

# CONTRACT MANAGEMENT SURVEY

## Findings snapshot

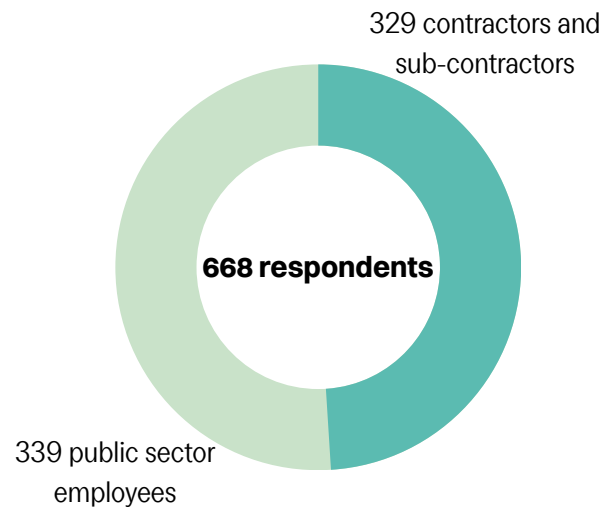
### About the survey

In late 2025, the Independent Commission Against Corruption (ICAC) commenced a project exploring corruption risks in South Australian public sector contract management.

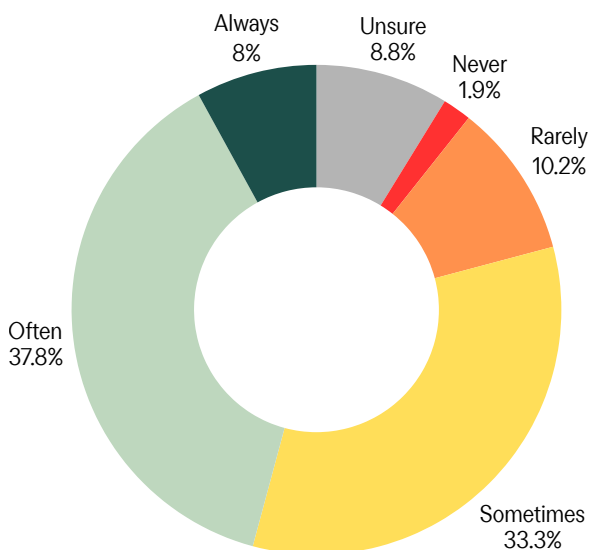
As part of this project, two surveys were issued from 13 November to 18 December 2025:

- for South Australian public sector employees with contract management responsibilities
- for contractors and subcontractors who provide goods, services and construction works for public sector agencies.

This document presents some of the surveys' key findings, with a full report to be issued later in 2026.



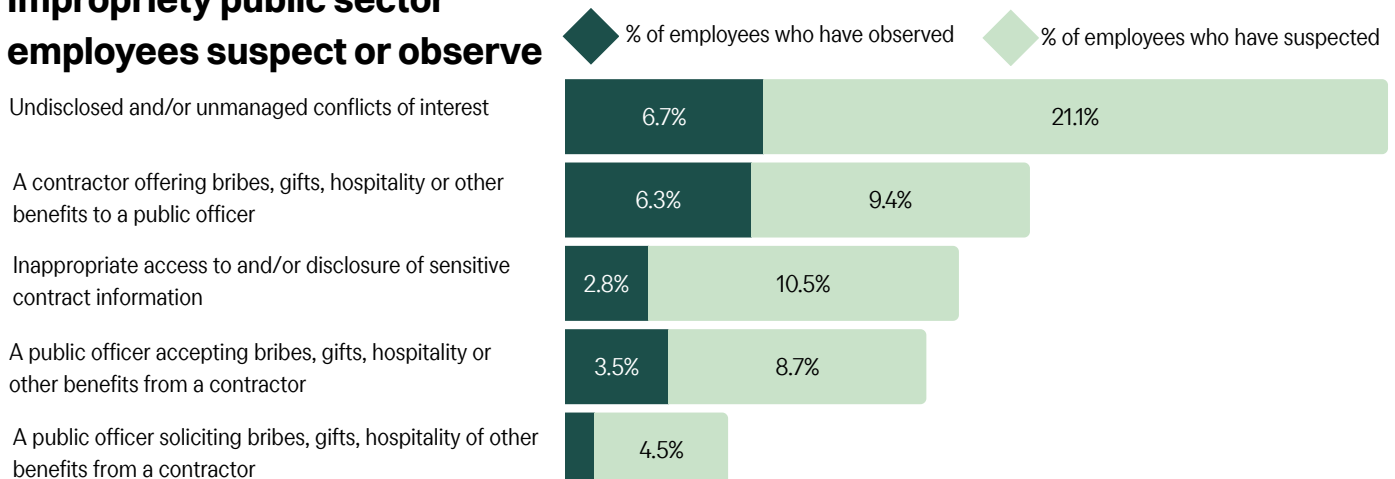
### Do public sector contracts provide value for money?



### Top corruption risks (perceived)




- 1 Undisclosed and/or unmanaged conflicts of interest
- 2 Certain subcontractors receiving favourable treatment
- 3 Contractor underperformance not addressed

### Impropriety public sector employees suspect or observe



## Reported misuse of contract variations or extensions

“...there is no oversight on the decision making process for contract variations/extensions”

-  Unnecessary work
-  Improperly avoiding a new procurement
-  Changing the original objectives of the contract

“Public servants often set project objectives and methodologies that change once work commences, largely due to an initial lack of clarity or knowledge about actual needs”

## Contractor underperformance (observed or suspected)

**38%** of respondents report underperformance not being addressed

**39%** of respondents report a contractor being reengaged despite underperformance

**21%** of contractors/subcontractors report contractors submit inflated invoices

More than a quarter of public sector employees report that invoices are paid to contractors without adequate scrutiny

## Corruption risks in subcontracting

Contractors and subcontractors suspect or observe:

