



Golden Lane Housing

working in partnership with mencap

Planned
Maintenance
Strategy
2015



Ray's story

Ray was finding it difficult to access his en suite bathroom with his wheelchair due to the small step and it had become quite tired looking and worn.

Golden Lane Housing worked closely with Ray transforming his bathroom into a fully accessible wet room with a toilet and sink in his favourite Leeds United football team colours.

“I moved out for a week while the work was being done. When I came back I was so happy, it looks great. Now I can get in there easily and I've got a Leeds United towel to go with it.”

Ray, GLH tenant



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Planned Maintenance Strategy

Golden Lane Housing (GLH) is an organisation that is growing consistently with a portfolio of properties both owned and leased across England and Wales, with assets valued in excess of £84 million. There is a need for GLH to think strategically about its property portfolio to ensure they maintain value and help to meet GLH aims and objectives.

Aims

GLH will maintain the whole of its stock to maximise the usable life and ensure that all tenants live in homes that offer an acceptable level of comfort, safety, security and in property that is not detrimental to the health of the occupants. GLH will carry out planned maintenance repairs and replacements at the appropriate time and will plan for adequate financial provision to facilitate the implementation of this policy.

Objectives

- Focusing on the needs of our customers and continuously improving the quality of service and levels of satisfaction.
- Ensuring our performance gets better across all areas of the business.
- Being more efficient in what we do by doing more or the same for less. The overarching strategy for repairs and maintenance is to provide an accessible, customer focused service which ensures that all of our properties are maintained to a high standard. We want to ensure that when repairs are required they are delivered in an efficient and friendly way, which takes account of the expectations of our customers and their individual needs.
- We will ensure that all our properties are improved to at least meet the Decent Homes Standard. We will ensure that this standard is maintained and further improvements undertaken, subject to resources and customer expectations.

Tenant consultation

GLH is committed to involving tenants in decision around choices within their homes and their lives. GLH adopts a flexible approach to allow tenants to participate as fully as possible in the decisions around maintenance and improvement works to their homes.

Statement of intent

- GLH is aware that the delivery of an efficient and effective repairs and maintenance service is both critical in determining user satisfaction and essential to the proper management of the property portfolio.
- GLH has developed this strategy to assist in minimising the amount of responsive repairs it needs to undertake. The strategy will be reviewed annually with a key aim of reducing the work undertaken as a responsive repair and to increase the work undertaken in a planned manner.
- All maintenance activity will be undertaken in a targeted and timely manner which facilitates the most cost effective use of maintenance resources and protects the value of an asset.
- GLH will endeavor to support our tenants by completing minor adaptations to their homes and will support our tenants in making applications for disabled adaptations grants for the larger adaptations.
- GLH will endeavor to set budget to support our tenants in dealing with environmental issues such as tree management and hedge cutting.

Gareth's new kitchen

GLH met with the tenants to chat about how the design could best meet their needs. The housemates were supported to pick all the finishings including types of cupboards, worktops, handles and floor covering.

“Gareth enjoys helping to prepare meals in the kitchen.”

Tony, Gareth's support worker

£750,000

was spent on 190 properties in 2014/15 to maintain and alter tenants' homes to make them more suitable, including internal and external decorations, new roof covering, heating installations and upgrades, kitchen and bathroom replacements and new windows and doors

£45,000

was spent from the new Environmental Budget in 2014/15 on a range of works, such as hedge cutting, new carpets and security improvements

98% of tenants

were happy with the planned maintenance works completed to their home in 2014/15



Delivery of the Planned Maintenance Programme

Priorities and plan for delivery

In addition to compliance with all legal requirements GLH will:

- Ensure all tenants live in homes that can offer affordable warmth by completing Energy Performance audits of our properties ensuring all achieve minimum of Band D.
- Ensure all tenants live in homes with adequate level of fire protection by completing Fire Risk Assessments and regularly assess these completing new assessments if significant changes occur within the property.
- Reduce the risk of condensation and mould growth – by ensuring adequate ventilation, along with sufficient levels of insulation and adequate heating. We will also advise residents on how to reduce moisture levels in their homes.
- To ensure that all properties have an acceptable level of energy rating – looking to achieve minimum Band D – maximising grant opportunities to upgrade our properties.
- Ensure that tenants live in homes with appropriate levels of sound insulation – as and when required we support and enquire to carry out improvements to our homes to improve sound transmission this will be on a case by case basis.
- Ensure all tenants live in homes with appropriate levels of security – by listening to our residents concerns and those of the people that support them and ensure we support any request to improve security both within the home and to the boundaries.

- Ensure that appropriate tenant consultation is undertaken – tenants are to be consulted on any project works complete with their home prior to commencement.
- Maintain all properties in the most cost effective manner over a realistic time period including the execution of appropriate option appraisals where necessary – by ensuring all works are recorded on the asset management system, along with updating the attributes. Reporting high spenders and scheme that appear un-economical to the head of development for appraisal.
- Maximise all available grants – by keeping abreast of all grants particularly relating to energy improvements and making applications for works to improve our properties.
- To increase the proportion of planned maintenance to reactive maintenance by working towards a budget split of 40:60%.
- Reduction of reactive maintenance costs by the introduction of planned maintenance – ensuring all properties are loaded on to the asset management system with relevant attributes, updated to reflect current condition.
- Ensuring new housing stock meets GLH new housing requirements and to a standard where planned maintenance can be financial achieved – by ensuring all newly acquired properties are thoroughly inspected by a property surveyor or technically qualified person to ensure new properties meet the new GLH home standard.
- Carry out timely replacement of property components – by ensuring all properties attributes are loaded on to the asset management system, so that planned maintenance programs and be run.
- Ensure consistency of improvement standards – ensuring all of the teams involved are given the opportunity to give feed back on way to improve the delivery of our services.

Planned and Preventative Maintenance

Planned and Preventative Maintenance (PPM) is used to overcome the disadvantages of corrective maintenance, by reducing the probability of and likelihood of failure. Preventative maintenance tasks are undertaken in accordance with a predetermined plan at regular, fixed intervals.

The advantages of preventative maintenance over corrective maintenance are:

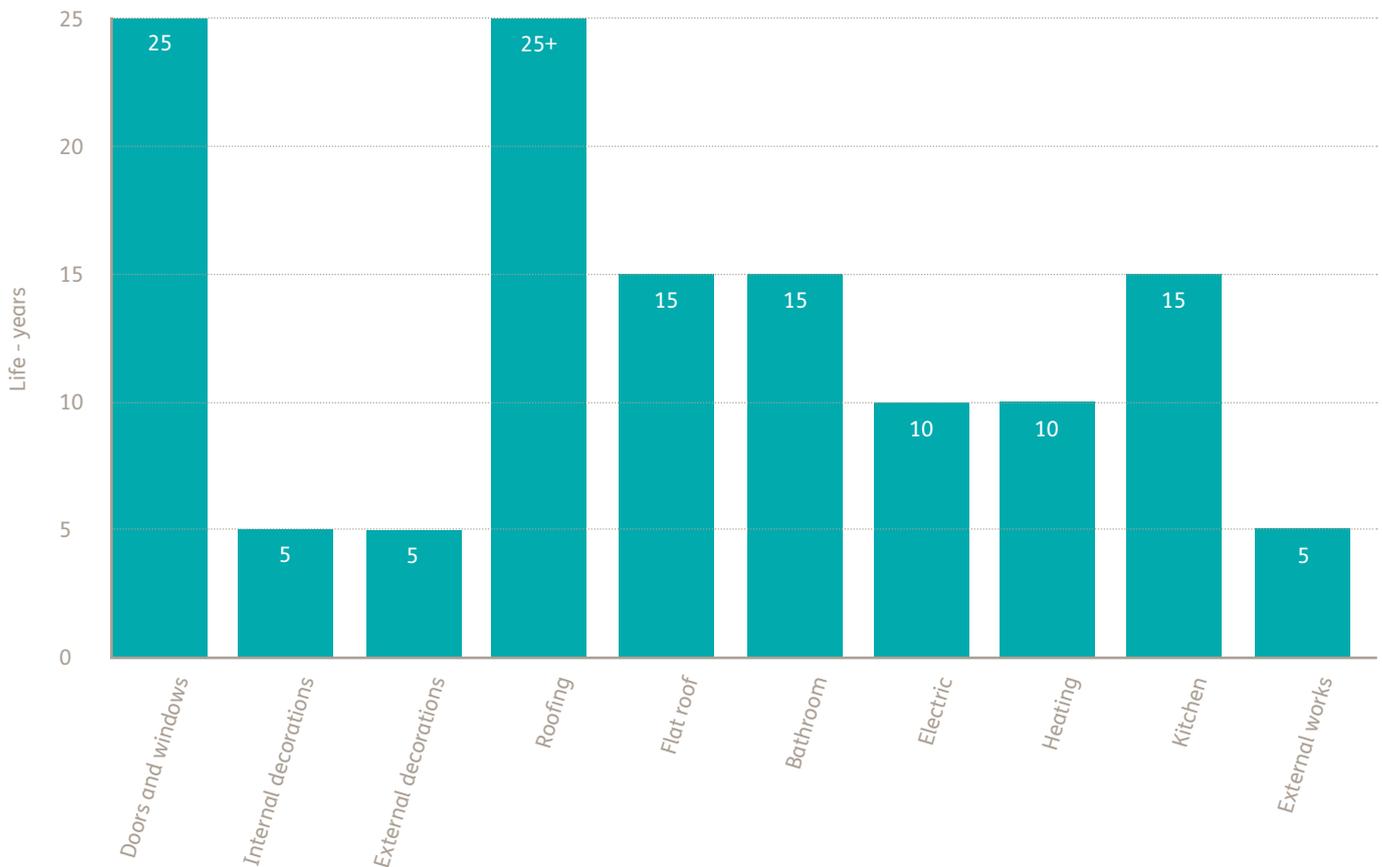
- Maintenance tasks can be planned ahead and performed when convenient to building user/ operator.
- Maintenance costs can be reduced by avoiding the cost of consequential damage and use of emergency resources.
- Downtime (the time that an element of the building or whole building is out of service) can be minimised so the occupancy and the income of the building where applicable is maintained and can be increased.
- Health and Safety of user and operator can be improved.

However, there are some disadvantages to consider with PPM:

- Maintenance will be performed irrespective of the condition of the item/element (ie some tasks will be performed on elements that may have remained in a safe/acceptable operating condition for a longer period of time).
- Maintenance tasks can be more costly in terms of spare parts and labour costs if it is carried out without control or when not required.

Where resources permit, GLH aim should be a ratio of 40% funding on Corrective Responsive Maintenance to 60% PPM.

Planned maintenance: element life expectancies



Stock condition survey

The initial stock condition survey brief required that 100% of all our stock be surveyed, which was completed 2009/2010.

In order to maintain the level of information on each of our stock we will survey 20% of the stock on an annual basis.

The completion of the surveys will be carried out by a mixture of our staff and selected consultants using a hand held computer. All information was initially loaded on to Pocket Survey, it has since been consolidated and transferred onto Active H. In order to ensure that the existing data base is kept up to date GLH surveying team will continually check and adjust the information on our asset management system to ensure the information is up to date and relevant.

Analyse the stock condition survey data

In order to effectively manage and plan for the delivery of an affordable planned maintenance programme, the information gained from the stock condition surveys had to be rationalised, GLH have created the following property attributes with the associated life cycles, for each property where we have maintenance liability a cost to complete the respective piece of works is to be logged on computer asset management system, from this we are able to assess the cost effectiveness of any scheme and plan for future maintenance over the whole life of the building. GLH will occasionally review these life cycles and adjust them where we believe there is a need or where there is a risk of higher wear and tear in a scheme.

Cyclical maintenance

These are works organised and carried out to a pre-determined plan or interval of time. This is done in order to prevent the premature breakdown of time sensitive components, with view of prolonging the life of that component.

This includes servicing, checking components and identifying elements which may need replacement to avoid failure.

We have a programme for the regular inspection of the external redecoration of every property, any repairs necessary prior to painting are identified and properties are redecorated.

Where internal decoration are a requirement of a person's tenancy agreement we will regularly complete internal decorations we will inspect all internal communal and common areas and include any works, dependant on need, in the cyclical programme.

Asset management and maintenance

Good asset management needs to consider whether a 'one-off' capital expenditure to enhance an asset would reduce the ongoing revenue costs of maintenance. In order to make the most effective use of limited funds, maintenance and upgrading improvement works are often carried out together to meet service needs.

Maintenance works often involve decisions about using newer, better materials, components and systems and these should be linked to the council's objectives.

7 properties
received free
insulation up grades
in 2014/15

£53,000
was spent from
the Maintenance
Improvement
Programme
in 2014/15

£30,000
was spent on
disabled
adaptations in
20 properties
during 2014/15





Impact of the strategy

This strategy will have a positive impact upon the repairs and maintenance service and therefore upon the organisation as a whole.

The strategy will:

- Improve tenant satisfaction with property standards and the repairs service.
- Contribute towards having a well maintained property portfolio, ensuring that capital and revenue funding is effectively priorities and utilised.
- Deliver projects effectively and efficiently.
- Maximise returns on any investment into properties.
- Deliver continuous improvement through performance management.
- Allow an effective utilisation of resources.

Value for money

GLH is committed to achieving value for money in the way that we deliver services. We recognise that having a value for money service relates to the quality of the service provided as well as the cost.

As part of GLH overall Value for Money (VFM) strategy we recognise the need to deliver ever improving and cost effective services for all our customers and in so doing, meet the requirements of the VFM key line of enquiry (KLOE).

We will seek to adopt good practice and incorporate VFM principles in to every project. VFM will be an integral element of all performance measures and we will work to ensure that there is VFM awareness throughout the organisation and partners that we work with.

Louisa's story

In the services Golden Lane Housing offers to tenants, choice plays an important part in making a real difference to someone's life and in their home.

Amy, Danielle, Louisa and Charlotte have personalised their home using the funds from our new Maintenance Improvement Programme.

Read more about her story at:
www.glh.org.uk/louisa

“When we moved into the house all the walls were in one colour so we were very excited to find out we could change the colours in every room not just our bedrooms. Being able to choose our favourite colours makes it more personal and homely.”

Louisa, GLH tenant



Get in touch

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