

L&Q Major Works and Planned Maintenance Policy

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1 Purpose and Commitment

- 1.1 We want every resident's home to be safe, warm and well-maintained. This policy explains our high-level approach to planning and delivering major works (large, investment projects) and planned/cyclical maintenance (regular, preventative tasks). It focuses on the delivery of approved programmes and how we involve and inform residents. This policy is published for residents, and guides how our colleagues and partners work.
- 1.2 We will meet the Regulator of Social Housing consumer standards, including the Safety and Quality Standard (including accurate stock data, effective planned programmes, and safe homes).
- 1.3 We will undertake essential works to ensure our homes comply with the Decent Homes Standard (DHS) and other property condition related legal and regulatory duties. Where feasible, we will also improve energy efficiency and cut running costs, and we will consider appropriate funding opportunities such as the Government's Warm Homes: Social Housing Fund (formerly SHDF).

2 Scope and Definitions

- 2.1 Applies to all L&Q-managed homes and communal areas across all tenures (general needs, supported/sheltered, leasehold, shared ownership).
- 2.2 Included:
 - Major works (e.g., roofs, windows & doors, façade, kitchens, bathrooms, heating and hot-water upgrades, lifts, fire safety systems).
 - Planned and cyclical maintenance to protect the fabric/services of buildings.
 - Large, complex projects that are beyond day-to-day responsive maintenance or minor works; these may include building safety, fire remediation, latent defects, insurance works and, where agreed, major voids.
 - Energy efficiency and retrofit improvements (e.g., insulation measures, low carbon heating, solar/photovoltaic (PV) installations), largely delivered via our Major Works Partners.
- 2.3 Not included:
 - Responsive (day-to-day) repairs and routine voids (see L&Q Repairs Policy).
 - Servicing/compliance and facilities-type activities delivered by specialist teams.

- Procurement strategy and the asset investment plan. (This is covered in L&Q's Asset Management Plan). This policy starts once an approved programme is handed over to Pre-Construction from Asset Strategy.

2.4 Resident means any tenant, leaseholder or shared owner affected by works.

2.5 Definitions

- **Major works:** Large investment or remediation projects targeting multiple homes or buildings, such as replacing kitchens, bathrooms, boilers, roofs, windows and doors or undertaking complex projects to remediate significant issues. These works improve the building fabric or services beyond routine repairs.
- **Planned (cyclical) maintenance:** Scheduled maintenance tasks carried out on a regular cycle to preserve building components (for example, external decoration programmes including pre-painting repairs, decoration and upgrade work to internal common parts and communal areas). These tasks are preventive in nature.
- **Decent Homes Standard:** The Government's minimum standard for social housing quality, requiring homes to be warm, weather-tight and have reasonably modern facilities.
- **Section 20 consultation (S20):** The statutory leaseholder consultation process (under the Landlord & Tenant Act 1985, as amended) for qualifying works or long-term contracts. It involves serving notices on leaseholders and allowing them to comment on proposed works and costs.
- **Service charge:** The amount paid by leaseholders or shared owners for services or works to their building or estate, as defined in their lease. Major works costs are generally recovered through the service charge.
- **Resident:** Any tenant, leaseholder, or shared owner whose home or building is affected by the works.
- **Void:** A home that is empty between one resident moving out and another moving in. Major void works are where larger refurbishments are needed before a home can be re-let.
- **Sinking fund:** A fund that some leaseholders and shared owners pay into through their service charge, which builds up over time to help cover the cost of future major works. See our Service Charge and Sinking Fund Policy.

3 Legislation and Regulation

3.1 We aim to meet our relevant legislation, contractual obligations, and standards and will often exceed what we are legally required to do. These include, but are not limited to, the following:

- **Regulator of Social Housing (RSH) Standards:** As a registered provider, we must maintain homes to the Decent Homes Standard and take all reasonable steps to ensure the health and safety of residents in their homes and communal areas. The RSH's Safety and Quality Standard requires us to keep accurate, up-to-date records of the condition of our stock and to deliver repairs, maintenance, and planned improvements effectively and on schedule.
- **Landlord & Tenant Act 1985 (Section 20):** We follow the statutory consultation process for major works affecting leaseholders. In practice, we must consult any leaseholder likely to be charged more than £250 for works. Our Section 20 consultations (Notice of Intention and Schedule of Estimates) and long-term contracts comply with the Act and its amendments.
- **Housing and Decency Requirements:** We will ensure homes meet the Decent Homes Standard (as set out in Government guidance) and all other legal requirements under housing law.
- **Health & Safety and Building Regulations:** All works are designed and executed to comply with building regulations and health & safety laws. Required fire and structural safety improvements (for example, as mandated by the Building Safety Act or Fire Safety Order) are incorporated into our major works programmes.
- **Construction/Procurement** expectations in the Government's Construction Playbook (collaborative delivery models, early market engagement, outcome-based specs).
- **Environmental and Equality Duties:** We incorporate energy efficiency and sustainability requirements into our plans (such as meeting Energy Performance Certificate (EPC) targets) and uphold equality and inclusion obligations (see Section 9 below).
- We will comply with the Minimum Energy Efficiency Standard (MEES) and are working towards all homes meeting EPC Band C by 2030, in line with regulatory expectations.
- Planning for major refurbishment projects will consider known climate-related impacts such as flooding and overheating

4 Major works – our delivery approach

4.1 We deliver approved programmes safely, to a high standard, and with clear communication.

4.2 How programmes arrive

- Our Asset Strategy team develops investment programmes (outside this policy).
- Our Major Works team, via Pre-Construction, then validates the proposed works (site checks, data review, scope confirmation), plans delivery, and Regional Delivery teams manage construction/delivery through to handover. Internal approvals follow L&Q's governance framework.

4.3 Pre-construction and validation

- Confirm scope, priorities (safety/condition/urgency), packaging and phasing.
- Engage early with residents and leaseholders to explain what's planned and why.
- Coordinate design, surveys and any statutory consents; align with building-safety duties in Higher-Risk Buildings (HRBs).

4.4 Procurement and contracting

- We use long-term partnering contracts to deliver value for money and consistent quality.

4.5 Delivery standards

- Contractors must meet building regulations, health and safety law and L&Q quality standards. L&Q's Corporate Health & Safety team provides independent assurance through a dedicated model that includes regular compliance reporting.
- We integrate mandatory fire and structural safety improvements wherever they are required.
- We expect our contractors to share our commitment to protecting the environment – minimising impacts on land, air, water and biodiversity through better management of energy, water, waste and materials, and complying with all relevant environmental legislation. We work with our supply chain to embed this throughout delivery.
- We aim to include energy-efficiency and sustainability measures where feasible and to pursue external funding where it adds value.

- Our Commercial Team manages the Major Works Target Cost Model and undertakes appropriate checks to ensure that all works completed represent value for money (VFM).
- Accurate, timely data is critical to successful delivery. We work closely with our Major Works Partners to ensure stock condition data, asset records and programme information are kept up to date throughout the project lifecycle, supporting both effective delivery and our duties under the Safety and Quality Standard.

4.6 Access requirements

- 4.6.1 We need access to your home to inspect and carry out major works. We will give you reasonable advance notice of any planned visit and work with you to arrange a convenient appointment. Our partnering contractors carry official identification and will show this on request.
- 4.6.2 Where we are unable to gain access on the day, we will leave a missed appointment card and make further attempts to reach you. We may send you reminders by email, text, or letter. Please let us know if you have a disability, or other circumstance that may require an adjustment or support, so you can give us access when we need.
- 4.6.3 Some works may be essential for us to comply with law or regulations (for example, fire safety or building safety works). If we can't get access, we may need to take legal action, such as getting an injunction, so we can fulfil our duties. We still need access, even where the work isn't a legal requirement. In this situation, though, if you repeatedly fail to give us access, this may result in your home being removed from the programme, and you missing out on the improvement.
- 4.6.4 Please see our Property Access policy for full details of L&Q's approach to property access. This includes notice periods, emergency entry, your responsibilities and telling us about a disability or health condition.

4.7 Minimising disruption

- Clear advance notice, considerate working hours, safe/clean sites, appointment setting, and access arrangements that suit residents.
- Reasonable adjustments can be made if you need additional support.

4.8 Handover and aftercare

- Works are inspected and certified by L&Q before handover from the contractor. We update our records and issue information about warranties, maintenance and how to report issues.
- We collect resident satisfaction feedback through a range of methods, including text, email, phone and in-person, and use it to improve future service.

5 Planned and Cyclical Maintenance

- 5.1 Routine planned maintenance preserves the condition of homes and prevents them from deteriorating. Our approach includes:
- **Scheduled Works:** We have a schedule for all cyclical maintenance tasks (e.g. external decoration cycles).
 - **Timely Delivery:** We provide indicative timeframes for each programme of planned works and communicate these to residents. Residents will be notified in advance about when maintenance will occur, and we will promptly inform them of any unavoidable delays.
 - **Resident Reporting:** We try to make it easy for residents to report building and maintenance issues. We review reported issues and, if appropriate, add to the maintenance schedule.
 - **Quality Assurance:** We perform all maintenance to high standards. We will quality check completed works, and aim to address any defects or further work quickly.
 - **Value for Money:** We buy maintenance contracts and materials competitively, looking at the total cost over the life of the work rather than just the upfront price. We regularly compare our costs and performance against other housing providers and review our contracts to make sure we are managing budgets well. L&Q's Commercial Team carries out independent checks to confirm we are achieving value for money.

6 Leaseholder and Shared Owner Consultation and Charges

- 6.1 **Section 20 consultation:** Before carrying out major works costing more than £250 per (any) leaseholder – or entering a long-term agreement costing more than £100 per leaseholder per year – we will consult you under Section 20 of the Landlord and Tenant Act 1985.
- 6.2 Our major works programmes are delivered under a long-term qualifying agreement, which means we typically issue one notice (under Schedule 3) setting out:
- the works planned and why they are needed
 - the estimated cost to your home
 - how to raise observations within the 35-day consultation period

- Under this arrangement, leaseholders are not able to nominate their own contractor, as the agreement was subject to a public tender process. Where works fall outside the long-term agreement, we will issue a two-stage consultation – a Notice of Intention followed by a Statement of Estimates – each with a 35-day observation period.

- 6.3 **Transparency on costs.** We provide clear estimates and final accounts showing each home's share, in line with your lease. Our Section 20 guide for homeowners explains what to expect at each stage.
- 6.4 **Payment options.** Where a final invoice is issued for major works, you can choose to pay in full or through an interest-free instalment plan of up to 24 months. Payment must begin within 28 days of the invoice date. If this is unaffordable, please contact our Income Collection team on 0300 456 9996 (option 2, then option 1) to discuss an alternative arrangement.
- 6.5 **Sinking funds.** Where a sinking fund exists for your wider building, it may be used to offset the cost of major works — reducing or removing your individual invoice. We will advise you of the fund balance as part of the Section 20 consultation. We will divide up any shortfall and invoice you after works are complete. Sinking fund contributions are non-refundable and transfer to the new owner on sale. See our Service Charge and Sinking Fund Policy for further detail.
- 6.6 **Rights and independent advice.** You have the right to request a cost breakdown and to challenge the reasonableness of charges through the First-tier Tribunal (Property Chamber). For free, independent advice on your leaseholder rights, contact the Leasehold Advisory Service (LEASE) at www.lease-advice.org.

7 Resident Engagement and Information

- 7.1 We actively engage with residents about major works and maintenance by:
- **Involving you early.** We use letters, email/SMS, on-site briefings and our website. Our partnering contractors will also liaise with you directly throughout the works.
 - **Choices where feasible.** We offer sensible choices (for example, for colour schemes, preferred appointment times, kitchen/bathroom layout constraints permitting) without over-promising. This balances personal preferences with safety, quality, cost, and any planning or conservation area requirements.
 - **Accessible communication and bespoke support.** We will tailor how we engage based on additional needs you may have told us about. Where contractors are delivering works directly, we ensure they are told about residents' needs so they can adapt their approach. For higher-risk buildings, we follow our

Resident Consultations Procedure, which sets out additional engagement requirements for residents of those buildings.

- **Keeping you updated.** During works, a named project/delivery contact (or resident liaison officer) will be available. We'll tell you promptly about key changes.
- **Seeing the pipeline.** We are working towards making our investment pipeline more visible to residents, so you can self-check general timeframes for works affecting your home.
- **Complaints.** If things go wrong, we will manage your complaint in line with the L&Q Complaints Policy, which is based on the Housing Ombudsman's Complaint Handling Code.

8 Monitoring and Controls

8.1 What success looks like

- Safe, compliant delivery and accurate asset records updated at handover.
- High resident satisfaction with major works and planned maintenance.
- Programmes delivered broadly to time and budget; sustained quality evidenced by low defects and fewer repeat repairs.
- Social value and sustainability benefits realised where planned (e.g., fuel-bill savings).

8.2 How we assure delivery

- The Major Works Key Performance Indicators (KPI) Balanced Scorecard is reported through internal governance (including Resident oversight via the Resident Services Board) and L&Q Executive/Board reporting.
- Post-project reviews and lessons learned feed into future programmes.
- The Major Works Investment Programme (**MWIP**) Independent Partnering Advisor (IPA) supports the Partnership, deliver the programme, and meet all objectives.

9 Equality, Diversity and Inclusion

- 9.1 We recognise that some residents may have specific needs or vulnerabilities which may affect how services are delivered to them. We will make reasonable adjustments to ensure fair access to our services. This is in line with the Equality Act 2010. For example:

- Offering appointments at times that suit the resident's circumstances.
- Providing information in accessible formats (large print, Braille, audio, translations, etc.) and arranging interpretation or British Sign Language (BSL) support if needed. Residents can request these by contacting our Customer Service Centre.
- Allowing extra time or personal support for residents with disabilities, health conditions, or caring responsibilities.
- Consulting with family members, carers, or support workers when requested, to ensure residents' needs are fully understood.

9.2 We recognise that not all vulnerabilities, disabilities or limiting circumstances are visible, or permanent. We rely on residents or their representatives to tell us of any additional needs so that we can try to work with them.

9.3 We securely share necessary information about disabilities or vulnerabilities with our partner contractors, to ensure their teams adapt their approach accordingly.

10 Communication

10.1 This policy has been formally approved, and will be made publicly available. In keeping with our commitment to transparency:

- **Publish Online:** We will publish this policy on the L&Q website and include a summary in our Tenant/Leaseholder newsletter or handbook where appropriate.
- **Staff Awareness:** The policy will be available on our intranet for all staff. We will provide training and team briefings to colleagues in major programmes, maintenance services, housing services, compliance and customer service so that everyone understands the policy and their responsibilities.
- **Resident Communication:** We will notify residents about the existence of this policy and ensure they know how to find it on our website.
- **Review Updates:** Any significant changes to the policy will be communicated to staff and residents through official channels.

11 Policy Control Sheet

Date of approval: 14th July 2026

Effective date: 30th July 2026

Next review date: 30th of July 2029

Policy owner: Director of Major Programmes

Associated documents: L&Q Repairs Policy; Service Charges and Sinking Fund Policy; Social & Affordable Rent Tenancy Guide (Rights & Responsibilities); Leaseholder Guide to Section 20 Consultation; Temporary Relocation During Repairs Policy.

Main change	Key points
	• This first version of the combined Major Works and Planned Maintenance Policy sets out L&Q's high-level approach to delivering capital improvement projects and cyclical maintenance across all tenures. • Combines major works and planned/cyclical maintenance into a single framework, providing residents and colleagues with one clear reference point for non-responsive investment works. • Sets out our delivery approach from pre-construction through to handover and aftercare, including resident engagement, access requirements, and minimising disruption. • Confirms our Section 20 consultation approach for leaseholders and shared owners, including the long-term qualifying agreement arrangements, payment options, and sinking fund position. • Aligns with the Regulator of Social Housing's Safety and Quality Standard, the Decent Homes Standard, and our wider statutory and regulatory obligations.
Reviewed by: The Policy Team	
Approved by: IPG	