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1. Purpose

The purpose of this policy is to outline our approach to the way we plan, implement, and manage major repairs and improvements, in residential properties owned and managed by Lewisham Council. The policy aims to ensure the long-term sustainability, safety, and functionality of the properties while providing a safe and comfortable living environment for residents.

2. Scope and exclusions

- 2.1 This policy applies to all residential properties which require major repairs or improvement, and which are owned by the London Borough of Lewisham and directly managed by the Council's internal Housing Service.
- 2.2 The scope includes structural repairs, renovation projects, infrastructure upgrades, component replacements including kitchens, bathrooms, doors, windows, roofs, and other significant planned maintenance activities.
- 2.3 It excludes work for which another owner, freeholder, leaseholder or tenant, is responsible. Please refer to the terms of the relevant agreement/contract.
- 2.4 Unplanned, responsive repair work, and work in vacant properties is also undertaken by the housing service, to deal with newly identified and immediate needs. While this may cross over in some cases with planned work, and can even inform major work programmes, it is not the subject of this policy, which focuses on programmed work, usually involving multiple properties.

3. Policy statement

- 3.1 Needs Assessment and Planning: Lewisham Council's Housing Service will conduct regular needs assessments to identify properties requiring major repairs or improvements. This assessment may include inspections, surveys, and input from relevant stakeholders and be informed by our stock condition surveys. Based on the



assessment, a five, ten, and 30-year forward maintenance plan will be developed, outlining the priority of replacements and improvements and estimated costs.

- 3.2 **Budget Allocation:** The London Borough of Lewisham will define the Capital Budget allocating a specific budget for major repairs and improvements for their housing stock. The budget will be determined based on available funds, the urgency and scope of projects, and long-term planning considerations. It will be reviewed and adjusted as part of the regular budgetary process.
- 3.3 **Contractor Selection and Procurement:** A transparent and competitive process will be followed for selecting qualified contractors to perform major repair and improvement work. This process may involve requesting proposals, evaluating bids, assessing contractor qualifications, and ensuring compliance with relevant regulations and licensing requirements. We will adhere to procurement policies, and ethical guidelines in contractor selection.
- 3.4 **Project Management:** A dedicated Stock Investment and Asset Management team plan and oversee major repair and improvement projects. They are responsible for coordinating with contractors, monitoring project progress, ensuring quality control, and managing the budget and timelines. Regular updates and communication channels will be established to keep stakeholders informed throughout the lifecycle of the Capital Budget and Programme.
- 3.5 **Leaseholder Contributions:** Leaseholders of the London Borough of Lewisham are required to pay for services, management and major works provided to the building and estate where their property is situated. Part of our role is to consult and collect these charges where applicable. In this regard we will follow the legislation and Section 20 requirements in conjunction with our approved major work and service charge collection procedures.

4. Legislation and regulation

- 4.1 We comply with all relevant legislation and often exceed statutory requirements. This legislation includes but is not limited to:
 - The Landlord and Tenant Act 1985
 - Homes (Fitness for Human Habitation) Act 2018
 - The Building Safety Act 2022
 - The Housing Health and Safety Rating System (HHSRS), introduced under the Housing Act 2004
 - Health and Safety at Work Act 1974 and supporting regulations
 - The Government's Decent Homes Standard
 - The Construction Design and Management Regulations 2015
 - Commonhold & Leasehold Reform Act 2002
- 4.2 All major repair and improvement work will comply with applicable building codes, health and safety regulations, environmental guidelines, and other relevant standards. Lewisham Council will ensure that contractors appointed for such projects also adhere to these requirements. Necessary permits and approvals will be obtained before commencing any work.



5. Monitoring and controls

- 5.1 Quality Assurance and Inspection: Quality assurance measures will be implemented throughout major repair and improvement projects to ensure compliance with specifications, standards, and contractual obligations. Regular inspections will be conducted by qualified personnel to verify the quality of work, identify any deficiencies, and take corrective actions when necessary.
- 5.2 Project Evaluation and Documentation: Upon completion of major repair and improvement projects, an evaluation exercise will be conducted to assess the outcomes, identify lessons learned, and best practices. This information will contribute to future planning and decision-making processes, ensuring continuous improvement in our maintenance practices.

6. Related documents

Related documents include but are not limited to:

- Rechargeable work policy
- Repairs policy
- Required Access policy
- Alterations and Improvements policy
- Service Charge policy
- Major Work and service charge collection procedure
- Resident Engagement framework

7. Communication

- 7.1 Lewisham Council will engage and communicate with affected stakeholders, including tenants and leaseholders, to provide timely information about major repair and improvement projects. This is in line with our Resident Engagement framework and will include statutory and non-statutory consultation. We will consider feedback and concerns during the planning and implementation stages, and will make efforts to do all that we reasonably can to minimise disruptions and inconvenience.
- 7.2 Complaints regarding the implementation of this policy will be handled under our Housing Services complaints policy and process.
- 7.3 This policy will be published on our website.
- 7.4 We will provide training for staff on the implementation of this policy, including contract management.

8. Development and review of this policy

- 8.1 While this was a new document, approved for publishing in September 2023, shortly before Housing Services were transferred back to the Council, it served to clarify existing arrangements that had already been in place. As part of the development of this policy we considered what we were already working to in terms of relevant legislation, our statutory duties, contractual obligations, and best practice.



Housing Services

Planned maintenance policy - major works and improvements

- 8.2 This policy, and the procedures that implement it, will be periodically reviewed to assess their effectiveness, incorporate lessons learned – including wider learning, and alignment with evolving legislation, regulations and industry standards. Feedback from stakeholders and our staff will be used to inform updates and improvements.
- 8.3 An Equality assessment was undertaken as part of the development of this policy. It found no impact regarding any protected characteristics. It acknowledged that individual projects that are undertaken in line with this policy will have their impact assessed at the point of implementation.

Replaces: Planned works policy – major works and improvements 2023 (Lewisham Homes) Minor updates to reflect the return of landlord services previously managed by Lewisham Homes to Lewisham Council	
Date approved: 17 January 2024	Effective date: 17 January 2024
Next review: January 2027	
Approved by: Lewisham Council’s Housing Executive Team	
Policy owner: Director of Housing Investment and Quality	