



# WGHC

Our tenants are paramount in everything we do

## PLANNED MAINTENANCE POLICY & PROCEDURE

This policy & procedure will be submitted to the Committee of Management on Wednesday 21<sup>st</sup> February 2024. It should be reviewed again no later than 31<sup>st</sup> of January 2027.

The policy has been assessed through the organisational impact assessment process.

We can, if requested, produce this document in different formats such as larger print or audio-format. We can also translate the document into various languages, as appropriate.

### SCOTTISH HOUSING REGULATOR STANDARDS

#### STANDARD 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

#### STANDARD 2

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. Its primary focus is the sustainable achievement of these priorities.

#### STANDARD 3

The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.

#### STANDARD 4

The Governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

#### STANDARD 5

The RSL conducts its affairs with honesty and integrity.

#### STANDARD 6

The Governing body and senior officers have the skills and knowledge they need to be effective.

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West Granton Housing Co-operative Limited is a fully mutual housing co-operative registered as a social landlord with the Scottish Housing Regulator (HAC 225); and is a registered society under the Co-operative and Community Benefit Societies Act 2014 (2357 RS).



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## 1.0 PRINCIPLES OF PLANNED MAINTENANCE

### Definition:

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

### 1.2 Underlying principles:

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

Staff across WGHC 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 Planned Maintenance Officer will lead on Planned Maintenance work. Tenants will have a role to play in the 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 effectively manages this tension between demand and resources.

WGHC will ensure all its properties meet, as a minimum, the tolerable standard as identified within the Housing Act (Scotland) 2014 and will maintain them above that standard thereafter. Any 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 WGHC to continuously improve the collection, assimilation, interrogation and interpretation of stock condition data.

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

- Legal requirements
- Regulatory requirements
- Tenant expectations
- Market conditions
- Advances in technology
- Future maintenance requirements
- Energy Efficiency and Sustainability
- Efficiency and value for money

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For the purposes of this documented procedure, 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 Tenants
  - Prioritise resources
  - Plan programmes and projects
  - Implement, monitor and review programmes and projects
  - Monitor and control quality, including Tenant 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 Tenant liaison during project implementation
  - Contribute to monitoring and review of projects and programme
- **TENANTS:**
  - 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 (SDM / Homemaster):**
  - 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 (SDM / Homemaster):**
  - Holds information on repairs orders and costs

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## 2.0 TENANT INVOLVEMENT IN PLANNED MAINTENANCE

### 2.1 Consultation at Programme level

Each year, as part of the budget planning process, WGHC 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, WGHC will be able to plan investment with greater certainty further into the future. WGHC will provide information to about the planned and cyclical maintenance programmes for the coming year.

It will be an ambition for WGHC to increase and improve the opportunities for Tenants to contribute to stock improvement planning. At present, these opportunities are hindered due to the lack of up-to-date and comprehensive information about the condition of WGHC stock. As the quality of stock information improves, WGHC will be able to present information about improvement needs with greater confidence, and tenants will be able to engage more meaningfully in decision-making about what improvements can be made. There is also future potential for tenants to be involved both at overall programme level (Co-op wide) and at area / street levels. In the interim, WGHC will continue to fund the planned maintenance budget which will be allocated entirely according to funding available and programmes required in accordance with both our published business plan, 5 year and 30 year component replacement plans.

### 2.2 The WGHC planned maintenance Budget

This is an annual sum of capital and revenue funding that is made available to facilitate the planned and cyclical maintenance spend. The WGHC exec team provide technical advice and support to Committee to seek authorisation to proceed with obtaining the necessary quotations for the work from contractors, and then ensuring the supervision of that work via the PMO and RMO. (Planned Maintenance Officer / Reactive Maintenance Officer).

### 2.3 Consultation on specifications

WGHC 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 WGHC obtains value for money, and that quality, energy efficiency and sustainability objectives are met. These specifications are reviewed from time to time, and tenants may be involved in that review process, through a variety of mechanisms. Examples might include: grounds maintenance specifications, kitchen and bathroom specification and range, window/door specification and range, and energy efficiency measures.

### 2.4 Review of Service Quality

Where tenants are in receipt of a regular or cyclical service from WGHC, they should 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.

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## 2.5 Levels of consultation for Planned Maintenance Projects

This section refers to Planned Maintenance projects, which are not responsive repairs or packaged repairs. WGHC will notify in writing tenants affected by planned maintenance works no less than 3 months ahead of the anticipated start date for the work. This notification will give an outline of the work to be carried out (i.e. kitchen replacements) and an indication of the timescale for the work.

Generally, primary responsibility for individual tenant liaison before and during the work will lie with the contractor. Staff from WGHC 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 tenant 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. These levels operate in addition to tenant 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 tenant) and access inside the tenant'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 tenant) but where access is required.

Examples:

- Door and window painting (windows and doors need to be open during painting)  
Annual gas servicing

### LEVEL 3: Tenant Choice Available.

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

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Examples:

- Kitchen and bathroom replacements
- Communal area decorations and floor coverings
- Fencing and security improvements
- Window replacements

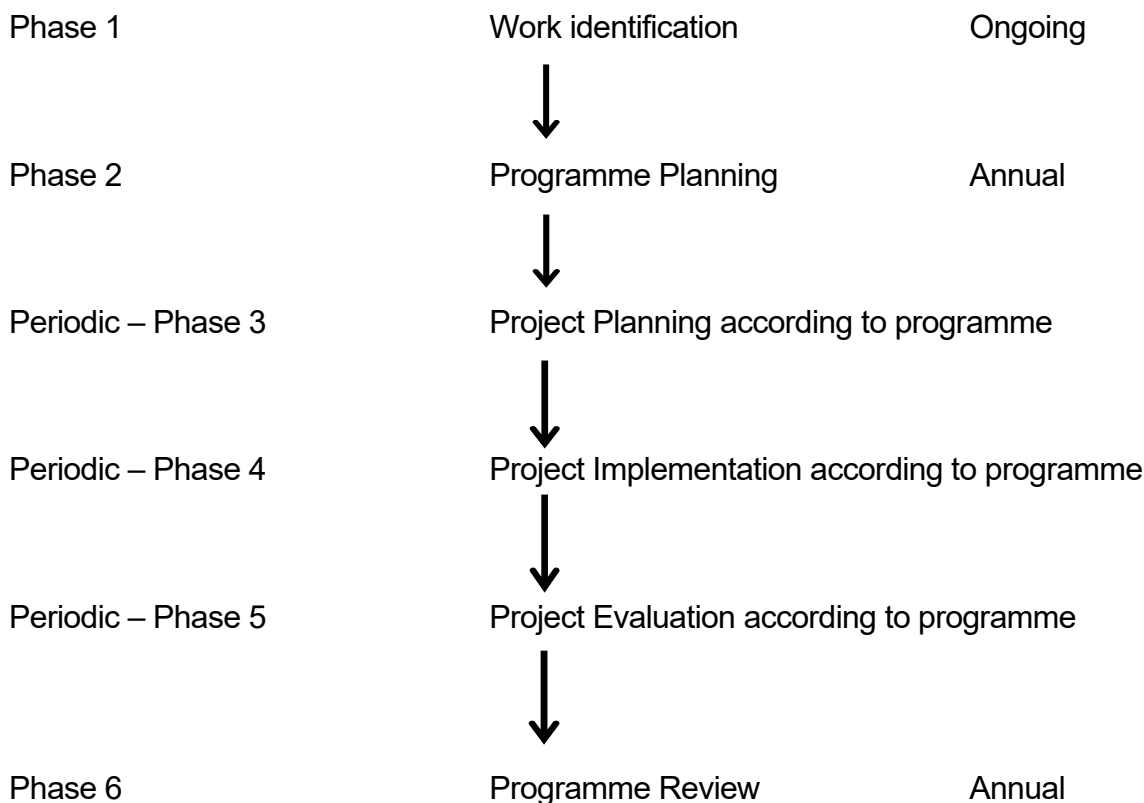
#### LEVEL 4: Complex Scheme

Major works of a complex nature are planned for the property or estate, which will involve the tenant in significant disruption, including (possibly) the need to temporarily move to an alternative property while work is carried out to their home. Tenants will be involved in helping to plan the works and how liaison arrangements will be carried out. Tenants 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 several weeks.

### 3.0 THE SIX PHASES OF PLANNED MAINTENANCE



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### 3.1 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, generally, 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. WGHC spends a significant sum of its annual budget on maintenance whether packaged, cyclical, reactive or planned / programmed maintenance work.

All members of the 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 CEO / COO before being added to those programmes. This is to ensure that urgent works are not delayed. All referrals should be by e-mail. The PMO / RMO 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:

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

The Assets 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](#)”.

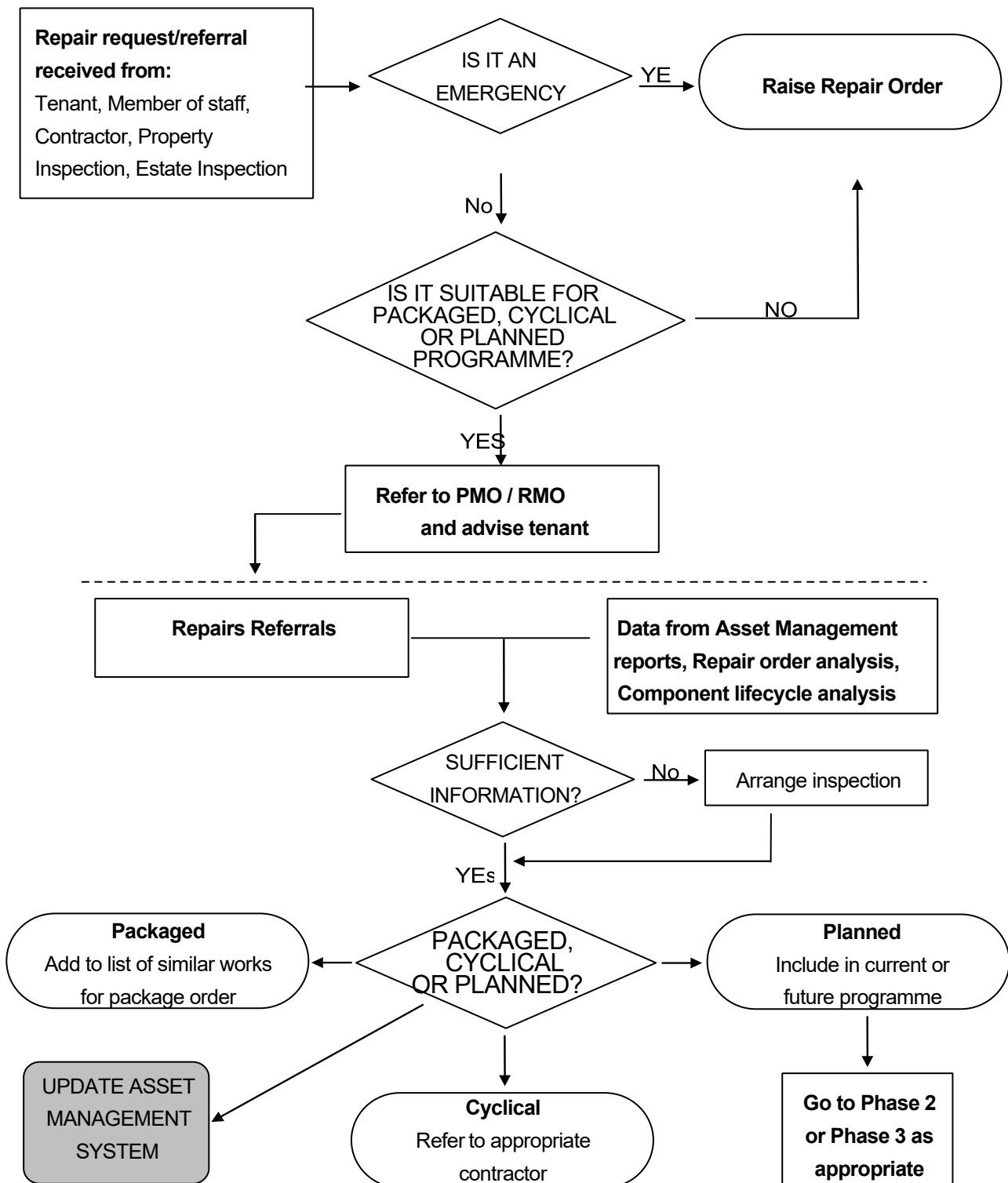
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### 3.2 Recording information

Works identified for routine responsive repairs will be recorded on SDM / Homemaster 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 SDM / Homemaster, The WGHC Asset Management Software (see SDM / Homemaster procedures).

#### PROCESS FLOW CHART: Identification of Planned Maintenance Works



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### 3.2 Phase 2 – Programme Planning

WGHC 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 (Railings / Soffits)
- Windows
- Doors
- Security
- Electrical upgrades (Alarms / Smoke Alarms / Lifts / Door Entry / Satellite)

#### **REVENUE (cyclical and services):**

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

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### 3.3 Putting together the programmes

Short Term programmes will be developed primarily by the PMO / RMO, with input and support from other members of the WGHC management team. The first stage in the process will be to draw data from The WGHC 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 WGHC 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 SDM / HomeMaster 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 PMO / RMO. The programme will then be submitted to the COO / CEO in good time for budget considerations (normally required by December of the preceding year). The Programme is not confirmed until the Committee has approved the budget (normally in February).

Medium-term and Long-term programming will essentially be a desktop exercise based on information and reports from the asset management information system. The PMO / RMO will have lead responsibility for developing these programmes. This longer term programming information will need to be submitted to the COO / CEO 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 PMO / RMO will take the lead role in managing this process.

### 3.4 Tenant involvement (see also Section 2)

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

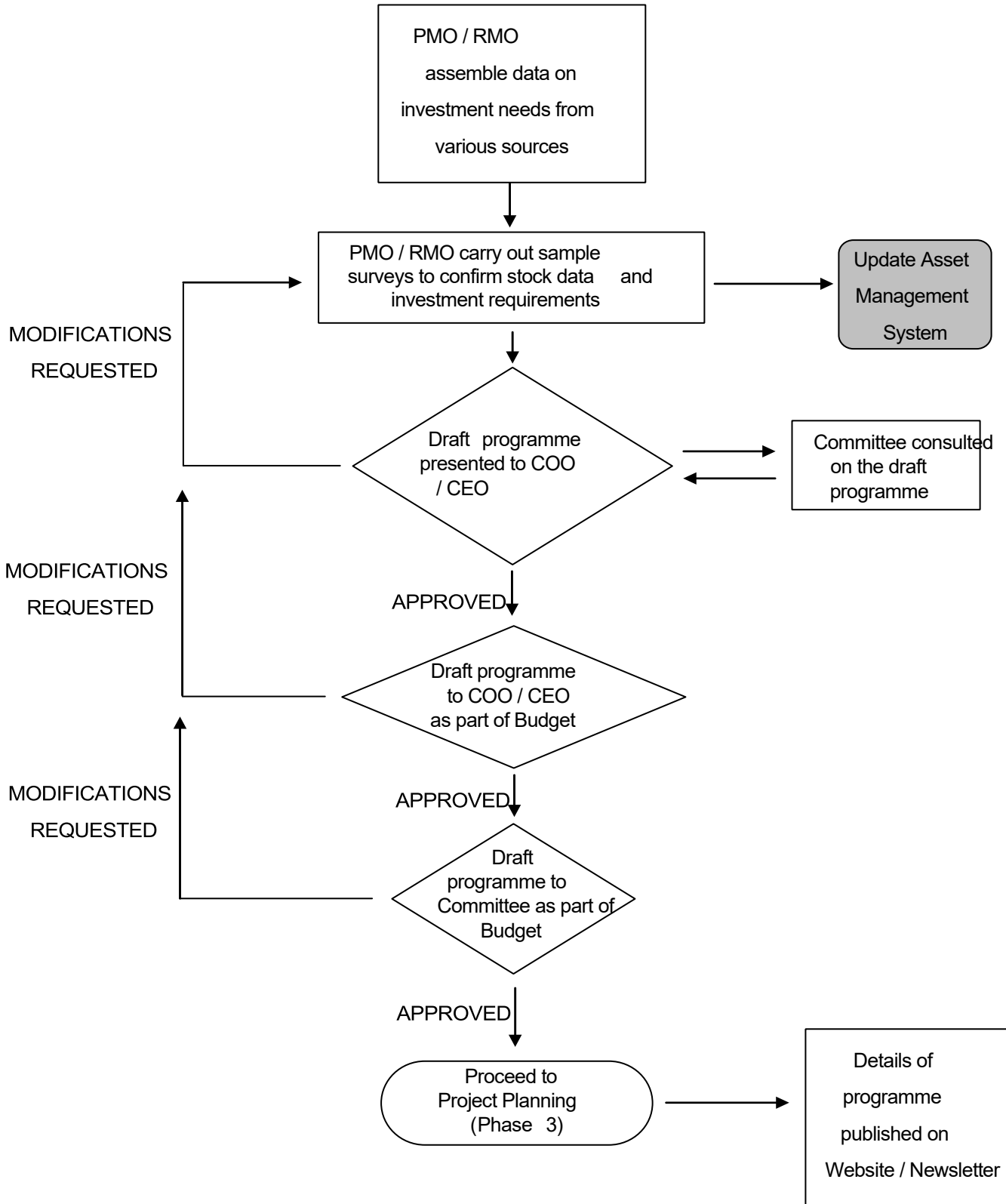
Each year WGHC will publish details of the Planned Maintenance programme for the coming year, either in the first newsletter of the year, on the WGHC website or both. As The WGHC asset management information systems improve, it will aim to engage tenants in longer-term investment decision-making, via tenant consultation forums or similar.

Periodically, WGHC will invite tenants to take part in product evaluation panels, to give feedback on the specification and quality of components installed under Planned Maintenance programmes.

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WGHC 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 FLOW CHART: Programme Planning (Short-term)



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### 3.5 Phase 3 – Project Planning

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

The PMO / RMO will determine the level of tenant involvement appropriate to the nature of the project (see Section 2 for details). Where level 4 involvement is applicable, tenants representatives may be invited to join the Project Team.

In most cases, the choice of contractor will be clear being the WGHC 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, WGHC 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. \* SPA / PCS etc.

In all cases, decisions on choice of contractor / procurement route can only be made according to authorisations detailed in the WGHC Standing Orders. Where appropriate, COO / CEO and/or Committee approval must be obtained.

Where one of the WGHC 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.**

Tenants 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 THREE MONTHS IN ADVANCE OF THE ANTICIPATED START ON SITE DATE**. Tenants will be asked to highlight any special requirements that they may have that might need to be considered when the work is being planned (e.g. 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 WGHC Compensation Policy.

**FEEDBACK FROM TENANTS HAS SHOWN THAT SLIPPAGE IN PROGRAMMES IS SOMETHING THAT CAUSES CONSIDERABLE ANNOYANCE.**

**WGHC AND ITS CONTRACTORS SHALL AIM TO PROVIDE ACCURATE INFORMATION TO TENANTS CONCERNING THE LIKELY TIMESCALES FOR PLANNED MAINTENANCE WORK. WGHCS TO PROGRAMME IMPLEMENTATION SHOULD BE AVOIDED WHEREVER POSSIBLE.**

**WHERE CHANGES TO DATES ARE UNAVOIDABLE, TENANTS SHALL BE INFORMED STRAIGHT AWAY, GIVING THE REASONS FOR THE DELAY AND THE NEW TIMETABLE. SLIPPAGE AGAINST PROGRAMME WILL BE MONITORED AS A KPI.**

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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 tenant .

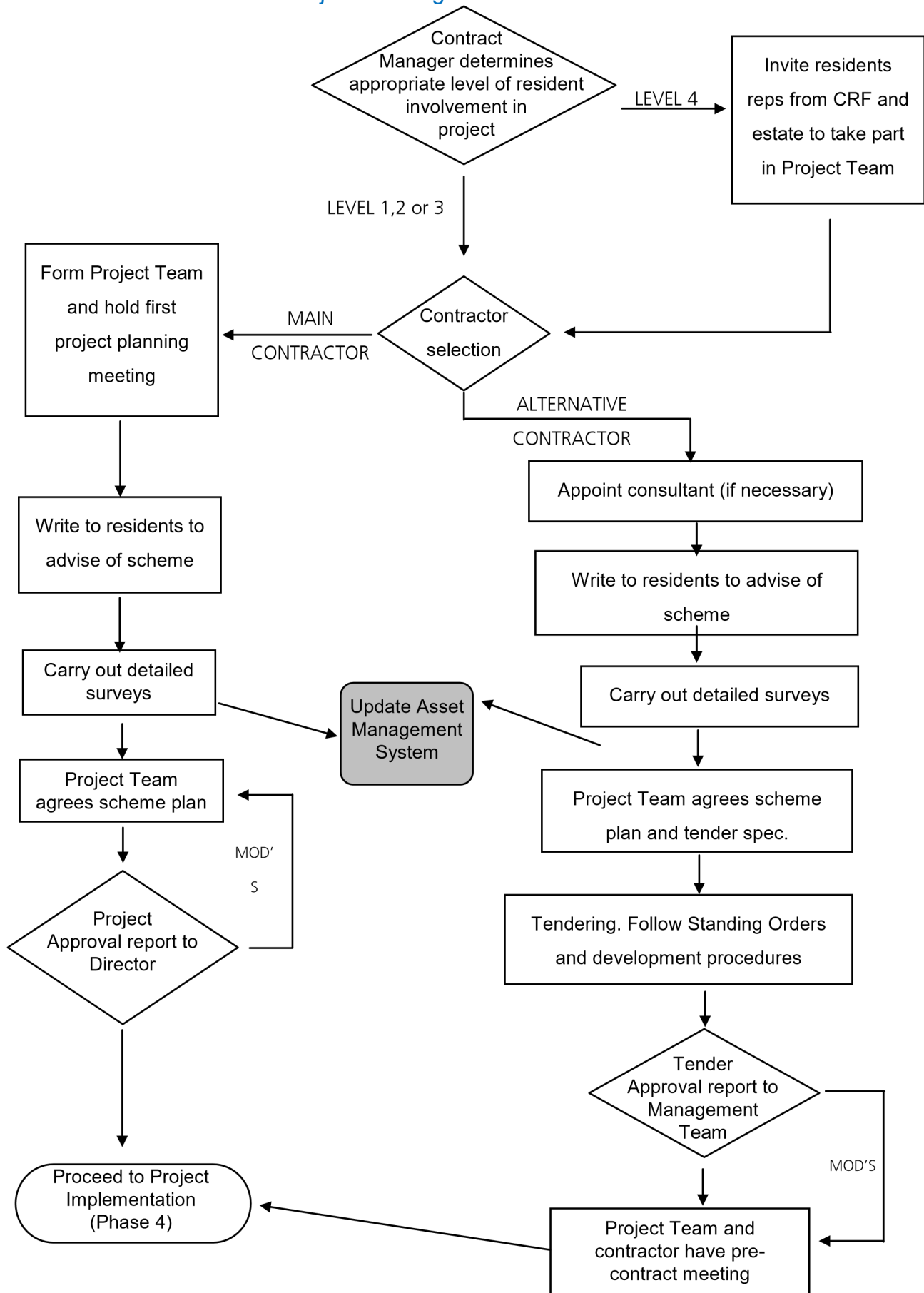
Where the tenant either requests, or is identified as having need for, adaptations as part of a planned maintenance programme WGHC will aim to accommodate these needs. The PMO / RMO will seek advice from the Housing Support Worker (if applicable) and as necessary obtain an assessment report from an Occupational Therapist. Any additional costs associated with installing non-standard/adapted equipment will be charged to the Stage 3 Adaptations budget.

The PMO / RMO will compile a report (similar to a contract approval report under traditional procurement methods) which will be submitted to the COO / CEO. The report will summarise the nature, scope, cost and implementation plan for the project and will detail the level of tenant involvement to be undertaken and key performance measures to be applied. Projects cannot proceed to implementation (Phase 4) until COO / CEO 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 the COO / CEO for approval.

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## PROCESS FLOW CHART: Project Planning



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### 3.6 Phase 4 – Project Implementation

Following formal approval of the project by the Committee, COO / CEO, the project can be implemented.

The PMO / RMO 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 WGHC and the contractor.

The contractor will notify the tenants affected that the project has been approved, and will provide the following information (which will be agreed with the COO / CEO prior to being sent out):

- Letter from WGHC 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 tenants' homes is required
- Name, photograph and contact details (including telephone number) of the contractor's key personnel for the project (e.g. Project Manager and Tenant 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 tenants can do to prepare for the work (e.g. moving valuables and fragile items, what to do with pets, and so on)
- Details of the Contractor's Code of Conduct
- Details of how tenants are expected to co-operate 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 tenants as necessary. The contractor's nominated person will act as the first point of contact for all tenants' enquiries. The contractor is responsible in the first instance for all liaison matters.

**FEEDBACK FROM TENANTS IS THAT RE-ARRANGED AND BROKEN APPOINTMENTS CAUSES SIGNIFICANT DISSATISFACTION WITH MAINTENANCE WORK.**

**APPOINTMENTS SHOULD BE KEPT WHEREVER POSSIBLE, AND ONLY REARRANGED IN EXCEPTIONAL CIRCUMSTANCES. TENANTS 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 tenant. At the conclusion of works, the contractor will provide instructions and training to the tenant in the use and care of new components. Any literature relating to the use and care of such components will be provided.

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

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The PMO / RMO 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 tenants and contractor that are not resolved between the two parties alone.

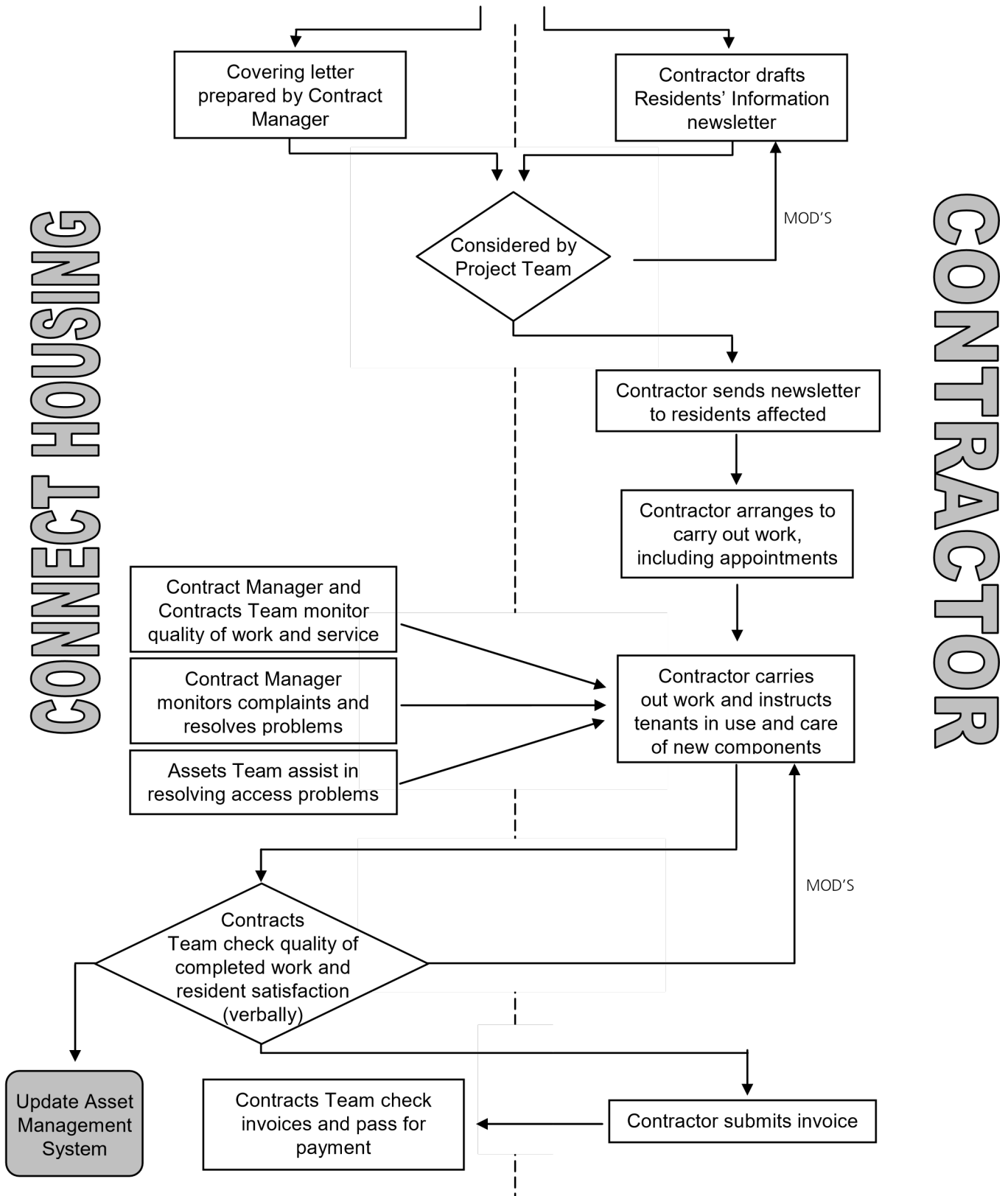
The PMO will check invoices and pass for payment. The PMO / RMO in liaison with the contractor will carry out defects inspections at the end of the defects liability period (where applicable).

The PMO / RMO or members of the housing management team will assist the contractor where there are access difficulties to a particular property. The PMO / RMO will update SDM / HomeMaster with details of the work carried out. The PMO / RMO will carry out customer satisfaction surveys following completion of the work.

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## PROCESS FLOW CHART: Project Implementation

Formal approval of project by Committee / CEO / COO



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### 3.7 Phase 5 – Project monitoring and evaluation

#### Projects being undertaken by The WGHC 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 PMO / RMO and the contractor's representative monthly, 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 tenant 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 tenant 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.

Review meetings will be held on a quarterly basis, which will involve all the WGHC 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 WGHC repairs and maintenance work. PMO / RMO 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 review meetings will be chaired by the PMO. An independent consultant may provide additional facilitation (if relevant). 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 PMO / RMO and the contractor's representative monthly, 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 tenants' 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. A key element of the report will also record final contract spend vs. budgeted forecast spend.

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

### 3.8 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 COO, and will involve:

- Asset management team members and tenant representatives (if applicable)
- Committee members with asset management interest (if applicable)
- CEO

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 (PMO), and these minutes will form the basis of the report to the Committee of Management about the performance on planned maintenance.

## 4.0 SUMMARY OF SERVICE STANDARDS: PLANNED MAINTENANCE

Each year, WGHC will provide information about the planned and cyclical maintenance programmes for the coming year. These will be published in either letters, tenant newsletters and/or the WGHC website.

WGHC will fund and support the budget, for projects and investment directed by tenants.

WGHC will consult tenants from time to time on specifications for planned and cyclical maintenance. Tenants will be involved in helping to evaluate the quality, cost and satisfaction with service levels, components and materials before they are adopted by WGHC. Tenants’ representatives will be involved in the procurement of new contracts for planned and cyclical maintenance (if relevant or applicable).

WGHC will survey tenants 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.

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WGHC will consult with Tenants about 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, (e.g. communal cleaning)
- **Level 2: Appointment only**  
straightforward work, access required to tenants home, (e.g. gas servicing)
- **Level 3: Customer choice of products**  
from a specified range, (e.g. kitchen replacements)
- **Level 4: Complex scheme**  
major programme affecting whole area – (e.g. window renewals)

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

Contractors will make appointments with tenants 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. Tenants must be advised at the earliest opportunity as soon as it becomes necessary to re-arrange an appointment. Tenants should avoid missing appointments as well, as this disrupts the programme and causes knock-on effects for other tenants and, possibly, the overall programme.

- Before work starts, contractors will provide tenants 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, minimising disruption to the tenant.
- Contractors will provide information and instructions to tenants 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 or in accordance with KPIs.
- Tenants 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 WGHC and the matter will be dealt with under The WGHC formal complaints procedure.
- In the rare circumstances where tenants are required 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 WGHC Compensation Policy.
- Where damage to tenants' internal decorations has occurred as an unavoidable consequence of planned maintenance works, WGHC will consider compensation (normally decoration vouchers) under its Compensation Policy.

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## Appendix 1: Contractor 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 PMO / RMO 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 PMO / RMO to amend the arrangement where a delay is inevitable. It is imperative that explanations for delays are communicated to both tenants and the PMO / RMO as soon as possible whenever they arise.

### WORK ON SITE - THE CONTRACTOR

#### 1. General

The Contractor should remember, always, that although a property is owned by WGHC, it is someone's home, and must be treated as such. The Contractors attention is drawn to WGHC equal opportunity requirements set out in WGHC Equal Opportunities Policy.

#### 2. Code of Conduct

##### **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.

##### **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 WGHC. It shall immediately be logged on the gift register by either the COO or CEO.

##### **Private Work for WGHC Staff**

No work is to be undertaken privately for a member of WGHC, or any of their close relatives.

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## Private Work for Tenants

Ideally and ordinarily, Contractors should not engage in private works within WGHC properties and on behalf of WGHC tenants. However, note should be taken that if any private work is undertaken for tenants, it must be on a separate basis with no WGHC involvement, or responsibility for payment. Whilst it is the responsibility of the tenant to obtain permission from WGHC to carry out work of a structural nature to the property, Contractors would be well advised to ensure that the PMO / RMO is aware of the intention to carry out such work.

### Capacity

Contractors are specifically requested to notify the PMO / RMO any problem regarding their capacity to undertake work for WGHC, 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 WGHC is given due notice of any intention to cease work or to end trading.

### Cessation

In the event of ceasing work for WGHC, Contractors will be required to hand back any keys, plans, specifications, other documents or equipment previously issued by WGHC, this would include any tenant lists, addresses or documents containing the personal data of either WGHC staff or tenants.

### Labour

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

- A member of WGHCs Committee of Management;
- Related to or have a close personal relationship with any member of WGHCs asset compliance and maintenance team or a member of WGHCs Committee 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 WGHC, The PMO / RMO 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

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.

Care must be exercised when Work is carried out in the vicinity of small children, particularly regarding sharp tools and toxic substances being kept well out of reach.

Care and consideration will be required when working in the home of vulnerable, elderly or disabled tenants, particularly regarding restricting or impending movement around the house, tools and materials lying on floors and maintaining acceptable levels of warmth and comfort.

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Any complaint arising from a dispute in any form, between tenant and Contractor must be referred IMMEDIATELY to the PMO / RMO. If for any reason a Contractor feels unable to undertake specified work on a property of WGHC, the PMO / RMO must be informed immediately. 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 WGHC 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 their 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 WGHCs business or concerning other tenants, other properties or other Contractors. Any enquiry from tenants or others concerning WGHCs business should be diplomatically redirected to the appropriate staff (PMO / RMO).

#### 8. Access

When arrangements for access cannot be made by telephone, then subject to WGHCs 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 the PMO / RMO or the Contractor directly. In the event of tenants breaking arrangements, or refusing access, the PMO / RMO must be informed as soon as possible. If access refusal becomes a common issue, the PMO / RMO may need to refer to Housing Management colleagues for assistance.

WGHC staff will accompany Contractors if requested in advance.

#### 9. Standards

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Over and above the general requirements of standards of performance and conduct required, due note should be taken that no deviation from these normal requirements 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 instructed not to smoke in WGHC dwellings or gardens unless permission has been granted by the tenants.

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

- All dealings with tenants are to be undertaken with a polite attitude with strict observance of the requirements of equal opportunity and Discrimination Regulations (on any grounds).
- The Contractors operatives are to carry identification at all times and make such identification clear and readily available for inspection by tenants and WGHC staff.

## 10. Voids

Abandoned belongings from voids may only be removed by Contractors with written permission from the PMO / RMO or Housing Manager. 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 regarding disposal or storage of any such items.

## 11. Good Practice Requirements

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

- Being prompt when an agreed time has been organised to have works undertaken;
- Not smoking in tenants homes;
- Not playing radios in tenants homes;
- Always using dust sheets where mess is likely to result from the works;
- Always leaving a calling card if the tenant is not in when access required;
- Always showing identification cards before seeking entry for the first time;
- Being courteous to tenants;
- Never engaging in gossip with tenants;
- Never using bad language
- Always clearing up any mess left because of the works carried out;
- Not using any of the tenants facilities without their prior permission;

Taking all reasonable steps to ensure the security of the tenant's property and possessions.

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## Appendix 1a: Tenants' Summary of Contractor Code of Conduct

(for inclusion in Tenant s' information packs)

The Contractor should always remember that although a property is owned by WGHC, it is someone's home, and must be treated as such. The Contractor is required to follow certain practices, which WGHC considers fundamental to a quality service.

The contractor will make an appointment to carry out work whenever that work requires access to the tenant's home;

The contractor will arrive promptly when an agreed time has been organised to have works undertaken;

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.

Contractors will always leave a calling card if the tenant is not in when access required;

Contractors will always wear and show identification cards before seeking entry for the first time;

- Contractors will not smoke in tenants homes;
- Contractors will not play radios in or near tenants homes;
- Contractors will always use 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.
- 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.
- The Contractor will take particular care in homes where there are small children, particularly regarding sharp tools and toxic substances being kept well out of reach.
- Care and consideration will be required when working in the home of vulnerable, elderly or disabled tenants, particularly regarding restricting or impeding movement around the house, tools and materials lying on floors and maintaining acceptable levels of warmth and comfort.
- Contractors will be courteous and respectful to tenants at all times.
- Contractors will never using bad language, or, engage in gossip with tenants.
- 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 WGHC as soon as possible.
- The contractor will not use any of the tenants facilities without their prior permission;

The contractor will take all reasonable steps to ensure the security of the tenant's property and possessions.

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## Appendix 2: Complaints Policy and Procedure

### Policy

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

Where the tenant has already contacted the contractor (or WGHC has done so on their behalf) but they remain dissatisfied by the response, the matter will be investigated under The WGHC formal complaints procedure. This can be readily found on the WGHC website.

Where the matter of complaint is particularly serious, involving for example gross misconduct by a contractor, WGHC 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 PMO / RMO within 2 working days. The contractor will act straight away to deal with the issue, without waiting for instructions from the PMO / RMO. The PMO / RMO will contact the tenant 2 days after the complaint was received to check whether the tenant is satisfied with the response given.

Tenants may complain direct to WGHC 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 WGHC 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 Tenant liaison officer to pass on the details and will confirm by e-mail. A copy of the e-mail will be sent to the PMO / RMO, who will contact the tenant after 2 days to check whether they are satisfied with the response from the contractor. In all cases, complaints will be logged on the WGHC complaints module of either SDM / Homemaster.

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 WGHC will have emergency contact details for the contractor 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 PMO / RMO.

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All complaints concerning quality of work or the service provided by a contractor under Planned Maintenance, whether received by the contractor or WGHC , 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 considered in the overall assessment of contractor performance.

### Compensation

Where a tenant claims compensation because of poor service from a contractor employed by WGHC , WGHC will consider the case. The PMO 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 PMO / RMO will first ask the contractor to offer a direct apology and appropriate remedy to the customer within WGHC timescales. If this is likely to cause undue delay, the PMO will arrange compensation for the tenant, and will seek reimbursement from the contractor. The contractor’s response to any compensation cases will be considered 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 WGHC Compensation Policy.

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## 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 tenants.

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

Where a property has been identified for a new kitchen, or part kitchen renewal, WGHC will write to the tenant to confirm the nature and extent of the works to be done.

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.

The contractor will visit the tenant at the appointed time. The contractor will carry out the necessary survey measurements and will use suitable computer software methods to help design the new kitchen. The contractor will apply WGHC development standards, or other standards as required to comply with SHQS and will explain these requirements to the tenant where they may conflict with the tenant'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 tenant's wishes for the kitchen.

The contractor will show the tenant product samples from the standard range to assist the tenant in choosing the cupboard doors / drawer fronts, worktops, splashback and floor covering for their new kitchen.

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 the PMO / RMO for approval, together with the cost estimate.

When approval has been given by WGHC, the contractor will contact the tenant to arrange for the new kitchen to be fitted. Normally there will be a delay of between 6 to 12 weeks between the survey/design visit and the kitchen fitting, and this is to allow time for the kitchen to be manufactured and/or procured.

The PMO / RMO will monitor the quality of the new kitchen installation and will visit to check the work when it has been completed. If there are snagging works to complete, the PMO / RMO will agree these with the Contractor and the tenant will be advised accordingly. Agreed snagging works are to be completed before WGHC commit to paying for any works that have been considered completed by the Contractor.

When work has been completed, the tenant will be asked to complete a satisfaction survey and return this to WGHC. These will be used as a mechanism to measure both tenant satisfaction and Contractor performance.

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## Appendix 4: Procedures for bathroom replacements

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

From time-to-time, tenant representatives (if practical and relevant), will be invited to take part in product evaluation panels. The purpose of these panels will be to review the specification and supplier of components (in this case bathrooms), to improve product supply in terms of cost, quality, choice, maintenance and tenant aspirations. These reviews will agree a standard product range, from which individual tenants can choose components for their home.

Where a property has been identified for a new bathroom renewal, WGHC will write to the tenant to confirm the nature and extent of the works to be done.

Prior to the works being carried out, the contractor will contact the tenant to arrange an appointment to survey the bathroom and discuss choices with the tenant.

The contractor will visit the tenant at the appointed time. The contractor will carry out the necessary survey to help design the new bathroom. The contractor will apply WGHC development standards, or other standards as required to comply with SHQS (if applicable). Working within such design requirements and the range of components on offer from the standard range, the contractor will otherwise aim to accommodate tenant's wishes for the bathroom.

The contractor will show the tenant product samples from the standard range to assist the tenant in choosing the shower board, shower screen, taps and floor covering for their new bathroom.

The contractor will provide a print-out of the bathroom and choices, which the tenant will be asked to sign. A copy will be given to the tenant and a copy sent to the PMO / RMO for approval, together with the cost estimate.

When approval has been given by WGHC, the contractor will contact the tenant to arrange for the new bathroom to be fitted. Normally there will be a delay of between 4 to 10 weeks between the survey/design visit and the bathroom fitting, and this is to allow time for the bathroom components to be procured.

The PMO / RMO will monitor the quality of the new bathroom installation and will visit to check the work when it has been completed. If there are snagging works to complete, the PMO / RMO will agree these with the Contractor and the tenant will be advised accordingly. Agreed snagging works are to be completed before WGHC commit to paying for any works that have been considered completed by the Contractor.

When work has been completed, the tenant will be asked to complete a satisfaction survey and return this to WGHC. These will be used as a mechanism to measure both tenant satisfaction and Contractor performance.

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## Appendix 5: Key Performance Indicators

The following KPIs for Planned Maintenance should be used in conjunction with KPIs for reactive 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.

- KPI. 1\* WGHC Satisfaction – Product(s)
- KPI. 2\* WGHC Satisfaction – Overall Service
- KPI. 3\* Tenant Satisfaction – Product(s)
- KPI. 4\* Tenant Satisfaction – Overall Service
- KPI. 5\* Quality/Defects – inspections
- KPI. 6\* Safety - Contractors
- KPI. 7a\* Environmental Impact – Construction / Installation process
- KPI. 7b\* Environmental Impact – Product(s)
- KPI. 8 Productivity Contract – active works against lost time
- KPI. 9 Productivity - Individual Jobs
- KPI. 10 Cost - actual cost against budgeted / quoted
- KPI. 11 Project Start date - actual against proposed
- KPI. 12 Project Completion date - on time or late
- KPI. 13 Appointments Kept
- KPI. 14 Right First Time - Snagging or need to re-visit
- KPI. 15 Social Investment / Community Benefits
- KPI. 16 Contractor Satisfaction – with WGHC
- KPI. 17 Promptness of Payment – from WGHC

### Definitions

- KPI. 1 WGHC Satisfaction – Product(s)  
 How satisfied WGHC is 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**

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- KPI. 2      WGHC Satisfaction – Overall Service  
 How satisfied the WGHC 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      Tenant Satisfaction – Product(s)  
 How satisfied the tenant 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      Tenant Satisfaction – Overall Service  
 How satisfied the tenant was with the service provided by WGHC 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. 5      Quality/Defects – inspections  
 The number of planned maintenance projects passing quality inspections. Measured by counting the number of completed works that pass a quality inspection as a % of the total number of works inspected.  
 Figures collated each month.  
**Target: 90%**  
  
 NB: this target is lower than for reactive repairs due to the more complex nature of planned maintenance work and the 100% post inspection target for reactive maintenance work.
- KPI. 6      Safety - Contractors  
 Refer to main KPI framework and contract terms & conditions
- KPI. 7a      Environmental Impact – Construction / Installation 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**

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- KPI. 7b Environmental Impact – Product(s)  
 How well WGHC 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. 8 Productivity Contract – active works against lost time  
 How well the contractor has managed work and staff to ensure productivity and minimise downtime, on a scale of 1 to 10, where 10 is very effective work rate and 1 is a poor work rate (with lack of productivity)  
 Assessed according to issues recorded at project team meetings  
 Figures collated each quarter  
**Target: 8**
- KPI. 9 Productivity - Individual Jobs  
 How well the contractor has managed work and staff to ensure productivity and minimise downtime, on a scale of 1 to 10, where 10 is very effective work rate and 1 is a poor work rate (with lack of productivity)  
 Assessed according to issues recorded at project team meetings  
 Figures collated each quarter  
**Target: 8**
- KPI. 10 Cost - actual cost against budgeted / quoted  
 How the actual cost of the project completion compares to that originally budgeted / quoted.  
 Measured as a percentage of the projected cost.  
 Figures collated at the end of each project  
**Target: cost to match budget, or less (ie. saving)**
- NB: Any significant variances from budgets (actual or projected) will be reported to Committee on a quarterly basis. Significant variances shall be defined as actual or projected overspends of either **£5,000 or 5%**, whichever is higher, in relation both to project budgets and to the operating cost centres listed above. During the year, Committee may authorise changes to budgets to allow for significant changes in budget assumptions or unforeseen events or responsibilities.
- KPI. 11 Project Start date - actual against proposed  
 Did the project programmed start date mirror what was proposed and published to WGHC tenants.  
 Measured in terms of the number of weeks different  
 Figures collated at the end of the project  
**Target: no change, project start date achieved and met**

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- KPI. 12      Project Completion date - on time or late  
 Did the project programmed completion date mirror what was proposed and published to WGHC tenants.  
 Measured in terms of the number of weeks different  
 Figures collated at the end of the project  
**Target: on target date, or before (ie. quicker than programme)**
- KPI. 13      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. 14      Right First Time - Snagging or need to re-visit  
 The proportion of works completed right first time as a proportion of the total number of works undertaken. Measured as a percentage of the total number of works undertaken within the project.  
 Figures collated each month  
**Target: 95%**
- KPI. 15      Social Investment / Community Benefits  
 WGHC seek between 1 and 2.5% of overall project cost to be rebated and used for social investment / community benefit.  
 Measured as a percentage of the total (net) project costs.  
 Figure collated toward the end of the project.  
**Target: Report to Committee on any community benefits realised**
- KPI. 16      Contractor Satisfaction – with WGHC  
 Refer to main partnering KPI framework and/or contract terms and conditions
- KPI. 17      Promptness of Payment – from WGHC  
 WGHC takes pride in prompt payment to Contractors where work has been completed on time and to the satisfaction of WGHC Committee and tenants. Individual works usually paid between 7 and 15 working days.  
 Larger project costs paid in monthly instalments.  
**Target: Total project costs required to be invoiced always before a financial year end in which the works were undertaken.**

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## Appendix 6: Project Approval Form

<b>Programme area (budget)</b>			
<b>Contracts Manager lead</b>			
<b>Contractor</b>			
<b>Scheme / Estate</b>			
<b>Properties affected (list addresses)</b>			
<b>Nature of work being undertaken (description)</b>			
<b>Anticipated Start on Site Date:</b>			
<b>Anticipated Completion Date:</b>			
<b>Anticipated costs</b>			
<b>Tenant Involvement Level</b>			
<b>KPIs and Targets</b>			
<b>Risk Management</b>			
<b>Additional Comments</b>			
<b>CEO / COO Approval</b>	<table border="1"> <tr> <td></td> <td><b>Date</b></td> </tr> </table>		<b>Date</b>
	<b>Date</b>		