

## 1. Purpose

To maintain the asset at an optimum value, and level of amenity for the expected life of the asset in a safe and functioning manner.

## 2. Scope

This policy and procedure covers all planned maintenance for Hume CHA properties.

### 2.1. Strategic Alignment

Goal 1.5 – Customer & Stakeholder Profiling

Goal 2.1 – Planning

Goal 2.2 – Improve the Health and Wellbeing of Customers

Goal 2.5 – Government Requirement

Goal 5.1 – Value for Money

Goal 5.6 – Business Excellence, Service Excellence

Goal 6.4 – Viable, Sustainable, and Profitable

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### 3. Reference

- 3.1 Work Health and Safety Act (NSW) 2011
- 3.2 Workplace Injury Management and Workers Compensation Act (NSW) 1998 and Regulations
- 3.3 International Standard (ISO 31000:2009) for Risk Management
- 3.4 Australian Building Standards
- 3.5 Building Code of Australia
- 3.6 NSW Housing Act 2001
- 3.7 NSW Housing Regulation 2009
- 3.8 NSW Affordable Housing Guidelines (2012)
- 3.9 National Rental Affordability Scheme Policy Guidelines (2010)
- 3.10 Housing NSW Asset Management Strategies and Associated Plans and Standards
- 3.11 Ministerial Guidelines on Water Usage 2012

### 4. Policy

#### 4.1. Planned Maintenance

- i. Planned Maintenance is work that is required to maintain the property to an optimum value, and level of amenity, any works scoped for the upgrades is to be fit for purpose, and suit the different levels depending on the program associated with the property and its ownership.
- ii. Hume CHA’s aim is to upgrade all properties to meet legislative requirements. Sustainability initiatives will be applied at every opportunity to an upgrade, environmental impact will be considered throughout the planning and implementation of the Planned Maintenance Program.
- iii. The alleviation of fuel poverty and improvement in health and wellbeing of customers will be an underpinning principle in all upgrades.

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- iv. It may include upgrades such as a new kitchen, bathroom, floor coverings, replacing fencing, external and internal painting and external works where appropriated. Generally, they are medium to high cost items that are categorised as non-urgent but passed the practical function or life cycle of the item.
- v. Property upgrades are prioritised from the Property Assessment Survey (PAS) data prior to the end of the financial year and compiled in the programmed maintenance plan.
- vi. The PAS will be undertaken every three years to ensure quality, current data is on hand to inform the PMP.
- vii. Upgrades can be determined by funding arrangements and fee for service arrangements.
- viii. Standards are set as a minimum by Housing NSW Asset Performance Standards and Schedule of Components.

**4.1.1.** Properties that apply for Planned Maintenance are properties that Hume CHA has long term rights to as defined by the program number and maintenance responsibility in the table below;

PROGRAM NO	PROGRAM NAME	DESCRIPTION	MAINTENANCE
11	CHLP Capital	Homes leased from CHD. These are sites that have been redeveloped or purchased by CHD. Hume CHA is funded for staffing but pays CHD \$800 pa.	Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)

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PROGRAM NO	PROGRAM NAME	DESCRIPTION	MAINTENANCE
13	CHLP Stock Transfer	Dwellings transferred in 1998 as part of CHLO Capital. Hume CHA tracking income expenditure. Funded for staffing, pays CHD \$800.	Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
14	CHP	Properties funded under income rents.	Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
15	Casula House	The Cerebral Palsy Association with 5 high need customers cared for 24/7.	Hume CHA pays as within specified budget
17	Hume CHA Properties	Special exception: leased under Program 10.	Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
18	McBurney Rd and Berryman Gardens	Over 55s one-bed units.	Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
22	Mental Health CAP		Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP) – not structural maintenance
23	SHSP		Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
29	CAP CP		Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)

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PROGRAM NO	PROGRAM NAME	DESCRIPTION	MAINTENANCE
30	Affordable Housing	Pilot program for people in higher income band.	Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
61	Teloepa – Affordable		Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
62	Teloepa – Social		Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)
63	Teloepa – Supported		Hume CHA repairs customer damage, Demand Maintenance, and Cyclical Maintenance (Planned Maintenance under PMP)

## 5. Planned Maintenance Procedure – Property Assessment Survey

**5.1** A survey is conducted for the purpose of understanding the condition of a property and the potential work that may be required to maintain the property in a fit and functioning condition over the life cycle of the asset. The survey is used to forecast future works over 5, 10, 20 and 30 year life span intervals to maintain the asset at its optimum level, including the potential cost of the works over that period.

- i. The SPM system; is a web-based asset management tool that supports tactical to strategic planning and decision making. SPM System consists of the following modules:
- Core system – provides for the creation and maintenance of the asset register
  - Predictive and Reporting – provides a range of risk-based predictive models used to calculate the timing of future works
  - Project Planning – provides for the identification, scoping, and prioritisation of projects to address current and future shortfalls using a risk-based approach

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- Quality Standards – provides for the assessment and reporting of asset performance and analysis of future investment options
  - Maintenance Regimes – provides for the development and evaluation of operational maintenance regimes to optimise life cycle costs
  - Analytics – provides for the upload of data from other systems and sources linked at a property level for analysis, benchmarking, trend analysis, and reporting
  - Mobile – provides for remote access to the database through mobile ‘forms’, allowing surveyors and asset managers to add and update data in near real time
- ii. Hume CHA has developed and is using the SPM, IT mobile system (licensed to Hume CHA) to compile the data using suitably qualified surveyors that need to satisfy the following criteria. The surveyors qualifications; the PAS inspectors engaged in the survey comply with (a) or (b) and (c) below:
- a. Be licensed with the NSW Department of Finance and Services (Office of Fair Trading) to carry out “Pre Purchase” residential building inspections or
  - b. Hold one of the following qualifications or equivalent:
    - i. Associate Diploma Applied Science (Building) – TAFE
    - ii. Certificate in Building Foreman and Clerk of Works – TAFE
    - iii. Diploma in Building Studies – TAFE
    - iv. Certificate IV Residential Construction – TAFE
    - v. Current NSW Builders License
    - vi. Degree in Architecture, Engineering, Building, or Building Surveying
  - c. Demonstrated minimum of five years experience in the housing industry and can be trained in the SPM, PAS, IT system usage.
- iii. In addition, be trained in the SPM, IT mobile system PAS data collection tool. They surveyor/s will be provided a copy of the latest property contact list. They will make contact with the customer to arrange a mutually convenient time to access and inspect the property, and enter the data into the handheld device, including defects.
- iv. Data is configured by the system and produces a report to identify properties not meeting the standard, coming up or past the life cycle period.

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**See Planned Maintenance Program Flowchart (refer to Diagram 1 in this procedure).**

**5.1.1** Prior to the end of the financial year:

- i. Using the list of properties identified requiring an upgrade from the Stock Condition Survey PAS information
- ii. The system will nominate the properties and cost the required upgrade for the individual properties to allow pre-end of financial year budgeting for the proposed PMP
- iii. From this information, an annual rollout will be created for progressive programming in line with the most urgent need
- iv. The above items are compiled as the preliminary PMP and submitted for management and Board approval in line with the Service Delivery Plan and budget preparation, adopted by the Hume CHA Board.

**5.2 Scoping and Customer Involvement**

One month before the planned maintenance program is due to commence, the property will be scoped by an approved contractor in conjunction with Hume CHA Asset Coordinator and a defined scope of works is agreed at that time.

**5.2.1 Scoping Identifies Property Defects**

At the above inspection, if any customer responsible defects in the property are identified, through negotiation one of two things will occur. The customer will rectify the defects to a tradesman like standard or the works will be costed via the Hume CHA established Schedule of Rates and the customer advised of the applicable cost. The customer will be responsible for the cost of the repairs.

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The Neighbourhood Officer will be notified and involved in the negotiations to establish a method of repayment by the customer. Refer to Policy – Property Damage and Charges – Customer Responsibility.

At all times, Hume CHA will take into account the personal circumstances of the customer, and ensure no hardship through the implementation of this policy.

### 5.3 Customer Consultation and Commencement of Work

- i. Hume CHA has established a standard of finishes and quality products, creating a range of design styles to be applied to each refurbishment. Where applicable taking into account the tenancy period of the customer, Hume CHA will consult with the customer to select the design style of their choice to be used for the upgrade.
- ii. Hume CHA will work with the customer to understand the critical issues of compliance and property safety priorities that govern the project scope.

### 5.4 Engagement of Contractors

- i. Hume CHA will follow the Financial Policy and Procedure Manual to ensure that the engagement of contractors for the PMP is undertaken in an open transparent manner.
- ii. Hume CHA will have a preferred tenderer approach or a short list of selected contractors to work with.

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- iii. The principle driving force for the engagement of contractors will be Value for Money. This will be ensured through:
  - a. The use of SOR as a base cost for any works
  - b. The quality of work delivered with the aim to have 80% of properties will be expected to be completed without requiring any recalls as a benchmark
  - c. Customer satisfaction with the contractor
  - d. The ability of the contractor to undertake the work within set timeframes, with minimal disruption to the customer, or if the property is vacant with minimal rent loss

## 5.5 Quality Control of Property Condition Data Recorded

From the PAS database in the SPM IT system;

- i. The system will produce a prioritised list of properties requiring upgrades for the annual rollout.
- ii. A project brief is generated by the system for the individual property. This will form the basis of the works required to be scoped by the contractor.
- iii. A joint inspection will be conducted by Hume CHA and the selected contractor to agree on the final content.

## 5.6 SDM and SPM Integrated Management System

- i. The work order will be generated from this information in SDM for financial control and processing. The work order is issued to the contractor and works undertaken and completed.
- ii. Once the work has been completed, a joint inspection is conducted to confirm proper completion to standards; the invoice is submitted and processed in the SDM system.

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- iii. SPM (PAS) system; The extent of works, date and value will be updated against the SPM project reference in the SPM system, which will automatically re-forecast the components life cycle status within the system for future planning.

## 5.7 Contracts and Resource Procurement

Contractors, consultants, and project managers will be appointed through a transparent competitive tender process in line with Policy – Procurement.

## 5.8 WH&S Compliance

Hume CHA acknowledges the requirement to comply with occupational health and safety obligations under the *Work Health and Safety Act (NSW) 2011*, the *Workplace Injury Management and Workers Compensation Act (NSW) 1998 and Regulations*, workers compensation insurance premium requirements, relevant WHS industry codes and practice and safety and dispute settlement procedures in applicable industrial awards and approved agreements.

## 5.9 Risk Management

The *International Standard (31000:2009) for Risk Management* provides a framework enabling a consistent and comprehensive approach to risk management. Hume CHA has adopted this approach for risk management.

Hume CHA has identified key risks inherent to the core functions of property repair and will apply risk mitigation strategies in addition to Hume CHA governance practices.

During the life span of the repair, all risks will be measured and include a risk management plan in accordance with Policy – Risk Management Framework. Risk will be reviewed at each Project Control Group meeting and included in reporting to Development Sub Committee and Board at Program level.

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## 5.10 Governance Procedures

Governance covers the structure, systems, and processes that ensure the direction, effectiveness, and accountability of Hume CHA. Hume CHA’s governing body has a Development Sub Committee (DSC). The DSC assists Hume CHA’s Board of Directors with decisions relating to development, investment, and asset management of Hume CHA’s property portfolio in accordance with Hume CHA’s Constitution.

The Development Sub Committee provides guidance in the continuous development and management of Hume CHA’s property portfolio.

## 5.11 Quality Controls

### 5.11.1 Defects

If defects are identified in the post works inspection, the items are noted as defective on the SOW by the Asset and Maintenance Manager (AMM) or Coordinator (AMC), which is scanned and entered into the SDM system as a diary note and issued to the contractor. The contractor is directed to return to the property to make good the defects, to the nominated response time and arrange to be reinspected by the (AMM) or (AMC) on completion. Invoices will not be processed until the works have been reinspected. In the event of defects having to be rectified against the property (reworks), the PMP spreadsheet will be flagged as having reworks occur, this information will be reviewed regularly for contractor performance and actioned accordingly in accordance with Hume CHA’s KPIs.

### 5.11.2 Customer Survey

Customers will be requested to complete a customer satisfaction survey. Assistance will be provided where necessary with the use of an interpreter or Hume CHA team member with appropriate language skills. All feedback received from the customer will be discussed with contractors to ensure continual improvement of this program.

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### 5.11.3 Job Completed

All information updated in the IT systems and Planned Maintenance Program spreadsheet/database.

### 5.11.4 Contractor KPIs

The monitoring of the maintenance process will be required to ensure Hume CHA is achieving its service delivery goals. This is where the Maintenance Officer will be obtaining customer feedback on completed jobs as part of their normal duties. The information extracted will help in determining the following:

- i. Overall customer satisfaction
- ii. Contractor performance
- iii. Completion in accordance with the agreed scope of works
- iv. The KPIs to be monitored are:
  1. Customer satisfaction: the aim will be to have at least a 75% satisfaction rate
  2. 85% will be the target of jobs to be completed on time
  3. Audits: 80% of audited properties will be expected to be completed without requiring any recalls as a benchmark

### 5.12 Inspection Cycle

The Asset and Maintenance Manager will organise to conduct a Property Assessment Survey using qualified surveyors every 3 years to update the systems data and provide more accurate analysis of asset conditions across Hume CHA’s constantly changing portfolio.

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## 6. Responsibilities

6.1. Manager – Assets is responsible for developing this policy and procedure, ensuring that this policy is implemented

6.2. Employees are responsible to ensure that they comply with this procedure

6.3 Chief Operating Officer is authorised to approve this policy and procedure

6.4 Quality Assurance and Compliance Coordinator is responsible to ensure that this procedure is reviewed as per Policy and Procedure Schedule

## 7. Relevant Documents

7.1. Policy – Finance Policy and Procedure Manual

7.2. Policy & Procedure – Property Inspections

7.3 Policy – Risk Management Framework

7.4 Policy – Procurement

7.5 Policy – Property Damage and Charges – Customer Responsibility

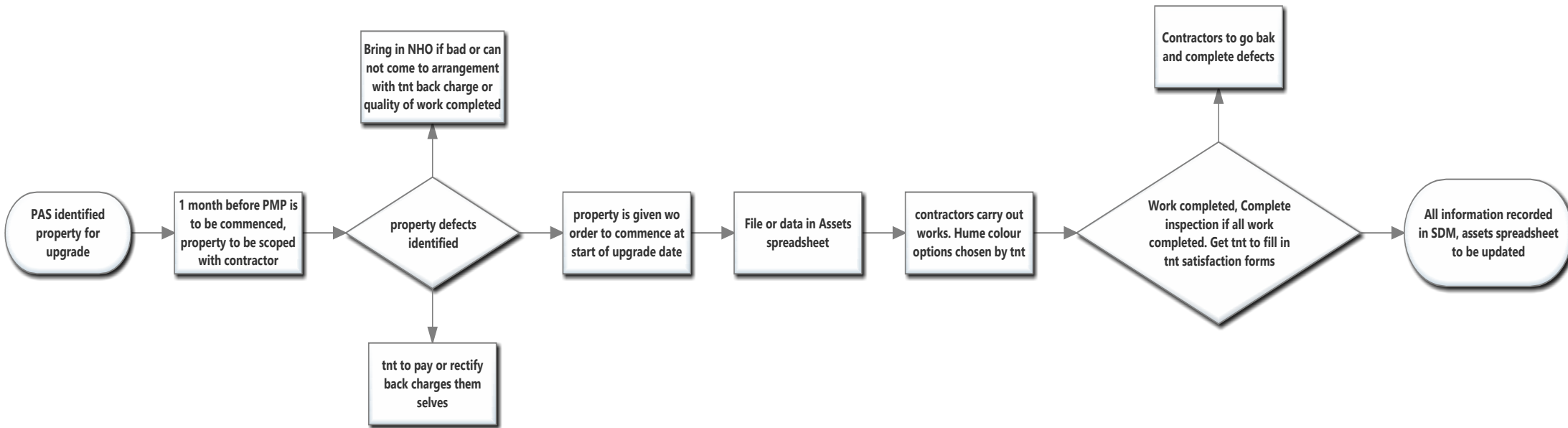
7.6 Financial Policy

7.7 Environmental Policies

7.8 Sustainability standards

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**Diagram 1 – Planned Maintenance**



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