opportunity as soon as it becomes necessary to re-arrange an appointment. Residents should avoid missing appointments as well, as this disrupts the programme and causes knock-on effects for other residents.

Before work starts, contractors will provide residents with a comprehensive information booklet relating to the planned maintenance work being undertaken on their home.

Contractors will carry out the works in an efficient and timely manner, which minimises disruption to the tenant.

Contractors will provide information and instructions to residents about how to operate and maintain new equipment, fittings and components before leaving the property after works have been completed.

Contractors' behaviour will be to standards in an agreed Code of Practice

Residents should contact the contractor's nominated liaison officer in the first instance where there is any cause for complaint about the quality of work or service provided. Where the tenant is dissatisfied with the response from the contractor, or the matter is of a serious nature, they should complain to the Association and the matter will be dealt with under the Association's formal complaints procedure.

In the rare circumstances where tenants have to temporarily move out of their home for planned maintenance works to be carried out, they may be eligible for a disturbance payment. Such payments will be applied according to the Association's Compensation Policy.

Where damage to residents' internal decorations has occurred as an unavoidable consequence of planned maintenance works, the Association will consider compensation (normally decoration vouchers) under its Compensation Policy.

Appendices

Appendix 1: Contractor Code of Conduct for Planned Maintenance

(from Contract Documents: APPENDIX 'F' - MODEL CODE OF CONDUCT)

INITIAL ACTION - THE CONTRACTOR

1. Initial Action

The Contractor, upon receipt of an Order, will immediately confirm access arrangements with tenants, or inform the Contract Administrator of any problem which may lead to a delay or failure to complete the Work within the requested timescale.

2. Arrangements

It is the responsibility of the Contractor to ensure that plant, materials and labour will be available to undertake the Work at the arranged time, or immediately to seek approval of tenants and the Contract Administrator to amend the arrangement where a delay is inevitable. It is imperative that explanations for delays are communicated to tenants and Contract Administrators as soon as possible whenever they arise.

WORK ON SITE - THE CONTRACTOR

1. General

The Contractor should remember at all times that although a property is owned by Connect Housing, it is someone's home, and must be treated as such.

The Contractors attention is drawn to Connect's Equal Opportunity requirements set out in Connect's Equal Opportunities Policy.

2. **Code of Conduct**

.1 **Inducement**

Any offer or suggestion of inducement to influence ordering of work or payment of costs will be interpreted as bribery and corruption, and dealt with as outlined under the Conditions of Contract.

.2 **Gifts**

Any offer of gift or gratuity (e.g. seasonal 'perks') will not be accepted if directed towards specific personnel. Where such gift is deemed acceptable, it will be marked for the attention of the company secretary and acknowledged on the clearly expressed understanding that it benefits equally all staff of Connect Housing.

.3 **Private Work for Connect Staff**

No work is to be undertaken privately for a member of Connect's Staff, or their close relative.

.4 **Private Work for Tenants**

Note should be taken that any private work undertaken for tenants must be on a completely separate basis with no Connect involvement, or responsibility for payment. Whilst it is the responsibility of the tenant to obtain permission from Connect to carry out work of a structural nature to the property, Contractors would be well advised to ensure that the Contract Administrator is aware of the intention to carry out such work.

.5 **Capacity**

Contractors are specifically requested to notify the Contract Administrator any problem regarding their capacity to undertake work for Connect Housing, whether by reason of a temporary heavy workload, or a change in circumstances (e.g. staff changes), which may affect capacity and Response Repair Periods. It is particularly important

that Connect is given due notice of any intention to cease Connect work or to end trading.

.6 **Cessation**

In the event of ceasing work for Connect Housing, Contractors will be required to hand back any keys, plans, specifications, other documents or equipment issued by Connect.

.7 **Labour**

Under no circumstances must any member of the Contractors staff be:

- 1 a member of Connect's Board of Management, or
- 2 related to or have a close personal relationship with any member of Connect's Maintenance Staff or member of Connect's Board of Management.

If the Contractor employs a person who falls into the above category or is linked in any way with other members of staff within Connect Housing, the Contract Administrator must be informed in writing by the Contractor and the matter will then be discussed between the relevant parties and a decision made regarding issuing further work to the Contractor.

3. **Security and Protection**

- 1 Particular care must be taken to ensure the comfort, safety and security of tenants and adjoining householders during Work activity. All necessary reasonable action will be required to ensure the well-being of both the property worked on, and those adjoining. Specifically, operatives will be required to employ the use of dust sheets and protective coverings whenever dust, dirt, paint, mortar or similar nuisance is liable to foul surrounding property, fauna or flora.
- 2 Particular care must be exercised when Work is carried out in the vicinity of small children, particularly with regard to sharp tools and

toxic substances being kept well out of reach.

- 3 Care and consideration will be required when working in the home of elderly or disabled tenants, particularly with regard to restricting or impeding movement around the house, tools and materials lying on floors and maintaining acceptable levels of warmth and comfort.
- 4 Any complaint arising from a dispute in any form, between tenant and Contractor must be referred IMMEDIATELY to the Contract Administrator.
- 5 If for any reason a Contractor feels unable to undertake specified work on a property of Connect Housing, the Contract Administrator must be informed immediately.
- 6 In the interests of all concerned, whenever Contractors encounter a particular difficult or a potentially violent situation they must leave the site immediately and contact Connect staff as soon as possible.

4. **Notice**

Due notice must be given whenever it is necessary to disconnect services or interrupt the use of access or amenities, and such interruption should be kept to a minimum. The Contractor is responsible for ensuring that, where appropriate, any statutory consents (i.e. scaffolding on a pavement) are obtained before work commences, and that any statutory notices (i.e. building regulation notices) have been applied for as appropriate.

5. **Hours of Work**

Whenever possible, activity should be restricted to normal working hours or, when necessary, due notice must be given to tenants and neighbours of work necessary during unsociable times.

6. **Keyholding**

Whenever possible, work should be carried out or access obtained to premises when the tenant or representative is present.

Any other arrangement for keyholding or unaccompanied access should be discouraged, or if absolutely necessary, kept to a minimum.

The holding of keys to a tenanted property is arranged at the risk of the Contractor, and must never occur without the specific agreement of the tenant.

7. **Confidentiality**

Particular note should be taken to instruct operatives not to involve themselves in discussion with tenants, or others, of matters which may contravene reasonable requirements of confidentiality concerning Connect's business or concerning other tenants, other properties or other Contractors.

Any enquiry from tenants or others concerning Connect's business should be diplomatically redirected to the appropriate staff.

8. **Access**

When arrangements for access cannot be made by telephone, then subject to Connect's policy, the Contractor must either write to or call on the tenant to confirm a convenient time to carry out the work. If necessary, a card should be left with a request to contact either Connect Contract Administrator or the Contractor directly.

In the event of tenants breaking arrangements, or refusing access, the Contract Administrator must be informed as soon as possible.

Connect's staff will accompany Contractors if requested in advance.

9. **Standards**

Over and above the general requirements of standards of performance and conduct required, due note should be taken that no deviation from these norms will be acceptable, regardless of the standards of living, housekeeping or behaviour of the tenants of the property. Disciplinary action would be taken if there was any attempt by a Contractor to take advantage of the special circumstances of a tenant. Contractors are requested not to smoke in Connect

dwellings unless permission has been granted by the tenants or residential staff.

Contractors are reminded that in respect of their conduct to tenants the following is to be observed:

1. All dealings with tenants are to be undertaken with a polite attitude with strict observance of the requirements of Equal Opportunity and Racial Discrimination Regulation.
2. The Contractors operatives are to carry identification at all times and make such identification clear and readily available for inspection by tenants and residential staff.

10. **Voids**

Abandoned belongings from voids may only be removed by Contractors with written permission from Connect Housing. It is to the Contractors own advantage to ensure that a proper inventory is taken of any property so removed. Clear instructions should be agreed on regarding disposal.

11. **Good Practice Requirements**

When employed by Connect Housing, the Contractor is required to follow certain practices, which Connect considers fundamental to a quality service. These practices include:

1. Being prompt when an agreed time has been organised to have works undertaken;
2. Not smoking in tenants homes;
3. Not playing radios in tenants homes;
4. Always using dust sheets where mess is likely to result from the works;
5. Always leaving a calling card if the tenant is not in when access required;
6. Always showing identification cards before seeking entry for the first time;

7. Being courteous to tenants
8. Never using bad language
9. Always clearing up any mess left as a result of the works carried out;
10. Not using any of the tenants facilities without their prior permission;
11. Taking all reasonable steps to ensure the security of the tenant's property and possessions.

Appendix 1a: Residents' Summary of Contractor Code of Conduct for Planned Maintenance

(for inclusion in residents' information packs)

The Contractor should remember at all times that although a property is owned by Connect Housing, it is someone's home, and must be treated as such.

The Contractor is required to follow certain practices, which Connect Housing considers fundamental to a quality service.

1. The contractor will make an appointment to carry out work whenever that work requires access to the tenant's home;
2. The contractor will arrive promptly when an agreed time has been organised to have works undertaken;
3. The contractor will make sure that work can go ahead at the appointed time, but where a delay is unavoidable it is imperative that explanations for delays are communicated to tenants as soon as possible whenever they arise, and an alternative appointment agreed.
4. Contractors will always leaving a calling card if the tenant is not in when access required;
5. Contractors will always wear and show identification cards before seeking entry for the first time;
6. Contractors will not smoke in tenants homes;
7. Contractors will not playing radios in or near tenants homes;
8. Contractors will always using dust sheets where mess is likely to result from the works. Any mess will always be cleared up before the contractor leaves

the tenants home.

9. Where it is necessary to temporarily disconnect services (gas, water or electric), the Contractor will advise the tenant in advance, and such interruption should be kept to a minimum.
10. The Contractor will take particular care in homes where there are small children, particularly with regard to sharp tools and toxic substances being kept well out of reach. Care and consideration will be required when working in the home of elderly or disabled tenants, particularly with regard to restricting or impending movement around the house, tools and materials lying on floors and maintaining acceptable levels of warmth and comfort.
11. Contractors will be courteous and respectful to tenants at all times. Contractors will never using bad language
12. In the interests of all concerned, whenever Contractors encounter a particular difficult or a potentially violent situation they must leave the site immediately and contact Connect as soon as possible.
13. The contractor will not use any of the tenants facilities without their prior permission;
14. The contractor will take all reasonable steps to ensure the security of the tenant's property and possessions.

Appendix 2: Complaints Policy and Procedure for Planned Maintenance

Policy

The information provided to residents at the beginning of a planned maintenance project will point them in the first instance to contacting the contractor's nominated resident liaison officer where they are dissatisfied with the quality of work or service provided.

Where the tenant has already contacted the contractor (or the association has done so on their behalf) but they remain dissatisfied by the response, the matter will be investigated under the Association's formal complaints procedure.

Where the matter of complaint is particularly serious, involving for example gross misconduct by a contractor, the Association reserves the right to investigate the matter under its formal complaints procedure without referring it in the first instance to the contractor to resolve.

Procedure

Where a contractor receives a complaint directly, it will e-mail a copy of the complaint information (see below), together with their proposed action, to the Contract Manager within 2 working days. The contractor will act straight away to deal with the issue, without waiting for instructions from the Contract Manager. The Contract Manager will contact the tenant 2 days after the complaint was received to check whether the tenant is satisfied with the response given.

Residents may complain direct to the Association rather than contacting the contractor. In such cases, the person receiving the complaint will advise the tenant that their complaint will be referred to the contractor, and that the contractor will be in touch with them within 2 working days to discuss the matter. The tenant will also be advised that the Association will contact them again in 2 days to check that the contractor has done this. The person taking the complaint will telephone the contractor's nominated resident liaison officer to pass on the details, and will confirm by e-mail. A copy of the

e-mail will be sent to the Contract Manager, who will contact the tenant after 2 days to check whether they are satisfied with the response from the contractor.

Where a complaint requires immediate action to resolve a problem (such as a leak, or loss of power) this will be acted upon immediately, and the Association will have emergency contact details for the contractor in order to refer such matters on. The person receiving the complaint is responsible for ensuring that the relevant remedy is actioned. Details of action taken will be passed to the Contract Manager.

All complaints concerning quality of work or the service provided by a contractor under Planned Maintenance, whether received by the contractor or the association, must be recorded in a standard form. The information to be recorded will include:

- Date and time that complaint was made
- Name, address and telephone number of tenant
- Name, address and telephone number of person making the complaint (if different)
- Details of the complaint; nature of the problem, date and time that problem occurred, who was involved, etc.
- Details of what corrective action the tenant wants.

Records of all complaints received will be reviewed at the monthly contract performance meeting.

The number, nature and response to complaints will be taken into account in the overall assessment of contractor performance.

Compensation

Where a tenant claims compensation because of poor service from a contractor employed by the Association, the Association will consider the case. The Contract Manager will ask the contractor for a written response within 5 working days of the date of receipt of the tenant's complaint.

If a case is justified, the Contract Manager will first ask the contractor to offer a direct apology and appropriate remedy to the customer within the Association's timescales. If this is likely to cause undue delay, the Contract Manager will arrange compensation for the tenant, and will seek reimbursement from the contractor. The contractor's response

to any compensation cases will be taken into account in the overall assessment of contractor performance.

Further details about on compensation issues, including advice on how the amount of compensation should be calculated, are given in the Association's Compensation Policy.

Appendix 3: Procedures for kitchen replacements

The following procedure can be applied to other planned maintenance schemes where there is a degree of individual choice available to individual residents.

From time-to-time, residents representatives (either from the CRF or otherwise), will be invited to take part in product evaluation panels. The purpose of these panels will be to review the specification and supplier of particular components (in this case kitchens), in order to improve product supply in terms of cost, quality, choice, maintenance and resident aspirations. These reviews will agree a standard product range, from which individual tenants can choose components for their home.

1. Where a property has been identified for a new kitchen, or part kitchen renewal, Connect will write to the tenant to confirm the nature and extent of the works to be done.
2. Prior to the works being carried out, the contractor will contact the tenant to arrange an appointment to survey the kitchen and discuss design choices with the tenant.
3. The contractor will visit the tenant at the appointed time. The contractor will carry out the necessary survey measurements, and will use computer aided design methods to help design the new kitchen. The contractor will apply Scheme Development Standards to the design, and will explain these requirements to the resident where they are in conflict with the resident's requests. Working within such design requirements and the range of components on offer from the standard range, the contractor will otherwise aim to accommodate resident's wishes for the kitchen.
4. The contractor will show the resident product samples from the standard range to assist the resident in choosing the doors, worktops, tiles and floor covering for their new kitchen.
5. The contractor will provide a print-out of the kitchen design and choices, which the tenant will be asked to sign. A copy will be given to the tenant and a copy sent to Connect for approval, together with the cost estimate.

6. When approval has been given by Connect, the contractor will contact the resident to arrange for the new kitchen to be fitted. Normally there will be a delay of a few weeks between the survey/design visit and the kitchen fitting, and this is to allow time for the kitchen to be manufactured.
7. The Contracts Team will monitor the quality of the new kitchen installation, and will visit to check the work when it has been completed.
8. When work has been completed, the resident will be asked to complete a Satisfaction Survey and return this to Connect.

Appendix 4: Leaseholder procedures

The Association does not currently have any leaseholders who require to be consulted on major repairs work to common elements of the property in which they live.

Procedures will be drawn up to cover these circumstances in due course.

Appendix 5: Key Performance Indicators for Planned Maintenance

The following KPIs for Planned Maintenance should be used in conjunction with KPIs for responsive and voids maintenance work. Those KPIs marked * are common to both areas of work.

Where the contractor carrying out the planned maintenance work is the main repairs and maintenance contractor, certain KPIs will be a combination of responsive and planned works performance. Where a different contractor is used, some KPIs may need to be adapted to reflect the nature of the project.

Employer KPI.1*	Employer Satisfaction – Product
Employer KPI.2*	Employer Satisfaction – Overall Service
Employer KPI.3*	Customer Satisfaction – Product
Employer KPI.4*	Customer Satisfaction – Overall Service
Employer KPI.6*	Quality/Defects – inspections
Employer KPI.11*	Safety - Contractors
Employer KPI.14a*	Environmental Impact – Construction process
Employer KPI.14b*	Environmental Impact – Product
Employer KPI.15a*	Productivity Contract
Employer KPI.15b*	Productivity Individual Jobs
Employer KPI.16*	Profitability
Employer KPI.17	Cost – in relation to budget for project
Employer KPI.18	Start on site date – in relation to predicted SoS for project
Employer KPI.19	Time – in relation to predicted time for project
Employer KPI.20	Appointments kept
Employer KPI.21	Contractor Satisfaction – with Employer
Employer KPI.22	Innovations and Value Engineering
Employer KPI.23	Social Investment and Added Value
Employer KPI.24	Promptness of Payment

Definitions

- KPI.1 Employer Satisfaction – Product
How satisfied the employer was with the completed Planned Maintenance work, on a scale of 1 to 10, where 10 is totally satisfied and 1 is totally dissatisfied.
Measured on Completion Inspection survey form for each job
Figures collated each month
Target: 8
- KPI.2 Employer Satisfaction – Overall Service
How satisfied the employer was with the service provided by the contractor during the planned maintenance work, on a scale of 1 to 10, where 10 is totally satisfied and 1 is totally dissatisfied.
Measured on Completion Inspection survey form for each job
Figures collated each month
Target: 8
- KPI.3 Customer Satisfaction – Product
How satisfied the customer was with the completed Planned Maintenance work, on a scale of 1 to 10, where 10 is totally satisfied and 1 is totally dissatisfied.
Measured on Completion Inspection survey form for each job
Figures collated each month
Target: 8
- KPI.4 Customer Satisfaction – Overall Service
How satisfied the customer was with the service provided by the Association and the Contractor during the planned maintenance work, on a scale of 1 to 10, where 10 is totally satisfied and 1 is totally dissatisfied.
Measured on Completion Inspection survey form for each job
Figures collated each month
Target: 8
- KPI.6 Quality/Defects – inspections
The number of planned maintenance projects passing quality inspections.
Measured by counting the number of completed schemes that pass a quality inspection as a % of the total number of schemes inspected.

Figures collated each month.

Target: 90%

NB: this target is lower than for responsive repairs due to the more complex nature of planned maintenance work and the 100% post inspection target for planned maintenance work.

KPI.11 Safety – Contractor

Refer to main partnering KPI framework

KPI.14a Environmental Impact – Construction Process

How well the contractor has control of environmental impacts (such as waste, noise and dust) during the planned maintenance works, on a scale of 1 to 10, where 10 is very effective control and 1 is no effective control.

Assessed according to complaints and issues recorded at Project Team meetings

Figures collated each quarter

Target: 7

KPI.14b Environmental Impact – Construction Process

How well employer and contractor selection of products has achieved an environmental impact reduction, on a scale of 1 to 10, where 10 is very effective reduction and 1 is no effective reduction.

Assessed according to issues recorded at Project Team meetings

Figures collated each quarter

Target: 8

KPI.15a Productivity Contract

Refer to main partnering KPI framework

KPI.15b Productivity Individual Jobs

Refer to main partnering KPI framework

KPI.16 Profitability

Refer to main partnering KPI framework

KPI.17 Cost – in relation to budget for project

How close the cost out-turn for the project is to the projected cost at the outset.

Measured as a percentage of the projected cost.
Figures collated at the end of each project
Target: no change, or less (ie. saving)

KPI.18 Start on site date – in relation to predicted SoS for project
How close the actual start on site is to the programmed date given to residents.
Measured in terms of the number of weeks different
Figures collated at the end of the project
Target: no change

KPI.19 Time – in relation to predicted time for project
How close the actual project implementation time is to the programmed time given to tenants.
Measured in terms of the number of weeks different
Figures collated at the end of the project
Target: no change, or less (ie. quicker than programme)

KPI.20 Appointments kept
The proportion of appointments cancelled or re-arranged as a proportion of the total number of appointments made.
Measured as a percentage of the total number of appointments made for the project.
Figures collated each month
Target: 5%

KPI.21 Contractor Satisfaction – with Employer
Refer to main partnering KPI framework

KPI.22 Innovations and Value Engineering
The number of innovations implemented in the previous quarter which resulted in cost savings, work efficiencies, improved quality or increased customer satisfaction.
Measured as a list of innovations achieved, as recorded at Project Team meetings.
Data collated each month
Target: 5 per quarter

KPI.23 Social Investment and Added Value
Refer to main partnering KPI framework

KPI.24 Promptness of Payment
Refer to main partnering KPI framework

Appendix 6: Example of resident liaison leaflet for planned maintenance work

Appendix 7:

Connect Residents Federation

Community Priority Fund (formerly Estate Priority Fund) Procedure

Purpose of the Fund

The CRF Community Priority Fund is an avenue for residents to indicate their priorities for planned works and estate improvements. The ring-fenced fund ensures that a number of residents' priorities are realised every year, independently of other asset management considerations, such as decency standard, component lifespan, property age or condition.

Budget

The budget for the fund is £65,000, including £25,000 revenue items. £5,000 of from the revenue fund is set aside for small bids up to £500.

Publicising & Promoting the Fund

The budget is publicised in spring edition of the tenant newsletter (Responsibility – Community Services Team), application to the fund are invited and a deadline for applications given.

Other opportunities for promoting the fund include: Starter Tenancy visits, Estate visits, Tenants Meetings, customers ringing in asking for improvements. (Responsibility- all staff with customer contact).

Please note, while all staff should encourage tenants to apply for the Community Priority Fund, send them the application and offer any assistance they can with the application form if tenants are requesting improvements for their estates, they should under no circumstances put tenants under pressure to apply for improvements that are in fact a

staff priority, even if staff think these improvements would benefit tenants. The Residents Federation is also invited to advertise the existence of the fund to its members.

Applying for the Fund

- All tenants can apply for the fund,
- both as individuals or
- as representatives of a residents group.
- The CRF can apply on behalf of local residents.
- Staff cannot apply, unless they are tenants as well and applying for the benefit of the community where they live.
- Community Services staff can assist residents with applications, especially if applicants live in dispersed properties.

There is no limit on how many times an individual or estate can make an application to the fund. There are no criteria limiting applications. Criteria will only be applied to prioritise bids.

All persons requesting an application form will also receive guidance on how to apply. This is responsibility of the customer facing staff member who was first approached by the tenant. The form and the covering letter with all information is on the Intranet (*Connect Residents Federation- CRF Community Priority Fund- Application Form*).

All persons applying can ask for help from the Community Services Team in preparing their application and consulting with neighbours on its content. All Community Priority Bid applications should be directed to the Community Involvement and Information Officer who will

- Send an acknowledgement letter to the applicant.
- Send out a letter to residents affected by the bid received to inform residents that an application has been made.
- Share information about new bids with the Senior Project Manager in the Regeneration Directorate.
- The Senior Project Manger will log every bid on the CRF Community Priority Fund monitoring spreadsheet.

Bids up to £500 can be made all year round at CRF meetings. Bids over £500 can only be considered once per year. The time table is advertised to all tenants via the newsletter by the Community Services Team.

Criteria

Criteria for the allocation of the fund are agreed each year by the CRF. For 2009 the criteria are the following:

- How well is the bid supported (this should be now taken as a percentage of all properties in the area)?
- Does the bid contribute to security and crime reduction?
- Does the bid contribute to health and safety?
- Does the bid benefit vulnerable tenants
- Are there benefits to the wider community
- Could the bid be funded from elsewhere
- Does the bid contribute to energy efficiency
- Does the bid enhance the local environment

Initial Technical Assessment

Technical assessments and projects management are the responsibility of the Contracts Team within the Regeneration Services (Responsibility of the Senior Projects Manager). The Senior Projects Manager initially decides if the bid will be assessed as a small bid or a large bid. Visits to applicants will be arranged if necessary discuss technical solutions for the problem raised in the expression of interest. The Senior Projects Manager will ensure that projects are assessed with regard to their feasibility and will provide quotes and specs for all feasible projects prior to the panel meeting. The Senior Projects Manager will input any relevant information into the CRF Community Priority Fund monitoring spreadsheet and report to the CRF every 2 months on progress.

Deciding how the funding is spent

Spending of the small grants fund of £5,000 for small grants of up to £500 are decided at CRF General Committee meetings or CRF Executive meetings. The CRF encourages applicants to attend a CRF meeting to make their case if possible. Simple majority. Prior to making a decision technical specifications and cost should be provided to the CRF Chairperson by the Senior Projects Manager.

Decision on bids over £500 are made by the CRF Estate Priority Panel, which meets once per year at the end of the bidding period for large bids as advertised.

Membership of the Panel

Following recent changes, the budget is now fully devolved to residents. The panel consists of three CRF representatives, elected by the general Committee, who have not themselves submitted a bid. The panel members will elect a chair amongst themselves who will have a casting vote if required.

Staff members of Connect attend the panel meeting to provide technical advice or other relevant information and take minutes, but do not have a vote.

It is responsibility of the CRF to nominate the required number of representatives.

Panel Meetings

The panel meets after the closing date for large bids. To assist the decision making process the panel can do any or all of the following:

- Invite applications for an interview to make their case.
- Visit and view projects and ask applicants to meet the panel on site.
- Request additional information from applicants, their neighbours or Connect staff.
- Look at photographic images depicting the projects.
- Request external advice on the feasibility or effectiveness of a project.

It is responsibility of the Regeneration Directorate to invite Panel members and arrange the site visits. It is responsibility of the Community Services Team to liaise with the applicants regarding when the panel will visit them.

As agreed with the CRF, Regeneration Directorate staff attending the panel must make panel members aware if any of the projects are eligible for funding from another planned budget heading to ensure that the number of tenant priorities being realised in each financial year can be maximised.

The panel should receive full technical specifications of projects as well as costing to ensure that the panel can check the spec matches what the applicant wanted and asked for and that the final outcome matches what was agreed by the panel.

It is the responsibility of the CRF panel members to check that applicants have actually consulted with neighbours.

If there are variations to the works that were originally agreed, these should be submitted for approval to CRF Community Priority panel members by the Senior Projects Manager before implementations.

Allocation of the funds

All funds will normally have to be allocated by the end of the financial year, but can be accrued if there are delays in spending, any other underspent will not be carried forward into the following year's budget.

It is responsibility of the Senior Projects Manager to liaise with Finance and to ensure that all funds are allocated / accrued as required.

Implementation of projects

Approved schemes will be implemented and overseen by the Senior Projects Manager. Where further consultation is required assistance from the Community Development Team can be requested.

All projects approved by the Panel will be input into the CRF Community Priority Fund Spreadsheet maintained by the Senior Projects Manager. The spreadsheet will be used to record progress on every ongoing project to allow the Senior Project Manager to produce reports to the CRF Executive Committee every two months.

It was agreed with the CRF Executive Committee that the following information should be provided in the report:

- Has a consultation been done y/n
- Outcome of the consultation:
- Final costings y/n (as well as estimated cost)
- Does it need planning permission y/n,
- has this been applied for y/n
- Has Planning Permission been granted y/n
- Has it gone out to the contractor y/n

- when is the start date on site?
- What materials are being used
- Deadline for completion
- If deadline has passed- why? (Variation)
- Has the bid been post- inspected by phone (with applicant) Y/N
- Has the bid been post inspected in person

Post inspection

All CRF Estate Priority Budget projects will be post-inspected by Regeneration Directorate staff on completion. The CRF may also decide to visit and tenant post inspect a selection of bids following completion or commission such post inspections with the Tenant Inspectors. The Senior Projects Manager will send all applicants a customer satisfaction survey to ensure that the completed project met their expectations and report the results to the CRF.

Final Reporting on implementation

The Community Services Manager will ensure feedback about every year's bidding round is publicised in the Tenant Newsletter.

Review and Evaluation Meeting

An annual review meeting will be held with the CRF Executive Officers to

- agree criteria for the next year,
- monitor the applicant profiles from the past year
- monitor delivery time scales
- monitor applicant satisfaction with the process
- learn lessons for the promotion strategy for the year to come
- review the procedure for the following year.

TIME TABLE for the Community Priority Fund cycle

1. Promotion Get Connected **March**
2. Ongoing promotion by word of mouth
3. Deadline for large bids June – **June**
4. Connect get quotes for cost of bids – **July**
5. Panel visit bids late summer – **End of August**
6. Approved bids complete in autumn – **Autumn**

7. Panel look at completed bids and Senior Projects Manager contact approved applicants to check they are satisfied in winter - **December**
8. Satisfaction forms sent out once bids are completed.
9. Update given from Vicki at January general meeting on progress of bids if bids are still outstanding. – **January**
10. Review & monitoring meeting held- criteria and promotion strategy for the following year agreed. – **January**

Appendix 8: Standard Component Life-cycles for investment planning purposes

Component	Life (years)
Boilers	15
Whole heating systems	30
Kitchens	15
Bathrooms	30
Floor coverings	15
Windows	30
Roofs	60
Wall structure	45
External doors	20

Appendix 9: Summary of Roles and Responsibilities in relation to Planned Maintenance

Board of Management

- Approving the Asset Management Strategy
- Approving the annual budget for Planned Maintenance
- Considering reports on planned maintenance activity and performance

Management Team

- Approving Planned Maintenance projects
- Approving tender lists and procurement routes for planned maintenance projects
- Approving contractors for the Association's approved list
- Considering investment recommendations from the Asset Management Group in annual budgeting and Business Planning cycles.
- Approving resources to deliver the Planned Maintenance programme

Director of Regeneration / Regeneration Services DMT

- Overall responsibility for the Association's Asset Management strategy and investment programmes
- Chairs the twice yearly Repairs and Maintenance Partnering Board meetings
- Monitoring progress against the Planned Maintenance Programme
- Recommendations for future programmes for budget and business planning purposes
- Monitoring performance against the Decent Homes Standard
- Monitoring performance against the Association's standards

Contracts Team

- Collecting stock condition information and inputting onto Asset Management database
- Plan, prioritise and specify programmes to address stock investment needs*

- Implement, monitor and review planned maintenance programmes
- Monitor and control quality of works and service
- Collation of data in relation to KPIs
- Contract management*
- Convenes monthly performance management meetings with contractors*
- Contract procurement (outside main repairs and maintenance contracts)*
- Notification to residents of forthcoming planned maintenance projects*
- Monitor and control expenditure*
- Implements projects under the CRF priorities budget
- Provides technical advice and support to other parts of the Association

* - role specific to relevant Contracts Manager

Assets Team

- Identifying whether repair requests are suitable for packaged, cyclical or planned maintenance work
- Maintaining asset management database
- Uploading stock data to the asset management, for example following completion of planned maintenance schemes
- Process and interpret stock condition information*
- Undertake resident satisfaction survey work
- Collation of data in relation to KPIs
- Deals with customer enquiries and complaints in the first instance, where these are not re-directed to the contractor
- Dealing with formal complaints*

* - role specific to Regeneration and Assets Manager

Senior Project Manager

- Provides support on issues relating to Housing Corporation funding
- Project manages complex investment schemes, as resources allow

Contractors

- Delivers planned maintenance work to high standards of quality and value

- Has prime responsibility for resident liaison on planned maintenance projects, including making appointments for work to be carried out
- Deals with customer enquiries and complaints in the first instance
- Collation of data in relation to KPIs

General responsibilities applicable to all staff and partners

- Identifying and researching innovations and good practice that may assist in improving the efficiency, effectiveness and value of the planned maintenance programmes
- Resident consultation

Appendix 10: Project Approval Form

Programme area (budget)	
Contracts Manager lead	
Contractor	
Scheme / Estate	
Properties affected (list addresses)	
Nature of work being undertaken (description)	
Anticipated Start on Site Date:	
Anticipated Completion Date:	
Anticipated costs	
Resident Involvement Level	
KPIs and Targets	
Risk Management	
Additional Comments	
Director Approval	Date