



CONTRACT MANAGEMENT PLAN TEMPLATE

PUBLIC AUTHORITY USER GUIDE

Public authority instructions

- A Contract Management Plan must be completed and approved by the Contract Owner for all procurements assessed as complex or strategic.
- This template is designed to meet the requirements of *Treasurer's Instruction 18* and the *Procurement Services SA Procurement Framework* and provides suggestions about the details to be included in a Contract Management Plan.
- Your public authority may tailor this template to ensure it is fit-for-purpose and meets the requirements of your internal procurement and contract management framework.

User specific instructions

- All guidance notes for using this template and suggested considerations are provided as dot points and are written in *orange italics*.
- The guidance notes and suggested considerations should be used as prompts for contract managers to help prepare and navigate the contract management planning process.
- All guidance notes, suggested considerations, and orange text should be deleted prior to finalising the Contract Management Plan. This user guide should also be deleted.
- The amount of detail you include in each section of the Contract Management Plan and the effort put into completing this template should be commensurate to the complexity of the contract.
- Parts of the template contain suggested wording or tables that can be used to input key information. These are examples only. You should update or amend each section as required to suit your contract.
- If you would like assistance in preparing your Contract Management Plan, or a constructive peer review of your draft, please contact your public authority's procurement team or contact Procurement Services SA at procurement@sa.gov.au.

Further information: Procurement SA
Contact Email: procurement@sa.gov.au

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Version: 1.1



Value for
money



Creating
jobs



Innovation and
new business



Climate smart
economy



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[Insert agency logo (optional)]

Contract Management Plan

[Insert Name of Public Authority]

[Insert Procurement Title / Contract Title / Program Name]

[Insert Supplier Name]

[Insert Date & Version of this Contract Management Plan]



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1 Contract Summary

Public Authority Contact Details	
Department/Business Unit	<i>Insert name of Business Unit responsible for managing contract</i>
Contract Owner Name	
Contract Owner Title	
Contract Manager Name	
Title	
Email	
Phone	
Contract Administrator Name	<i>[delete row if not applicable]</i>
Title	<i>[delete row if not applicable]</i>
Email	<i>[delete row if not applicable]</i>

Contract Details	
Procurement Title / Contract Name	<i>Insert name of the contract / program / procurement</i>
Supplier Entity Name	<i>Insert Supplier's Entity Name as per their ABN or ACN (and Trading Name if relevant)</i>
Supplier ABN / ACN	
File / Reference Number	<i>Public authority's internal file / reference number</i>
Contract Description	<i>Provide a <u>brief</u> description of the identified need and the expected deliverables / outcomes from this contract.</i> <i>For example:</i> Youth Mental Health Case Management Support & Pathways Service. <i>[This program] provides mental health case management support for young people to support them to engage with education, training or employment. The program also provides training and professional development services to education and training providers on supporting young people experiencing mental health concerns.</i> HR Records Management System <i>[This supplier] will deliver a cloud-based ICT system to deliver the [public authority's] Human Resource records management and case management system.</i> Legal Advisory Service <i>[This supplier] will deliver legal advisory services in relation to the contract development and contract negotiation for the [relevant procurement process].</i>



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Contract Type	<i>Select and remove other options</i> ☐ Standard Purchase Order ☐ Standard Goods and Services Agreement ☐ Standard Not-For-Profit Sector Funded Services Agreement ☐ Bespoke contract developed by Crown Solicitor's Office ☐ Other (detail):
Base Contract Term	
Contract Start Date	<i>Enter contract start date</i>
Contract Expiry Date	<i>Enter contract expiry date</i>
Extension Options	<i>List any relevant extension options</i>
Total Contract Term	
Notification Requirements	<i>List any relevant notification requirements relation to the end of contract. I.e.:</i> - Notice period for early termination - Notice period for exercising extension option (or not) - Notice period for natural expiry (if relevant)
Initial Procurement Complexity Assessment	Transactional ☐ Routine ☐ Complex ☐ Strategic ☐ <i>Find this information from the Procurement Acquisition Plan</i>
Contract Complexity Re-Assessment	Transactional ☐ Routine ☐ Complex ☐ Strategic ☐
Contract Disclosure as per PC027 requirements?	Yes ☐ No ☐
Contract activity recorded in the Procurement Activity Reporting System (PARS)	Yes ☐ No ☐
Records Management	<i>Detail reference numbers, and location of executed contract, contract management and contract administration documentation. E.g. SharePoint file path, Objective reference, hard copy file reference number, Contract Management System, etc</i>
Insurance	The supplier is required to maintain the following levels of insurance throughout the term of the contract: <i>Detail types of insurance & required cover. E.g.</i> • Public Liability - Not less than \$1 million • Product Liability - • Professional Indemnity -
Liability	<i>Detail relevant liability limit</i>
Other relevant Contract Summary information	<i>[delete row if not applicable]</i> <i>For Example:</i> - Panel Contract - Single agency, multi-agency, across-government, mandated



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	- <i>Geographical coverage</i> - <i>Subcontractor details</i>
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Financial Details	
Base contract value (GST inclusive)	\$ <i>base contract value</i>
Contract Extension Options Value (GST inclusive)	\$ <i>contract extension options value</i>
Total Contract Value (GST inclusive)	\$ <i>total contract value</i>
Actual Value (whole-of-life cost)	\$ <i>whole-of-life cost</i> <i>Find this information from the Procurement Purchase Recommendation</i>
Pricing Information	<i>Select and remove other options</i> ☐ Fixed Maximum ☐ Exchange Rate Variable ☐ Fixed ☐ Consumer Price Index Variable ☐ Not-For-Profit Sector Indexation Rate ☐ Other (<i>detail</i>)
Payment / Funding Arrangements	<i>For example:</i> - <i>Funding paid quarterly in advance</i> - <i>Fee-for-service</i> - <i>Upon completion of milestones, as described in Contract</i>
Financial Reporting	<i>For example:</i> - <i>Quarterly expenditure reports submitted on:</i> - o <i>1st Qtr. 31 Oct each year</i> - o <i>2nd Qtr. 30 Jan each year</i> - o <i>3rd Qtr. 30 April each year</i> - o <i>4th Qtr. 31 July each year</i> - <i>Invoicing</i>

Summary of Key Performance Indicators / Targets	
KPI 1	
KPI 2	
Target 1	

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2 Introduction

Contract Management Plans (CMP) have an important function in guiding *[the public authority's]* contract management process.

- CMPs are an important risk management tool for ensuring that the contract manager identifies and addresses all relevant issues throughout the life of the contract;
- Provides a critical source of knowledge transfer in the event of a change in contract manager; and
- Informs *[the public authority's]* Chief Executive, Executive, Procurement Governance Committee, and Senior Management of contract administration process, performance management requirements and processes, and any relevant risks associated with the contract.

2.1 Purpose and audience

Audience	Purpose of CMP
Contract Owner	<i>To provide a summary of essential information on the contract administration and performance management requirements and processes, and the outcomes, outputs, performance measures and risks associated with the contract.</i>
Contract Manager	<i>To provide a summary of essential information required for the management of the contract.</i>
<i>[The public authority's] Managers and Executive</i>	<i>To provide a summary of essential information on the contract administration and performance management requirements and processes, and the outcomes, outputs, performance measures and risks associated with the contract.</i>
<i>[The public authority's] Internal Audit function</i>	<i>To describe the performance and risk management processes together with associated documentation related to the contract.</i>

3 Definitions

Include any standard definitions, terminologies and acronyms used in this document.

4 Background

Document any relevant information relevant to the contract and this CMP. Anything that provides valuable context to the contract, for example:

- *Funding source and allocated budget*
- *How was the need identified*
- *Information from tender process, i.e.*
 - *how it was sourced*
 - *relevant information from the contract negotiation phase*

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- *Sensitivities (media interest, political risk, conflict of interest, historically important/significant performance risks if applicable).*

4.1 Key Documentation

To obtain the full context and history of this contract and procurement, the contract manager should read this CMP in conjunction with the following key documents.

All documentation related to the contract management and administration of this contract will be filed/saved according to the *[public authority's]* record's management processes. Records Management is necessary for effective contract management and administration, knowledge transfer, and for audit purposes.

Documents	Document Location
Sourcing/Tender Documents	
Acquisition Plan	This contract's sourcing-related documents are held by the [Public Authority's Central Procurement Unit] – Procurement Reference Number – xxxxx]
Tender Documentation	
Purchase Recommendation	
Contract Negotiation records (if relevant and if appropriate to disclose)	
Policies / Guidelines	
[Public Authority's] or [specific business unit's] Performance Management Guideline	Contract Management and Performance Management Policies & Guidelines are held by the (for example): - [Public Authority's Central Procurement Unit] - [Public Authority's Policy Unit] - [Public Authority's relevant Business Unit]
Contract & Contract Management Documents	
Executed Contract (and any Variations)	Documents are held by the (for example): - [Public Authority's Central Procurement Unit] - [Public Authority's Central Contract Management Unit] - [Public Authority's relevant Business Unit] Documents can be found [xxxxxx].
Risk Assessments and Contract Complexity Assessments	
Contract / Performance Review documentation	
Contract Manager's performance monitoring notes/communication	
Contract Management Reports / Review documents	

5 Purpose and Objectives

This CMP outlines how the objectives and outcomes of the contract are to be achieved and how the contract is to be managed. The CMP identifies what needs to be done, by whom and when,

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and the obligations of each party to the contract. The CMP addresses the steps necessary to minimise risk of contract failure.

The objectives and outcomes of the contract are aligned to *[the public authority's]* strategic objectives:

- *List any relevant [public authority] Strategic Plans, Business Plans, Government Objectives etc*

The contract will be managed to support achievement of the above strategic goals, in line with the *[public authority's]* Procurement and Contract Management Framework, and *[list any other relevant frameworks – e.g. business unit specific contract management guidelines]*

6 Payment Terms and Arrangements

Insert funding/payment details from the Contract

7 Contract Variations and Extensions

List variations that have occurred, any future extension options available, including value, time, and deliverables.

8 Key Deliverables

The key purpose of this contract is to *[insert brief, overarching summary of purpose of contract. This information could be found in the Acquisition Plan]*. The following key deliverables have been identified as supporting the achievement of the contract's outcome, and will be the key focus of contract management activities.

Some examples are included below. These tables should be adapted to meet the particulars of the contract.

8.1 Outputs and Outcomes

Contract Element	Outcomes	Outputs	Measures (how this outcome will be measured)
<i>E.g. Youth Mental Health Case Management Support & Pathways Service</i>			
• <i>E.g. Client Risk Assessments</i>	• <i>E.g. Young people experiencing mental health concerns are identified and supported to access services</i> • <i>E.g. Better integrated service system including Government and non-government sector, and the community</i>	• <i>E.g. Use of appropriate assessment tools to identify and prioritise clients for service</i>	• <i>E.g. Reporting</i> • <i>E.g. Regular Performance Reviews: mandatory documents, staff discussions, service delivery / performance review, file audit</i>

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E.g. Case Management Support	- E.g. Young people experiencing mental health concerns will maintain or improve access to education, training or employment participation - E.g. Increased community awareness about youth mental health	- E.g. Provision of case management. - E.g. Clients receive case plans	- E.g. Reporting - E.g. Regular Performance Reviews: mandatory documents, staff discussions, service delivery / performance review, file audit
E.g. HR Records Management System			
Develop Case Management System	- E.g. The public authority can effectively manage confidential employee records via a secure system. - E.g. Employees are effectively supported, inducted, exited, and performance managed	E.g. Access to a cloud-based system	- E.g. Reporting on project milestones, checkpoints - E.g. Regular project meetings
Ongoing System Maintenance	E.g. The public authority can effectively manage confidential employee records via a secure system.	E.g. Service for 24/7 system maintenance	- E.g. Reporting on number of system defects and rectification times - E.g. Regular project meetings
E.g. Legal Advisory Service			
Contract Development & Negotiation	E.g. contract terms are negotiated and a contract is developed and executed reflecting the procurement outcomes	- E.g. contract development and contract negotiation for the [relevant procurement process]. - E.g. Contract Negotiation Plan is developed	- E.g. Records of contract negotiation meetings - E.g. Reporting on achievement of procurement timeframes

8.2 Key Performance Indicators and Strategic Outcomes

No	Indicator	Target % or milestone date	Outcomes	Link to [public authority] Strategy
E.g. Youth Mental Health Case Management Support & Pathways Service				
1	Eligible clients obtain a certificate-level qualification	70	E.g. Young people experiencing mental health concerns will maintain or improve access to education, training or employment participation	
2	Eligible clients have a mental health case plan in place	90	- E.g. Young people experiencing mental health concerns are identified and supported to access services - E.g. Young people experiencing mental health concerns experience improved mental health outcomes	



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3	Education and training providers that are working with eligible clients have undertaken the Professional Development course	100	E.g. Improved mental health support capability of the service system including Government and non-government sector, the education sector, and the community	
E.g. HR Records Management System				
1	System is operational by 1 July 2021	1 July 2021	- E.g. Employees are effectively supported, inducted, exited, and performance managed - E.g. Employees are safe in their workplace and have confidence in their employer's processes for managing their private information.	
2	Critical system bugs/defects are addressed within 24 hours	100	- E.g. the public authority has access to required systems - E.g. Employees are safe in their workplace and have confidence in their employer's processes for managing their private information.	
E.g. Legal Advisory Service				
1	Contract terms negotiated with preferred Supplier	28 Feb 2021	E.g. Contract reflect the procurement outcomes and meet business need	
2	Contract executed	31 Mar 2021	E.g. Contract reflect the procurement outcomes and meet business need	

8.3 Mandatory Reporting and Contract Compliance Requirements

Contract Clause #	Action	Party	Due Date
Finance			
	E.g. Submit annual budget	Supplier	30 September Annually
	E.g. Quarterly Financial Expenditure Reports detailing receipt and expenditure of the funds	Supplier	31 October 31 January 30 April 31 July
Mandatory Documents			
	E.g. Insurance - Certificates of Currency.	Supplier	1 July each year
	E.g. Staff Screening Clearances	Supplier	1 July each year
Reporting and Evaluation			
	E.g. Detail relevant data / reporting requirements]	Supplier	31 October 31 January 30 April 31 July
	E.g. Contract Monitoring via Formal Performance Review process	Supplier & public authority	As determined by public authority contract management framework (i.e. determined by complexity and risk assessments)



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Other Requirements			
	E.g. Industry Participation Reporting (see https://industryadvocate.sa.gov.au/policy-and-resources/)	Supplier	As prescribed by IPP requirements
	E.g. Business Continuity Plan	Supplier	As requested

9 Roles, Responsibilities and Stakeholders

9.1 Contract / Project Governance

Detail the governance arrangements for this contract/project. Provide detail of any specific governance arrangements (i.e. project governance) if relevant for this contract.

9.2 Contract Manager Responsibilities

The **contract manager** is responsible for: *[delete/amend if not relevant]*

- Monitoring performance to ensure the contract outcomes are achieved
- Managing, addressing, and escalating contract and performance risks where required
- Identifying and addressing opportunities for continuous improvement
- Maintaining good relationships with the supplier
- Maintaining accurate, live data within the public authority's Contract Management System
- Scheduling regular contract management meetings;
- Communicating with stakeholders
- Providing reports to internal stakeholders as required (e.g. Performance Reports, regular contract reports, etc)
- Addressing issues and conflicts that may arise during the contract term
- Assessing and (where required) seeking approval for any variations to the contract
- Ensuring all performance measuring tools i.e. documentation etc. are kept as per records management and internal audit requirements
- Ensuring all Procurement Activity and Reporting System (PARS) requirements are met for this contract.

Upon preparing the Contract Management Reports, the Contract Manager is to refer to this Contract Management Plan and ensure the Plan is reviewed and updated as required to reflect any changes in circumstances during the operation of the contract.

All complex and strategic contracts will be managed by an adequately resourced and skilled contract manager.

9.3 Stakeholders

Supplier Key Contacts	
Supplier Contract Manager:	<i>[the person responsible for the delivery of the contract outcomes e.g. usually senior management / CEO level]</i>



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Position:	
Address:	
Phone:	
Email:	
Supplier Manager:	<i>[the person responsible for the day-to-day milestones/deliverables of this contract]</i>
Position:	
Address:	
Phone:	
Email:	

The following key stakeholders involved with this contract are: *Adjust this table as required*

Stakeholder/Users	Role/Reason for Interest
[Public Authority] Manager <i>[Usually a person in a management role, with authority to make operational decisions about contract and performance management]</i>	Oversight and Management of this contract.
[Public Authority] Contract Manager <i>[if day-to-day contract manager of this contract is different to Manager function detailed above]</i>	Day-to-day oversight of the performance management of this contract.
[Public Authority] Contract Administrator <i>[if different/additional function to contract manager]</i>	Responsible for administration processes associated with contract.
[Public Authority] Procurement Review Committee	
[Public Authority] Central Procurement Unit	Leading/oversight/advice regarding the acquisition/procurement requirements.
[Public Authority] Finance	Advice regarding whole-of-life cost assessments. Receipt and initial review of annual budget and expenditure reporting.
[Public Authority] Data Analytics Unit	Collation of regular [e.g. quarterly] reporting from Contract Management Systems. Trend analysis.
[Public Authority] Business Units / Technical Experts / Subject Matter Experts	Sector / industry / Community engagement. Ongoing Needs analysis /identification. Supporting contract manager to monitor supplier's performance.

10 Complexity Assessment

The Complexity classifications are:

- Strategic - high value / high risk contracts;
- Complex – medium-high value / medium-high risk contracts;
- Routine – low-medium value / low-medium risk contracts; and
- Transactional - low value / low risk contracts.

Factors contributing to the complexity of a Contract may include:



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- the whole-of-life cost of the contract;
- the ongoing need for the good or service;
- political context / media risk; and
- the risk to clients/end users, the industry and the *[public authority]* if the contract should fail.

The *[public authority's]* considers risk, business-impact, and contract value in determining complexity, to ensure contract management resources are applied effectively. The outcome of complexity assessments contributes to the level and intensity of contract monitoring and performance management (refer to section 11 of this CMP).

This contract has undergone the following complexity assessments:

Initial procurement complexity assessment	Date	<i>[find information in Procurement Acquisition Plan]</i>
Procurement complexity reassessment (following evaluation and contract negotiation)	Date	<i>[delete row if not applicable]</i>
Contract commencement complexity assessment	Date	
Contract complexity reassessment	Date	<i>[delete row if not applicable]</i>
Contract complexity reassessment	Date	<i>[delete row if not applicable]</i>

The detail of these complexity assessments, including the outcome and considerations leading to that outcome can be found here *[insert location of complexity assessment documentation]*.

The complexity of the contract is regularly reassessed throughout the life of the contract to ensure quality, value and risks are monitored effectively.

11 Performance & Risk Management

The main aim of contract management is to ensure that all parties meet their obligations to deliver the objectives of the contract. It is important that the contract is managed consistently and actively throughout the life cycle in accordance with the contract terms, despite any changes to key stakeholders etc. This will ensure that supplier performance is satisfactory, stakeholders are well informed, and all contract requirements are met, ultimately to ensure that the contract delivers value for money.

11.1 Contract Management Meetings

Contract management meetings will form a key element of contract management. Contract management meetings may include:

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- Contract kick-off meeting;
- Regular Performance Review meetings;
- Performance escalation meetings;
- Milestone / status update meetings;
- Contract closure/transition meetings;
- *[insert other examples as required]*.

Contract management meetings are held as per the requirements of the *[public authority's] contract management framework & risk/complexity assessments*; and more frequently if required. Attendees at these meetings will be:

- Contract Manager (Chair);
- Supplier Contract Manager;
- Other relevant attendees as required (such as Supplier staff); and
- *[Public authority]* senior management as required.

The Contract Manager will prepare contract management meeting agendas prior to the meeting. The Contract Manager will document the record of the discussion, and any outcomes and actions from that meeting *[using relevant internal performance monitoring documents. The public authority is to determine if a copy of these notes is kept for internal purposes only (i.e. performance monitoring, audit etc), or if a record of the meeting is shared with the Supplier]*.

Contract management meetings documentation/records can be found *[add document location/reference]*.

11.2 Performance Management

Monitoring the performance of suppliers in delivering contract deliverables is the core function of contract management. The *[public authority]* takes an active contract management approach, by embedding a focus on regular data/evidence informed discussions, and continuous improvement.

Performance management will be commensurate to the contract's complexity assessment, and performance will be monitored against the key deliverables identified in section 8 of this CMP.

This section should be updated as per the performance management requirements of your public authority's Contract Management Framework. For example:

Depending on the contract's complexity assessment, the Supplier will have a minimum of [xxxxxx] performance review meetings each year. These meetings provide an opportunity to assess quality of the contract deliverables (continuous improvement and value-for-money), and compliance with contractual requirements. They can facilitate early identification of risk, and therefore risk management and treatments by both the Supplier and Contract Manager.



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11.3 Performance Escalation

This section should be updated as per the performance management requirements of your public authority's Contract Management Framework. For example:

Where performance concerns are identified, the following approach will be implemented (as appropriate) to address the concerns. However, at any point in time, should the contract manager identify a significant risk, this should be escalated to *the [insert relevant person, e.g. Business Unit Manager, Contract Owner etc]* for advice and support in determining an appropriate risk management approach.

Step		Stakeholders involved
1	Meet to discuss concerns (data/evidence informed discussions)	Public authority contract manager Supplier's contract manager
2	Implement corrective / improvement plans, including timeframes	Public authority contract manager
3	Advise <i>[business unit manager / Head of Procurement]</i> of performance concerns and the improvement plan	Public authority contract manager
4	If performance has not improved by milestone date, escalate performance concern to <i>[relevant senior officer, e.g. business unit manager / Contract Owner, Head of Procurement]</i> , and within the supplier's organisation	Public authority contract manager Relevant public authority senior officer(s) Supplier's contract manager Relevant supplier senior officer(s)
5	If performance still has not improved, consider mechanisms available under the contract (i.e. abatements, withholding payments, etc)	Public authority contract manager Relevant public authority senior officer(s)
6	Exercise contract dispute or termination mechanisms (all efforts should be made to address performance concerns in collaboration with the supplier before these mechanisms are invoked – refer to section 12 of this CMP)	Public authority contract manager Relevant public authority senior officer(s)

11.4 Risk Management

Risk management is closely aligned to the contract's complexity assessment, and to performance management. The contract manager is responsible for managing and identifying risks during the contract.

The contract manager must ensure systems are in place to monitor emerging risks so that appropriate actions can be taken to mediate before they impact the outcomes of the contract.

A number of general contractual risks that have been identified will be controlled and treated as described in the attached **Risk Treatment Plan** (Attachment 1).

The contractual risks and associated treatments are to be reviewed regularly *[insert risk review schedule]*, and updated if required.

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Further advice regarding contractual risks and risk management is available from *[the public authority's Risk Management Unit]*.

12 Dispute Resolution and Termination

12.1 Dispute Resolution

The best form of dispute resolution is to develop effective working relationships with the supplier to ensure that any issues or risks that arise do not progress to a formal dispute. Where issues do arise, every effort will be made to resolve any dispute with the supplier quickly and equitably. Any dispute which cannot be resolved by the contract manager and supplier's manager will be escalated within both organisations to attempt to resolve the dispute.

This contract has formal dispute resolution clauses *[insert relevant clause]* which will be instigated when the informal process does not adequately resolve a dispute.

Regardless of the existence of a dispute, both the Supplier and the *[public authority]* will continue to perform their obligations under the Contract.

12.2 Termination

If the supplier breaches the contract and fails to remedy the breach as required by the contract, then the *[public authority]* may initiate actions to terminate the contract under *[insert relevant termination clause]*. Termination should be viewed as the last option available to the *[public authority]*.

If termination is recommended, the contract manager will present a report to the contract owner (or other person that may have authority to authorise termination action). This report should contain:

- the necessary details of why termination is necessary;
- an outline of the measures made to resolve the dispute and prevent termination;
- the termination process, including a timeline and a program;
- any potential damages that will be claimed by the Supplier and the justification for this claim;
- alternative Suppliers available to deliver the contract outcomes until another contract can be awarded (if appropriate);
- a timeframe to undertake a new procurement process and award a new contract (if appropriate);
- the estimated costs for termination and awarding a new contract; and
- the risks to the *[public authority]* of the termination and new contract formation process (i.e. security of supply).

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Once approval is received from the appropriate delegate *[likely to be the [public authority's] Chief Executive, but this will depend on the internal Contract Management Framework, and Procurement, Financial and Contracting delegations]*, and noted by any other relevant internal stakeholders *[such as Director, Central Procurement Unit, Director of relevant business units, etc]*, the contract will be terminated in line with Termination clause in the Contract *[insert reference]*.

The Contract Manager will be responsible for managing the contract closure and contract transition process (if necessary) upon termination of the contract (refer to relevant Contract Management Framework policies and processes for guidance on the transition process).

13 Contract Reviews

As a *[transactional / routine / complex / strategic]* contract, a Contract Management Report ('Contract Review') is required to be submitted *[insert contract review requirements as per the Contract Management Framework – i.e. quarterly / biannual / annual reports to the contract owner / PGC / CE / etc]*. The contract manager will be responsible for preparing this report, which will be endorsed by *[insert relevant senior officer]*.

Contract Management Reports will detail:

- the current performance of the supplier (supported by evidence/data);
- the spend under the current contract;
- any current risks/performance concerns;
- the proposed improvement / corrective plans that will be implemented; and
- recommendations regarding the ongoing need for this *[good or service]*.

14 Contract Finalisation

The current contract expires on *[insert expiry date]*.

14.1 Contract Transition

The supplier is required to participate in contract transition as per *[insert relevant Transition Clause] (delete this section if not relevant)*.

14.2 Contract Review

Upon expiry of the contract, a Contract Closure Report is required to be completed and reported in line with the *[public authority's]* Procurement and Contract Management reporting requirements *[for example, Contract Closure Reports for all complex and strategic contract must be progressed to the [public authority's] Procurement Governance Committee within 90 days of the expiry of the contract]*.

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The Contract Closure Report will detail:

- effectiveness of deliverables;
- the extent to which performance outcomes were achieved (overall performance of the supplier). This should be supported by evidence/data;
- the total spend under the current contract and whether the contract achieved value for money;
- consideration of whether any unexpected benefits were achieved;
- any issues or risks identified during the contract, the effectiveness of the performance/risk management strategies implemented, and how these can be avoided or mitigated in future;
- recommendations regarding the re-engagement of the supplier (for the delivery of this *[good or service]* or for another good or service);
- recommendations regarding the ongoing need for this *[good or service]*;
- a review of contract management process effectiveness; and
- detail lessons learned.

The contract manager will refer to the following documents guidance on contract finalisation *[update list as required]*:

- *[public authority's]*
 - *Contract Closure guidelines*
 - *Transition guidelines*
 - *Templates*
 - *Reporting schedules*
- *Procurement Services SA*
 - *Contract Management General Guideline*
 - *Contract Closure Guideline*
 - *Disposal Guideline*

15 Summary of Key Activities and Dates

This section should provide a summary of key activities and dates to allow the Contract Manager to populate a calendar to ensure key activities are undertaken by the required timeframes. Some example activities are included in the table below.

Description	Date	Responsibility
<i>Assess Contract complexity</i>		<i>Contract Manager</i>
<i>Complete Contract Management Plan</i>		<i>Contract Manager</i>
<i>Submission of annual budget</i>		<i>Supplier's Manager</i>
<i>Submission of quarterly data</i>		<i>Supplier's Manager</i>
<i>Quarterly data analysis</i>		<i>Contract Manager</i>



CONTRACT MANAGEMENT PLAN TEMPLATE

Quarterly invoice payments		Contract Manager / [public authority] finance unit
1 st Performance Review meeting		Contract Manager Supplier Manager
Submit Contract Management Report to Procurement Governance Committee		Contract Manager
Submission of quarterly data		Supplier's Manager
Quarterly data analysis		Contract Manager
Quarterly invoice payments		Contract Manager / [public authority] finance unit
2 nd Performance Review meeting		Contract Manager Supplier Manager
Submit Contract Management Report to Procurement Governance Committee		Contract Manager

16 Public Authority Additional Requirements or Information

This section can be used to detail any additional requirements or information that has not been already been addressed in the document. Delete if not required.

17 Sign-off

Contract Manager Sign-off:

I, as Contract Manager, will ensure that relevant legislation, policies and organisational requirements relating to contract management are adhered to.

Signed: _____ Name: _____

Date: _____ Position: _____

Business Unit: _____

Comments: _____

Contract Management Plan Approval:

I, as Contract Owner, approve this Contract Management Plan, and the contract management strategies identified within this Plan.

Signed: _____ Name: _____

Date: _____ Position: _____

Business Unit: _____

Comments: _____



CONTRACT MANAGEMENT PLAN TEMPLATE

18 Attachments

Attachment 1 Risk Treatment Plan	Yes ☐ No ☐ N/A ☐
Attachment 2	<i>List and number each attachment, as required.</i>

ATTACHMENT 1 – EXAMPLE RISK TREATMENT PLAN

Context: Insert summary of need / desired contract outcome [i.e. copy introduction statement from CMP section 2]					Overall Risk		Likelihood (L)		Consequence (C)		Level of Risk (R)											
					Inherent																	
					Controlled																	
					Treated																	
The following is a list of contract related risks. It includes risks specific to this contract, specific to the Public Authority and related to the Service sector.					The consequences if the causes are realised.					Controls that are either implemented or to be implemented (at the appropriate time) preventing the risk occurring e.g. policies, procedures, guidelines, steering committees, project committees etc.					Treatments listed are the anticipated future actions that will lower the likelihood of the risk occurring, or the consequence if the risk did occur (e.g. based on project review, planning, management actions etc.							
RISK CATEGORY/RISK NAME					DESCRIPTION OF CONSEQUENCES					CURRENT CONTROLS					TREATMENTS							
Inherent Risk		L	C	R						Residual Risk		L	C	R	Future							
1. Briefing details to Minister's Office change or are not updated.		1	4	M	• Embarrassment for Minister. • Surprises for Minister. • Complaints from Sector / Industry / Community. • Embarrassment for the public authority.					• BU to keep CE's office, Communications Unit and Minister's office updated on the status of funded services. • BU provides information for PBNs & Estimates Briefing when required.					1	2	L	Reduce the Risk by: • Keeping focus on any changes or issues that will require an update. Responsibility / Accountability: • Contract Manager. • BU Manager. • Chief Executive.				
2. Change in government policy/ political demands.		3	2	M	• Complaints from Sector / Industry / Community. • Impact on public authority reputation. • Uncertain monitoring of performance. • Client/end-user dissatisfaction due to service disruption.					• Adherence to Communications policies/procedures. • Robust contract management and administration process including regular meetings to manage any potential contract impact.					3	2	M	Accept and manage the risk by: • Keeping focus on any changes or issues that impact Sector Responsibility / Accountability: • Contract Manager. • BU Manager.				

ATTACHMENT 1 – EXAMPLE RISK TREATMENT PLAN

3. Public sensitivity and/or a high level of media scrutiny.	4	4	H	- Embarrassment for Minister. - Surprises for Minister. - Adverse publicity for both supplier and the public authority.	- Adherence to Communications policies/procedures. - Robust contract management and administration process including verification of processes for management of high-risk issues/incidents and media involvement.	4	2	M	Reduce the risk: - Being prepared for the need to respond to media / minister etc –contract manager to ensure they are on top of all issues occurring. - Consistent and regular monitoring and reporting of known issues. - Regular contact with supplier. - Prioritise issue without delay depending on the risk involved. Responsibility / Accountability: - Contract Manager. - BU Manager.
4. Contracting Risks not assessed thoroughly and correctly, and then residual risks not managed.	1	4	M	- Major issues arise between supplier and public authority before, during and after contract delivery with implications on funding, requirements, performance, disputes etc. - Breaches – policy, audit findings, legal.	BU ensures Risk Treatment Plan is completed, kept up-to-date, and referenced in the CMP.	1	1	L	Avoid the risk by: - The completion of this plan and references in CMP. - Level of residual risk kept to lowest level possible. Responsibility: - Procurement Unit. Accountability: - Contract Manager. - BU Manager.
5. Insurances not current or have the required cover when contract period commence.	1	5	M	- No public liability cover if incident occurs. - No Workcover for workers injuries - Financial liability for the supplier and public authority.	- CPU responsible to request, receive, check, register and file insurance policies during tender process, and append to the contract agreement/s. - BU to review insurance for currency at regular intervals.	1	1	nil	Risk unacceptable & avoided by: - Required insurance is a mandatory criteria in tender evaluation. - Insurances are appended in the contract prior signing. Responsibility: - Procurement Unit. Accountability: - Contract Manager.
6. Lack of probity, unethical behavior; fraud.	2	4	M	- Breaches – policy, audit findings, legal. - Financial liability for the supplier and public authority. - Commitment to Govt compromised.	- Adherence to policies/procedures relating to Probity, Finance, and Procurement. - Robust contract management and administration process including regular meetings to manage any potential service impact.	1	3	L	Reduce the risk by: - Apply public authority processes. - Consistent and regular meetings, periodic assessment and reporting. - Address financial and performance issues with the supplier immediately. Responsibility: - Procurement Unit. - Finance Unit. Accountability: - Contract Manager.

ATTACHMENT 1 – EXAMPLE RISK TREATMENT PLAN

7. Contract management plan not completed prior to contract commencement.	1	3	L	- Critical or risk matters may not be addressed. - Breach of policy. - Tasks, Procedures, Reporting requirements overlooked in service delivery.	- Contract manager working on the CMP as per the framework and templates. - The Contract Risk Treatment Plan is to be an appendix to the CMP. - Procurement Unit will implement contract management planning as per procurement planning process, and undertake contract handover process.	1	2	L	- BU Manager. Avoid the risk by: - Implementing Procurement Planning process. - Completing the CMP prior to Contract execution. Responsibility: - Contract Manager. Accountability: - Sourcing Lead. - Procurement Unit Manager.
8. Dedicated Contract Manager not assigned.	2	4	M	- Breach of contract. - Impact on clients/end-users/community. - Commitment to Govt compromised.	- Contract variation process undertaken. - Implications on stakeholders assessed. - Any impact on whole-of-life assessed.	2	3	M	Manage the risk by: - Ensuring resources are adequately allocated to assign a dedicated Contract Manager. Responsibility / Accountability: - Contract Owner.
9. Contract is poorly managed.	3	3	M	- Breach of contract. - Ineffective service delivery. - Adverse publicity for both the supplier and the public authority - Impact on clients. - Commitment to Govt compromised.	- Contract complexity is regularly reassessed. - Apply best contract management principles to align public authority's Contract Management Framework. - Ensure experienced contract manager manages the contract. - Regular contract management meetings.	2	2	L	Reduce the risk by: - Apply public authority processes for workforce management and staff development (including mandatory training requirements). - Succession planning and workforce management to encompass transitions and handover processes - Ensure public authority Contract Management Framework is maintained and implemented. Responsibility / Accountability: - Contract Owner. - Contract Manager.
10. Changes to the scope/specifications due to further refinements in needs identification.	3	3	M	- Ineffective delivery of outcomes. - Adverse publicity for both supplier and the public authority. - Impact on clients/end-users.	- Regular meetings with subject matter experts/internal stakeholders and industry/community stakeholders. - Up to date communications plan.	3	2	M	Reduce the risk: - Briefing subject matter experts/internal stakeholders on supplier performance and feedback. - Working collaboratively within public authority and the industry on needs identification and market analysis. Responsibility / Accountability: - Contract Manager. - BU Manager. - Public authority Senior Management. - Subject Matter Experts.

ATTACHMENT 1 – EXAMPLE RISK TREATMENT PLAN

11. Supplier does not uphold its obligations across the contract: - Lack of capacity or capability of individual suppliers. - Complacency in long term supplier relationships. - Non-performance of supplier (e.g. KPIs not met/outcomes not achieved). - Inappropriately qualified or inadequate personnel. - Services ineffective or difficult to access.	2	4	M	- Breach of contract. - Ineffective delivery of contract outcomes. - Adverse publicity for both supplier and public authority. - Impact on clients/end-user. - Commitment to Govt compromised.	- Apply best contract management principles to align with public authority Contract Management Framework. - Ensure experienced contract manager appointed to manage the contract. - Regular contract management meetings.	2	3	M	Reduce the risk by: - Apply public authority processes. - Apply workforce management and staff development (including mandatory training requirements). - Succession planning and workforce management to encompass transitions and handover processes - Consistent and regular monitoring and reporting. - Robust performance management of KPIs through regular meetings, periodic assessment and reporting. - Address poor performance indicators with the supplier immediately. Responsibility / Accountability: - Contract Manager. - BU Manager.
12. Conflict among stakeholders.	2	2	L	- Client/end-user disruption and complaints. - Blockages in client/end-user outcomes.	- Regular meetings with stakeholders to ensure principles of collaboration are applied. - Escalation of stakeholder conflicts requiring public authority intervention.	2	1	L	Reduce the risk: - Consistent and regular monitoring and reporting of known issues. - Address the problem as priority without delay depending on the risk involved. Responsibility / Accountability: - Contract Manager. - BU Manager. - Senior Officers within public authority (subject matter experts).
13. Contract transition processes not followed.	3	3	M	- Supplier dissatisfaction. - Impact on public authority reputation. - Uncertain monitoring of supplier performance. - Client dissatisfaction due to service disruption.	Robust contract management and administration process including regular meetings and targeted discussions relating to contract transition.	2	2	L	Reduce the risk by: - Apply public authority processes. - Engage in Transition Planning with suppliers in advance of contract closure. Responsibility / Accountability: - Contract Manager. - BU Manager.
14. Disputes occur between supplier and public authority that impact service delivery.	3	3	M	- Time delays to critical milestones. - Quality of service less than expected. - Impact on clients/end-user. - Terminate contract.	- Performance guidelines and rating are documented, and clear transition processes outlined with suppliers. - Negotiate as required with the supplier.	1	1	L	Reduce the risk by: - Apply public authority processes. - Consistent and regular monitoring and reporting.

ATTACHMENT 1 – EXAMPLE RISK TREATMENT PLAN

									• Robust performance management of KPIs through regular meetings, periodic assessment and reporting. • Address poor performance indicators with the supplier immediately. Responsibility / Accountability: • Contract Manager. • BU Manager.
15. Turnover of contract management staff & loss of corporate knowledge relating to contract.	2	3	M	• Loss of key skills, contract-specific knowledge and experience depart with the people who hold them. • Reduction of performance due to inaccuracy of historical information.	• Regular updates to CMP and performance monitoring documents. • Engage in team practice discussions to share knowledge across the BU.	1	2	L	Reduce the risk by: • Succession planning and workforce management to encompass transitions/handover processes. • Regular capability assessments. • Regular professional development training opportunities. • Maintenance of internal reporting and records documents with critical performance and contextual data. Responsibility / Accountability: • Procurement Unit Manager. • Contract Manager. • BU Manager.
16. Lack of properly maintained records.	3	3	M	• Loss of time and resources. • breaches of confidentiality. • reputational damage. • legal action. • Loss of valuable information. • compromised accountability and transparency. • Fraud.	• Adherence to internal policies/procedures Records Management. • Robust contract management and administration process including regular meetings and targeted discussions relating to records management.	2	2	L	Manage the risk by: • Apply public authority processes. • Engage in Transition Planning with suppliers in advance of contract transitions. • Maintain strong relationship with records management and data system stakeholders. Responsibility / Accountability: • Contract Manager. • BU Manager. • Public authority Policy team.