



**COUNCIL HOUSING**

**CONTRACT MANAGEMENT POLICY**

**FEBRUARY 2026**

**Policy:** COUNCIL HOUSING CONTRACT MANAGEMENT POLICY

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<b>Version Number</b>	<b>Purpose / Change</b>	<b>Author</b>	<b>Date</b>
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**Links to Council Corporate Plan 2025-28**

<b>Council ambition</b>	<b>Linked?</b>
<b>Working for a prosperous future</b> <i>We want to ensure the best possible local economy, with opportunities for our tenants to succeed and achieve</i>	Yes
<b>Healthier, safer communities</b> <i>Tenants should feel safe in our Borough and supported to be more active in order to improve their health and wellbeing</i>	Yes
<b>A greener and cleaner environment</b> <i>It's important to everyone that we look after our environment</i>	Yes
<b>Restoring the Council to good health</b> <i>We will place our Council on a sound financial footing and ensure resilience</i> <i>– delivering the service our tenants deserve and expect</i>	Yes
<b>We ♥ Castle Point</b> <i>We will help create and maintain the best possible place to live in, work in and visit</i>	Yes

**Lead Officer responsible for owning the Policy and internal approval body (meeting / board where the Policy is approved for adoption or approved for referral to PFH or Committee for adoption)**

Name: CHRIS STRATFORD, INTERIM DIRECTOR OF HOUSING

Approved by: IAN BUTT, DIRECTOR, PLACE AND COMMUNITIES

**Lead Member and Committee responsible for approving Policy**

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**Equality Impact Assessment undertaken?**

Yes

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## 1. Introduction

- 1.1 As a responsible social housing landlord, Castle Point Borough Council ("the Council") is committed to providing good quality homes and recognises that effective contract management is highly important in achieving this commitment.
- 1.2 This Policy forms part of the wider organisational commitment to driving a resident focused, data led and performance driven housing service.
- 1.3 The Council's approach to contract management is working in partnership with all contractors to build an effective working relationship to deliver a resident focused service that achieves sustained performance and value for money.
- 1.4 Effective contract management helps the Council to deliver value for money to the Council's tenants and leaseholders, and ensures its contractors deliver social value requirements.

## 2. Scope

- 2.1 This Policy applies to all contracts issued by the Council's Housing Service, in relation to the Council's housing stock.
- 2.2 This Policy does not cover the process of the procurement procedures. This is covered in the Council's Contract Procedure Rules, May 2024, that make sure the Council complies with procurement law.
- 2.3 This Policy applies to all Council employees and contractors, contracted to the Council who undertake works in respect of the Council's housing stock on behalf of the Council who must adhere to this Policy.

## 3. Definitions

Contract Manager	The Council employee responsible for managing the relevant contract in respect of the Council's housing stock.
The Council	Castle Point Borough Council.
Engaged residents	Residents that are part of the formal resident engagement structure of the Council.
Resident	A tenant or a leaseholder of the Council.

## 4. Aims and Objectives of the Policy

- 4.1 The aim of this Policy is to outline the steps the Council will take to ensure all parties will meet their contractual obligations, maximise value and performance, mitigate risks and drive continuous improvement.
- 4.2 The key objectives of this Policy are:
  - a) **Meaningful resident engagement:** To make sure there is meaningful resident engagement in the way the Council manages its contractors and is transparent and accountable to its tenants and leaseholders.
  - b) **Ensure compliance:** Verify that all parties adhere to the terms, conditions, and obligations outlined in the contract, ensuring accountability and protecting against non-performance.
  - c) **Mitigate risk:** Proactively identify and manage risks to prevent financial losses, legal disputes, and reputational damage.

- d) **Maximise value:** Realise the full value of the contract by achieving the savings and benefits identified during procurement and continuously seeking additional opportunities for savings and innovation.
- e) **Drive performance:** Monitor and improve supplier performance to ensure the contract's objectives, service level agreements (SLAs), and key performance indicators (KPIs) are sustained and exceeded.
- f) **Maintain strong relationships:** Foster trust and open communication with suppliers to enable a collaborative approach to managing the contract and resolving issues.
- g) **Promote continuous improvement:** Use lessons learned from contract performance to inform future contracts and strategies, driving ongoing efficiency and innovation.
- h) **Standardise processes:** Provide a clear, consistent, and standardised approach to contract management across the Council Housing Service, from initiation to closeout.

## 5. Policy Statement

- 5.1 One of the keys to the success of delivering a resident focused, data led, and performance driven Housing Service is effective contract management. It is vital the Council effectively manages all contracts that it is responsible for. The contracts that are in place to repair and maintain the Council's homes and communal areas are of particular importance. The Council knows that there is a strong correlation with how well a home is maintained and the residents' satisfaction with the landlord.
- 5.2 Effective contract management provides an opportunity to work in partnership to make sure the Council's contractors are delivering quality services for residents that deliver sustained performance and value for money.
- 5.3 No invoices will be accepted without photographic evidence that all work has been completed satisfactorily. Invoices will be processed as the terms of the contract dictate.
- 5.4 The Council expects all of its contractors to meet the diverse needs of its tenants and leaseholders and follow the Contractor Code of Conduct.

## 6. Legislation, Regulation and Guidance

- 6.1 The following list sets out the key legislation regulation and guidance:
  - The Health and Safety at Work (etc.) Act 1974
  - Landlord and Tenant Act 1985
  - Limitation Act 1980
  - Workplace (Health, Safety & Welfare) Regulations 1992 (as amended)
  - Management of Health & Safety at Work Regulations 1999
  - Building Regulations 2000 (amended)
  - Housing Act 2004
  - Homes (Fitness for Human Habitation) Act 2018
  - The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
  - Procurement Act 2023

- The Regulator of Social Housing’s Consumer Standards 2024 Safety and Quality Standard

The Tenant Satisfaction Measures under the Safety and Quality Standard relevant to this Policy include:

- TP02 – Satisfaction with repairs
- TP04 – Satisfaction that the home is well maintained
- TP05 – Satisfaction that the home is safe

## **7. Meaningful resident engagement**

- 7.1 The Council intends to involve residents in the oversight and communication processes of contracts that affect them.
- 7.2 Involved residents will help shape communication strategies associated with the Council’s repairs and maintenance service, with the intention over time that these may be co-produced.
- 7.3 The contractors will attend engagement activities throughout the term of the contract and provide basic DIY training for residents.
- 7.4 Contract summaries will be shared with affected residents as part of the contract mobilisation process for planned maintenance contracts.
- 7.5 Performance data will be shared quarterly on the Council’s website, and in detail with engaged residents at the formal resident meetings that provide resident scrutiny and oversight.
- 7.6 Resident feedback from satisfaction surveys, conversations with Council employees and feedback and learning from complaints will be used to improve services and address concerns proactively.
- 7.7 Training will be provided for all engaged residents that wish to be involved in contract management.

## **8. Effective management of contracts**

- 8.1 The Council ensures effective management of contracts by appointing a person who is responsible for managing all contracts; this will either be the operational lead, Head of Service or Assistant Director. There will be a dedicated person to manage each of the contracts in Housing. This person is called the Contract Manager. See Table 1 in Section 9.1 below.
- 8.2 All Contract Managers are responsible for contract management and will ensure the requirements of this section of the Policy are met. The Contract Manager will have the necessary skills to manage the contract and will ensure the Contracts Register is kept up to date for all contracts of £5,000 and above.
- 8.3 It is the responsibility of the Interim Head of Housing Technical Services to ensure that a competent Contract Manager is assigned to all contracts where required and that the contract is managed appropriately. All changes to Contract Managers shall be notified to the Procurement Team without delay.
- 8.4 The Contract Manager will manage the commercial and performance aspects of the contract. This will include:

- a) managing and documenting any contractual changes which include but are not limited to any changes to the specification, pricing, performance parameters or extensions to the contract length.
- b) ensuring that prices charged by suppliers match the prices set out in the contract documents; and
- c) ensuring that prices are adjusted only in accordance with the provisions for adjustment set out in the contract documents.
- d) Completing an annual contract health check and review, which includes being satisfied the contract is fit for purpose, that all evidence of compliance and insurance is in place, updated training records for all operatives (including sub-contractors) working on the Council's contracts, accreditations to the necessary bodies, value of contract against current spend, agree annual uplifts as per the contract terms, and discuss if the contract needs to be varied.

8.5 The Contract Manager must contact the Procurement Team and Legal Services Team to discuss any proposals to make substantive changes to any contract (including extensions, changes to the scope/specification and rates changes), as only certain changes are permitted by procurement law, and those changes must be undertaken in accordance with the change control process set out in the contract and executed as a formal variation to the contract. The Procurement Team will assist the Contract Manager with commercial management of the contract including resolving contractual issues and putting in place contract extensions/ modifications. All contract variations must be signed in accordance with the Governance Framework. These variations must be passed to the Procurement Team for checking in the first instance who will carry out checks and arrange for contract signature.

8.6 Contracts can only be extended where:

- a) There is an agreed extension period stated within the contract; or
- b) The Procurement Team has advised that the extension is permitted by procurement law and confirmed this in writing.

8.7 Where there is poor supplier performance, the Contract Manager will be responsible for (in order of escalation):

- a) understanding the cause of the poor performance and discussing this with the contractor to resolve the issue;
- b) applying the contract terms in an appropriate manner to improve any performance issues;
- c) using any escalation process in the contract to improve and sustain performance;
- d) reviewing the contractual options, with support from the Procurement Team, to understand whether the contract should be terminated;
- e) gathering evidence of the poor performance to use in enforcement action;
- f) with support from the Procurement Team, ensuring an appropriate contingency plan is in place in case the supplier's contract is terminated.

## 9. Contractor monitoring meetings

9.1 The Council will hold regular contractor monitoring meetings (these will be electronically recorded, and stored in the relevant contract folder, or SharePoint site) at the frequency covered in the table below:

*Table 1: Housing maintenance contractor monitoring meetings*

	<b>Responsibility</b>	<b>Frequency</b>	<b>Issues addressed</b>
Level 1 meeting	Operational lead	As required	To address all operational issues/jobs in progress, open complaints, evidence of post inspections and any quality or safety issues will be formally documented.
Level 2 meeting	Contract Manager	Monthly or more frequent if required	KPIs, WIP list, RAM, resources, health & safety compliance checks, training, resident satisfaction results, all near misses and Health and safety incidents will be shared and lessons learned and documented. Any escalation issues from the L1 meetings to be addressed.
Level 3 meeting	Directors	Quarterly	Strategic issues and forward planning. Social value initiatives agreed. Any escalation from L2 meetings to be addressed.

## **10. Monitoring and Continual Improvement**

- 10.1 The Interim Head of Housing Technical Services is responsible for the effective contract monitoring of all maintenance and repairs contracts using a set of performance indicators for each contract.
- 10.2 All Housing Service contracts with a value of £100,000 or more will have a social value element to them, as per the Social Value Policy. This is to achieve additional value and benefits for the Council's tenants and leaseholders and enhances community wellbeing. It is the responsibility of the Interim Head of Housing Technical Services that any social value included in the contracts is delivered by the contractor, to meet the needs of the Council's tenants and leaseholders.
- 10.3 The Interim Head of Housing Technical Services will raise any issues that arise in the management of contracts with the Procurement Manager, Legal Services and Interim Director of Housing, as appropriate.
- 10.4 The Key Performance Indicators (KPIs) associated with each contract will be reported quarterly to Cabinet and monthly to the Portfolio Holder for Health, Wellbeing and Housing.
- 10.5 The risks associated with all contracts will be recorded and assessed through the Council's Housing Service Risk Register.
- 10.6 Audits and reviews provide data reflecting the effectiveness of this Policy and identify opportunities to achieve continual improvement in the management of contracts at the Council. The Council has an internal audit programme to specifically test for compliance with legal and regulatory obligations and to identify any non-compliance issues, including the way the contracts in housing are managed. An action plan will be developed for any issues identified during the audit, with appropriate timescales agreed for corrective actions to be carried out. Other checks and reviews may be undertaken periodically as required.

## **11. Data and Records**

- 11.1 All contracts will be stored electronically on the Council's Contracts Register with details of the contract name, length, value, start and end dates, the name of the contract manager and the Assistant Director with responsibility for the contract.
- 11.2 The Council will store all notes from contract monitoring meetings electronically for a minimum of 6 years after the contract ends or expires. This period aligns with the Limitation Act 1980, which allows legal action for breach of a simple contract to be brought within six years of the cause of action accruing. Contractor monitoring meeting notes are essential to defend any potential litigation.

## **12. Equality, Diversity and Inclusion**

- 12.1 The safety of the Council's tenants, leaseholders and workforce is of the utmost importance. This Policy is written to protect all concerned, considering all protected characteristics, as set out in the Equality Act 2010.
- 12.2 The Council will ensure that relevant information is communicated to its contractors to provide them with the relevant information to tailor the way they

provide the contracted services, to meet the needs of the Council's tenants and leaseholders.

12.3 An Equality Impact Assessment has been conducted.

### **13. Communication**

13.1 A summary document ("a policy on a page") will be placed on the Council's website with a link to the full Policy, once approved. An approved version of this Policy will be published internally and will be accessible to Council employees.

13.2 The Council will also aim to successfully engage with vulnerable and hard to reach tenants and leaseholders. The Council will share information clearly and transparently and will ensure that information is available to tenants and leaseholders via regular publications and information on its website.

13.3 The Council will ask its tenants and leaseholders to complete customer satisfaction surveys in relation to all the services procured by contract and use this information to effectively manage the contracts.

### **14. Review of Policy**

14.1 This Policy will be reviewed initially after a period of 12 months and then every two years, unless new legislation or good practice, or in the event of a relevant major incident means it needs to be reviewed sooner.

### **15. Consultation**

15.1 The consultation on this Policy has included Council employees of the Housing Service and the Council's Procurement Manager.

15.2 The Council is committed to meaningful tenant and leaseholder engagement. This Policy has not yet involved tenant or leaseholder consultation.

15.3 The Council intends to consult with tenants and leaseholders on this Policy, once the Council's structure for tenant and leaseholder engagement is in place.

15.4 It is the Council's intention to include residents' voice in the contract management process in a meaningful way.

### **16. Training**

16.1 The Council will maintain a skills/training matrix to ensure that all Council employees undertaking key roles within the scope of this Policy have appropriate training.

16.2 The Council will operate a detailed competency framework including regular appraisals as part of the Contract Management Policy, to make sure all staff who are responsible for contract management have the necessary skills and are able to evidence the difference it is making to the effective management of the contracts.

16.3 The Council will deliver training on this Policy and the procedures that support it, including team briefings; basic contract management training; and more detailed training for those delivering the planned maintenance, repair work, estate inspections, as part of their daily job, to ensure all Council employees understand their responsibilities for contract management.

16.4 Training records will be maintained for all courses attended.

## **17. Significant non-compliance and escalation**

- 17.1 The Council's definition of significant non-compliance is any incident which has the potential to result in a breach of legislation or regulatory standard, or which causes a risk to health or safety. All non-compliance issues will be reported and escalated as soon as possible, and no later than 24 hours after the incident occurred or of a Council employee being made aware.
- 17.2 Any non-compliance issue identified at an operational level will be formally reported to the Housing Compliance Manager in the first instance, who will agree an appropriate course of corrective action with the Interim Director of Housing and Interim Head of Housing Technical Services. The Interim Director of Housing will report details of the same to a member of the Senior Leadership Team which includes the Chief Executive, Director, Corporate and Customer, Director, Commercial and Assets and Director, Place and Communities and Assistant Director, Legal & Democratic Services and Monitoring Officer and Assistant Director, Finance & Procurement (Section 151 Officer).
- 17.3 In cases of a serious non-compliance the Chief Executive will notify the Leader, Deputy Leader and the Cabinet Member for Health, Wellbeing and Housing.
- 17.4 In cases of serious non-compliance, the Chief Executive will consider whether it is necessary to disclose the issue to the Regulator of Social Housing, as required by the regulatory framework, or any other relevant organisation such as the Health and Safety Executive.

## **18. Governance**

- 18.1 The Council has overall responsibility for ensuring that this Policy is implemented to ensure compliance with the law.
- 18.2 The Chief Executive reports to Cabinet to demonstrate accountability for corporate health and safety across the Council and is accountable for ensuring that health and safety compliance management duties in its landlord function are properly controlled and managed to keep its tenants and leaseholders safe. Under Section 26 of the Constitution (the Officer Scheme of Delegation) the Chief Executive is authorised to delegate duties to the Directors who are then responsible to take decisions for the effective sub delegation of duties within their service areas of responsibility; this is to ensure the Council's statutory duties and functions are effectively discharged.
- 18.3 The day-to-day responsibility for ensuring contracts for the Council's housing stock are implemented in line with this Policy has been delegated, via the Chief Executive, to the Director, Place and Communities.
- 18.4 The Director, Place and Communities has delegated their duty holder responsibility to the Interim Head of Housing Technical Services who has professional and technical responsibility for the Council's contracts that deliver a maintenance and repairs service to the homes and communal areas the Council owns.

## **19. Associated Policies and Procedures**

Castle Point Borough Council Commissioning and Procurement Policy

Castle Point Borough Council Health and Safety Policy  
Castle Point Borough Council Social Value Policy  
Council Housing Maintenance and Repairs Policy  
Council Housing Neighbourhood Management Policy  
Council Housing Lettable Standard  
Repairs Handbook  
Council Housing Disrepair Policy  
Council Housing Mutual Exchange Policy  
Council Housing Temporary Relocation (Decant) Policy  
Council Housing Voids Policy  
Council Housing Asset Management Strategy

**20. Appendices**

Contractor Code of Conduct