



## Board Meeting

Wednesday 24 June 2020 at 5.30pm

The meeting will be held through a MS-Team online conference as provided for in article 71 of the Articles of Association. See the Basecamp post for the specific arrangements.

### Agenda

- 1) Welcome and apologies
- 2) Declarations of interest
- 3) Minute of the Board meeting of Wednesday 27 May 2020
- 4) Matters arising (paper enclosed)
- 5) Business development
  - No additional items
- 6) Housing management activity
  - a) Tenant Participation and Estate Management Annual Report (enclosed)
- 7) Property maintenance activity
  - a) Repairs and Maintenance Policy and covering report (paper enclosed)
  - b) Landlord Facilities Health and Safety Policies (paper enclosed)
- 8) Financial matters
  - No additional items
- 9) Operational matters (paper enclosed)
  - a) Board and Director Effectiveness (paper enclosed)
- 10) Any other business
  - a) Publication of Board papers
  - b) Date of the next Board meeting – Wednesday 29 July 2020



Board Meeting – Wednesday 24 June 2020

Agenda Item: 3

Subject: Minutes of Board Meeting 27 May 2020

Prepared by: Kirsty Broadfoot

## Minute of the Board meeting held on Wednesday 27 May 2020 at 5.30pm via MS Teams

Present:

**Tenant Members**

Frances Maguire  
Kenny George  
Amanda Bryan

**Community Members**

Simon Leslie  
Rhonda Leith  
Gemma Collins  
Bobby Pyper  
David Porte  
Mike Tomlinson

**In Attendance**

Jim Whiston  
Kirsty Broadfoot – Minutes  
David McGivern  
Alan Park

**1. Apologies**

Apologies were received from Georgina Dawson, Myra Nicol and Margaret Campbell.

**2. Declarations of interest**

No matters were raised.

**3. Minute of the Board meeting held on Wednesday 29 April 2020**

The Minutes of the meeting held on 29 April 2020 were accepted as a true record and were proposed by Gemma Collins and seconded by Bobby Pyper.

**4. Matters arising**

Jim confirmed that all items had been covered. A report following Jim's review will be given at the June Board meeting.

## 5. Business Development

Mike asked for clarification on Elba Street, Jim confirmed that they have claimed force majeure which means the contractor may be entitled to an extension of time.

### 5a. Hub/office extension update

Jim summarised the key points. Due to the demise of JD Thomson, a tender process was entered into with 3B Construction's offering being the most competitive. At almost £740K this is substantially higher than had been agreed with JD Thomson and the tender had been reviewed for potential savings. The tender acceptance date has been pushed back to the end of May to allow time for the review. Work may start around August subject to any public health restrictions, with a possible completion in March 2021.

He highlighted that the association are keen to continue with flexible working into the future, although he pointed out that the culture shift was likely be limited given that the office is public facing. It was agreed that the purpose of the hub is even more important now given the financial problems that many of our tenants face in the wake of coronavirus.

The Board agreed to accept the adjusted tender from 3B Construction.

## 6. Housing management activity

No matters were discussed.

## 7. Property maintenance activity

No matters were discussed.

## 8. Financial matters

No matters were discussed.

## 9. Operational matters

### Coronavirus issues (including health and safety)

Jim gave a report on the recent staff survey, indicating that morale is very high. Despite some initial IT issues for the housing team, these had been quickly rectified by the purchase of new all in one PCs. The lack of two screens has been a concern for some staff. Jim noted that it was likely to be August or beyond before staff would be able to return to some sort of normal working in the office, highlighting the difficulties of maintaining social distancing due to the size of the office. Jim then went on to confirm that the latest monthly report had been provided to the Scottish Housing Regulator. Arrears were under 4.5% for housing associations in Scotland with ours at 1.62%. The date for the annual returns being provided to the Regulator has been extended to the end of July. As such, Jim proposed that a short Board meeting be held in July to approve the dispatch of these returns. <sup>1</sup> Kenny asked if the courtesy calls were being carried out for tenants. David confirmed that the reception team had been working through this and feedback was very positive. Amanda had received a call and was very appreciative of this.

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<sup>1</sup> Kirsty to claim a date for this.

### **Audit Committee**

It was agreed that the Audit Committee, due to be held in June, should be postponed. Rhonda asked for clarification on what gets dealt throughout the year.

<sup>2</sup>

### **Community engagement and publicity**

Jim gave a brief summary and noted that we may be able to apply for a grant on behalf of some of the charities and community groups via an advisory group of which GWSF is a member.

Mike asked for an update on Kirkmichael. Jim advised that the Community Council meeting had gone well. The village shop had kindly agreed to display the architect's drawings and had shared our posts on their social media pages. We had received some comments on our Facebook page, mostly positive but some concerns around flooding. Jim went on to say that the access to the site had had to be moved to Bolestyle Road instead of a link from the existing development which was disappointing. A full report will be posted on Basecamp once the Planning application has been made.

#### **9a. Equalities and human rights annual report**

Following an update from Jim, the Board approved the proposal to revise the existing policy.

### **10. Any other business**

#### **10a. Publication of Board papers**

It was agreed these could be published in full.

#### **10b. Date of next Board meeting**

Wednesday 24 June 2020.

There was no further business and the meeting closed at 6.30pm with a vote of thanks to the Chair.

Signed

Dated

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<sup>2</sup> Jim to deal with this.



Board Meeting – Wednesday 24 June 2020

Agenda item: 4

Subject: Matters arising including outstanding matters from earlier meetings

Prepared by Jim Whiston

Ref	Date	Subject	Progress	Complete?	Due by Board:
B488	27/5/20	Extra Board meeting	To be held on 29 July at 5.30pm	Yes	June 2020
B489	27/5/20	Audit Committee workplan	Information posted on Basecamp	Yes	June 2020

Completed Items will be removed from the following month's report. An archive of previous reports is retained for reference within the bound Board papers.

Board Meeting – 24 June 2020

Agenda item: 6a

Subject: Tenant Participation and Estate Management Annual Report

Prepared by: D McGivern/M Woods/C Young

The following table provides details of progress and actions taken in relation to our tenant engagement and estates management activities. The Tenant Participation Strategy was reviewed and approved by the Board in June 2017. The Strategy provides the broad framework outlining our approach to tenant engagement. The actions detailed in the table below provides evidence of the range and level of activities that work towards achieving the aims and objectives outlined in the Strategy.

Once again, the priorities for the housing management service in the past year or so has continued to focus on income management (rent collection and recovery of rent arrears and the efficient allocation of void properties) and the associated demands of welfare reforms and Universal Credit, and the level of resources this has used should not be underestimated. This focus is reflected in the performance levels achieved for rent collection, arrears recovery and void relet times.

It should also be noted that a considerable amount of time is spent on responding to antisocial behaviour complaints and neighbour disputes both of which can have a very strong impact on the quality of tenants' enjoyment and satisfaction living in their estates. From 1 April 2019 until 31 March 2020 Housing Officers responded to over 250 complaints/disputes.

The restrictions on movement (staff being home-based) along with the financial impact on tenants as a direct result of Covid-19 has had a significant effect on our capacity to carry out a range of estate management activities since mid-March. Not only in terms of not being able to physically inspect estates but also the additional time that is being used in trying to assist tenants and mitigate some of the financial impacts of Covid-19 on tenants and the association.

Nonetheless, it remains evident by the actions detailed in the following table that the association continues to value highly positive engagement with our tenants and maintaining our estates to ensure they remain places where our tenants and future tenants wish to live.

**Aim:** Promote the involvement and participation of our tenants in the delivery of housing services.

	Action	Who	Target/Performance Measure	Timescale	Progress/Comments
	Establish and maintain a positive relationship with new tenants.	Housing Assistant (and Housing Officers)	New tenant visits to be carried out and feedback recorded.	Within 6 weeks of tenancy start.	<p>From 5 June 2019 to 31 March 2020</p> <p>There were 99 re-lets during this period.</p> <p>Visits completed – 89 (of which 87.65% were satisfied with the standard of their home when moving in, compared to 84.5% in the previous reporting year).</p> <hr/> <p>From 5 June 2019 to 31 March 2020</p> <p>Visits to New Tenant carried out – 90% of visits to new tenants were completed compared to 74% in the previous reporting period.</p> <p>Due to Covid-19 restrictions, there were no New Tenant visits for tenancies carried out commencing 1 Feb 2020.</p> <p>There has been a further improvement in gaining access for new tenant visits during this reporting period.</p> <p>We have now reviewed the Survey and questionnaire forms to make better use of the feedback we receive from new tenants, so we can continue to improve the service we provide. We are</p>

					<p>encouraging the tenants to complete the Survey through My Home.</p> <p>We started to use the new forms on 1 April 2020, and we are in the process of establishing an efficient way of recording and using the feedback provided by the tenants.</p> <p>It is worth highlighting that we are continuing to develop processes around re-lets and communication with our tenants following the sign-up process during Covid-19 restrictions.</p> <p>Our process of identifying new tenants who require assistance with income maximisation, budgeting, benefits, and Universal Credit, referring them to our Money Advice team prior to, or at the commencement of their tenancies, is proving positive. This continues to be an important factor in maintaining low rent arrears and helping tenants maximise their income. With ongoing changes to DWP benefits it is imperative to ensure that new tenants continue to receive good advice and assistance when applying for benefits and ensuring that their claims have been processed accurately.</p>
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Promote and Demonstrate increased participation in association activities.	Performance and Quality Manager/ Housing Officers /Housing Assistants / Head of Housing Services	Establish and develop Scrutiny Group.		Done. See below further summary of Scrutiny Group progress and levels of activity.
		Encourage Panel/Focus Group activity, where relevant.		Done.
		Minimum of 10 tenants on Consultation Register.		Target Exceeded.
		All tenant places on Board filled.		Done – regularly there is competition for available places.

**Aim: Give tenants the opportunity to express their views on particular issues.**

Promote tenant involvement in estate management-related activities.	Housing Officers	At least 50% of areas to receive estate management inspections. Tenants to participate in as many as possible.	Annually	<p>In the past year 59% of our stock has had estate management inspections carried out although not many have involved tenants in the actual inspections.</p> <p>The focus of these inspections has, again, been to ensure the physical upkeep of the estates is acceptable e.g. garden areas and also to advise individual tenants where action may be required.</p> <p>In addition to the annual inspections, estate management is part of the routine responsibilities of any staff who have call to be carrying out visits to either individual properties or to the areas in general and during their routine</p>
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					<p>work officers will note and act on such matters.</p> <p>Housing Officers have arranged or participated in clean up days in some areas. Skips are made available for tenants to get rid of any unwanted items or rubbish.</p> <p>Some specific examples of actions taken as part of the Housing Officers' estate management activities are as follows:-</p> <ul style="list-style-type: none"> <li>• Trees requiring attention reported and cut back.</li> <li>• Removal of rubbish left in common areas.</li> <li>• Ayrshire Roads Alliance contacted to remove items left following road works.</li> <li>• Boundary fencing replaced which had been vandalised.</li> <li>• Broken gas box covers identified and replacements ordered.</li> <li>• Gutter cleaning ordered, bin stores cleared and cleaned.</li> <li>• Fence posts replaced.</li> <li>• Survey letters sent to tenants to ascertain wishes re common areas.</li> <li>• Letters to tenants to remove items from closes (tables and other</li> </ul>
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					<p>furnishings).</p> <ul style="list-style-type: none"> <li>• Meeting held with tenants re. changing a bin store area.</li> <li>• Letters to tenants re. smoking in closes and correct disposal of rubbish.</li> <li>• Meeting with tenants and request for a landscaped area to be created.</li> </ul> <p>It should be noted that the priorities, once again, for the housing management service in the last year continued to focus on income management and the associated demands of welfare reforms and Universal Credit and the level of resources this uses should not be underestimated.</p>
		Housing Officers	Estate visit feedback summary reports to tenants.	Within 4 weeks of inspections	Of the inspections carried out around 35% of tenants were provided with general estate letters/feedback. This was in addition to the individual tenants who received a letter e.g. unacceptable gardens, etc.
			Tenants to participate in garden and pet competitions.		Competitions remain popular.
	Consult on considered changes to housing management or related	Head of Housing Services	Endeavour to achieve a minimum of 6 weeks consultation with tenants		Changes to housing management and maintenance policies are highlighted in tenant newsletters and tenants are

services		on any proposed changes.		invited to contact the association if they wish further information or make any comments on the revised policies. Most of the policies which have been subject to revision have simply been to bring them up to date with legislative changes and no major policy shifts have been introduced otherwise.  Recent policies which were subject to consultation with tenants included; Allocations Policy, Alterations and Improvements Policy, Neighbour Disputes and Antisocial Behaviour Policy, Estate Management Policy.
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**Aim:** Keep tenants informed of the association's activities in the more general sense, involving both formal and informal means.

Tenants will be provided with regular, high quality information about AH services, performance and estate management issues.	All Staff	AH Newsletter to be issued at least 4 times per year.	Quarterly	Done (Most recent newsletter is digital only and circulated via social media outlets and website).
		Performance information published in newsletters.	Quarterly	Done - annually rather than quarterly
		Annual report to AH Board.	Annually	Done - Performance Digest
Raise tenant awareness of current, relevant or topical housing issues.	Head of Housing Services/Money Advice Officer/ Technical Services Manager	Articles in Newsletter.	Quarterly	All newsletters contain topical articles.

		Head of Housing Services/Money Advice Officer/ Technical Services Manager/ Administration Assistant	Articles/sections on Website	Regular updates	Articles included updates on welfare reforms, Universal Credit, Housing Legislation, Fire Safety and Energy Efficiency, Home security.
			Use of local notice boards	Occasional	Some developments have Noticeboards in communal areas.
		Administration Assistant/Director	Develop Facebook Page	2018/2019	Facebook page established. Also, Twitter account established. Social Media training carried out for internal staff group.
			Write Social Media Policy/Procedure	2018/2019	Done - Approved - April 2020

**Aim:** Ensure that the opportunity for engagement is available for everyone.

	Promote equality and inclusion in our tenant participation activities.	Administration Assistant	Publicise the availability of information in other formats and languages and respond to all requests received.	Quarterly in newsletter.	No requests this year.
		Director/Administration Assistant  Money Advice Officers & Housing Officers	Provide opportunity to increase skills & confidence	2018/2019	Digital Inclusion/Learning workshops previously held.  It is hoped to re-introduce such opportunities when the new office facilities are available.

				2018/2019	<p>Universal Credit claimants continue to be provided with Assisted Digital Support to increase their IT skills and knowledge.</p> <p>We continue to be involved in the annual Scottish Poetry Competition Newton Primary School with Ayrshire Housing providing a prize for winners.</p> <p>Staff from all teams have been involved in externally organised community events such as Prevention First Fun Day and a Safety in the Home event. These events were held in local schools where many of our tenant's children attend.</p> <p>We continue to be part of the Lochside Tenants and Residents group and continue to participate in the Lochside clean-up days. This allows engagement with tenants out with normal business.</p> <p>We also had a stall at South Ayrshire Council's Community Fun Day held at the Citadel.</p>
		Administration Assistant	Ensure that meetings and events are held in accessible venues and locations.		Meetings held in AH Offices and in hotels or other venues which are accessible.
		Technical	Consider the use of		Not implemented.

		Services/Housing Management	postcard-sized surveys, where relevant.		Given more use of online communications e.g. My Home and the current situation re. discouraging unnecessary mailings it might be more appropriate to focus on those methods rather than the use of letters/postcards.
<b>Aim: Recognise the importance of Tenant Participation in the formation and implementation of policies and processes.</b>					
	Use Complaints Procedure, compliments and suggestions to influence better service provision.	Head of Housing Services	Report to Board on nature, volume and outcome of complaints.	Quarterly/ Annually	Complaints now reported in Performance Digest.  Refresher training and a review of the Complaints Handling Procedures was carried out. This has resulted in many more complaints being recorded and reported.  The Scottish Public Sector Ombudsman has issued revised Procedures and Guidance which will be rolled out along with further training for staff.
	Provide practical and/or financial support for activities which benefit our tenants and our communities. (Community Fund Applications).	Director/Head of Housing Services	Community Grants.		Applications have been received throughout the year and the Director has sought their approval or otherwise with the involvement of Board members.  Examples of grant applications considered in the previous 12 months include:

					<p>Ayr Community Rugby Club</p> <p>Dundonald Christmas Lights</p> <p>Cambusdoon Football Club</p> <p>Carrick Youth Rugby</p> <p>South Ayrshire Swim Team</p> <p>Kyle Figuring Skating Club</p> <p>Maybole and North Carrick Community Resilience Team</p> <p>Biosphere Bikes Project</p> <p>Carrick Community Leisure Group</p> <p>Newton Wallacetown Church - RoomSixty Project</p> <p>Newton Tenants Association</p> <p>Seaforth Athletic Club.</p> <p>A number of these applications were initially rejected and the groups have been invited to submit either additional information of further applications.</p> <p>Since May 2019 a total of £4,600 has</p>
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					<p>been awarded to these groups.</p> <p>The following charities were also supported by a donation at Christmas:</p> <ul style="list-style-type: none"> <li>• South Ayrshire Foodbank</li> <li>• Care and Share</li> <li>• Unity Grill</li> <li>• South Ayrshire Women's Aid</li> <li>• Ayrshire Women's Hub</li> <li>• Age Concern, Ayr</li> <li>• Fusion Youth Group (Lochside Mission and Outreach).</li> </ul> <p>Our Christmas card was designed by a pupil from Ballantrae Primary School and a donation was made to the school which assisted with their trip to the pantomime.</p>
		Housing Officer/Housing Assistant	Have a presence at local fetes, events and gala days, where possible.	Throughout the year.	<p>We continue to be involved in the annual Scottish Poetry Competition Newton Primary School with Ayrshire Housing providing a prize for winners.</p> <p>Staff from all teams have been involved in externally organised community events such as Prevention First Fun Day and a Safety in the Home event. These events were held in local schools where many of our tenant's children attend.</p>

					<p>Staff attended the Scottish Housing Day event at Ayr Job Centre in September.</p> <p>Staff attended an information sharing and networking event with many other support providers held at Salvation Army premises/Café Hope in Ayr.</p> <p>We also had a stall at South Ayrshire Council's Community Fun Day held at the Citadel.</p>

### **Scrutiny Group Activity:**

The Group's first exercise, the Repairs Service, was signed off by the Board in August 2019. Following that there were some difficulties in maintaining the original membership. With the assistance of the Tenants Information Service (TIS) a new group was established and they have chosen Antisocial Behaviour and Estate Management as the activity they wish to scrutinise. Some preparatory work had been carried out with the facilitation of TIS however this has been interrupted by the impacts of Covid-19.

Board Meeting – 24 June 2020

Agenda item: 7a

Subject: Repairs and Maintenance Policy

Prepared by: D McGivern

*Recommendation: To approve the revised policy*

### **Introduction**

The current Repairs and Maintenance Policy was last reviewed in June 2017 and is subject to regular reviews on a 3-yearly cycle.

The attached revised policy contains a number of minor changes however it should be noted that there are no fundamental amendments requiring further tenant consultation. In particular, there are no immediate changes to the priorities or categories of repairs and target timescales remain.

It should be noted, however, that consideration is being given to reducing the non-gas repairs into two categories, Emergency and Non-emergency. However, this requires further consideration with our contractors and consultation with tenants. The Board will be advised if such changes are to be recommended for approval.

The revised policy clarifies our approach to carrying out our duties under the Right to Repair (RTR) scheme whereby we offer an enhanced service to tenants particularly where the RTR job would be classed as an emergency repair under our categorisation.

### **Recommendation**

The Board is asked to note the revisions to the Repairs and Maintenance Policy and to approve the Policy.

## REPAIRS AND MAINTENANCE POLICY

### INTRODUCTION

The provision of an effective, efficient and responsive repairs and maintenance service is fundamental to Ayrshire Housing's Mission Statement:

*'We aim to enhance the wellbeing of our tenants and the wider communities of Ayrshire through high quality housing and related services.'*

Ayrshire Housing seeks to provide good quality housing and great care is taken in the design and construction process to ensure that occupants enjoy the benefits of a modern, well-constructed house.

This policy serves to define the association's aims and sets out the general principles and objectives in relation to the repairs and maintenance service.

### POLICY OBJECTIVES

The specific objectives of the Repairs and Maintenance Policy are to achieve the following:

- Ensure that maintenance obligations imposed by statute, the Scottish Social Housing Charter and tenancy agreements are satisfied.
- Provide scope for the involvement of tenants in the development of the maintenance service and its quality of delivery.
- Provide homes that offer a warm, comfortable and healthy living environment and which remain in demand.
- Ensure that the association provides an efficient and responsive repairs service whilst seeking to achieve high standards of customer service.
- Enable adaptation work to be carried out in order to meet the particular needs of tenants.
- Achieve both value for money and wider community benefit in procurement.
- Ensure the association has knowledge of the condition of the housing stock and a costed plan in place for lifetime maintenance and improvement work.
- Ensure adequate financial provision for planned maintenance and improvement work.

## **LEGAL AND REGULATORY REQUIREMENTS**

In undertaking its repairs and maintenance responsibilities, Ayrshire Housing will meet its duties imposed by Common Law, Statute and contractual obligations set out in the following:

- Housing (Scotland) Act 1987; 2001; 2006 and 2010
- The Scottish Social Housing Charter 2012
- The Scottish Housing Quality Standard (SHQS)
- Gas Safety (Installation & Use) Regulations 1998

This policy is designed to meet all the requirements of current legislation, including relevant Health and Safety regulations and best practice.

## **TENANT INVOLVEMENT AND TENANT SATISFACTION**

The aim of this policy is to ensure that all tenants receive an efficient and responsive service and have input into developing this service.

The association will monitor the level of tenant satisfaction with the repairs service and will investigate individual complaints regarding unsatisfactory repair work. Regular reports will be made to the Board in this regard.

The association is committed to seeking out and listening to the views of tenants regarding the repairs and maintenance service. In particular, tenant views will be sought on:

- Design standards,
- Building quality,
- Policy changes,
- Planned maintenance and cyclical painterwork programmes,
- Repairs service, standards and specification,
- Performance monitoring and review.

An independent and comprehensive tenant satisfaction survey will be carried out every 3 years. This will include seeking tenant feedback regarding the repairs service and standards and quality of their homes.

The repairs service will also be one of the core activities which will be subject to scrutiny under the association's Tenant Led Scrutiny Framework. If necessary, such scrutiny will be supported by external facilitators such as the Tenant Information Service (TIS).

Detailed information on the repairs service will be contained in the Tenants' Handbook and will be explained to tenants at the commencement of their tenancy.

All contractors carrying out work on behalf of the association will be expected to have customer care practices which fully complement the association's own.

For all urgent and routine repairs a prepaid survey form is sent to the tenant asking a range of questions about the service from the association and the contractor employed to carry out the work. Where a tenant expresses dissatisfaction, this is followed up by

the association in order that the reasons for their dissatisfaction can be identified and if any further action is appropriate. The outcomes of these surveys are reported to the Board.

## **SCOTTISH SOCIAL HOUSING CHARTER**

The association will report annually to the Scottish Housing Regulator on all outcomes included in the Scottish Social Housing Charter via the Annual Return on the Charter (ARC), covering all aspects of its operations, including maintenance. This will include information on tenant satisfaction as well as contractor performance.

## **EQUALITIES AND HUMAN RIGHTS**

Ayrshire Housing is committed to equal and fair treatment of all sections of the community. Accordingly, no person will be discriminated against during the implementation of this policy on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. In delivering this policy, Ayrshire Housing’s staff will comply fully with the requirements of the association’s Equalities and Human Rights Policy.

## **COMPLAINTS**

Any individual who is dissatisfied with the service they have received should be encouraged to provide feedback. Complaints regarding the implementation of this Policy will be dealt with in accordance with the association’s Corporate Complaints Handling Policy and associated procedures.

## **DEFINITION OF RESPONSIVE REPAIRS**

Responsive repairs or day-to-day repairs are defined as those repairs which are carried out as the need arises and which cannot be deferred for inclusion in planned maintenance programmes. Ayrshire Housing has in place an effective repairs reporting process for tenants offering a range of reporting methods including personal contact, telephone, free phone, letter and email.

Arrangements for reporting emergency repairs out of office hours direct to the appointed contractor are also in place.

Repair requests are prioritised dependent on the urgency of the request. Ayrshire Housing use the following repair categories and target timescales for completion of the repair.

<b>Category of Repair</b>	<b>Definition of Repair</b>	<b>Target Timescale</b>
<b>Emergency repairs</b> (including gas emergencies)	Repairs where there is a hazard to life, a serious danger to health and safety or the potential for more extensive damage to property.  This category of repair includes total loss of heating, gas escapes or burst pipes affecting heating system.	Attend and made safe within four hours.  Where necessary follow-on repairs will be issued with an appropriate timescale to reflect the nature of the works

		including weather dependent items or availability of parts.
<b>Non-Emergency Repairs:</b>		
Urgent Repairs	Urgent repairs are those where inconvenience to the tenant is involved but where the situation falls short of the “emergency” category described above and which could not result in rapid deterioration if not attended to.	Attend and complete within three working days.
Routine Repairs	All repairs not included in the emergency and urgent categories and which cannot be deferred until a future cyclical or planned maintenance programme.	Attend and complete within fifteen working days.
Gas Urgent	Repairs to gas central heating systems which fall short of an emergency. This category of repair includes partial loss of heating or failure of a focal fire point.	Attend and complete within twenty-four hours.
Gas Routine	All repairs to gas central heating systems not included in the emergency or urgent categories. Replacement of parts which do not prevent use of the appliance.	Attend and complete within five working days.

## REPAIR CATEGORY EXAMPLES

The table below provides examples for each of the repair categories but is not intended to be either comprehensive or exhaustive.

Emergency Repairs	Urgent Repairs	Routine Repairs
<ul style="list-style-type: none"> <li>- Burst pipes</li> <li>- Faulty cooker control unit</li> <li>- No heating</li> <li>- No water supply</li> <li>- Blocked flue to open fire or boiler</li> <li>- Loss or partial loss of gas supply</li> <li>- Unsafe power or lighting socket or electrical fitting</li> <li>- Choked toilet (1 in the house)</li> <li>- No lighting or power</li> <li>- Unsecured external door</li> <li>- Broken windows</li> <li>- Blocked or leaking foul</li> </ul>	<ul style="list-style-type: none"> <li>- Partial loss of water supply</li> <li>- Repairs to mechanical extractor fan (internal kitchens or bathrooms)</li> <li>- Blocked sink, bath or basin</li> <li>- Toilet not flushing (2 toilets in house)</li> <li>- No hot water</li> <li>- Loose or detached bannister or handrail</li> <li>- Partial loss of electrical supply</li> <li>- Choked toilet (2 toilets in house)</li> </ul>	Repairs which do not seriously interfere with the comfort of the tenant or cause them inconvenience including minor joinery, plumbing or electrical items, plasterwork and the like.

drains or soil stacks - Toilet not flushing (1 toilet in house) - Any health and safety issue - Failure of common area lighting.	- Leaks from water or heating pipes, tanks or cisterns - Partial loss of water supply - Unsafe timber flooring or stair treads.	
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## ASSOCIATED POLICIES

The association's Landlord Facilities Health and Safety Manual contains comprehensive policies and procedures on gas safety, asbestos management, fire safety and legionella control, and all other health and safety matters.

Where necessary, the Repairs and Maintenance Policy requires to be considered in conjunction with related policy documents including:

- Void Management Policy
- Right to Repair
- Alterations and Improvements Policy
- Right to Compensation for Improvements
- Rechargeable Repairs
- Aids and Adaptations
- Asset Management Plan
- Equalities and Human Rights Policy
- Procurement Strategy
- Complaints Handling Policy
- Tenant Participation Strategy

## REPORTING REPAIRS

Ayrshire Housing will maximise the opportunity and methods available to tenants and other customers to report repairs. This will include personal attendance at the office, by telephone, email and in writing. Tenants will also be able to report repairs online using the association's tenant portal "My Home".

Ayrshire Housing shall have in place arrangements to ensure tenants have access to emergency repairs at all times.

## RIGHT FIRST TIME

Due to the nature of some repairs, one or more visits may be necessary to complete the works. If the works are delivered as planned and discussed with the tenant, the repair is considered completed right first time. This includes all non-emergency repairs completed during the reporting year with the following exceptions:

- Responsive repairs where the work will be done as part of a cyclical or planned maintenance programme.
- Complex repairs, where investigation work needs to be done e.g., reports of dampness or breakdowns affecting specialist equipment.

- Repairs to voids.
- Repair jobs where the tenant has failed to provide access.

In order to meet the definition of ‘Completed Right First Time’ a reactive repair must be completed:

- Within the appropriate target timescale; and
- Without the need to undertake return visits because the repair was inaccurately diagnosed and/or, the operative did not resolve the reported problem.

In addition to the responsive repairs detailed above, the association may issue or undertake works as follows:

## **RIGHT TO REPAIR**

Specific entitlements to repairs and a Right to Repair (RTR) scheme are set out in Section 27 of the Housing (Scotland) Act 2001. Further details are set out in Scottish Statutory Instrument 2002-03 Number 316 – “Right to Repair”.

The association has a separate Right to Repair Policy”

All tenants will be advised annually, in writing, of this policy and of the landlord and tenants’ rights in respect of the policy. The policy reflects the association’s commitment to ensuring tenants receive a quality repairs service and that the association complies with the legislation.

In adopting this policy, the association will:

Ensure tenants are made aware of the provisions of the Right to Repair legislation.

Ensure that all contractors carrying out repairs are made fully aware of the expectations of them in regard to qualifying repairs.

Ensure all contractors are aware that the association will recover costs incurred under the scheme from them where appropriate.

Ensure appropriate deductions are made from contractors’ accounts if and when necessary.

Monitor the level of failure to meet the terms of the scheme and take appropriate action.

Ensure that tenants are recompensed as appropriate under the terms of the legislation.

The association operates an enhanced service to tenants whereby target timescales for completion of most Qualifying Repairs have been reduced (improved upon) compared to the statutory timescales.

Qualifying Repairs will be coded with a Right to Repair (RTR) indicator but the target timescales for completion will be the shorter ones associated with the categorisation of the repair in accordance with the Repairs and Maintenance policy e.g. a Right to Repair

job that would meet the definition of an “Emergency” under this policy should be attended to and made safe within 4 hours (e.g. insecure door, lock or window would be categorised as an Emergency – RTR and attended to within 4 hours if the property was insecure such as an entrance door to the property which couldn’t be locked or secured or ground floor window).

The longer timescales which apply under the Right to Repair scheme will be used in establishing if the association or its contractor has not met their obligations and the tenant is entitled to compensation under the scheme.

A full list of RTR repairs and timescales is attached at Appendix 2. The Housing (Scotland) Act 2001 states that repairs above a certain value (currently £350) are not covered by this legislation. Any repairs expected to cost more than this amount shall be categorised under one of the other repairs categories (or the categorisation amended once the value of the work becomes apparent).

The association will advise tenants in writing annually of the provisions of the scheme and shall use the annual rent increase letter as the principal means of achieving this requirement.

Further information is contained in the Right to Repair Policy.

## **REPAIRS BY APPOINTMENT AND ACCESS ARRANGEMENTS**

For non-emergency repairs the tenant will be offered an appointment at a mutually agreed time. This will be provided when the tenant reports the repair, if possible. Where this is not possible, we will provide the details of the appointment as soon as confirmation has been received from our contractor. We will provide the contractor with the tenant’s contact details to allow them to update the tenant or agree an amended appointment if appropriate.

Where tenants seek an appointment out with the target timescale of the repair then that repair will be given the priority code relevant to the appointment that has been made, e.g. if an appointment for what would be an emergency repair is agreed for the next day then this will be coded as a routine repair, not an emergency.

## **COMPLEX REPAIRS**

A complex repair is one where the target timescale may not be achieved because:

- special or bespoke materials such as windows or doors are required, and these are only supplied by a specific manufacturer with a long manufacture and/or delivery period, or
- specialist work is required which requires further investigation, such as dampness, an invasive structural repair, telecommunications, drainage faults that require extensive excavations, or
- the repair is a one-off major component repair or replacement that is subject to the association’s quotation or tender rules, for example the replacement of a

property's roof covering or repairs that involve utility companies (electricity, gas and water).

Complex repairs are not included in the calculations for 'right first time' performance monitoring.

## **VOID WORKS**

The association will endeavour to re-let empty properties as quickly as possible to minimise loss of rental income. Every void property is subject to inspection and necessary repairs will be undertaken to restore or improve the property to the minimum lettable standard.

Notwithstanding the extent of the repair or improvement work required, it will be the policy of the association to instruct gas and electrical safety checks and to change the external door locks to every void property.

Void properties will be categorised as follows:

<b>Void Category</b>	<b>Target Timescale</b>	<b>Works Required</b>
A	3 days	Gas and electrical safety checks/lock change
B	5 days	As above plus minor repairs
C	10 days	Numerous repairs required
D	20 days	Extensive repairs required

Further information is contained in the Void Management Policy.

## **MUTUAL EXCHANGES**

A mutual exchange takes place when two tenants agree to exchange houses with each other. The association will instruct gas and electrical safety checks prior to a mutual exchange being completed.

No repairs other than those carried out under the terms of the normal landlord responsibilities will be carried out as a consequence of an exchange.

Tenants who wish to carry out a mutual exchange will be expected to satisfy themselves that the property they are moving to is in a good state of repair and that no unauthorised alterations have been carried out by the previous tenant. Where unapproved tenant alterations have been made these should be made good prior to the exchange. Where unapproved alterations have been made and have not been rectified by the tenant prior to the move, the incoming tenant will assume full responsibility for the alterations and will be required to make good or reinstate if they thereafter move out. All costs associated with such works will be the responsibility of the incoming tenant.

Further information is contained in the Mutual Exchange Policy and in the Alterations and Improvements Policy.

## **DEFECTS**

For a period (one year) after completion of a development, the original contractor is liable for rectifying defective work at no cost to the association. These defects should be attended to in accordance with the timescales for reactive repairs. The contractor is required to provide the standard of service outlined in this policy.

## **MEDICAL ADAPTATIONS**

Adaptations are needed to make properties more accessible and useable for individual tenants who have a medical condition or disability. The association will provide adaptations that are of a permanent and structural nature. South Ayrshire Health and Social Care Partnership (SAHSCP) will provide portable adaptations such as shower chairs. They are also responsible for the installation of stairlifts.

The most common adaptation work carried out by the association is the installation of handrails, ramps or level access showers.

With the exception of low cost, minor works, aids and adaptations will only be considered following a referral and recommendation from an Occupational Therapist or other such medical practitioner.

For further information please refer to the association's Aids and Adaptations Policy.

## **PLANNED AND CYCLICAL MAINTENANCE WORKS**

### **Gas Servicing**

The association will appoint an experienced Gas Safe registered contractor to undertake annual gas servicing and maintenance of gas appliances in accordance with the Gas (Installation and Use) Regulations 1998.

Although the legal requirement is to ensure appliances have been serviced within 12 months of the previous service the association has adopted a 10-month rolling contract in order to meet their obligations imposed by this statutory duty. The association has set a 100% target for the annual Gas Servicing programme.

Further information is contained in the Gas Safety and Inspections Policy which is also detailed in our Landlord Facilities Health & Safety Manual.

### **Other Servicing Arrangements**

The association shall maintain appropriate servicing arrangements consistent with statutory requirements or industry standards in respect of specialist equipment including lifts, powered access doors, sewage treatment plant etc.

### **Cyclical Painterwork**

The association shall implement a programme of external redecoration to ensure doors and windows, eaves, timbers and rainwater goods are painted/stained every five years. Redecoration of internal common closes and stairways will also be included during cyclical painterwork programmes where necessary.

### **Planned Maintenance**

A planned maintenance programme has been devised which identifies the components used in each scheme and predicts their lifespan over a thirty-year period. A planned programme of replacement is then compiled, estimating the expected life and replacement cost of these items.

### **UNFORESEEN WORK**

There are occasions where major maintenance work, which has not been foreseen, is required. Most work falling into this category such as fire, flood, storm damage and subsidence will be covered by building insurance.

However, other items may arise unexpectedly, such as the premature failure of a component which may be dangerous and requires replacement.

### **COMMON REPAIRS INVOLVING ADJACENT HOMEOWNERS**

Where repairs are required to common parts that affect an owner-occupied property, the association will contact the owner and notify them of any proposed works. We will encourage owners to participate in common repairs and seek reimbursement of the proportionate share of the costs incurred.

In the event of emergency or essential repairs it may be necessary to undertake the repair and seek recovery of the shared cost following completion of such works. Emergency repairs affecting owners will be limited to the minimum required to make safe or restore a supply.

### **RECHARGEABLE REPAIRS**

The cost of some repairs will be charged to the tenant. These are works which are not the responsibility of the landlord and include repairs to void properties as a result of neglect or wilful damage. This also includes replacement locks due to lost or stolen keys.

Under the terms of the Scottish Secure Tenancy Agreement the association will not be responsible for repairing damage caused by the Police or other agency lawfully forcing entry to a property.

Further information is contained in the Rechargeable Repairs Policy.

### **LANDSCAPE MAINTENANCE**

To ensure that the association carries out its obligations to maintain the external environment for which it is responsible, the services of a landscape architect are employed. Through this arrangement, the landscaping and grounds maintenance contract is managed and supervised, ensuring that our landscape contractors are fulfilling their contractual obligations.

### **TENANT ALTERATIONS**

It is recognised that tenants may wish to carry out alterations to their property. Any requests must be in writing to the association detailing what work is proposed.

Permission will not be unreasonably withheld. Advice will also be given on aspects of the work including materials, locations and whether building warrants or planning permission may be required.

Further information is available in the association's Alterations and Improvements Policy.

## **RIGHT TO COMPENSATION FOR IMPROVEMENTS**

The Scottish Secure Tenants (Compensation for Improvements) Regulations 2002 gives tenants the right to receive compensation for certain works (or qualifying improvements) carried out by them during the course of the tenancy. Tenants must have obtained written permission for the work and compensation can only be claimed after the tenancy has ended.

Further information is contained in the association's Right to Compensation for Improvements Policy.

## **PROCUREMENT**

The association will ensure that the procurement of all service and works contracts of a significant nature required to fulfil this policy is consistent with the association's Procurement Strategy.

Contractors will be required to have sound customer care, dignity at work, and health and safety policies in place before being invited to tender. For reactive repairs and servicing contracts, where consistency of performance and the risks involved in contractor replacement are large, the emphasis will be on quality as well as price.

## **QUALITY CONTROL - PRE AND POST INSPECTIONS**

In order to properly ensure that value for money is being achieved across all aspects of the Repairs and Maintenance service, pre-inspection and post-inspection and customer feedback processes will be conducted.

Examples of repairs which may be inspected are:

- All voids,
- Where the tenant has given insufficient information to enable the contractor to be instructed,
- Where there is dampness or condensation reported,
- The cost of the repair exceeds £1000,
- Where it is suspected that the damage may have been caused by the tenant,
- Where the repairs are recoverable through an insurance claim.

The need for a pre-inspection should be balanced against the timescales for completing the repair and should not cause an unreasonable delay to instructing works.

Post inspections will be undertaken in the following circumstances:

- All voids,
- Where the tenant reports that the quality of workmanship is unsatisfactory,

- Where it is suspected that the contractor performance is poor,
- In addition, a 5% random sample of works generated by SDM will be selected for inspection/checking.

## **LANDLORD AND TENANT RESPONSIBILITIES**

### **Landlords Responsibilities**

In carrying out its obligations as a Registered Social Landlord the association will:

- Meet all legal requirements defined in the Housing (Scotland) Act and all other relevant statutes.
- Achieve the standards and outcomes set out in The Scottish Social Housing Charter.
- Maintain and repair its housing stock to the standards approved by Ayrshire Housing's Board in respect of those areas listed as landlord's responsibilities in the tenancy agreement.
- Maintain adequate insurance cover for all housing stock, offices, commercial premises, ancillary buildings and open spaces. The association is not responsible for arranging tenants' home contents insurance cover.
- Ensure that the association complies with all aspects of the Gas Safety (Installation and Use) Regulations 1998.
- Ensure that the association has a viable long-term plan that programmes all of the works required to bring all of the association's stock up to the criteria laid down in the SHQS.
- Ensure that the association complies with all aspects of the current I.E.E. Regulations.
- Ensure the association complies with all aspects of the Control of Asbestos Regulations.

### **TENANT RESPONSIBILITIES**

Certain repairs are the responsibility of tenants and these are detailed in the Tenant's Handbook and the division of repairs responsibilities (Appendix 1).

The association will also ensure:

- That all tenants are made aware of their responsibility to report all repairs promptly to the association.
- That all tenants are made aware of their responsibility to respect their property and make good repairs to the areas listed as tenant's responsibilities in their Tenancy Agreement and in the Tenant's Handbook.

- That all tenants are aware of the detail of their Tenancy Agreement relating to the provision of access. That access must be provided within twenty-four hours following a formal request made by the association.

Appendix 1 outlines the division of repairs responsibility between the association and its tenants. This table is not exhaustive and is intended only as a guide. The division of repairs responsibilities is also incorporated into the Tenant's Handbook.

## **OTHER AGENCIES**

Where faults occur that are out-with the responsibility of the association including failure of gas, electricity or water suppliers or defects affecting public roads or footpaths, remedial works are the responsibility of the utility company or the local authority.

## **THE ENERGY EFFICIENCY STANDARD FOR SOCIAL HOUSING (EESH)**

The association will maintain its stock to the current energy efficiency standard in accordance with the reporting requirements of the Scottish Housing Regulator. The association's Asset Management Plan incorporates a strategy to enhance the stock to ensure ongoing compliance with each iteration of the standard.

## **ASBESTOS REGULATIONS**

The association will ensure that systems are in place to identify any potential hazards regarding the presence of asbestos in a property. This will be highlighted when repairs or improvement works are being instructed to ensure that the contractor is made aware of any relevant risks.

To comply with this requirement, the association has adopted the Asbestos in Tenancies Policy detailed in the association's Landlord Facilities Health and Safety Manual.

## **WATER SYSTEMS AND LEGIONELLA**

The association will comply with all current legislation and HSE Codes of Practice (2013) relating to water safety and Legionella and establish clear guidelines to be adopted in premises owned or occupied by the association to reduce Legionella-related risks to as low a level as is reasonable practicable.

To comply with this requirement the association has adopted the Water Systems and Legionella Policy, detailed in the association's Landlord Facilities Health and Safety Manual.

## **REPORTING AND RECORD KEEPING**

The association will have full procedures in place to ensure that comprehensive records are kept of all maintenance work. Systems will be in place to monitor progress in repairs and costs. Reports on maintenance works will regularly be submitted to the Board and contain information on the number of repairs, contractor performance, and budgets.

## APPENDIX 1- DIVISION OF REPAIRS RESPONSIBILITIES

Item	Association	Tenant	Exceptions
Balconies	*		
Bannister (internal)	*		
Bathroom - Bath/WC/Wash basin	*		Items fitted by tenant
Bath Panels	*		
Bin stores/bin shelters	*		
Brickwork, blockwork, etc	*		
Car Ports		*	Unless installed by association
Ceilings	*		
Chimney stacks/pots/cowls	*		
Chimney sweeping		*	
Cisterns	*		
Clothes pole	*		
Communal areas to flats	*		
Communal TV systems	*		
Damp-proof courses	*		
Decoration - internal		*	
Doorbell		*	
Doors to common area	*		
Doors/door fittings - external	*		Items fitted by tenant
Door locks	*		When tenant has lost or broken the key
Doors - internal		*	
Down pipes, rain & soil	*		
Drainage - blockage in internal wastepipes	*		Where caused by tenant
Driveways		*	Unless constructed by association
Drying areas - communal	*		
Electric appliances & plugs		*	
Electric wiring, sockets & switches	*		
Entry systems	*		
Fascia, soffit boards etc	*		
Fences - garden boundary to open space	*		Unless erected by tenant
Fences - between gardens		*	Unless installed by association
Floor Coverings		*	Unless installed by association
Floorboards	*		
Foundations	*		
Fuse box, fuses etc	*		Where caused by defective appliance
Gas central heating/pumps/pipes/radiators/timer/thermostats, etc	*		

Item	Association	Tenant	Exceptions
Gas piping	*		
Garages /lock-ups		*	Unless provided by association
Garden huts		*	
Gates	*		Tenant installation
Greenhouses		*	
Glass - external		*	Unless reported to police and incident number provided
Glass to internal doors/screen		*	
Gutters	*		
Hatch to loft (communal or individual)	*		
Handrails - external	*		
Insects including ants, flies etc		*	
Immersion heaters	*		
Keys (replacement)		*	
Kitchen fittings & worktops		*	Planned renewals
Lifts	*		
Lighting pendants & ceiling roses	*		Items fitted by tenant
Overflow pipes	*		
Painting - external	*		
Painting - internal		*	Communal Areas
Parking area (communal)	*		
Path to main access door	*		
Paths - public footpaths	*		Unless adopted by local authority
Path to garden	*		Tenant installation
Plaster & plasterboard		*	Unless damaged during redecoration
Play areas & equipment	*		Only if provided by association
Porch	*		Only if constructed by association
Radiators	*		
Retaining walls	*		
Roofs, roof tiles/slates, roof lights	*		
Ropes for clothes drying		*	
Rotary clothes driers		*	
Roughcast/render	*		
Shower unit including enclosure		*	Unless provided by association
Sink bowl & drainer	*		
Skirting boards	*		
Smoke detectors	*		Tenants responsible for testing and replacement batteries
Sockets (electrical)	*		

Item	Association	Tenant	Exceptions
Stairs (common or internal)	*		
Stair lighting	*		
Steps	*		
Switches (electrical)	*		
Taps	*		
Toilet Seats		*	
TV aerial communal sockets	*		Tenant installation
Ventilators and fans	*		
Vermin including mice		*	Unless major infestation
Wash hand basin	*		
Washer on taps	*		
Wasps		*	Unless attached to house
Waste plugs/chains to basin/bath/sink		*	
Water heating	*		
Water supply	*		
WC including cistern	*		
White goods inc. cookers		*	
Window frames, sills & fittings	*		

## Appendix 2 – RIGHT TO REPAIR (RTR)

The Scottish Secure Tenants (Right to Repair) Regulations 2002 The table below lists all defects and repairs which are “qualifying repairs” and the maximum timescale for completion (in working days following the day of reporting, or after the day of inspection, if needed) under the above legislation.

Qualifying Repair	Maximum Period for Completion in Working Days
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 electricity (where HA responsibility)	1
Partial loss of electricity	3
Insecure external window, door or lock	1
Unsafe access path or step	1
Significant leaks or flooding from water or heating pipes, tanks, 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 Right to Repair legislation only applies to repairs costing less than £350 (April 2010) where the tenant provides access, and where there are no exceptional circumstances applying (e.g. severe weather).

Board Meeting – Wednesday 24 June 2020

Agenda item: 7b

Subject: Landlord Facilities Health & Safety Policies

Prepared by: D McGivern

*Recommendation: To approve the Landlord Facilities H&S Policies subject to ongoing reviews and updates.*

## Introduction

Initially developed in 1994, the EVH H&S Control Manual (HSCM) is intended to assist members in the management of Health, Safety and Welfare insofar as their responsibilities as an ‘Employer’ are concerned.

However, the core function of housing associations, such as Ayrshire Housing, is to provide housing and related services – thus acting as a ‘Landlord’. Under the legislation, a wide range of topic-specific compliance requirements are placed on us to ensure that our premises and services are maintained in a safe and habitable condition. These requirements are generally considered to be more related to ‘facilities management’ than traditional ‘H&S’ requirements, although many stem from the same risk management legislation.

To ensure that we can demonstrate compliance with our Health, Safety and Welfare responsibilities as both Employer and Landlord, EVH, with the assistance of its Health and Safety advisors, ACS, produced a manual containing a number (26) of “Topic Specific Policies” addressing our Health & Safety obligations for each topic.

Whilst the majority of procedures are based on topic-specific legislation, the complexity of this legislation (and associated approved codes of practice and guidance) often allows for a degree of ‘interpretation’ of how best to manage the risks. Therefore, these policies and procedures are intended to cover the basics of legal compliance and good practice.

The 26 policies have been reviewed and either adopted or amended to reflect our own requirements or to accept that our existing policies either met or exceeded what was recommended in the EVH templates.

The policies contained within the manual are as follows:

- 7.1 Asbestos in Tenancies
- 7.2 Anti-social behaviour
- 7.3 Business Continuity, Emergency Preparedness and Response
- 7.4 Construction Design and Management (CDM)
- 7.5 Cleaning and Cleanliness
- 7.6 Commercial Leases
- 7.7 Contractor Selection and Control

- 7.8 Domestic Pets
- 7.9 Electrical Safety
- 7.10 Energy Performance Certificates
- 7.11 Event Risk Management
- 7.12 Fire Safety in Housing Stock and Common Areas
- 7.13 Furnished Premises - Safety Standards
- 7.14 Gas Safety and Inspection
- 7.15 Hygiene of Tenancies
- 7.16 Information to Tenants and Tenancy Agreements
- 7.17 Lifts Safety
- 7.18 Lighting
- 7.19 Plant, Equipment and PPE
- 7.20 Play Parks Safety
- 7.21 Premises Fitness and Repair
- 7.22 Re-development of Land and Buildings
- 7.23 Security
- 7.24 Ventilation and Fresh Air
- 7.25 Waste Management
- 7.26 Water Systems and Legionella

A copy of the manual is available on Basecamp for review.

### **Recommendation**

It is recommended that the Board adopt the manual on the basis that it is delegated to the Health and Safety Committee to receive an annual compliance report on the manual's updating and ongoing implementation.

The Board should note the policies in the manual replace any existing standalone policy statements for the topics listed above. We will continue, though, to make extracts from the manual of key policies available for the convenience of our tenants and others.



Board Meeting – Wednesday 24 June 2020

Agenda Item: 9

Subject: Operational matters

Prepared by: Jim Whiston

*For noting*

### **Coronavirus issues (including health and safety)**

The home working arrangements continue to work well. Public health, and health and safety advice is being monitored regularly with the support of EVH. For the time being, given the Scottish Government's route map, we are working on the assumption that the current arrangements will remain in place with perhaps some limited modification of the current restricted office working. Below is an extract from the route map covering workplaces like our own.

The assumption in the route map is still that enterprises that can largely function from home like ours will continue to do so well into Phase 3. There are no fixed dates beyond the start of Phase 1 on 29 May. There is an assumption, however, that all being well, schools will reopen for the start of the new session in mid-August. So, in practice, it is likely that we will be still largely working from home beyond then. Having said this, it is likely that building maintenance activity will increase over the coming weeks. This should increase the repairs service to our tenants and help further with relets. In the circumstances, we may increase the opportunities for office-based work linked to property and estate visits. As is the case at the moment, this will be done on a strictly controlled basis. As the situation becomes clearer (probably once we are well into Phase 2), we can look at how we can safely start to move to a more hybrid style of work. There are real challenges for us, however, given the layout of our office. So, we will need to think about the options and very carefully test them.

The staff survey carried out at the end of May confirms real enthusiasm and a sense of mutual support amongst the whole team. A small number of issues have been addressed directly. By and large though, the following themes emerged from the responses:

- Most feel that they have adjusted well to homeworking, albeit it brings its own challenges.
- Many expect the pressures of homeworking in terms of conflicting domestic arrangements to be recognised.
- Most felt that the albeit frantic flit to homeworking was well handled given the strange circumstances and that the advice offered at the time was adequate.
- There is great appreciation of the ongoing support in terms of IT especially. We owe a big thank you to our ICT support supplier, in particular. The efforts to get everyone who needed one a desktop computer over the first few weeks are really recognised.

- There are still IT frustrations over domestic internet quality and the lack of two screen working. The message remains to try to adjust work patterns to reflect this. It is recognised by line managers that we may not be able to be as productive as we would like.
- There is a feeling amongst many that there was, particularly initially, a bit of a communications overload compounded by the multiple channels. However, some valued this as a substitute for the informal flows of chat and knowledge in the office setting. The communication arrangements do appear, for the most part, to have become more settled with a focus on what works. The Teams and WhatsApp video meetings that are now taking place are especially valued.
- For the future, it is important to learn from the experience in terms of more flexible working for the long-term so as to improve work-life balance, and in new ways of communicating with tenants and applicants.

The arrangements described previously for housing management and maintenance continue to work well. We have been able to reintroduce repairs work to most voids and, with it, new lettings including to Council referrals. For example, 7 lets have been made since the beginning of April with, in addition, 17 offers currently open for acceptance out of 22 houses available for letting.

A second monthly report has been made to the Scottish Housing Regulator on the financial and operational impact. This was made available to the Board earlier in the month to Board members. As can be seen, arrears have increased but are currently within the fluctuating range that we might see over a more normal year. This area, though, is subject to regular monitoring.

The position on gas safety checks is being carefully monitored to ensure that we are conforming to the latest advice issued by the Health and Safety Executive and Gas Safe (the registration body for the gas installation industry). The reasons for any failures to maintain a current safety certificate will be carefully recorded with our contractor to ensure that we are taking reasonable steps to comply with the regulations in the current circumstances.

### **Board effectiveness and governance**

See the report included with the Board papers.

### **Eydent**

Nothing to report.

### **Training opportunities within Ayrshire Housing**

This activity is in abeyance for the time being.

### **Staffing issues**

See the note on our Coronavirus response above.

### **Staff pension schemes**

There is nothing to report since the last Human Resources Committee

### **Audit Committee**

As agreed at the last Board meeting, the Committee will meet again on 26 August.

### **Community engagement and publicity**

An application has been made to the coronavirus response Supporting Communities Fund for a “community anchor” grant for £12,000 to support the following projects; Care and Share, the Digital Connections 3 Villages Project (with VASA) and No-one Dies Alone. £3,000 has been pledged from our community grants fund.

The following activities have received press or social media coverage since the last meeting:

The launch of the annual garden and pet competitions within our new tenants’ newsletter - <https://www.ayrshirehousing.org.uk/your-home/keeping-in-touch/>

### **Notifiable events and disposals**

As reported previously, the Scottish Housing Regulator has been informed of our reduced service arrangements. The Regulator is asking us to submit a return each month on the impact of the Coronavirus restrictions. This covers information on arrears, voids and our cash position.

There have been no disposals.

A consolidated report on notifiable events and disposals in 2020 will be given to the Audit Committee in February 2021.

The deadline for the Regulator’s various returns has been extended to the end of July.

### **Annual General Meeting**

It is proposed to hold this on Wednesday 2 September at 5.30pm by way of an online meeting. The Corporate Insolvency and Governance Bill, when enacted, will make this possible in the period to 30 September, notwithstanding the terms of the articles of association.

On this basis, it is proposed to issue newsletters to community and tenant members by 6 July. This year the newsletter will include both the call for new members (56 days before the AGM) along with the notice of the AGM. In previous years, this has been included in a standalone members report issued at least three weeks before the AGM. Members will be invited to register by email to “attend” the AGM.



Board Meeting – Wednesday 24 June 2020

Agenda Item: 9a

Subject: Board and Director Effectiveness

Prepared by: Jim Whiston

*Recommendation: to approve*

### Introduction

This paper covers the proposals for the annual Board effectiveness action and training plans. It also deals with developing the Committee structure and the call for new members. Finally, it covers the Director's new objectives.

An annex is attached which shows how the feedback from the Board member reviews has been included in the two plans.

### Action Plan

Action	Outcome	When	Who
Training plan	Complete	By August 21	Board/JW
Board handout	Calendar of meetings for all Committees Confirm chairs Use of video meetings. Online and external training Conference opportunities and feedback Informal visits to see staff at work and projects	By October 21	JW/CD
Induction process	Buddie/mentoring in place Feedback sought	By October 21	JW/CD/Board
Engagement with development projects	Improved graphics and site visits for the Development Committee and though Basecamp.	By October 21	JW
Business Planning	Ensure included in 21/22 Training Plan	By June 21	JW
Succession planning	Assured outcome of the Board and Director's reviews	By June 21	JW/Board
Board reporting	Include in Board review process	By May 21	JW/CD/Board
Hub development	Place in remits of the Community Engagement and Development Committees	By October 20	JW
Field trip to another association etc	Networking and Knowledge	By August 21	JW
Community membership	Promotion and engagement strategy	By June 21	JW/CD/Board

## Training Plan

Topic	Delivery	Date
Chairing skills	External speaker	By November 20
Basecamp and ICT	Internal session before a Board meeting.	By December 20
Financial statements	Internal session plus induction sessions	By February 21
Housing Legislation	Extended Tenancy Committee meeting	By March 21
Governance and regulation	Internal session to include new members	September 20
Board/staff event on roles, reporting and networking	“Away day”	By June 20
Health and Safety	Extended H&S Committee meeting with external speaker	By December 20

## Committees

At the May meeting, it was agreed that all the Committees should have at least one scheduled meeting a year. It was agreed that they should all have standing Chairs to help with agenda setting and training.

Currently the position with Chairs is as follows:

Audit: Gemma Collins  
Development: Kenny George  
Human Resources: vacant  
Health and Safety: vacant  
Tenancy Matters: vacant  
Community Grants: vacant

It is suggested that the latter Committee be renamed “Community Engagement”.

## Succession planning

Under the Board Effectiveness Policy, the Board’s succession planning should be reviewed after the Board members reviews and before the call for new members.

This year, Frances McGuire, Kenny George (tenants), and Gemma Collins and Bobby Pyper (Community) retire at the AGM. Based on the reviews, it is recommended that they be encouraged stand again.

Given that the review continues to show a very good breadth of skills, it is recommended that the sought after experience continues to be broadly stated as covering housing, social issues, finance and governance, the built environment and the tenant interests. Applicants will be sought by adapting the previous year’s text through the tenant and community newsletters, VASA volunteering network and more general advertising.

Sufficient allowance has been made in the budget for external advertising.

## The Director's Review

The Director's annual review for has taken in accordance with the Policy agreed last year.

The following objectives have been agreed for 2020-2021. These will be reviewed each quarter.

<b>SECTION 6: Your New Objectives &amp; Targets</b>				
<b>AH Strategic Objective</b>	<b>Objectives and targets</b> (action, outputs/outcomes, please be as specific as possible).	<b>Resources/ Support Required</b>	<b>Timescale for completion</b>	<b>Appraiser's Comments</b>
Providing an excellent service	To continue to deliver on the Business Plan actions.	From colleagues	March 2021	
	To build on the new feedback reporting to increase the opportunities for tenants to further influence our work, for example at an estate level.	From colleagues	March 2021	
	To present a new Repairs and Maintenance Policy.	From colleagues	June 2021	
Appraisal discussion				
Quality homes	To oversee the review of the Asset Management Plan.	From colleagues	June 2020	
	Reviewing the fundability, timing and delivery of the development programme in the light of the impact of the current situation.		March 2021 (Or by the lockdown end)	
Appraisal discussion				
Thriving communities	Ensure a successful initial programme activity around the "hub".	Staff/Board assistance in developing ideas and relationships	March 2021	As above

	Continued promotion of our community grants with the view of building at least one active partnership.	Staff/Board assistance in developing ideas and relationships	March 2020	
Appraisal discussion				
A forward looking and sustainable association	To review the Equalities and Human Rights Policy and its implementation	From colleagues	June 2020	
	To exploit the evolving practice with regard to homeworking to demonstrate the association's attractiveness as an employer and it increase efficiency.	From colleagues	March 2021	
	Ensure that our existing excellent customer care is built on in new and more professional ways, for example with the enhanced public office and the continued roll out of digital services.	Through motivating and up-skilling our staff.	March 2021	

## Annex

### Training priorities

Below are the training priorities identified in the review process with comments.

Individual
Bespoke training to prepare for the role of vice-chair (carried over from 2019) <b>Comment: included in 2020/21 training plan.</b>
Look into CPD sessions run through the Energy Agency. <b>Comment: include bigger section in the new session's Board meetings and development handout.</b>
Basecamp and ICT training. <b>Comment; included in 2020/21 training plan</b>
Attendance at Eydent, conferences and other office bearer groups. <b>Comment: include bigger section in the new session's Board meetings and development handout.</b>
Continue to expand knowledge through relevant publications. <b>Comment: include bigger section in the new session's Board meetings and development handout including links.</b>

  

Group
Session with Alan Park looking at financial statements <b>Comment: included in 2020/21 training plan.</b>
Training on how to chair meetings. <b>Comment: included in 2020/21 training plan.</b>
Training on housing legislation. <b>Comment: included in 2020/21 training plan.</b>

  

Whole Board
Training on Governance and Regulation (annual) <b>Comment: included in 2020/21 training plan.</b>
Role of Committees (for Board and Staff) <b>Comment: included in 2020/21 training plan.</b>
Annual Health & Safety briefing. <b>Comment: included in 2020/21 training plan.</b>

### Board development priorities

Below are the priorities identified in the review process with comments.

- Establishment of a "Buddy System" – carried over from 2019 reviews.
  - **Comment: included in action plan.**
- Improved networking.
  - **Comment: included in training plan (Board/staff event).**
- Look at how we present development – visual representation would be beneficial.
  - **Comment: included in action plan**
- Review format of Business Planning away day including mechanisms for feedback.
  - **Comment: suggested included in 2021/22 training plan to tie in with the Plan's cycle.**

- Reminder to all Board members about their commitment to attending Board and committee meetings.
  - Comment: cover in governance session.
- Fine tune the induction process.
  - Comment: included in action plan.
- Review of Committees.
  - Comment: structure agreed in May 2020.
- Develop on-line training options.
  - Comment: included in action plan.
- Shadowing for Board members.
  - Comment: included in action plan
- Attendance at Eydent and other external training courses. Consider longer-term Board members providing support for attendance.
  - Comment: included in action plan
- Succession planning for Board and senior staff (carried over from 2019)
  - Comment: included in action plan.
- Review of frequency of reporting and content of Board papers.
  - Comment: include next Board review process.
- Discussion about the Hub.
  - Comment: included in action plan.
- Basecamp group for office bearers.
  - Comment: in place.
- Review of meeting etiquette.
  - Comment: cover in induction and governance session.
- Review of our community engagement and increase community involvement.
  - Comment: standing Community Engagement Committee established.
- Visit to Developments while on-site.
  - Comment: facilitate through the Development Committee.
- Trips to other housing associations.
  - Comment: included in training plan.
- Clarity for Board on senior staff objectives and performance management (carried over from 2019).
  - Comment: included in training plan.
- Support for new members with meeting preparation.
  - Comment: included in action plan.
- Review frequency or introduce more formal arrangements for the Tenancy Matters Committee (carried over from 2019).
  - Comment: agreed in May 2020.
- Expenses forms to be issued with Board papers.
  - Comment: now in place.
- Staffing updates to be include in Board papers.
  - Comment: now in place.
- Overview of Board members backgrounds.
  - Comment: included in Board handout and on website.
- Look at community member (non-Board) skills, consider co-option if required.
  - Comment: consider at Board/staff event and through Community Engagement Committee.
- Board training area within Basecamp.
  - Comment: now in place.