

1.0 CONTEXT

- 1.1 GWHA is committed to the sustained provision of good quality affordable housing across our diverse mixed tenure stock profile. In the context of our Corporate Plan, our drivers¹ and our mission statement² this policy sets out the framework for the frontline; resident focussed side of Major Works and Investment initiatives. The policy is underpinned by other technical strategies³ and policies which set out our strategic direction, and ensure regulatory compliance.
- 1.2 The Scottish Social Housing Charter (SSHC) establishes the baseline Housing Quality Standard which defines the context and purpose of our planned and unplanned Major Works and Investment initiatives.
- 1.3 Investment in GW's assets is both critical for needs and aspirations of current and future tenants, to protect investment and to ensure high demand, quality homes and neighbourhoods are optimally sustained.
- 1.4 Critical in meeting our obligations is the participation of residents with the various initiatives in terms of both engagement with consultation stages and facilitating work in their homes. As such this policy sets out a framework to ensure fair, consistent and equitable approach to Major Works and Investment.

2.0 AIMS

- 2.1 To ensure systems are in place to facilitate Major Works and Investment initiatives.
- 2.2 To ensure a coordinated and consistent approach is adopted in the implementation of projects.
- 2.3 To ensure all residents involved are consulted and informed regarding the works.
- 2.4 To minimise risk to the Association.
- 2.5 To ensure compliance with legislative requirements.
- 2.6 To improve resident satisfaction and quality of life through major works and Investment Initiatives.

3.0 DEFINITIONS

3.1 Services

- 3.1.1 The term "resident" will apply equally to tenants and factored owners regardless of tenure.
- 3.1.2 The term "tenant" applies to named GWHA tenants and others mandated to act on behalf of the tenant.
- 3.1.3 The term "homeowner" will apply to private property owners with a responsibility for common works.
- 3.1.4 The term "GWEn" refers to Glasgow West Enterprises (GWHA's Property factoring subsidiary).

3.2 Works

- 3.2.1 Common – Elements or spaces of a building in joint ownership (Walls / Roof / Lifts / Stair / Services). These works will be led by GWEn in line with the provisions of the Written Statement of Services.
- 3.2.2 Internal – Elements within sole ownership of a property (Kitchen / windows / boilers)
- 3.2.3 Planned works - Programmed replacements and/or investment.
- 3.2.4 Unplanned works – Unforeseen works arising from the premature failure of building components and/or of changes in legislation (e.g. HMO legislation).
- 3.2.5 Cyclical - Works carried out on a regular, rolling programme to prevent premature breakdown of component (e.g. external painting, servicing of lifts or gas central heating systems)

4.0 POLICY

4.1 GWHA Policy Statement

- 4.1.1 In the context of the SSHC's outcomes, Major Works and Investment initiatives are intrinsically linked to customer satisfaction, value for money, and safety benchmarking. This policy outlines priority controls in 4 key frontline and operational areas to assist enhancing performance against regulatory benchmarks and delivering on the aims set out above. These are: Communication, Access, Processes, and Responsibilities.

¹ Robust Governance, Enhanced Services, Optimum Performance.

² Homes are our purpose; Service & Sustainability our priority.

³ E.g. Asset Management and Procurement

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- 4.1.2 A proactive approach will be adopted in respect to Major Works and Investment with initiatives and programmes developed and progressed on a risk informed priority basis⁴.
- 4.1.3 Plans will be reviewed through routine annual budget review, life cycle planning, and procurement delivery plan (PDP) progress reporting.
- 4.1.4 Stakeholder communication and participation plans will be developed to ensure continued focus on resident satisfaction throughout the various stages of Major Works and Investment initiatives, Optimising opportunities for residents to influence (e.g. kitchen and bathroom layouts/unit choices / common close painting colours etc).
- 4.1.5 Reflecting the needs of individuals; reasonable adjustments will be incorporated into planned works.
- 4.2 Policy Detail**
- 4.2.1 Communication**
- 4.2.1.1 Recognising the potential for disruption and inconvenience our focus will be on advance planning and notification of planned Major Works and Investment with a view to promoting a collaborative and supportive approach to progressing works.
- 4.2.1.2 On an annual basis, the Association will publish the programme of works and will seek comments regarding the proposals (Newsletter, Website, and Social Media).
- 4.2.1.3 Summary proposals will be presented to the GW annual tenant conference.
- 4.2.1.4 Where works are proposed residents will be provided with an information pack which outlines relevant project information, including details of their obligations and what they can expect from those carrying out works in their home⁵.
- 4.2.1.5 Quarterly Newsletter articles will provide summary programme updates.
- 4.2.1.6 Summary proposals will be presented to the GWEn annual Homeowners conference.
- 4.2.1.7 Specific homeowner consultation will be undertaken in line with property Deeds of Conditions and GWEn's Written Statement of Services; and statutory obligations (aligning with the Property Factors Code of Conduct) as individual projects develop.
- 4.2.1.8 For internal works residents will be alerted at the earliest opportunity of any material delay or disruption to the project programme, with the update frequency established on a case by case basis, which may include letters / posters / drop-in events / formal meetings.
- 4.2.1.9 For common works an appropriate update frequency will be agreed with residents, which may include letters / posters / drop-in events / formal meetings.
- 4.2.1.10 On a case by case risk review basis, at the discretion of GW Owner Occupiers will be invited to participate in planned schemes being undertaken in their block; and will be given the opportunity to take advantage of the commercially tendered prices and often reduced costs associated with efficiency in project scale (e.g. window, kitchen or central heating replacements). In these circumstances GWHA contract conditions will apply.
- 4.2.2 Access**
- 4.2.2.1 Reflecting the context set out above all tenants are expected to participate in Major Works and Investment projects and must provide reasonable access for works, in accordance with the terms of their Tenancy Agreement, and the Tenant Handbook.
- 4.2.2.2 An initial collaborative approach will be taken to assist ensuring access is provided for works which may in some instances require short or long term decant in which case Disruptive Repairs Policy will apply. Depending on the nature/duration of the works, consideration may be given to permanent alternative rehousing.
- 4.2.2.3 For planned information gathering surveys (Stock Condition / EPC / March-in (pre-works)) residents will be provided with a minimum 1 week notice.
- 4.2.2.4 For planned works residents will be provided with a minimum 6 and 2 week notice⁶.

⁴ Data ingathered from stock condition surveys, property inspections, and component performance monitoring.

⁵ Services Code of Conduct

⁶ 6 weeks minimum, notwithstanding resident availability for works to mutually agreeably commence earlier.

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- 4.2.2.5 GWHA is not responsible for providing decant accommodation or for meeting costs of disruption experienced by homeowners. Where assistance is provided, homeowners are expected to meet the cost.
 - 4.2.2.6 For unplanned / emergency works a bespoke communication plan will be developed at the time.
 - 4.2.2.7 Where issues with obtaining required access occur GW's Forced Access Policy will apply as a last resort ensuring that all other sustainment and support opportunities were explored prior to taking legal advice.

4.2.2 Processes

- 4.2.2.1 To ensure key communication and procedural milestones are met projects will follow the sequential stages of the internal Blended Process Map which pulls into a single checklist the administrative requirements of relevant teams involved in Major Works and Investment projects.
- 4.2.2.2 Appointment of contractors will be informed by GW Procurement Strategy, and business case criteria. Where appropriate; bidders will be evaluated on quality, competence, and experience rather than price alone. This combined evaluation method ensures both value for money and that the contractor is capable of achieving required customer focus and technical standards. In some instances residents may be invited to participate and/or contribute to the procurement stages of Major Works and Investment initiatives.
- 4.2.2.3 Local Authority Conservation / Planning / Building Warrant applications will be made as appropriate on a project by project basis to ensure permissions in place, and Building (Technical) Standards for safety and optimum performance criteria are met.
- 4.2.2.4 Standard project folder structures and administrative documents are in place to ensure compliance with relevant legislation, and consistency of processes throughout Major Works and Investment initiatives.
- 4.2.2.5 Pre-works visits, and Post inspections (including opportunistic Stock Condition Survey) will be completed to assist works planning, resident engagement, and resolution of quality and satisfaction issues that arise.
- 4.2.2.6 With a view to promoting a culture of continuous improvement; and understanding the *Social Impact* of completed projects all residents will be asked to complete feedback / satisfaction monitoring forms to enable a lessons learned evaluation and assessment against the aims of this policy.
- 4.2.2.7 GW Model Complaints Handling Procedure or equivalent processes that meets the Scottish Public Services Ombudsman expectations will be adopted by contractors undertaking works.

4.2.3 Responsibilities

- 4.2.3.1 The respective project scope of works, services, and contract conditions sets out contractual obligations.
- 4.2.3.2 The Tenant Handbook and Tenancy Agreement outlines tenant obligation.
- 4.2.3.3 The Services Code of Conduct defines responsibilities of Residents and Contractors.
- 4.2.3.4 Contractors will be expected to take reasonable care of the resident's possessions during the course of work while at all times observing required Health & Safety protocols.
- 4.2.3.5 Residents will be responsible for lifting carpets, removing furnishings and personal possessions and for reinstating decoration. An option for tenant pre-payment for assistance in preparing for works in their home (with liability disclaimer) will be made available for relevant projects.
- 4.2.3.6 In exceptional circumstances with Director approval (e.g. where the resident is older and/or infirm) and the absence of assistance⁷ would otherwise result in cancellation of the proposed works GW will absorb the cost of assistance. In such cases, the residents will be required to sign a Disclaimer absolving the Association of liability for any damage to the items in question.

4.3 Cost Control

- 4.3.1 A Procurement Strategy, outlining proposed Major Works and Investment programmes will be presented to the Management Committee in February each year for the next financial year (i.e. in February 2022 for April 2022 – March 2023).
- 4.3.2 Routine procurement reports will include details of bids received, quality scores, budget alignment, GW / GWEn % share responsibility, and indicative start and completion dates.
- 4.3.3 Value Engineering opportunities will be explored on a project by project basis with a view to ensuring progression of planned works.

⁷ For example, but not limited to: taking down curtain rails, emptying kitchen cupboards, lifting carpets, etc.

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- 4.3.4 Decoration Packs are not included reflecting 2020/21 tenant consultation outcomes.
 - 4.3.5 In the context of Delegated Authority thresholds Financial and budget control during the contract term will be monitored through completion of routine valuation and variation tracker pro-forma'.
 - 4.3.6 Owner occupiers must pay for works in advance, with itemised invoicing on completion of works to ensure appropriate recovery of funds due to GW.

5.0 FEEDBACK, COMPLAINTS AND APPEALS

5.1 Feedback

- 5.1.1 GWA tenants and other customers may provide feedback about this document by emailing admin@glasgowwestha.co.uk

5.2 Complaints

- 5.2.1 A grievance arising from the Major Works and Investment Policy will be considered in accordance with GWA's Comments and Complaints Policy.
- 5.2.2 Once the Association's Comments & Complaints Policy is exhausted, there is a right of appeal to the Scottish Public Services Ombudsman (SPSO). As the SPSO is unlikely to comment on matters of a legal nature, a review will focus on the proper application of the Association's policy.
- 5.2.3 Specifically for Glasgow West Enterprises Customers: Once the Association's Comments & Complaints Policy is exhausted, there may be a right of appeal for Property Factored service users to the First Tier Tribunal (Housing & Property Chamber) for consideration against the Property Factor's Code of Conduct.

6.0 REVIEW

- 6.1 This Policy will be reviewed every 3 years, unless further changes in legislation, regulations or good practice require an earlier review.
- 6.2 The Policy, in parts, attempts to summarise and take account of current legislation. In any case of conflict between the two, legislation will always preside.

7.0 DELEGATED AUTHORITY

- 7.1 Delegated authority is granted by the Management Committee to the Chief Executive and Staff to implement this Policy and the associated procedures.