



Contractor Supervising and Monitoring Policy

Who does this policy apply to:	This policy covers all staff members
Review Date (minimum every three years)	This Policy is subject to a review in October 2028
Policy Author/Reviewer and Job Title	Sally Rowe, Head of Housing

1. Purpose and Scope

This policy defines how WFHA will supervise, monitor, verify, and control works delivered by external contractors. This will ensure that all works are safe, compliant, high-quality, tenant-centred and cost-effective. It applies to all works and services delivered by external contractors.

2. Policy Details

The guiding principles for this policy include:

- Proportionality: supervision intensity is scaled to risk, contractual obligations, value, and compliance
- Continuous improvement: use audit findings, tenant feedback and benchmarking to refine processes.
- Transparency and accountability: contractors know expectations; WFHA keeps clear records.
- Tenant focus: operations should minimise disruption, respect vulnerabilities, cultural sensitivities and language barriers. Effective communication.
- Safety first: no work proceeds without required approvals, permits and method statements in place.
- Value for money and social value: costs, quality, pre and post inspections, and deliver balanced social outcomes.
- WFHA will expect that all contractors will comply with law and regulation and contractual obligations current at any time.

3. Roles and Responsibilities

Each contract will identify the responsible manager. These will report to the Head of Housing. Overall responsibility for compliance with this policy rest with the Director of Housing.

4. Contractor Selection and Onboarding

Before awarding work, contractors must satisfy minimum criteria set out in the contract and procurement process.

4.1 Pre-qualification and Accreditations

Trade standards, training, right to work, qualifications and compliance criteria will be set out in the procurement process and contract.

4.2 Insurance and Legal Checks

Insurance requirements may vary from contract to contract. As a rule, larger maintenance contracts will require the following:

- Employers' liability: minimum £5m
- Public liability: at least £5m
- Professional Indemnity: where design or specification included, e.g. £1–2m
- Proof of registration, tax status, right to work.

4.3 Policies and Procedures

Contractors will be expected to adhere to, among others, WFHA's Health and Safety policy, asbestos policy, safeguarding policy, data protection policy, equality and diversity policy, and modern slavery statement.

4.4 Method Statements / Risk Assessment

Contractors must secure RAMS / method statements / permits before commencement. Asbestos surveys will be reviewed and communicated to contractors.

For works in occupied sheltered / vulnerable persons' homes, a site-specific risk assessment will include relevant tenant vulnerabilities or language barriers.

4.5 Mobilisation and Planning

A mobilisation plan will be agreed at the beginning of each new contract. For significant works a pre-works meeting will agree access, times, health and safety, tenant engagement and lines of communication, High Risk Building Safety Case compliance.

At the conclusion of major works, details of completed works with photographs will be transferred to WFHA especially in compliance with the Golden Thread of the Building Safety Case.

5. Work Categorisation and Oversight Levels

The way works are supervised and monitored will be set out in contractual documents including the procurement process. However, the following is a general guide to monitoring:

Category	Typical Works	Pre-Start Requirements	Supervision / Monitoring	Post-Works Verification
A – Compliance Critical	Gas servicing, electrical inspections, fire systems, lifts, asbestos remediation, compliance repairs	Detailed RAMS, permits, client survey, tenant vulnerability adjustments	High: 1 in 10 site checks; monthly audit of all certificates; unannounced visits	Full certificate checks; 100% sign-off; tenant satisfaction survey of all works
B – High Risk / Structural / Communal	Roofs, structural repairs, major voids, FRA works, communal MandE	Pre inspection by WFHA, RAMS, mobilisation plan	Medium-High: joint start/end inspection; interim check for long projects	Snagging checklist; OandM records; photos; final sign off
C – Routine Responsive / Maintenance	Plumbing, joinery, small electrical, plastering, doors	Standard specification / works order	Medium: desktop review; 1 in 20 site visits	Sign off with photographic evidence; tenant feedback call / text
D – Low Risk / Minor Works	Decorating, minor repairs, cleaning, grounds	Work order only	Light: sampling; periodic desktop review	Random quality checks (1 in 30 jobs)

Voids:

All voids are pre and post inspected by WFHA whether classified as major or minor works.

6. Safeguarding, Vulnerability and Tenant Care

- Contractors must undergo a safeguarding induction, particularly if entering the homes of people with vulnerabilities.
- Report any safeguarding concerns immediately (same day) to WFHA officer.
- Where tenants are vulnerable or have additional needs (e.g. cognitive impairment, mobility issues, hearing/vision impairment/language or difficulties), adjustments must be made: e.g. appointment flexibility, extra notices, photographic updates, minimal disruption.
- Contractors must wear branded ID, PPE, and produce evidence of their presence when requested
- Quiet hours, dust management, safe walkways in communal areas must be respected.

7. Tenant Communication and Access

- WFHA will provide appointment windows, operative name, expected duration, and preparatory instructions.

- If no access: one callback to tenant; two further attempts; then escalate to WFHA.
- Keep tenants informed of delays or changes.
- On completion: explain what has been done and next steps etc.

8. Performance Monitoring and KPIs

WFHA maintain a meaningful KPI suite. These are compiled and reviewed quarterly by Exec/Board.

8.1 Quality and Tenant Satisfaction

Contractors will be expected to meet the KPIs associated with their contracts. This may include measures relating to tenant satisfaction. These are reported to the executive and Board quarterly.

8.2 Social Value and Added Benefit

Contractors are expected to dispose of waste in a compliant and environmentally friendly way. Social value also forms part of procurement processes and contracts.

9. Data, Documentation and Evidence

Specific jobs file must include:

- Before and after photos
- Compliance certificates
- Tenant feedback / survey
- Compliance register (gas, water, fire, electrical, lifts, asbestos) maintained with expiry alerts
- Central dashboard with KPI performance, red/green status by contractor, trends
- Records retained per WFHA's retention schedule and GDPR rules

10. Payment and Financial Controls

- Payments are only released upon verified completion and submission of required certificates
- Post-inspection sampling may lead to retention of small sums until defects remedied
- Variation control: any change orders £250.00 and over require sign-off

11. Non-Compliance, Breach and Escalation

Matters of breach or non-compliance are governed by contract. As a general rule the following may apply:

- **Early warning:** two red months in KPI or more than three justified complaints → improvement plan

- **Breach:** serious health and safety failure, incorrect/fraudulent documentation, safeguarding lapse, non-compliance → immediate suspension, incident review, possible contract termination
- **Review and learning:** serious incidents cause a post-incident review, lessons logged, and policy/process update

12. Monitoring, Review and Reporting

Matters of review and reporting are governed by contract. As a general rule the following may apply:

- Monthly: contractor/operational meeting, issues log, KPI mini-review.
- Quarterly: performance pack to Exec / Board (visual traffic lights, deep dives).
- Periodic: policy review, lessons learned, benchmarking output.
- Ad hoc reviews: after serious incident, regulatory change, stock growth, major contract change.

13. Legal, Regulatory and Standard Requirements

Contractors and WFHA must comply with the law and regulation including but not limited to:

- Health and Safety at Work etc. Act 1974; Management of Health and Safety at Work Regs 1999
- CDM Regulations 2015 (WFHA as Client)
- Gas Safety (Installation and Use) Regs 1998
- Electricity (Safety) and Wiring Standards (e.g. EICR, BS 7671)
- Fire Safety (Regulatory Reform Fire Safety Order 2005) and Building Safety legislation where applicable
- LOLER / PUWER for lifts / mobile plant
- Control of Asbestos Regulations 2012
- Water hygiene and legionella control (HSE ACoP L8, HSG274)
- Data protection (UK GDPR / DPA 2018)
- Safeguarding and equality obligations
- The Regulator of Social Housing's consumer and safety standards (including repairs and maintenance, tenant satisfaction)
- Building Safety Case

Document History:

Date of Last Review: 16.10.2025

Date Approved by the Board:

Equality Impact Statement:

WFHA must ensure all individuals are treated fairly and in line with legislation relating to the nine protected characteristics identified in the Equality Act 2010 and with the Association's Equality policies and procedures. You must comply with the law and Association policies and procedures governing equality and diversity. The nine protected characteristics are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.