Name of Policy: Property Management Policy
(Ref:) PS/10

Purpose of Policy: sets out our approach to managing and maintaining our assets, for the long term, to preserve their value.

Policy Monitoring Details	
Department	Property Services
Author	Amanda Hay
Status	Group
Date SMT / Board Approval	SMT May 2024
Update	May 2024
Planned Review Date	May 2027
Regulatory Outcomes Being Achieved	Regulatory Outcomes 3. The Association manages its resources to ensure its financial well-being, while maintaining rents at a level tenants can afford to pay 4. The Board bases its decisions on good quality information and advice and identifies and mitigates risk to the organisation's purpose Scottish Social Housing Charter 4. Quality of Housing 5. Repairs, maintenance and improvements 13. Value for Money
Tenant / Customer Consultation Required	No
Equalities Impact Assessment	Initial
HRA Implications	Article 8 Right to Respect for Private Life, Family Life and the Home Article 14 Prohibition of Discrimination
Adherence with Association Values	This policy supports all the Association's values.

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1.	**Introduction**	
	1.1	The Association's Property Management Policy is a critical component of our overall approach to Asset Management, that is the process by which we ensure that the assets that we need to operate our business are managed effectively and provide value for money.
	1.2	The Property Management Policy sets out our approach to managing and maintaining these assets, our housing stock, for the long term, to preserve their value. In order to achieve this, we need to: ▪ Maintain reliable data on the condition of the housing stock and estates, for ease of future planning, keeping track of component life expectancies, working from our experiences to ensure our calculations are both realistic and achievable ▪ Develop long term plans for maintaining the housing stock and estates that are costed and affordable, ensuring that we can adequately fund repairs and maintenance through our business plan ▪ Translate our long term plans into programmes of annual maintenance ▪ Concentrate our expenditure on Planned Maintenance and Improvements, seeking to minimise the proportion of expenditure on day to day, Reactive Maintenance ▪ Maintain the rental income by ensuring the properties are fit for purpose and meet the Letting Standard (**Void Policy**) ▪ Strive to meet our tenants expectations for their property, taking account of our financial capacity and consult on the condition of the properties and their priorities for future maintenance ▪ Take account of the challenges involved in managing investment in mixed tenure estates ▪ Halt programmed maintenance works where we are considering disposal of the asset

	1.3	The Property Management Policy underpins our Strategic objectives to provide homes that are sustainable, environmentally sound and accessible, to maintain and manage all properties and our open spaces to the same standard, to invest in safer, resilient communities and to be an agile and robust organisation.
2.	**Principles**	
	2.1	The main principle of this policy is to set out a management system for the organisation which provides a foundation for business operation across the full asset base, enabling the Association to maintain the housing stock effectively, meeting current and future housing needs whilst ensuring continued financial viability.
	2.2	We will maintain the housing stock to at least the minimum legislative standards relevant to the provision of tenanted properties and factoring services by Registered Social Landlords. It is our aspiration to provide better standards, where this is both technically feasible and financially achievable in the long term.
	2.3	We will use a range of methods to gather customer views on maintenance priorities and take account of these in developing our future maintenance and improvement programmes.
	2.4	The Property Management Policy incorporates the Association's commitment to sustainability, in particular the need to reduce fuel poverty. In this regard we aim to make our properties as energy efficient as possible working with the constraints of both the existing property types and our financial limitations.
	2.5	We are committed to the principles of equality and diversity as detailed in our **Equality and Diversity Policy**. We acknowledge that, in maintaining our housing stock, our staff and contractors need to be responsive to the diverse needs of our customers. We will monitor the implementation and outcomes of our Property Management Policy and Procedures to ensure that we meet this commitment and utilise our **Code of Conduct - Staff, Contractors Customers** to ensure our day to day interactions are satisfactory. In addition, our **Customer Contact Special Considerations Procedure** enables us to respond to any specific needs our customers have identified and take these into account when carrying out maintenance works.
3.	**Risk Management**	

	3.1	Asset life should be maximised to obtain best value. Failure to set aside adequate funding to provide for a continuing programme of planned maintenance and improvement represents a risk to the Association, such as deterioration of the properties and potentially result in the property becoming difficult to let. The Property Management Policy has put in place an annual system to proactively manage the process, to minimise the risks identified and is included in the Association's Risk Strategy : • Financial Planning, • Procurement, • Maintenance Contracts, • Energy Efficiency Standard for Social Housing 2 • Stock Condition/ SHQS The risks identified are treatable with actions and active monitoring and are reviewed in regular cycles through management reporting.
4.	**Responsibility**	
	4.1	The Senior Management Team (SMT) is responsible for the delivery of the **Asset Management Strategy** for the Association ensuring effective control of our assets within financial limits and to aid the successful running of the organisation.
	4.2	The SMT will ensure that accurate information is formatted and available to complete each stage of the annual budget process, working through from scenario planning to Board agreement of the annual budget in line with the annual budget timetable.
	4.3	The Property Services Director has the responsibility to ensure that the Property Services Team collates and formats all property information within the management system ready to inform the SMT in line with the annual budget timetable.
5.	**Property Management Policy - Management System**	
	5.1	The **management system** comprises the following key components : • Stock condition database: comprehensive database of properties, property components, install dates

		• Component Life Cycles: set expected replacement lives for all major maintenance elements • Whole life cycle cost: to assess the on-going cost of maintaining the housing stock in adequate condition • Stock condition surveys: to gain a comprehensive and up-to-date picture of the condition of our housing stock • Specification standard: all our stock maintained and upgraded to the same standard • Stock profiling: annual analysis of data from the Asset Database down into stock profiles – for example Kitchen Renewals • 30 year costed maintenance plans incorporating stock condition information, informed by tenant feedback resulting in annual programme of maintenance and improvement works • Following completion of all contracts, data is fed back into the Asset Database, properties complete, price, specification, expected lifecycle, to continue ongoing cycle of accurate records. • Allocation of maintenance works: categorising with relevant response times. • Procurement: taking account of quality, price, legal requirements and long-term partnership working with key contractors. • SHQS: collation of properties achieving the standard; identification of properties which cannot currently be brought up to the standard and where we seek specific exemptions • Net Zero 2045: collation of properties achieving current energy / net zero standard: identification of properties in performance bands; identification of properties which cannot currently be brought up to the defined standard and where we will seek specific exemptions
6	**Types of Maintenance**	
	6.1	The Association's Repair and Maintenance service falls into six categories :

		▪ Reactive Maintenance / Day to Day Repairs ▪ Planned Maintenance ▪ Planned Stock Improvements ▪ Medical Adaptations ▪ Landscape Maintenance
	6.2	**Reactive Maintenance / Day to Day Repairs** Reactive Maintenance repairs are those which cannot be left to the next cycle of programmed maintenance without: • posing a threat to the safety, health and security of the tenant, • the deterioration of the building • Failing to meet the landlord's repair obligations as defined by statute or through the Tenancy Agreement. They will be categorised depending on the urgency of the repair and allocated response targets which are required to be met by our contractors, refer to policy **Maintenance Service Satisfaction Policy** Appendix 1. They are essentially reactive and curative and are most often reported by tenants or arise through the void process. Expenditure on reactive maintenance is fairly constant, varying little in real terms from year to year, and is essentially reviewed on *"Last year plus inflation" b*asis with adjustment for changes in stock numbers and any exceptional features, for example : • high levels of Emergency expenditures - frost, storm, flooding • early component failure or design failures • incidence of Vandalism • changing trends • uneconomic spend on reactive maintenance which could be avoided through a major contract When notified of a repair issue we will carry out repairs in line with the Tenancy Agreement, to a reasonable standard, by a competent contractor, using good quality material and in accordance with our published timescales. Specific issues identified as affecting single properties or a number of properties on more estates, will be surveyed, assessed, and moved forward onto the next programme of Planned Maintenance.
	6.3	**Planned Maintenance – Annual and Specific**

		Planned maintenance is essentially forward planning of preventative / protective works and the replacement or repair of components which have come to the end of their useful economic life. It consists therefore of both : • **Planned Maintenance – Annual** works included for the planned servicing of the building elements, for example gas central heating • **Planned Maintenance – Specific** works to replace the gradual deterioration of building components and finishes, for example kitchens, windows and doors Costs for **Planned Maintenance – Annual** are established by uplifting the unit cost for the service from existing contracts, multiplying by the number of properties requiring the service and determining the need for any year on year adjustment. Costs for **Planned Maintenance – Specific** are built up from previous contracts, uplifts in line with industry indices, projections from Suppliers and / or Contractors, and any adjustment for increases in specification.
	6.4	**Planned Stock Improvements** Planned improvement works might include : • upgrading of kitchens and bathrooms to go beyond like for like component replacement • thermal and sound insulation • environmental improvements in estates where significant work is required to improve the quality and amenity of open spaces and common areas • other improvement works which may be identified periodically as a result of changing standards.
	6.5	**Medical Adaptations** We want tenants to be able to reside in safety and comfort throughout their tenancy. In some cases, this can only be achieved by adapting the houses to meet a specific medical need of the tenant. These adaptations may range from the fitting of an additional handrail at a stair to the provision of special shower facility. It is impossible to predict the number or likely cost of requests that will be received in any one year; nor indeed if the Association will receive grant assistance in meeting the cost of these requests. The Association makes a gross annual

		provision to be held against requests for Medical Adaptations in each financial year.
	6.6	**Landscape Maintenance** Future years Landscape Maintenance is based on the current projected Landscape Maintenance Contract, taking into account any special requirements following periods of intense growth, high winds or storm damage, complaint reviews or any recommendations from specialist consultants or contractors.
7	**Long Term Maintenance Plan**	
	7.1	The long term maintenance plan is formulated following criteria set by the SMT in the Strategic Plan.
	7.2	**Investment Priorities** The Associations Investment Priorities include: • Continue to acquire properties including the Mortgage to Rent (MTR) scheme • Complete new build developments • Consider disposal of individual flats with common maintenance burdens – if void • Consider disposal of individual properties (at void) if we cannot reasonably bring the property up to required standard or if there are specific significant management issues (this is likely to be in respect of isolated MTR properties)
	7.3	**Expenditure Priorities** The Associations Expenditure will be prioritised to : • Maintain the lettability of the stock • Keep to established replacement cycles, reviews undertaken in line with component accounting model • Meet tenant expectations • Minimise expenditure, to free up finance for development, acquisitions and energy efficiency improvement schemes
	7.4	The long-term maintenance plan is then developed by the Property Services team taking account of: • Internal component replacements • External component replacements • Common stair maintenance • SHQS

		• Energy Efficiency
	7.5	**Internal component replacements** • Cyclical replacements to standard life cycles • Assessment of achievement of whole life
	7.6	**External component replacements** • Cyclical replacements to standard life cycles for windows and doors • Planned collation of detailed information for roofs, chimneys and walls, methodology to survey, assessment of failures, options available, prioritise and plan work and for owner consultation • Assessed in line with energy efficiency measures for inclusion in available grant funded schemes
	7.7	**Common stair maintenance** • Detailed collation of information for common stair décor, floor coverings and handrails, stair windows, common stair doors front and rear, methodology to survey, options available • prioritise and plan work and for owner consultation
	7.8	**SHQS** • Assessment and presentation of property data to meet SHR requirements for SHQS data
	7.9	**Energy efficiency** • Stock base data, collate information and profiles • Energy improvements costed, for likely future standard • Prepare data for inclusion in available grant funded schemes
8	**Annual Expenditure Programme**	
	8.1	The proposed expenditure programme will be formulated from the: • Long term maintenance plan • Stock Condition Survey data • Our own assessment of element life cycles and replacement priorities • Stock profiling exercises

		and will be appraised by the Property Services Director and SMT on an annual basis, ensuring it is fully workable for a minimum period of five years ahead.
	8.2	The SMT is responsible to ensure the programme is financially achievable for the Association and fully deliverable in terms of staff resources. The aim will be to balance out expenditure over the 10 year period, to avoid peaks of work within a specific year, and joint working with Property Services and Corporate Services Directors will be essential to fulfil this aim.
9	**Undertaking Repairs and Planned Maintenance**	
	9.1	**Planned Maintenance and Stock Improvements** We will notify tenants and owners ahead of undertaking repairs to either the interior or exterior of the property.
	9.2	**Postponement of Works** With the exception of the safety items such as Gas Servicing, Electrical Testing and Fire Detection, householders have the right not to participate in a planned maintenance contract, if the timing is not suitable. We will view sympathetically the need to postpone the works to the end of the current contract and will liaise with the Contractor to accommodate them at a suitable time, or to allow tenant to arrange any family or care worker support. If this cannot be agreed works will be cancelled and will be reallocated to a future programme of works. We will continue to formally request permission for access to undertake contracts involving safety items and upgrades to gas and electrical systems, or to keep installations for space heating, water heating, sanitation, and for keeping the supply of water, gas and electricity in proper working order. We may seek additional expert inspections to ensure that we can continue to be satisfied with the long-term safety of the property. We may engage our staff or specialist external personnel to support and advise tenants on our requirements to undertake the works. All works postponed will be annotated on the Asset database, listing the year of postponement, brief reasoning and

		rescheduled for a future cycle. Annotations are reviewed annually in the formulation of the annual component replacement programme.
	9.3	**Mixed Tenure Issues** Where planned maintenance or stock improvement works will involve owner occupier properties, for example roof tiling works at flatted properties, we will be required to consult with owner occupiers for permission to undertake the works. Consultation exercises can greatly add to timescales, therefore careful planning is required to reach conclusion ahead of the year of works. The property database records the property, tenure and holds current correspondence addresses for all properties on our estates. Response dates will be clearly identifiable in all our correspondence.
	9.4	**Development and Acquisition** Newly acquired properties or new build developments will be assessed for maintenance requirements, utilising survey reports, new build specifications and site visits, and the component life cycle details integrated into our asset database in the year following acquisition.
	9.5	**Disposals** Any disposal will be removed from property database and plans at the budget round in the year following disposal. Strategies for future disposal will be taken into account, in the budget cycle to prevent stock improvement works being planned for these properties.
10	**Procurement Procedure**	
	10.1	We will follow the Association's **Procurement Strategy,** taking account of quality, price, legal requirements and long term partnership working with key contractors, to take the annual programme forward into contract works.
11	**Policy Review**	
	11.1	The Property Management Policy will be reviewed and enhanced with analysis of issues raised through our regular contact with : • Tenants • Owner Occupiers • Property Services Team

		• Housing Management Team • Contractors
	11.2	In particular issues raised through post contract survey or through the 3 yearly tenant satisfaction survey will be followed up with more detailed survey questions or interviews and outcomes built into future planned programmes of work.
	11.3	The Property Management Policy falls into the “Business Critical” policy listing and is due for review in a 3 year cycle.
12	**Other Relevant or Related Policies**	
	12.1	PS 19 Code of Conduct – Staff, Contractors, Customers PS 12 Procurement Strategy HM/PS 01 Void Policy G 01 Asset Management Strategy G 08 Equality and Diversity G 16 Risk Management Strategy PSF 01 Services to Owners Policy Customer Contact Special Considerations Procedure Customer Contact Alert Procedure DNVA Tenants