

# Planned Investment and Maintenance Policy



<b>Reference:</b>	HS_POL_ASM_PMI_1.1	<b>Author:</b>	Surveying Services Manager
<b>Scope:</b>	Housing Solutions	<b>Approved by:</b>	Board
<b>Legislation:</b>	Defective Premises Act 1972 Health & Safety at Work Act 1974 Landlord and Resident Act 1985 The Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994 Housing Act 2004 Regulatory Reform (Fire Safety) Order 2005 Equality Act 2010 Building Regulations 2010 The Control of Asbestos Regulations 2012 Construction (Design and Management) Regulations 2015 Public Contracts Regulations 2015 Public Concession Regulations 2016 Homes (Fitness for Human Habitation) Act 2018 Fire Safety Act 2021 Building Safety Act 2022	<b>Date of approval:</b>	22 <sup>nd</sup> May 2024
<b>Related Policies:</b>	Asset Management Strategy Resident Involvement Strategy Section 20 Consultation Policy Repairs and Maintenance Policy Procurement Policy Vulnerable Customers Policy Unacceptable Customer Behaviour Equality, Diversity & Inclusion Policy	<b>Date of next review:</b>	22 <sup>nd</sup> May 2027

## 1. Policy Statement

- 1.1 This policy sets out our approach, investment prioritisation and principles, and how the delivery of investments will be prioritised to ensure that all our homes comply with statutory and regulatory requirements.
- 1.2 It also identifies how ongoing investment in our homes will support occupier satisfaction and provide residents with homes they can be proud of.
- 1.3 The policy aims to:
  - Increase resident satisfaction by planning work in advance and communicating our plans to residents in various accessible ways.
  - Give residents the chance for active involvement in the specification, procurement and planning of works programmes.
  - Where appropriate, undertake cyclical maintenance to extend the life of the component or maintain its performance.
  - Reduce repair costs through selection of appropriate components and materials.
  - Maximise the life of building components by monitoring their condition through surveys and replacing them at the best time to minimise their full life cycle cost.
  - Reduce costs by procuring in bulk using long-term contracts.
  - Address building obsolescence and support the objectives of our sustainability strategy.
  - Consult leaseholders and homeowners in accordance with our relevant policies and statutory obligations.

## 2. Policy scope

- 2.1 This policy applies to all the domestic housing assets which Housing Solutions is responsible for maintaining. These include blocks of flats, but not the demise of leasehold flats within them. It also excludes any homes maintained on behalf of another organisation.
- 2.2 The policy deals specifically with our approach to proactive investment in our homes and associated assets to meet the aims set out above. It works in harmony with all Housing Solutions-approved policies, but also takes into account direct reference to the policies, strategies, and procedures listed on the front page of this policy. All policies set out appropriate guidance to ensure that key operational communications to residents are provided in an accessible way and will include communications about heating arrangements, and any other health and safety or property compliance matters.

### 3. Roles and responsibilities

HS Board	Responsible for providing a strategic overview, approving the policy and having oversight of any amendments from time to time.
Executive Team	Responsible for overseeing compliance with this policy.
Director of Property and Development	Overall responsibility for ensuring the policy is fully implemented and keeping the Executive Team informed of progress.
Assistant Director of Property	Ensuring that the policy is fully implemented and that suitable resources are available to comply with the policy within the allocated budget and long-term Business plan.
Surveying Services Manager	Operational and financial management to ensure the successful delivery of the investment programmes on budget. To base investment priorities on factual condition data in line with this policy.
Surveyors	Ensuring the successful delivery of individual projects in line with this policy via strong management and financial control of contractors, coupled with effective contract administration. Ensuring that residents and other stakeholders have a strong, active, and influential role in the delivery of works projects.
Housing & Lettings Officers	Communicating the policy correctly to residents and basing new tenancies on the information contained within this policy.
Resident Empowerment Manager	To ensure a high level of resident engagement and involvement throughout the process and to ensure their views influence investment decisions appropriately.
Engaged Residents	To play an active role in prioritising works programmes, material selection and procuring and appointing delivery partners.
Asset Analyst	Managing the stock condition survey programme, updating the Keystone database as programmes are completed, and managing warranty and other documentation.
Asset Administrator	Raising orders, assisting with invoice procedures, and helping with resident enquiries.

## 4. Definitions

Components	A discrete building element that can be replaced in isolation without disturbing other components or the fabric or structure of the building.
Planned Replacement	Replacement of components that have reached the end of their economic life.
Planned Maintenance	Undertaking repair or treatment on a cycle to maintain the condition and performance of a component.
Component lifecycle	The estimated economic and useful life of a component as set out in Appendix A in line with current Keystone component definitions.
Stock Condition Surveys	Visual assessment to determine when a component should be scheduled for replacement, together with a check for any breaches of the Housing Health & Safety Rating System (HHSRS).
EPC	Energy Performance Certificate. A rating of the energy efficiency of a home using the Standard Assessment Procedure (SAP) by a qualified assessor who conducts a visual survey. Every sale or letting requires an EPC, which has a 10-year life.
SHIFT	Sustainable Homes Index for Tomorrow
HHSRS	Housing Health and Safety Rating System
Keystone	Keystone is a digital information storage database used to record both stock condition information and details of component replacements.
Decent Homes Standard	Regulatory minimum quality Standard for a defined list of key components within a home. Subject to periodic review.

## **5. Collection and storage of data**

### **5.1 Asset data management**

Information on each asset is held in the Keystone asset management system, which records each asset in a logical hierarchy with geographic and physical information for each home. All components are listed with their expected replacement cost and year of replacement. The Keystone database also calculates compliance with the Decent Homes Standard and provides a property database to support other business activities.

### **5.2 The Decent Homes Standard**

We will use stock condition information and the compliance functionality within our Keystone asset management system to monitor compliance with the Standard, and to generate the data from which planned programmes of work will be created to prevent non-compliance. The current Decent Homes Standard was introduced in 2001 (revised 2006) and is now overdue for an update, which may occur during the life of this policy. The publication of a new standard may fundamentally impact the principles set out within this policy, and will therefore activate a review of the policy overall.

### **5.3 Stock condition surveys**

Stock condition surveys will be undertaken through a continuous survey programme, and aim to survey all homes within a 5-year cycle.

### **5.4 Energy Performance Certificates**

Although we are not required to renew EPCs which have expired until a property is relet, we aim to have an in-date EPC for every home, so that we have the data we need to help us understand the energy efficiency of each home.

### **5.5 Housing Health and Safety Rating System (HHSRS)**

This was introduced in the Housing Act 2004 and is enforced by Local Authority Environmental Health Officers. Many of the hazards defined in the HHSRS are addressed through our health and safety policies. Our stock condition surveys assess any potential hazards, and we will respond to them as quickly as possible. This information is stored within Keystone.

## **6 Resident involvement**

- 6.1 In line with the local service delivery objectives of our Resident Engagement Strategy, we will aim to involve residents, wherever appropriate, in decision making about investment in their home, the surrounding area and our investment in our housing stock more widely.
- 6.2 We will devise 5-year investment forecasts for each estate, to make residents and leaseholders aware of the timescale for works and their costs. We will also work closely with third-party managing agents to ensure they are an integral part of this process. The communication of these plans will take into account the need for future flexibility in programme delivery.
- 6.3 Engaged resident groups will be actively involved, not only in the appointment of contractors but also the selection and specification of materials across all programmes where appropriate. We will provide the right support, guidance, and training to ensure meaningful involvement.
- 6.4 We recognise our statutory responsibility to leaseholders, and will consult fully in accordance with our Section 20 Policy and relevant legislation for all investment works. Where appropriate, costs will be recharged to leaseholders in line with this consultation process.
- 6.5 We will monitor resident satisfaction with our planned investment works through post-completion surveys and project reviews following the completion of large projects or programmes.

## **7. Delivery of planned programmes and projects**

- 7.1 Programmes and projects will be prioritised in the following order:
  1. To meet safety and any other statutory requirements
  2. To meet regulatory requirements
  3. To operate within the constraints of the business plan
  4. To reduce the need for responsive repairs
  5. To improve resident satisfaction through enhancement of their homes and the wider area
  6. To support our sustainability strategy

## 8. Programme delivery principles

- 8.1 We will use a mixed economy of directly delivered works and approved contractors to deliver our planned component replacement programmes, planned maintenance programmes and major projects based on an assessment of what would be most economically advantageous.
- 8.2 We have retained consultants to help us meet the requirements of the Construction (Design and Management) Regulations 2015. They act as Principal Designer on our behalf. Our contractors are appointed as the Principal Contractor.
- 8.3 Our aim is to replace components as they approach the end of their economic life, but before they fail. This is to obtain the maximum use from each component while avoiding the cost and disruption of reactive repairs, which will arise if replacement is left too late.
- 8.4 Our overall delivery model is to undertake component-specific replacement programmes. Our aim is to make procurement and administrative efficiencies by procuring long-term contracts with an assured minimum volume of work. However, we recognise that our budget cycles are annual, and that long-term contracts require mechanisms to deal with changes in market conditions.
- 8.5 Where there is no cost saving between undertaking a replacement reactively or on a planned basis, and it is difficult to assess when the component will become uneconomic to repair or stop working, and the disruption to the resident is the same for either route, we will maximise the life of the component by replacing it reactively. This is currently the case for domestic gas boilers, for example.
- 8.6 We prefer to undertake externally visible works on an estate-wide basis. This includes roofing, windows, entrance doors and cyclical painting. This creates contractor efficiencies and avoids residents feeling excluded or unfairly treated. However, in some cases our budgets may not cover an entire estate in a year, in which case we will communicate this to residents accordingly.
- 8.7 In some circumstances, component-specific replacement programmes may have to be adjusted where works must be undertaken in a particular sequence, for example to follow or be included in structural alteration projects, or as part of significant energy efficiency improvement projects.
- 8.8 We will review the scope of our planned programmes. At present these include windows and external entrance doors; roofing, fascia/soffit/gutter replacements; kitchens and bathrooms; and cyclical repainting.
- 8.9 Where possible, we will obtain external funding for improvement works, for example energy efficiency measures or to support the installation of chargers for electric cars. This may affect the programming of works.
- 8.10 We will use the ASAP software to devise a property-specific asset optimisation plan. This will assess property viability and property sustainability. If a home needs intervention, we will work with other teams to develop plans that take into account the needs of the organisation and the current resident.
- 8.11 We will seek legal routes to access where any resident is refusing an essential upgrade to their home, such as heating facilities, or to address any category 1 or category 2 hazard. The purpose is to ensure that the home is safe, adequate and meets all fitness for human habitation requirements. We will continue to work with

residents alongside any legal process initiated, including to offer additional support including translation and mediation where needed.

## **9. Equality & Diversity**

- 9.1 Housing Solutions recognises the needs of a diverse population and always acts within the scope of its own Equality, Diversity & Inclusion Strategy and Policy, the Human Rights Act 1998, and Equalities Act 2010 to treat all tenants and prospective tenants fairly and equally in making decisions under this policy. Housing Solutions works closely with its partners to ensure it clearly understands its resident community, with clear and regularly updated service-user profiles. Housing Solutions will record, analyse and monitor information on ethnicity, vulnerability and disability to ensure the fair application of this policy.

## **10. Confidentiality**

- 10.1 Under the Data Protection Act 2018, UK General Data Protection Regulation (UK GDPR), all personal and sensitive organisational information, however received, is treated as confidential. This includes:

- anything of a personal nature that is not a matter of public record about a resident, client, applicant, staff or board member.
- sensitive organisational information.

Housing Solutions employees will only involve other agencies and share information where there is a legal basis for processing that information.

## **11. Policy review**

- 11.1 We will regularly monitor our performance in relation to the delivery of the services and activities set out in this policy through our established reporting mechanisms to our Senior Management Team, Executive Team, Board and associated committees.

- 11.2 We will review this policy every three years, or more often in response to changes in legislation, regulatory guidance, good practice or changes in other relevant Housing Solutions policy.