



# course modules

## Introduction to Contract Management

The aim of this module is to understand the purpose of contract management and position it within the context of the procurement cycle.

- The procurement cycle
- The scope and features of good contract management
- Pitfalls of weak contract management

## Contracts and Service Level Agreements (SLA)

The aim of this module is to understand the content and clauses of Terms and Conditions of Contract and what such content seeks to achieve in order to support effective contract management.

- Standard terms and conditions for goods and/or services
- Special terms and conditions
- Key Performance Indicators and contract measurement

## Negotiation Skills

The aim of this module is to understand the factors that can contribute to more effective negotiation.

- How to build stronger relationships
- Plans for more effective communication
- Manage difficult conversations in situations such as failure to perform, termination of contract and migration to a new provider

## Specification Writing

The aim of this module is to understand the theory and application of specification writing to ensure business needs are met and the process is compliant with public procurement legislation.

- The relationships between the specification and the selection and award criteria used to identify the successful bidder(s)
- The appropriateness of the specification and ensuring effective evaluation criteria

## Financial Appraisal of Contractors

The aim of this module is to understand the requirements to effectively appraise the financial viability of contractors.

- Categorisation of suppliers
- Assess and interpret financial reports
- Assess trends and the correlation to supplier activity/performance
- Describe practices which can assess and manage risk

## Managing Contracts

The aim of this module is to understand effective key performance indicators (KPIs) and their development over the course of the contract to ensure they remain fit for purpose

and meet the evolving needs of the organisation.

- Initiating commencement and review meetings
- Monitoring against agreed KPIs
- Establishing a benefits realisation plan
- Arranging payment with agreed timeframe
- Assessing service credits, if applicable
- Keeping records for audit purposes
- Establishing a change control regime
- Managing contract extensions and any allowable price increases
- Managing an exit strategy and risk mitigation in event of contractor failure/default
- Certification of deliverables

## Exiting, Changing and Migrating Contracts

The aim of this module is to understand the requirements to bring a contract to an end.

- Assess staff considerations
- Assess TUPE implications
- Explain the inability to contract out 'problems' due to non-performing staff
- Explain the steps needed to achieve a smooth transition to the new contract

## Partnership Models and Continuous Improvement

The aim of this module is to understand various partnership models and how improvements can be made in managing contracts.

- Describe various forms of partnership working
- Explain ethical standards in the public sector and accountability of public money
- Outline the main implications of The Bribery Act 2010
- Examine the pipeline of future benefits
- Assess contractor relationships and develop an action plan for improvements

# about the course

## Introduction

Post evidence from Ipsos Mori and others points to a growth in partnership arrangements over the last five years between public bodies with private and third sector organisations. This has been heightened by the current public spending environment which has resulted in greater collaboration between public, private and third sector organisations, which is anticipated to grow.

In addition, high profile governance failures in managing contracts by some local public bodies, feedback arising from our consultancy work and issues raised by participants on our certificate in public sector procurement course all point to a need to improve skills of a wide range of executives who have a responsibility for managing contracts with external organisations.

This unique qualification brings together contemporary contract management theory and existing good practice in a structured way. It has a highly applied and focused approach. While completing it, candidates develop the wide range of knowledge, understanding, cognitive and practical skills necessary for those charged with managing contracts effectively.

## Who is the course aimed at?

The Certificate in Contract Management is aimed at new staff who have specific responsibility for contract management as well as experienced staff who have had no formal structured training or who would like to update their knowledge and skills.

The course specialises in public sector contract management. As such, the course is applicable to staff working at various levels in all public bodies, including central government, NDPBs, local government, health and education.

## Duration and mode of delivery

The Certificate in Contract Management is delivered over 11 days in a six month period.

## Accreditation and assessment

Participants who successfully complete the eight modules and associated assessment will be awarded the Certificate in Management Practice (Contract Management Skills) which is equivalent to NVQ Level 3.

In addition to completing the modular learning programme, participants have to acquire practical experience of applying the learning in their own organisational environment.

Participants are required to submit a portfolio of evidence that records evidence of learning during each module and aspects of work which substantiate their ability to undertake specific tasks. The course tutors will assist participants to assess the learning achieved in each module and how this can be transferred to the work situation.

The assessors will mark each portfolio of evidence and hold a verification interview (viva voce) with each participant. This is designed to assess the extent of the participant's learning and satisfy the awarding body that the portfolio of evidence is a genuine reflection of his/her efforts.

Each participant will also be required to submit a written project (circa 3,500 words). The project outline will be work-based and agreed between the participant and the accrediting body.

## Cost

The cost of attending this programme is £2,690 plus VAT. This includes all tuition, course materials, assessment and accreditation fee of £190.

## Further information

Please contact our team:

e: [customerservices@cipfa.org](mailto:customerservices@cipfa.org)  
t: +44 (0)20 7543 5600  
w: [cipfa.org/training/accredited](http://cipfa.org/training/accredited)

The CIPFA Procurement and Contract Audit Forum (PACAF) was established in 2008 to facilitate the identification, development and widespread adoption of best practice in procurement and contract audit. The objectives of the Forum include promoting the required audit skills through training and development opportunities, sharing of knowledge through the PACAF network, and the identification and discussion of relevant topical issues.

For further information on this qualification, please contact:

**CIPFA Customer Services**  
E: [customerservices@cipfa.org](mailto:customerservices@cipfa.org)  
T: +44 (0)20 7543 5600



CIPFA  
77 Mansell Street  
London  
E1 8AN  
T: +44 (0)20 7543 5600  
[www.cipfa.org](http://www.cipfa.org)

The Chartered Institute of Public Finance and Accountancy.  
Registered with the Charity Commissioners of England and Wales No 231060 and with the Office of the Scottish Charity Regulator No.SC037963

