Administration and Tools

Purpose

This guidance sets out the **minimum administrative standards and procedures** for managing medium and high-risk contracts within the Scottish public sector.

The purpose is to ensure that:

- Contract documentation is complete, accurate, and controlled
- Contract activity is properly recorded
- Contractual obligations are tracked and administered correctly
- Risks, changes, and issues are handled consistently
- Public sector accountability and transparency requirements are met

Scope

This guidance applies to:

- All **medium and high-risk contracts (Routes 2 and 3)**
- All staff undertaking **contract administration activities**, including:
  - Contract officers
  - Contract administrators
  - Contract managers where performing administrative functions

This guidance applies **post-award**, from contract signature to contract close-out.

Administrative Roles and Accountability

Open or close

Contract Administrator

Responsible for **day-to-day contract administration** and record-keeping.

Key administrative responsibilities include:

- Maintaining the contract file
- Recording performance, meetings, and decisions
- Tracking key dates and obligations
- Administering variations and extensions
- Supporting governance and audit requirements

Contract Owner

Accountable for:

- Approving key administrative outputs (e.g. variations, extensions)
- Ensuring appropriate administrative controls are in place

Contract File Management

Open or close

For medium and high-risk contracts (Routes 2 and 3), a **complete contract file** should be maintained.

- Signed contract and schedules
- Procurement documentation (award decision, approvals)
- Contract variations and extensions
- Performance reports and Key Performance Indicators (KPIs)
- Governance meeting minutes
- Risk and issue logs
- Financial records and invoices
- Correspondence relating to material decisions

Files must be:

- Stored in approved systems
- Version controlled
- Accessible for FOI requests

Contract Mobilisation – Administrative Activities

Open or close

Upon contract award, the following administrative actions must be completed:

- Confirm contract start and end dates
- Record key contractual milestones and review points
- Set up meeting schedules
- Establish reporting templates
- Confirm named contacts for both parties
- Create contract risk and issue logs
- Ensure baseline Key Performance Indicators (KPIs) are documented

Meeting Administration

Open or close

For all formal contract meetings:

- Issue agenda in advance
- Record attendance
- Produce written minutes
- Log actions with owners and deadlines
- Retain records in the contract file

Performance Administration

Open or close

The contract administrator must:

- Collect performance reports from the supplier
- Record Key Performance Indicator (KPI) results against contractual requirements
- Maintain a performance log
- Highlight persistent under-performance for escalation
- Retain evidence supporting performance assessments

Risk and Issue Administration

Open or close

Risk Register

- Maintain a contract-specific risk register
- Record risk description, impact, likelihood, owner, and mitigation
- Update regularly and retain version history

Issue Log

- Record all material issues
- Track actions and resolution dates

Escalate unresolved or high-impact issues

More guidance on **Risk Management** can be found in Additional Resources

Change Control and Variations (Administrative Process)

Open or close

All changes must be administered formally.

The administrator must:

- Record all variation requests
- Ensure impact assessments are documented
- Confirm approvals in line with delegated authority
- Update contract documentation and registers
- Retain signed variation documentation

No informal or retrospective changes should be permitted.

For detailed guidance, please refer to the Variation/Extension/Amendments station.

Financial Administration

Open or close

Administrative controls must include:

- Recording contract values and limits
- Monitoring cumulative spend
- Checking invoices against contract terms
- Retaining evidence of approvals and payments
- Flagging potential overspend or irregularities

For high-risk contracts, financial tracking should be updated regularly.

Compliance, Transparency and Records Management

Open or close

Contract administration should support:

- Freedom of Information obligations
- Audit and assurance requirements
- Data protection and information governance standards

Records must be:

- Accurate
- Complete
- Timely
- Retrievable

Contract Extensions, Renewal and Expiry Administration

Open or close

The administrator should:

- Track contract end dates and notice periods

- Flag upcoming expiry or extension points early
- Ensure approvals are obtained before extensions
- Retain decisions and supporting rationale

For detailed guidance, please refer to the Variation/Extension/Amendments station.

Contract Close-Out and Exit Administration

Open or close

At contract end, the administrator must:

- Confirm completion of contractual obligations
- Ensure final payments are validated
- Retain handover and exit documentation
- Close and archive the contract file

For detailed guidance, please refer to the Dispute Resolution / Termination / Contract Exit station.

Alignment to Resource Planning

Open or close

Medium and high-risk (Route 2 and 3) contracts require:

- More frequent administrative activity
- Greater documentation and control
- Increased workload

These factors should be reflected in **resource planning and workload models**.

Checklist

Checklist

Contract Administration - Points to Consider

What you Need to Do	Points to Consider	Met?
Administration of the contract is important Contract administration is concerned with the mechanics of the relationship between the customer and provider. Its importance should not be underestimated. Clear administrative procedures ensure that all parties to the contract understand who does what, when and how.	The elements that need managing are likely to include: • Contract maintenance and change control • Notice periods, contract closure or termination • Charges and cost monitoring • Ordering procedures • Payment procedures • Budget procedures • Resource management and planning • Management reporting • Asset management	
Maintain the contract documentation. The contract will have to evolve to reflect changes in arrangements. Contract maintenance means keeping the documentation up to date and relevant to what is happening on the ground. Maintaining contract documentation is an important activity.	Establish procedures to keep contract documentation up-to-date (including how to store/archive documentation). Ensure all contract documents are consistent, and that all parties have the correct version.	

	Appropriate structures need to be in place with representatives from both customer and supplier management sides to review and authorise change requests.	
Changes must be controlled. Changes to services, procedures or contracts may have an effect on service delivery, performance, costs and on whether the contract represents value for money. The specification and administration of change control is an important area of contract administration.	Be careful that changes do not fall outside the scope of the original PCS advertisement and conflict with procurement regulations – seek advice if you are unsure. It is particularly important that additional demands on the supplier should be carefully controlled. Formal authorisation procedures will be required to ensure only those new requirements (that can be justified in business terms) are added to the service.	

Make sure management understands what is happening. Management reporting procedures ensure that information about contract problems reach those with power to act as soon as possible.	Requirements for service performance reports and management information should be built into the contract and confirmed at the tender stage. Where possible, you should make use of your Organisation's own management information and performance measurement systems. For many business managers a summary of the service they have received along with a note of exceptions is normally sufficient. Information requirements may change over the life of a contract.	

Blank rows are provided for your use e.g. to add additional checklist items.

A detailed **Contract Administration Checklist** document is available for you to download and use, the document can be found at the bottom of this page.

All templates and Tools available in the Route 3 CSM Station are available below:

Contract Administration Checklist

(file type: docx)

Business Case

(file type: docx)

Kraljic Matrix - Supply Positions Template

(file type: docx)

Resource Planning Tool

(file type: xlsx)

Kraljic Matrix Tool

(file type: xlsx)

RACI Matrix

(file type: xlsx)

Meeting Plan Example Template

(file type: xlsx)

Contract and Supplier Management Handover Checklist

(file type: docx)

Contract and Supplier Management Handover Document

(file type: docx)

Management Information Example

(file type: docx)

Performance Review Meeting Template

(file type: docx)

Performance Review Meeting Example Agenda

(file type: docx)

Contract Monitoring and Reporting Checklist

(file type: docx)

Additional Guidance when Reviewing a Care and Support Service

(file type: docx)

Additional KPI Guidance for Care and Support Services Contracts

(file type: docx)

CSM Scorecard Spreadsheet

(file type: xlsx)

Change Impact Assessment (CIA) Template

(file type: docx)

Contract Variation Request Form

(file type: xlsx)

Contract Variation Workflow Diagram

(file type: docx)

Lessons Learned Template

(file type: docx)

Lesson Learned Template - Populated Examples

(file type: docx)

Care and Support Services Lessons Learned

(file type: docx)