



# Clydesdale Housing Association's Repairs and Maintenance Policy

## ***AVAILABILITY OF POLICY***

This document is available to anyone who requests it, in full and in part, on tape, in large print, in Braille, and in translation into most other languages at no cost. Please ask a member of staff if you, or anyone you know, would benefit from this facility.

**Clydesdale Housing Association Limited is a Registered Scottish Charity (SCO34228)**

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## **1. Introduction**

- 1.1 This Policy document outlines Clydesdale Housing Association's (the Association) approach to all aspects of maintenance planning and delivery.
- 1.2 The Association has decided to bring all of its maintenance related policies together into one single document. We believe that this will provide a more comprehensive and user friendly document.
- 1.3 The following maintenance issues will be covered:
  - a) Reactive Maintenance (Day-to-Day Repairs)
  - b) Grounds Maintenance
  - c) Planning for Lifetime Maintenance and Cyclical Maintenance
  - d) Decant arrangements
  - e) Void Management
  - f) Adaptations
  - g) The Tenant's *Right to Repair*
  - h) The Tenant's *Right to Compensation for Improvements*
  - i) Selecting Contractors – The "Approved List"
  - j) Tendering and Quotations
  - j) Contractor's Code of Conduct
  - k) Measuring Performance and Committee Reporting
  - l) Policy Review and Arrangements for Consultation

## **2. Performance Standards and Good Practice**

The reference documents used in the compilation of this document are as follows:

- The Housing (Scotland) Act 2001
- Part 5 of the Scottish Secure Tenancy Agreement
- Chapter 7 of *Raising Standards in Housing* (Maintenance)
- Chapter 19 of *Raising Standards in Housing* (Void Management)
- *Performance Standards for Registered Social Landlords*, particularly sections AS1.5, AS1.10, AS2.1 to AS2.4, and all the relevant Guiding Standards that underpin these Activity Standards.
- The Chartered Institute of Housing Good Practice Unit

## **3. Policy Objectives**

We want to deliver an effective and efficient repairs and maintenance service. There are over-arching principles which are translated into policy objectives.

- Ensure that all legal and statutory obligations are carried out
- Consult with tenants to develop the service standards to be adopted
- Provide homes which are warm, comfortable and are in a good and safe state of repair
- Preserve the life of the building through an effective planned, cyclical

- and routine repairs service
- Achieve the Scottish Housing Quality Standard by 2015
- Plan how to finance the future planned and cyclical maintenance programme using up to date stock condition information which feeds into the long term financial plans
- Update the stock condition information regularly to ensure we have accurate information about the condition of our stock.
- Carry out our planned and cyclical maintenance programme efficiently, effectively and on time
- Provide a responsive routine repairs service which is efficient, effective and value for money
- Have a good re-let standard to minimise void periods and loss of rental income
- Procure maintenance services in line with legislative requirements and best practice and which ensure a good quality service to our tenants which represents value for money
- Keep maintenance costs under control by setting and monitoring budgets which do not jeopardise the financial viability of the organisation
- Provide a medical adaptation service to assist tenants to remain in their home longer
- To maintain our properties to a standard which makes them desirable properties to live in and which helps to sustain our communities
- To gather customer feedback on the quality of our service and respond to the needs of our tenants.
- Ensure equality and diversity is achieved in accessing the range of maintenance services
- To improve the repairs and maintenance service through ongoing self-assessment of Performance Standards and good practice and review and evaluation of the range of services provided.

#### **4. Achieving Policy Objectives**

An annual repairs and maintenance outcome report will be circulated to Committee detailing the how the policy objectives have been met. The range of activities which feed into this process is as follows:

1. Carry out policy and procedure reviews to improve service delivery
2. Prepare outcome reports on tenant consultation exercises and implement changes if possible within the resources available.
3. Gather customer feedback and analyse results
4. Monitor performance against service plans which include standard of service to be delivered
5. Update stock condition information to inform future planned and cyclical maintenance programmes
6. Update long term financial projections to assess how to fund reactive repairs, and planned and cyclical maintenance requirements.
7. Procure contractors and consultants who will provide a quality service which represents good value for money.
8. Analyse reactive repairs costs to ensure the service is being

- delivered effectively and efficiently
9. Monitor equality and diversity returns to provide a service which meets the needs of all our tenants
  10. Set targets which are achievable and realistic
  11. Monitor performance against our key performance indicators and targets and take remedial action where required.
  12. Assess our performance and service delivery plans against Communities Scotland Performance Standards and good practice information.

## **5. Performance Management**

### **Reactive Repairs**

We use a range of performance measurement activities to achieve our policy objectives. These include:

- Measuring the number of jobs completed on time compared to the number of jobs which were due to be complete. This is broken down by the three reactive repairs categories emergency, urgent and routine. This is one of our key performance indicators (KPI) and is reported to our Committee of Management every month. We have target timescales for completing reactive repairs which we set by benchmarking ourselves against the top performing housing associations in our peer group. *(We need to fill in a return every year to Communities Scotland. Our results are placed in a table which compares our performance to similar organisations in size and location. We are classed as a rural organisation with more than 150 units. This is referred to as our peer group).*
- Holding a monthly performance meeting with our contractors. During the course of the meeting we will discuss:
  - Contractor performance against the target completion times
  - Results of customer feedback
  - Compliance with the standards we set in our specification documents
  - Service delivery failure complaints in reactive repairs
  - Poor workmanship identified through the post inspection quality control checks
  - Issues identified through the invoice checking process
- A comprehensive analysis of the cost of repairs which includes repeat job orders; average cost per trade type; average cost per reactive category; average unit cost for repairs.
- Quality control checks which are based on the internal processes we have in place and the level of risk we are exposed to if part of the process breaks down
- Gathering information weekly on the performance of our contractors which feed into the KPI information reported to the Management Committee monthly
- Weekly Technical Services meetings
- Monthly performance management meetings between the Depute Chief Executive and the Technical Services Manager

### ***Planned and Cyclical Maintenance***

We believe the key to measuring performance against our planned and cyclical maintenance programme relies on the following:

- Providing consultants and contractors with a comprehensive specification document which includes a range of key performance indicators
- Hold regular contract meetings with the contract team to address:
  - Clerk of works reports on quality of workmanship
  - Performance against the programme schedule
  - Variations to contract
  - Quality of information provided to contract team
  - Results of customer feedback
  - Customer complaints
  - Monitoring costs
- Post contract review, evaluation, and implementation of recommendations for future contracts.

### ***6. Customer Feedback***

Customer feedback is an integral part of service delivery. Any proposals to change an aspect of service delivery can only be implemented following tenant consultation. On an ongoing basis, customer feedback is gathered across a range of maintenance issues such as reactive repairs, out of hours repairs and planned and cyclical maintenance programmes.

The customer feedback results are discussed during the monthly performance management meetings which take place.

We use a wide range of methods for consulting with tenants in order to provide some choice for tenants wishing to take up various levels of involvement. These include:

- Focus groups
- Postal, phone and door-to-door surveys
- House visits
- Tenants Conferences
- Discussions with tenants' organisations
- Road shows, public Committee meetings
- Consultation registers
- Resident involvement in routine estate inspections and grounds maintenance contract quality control checks.

The format for gathering customer feedback using questionnaires has been developed to allow an assessment of how well the process is working. If an area of a process is receiving negative feedback, then this is likely to result in a change to the way we deliver our services.

A customer feedback report is circulated to Management Committee quarterly.

## **7. Service Delivery Standards**

The Association will deliver these service standards to its tenants:

- Appoint contractors using methods that balance price and quality of service
- Pre and post inspect at least 10% of repairs in order to monitor the quality of work
- Meet with contractors monthly to review their performance
- Tenants will be advised of the target completion date for each repair reported and will be sent a copy of the works order by post
- Target completion timescales for reactive maintenance will be reviewed annually by comparing our performance with other similar landlords to ensure continuous improvement
- We will carry out repairs within the following target completion times:
  - Emergency repairs 12 hours; Urgent repairs 2 working days; Routine repairs 10 working days. (*Performance in relation to external works can depend on weather conditions*)
- Use tenant feedback to improve the repairs service and publish performance results in our newsletters
- Deliver our formal re-let standard
- Fully comply with our legal responsibilities in relation to the Right to Repair Scheme
- Monitor our performance in our operation of the Right to Repair Scheme; identify failures and issue compensation without the need for the tenant to make a claim
- Make sure the out of hours emergency freephone number is readily available
- Monitor the use and access to the service each month.
- Survey the condition of at least 80% of our houses every 5 years
- Consult with tenants occupying properties that are expected to fail the Scottish Housing Quality Standard
- Revise the 30 year financial plans using updated house condition information
- Publish our 5 year planned and cyclical programme which will be updated annually
- Use tenant feedback to improve our planned and cyclical maintenance service
- Standardise the specification of adaptation works where possible
- Streamline the appointment of contractors and consultants
- Use tenant satisfaction feedback on completed adaptations to improve performance

## **8. Definition of Repair Types**

There are four main categories of repair. These are described below:

- **Reactive Repairs** – Reactive repairs as the name suggests, are repairs which need to be attended to as they arise. There are three main categories of reactive repairs, emergency, urgent and routine and there are different timescales for responding depending on the category of repair.
- **Cyclical Maintenance** – Cyclical maintenance is the next category of repair and is maintenance which helps to preserve the condition of the property; or is required by law such as annual gas safety checks. The cycle can be every one, five or as much as ten years. Examples of cyclical maintenance would be gutter clearing or external painting.
- **Planned Maintenance** – Planned maintenance occurs when a major component such as a kitchen, heating system or roof reaches the end of its useful life. The programme of planned maintenance is determined by information gathered over a period on the condition of the stock.
- **Adaptations** – Adaptations are carried out to individual properties to help occupiers who, for medical reasons, require works such as walk-in shower instead of a bath, the installation of a handrail or special taps. We apply for funding annually to Communities Scotland and have to prioritise the work we can carry out.

## **9. Grounds Maintenance**

The Association also carries out grounds maintenance to common areas. We use a specification to detail which specific tasks are undertaken in this service. Appendix 3 contains the current specification.

The cost of delivering this service is recovered through the service charge element of the rent.

## **10. Equality and Diversity**

The Association recognises that providing a fair, effective and efficient maintenance service includes recognising that not all tenants are the same. There are tenants who may experience barriers to accessing the repairs and maintenance service. This could be for a number of reasons for example:

- Language difficulties with English not being the first language
- A physical condition
- Mental ill health
- Literacy problems
- Vulnerable tenants

It is therefore important that there is flexibility built into the processes which underpin the service delivery to take account, where possible, of individual needs.

To be able to do this, it is necessary to seek the views of equality and diversity groups to improve the service delivery to them, or to introduce specific elements of service delivery to meet their needs.

Following tenant consultation, it has been agreed to carry out repairs which would normally be the tenant's responsibility, where the tenant could not under any circumstances arrange to have the repair carried out themselves. This applies to the following group of tenants who have been identified as being vulnerable:

- Tenants with a physical or mental disability
- Elderly tenants

The Association has a separate Equality and Diversity Policy which is on the website and which can be made available on request.

### **11. Stakeholders**

The stakeholders to this policy are:

- Our tenants
- Our future tenants
- Our contractors
- Our consultants
- Our Management Committee
- Communities Scotland
- Our Lenders

### **12. Links to Other Policies**

This Policy is linked to our: Allocations Policy; Void Management Policy; Tenant Participation Strategy; Equality and Diversity Policy; and Performance Management Policy.

### **13. Revision Period**

This Policy will be revised every 3 years, or earlier if required either by changes in legislation, or customer feedback.

<b>Approved by the Committee of Management on:</b>	
<b>Signed:</b>  <b>Secretary/Chairperson</b>	<b>Signed:</b>  <b>Staff Member</b>

## **DETAILED GUIDANCE**

### **Section One – Reactive Maintenance (Day-To-Day Repairs)**

#### **1. Introduction**

We aim to provide a first class day-to-day repairs service to our tenants. We have a written tenancy agreement which is a legally binding document and is issued to all of our tenants. The tenancy agreement breaks down the landlord's and tenants responsibilities for repairs.

We will carry out all repairs reported to us so long as they are our responsibility. Appendix 1 provides details of the "division of responsibility", ie the repairs which we will carry out and those which are the responsibility of the tenant.

#### **2. Response Times and Repairs Categories**

##### **Response Times**

Our repairs service needs to have standards which we can measure our performance against. The response times we have for each category of reactive repair are detailed below.

<b>Category</b>	<b>Response Time</b>
• Emergency	12 hours
• Urgent	2 working days
• Routine	10 working days
• Adaptations	24 working days

##### **Repairs Categories**

It is not possible to provide a definitive list of all the repairs falling into each of the emergency, urgent and routine categories. The following provides guidance that should cover many cases.

##### **Emergency Repairs**

These repairs may pose a threat to a building or the health / well-being of its occupants if they are not attended to very quickly. Examples of emergencies include:

- No electricity
- Exposed electrical wires
- No water
- No central heating
- Choked WC
- Cistern not flushing (where elderly, disabled or child)
- Broken window
- No access to house
- Flooding
- Loose roof tiles
- Offensive, racist or sectarian graffiti

Our emergency repairs response time means we have 12 hours to either complete the repair if possible, or carry out a temporary repair. This can be referred to as “making safe”. Follow on work will be ordered and categorised depending on the nature of the repair.

When an emergency repair arises out of normal office hours, tenants have access to a 24 hours a day, 365 days a year service. Details of the number to call are provided in the tenant’s handbook, our quarterly newsletters, in the office reception and on the telephone answering machine.

### *Urgent Repairs*

Urgent repairs require to be attended to quickly but are not likely to pose a threat to the building or the health/ well-being of its occupants. Examples of jobs categorised as urgent include:

- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Choked bath, wash-hand basin, sink or external drain</li> <li>▪ Faulty light switch, socket or pendant (if wiring bear, this is an emergency)</li> <li>▪ No hot water</li> <li>▪ Cistern not flushing (no elderly, disabled or child occupants)</li> <li>▪ Faulty yale lock (mortice working)</li> <li>▪ Controlled entry system not working properly</li> <li>▪ Storm damage</li> <li>▪ Cracked (but not broken) window</li> </ul> |
|--|

### Routine Repairs

Routine repairs are repairs which do not need to be attended to immediately and have a longer response time. Examples of routine repairs are:

- Loose floorboards
- Leaking guttering
- Dripping tap/tap washer replacement
- Cracked sanitaryware
- Loose internal pass/cupboard doors
- Cracked paving in common area
- Renew letter box
- Repair bin area gate

### ***Arranging to have the repair carried out***

We do not currently operate a formal appointment system. We pass details of how to contact tenants directly to our contractors who thereafter telephones to arrange to have the repair carried out.

### ***Pre- and Post-Inspections***

We recognise that pre and post inspections are an important part of delivering an efficient and effective responsive repairs service. Our approach to carrying out pre and post inspections is proportionate and achievable.

We have identified the following criteria where pre and post inspection should be used:

- to make sure repair works are properly specified to contractors;
- to make sure repair works specified to contractors fall within the Association's repairs and maintenance responsibilities and the Association's empty house re-let standard;
- to make sure potential insurance claims are verified before claims are submitted;
- to make sure complex works are properly specified, organised, co-ordinated and controlled;
- to make sure potentially expensive works are correctly diagnosed before ordering and value for money has been obtained when work is complete (works value in excess of £500);
- to make sure complaints made regarding the quality of workmanship can be fully investigated;
- instances of rechargeable repairs to tenants can be fully investigated;

- the quality of contractor workmanship can be either routinely monitored and controlled or spotlighted where a contractor is new to the Association or where previous workmanship has been unsatisfactory;
- the performance of contractors is properly monitored and controlled.

Our approach to carrying out pre and post inspections is detailed in Appendix 4 pre and post inspection criteria. Our target for carrying out pre and post inspections is a minimum of 14 per category per month. This target will be reviewed annually.

### ***Rechargeable Repairs***

Our Rechargeable Repairs Policy has three objectives which are:

- Keep rents affordable by recovering costs from tenants who have neglected or damaged our properties
- Viability for the Association by recovering costs and keeping overheads at a minimum
- Preserving the good condition of the Association's properties.

There are certain occasions where we are required to charge for repairs which are carried out to tenants' properties. The following are examples of what a rechargeable repair is:

- Any accidental or wilful damage or neglect caused by a tenant, anyone living with a tenant or an invited visitor to a tenant's house.
- Where a "reactive" repair becomes a rechargeable repair. For example, where a contractor reports that he considers the damage was caused by the tenant.
- The Association will not carry out repairs specified as the tenant's responsibility contained within Section 5 of the Scottish Secure Tenancy Agreement unless the tenant asks the Association to carry out a repair on their behalf.
- Repairs identified as being the tenant's responsibility during the end of tenancy visit
- Where a tenant has failed to provide access to a contractor and this has been confirmed by the Association
- Failure due to a component belonging to the tenant
- Where a tenant has carried out unauthorised alterations which require to be made good by the Association.

These definitions do not apply to damage caused by fair wear and tear or for acts of vandalism, provided the Police were called.

We will if asked, carry out rechargeable repairs on behalf of a tenant. Guidance on how this service operates will be issued to the tenant when they report the repair.

We feel our approach to rechargeable repairs is fair and offers an additional service to tenants.

We have a separate Rechargeable Repairs Policy which is published on our website and which can be made available to tenants on request.

## **Section Two – Planning For Lifetime Maintenance**

### ***Life Cycle Costings***

Developing and delivering an effective repairs and maintenance system has to include a strategic approach to planning and funding future maintenance requirements. We have long term financial plans in place which sets out when we will carry out major repairs and how we will fund them. The starting point for this exercise is finding out the condition our stock. To do this we carry out stock condition surveys on a large proportion of our stock which informs the timing of when they need to be replaced and how much this is likely to cost. This process is called life cycle costing.

The information held in the life cycle costings is, however, only an estimate and may change over time due to:

- components lasting for a longer or shorter period of time than originally anticipated, or
- replacement costs being affected by labour and/or material costs

Failure to provide for planned maintenance represents a risk to the Association. To manage this risk it is our policy to ensure that the information held is updated regularly. This is done by:

*Stock Condition Survey* – We will survey 80% of our houses which will be carried out by a Quantity Surveyor on our behalf every five years. We have surveyed 32% of our stock and have a target of completing the remaining 48% by 2011.

*Specialist Software* – we have invested in a software package which has the detail of the condition of our stock contained in it. The software is an integral part of our strategic approach to planning future major repairs.

*Desk-top Review* – this is carried out annually using our specialist software, by our Technical Services Manager. This is a desk-top exercise however, it is intended that information on the condition of our stock will be gathered during the void inspection process and the information held on our database updated. The Technical Services Manager uses information gathered (i) from the reactive maintenance activity in the preceding year, (ii) from house visits to carry out pre- and post-inspections and (iii) knowledge of trends in the building cost index.

*Tenant Feedback* – we publish details of our planned and cyclical maintenance programme annually in our newsletters. Our programme is designed to group together contracts which help us to achieve better value for money. It is therefore not always possible to replace major components in line with the aspirations of our tenants. We will however continue to seek the views of our tenants on the quality of our planned and cyclical maintenance

programme and to consult with them over the choice of component to be used if possible.

### ***Examples of Major Repairs/Planned Maintenance***

Although not a complete list, the following provides examples of the type of work normally falling into this category:

- Replacement central heating systems
- Replacement boilers
- New gas/electric fires
- New windows (internally and close windows)
- New kitchen units
- New bathrooms
- New roofs
- Electrical re-wiring
- Re-plumbing
- Replacement external doors and/or controlled entry doors
- Replacement of electric fans
- Re-rendering
- Re-building or replacement of boundary or retaining walls
- Treatment of wet or dry rot
- Removal of asbestos

### ***Funding for Planned Maintenance***

Funding for planned maintenance primarily comes from rental income. It is therefore important that we achieve value for money in the contracts we enter into to replace major components. The Association has 30 year financial projections, which is the management tool used to ensure funding will be in place to carry out the planned maintenance programme.

### ***Cyclical Maintenance***

It is important to differentiate between cyclical and planned maintenance. Our cyclical maintenance programme is a key component of preserving the condition of our properties. Cyclical maintenance therefore sits between large scale planned repairs and reactive day to day repairs.

### ***Examples of Cyclical Maintenance***

The following are examples of cyclical maintenance:

- Gutter cleaning
- Replacement of down pipes

- Close painting
- External painterwork
- Open space maintenance
- Maintenance of ventilation units (where applicable)
- Mastic renewal

The cyclical maintenance programme is contained in the specialist software and the cycle depends on the last time the maintenance took place. As a generality, external painting takes place every five to seven years. However, gas safety checks must be done annually and electrical safety checks every ten years.

### ***Gas Inspections and Electrical Checks***

We have a statutory responsibility to ensure that all gas appliances and flues we provide for tenants' use are maintained in a safe condition at all times and checked for safety each year by a CORGI registered installer, and a copy of the check record is provided to the tenant. The Association is committed to adhering to these responsibilities in accordance with **The Gas Safety (Installation and Use) Regulations 1998**. A detailed procedure is in place to which sets out precisely how the Association will comply with the Regulations.

These Procedures have been developed in accordance with and with reference to the following documents:

- The Gas Safety (Installation and Use) Regulations 1998;
- The Housing (Scotland) Act 2001;
- Performance Standards;
- Procurement Guide For Gas Service Maintenance Contract, SFHA (December 1999);
- Procedural Note on Housing Associations Duties as Landlords: Procedures for Access to undertake Annual Gas Safety Checks, SFHA (July 2004);
- Checklist to Accompany the Procurement Guide for Gas Services, SFHA (July 2004)

There is no specific statutory obligation placed upon the Association to carry out electrical checks, but we believe that it is good practice and in the interests of all of our tenants to do so. We therefore have a programme of periodical electrical safety checks. We as a matter of course, carry out a safety check for every void property.

## **Section Three - Decoration Grants And Compensation Payments**

### ***Decoration Grants***

The Association does not routinely offer decoration grants. The payment of a decoration grant will be dependent on the circumstances. However, there are two main criteria for the award of a grant.

The Association will make a financial contribution towards the cost of redecoration at the start of a Tenancy under the following circumstances:

1. Where a property has been left in poor decorative order and is considered to be “difficult to let”. In this context, the term “difficult to let” will be taken to mean that the condition of the decoration is likely to cause the property to be refused by prospective tenants and where it is considered that any grant payable would be less expensive than the cost of employing a Contractor to carry out the work.
2. Where the decoration in a property has been damaged by repair works authorised by the Association. This applies to reactive repairs and works carried out during a major repair contract such as a full electrical re-wiring.

A Decoration Grant will not be awarded where the decoration of a property is in reasonable condition, but not to the incoming Tenants taste.

### ***Compensation Payments***

The Association will, where it causes material damage to a house or property in connection with inspections, repairs or entry, will reinstate the damage or compensation the tenant for their losses.

The Association will, compensate tenants where it delays or fails to carry out certain types of repair which could cause material damage to the property.

### ***Notice Periods for Planned and Cyclical Maintenance Programme***

To minimise the risk of a tenant incurring unnecessary costs decorating their property, it has been agreed, following tenant consultation that they should be provided with six months notice of planned and cyclical repair programmes.

### ***Decoration Grant Allowances***

<b>Room</b>	<b>Assessment</b>	<b>Max. Grant</b>
Entrance hall	Yes / No	£62
Kitchen	Yes / No	£60
Living Room	Yes / No	£80
Dining Room	Yes / No	£57
Additional Toilet	Yes / No	£35
Staircase	Yes / No	£62
Upper Hall	Yes / No	£62
Bed Room 1	Yes / No	£57
Bed Room 2	Yes / No	£57
Bed Room 3	Yes / No	£57
Bathroom	Yes / No	£66

## **Section Four – Void Management**

### ***Principles of Void Management***

A separate Void Management Policy has been developed to take account of issues which are more broad ranging than maintenance alone.

A copy of this Policy will be published on our website and can be made available to tenants on request.

## **Section Five – Medical Adaptations**

Adaptations have an important role to play both in terms of helping to ensure that our housing stock can be as responsive as possible to the changing needs of those living within the community, thus allowing people to remain within their own homes. There are three types of adaptation:

Stage 1: are identified when a new build or rehab project is at the pre-tender stage.

Stage 2: are identified when a new build or rehab project is still on site

Stage 3: are adaptations carried out to properties already occupied

Stages 1 and 2 are normally carried out as part of the development process. The remainder of this section therefore relates to Stage 3 adaptations only.

This section of the guide takes account of the requirements of section AS2.4 of Performance Standards and Scottish Homes Guidance Note (SHGN) 97/09 on funding for adaptations.

### ***Categories of Stage 3 Adaptations***

A Stage 3 Adaptation is work carried out to a property to suit the changing needs of the existing tenant(s), or of a new tenant, to enable them to be able to enhance the enjoyment of their home. This could include handrails to make it easier to enter and exit the home or specialist taps for easier operation

### ***Funding for Stage 3 Adaptations***

The Association bids for an annual allocation from Communities Scotland to pay for Stage 3 Adaptations in our Strategy and Development Funding Plan. This is usually agreed around December/January and the money (which is covered by Housing Association Grant) is available from 1 April.

So long as the Association remains within its allocation, eligible works can be ordered and the invoice submitted to Communities Scotland once it has been received.

SHGN 2001/02 states that Associations now have the discretion to select how adaptation works with an estimated contract value of up to £15,000 are procured within the context of achieving value for money/best value and the Association's own policy threshold for procuring contracts.

A full tendering procedure is required under the accepted code of practice for works with an estimated contract value of over £15,000. Any other

arrangement, such as a negotiated tender, will require prior approval from Communities Scotland.

### ***Requesting Stage 3 Adaptations***

All applications for approval of HAG for Stage Three adaptations must be based on specialist advice, or on medical opinion.

The Association accepts referrals from a suitably qualified expert, such as an Occupational Therapist or a Doctor, on behalf of our tenants which specifically states the type of adaptation required.

Association staff will request tenants to make a self-referral to the Occupational Therapy services at South Lanarkshire Council in order that an assessment can be made or that they request that their GP submits a letter of support to the Association.

The adaptations are then prioritised in line with our approved Stage Three Adaptations Policy.

### ***Timescales for Completion***

The Association has a target timescale of 24 days; from the date we receive a referral, to complete the adaptation.

## Section Six – The Tenant’s Right To Repair

### ***The Right to Repair Scheme***

From 30<sup>th</sup> September 2002, tenants gained the right to have some repairs carried out within certain timescales. This scheme is called the “Right to Repair Scheme”. This scheme places an obligation on us to carry out the repairs which qualify under the scheme, and if we fail to do so, pay compensation to our tenants.

We arrange for a contractor to carry out qualifying repairs on our behalf and to have a second contractor lined up in case the first contractor fails to carry out the work.

### **Qualifying Repairs**

Below, is a table which outlines the qualifying repairs along with the number of days we are allowed to complete the repair.

<b><i>Repair</i></b>	<b><i>No of Days</i></b>
Blocked flue to open fire or boiler	1
Blocked or leaking foul drains, soil stacks or toilet pans where there is no other toilet in the house	1
Blocked sink, bath or drain	1
Total loss of electric power	1
Partial loss of electric power	3
Insecure external window, door or lock	1
Unsafe access path or step	1
Significant leaks or flooding from water or heating pipes, tanks or cisterns	1
Loss or partial loss of gas supply	1
Loss or partial loss of space or water heating where no alternative heating is available	1
Toilet not flushing where there is no other toilet in the house	1
Unsafe power or lighting socket, or electrical fitting	1
Loss of water supply	1
Partial loss of water supply	3
Loose or detached banister or handrail	3
Unsafe timber flooring or stair treads	3
Mechanical extractor fan in internal kitchen or bathroom not working	7

**The numbers of days relates to the number of working days (excluding weekends and public holidays) beginning on the day after the repair has been reported.**

The Law allows landlords to extend the timescales in certain circumstances which are outwith the its control or the contractor’s control and where it is

impossible to complete the repair within the maximum time – for example, severe weather. This may mean we need to make an alternative arrangement with the tenant.

### **How the Scheme Operates.**

Our Corporate Services Team have all been trained in the Right to Repair scheme and our contractors are all aware of what they need to do when a qualifying repair is reported to them.

Tenants need to be aware of the following:

- The timescale for the job to be completed. This depends on the repair and ranges from 1 day to 7 days as detailed above.
- The name of the contractor who will be carrying out the work which will appear on the works order
- If the contractor does not complete the job on time, we must be notified by the tenant and we will instruct a different contractor to complete the job.
- If we fail to complete the job on time, we will pay the tenant compensation. This will be done automatically by us without the tenant having to ask for it. The amount of compensation is £15 for the first day and £3 for every working day after that. The maximum compensation which we can pay is £100.
- Access must be provided to our contractors to carry out the repair. If it is not, then it is no longer a qualifying repair under the Right to Repair Scheme.
- If the job is likely to cost more than £350, it is no longer part of the Right to Repair scheme.
- Where it is not safe to carry out external works due to adverse weather conditions, the target timescales shown previously will be extended and tenants will be advised when this occurs.

## Section Seven – Right To Compensation For Improvements

### WHAT IS THE RIGHT TO COMPENSATION FOR IMPROVEMENTS?

From 30 September 2002, The Housing (Scotland) Act 2001 introduced the tenant's Right to Compensation for Improvements. The legal reference is the Scottish Secure Tenants (Compensation for Improvements) Regulations 2002 (Scottish Statutory Instrument 2002/312).

This gives tenant the right to receive compensation for certain works (or qualifying improvements) carried out by them during the course of the tenancy. Details of qualifying improvements are:

<b>Improvement</b>	<b>Notional Life</b>
Bath or shower	12 years
Cavity wall insulation	20 years
Sound insulation	20 years
Double glazing or other external window replacement or secondary glazing	20 years
Draught-proofing of external doors and windows	8 years
Insulation of pipes, water tank or cylinder	10 years
Installation of mechanical ventilation in bathrooms and kitchens	7 years
Kitchen sink	10 years
Loft insulation	20 years
Re-wiring and the provision of power and lighting or other electrical fixtures including smoke detectors	20 years
Security measures other than burglar alarm systems	15 years
Space or water heating	12 years
Storage cupboards in bathroom or kitchen	10 years
Thermostatic radiator valves	7 years

Wash hand basin	12 years
Watercloset	12 years
Work surfaces for food preparation	10 years

### **How the Scheme works**

The following will affect the amount of compensation that can be received and staff should make sure that anyone seeking information on the scheme is aware of these.

- The Association will use the formula outlined in the legislation
- The amount of compensation will be affected by when it was carried out – for example, older works will receive less than works completed more recently of a similar nature. After a period, no compensation will be due at all. This is known as the notional life in the table above.
- The amount of compensation will be reduced when the improvement has deteriorated at a greater rate than would have been anticipated;
- Tenants will have to advise the Association of their requirement for compensation within the period beginning 28 days before the end of tenancy and 21 days after this date. We will calculate the amount and respond within 28 days of receiving the notification;
- We may offset any monies owed against the compensation, thus reducing the award;
- We will assess the value of the improvement for the purposes of calculating any compensation. Where the tenant disputes this amount, there is a process by which this can be reviewed. Details of this should be provided to all tenants when they are advised of the outcome of any claim;
- Tenants must have had written permission from the Association for carrying out the repair in the first place
- The maximum amount that will be paid is £4,000 per improvement; the minimum £100 per improvement (amounts less than £100 will not
- be paid at all).

### **Formula for calculating compensation**

The amount of compensation payable is based on a combination of:

- the initial cost of the improvement **C**
- the notional life **N**
- the number of years since the repair was carried out **Y**

The Association has decided to use the following formula:

$$C \times \frac{(N - Y)}{N}$$

For example, if a qualifying improvement with a notional life of 8 years was carried out 4 years ago at a cost of £1,500, the compensation would be:

$$1,500 \times \frac{(8 - 4)}{8}$$

→ 1,500 x 5/8

→ **£937.50**

The formula differs from that outlined in the legislation (s5(1) of SSI 2002/312). However, it is our view that the formula in the legislation seems not to allow tenants to receive any compensation at all. The formula used by the Association on the other hand, does and, in this regard, it enhances tenants' rights.

The amount calculated by the formula outlined above is the amount that will normally be paid. However, this may be altered to reflect the following:

- a. the cost of the improvement work is considered excessive
- b. the improvement effected by the work has deteriorated at a rate greater than that provided for in the notional life for that improvement
- c. the improvement effected by the work is of a higher quality than it would have been had the landlord effected it

Where (i) or (ii) applies, the amount of compensation will be reduced; where (iii) applies, it will be increased.

### ***Exclusions***

There will be no right to compensation for improvements where the tenancy has ended because:

- the tenancy has been transferred to another registered social landlord, for example via a (voluntary) Transfer of Engagements
- because the tenant(s) has/have exercised the Right to Buy
- because the Court has granted the Association a Decree for repossession (for example, eviction for a breach of the tenancy conditions)
- because the tenant(s) has/have been transferred to another of the Association's properties that is substantially the same as the tenancy of the home where the improvement was carried out.

## **Section Eight - Decanting Tenants**

There may be occasions when it is necessary to decant a tenant. This is only likely to happen where there are major repairs being carried out which cannot be carried out with the tenant in situ.

It is recognised that decanting a tenant is likely to cause them an inconvenience however, the Association will do what it can to minimise disruption to the tenant. A tenant will only be decanted out of necessity and the choice of alternative accommodation will be determined by the empty property available at the time of the decant.

In the event that Technical Services Manager decides that a property is uninhabitable and requires that the household be moved the following steps will be taken:

- Ascertain size of accommodation required.
- Ascertain approximate length of time decant accommodation will be required.
- Ascertain any other special housing request i.e. has a member of the household got mobility problems.
- The Association will firstly try to re-accommodate from its own stock. This will only be practical if there is a void of a suitable size and if the household will require decanting with all of their household goods. If the Association does not have any empty properties available, they will contact other housing associations in the area, and South Lanarkshire Council to see if they can provide temporary accommodation.
- The Association will offer the tenant temporary accommodation which is the 'best fit' form at the time when the decant is required.
- The Association would not find it acceptable for a tenant to unreasonably refuse a suitable offer of temporary accommodation. For example, if the tenant did not like where the temporary accommodation is located or because it is not the same house type, size or in the same area as their own home.
- Where there are no empty properties available, which accommodate specific mobility problems then short term accommodation may be booked until such a time as a decant property becomes available.
- The Association will arrange and pay for tenant furnishings to be put in storage where the tenant is required to live in short term furnished accommodation or where the decant property is not of a sufficient size to accommodate all of the tenant's belongings.
- Where required as a temporary measure, hotel accommodation should be of a medium price and quality range (approx. cost £45 per night, room only). If possible, the short term hotel accommodation should be self-catering. Where this is not possible or practical, then a 'meals allowance' will be awarded by the Association.
- If the decant is to a void property, the Association's staff will make all arrangements to remove the tenant and their possessions ensuring that cookers and washing machines are disconnected and reconnected

at the Association's cost. The Association will select an appropriate removals firm which represents good value for money.

- Rent – during the decant period, tenants will be responsible for paying the ongoing rent charge for the property they have been decanted from. This will be reduced where the cost of the decant accommodation is less than their normal rent charge.

Details of allowances to be granted are contained in Appendix 2.

### **Section Nine - Insurance Claims**

The Association is responsible for insuring the fabric of the building. We make sure we have adequate cover in place and revise the amount of cover we have on an annual basis.

It is the responsibility of the tenant to insure their contents. The Association will from time to time promote the SFHA Diamond Insurance Scheme in newsletter articles and at the tenancy sign up stage.

We will also provide guidance to tenants on what they need to consider when making a claim, specifically:

- They need to be fully conversant with their own Policy in relation to timescales for making a claim
- What not do in relation to making their claim invalid, e.g., removing damaged goods before a loss adjuster has an opportunity to assess the damage.

We will not automatically accept responsibility for damage caused to a tenants contents where they do not have contents insurance, if the damage is caused by a fault in our property.

The Association is developing a separate Insurance Policy and Procedure.

## **Section Ten – Selecting Contractors – The “Approved List”**

### **Approved List**

The Association has set itself high targets for its performance in Maintenance, both in terms of repairs completion times and customer satisfaction, and this in turn places greater emphasis on the selection of Contractors to ensure that these targets are met.

In order to ensure that we can continue to provide a high quality service repairs and maintenance service to our tenants, we need to know that the Contractors whom we select to carry out the work are capable of providing services to a high standard.

Contractors who have been “approved” can be asked to carry out Maintenance Works on the Association’s behalf. The approval process takes the form of an annual review of Contractors who meet the criteria set out in the Associations application pack.

We have a separate procurement policy which deals with Maintenance Procurement.

## **Section Eleven - Contractor's Code of Conduct**

Just as the Association's staff and Committee members are required to sign up to a Code of Conduct, all contractors acting on the our behalf are expected to follow a similar code. The purpose of this is to give us an opportunity to highlight the standards of conduct/behaviour expected from contractors when dealing with our tenants.

The Code of Conduct is a list of behavioural principles, as opposed to an exhaustive list. Contractors are required therefore to behave in the spirit of the Code as well as to the letter. The code is:

### ***Code of Conduct***

Contractors will at all times, act in a manner to:

- safeguard the interests of the Association and its tenants.
- justify the Association's trust and confidence.
- uphold and enhance the good standing and reputation of the Association.

Contractors are accountable for their actions and, in the exercise of that accountability, must:

- Adhere to access arrangements – telephone tenants to explain and apologise if running late
- Card all tenants who are not in at an agreed time and phone the Association while at the property
- Ensure dustsheets are used for keeping furniture and carpets clean.
- Clean up any mess made during the works, including vacuuming any lose plaster, wood shavings etc.
- Be polite and courteous at all times.
- Do not smoke, eat, drink or play radios in the tenants' home.
- Wear an appropriate form of clothing which is neat and tidy in appearance and where necessary, the required safety clothing must be worn. It is also a requirement that the contractor has a good standard of personal hygiene.
- You must inform the tenant when leaving the property and on return to the property. This includes leaving the property to collect materials etc.
- Carry and show identification
- Ask tenant or person present to sign the works order to confirm works

have been carried out

- Adhere to the equal opportunities act at all times
- Carry out work in compliance with the Health and Safety at Work Act , 1974
- If additional work is required or the tenant requests additional work. Contact the association for further guidance.
- Always act in such a manner as to promote and safeguard the interests and well-being of the Association and its tenants.
- Ensure that no action or omission within the scope of their responsibility is detrimental to the interests, condition or safety of the Association's property or its tenants.
- Acknowledge any limitations in their knowledge and competence and decline any duties or responsibilities unless able to perform them in a safe and skilled manner.
- Work in an open and co-operative manner with the Association and its tenants.
- Work in a collaborative and co-operative manner with others involved providing services for the Association and its tenants.
- Avoid any abuse of their privileged relationship with the Association, in particular, the privileged access allowed to tenants' places of residence.
- Protect all confidential information concerning the Association and its tenants and make disclosures only with consent, where required by the order of a court or where they can justify disclosure in the wider public interest.
- Report to the Association any circumstances in which safe and appropriate conduct cannot be provided.
- Refuse any gift, favour or hospitality from the Association, its tenants, or any other body which might be interpreted as seeking to exert influence to obtain preferential consideration on their part.
- Ensure that their status is not used in the promotion of commercial products or services without consent.
- Declare any financial, family or other interests which could influence any decisions made in relation to the Association and its tenants.

## **APPLYING THE CODE**

The Code of Conduct is obligatory for all contractors and a current copy must be on file before the contractor carries out any work on the Association's behalf. This will include a declaration that the contractor has read the Code, understands it, agrees to abide by it and undertakes to make all operatives aware of it. The Code will be updated on a regular basis.

- A copy will be displayed in reception
- It will be featured in at least one of the annual newsletters
- Aspects of it will be included in customer feedback questionnaires

Failure to adhere to the Code will be taken seriously by the Association and appropriate follow-up action will be taken. Depending on the nature of the breach and what options are open to the contractor to remedy it, the Association may decide to remove the firm from its Approved List.

**Appendix 1: Division of Repairs Responsibility**

Item	Landlord	Tenant	Comments
Back boiler	X		
Balconies (where existing)	X		
Banisters (internal and external)	X		
Baths	X		
Bin shelters	X		
Brickwork, block work, etc	X		
Ceilings	X		
Chimney stack/posts/cowls	X		
Chimney sweeping		X	
Cisterns	X		
Clothes Poles	X		
Coal bunkers (where existing)	X		
Cookers		X	
Communal areas to flats	X		
Cupboards	X		
Damp proof course	X		
Decoration - internal		X	
Door bell		X	
Doors to common area	X		
Doors/door fittings - external	X		
Doors/door fittings – internal (only where damage is caused by fair wear and tear and on a reactive basis)	X		
Door locks	X		
Door name plate		X	
Down pipes, rain & soil	X		
Drainage (provided blockage is not caused by tenant)	X		
Driveways	X		
Drying cabinets	X		
Electric heaters (provided by Landlord)	X		
Electric plugs		X	
Electric wiring, sockets & switches	X		

Item	Landlord	Tenant	Comments
Entry systems	X		
Fascia, soffit board, etc	X		
Fences - garden boundary, divisional fences erected by Landlord only.	X		
Fences - other		X	
Fire baskets, grate and surrounds	X		
Fire - electric & gas (provided by l'lord)	X		
Fireplaces tiles	X		
Floorboards	X		
Foundations	X		
Fuse box, ELCB, fuses/MCB	X		
Fuse to plug		X	
Gas Central heating, pipes, radiators, timer, thermostats, pumps etc	X		
Gas piping	X		
Gates	X		
Glass - external	X		
Glass to internal doors/screen		X	
Glass - double/triple glazing	X		
Guttering	X		
Hatch to loft (communal or individual)	X		
Handrails – external	X		
Immersion heaters	X		
Keys/Fobs (replacement)		X	
Kitchen fittings/worktops	X		
Light bulbs		X	
Lighting pendants and roses	X		
Overflow pipes	X		
Painting - external	X		
Painting - internal		X	
Parking area (communal)	X		
Path to main access	X		
Path to garden	X		
Plaster and Plasterboard	X		
Play area and equipment	X		
Porch	X		
Pulley for clothes		X	
Pumps	X		

Item	Landlord	Tenant	Comments
Radiators	X		
Retaining walls (provided by Landlord)	X		
Roofs, roof tiles/slates	X		
Roof lights	X		
Ropes for windows (sashcords)	X		
Ropes for clothes drying		X	
Rotary clothes drier	X		
Roughcast	X		
Shower unit (installed by tenant)		X	
Sink base unit	X		
Sink bowl and drainer	X		
Skirting boards	X		
Smoke detectors	X		
Smoke detectors batteries		X	
Sockets (electrical)	X		
Spin/tumble driers for individual use provided by landlord.	X		Where no drying space available
Staircasing and landings (common or internal)	X		
Stair lighting: communal	X		
Steps	X		
Switches (electrical)	X		
Taps	X		
TV aerials (individual)		X	
TV aerial communal sockets	X		
Ventilators	X		
Walls External and Internal			
Wash hand basin	X		
Washer on taps	X		
Waste plugs, chains to basin, bath, sink		X	
Water heating	X		
Water supply	X		
WC	X		
Window frames, sills and fittings	X		

## **Appendix 2: Disturbance Allowances**

Disturbance allowances may be paid in the following circumstances:

- ◆ Following incremental or comprehensive modernisation when a tenant has been decanted
- ◆ Where a tenant has been required to be decanted for other reasons, e.g. fire, flood etc where the tenant is not responsible

Expenditure Incurred by the Association

The Association may consider paying for the following items:

- Removal expenses
- Lifting and loose laying tenant's carpets in the decant property or the supply/cleaning of carpets in the decant property
- Refitting tenants carpets
- Disconnecting and reconnecting of all appliances, (including telephones)
- Mail redirection

### **Allowances**

The maximum allowance for tenants who are decanted by the Association either to another property or hotel is :

- A £75 initial payment
- £7 per week for the duration of the decant
- £12.50 per week if the contract is extended for the duration of the extended contract.

Where tenants choose to secure their own alternative accommodation the maximum allowance is :

- A £75 initial payment
- £7 per week for the duration of the decant
- £12.50 per week if the contract is extended for the duration of the extended contract.

The tenant would not be expected to pay rent if the Association was not providing them with alternative accommodation.

### **Meals**

A Meals Allowance will apply where the tenant has been decanted to temporary accommodation where no self-catering facilities exist and additional costs of food are incurred.

Allowance per adult (per day)	£20
Allowance per child under 16 (per day)	£15

### **Appendix 3: Grounds Maintenance Specification**

The Specification is as follows.

- Stone picking. The Contractor will stone pick all grass areas prior to cutting as the Association will not be liable for any damage to machinery or injury to persons or property arising from the Contractor's failure to do so prior to grass cutting. All grass cuttings will be collected and removed from site.
- Lawn or fine grass areas. The grass will be cut no lower than 25mm in height at any time. Edges of grass areas will be cut by means of strimming, or by shears. The use of weedkillers on grass will not be permitted under any circumstances. All grass cuttings will be collected and removed from site.
- Rough grass areas. The grass will be cut no lower than 50mm in height at any time. Edges of grass areas will be cut by means of strimming, or by shears. The use of weedkillers on grass will not be permitted under any circumstances. All cuttings will be collected and removed from site.
- Total weedkilling. Weather permitting, weeds will be killed throughout the growing season by spotting with total weedkiller before they reach a height or girth of 100mm. Spot weedkilling will be carried out once as required during the growing season in hard areas such as bin stores, pathways, car parks and non adopted road areas to protect hard areas from weeds. The Contractor will only use chemicals which are harmless to children and animals. Prior to application, the Contractor will notify the Contract Administrator, supplying relevant Health & Safety information on the product to be used, and copies of the operatives' certificates of competence for that product. The Contractor will ensure that the chemicals used are mixed under the strict supervision of a competent supervisor and applied strictly in accordance with the manufacturer's printed instructions and that the operatives applying the chemicals are trained in their use. Prior to application, the Contractor will inform the Contract Administrator of dates and locations to be treated. The Contractor will also notify tenants that treatment is to take place.
- Flower and shrub beds. Weather permitting; weeds will be killed throughout the growing season by spotting with total weedkiller before they reach a height or girth of 100mm. Refer to the section on Total Weedkilling for details on the use and management of Weedkillers. Shrubs will be cut back once, at the appropriate time of year, to promote healthy growth. Where necessary during the growing season, to prevent shrubs from encroaching on pathways, etc, shrubs will be cut back as required. All grass cuttings will be collected and removed from site.
- Hedges Will be trimmed twice, at appropriate times, in the growing season. Where necessary, (for example, to prevent hedges from

encroaching on pathways, etc), they will be cut back as required. All hedge cuttings will be collected and removed from site.

- Trees Under 4.00m high will be checked throughout the season to ensure they remain in good condition. Stakes and ties will be checked to ensure that they are correctly set up. Ties will be adjusted as required to prevent damage to trunks. Trees will be pruned once, at the appropriate time of year, to promote healthy growth. Where necessary during the growing season, to prevent branches from encroaching on pathways, etc, they will be cut back as required. All tree cuttings will be collected and removed from site. Maintenance of trees over 4.00m high will be carried out by others.
- Paths and paved areas. On completion of other work, paths and paved areas will be swept to ensure that they are free from litter and grass cuttings and will be removed from site. The Contractor will note that litter picking is only to be carried out only in conjunction with other works noted above. This does not relieve Tenants of their general responsibility to keep communal areas in good condition and litter free.
- Winter gritting and snow clearing. This work will be carried out by others.

General notes

Grass will be cut using appropriate cutting methods. For small areas, rotary or cylinder mowers fitted with collection boxes will be used. The cut will be smooth and free from ribbing and/or scalping. For larger areas, ride on mowers will be allowed. Grass cuttings will be raked up and collected for removal from site.

Grass will only be cut when appropriate to do so. The Contractor will make good any damage to grass areas while cutting wet grass, or when the ground is waterlogged. Adverse weather conditions will be taken into account by the Contract Administrator during regular inspections.

All grass cuttings, weeds, prunings and litter will be disposed of by the Contractor off site. Fly tipping or burning on site will not be allowed.

Pruning and trimming. All pruning and trimming will take place in accordance with a recognised care schedule at appropriate times of the year. Operatives will be familiar with the care of the plants, shrubs and trees to be maintained.

**FREQUENCY OF OPERATIONS**

The required frequency of operations is as follows:

<b>DESCRIPTION OF WORK</b>	<b>FREQUENCY</b>
Stone and litter picking, disposal of arisings.	Every two weeks in the growing season, prior to grass cutting.
Fine grass cutting.	Every two weeks in the growing season.
Rough grass cutting.	Every two weeks in the growing season.
Spot weed killing to shrub beds.	As required throughout the growing season.

Total weed killing to hard / paved areas.	Once yearly.
Pruning shrubs.	Once in the growing season, or as required to keep pathways clear.
Hedges	Twice in the growing season, or as required to keep pathways clear.
Pruning trees under 4.00m high	Once in the growing season, or as required to keep pathways clear. Adjust stakes and ties as required

#### ***Appendix 4: Pre and Post Inspection Criteria Matrix***

- ***Void Repairs***
- ***Complaints received***
- ***Complex jobs***
- ***Grounds Maintenance***
- ***Jobs estimated to be in excess of £500***
- ***Poor contractor performance (spotlighting)***
- ***Routine checks***

The Technical Services Manager and the Maintenance Officer will meet weekly to agree the programme of pre and post inspections for the week ahead using the above criteria.