

## CIPFA Procurement Network

### The Culture and Behaviour of Successful Contract Management - (Day 3)

[Part of the New Procurement Act 2023 Support - Are you ready?](#)

Zoom Webinar – **30 April 2025**

#### **Purpose**

CIPFA Procurement Network invites you to attend the third and final event in the new three-part series of events, to support public bodies get to grips with contract management obligations under the Procurement Act 2023.

In this event, we will explore organisational culture and behaviours and how this impacts contract management. Contract management plays a crucial role in successful supplier relationships. The behaviours of contract managers are a key aspect of effective contract management, and this is directly driven by organisational culture.

This new series of one-day webinars have been specially developed to provide an in-depth and practical insight into the theory and application of what organisations need to do as part of post award contract management. The series will be delivered over three days, each covering a distinct area, as follows:

- Day 1 - When Contract Management met the Procurement Act 2023 (**Available for Tailored Dates**)
- Day 2 - The Contract Management Best Practice Framework of Activities, Processes and Controls (**Available for Tailored Dates**).
- Day 3 - The culture and behaviour of successful contract management (30 April 2025)

You are welcome to attend an individual or the full series of events. The events can also be tailored for your authority.

#### **Learning Outcomes**

The event will offer you an opportunity to understand:

- Understand how organisational culture plays a critical role in the effectiveness of contract management.
- How culture can support transparent negotiations, effective terms, and adherence to legal and regulatory requirements.
- Why open dialogue and teamwork in key to contract management
- How you can create a 'Risk-Aware Culture' through Contract management.
- Practical steps to ensure common understanding and shared commitments.

#### **Who Will Benefit?**

This series of events is designed for public sector contract managers and those involved in managing suppliers. It is particularly aimed at new entrants to the profession, as well as experienced practitioners who need to refresh their knowledge. It will also support those whose role is reliant on successful contract management including procurement staff or project managers.

## Programme

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09:30 – 9.35	<b>Welcome and Introductions</b>
09:35 - 11.00	<b>An organisation has culture</b> In this session, we explain the context and theory of organisational culture and the role it plays in our organisations. It will cover: <ul style="list-style-type: none"><li>▪ What is organisational culture</li><li>▪ The theory of organisational culture</li><li>▪ Why does culture matter</li><li>▪ How is culture linked to control and business objectives</li><li>▪ Beliefs and behaviour of individuals</li><li>▪ Can culture be taught and learnt?</li><li>▪ Sharing of beliefs, norms, values and rituals</li><li>▪ The beliefs system is the first lever of control</li></ul>
11.00 – 11.15	<b>Comfort Break</b>
11:15 – 12.30	<b>Culture and the control environment</b> In this session, we will look at how organisational culture fits within the control environment and contract management. <ul style="list-style-type: none"><li>▪ The control environment</li><li>▪ Integrity, ethical values and competence</li><li>▪ Management's philosophy and operating style</li><li>▪ Organisational structure &amp; culture</li><li>▪ Authority and responsibility</li><li>▪ Human resources policies and procedures</li><li>▪ Risk management</li></ul>
	<b>Case study exercise part 1</b>
12:30 – 13.15	<b>Lunch Break</b>
13:15 – 14.30	<b>Real life examples</b> <ul style="list-style-type: none"><li>▪ To understand how post award contract management is impacted by organisational culture, we will look at some case studies and explore what happened and dig into the underlying reasons why these contract managers behaved the way they did.</li></ul>
14:30 – 14.45	<b>Comfort Break</b>
14.45 – 15.55	<b>The contract management culture &amp; behaviors framework of good practice</b> The framework identifies ten key culture factors that contribute to the success and failure in contract management. The framework provides a tool to measure these cultural factors with the aim of implementing actions to facilitate improvements in behaviour over time. In this session we will cover: <ul style="list-style-type: none"><li>▪ Introduce the framework and its structure</li><li>▪ Outline the behaviours that organisations should consider when planning and delivering contract management</li><li>▪ The principal culture failure tendencies: transparency, acknowledgment, responsiveness and respect.</li></ul>
	<b>Case study exercise part 2</b>
15.55 – 16.00	<b>Discussion, questions &amp; close</b>

**CIPFA Sustainability Policy**

CIPFA is delivering all of our training courses, workshops and seminars in accordance with our sustainability strategy. We do not provide hardcopy course materials to delegates and these are now distributed by email in advance of the event. We are striving to reduce our carbon footprint in every way that we can, and we hope that we can count on your support.