

## 1.0 Purpose

To outline Hume CHA's active engagement with customers to ensure the delivery of a quality responsive maintenance program

## 2.0 Scope

This policy and procedure covers all Hume CHA responsive 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 Well Being of customer

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

## 3.0 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

## 4.0 Policy

### 4.1 Responsive Maintenance

Responsive maintenance refers to maintenance which has been generated through a customer request, Hume CHA staff member's inspection or observation of a property, generated from Hume CHA's contractors or other

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property stakeholders (i.e. properties managed under fee for service arrangements)

## 4.1.1 Response Time Frames

The timeframe and category of repairs is determined by a risk assessment completed by Hume CHA to assign a category for responsive maintenance. Factors contributing to this assessment are described in the following table;

Category	Timeframe	Maintenance Covers
Emergency	4 hours	<ul style="list-style-type: none"> <li>- Health, safety and security related emergencies such as (but not limited to) electrical danger, fire, storm etc.</li> <li>- Gas leakage</li> <li>- Significant water loss due to a major water pipe failure</li> <li>- Major sewer overflow internal to premises including internal common areas</li> <li>- Significant security threats to the premises and/or persons</li> <li>- Long term damage to the property</li> </ul>
Category 1	24 hours	Safety or security threats to occupants requiring prompt action. <ul style="list-style-type: none"> <li>- No lights working in the home</li> <li>- Blocked drain outside the home</li> </ul>
Category 2	72 hours	Situations where there is a functional failure of an essential item or appliance <ul style="list-style-type: none"> <li>- Hot-water heaters</li> <li>- Stoves</li> <li>- External door locks</li> <li>- Common area washing machines and dryers</li> </ul>
Category 3	20 days	For general repairs and maintenance requests that cannot wait for the planned works

## 4.1.2 Out of Business Hours Urgent Repairs

Hume CHA has engaged the services of a multi trade contractor to provide a specialist service particularly developed to address emergency issues for all out of hour calls. Customers are required to contact Hume CHA's Repair and Maintenance line that will then be automatically diverted to a 24-hour contact system set up with the Hume CHA contractor.

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In addition, the out of business hours service contractor has 24 hours/7days a week contact with Hume CHA staff if required in the event that temporary accommodation is required whilst repairs or longer-term alternative housing is arranged or for any issues that may arise requiring clarification or follow up to customer requests for maintenance that have occurred outside of business hours

A weekly report is received from the OOH Contractor. This data is captured in a work order or held against the property or customer file

4.1.3 Responsive maintenance over an estimated \$2,500  
For repairs which are categorised as not urgent estimated to be over \$2,500 in value a SOR quote will be submitted to the relevant manager for authority to proceed with the works.

The request will be assessed against the PAS for the property, Planned Maintenance scheduling, previous requests for similar/same work to identify any need for the replacement or upgrade of an item or ongoing customer damage.

In the event of a major incident resulting in extensive property damage prompting an insurance assessment the Policy – Insurance – Property damage (policy under development) applies.

Request for Modifications – refer to Policy & Procedure - Customer Request for Modifications or Additions to properties

4.1.4 Customer Responsibilities during their tenancy:

Timeframe	Responsible for
From Commencement of tenancy	light globes gardens and lawns cleaning connection costs and subsequent accounts

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	for electricity, gas and telephone water usage if billing is in accordance with Ministerial guidelines on water usage 2012
After first two weeks	Fuses where customer's appliances have caused the fuses to blow. re-ignition of pilot lights
After first 3 months	Stove elements (where fault is caused by abuse)
After 6 months	Pest sprays and vermin control. As a general rule pests or vermin are deemed to be the responsibility of the customer. However, Hume is flexible with these decisions, and we are aware of the impact on neighbours of infestations next door. Therefore Hume CHA will on occasions carry out control measures if an infestation at a Hume managed property presents a problem to a neighbour, or where Hume CHA is spraying an adjacent property and an infestation occurs in the immediate vicinity

## 5.0 Procedure

### 5.1 Responsive Maintenance Procedure

The Customer Service Office – Maintenance (CSO) is responsible to administer the responsive maintenance process. However when the CSO is not available, any staff member may institute procedures to rectify urgent repairs, and duly inform the appointed staff. Financial delegation must be adhered to at all times.

#### 5.1.1 Property Program Types and Maintenance

Hume CHA manages 27 types of property programs. Of these 27, there are a range of different maintenance responsibilities delegated to Hume CHA for different programs, through funding guidelines and fee for service arrangements. A summary is provided in the table below. The

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program number will determine the action taken by staff for responsive maintenance.

## Planned Maintenance Programs Table:

Program No	Program Name	Description	Maintenance
10	CHLP Leasehold	Homes leased from private rental market using subsidy paid by CH&P.	Customer damage only, owner/agent repairs all other maintenance
11	CHLP Capital	Homes leased from CH&P. These are sites that have been redeveloped or purchased by CH&P. Hume CHA is funded for staffing but pays CH&P \$800 pa	Hume CHA repairs Customer damage, Demand Maintenance and Cyclical Maintenance (Planned Maintenance under PMP). Structural concerns to be raised with CH&P.
13	CHLP Stock Transfer	Dwellings transferred in 1998 as part of CHLO Capital. Hume CHA tracking income/expenditure. Funded for staffing, pays CH&P \$800pa	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	Casual House	The cerebral palsy association with 5 high need customers cared for 24/7	Hume CHA pays as within specified budget
16	Short term	6 -12 mth lease scheduled with FACS District or CH&P for demolition by LAHC	Restricted maintenance to be done to prevent health and safety non-compliance. Anything over \$500 to be assessed prior to approval. Speak to NHO or TAPS If too dilapidated, assess for future action and advise.
17	Hume CHA Properties	Special Exception : Leased under program 10	Customer Damage, Demand and cyclical maintenance planned maintenance under PMP)
18	McBurney rd. or Berryman Gardens	Over 55's one bed units	Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP)

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22	Mental Health CAP		Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP) Not structural maintenance
23	SHSP	Purchased by CH&P with Federal funds. Hume CHA pays interest only loan and properties to be sold 2017(Approx)	Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP)
24	HaRP Project	Supported customers with case plan	Hume CHA Customer damage only Agent and owner repairs all other
25	Long term leasing program	CH&P organizes 10 or 15 year lease. Funded to pay headlease less incoming rent	<ul style="list-style-type: none"> <li>• Hume CHA Customer damage only</li> <li>• Agent and owner repairs all other</li> </ul>
26	SSPA North Lp Rd	SSPA repairs maintenance. Fee for service managed by SSPA	Do nothing
27	SSPA Camden St	SSPA repairs maintenance Fee for service managed by SSPA	Do nothing
28	CAP Leasehold	Crisis housing supported by a specialist homeless service agency	<ul style="list-style-type: none"> <li>• Hume CHA Customer damage only</li> <li>• Agent and owner repairs all other</li> </ul>
29	CAP CP	Crisis housing supported by specialist homelessness service (purchased dwellings)	Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP)
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)
31	HPA	Home Purchase assistance program. Prop owned by HNSW	<ul style="list-style-type: none"> <li>• Hume CHA repairs customer damage and demanded maintenance</li> <li>• Cyclical maintenance need to be approved by OCH</li> </ul>
32	HASI L/H	Customer supported by NEAMI, have to account for these properties separately for funding requirements	<ul style="list-style-type: none"> <li>• Hume CHA Customer damage only</li> <li>• Agent and owner repairs all other</li> </ul>

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33	HASI CP	Customer supported by NEAMI, have to account for these properties separately for funding requirements	<ul style="list-style-type: none"> <li>Hume CHA repairs all maintenance</li> <li>Check budget</li> </ul>
36	Live N Learn	Maintenance as Fee for service, Miller requested by Live n Learn	<ul style="list-style-type: none"> <li>See NHO</li> </ul>
37	TAP	Short term Temporary accommodation program	<ul style="list-style-type: none"> <li>Hume CHA Customer damage only</li> <li>Agent and owner repairs all other</li> </ul>
38	AHO	Fee for service AHO Repairs maintenance and Hume CHA passes on any requests	<ul style="list-style-type: none"> <li>See NHO</li> </ul>
41	Blue CHP AHIF	Fee for service to partnered CHP.	Refer BlueCHP Maintenance flowchart
43	Blue CHP SHGF	Fee for service to partnered CHP.	Refer BlueCHP Maintenance flowchart
44	Blue CHP NRAS	Fee for service to partnered CHP.	Refer BlueCHP Maintenance flowchart
45	BlueCHP CHLP	Fee for service to partnered CHP.	Refer BlueCHP Maintenance flowchart
61	Telopea Affordable		Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP)
62	Telopea – Social		Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP)
63	Telopea Supported		Hume CHA repairs Customer damage, demand maintenance and cyclical maintenance (Planned Maintenance under PMP)

5.1.2 When responsive maintenance is notified, the following will occur;

- i. The CSO will obtain the program number from the property management database
- ii. Instigate the Maintenance by Property Program Flowchart (refer to Diagram 1. in this Procedure).

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- iii. Follow Maintenance Overview Flowchart (refer to Diagram 2. in this Procedure).

### 5.1.3 Maintenance Request received

When a maintenance request is received – by phone or email is received from a Customer, the CSO is responsible to complete the following:

- Update customer details and enter into property management database/ customer data base
- Ensure customer name, address and contact telephone numbers are current
- Arrange access with the customer – noting preferred times, use of interpreter or other special requirements to assist access
- Advise customer that contact details will be issued to relevant contractor/s.

The CSO also completes the following;

- i. Determines Category of Maintenance
- ii. Identify details of the maintenance issue
  - Classify issue according to Maintenance categories (urgent, Category 1, 2, 3)
  - Identify the property program type and follow associated Procedure
- iii. Generate Work Order
  - Raise a work order in the property management database
  - Select the most appropriate contractor – taking into consideration value for money principles
  - Contact the appropriate contractor and issue contact details of the job to be done and email the work order.
  -

#### iv. Jobs that exceed \$2000.00

If the cost of the work order is likely to exceed \$2,000.00 and is not categorised as non-emergency, orders must be forwarded to the Manager Assets and Maintenance for authorisation.

#### v. Works attended and completed to category requirements.

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- Work order will be generated, undertaken and completed.
  - The contractor submits their invoice for payment, and is reviewed by the person generating the work order, signed off in line with the Schedule of Delegations, and the order is closed off at the Asset stage as approved.
  - Finance then processes the order, pays the contractor and closes off the order as a second stage process.
- vi. Work signed off by Customer and satisfaction survey completed
- Hume CHA is committed to monitoring and improving the standard of work completed in regards to responsive maintenance. A work order cannot be closed without the customer signing the bottom of the work order. A minimum of 90% of jobs completed must be signed off by the customer. However this may be limited in some regards with the leasehold programs where the owner/agent is responsible for repairs and maintenance.
  - Customer satisfaction survey will be completed by the customer to monitor the performance of both the standard of works and standard of contractor service.

#### 5.1.4 Engagement of Contractors for Responsive Maintenance Work

- i. Hume CHA will ensure that the engagement of contractors for the responsive maintenance is undertaken in an open transparent manner. Refer to the Finance Policy and Procedure Manual.
- ii. Hume CHA has engaged with contractors assessed and short listed to work with. 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

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- b. The quality of work delivered with the aim to have 85% 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 the set timeframes, with minimal disruption to the customer.
- iii. Where the SOR is the best value for money works are allocated to one of the two main multi-trade contractors by availability to perform the service within the determined response time
- iv. During normal business hours where better value for money is achieved for specialised services, such as tree lopping and removal, pest treatment and minor work items work is allocated to the company or sole trader, the contractor is still required to meet the required response times and where access is required, arrange an access time which is agreeable to the customer.
- v. The allocation is directed by meeting the above criteria for the particular trade or service required
- vi. Out of Hours works is only directed to the allocated contractor engaged for the service

### 5.1.5 Quality Control of Responsive Maintenance Work

When the responsive maintenance invoices are processed, one in ten is taken out at random for checking as a phone audit by the CSO.

The CSO is required to ask the customer the following audit questions:

- a. Where you satisfied with the time taken to complete the repair?
- b. Did the contractor have ID?
- c. Did the contractor make an appointment?
- d. Did the contractor keep that appointment?
- e. Were you satisfied with the work carried out by the contractor?
- f. Were the works completed Right First Time/In One Visit?
- g. Did the contractor keep mess to a minimum?
- h. Is the work requested completed?

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The results are recorded on the audit spread sheet that is reviewed by the Manger Assets and Maintenance, monthly

The KPI's to be monitored are: (note these are under review)

Tenant satisfaction:
Contractors to achieve a minimum 95% satisfaction rate
Completion rates:
99% of jobs to be completed on time
Audits:
85% of audited properties will be expected to be completed without requiring any recalls as a benchmark

- 5.1.6 When problems are identified with owners/agents carrying out maintenance.
- i. Hume CHA will contact the owner/agent to advise them of the maintenance issue in writing. The Property Coordinator will maintain contact with the owner/agent until the maintenance issue has been completed.
  - ii. In the event that the owner/agent does not carry out the maintenance work within the agreed timeframe, the matter will be assessed again for urgency and Hume CHA may offer to undertake the work on a fee for service arrangement or as per the residential tenancy act response to urgent requests.
  - iii. Hume CHA will take all steps to recover the costs of these repairs. If the owner/agent continues to not carry out reasonable repairs, Hume CHA may initiate action with the NSW Civil and Administrative Tribunal or NCAT (Formerly Consumer Trader Tenancy Tribunal) to recover costs under the Residential Tenancy Act and consider the available options in the continuation of the leasing of these properties.

## 5.2 Contracts and Resource Procurement

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

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### 5.3 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.

### 5.4 Risk Management

The *International Standard (ISO 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 in the core functions of property repair and will apply risk mitigation strategies in addition to Hume CHA governance practices.

There are a number of developed processes to follow in order to achieve the customer service levels in the area of responsive repairs.

The Key mechanisms are as follows:

- A dedicated maintenance hotline
- Utilisation of a maintenance emergency after hours call centre and response service
- Established a multi-lingual customer service counter for repairs reporting
- Achieve priority response times for remedial works. Refer to section 4.1.1 of this Procedure.

Typical risk Hume CHA has identified which impact on Responsive Maintenance is specified in the table below;

Item	Risk	Mitigation
Response times for repairs	Not meeting response times in accordance with the priority	In house call centre and out of hours call centre already well established, with full trades persons available to provide emergency response whether inside or outside business hours

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		to attend any emergency repair 24 hours a day. Work orders to be dated and signed off by the customer to authenticate the contractor attendance and submitted for review by Hume CHA to audit response time prior to processing work order
Out of Hours attendance to emergency maintenance issues	Contractor or customer error to determine the emergency	Out of Hours contractor has a series of questions for the customer to answer to understand the actual priority of the reported issue. The question responses reveal the priority. The priority is determined from the response time procedure guidelines, for the contractor to action or communicate the appropriate response to the customer if not determined as an emergency
Value for Money for repair items	Overcharging for services	Main contractors use the established Schedule of Rates for services provided to control costing's for all repair items to avoid any overcharging.

During the life 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 by the Manager – Assets and included in reporting to the Board.

### 5.5 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

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Directors with decisions relating to development, investment and asset management of Hume CHA's property portfolio in accordance with Hume CHA's Constitution.

## 6.0 Responsibilities

- 6.1 Manager - Assets is responsible for ensuring that this policy is implemented
- 6.2 Employees are responsible to ensure that they comply with this procedure
- 6.3 CEO is authorised to approve this procedure.
- 6.4 Quality Assurance and Compliance Coordinator is responsible to ensure that this procedure is reviewed as per Policy & Procedure Schedule.

## 7.0 Relevant Documents

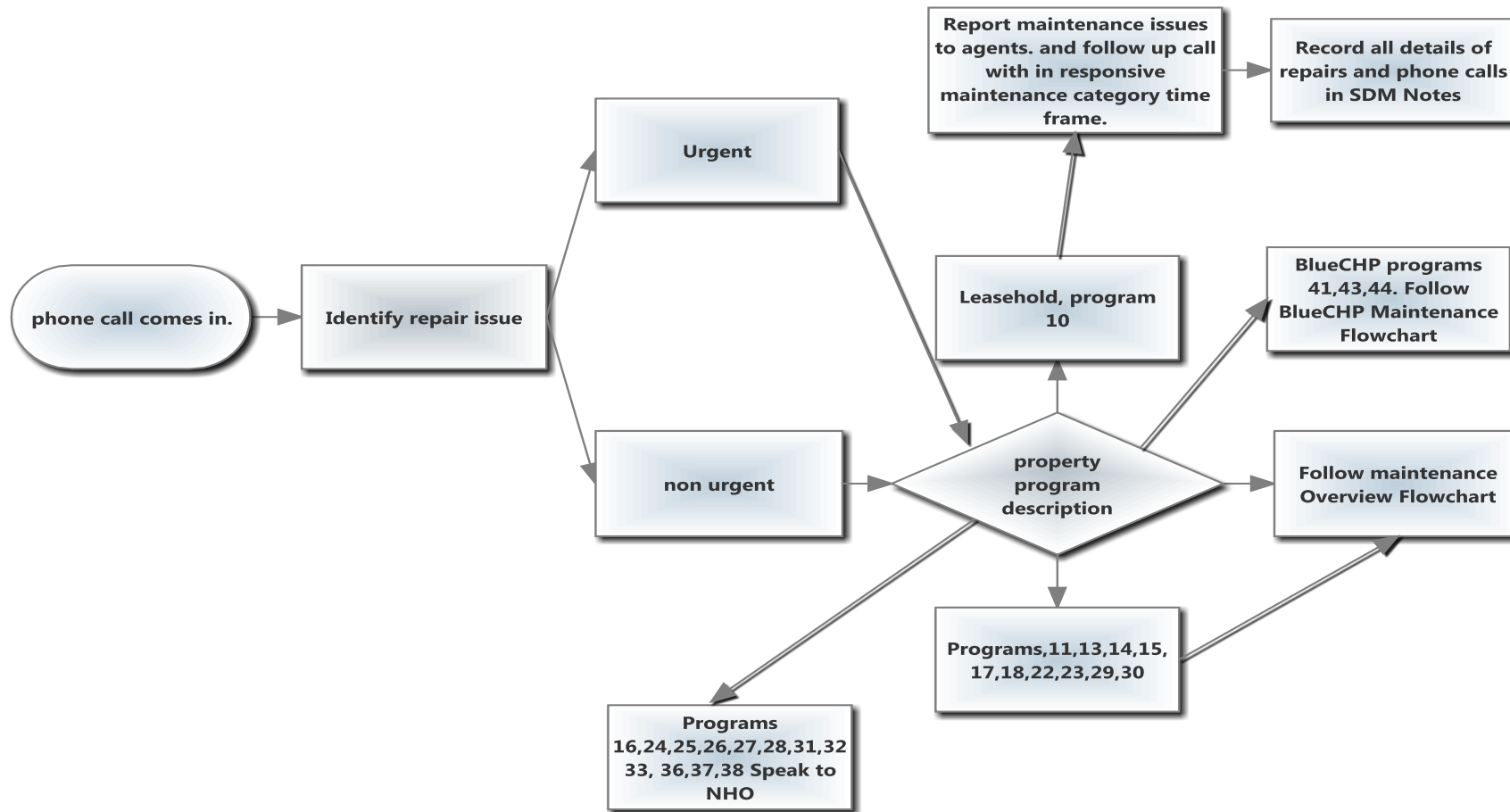
- 7.1 Policy - Risk Management Framework.
- 7.2 Policy & Procedure - Customer Request for Modifications or Additions to properties
- 7.3 Finance Policy and Procedure Manual.
- 7.4 Policy – Procurement.

## 8.0 Summary of Changes

Version Nr.	Date:	Details of Changes
V1.0	13/11/2012	Initial Issue
V2.0	September 2015	Change approval to COO Add requirement to take to Tenant's Voice Updated responsible officer details/delegations

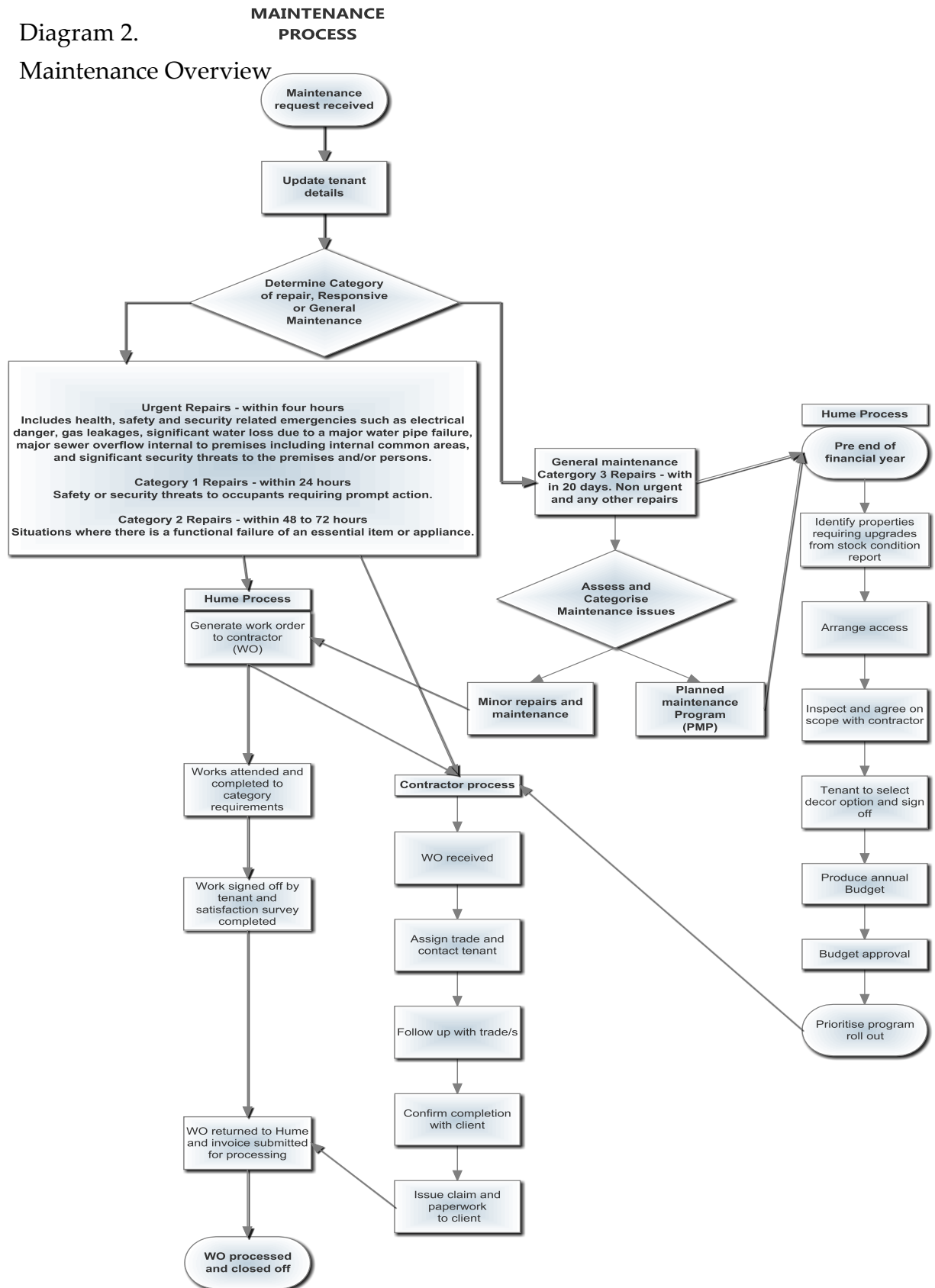
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Diagram 1. Maintenance by Property Program



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Diagram 2.  
Maintenance Overview



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