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CONSTRUCTION MANAGEMENT | CM-055

Construction Cash Flow and Payment Management

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Course content

Why Attend

Cash is the lifeblood of the construction industry. Contractors and subcontractors often finance work for weeks or months before being paid, and late or disputed payments can push otherwise profitable businesses into insolvency. Clients, too, need accurate cash flow forecasts to arrange funding and control expenditure.

This Construction Cash Flow and Payment Management training course explains how to forecast, manage and protect cash flow on construction projects. Participants learn about payment mechanisms in common contract forms, interim applications and valuations, payment notices and certification, retentions, advance payments and bonds, cash flow forecasting techniques, working capital management and the handling of payment disputes.

Course Methodology

• The course uses worked examples, spreadsheets and case studies based on real contract mechanisms. Participants prepare an interim application, assess a valuation, build a project cash flow forecast and analyse a payment dispute, comparing contractor and client perspectives throughout.

Course Objectives

• Explain the importance of cash flow in construction businesses

• Describe payment mechanisms in common construction contracts

• Prepare and assess interim payment applications and valuations

• Apply payment notice, certification and withholding procedures

• Manage retentions, advance payments, bonds and guarantees

• Forecast project and company cash flow accurately

Target Audience

• Quantity surveyors and commercial managers

• Finance managers in construction companies

• Project managers and project directors

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Course content

• Client cost managers and certifiers

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Course outline

Detailed course outline

Day-by-day outline for Construction Cash Flow and Payment Management.

Day 1 - Cash Flow in Construction

- 09:00-09:34 | Why construction businesses are vulnerable to cash problems
- 09:34-10:08 | Profit compared with cash and why both matter
- 10:08-10:42 | The payment chain from client to supply chain
- 10:42-11:00 | Impacts of late payment and insolvency
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Impacts of late payment and insolvency (continued)
- 11:46-12:20 | Payment legislation and fair payment practices in overview
- 12:20-12:53 | Key cash flow measures for projects and companies
- 12:53-14:00 | Exercise: analysing the cash position of a project

Day 2 - Payment Mechanisms and Valuations

- 09:00-09:34 | Lump sum, remeasurement and milestone payment
- 09:34-10:08 | Interim valuations and payment applications
- 10:08-10:42 | Valuing work in progress and materials on site
- 10:42-11:00 | Variations and claims in interim payments
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Variations and claims in interim payments (continued)
- 11:46-12:20 | Supporting documentation and evidence
- 12:20-12:53 | Assessing applications as a client or certifier
- 12:53-14:00 | Workshop: preparing and assessing an interim application

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Day 3 - Notices, Retentions and Securities

- 09:00-09:34 | Payment notices, pay less notices and timing
- 09:34-10:08 | Certification procedures and certifier duties
- 10:08-10:42 | Retention percentages, release and alternatives
- 10:42-11:00 | Advance payments and advance payment guarantees
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Advance payments and advance payment guarantees (continued)
- 11:46-12:20 | Performance bonds and parent company guarantees
- 12:20-12:53 | Set-off, withholding and deductions
- 12:53-14:00 | Exercise: applying payment notice procedures

Day 4 - Forecasting Cash Flow

- 09:00-10:00 | Building project cash flow forecasts
- 10:00-10:30 | S-curves and standard cash flow profiles
- 10:30-11:00 | Linking programme, cost and payment timing
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Company-level cash flow and funding requirements
- 12:00-12:30 | Scenario analysis for delays and disputes
- 12:30-13:00 | Monitoring actual cash against forecast
- 13:00-14:00 | Workshop: building a project cash flow forecast

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Day 5 - Improving Cash and Resolving Disputes

- 09:00-09:39 | Commercial practices that accelerate payment
- 09:39-10:18 | Managing supply chain payments fairly
- 10:18-10:57 | Escalating overdue payments effectively
- 10:57-11:00 | Suspension rights and their careful use
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Suspension rights and their careful use (continued)
- 12:06-12:44 | Adjudication and other routes for payment disputes
- 12:44-13:22 | Lessons from construction insolvencies
- 13:22-14:00 | Personal action plan for payment management

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Seminar dates

Available seminar dates

Live dates and pricing for Construction Cash Flow and Payment Management generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	London	Classroom	**€2,915**
11 - 15 January 2027	Barcelona	Classroom	**€2,275**
18 - 22 January 2027	Frankfurt	Classroom	**€2,175**
25 - 29 January 2027	Munich	Classroom	**€2,425**
8 - 12 February 2027	London	Classroom	**€2,915**
15 - 19 February 2027	Barcelona	Classroom	**€2,275**
22 - 26 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Construction Cash Flow and Payment Management generated from the course details page.

Date	Location	Format	Fee
1 - 5 February 2027	Paris	Classroom	**€2,810**
15 - 19 March 2027	London	Classroom	**€2,915**
22 - 26 March 2027	Barcelona	Classroom	**€2,275**
1 - 5 March 2027	Frankfurt	Classroom	**€2,175**
8 - 12 March 2027	Rome	Classroom	**€2,830**
26 - 30 April 2027	London	Classroom	**€2,915**
5 - 9 April 2027	Barcelona	Classroom	**€2,275**
12 - 16 April 2027	Frankfurt	Classroom	**€2,175**
19 - 23 April 2027	Vienna	Classroom	**€3,425**
3 - 7 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Construction Cash Flow and Payment Management generated from the course details page.

Date	Location	Format	Fee
10 - 14 May 2027	Barcelona	Classroom	**€2,275**
17 - 21 May 2027	Frankfurt	Classroom	**€2,175**
24 - 28 May 2027	Amsterdam	Classroom	**€3,215**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	London	Classroom	**€2,915**
26 - 30 July 2027	Barcelona	Classroom	**€2,275**
5 - 9 July 2027	Frankfurt	Classroom	**€2,175**
12 - 16 July 2027	Dubai	Classroom	**€2,845**

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Seminar dates

Available seminar dates

Live dates and pricing for Construction Cash Flow and Payment Management generated from the course details page.

Date	Location	Format	Fee
23 - 27 August 2027	London	Classroom	**€2,915**
2 - 6 August 2027	Barcelona	Classroom	**€2,275**
9 - 13 August 2027	Frankfurt	Classroom	**€2,175**
16 - 20 August 2027	Geneva	Classroom	**€3,315**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
11 - 15 October 2027	London	Classroom	**€2,915**
18 - 22 October 2027	Barcelona	Classroom	**€2,275**
25 - 29 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Construction Cash Flow and Payment Management generated from the course details page.

Date	Location	Format	Fee
4 - 8 October 2027	Kuala lumpur	Classroom	**€2,425**
15 - 19 November 2027	London	Classroom	**€2,915**
22 - 26 November 2027	Barcelona	Classroom	**€2,275**
1 - 5 November 2027	Frankfurt	Classroom	**€2,175**
8 - 12 November 2027	Madrid	Classroom	**€3,400**
27 - 31 December 2027	London	Classroom	**€2,915**
6 - 10 December 2027	Barcelona	Classroom	**€2,275**
13 - 17 December 2027	Frankfurt	Classroom	**€2,175**
20 - 24 December 2027	Munich	Classroom	**€2,425**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Construction Cash Flow and Payment Management generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**

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15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**