

POLICY		Responsible Department	Essential Services & Assets
		Original Adoption Date	New
		Current Adoption Date	28.05.2026
		Audit & Risk Committee Review	13.02.2026
		Date of Next Review	23.04.2028

CONTRACT MANAGEMENT	
Latest Review Changes	New Policy
Previous Council Reviews	N/A
Audit & Risk Committee Review	13.02.26

Applicable Legislation

Local Government Act 1999 (SA)
Public Contracts Act (Procurement) 2021 (SA)
Independent Commission Against Corruption (ICAC) Act 2012 (SA)
State Records Act 1997 (SA)
Freedom of Information Act 1991

Related Policies

Procurement Policy
Employee Code of Conduct
Risk Management
Financial Internal Control Policy
Register of Delegations Policy
Records Management Policy

Related Procedures

Procurement Process SOP

Reference Documents

Procurement SA Contract Management Guidelines

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1. PURPOSE

This policy is to provide clear guidelines for managing and administering contracts for goods and services purchased from suppliers and vendors in line with Section 49 (a1) of the *Local Government Act 1999* (SA). Effective and efficient management of contracts entered into by Roxby Council is essential in ensuring that the activities align with Council's objectives including but not limited to;

- Obtaining best value for money
- Engagement of contractors in a manner that is appropriate, safe, ethical, socially inclusive, whilst ensuring environmental responsibilities for the acquisition of goods and services.
- Ensuring probity, accountability and transparency in procurement operations
- Ensuring compliance with all applicable legislative requirements and meets Australian Standards.
- Minimising the risks associated with contracts, their management and any disputes that may arise.
- Achieving positive outcomes for Council and the wider Roxby Downs Community
- Holds parties to the contract to account
- Prevents misunderstandings in the contract scope

It is important to manage contracts consistently and actively throughout their life as per the terms of the contract.

2. SCOPE

This policy applies to all Roxby Council employees and any individuals carrying out duties on behalf of Council. It covers all contract activities associated with the acquisition of goods, services, and works. The policy should be read in conjunction with Council's Procurement Policy and Risk Management Policy and comes into effect at the conclusion of the procurement process, once a supplier has been selected. It remains applicable until all contractual obligations have been fulfilled.

The following types of contracts are exempt from this policy:

- Employment contracts
- Lease agreements covered by Council's Lease and Licences to Sporting and Community Organisations Policy
- Non-binding agreements
- Contracts entered into with Local or State Government organisations
- Non-procurement expenditure such as sponsorships, grants, funding arrangements, and donations

3. DEFINITIONS

TERM	DEFINITION
Contract	An agreement entered into by two parties that may create legally binding obligations
Contract Management Plan (CMP)	A Contract Management Plan (CMP) is a working document used by Contract Managers to outline how a contract will be managed, including key contacts and information, while providing a tool to monitor contract performance and manage associated risks until contract closure. All contracts that require the tendering process or any contract with a lifespan of greater than six months require a contract management plan to be prepared.
Contract Manager	Council's representative responsible for managing the contract and carrying out associated management activities in managing the contract performance.
Contract Owner	Council's representative responsible for ensuring that the contract activities align with Council's strategic interests.

Key Performance Indicators (KPIs)	A measure used to assess performance against pre-determined objectives and standards
Project Control Group (PCG)	Individuals or groups that are identified as having an interest in the contract activity, and who agree to meet with the Contract Manager to ensure the efficient management of the contract.
Variation	The need for a change in the contract, after it has been executed. It serves as a formal change to an aspect of the contract.

4. CONTRACT LIFE CYCLE

4.1. Pre-Contract Phase

The pre-contract phase is the phase prior to the execution of the contract. It involves key actions such as

- Contract risk and complexity assessment
- Formation of the contract team (including Contract Owner, Contract Manager and other key personnel as applicable)
- Drafting of the contract terms.
- Referral to Council's legal advisors (where applicable)
- Obtaining official approval for contract to proceed through the appropriate authority channels (eg, manager sign off, Executive Leadership sign off or Council meeting approval)

4.2. Execution Phase

This phase is where both parties negotiate any additional terms and conditions in the contract and a final copy of the contract is written up. The contract is then executed by the authorised representatives from each party signing off on the document. Once signed (also known as executed) the contract becomes a legally binding document that both parties must comply with and fulfil their obligations and any works can begin in line with the schedule.

4.3. Management Phase

This phase refers to the contract being active / in progress. Contract managers should be keeping in regular contact with the appointed contractors representative to ensure that performance is meeting the expectations of the contract, and that works are moving along according to schedule. This phase may include meetings with Contractors in addition to other key stakeholders to report on progress and discuss any issues as they arise throughout the active works being completed.

4.4. Contract Close Out

At the conclusion of the contract, the Contract Manager is responsible for ensuring that all contractual obligations have been met by the contractor and that there are no outstanding works or issues to be rectified. This phase of the contract management involves ensuring that all of Council's obligations to the contractor for payment are also completed. In this phase of the contract life, all documents are finalised and recorded against the contract in accordance with Council's records management policy. A close out meeting will be held to confirm that all items are finalised, this will usually include members of the PCG and the contractor's representatives. Close out meetings allow for both parties to formally close out the meeting and agree that all objectives of the contract have been met.

5. CONTRACT WRITING

Council has engaged the services of professional contract writers to provide templates for Contract Managers and Contract Owners to use in writing their contracts. Where expenditure on contracted works exceeds \$100,000 in a year, Council will refer the draft contract to its legal advisors to ensure that it meets all legal requirements.

6. VARIATIONS

Should a need for a variation to a contract arise, it must be appropriately documented in the daily report with justification as to why the variation is required. All variations must be approved by the appropriate authority with regard to the financial delegations applicable to the staff member.

Whilst contingency budgets may be available, variations should not exceed the budget amounts allocated to the contract. Any occurrences of budget implication as a result of a required variation, must be approved in line with the below table.

All variations should be assessed against the impact to initial timelines for the contract, value for money, efficacy and fairness, and impact to the community.

Variation approval authority as below

Variation Expenditure	Approval Required By
Up to \$15,000	Officer with appropriate financial delegation
\$15,001 to \$40,000	Officer with appropriate financial delegation
\$40,001 to \$200,000	Executive Leadership approval / Council meeting where appropriate

Where a variation exceeds \$200,000, the Contract Owner and Contract Manager must liaise with Executive Leadership to assess whether the contract should proceed in its current form and if an additional tender process is required under Council's Procurement Policy.

7. ROLES AND RESPONSIBILITIES

7.1. Contract Owner

Contract owners are responsible for ensuring that the contract aligns with Council's strategic objectives and ensuring that it achieves the desired outcomes in line with budget allocations and appropriate schedules. The Contract Owner for Council will be a member of the Executive Leadership Team and will have the delegated authority to approve expenditures over the life of the contract and variation/s if required.

7.2. Contract Manager

The Contract Manager is responsible for management of the contract, including but not limited to the daily objectives of the contract works. The Contract Manager will be the dedicated point of contact for the contractor's representative.

Contract managers are responsible for the management of the contract, and the contractor's representatives throughout the life of the contract, from negotiating terms and conditions through to the close out meetings. Within their role of Contract Manager, they are required to monitor the performance of the contract against agreed upon outcomes and are responsible for managing any risks that arise relating to the contract. The Contract Manager also acts as the direct liaison with the contractor and is responsible for building and maintaining relationships on behalf of council with not only the contractor, but also any stakeholders identified. It is the responsibility of all Contract Managers to ensure compliance with Council policies and procedures, with a focus on appropriate records management, including maintenance contract management plan.

Council will appoint a suitably skilled and qualified employee to manage relevant contract/s on Council's behalf.

7.3. Contract Administration

Where appropriate, the Contract Owner or Contract Manager may appoint an Administration Officer to assist with daily activities associated with managing a contract. This is to be at the discretion of the Manager/Supervisor for the area/business unit.

7.4. Stakeholder/s

Stakeholders are identified by the Contract Owner or Contract Manager as groups or individuals who have a shared interest in the contract works. Stakeholders may be invited to participate in Project Control Group (PCG) meetings, to provide valuable information and consideration to the contract and associated works

7.5. Subcontractors

Council recognises that due to location and challenges in acquiring skilled employees, that the use of subcontractors may be required. Where subcontractors are engaged by the contractor, they will be bound by the terms and conditions of the contract as if they were direct employees of the contractor. This includes adhering to workplace health and safety standards and directions provided by Council.

8. RISK MANAGEMENT

All Contract Owners and Contract Managers are responsible for ensuring that a risk assessment has been completed for the contract and that adequate controls have been put in place and considered. Risks and their controls or considerations should be recorded in the contract management plan and reviewed on a regular basis to ensure efficiency.

9. PERFORMANCE MANAGEMENT

It is the responsibility of the Contract Manager to routinely assess the contractor's performance against the standards that are set out in the contract document.

9.1. Key Performance Indicators

Key performance indicators are a set of standards that are prepared at the beginning of the procurement process that identify the performance standards Council requires of its contractors. Key performance indicators can be tailored to each contract by the Contract Owner, Contract Manager and Council's Executive Leadership to ensure that the contract performance is achievable and aligns with Council's strategic objectives.

9.2. Contract Management Plan

All contracts that require the tendering process or any contract with a lifespan of greater than six months require a contract management plan to be prepared. The contract management plan is the responsibility of the Contract Manager to prepare and ensure that the document remains updated as the contract progresses.

9.3. Weekly Log

Contract Managers are required to maintain a weekly log of contract activities, including any important conversations, decisions, directions, or other relevant matters that occur throughout the week. The weekly log is used to monitor contract activity and maintain an ongoing record of key contract-related matters. More frequent reporting may be required as directed by the Contract Owner or Executive Leadership Team, depending on the scope, complexity, or risk associated with the contract. Any exemptions from maintaining a weekly log associated with the contract are to be in writing from the Contract Owner and must have an alternative form of documentation in its place.

9.4. Contract Meetings

Contract Managers are responsible for organising regular meetings with the contractor to discuss the performance against the contract goods or services and provides an open channel of communication for both parties to raise any issues or concerns or to discuss any areas that may require a variation of the contract. Contract meetings should be held on either a monthly or quarterly basis with at least two representatives from the contractor's organisation where possible and two or more Council representatives. The requirements for meeting frequency and required attendees should be noted in the CMP. Meeting minutes are to be recorded and distributed to all attendees and stored in accordance with Council's Records Management Policy.

9.5. Project Control Group (PCG) Meetings

For all contracts that require a tender process to be completed in deciding the preferred supplier, the Contract Manager and Contract Owner are to form a project control group with stakeholders to oversee the progress of the contract. The Project Control Groups should meet following the contract meeting on the same frequency, and include Executive Leadership, finance representatives and any other stakeholder identified as having an interest in the performance of the contract.

9.6. Contractor Qualification

It is the responsibility of Contract Managers to ensure that the contractor and its employees meet all requirements to carry out works on behalf of Council. This includes ensuring that all insurances and licencing requirements are up to date before any works are commenced.

9.7. Contract Management Checklist

A checklist that has been developed to aid Contract Managers in ensuring they have a guide to carrying out the necessary tasks and duties for managing contracts. The checklist allows Contract Managers to track their progress throughout the life of the contract and ensures that the management of contracts is consistent across Council.

10. RECORDS MANAGEMENT

All documents relating to the contract, must be stored in Council's records management system in accordance with Council's Records Management Policy. Contract Managers are responsible for ensure that all documents are stored correctly and are responsible for preparing the appropriate reports.

10.1. Contract Register

Council maintains a Contract Register (refer Magiq Doc ID #95094) that records key information for all contracts entered into by the Council. The assigned Contract Manager is responsible for ensuring the register is accurately maintained and updated throughout the life of each contract.

11. DISPUTE RESOLUTION

Where a dispute arises within the contract, the process for resolving disputes should be followed as listed in the contract document.

Where appropriate to do so, Council's Executive Leadership may refer the dispute to Council's legal advisors.

12. PRIVACY AND CONFIDENTIALITY

All parties involved in the management and execution of contracts for Council are required to maintain confidentiality for any sensitive or proprietary information acquired during the life of the contract. This includes, but is not limited to, contractor's information including contact details for the contractor's representatives. financial information, and any other confidential material. Council employees must not disclose to any third party without prior written consent, except where required by law. Breaches of confidentiality may result in disciplinary action and legal consequences in accordance with applicable legislation.

13. PROFESSIONAL DEVELOPMENT

Council is committed to ensuring that employees engaged in Contract Management have the knowledge and skills to effectively carry out management activities. Where appropriate, Council will offer training and professional development opportunities to employees involved in managing contracts.

14. POLICY REVIEW

This Policy will be reviewed and evaluated by the Council every three years. Upon review, the Council will communicate the updated policy and associated procedure to all relevant persons.

15. AVAILABILITY OF THE POLICY

This Policy is available free of charge from Council's website: www.roxbydowns.sa.gov.au. Hard copies, for a fee, can be provided in accordance with Council's Fees and Charges Register at Council Office, 6 Richardson Place, Roxby Downs.

APPENDIX 1 – CONTRACT MANAGEMENT CHECKLIST

CHECKLIST		Department	Governance & Risk
		Approved Date	26.11.2025
Review Date26.11.2025			
Date of Next Review		26.11.2030	
MAGIQ DOC ID			
Skytrust Risk Assessment Number: N/A			

CONTRACT MANAGEMENT CHECKLIST

CONTRACT GOVERNANCE

This section of the checklist is designed to ensure that authority has been appropriately delegated for this contract, that relevant stakeholders have been engaged, and that contract management staff are acting within probity and ethical standards.

The below section should be used when developing the contract management plan to aid the Contract Manager in ensuring that the appropriate governance over the contract is in place.

Item	Description				
1.	Have all key personnel that will be involved in the contract been identified eg. Contract Owner, Contract Manager, Contractor's Representative, other stakeholders, Project Control Group Members (as applicable). *If Yes, document within the CMP.	Yes*	☐	No	☐
2.	Has the appropriate approval been sought to proceed with the contract, who was the approving authority and has this been documented?	Yes	☐	No	☐
3.	Has the RACI (Responsible, Accountable, Consulted, Informed) matrix been completed in the CMP?	Yes	☐	No	☐
4.	Has the accountable person for the contract outcomes been appropriately informed of their role and responsibility in relation to this contract?*	Yes	☐	No	☐
	*upload supporting documentation to Magiq.				
5.	Are all Council employees involved in the management of the contract activities aware of the Contract Management Policy, and any related procedures?	Yes	☐	No	☐
6.	Has the Conflict of Interest Declaration been completed by the Contract Manager and any other employees who work on the contract?	Yes	☐	No	☐
7.	Has the Contract Register been updated with the appropriate details of Contract Management Personnel, Contractor's Representatives and other key information?	Yes	☐	No	☐
8.	Have appropriate key performance indicators been identified for this contract, have these been communicated with the contractor?*	Yes	☐	No	☐
	*these should have been listed in the tender document, if they need modification based on schedules – provide an updated copy to the contractor.				
9.	Have the processes for reporting on the contract performance been established? (this can be the use of weekly log., cost tracker, meeting notes and collation of information for Annual Reporting.	Yes	☐	No	☐

10.	Have risks been identified (both strategic and safety) and are they recorded in the CMP? Have all controls been identified in relation to the risks?	Yes	☐	No	☐
11.	Has the Contract Manager ensured that the Contractor is qualified to carry out the contracted works? Copies of appropriate licenses, insurances and any other qualifications?	Yes	☐	No	☐

RECORDS MANAGEMENT

Item	Description				
1.	Has the Contract Manager emailed Records requesting appropriate Contract folder?*	Yes	☐	No	☐
	*if not – email records and request folder – include the list of people who will require access to the folders and what permissions they require (eg. Read only / uploading documents / editing documents)				
2.	Has the contract document been signed by the appropriate authority for both parties?	Yes	☐	No	☐
3.	Is the executed contract stored in Magiq – in the contract management folder?	Yes	☐	No	☐
4.	Ensure the Contract Management Plan has been completed and is up to date, if not update it with the relevant information.	Yes	☐	No	☐
5.	Has the contractor provided copies of all relevant documentation in relation to WHS – ensure required documentation recorded correctly in Magiq or Skytrust.	Yes	☐	No	☐
6.	Any correspondence regarding the contract or works associated with the contract is to be registered into Magiq – the last email in or out regarding a topic is sufficient.	Yes	☐	No	☐
7.	Is the Contract Reference Number and other key reference indicators recorded on all contract documentation?	Yes	☐	No	☐

FINANCIAL MANAGEMENT

Item	Description				
1.	Has the budget been finalised for the contracted works	Yes	☐	No	☐
2.	Was there any grant funding or sponsorships?	Yes	☐	No	☐
3.	Has a member of the finance team been notified regarding the contract and requested to allocate appropriate GL codes and cost tracker?	Yes	☐	No	☐
4.	Has Council used the supplier in the past? If new to Council, completely New Supplier form to enable payment of invoices	Yes	☐	No	☐
5.	Has the payment schedule been confirmed with the Contractor?	Yes	☐	No	☐
6.	When payments are to be approved, ensure that the approving officer has the appropriate delegation prior to committing to expenditure.	Yes	☐	No	☐
7.	Have financial milestones been scheduled to align with the key dates in the CMP? How will these be monitored ongoing throughout the contract?	Yes	☐	No	☐
8.	Have there been any discussions relating to variations or amendments, how do these align with budgets – have they been documented and received the necessary approvals?	Yes	☐	No	☐

OPERATIONAL MANAGEMENT

Item	Description				
1.	Have meeting/s been scheduled for the life of the contract?	Yes	☐	No	☐
2.	Are meetings being minuted appropriately?	Yes	☐	No	☐

3.	Have progress photos or reports been provided by the contractor? These are to be stored in Magiq.	Yes	☐	No	☐
4.	Has a daily report been created and updated consistently throughout the life of the contract? If not daily note the frequency and the reason for it.	Yes	☐	No	☐
5.	Is there a communications plan in place for any communication or consultation to the public.	Yes	☐	No	☐
6.	Has the process for monitoring the progress against the KPIs been defined, has this progress been recorded against the contract? What formats have been used?	Yes	☐	No	☐
7.	Has a project control group been established for the contract?	Yes	☐	No	☐
8.	Are progress updates routinely sent to Executive Leadership regarding the contract?	Yes	☐	No	☐
9.	Have subcontractors been engaged throughout the contract? Document who and why.	Yes	☐	No	☐
WHS SAFETY					
Item	Description				
1.	Has the contractor provided details of all staff carrying out work associated to the contract.	Yes	☐	No	☐
2.	Have all of the contractor's employees completed inductions?	Yes	☐	No	☐
3.	If the works being completed could be considered 'High Risk' ensure that Council has copies of the Safe Work Procedures and safety sheets for these tasks – ensure that if the work requires licences (eg. Electrical) that Council has copies of these licences.	Yes	☐	No	☐
4.	Have risk assessments been completed with relation to contracted work?	Yes	☐	No	☐
5.	Does the work require any additional risk planning, for example if crane access required, considerations for pedestrians and road users nearby. Ensure appropriate planning has been completed for tasks of this nature.	Yes	☐	No	☐
CONTRACT CLOSEOUT					
Item	Description				
1.	Have all works associated with the contract been completed? Ensure these are checked against the Scope of Works.	Yes	☐	No	☐
2.	Has a final meeting been scheduled and a record the minutes of this meeting in the contract folder?	Yes	☐	No	☐
3.	Have all payments to the contractor been finalised, are there any outstanding payments to be made?	Yes	☐	No	☐
4.	Is there documentation that states the warranty arrangements and how long these periods are for?	Yes	☐	No	☐
5.	Are there any ongoing operational requirements from this contract that need to be organised (for example cleaning / waste collections)	Yes	☐	No	☐
6.	Has the contractor provided a final report or completion certificate (where applicable)?	Yes	☐	No	☐
7.	Are all copies of as built drawings received and noted against the contract, ensure that these follow correct records procedures. Was contractor performance formally evaluated throughout the contract and recorded against the contract?	Yes	☐	No	☐
8.	Was contractor performance formally evaluated throughout the contract and recorded against the contract?	Yes	☐	No	☐

9.	Were there any notable improvements that could have been made to the contract or the processes used to monitor the contract? Ensure these are formally documented.	Yes	☐	No	☐
10.	Have any ongoing operational requirements been accounted for?	Yes	☐	No	☐
11.	Have all variations been completed and recorded against the contract? Ensure all documentation and approvals from Executive Leadership and PCG Groups are included.	Yes	☐	No	☐

REVIEWER:	Kelly Reid	DATE:	10.07.2025

APPENDIX 2 – ASSOCIATED DOCUMENTS

The below is a list of documents that may be used to manage the contract. These documents, where used, should all be stored in accordance with Council's Records Management Policy. Some documents are intended to be finalised before the start of the contracted works (for example the executed contract) whilst some are intended to be updated throughout the life of the contract (CMP and Daily Report)

- Executed (signed) Contract
- Contract Management Plan (CMP)
- Contract Register
- Risk Assessments
- Daily Report
- Meeting Minutes
- Communications Plan
- Probity Plan
- Close Out Plan
- Site Plans
- Progress Photos
- Correspondence and Communication relating to Contract
- Decision Making documents (as supported by Daily Reports)
- Contract Timeline with key dates
- Cost Tracker
- Budget allocation
- Variation supporting documents
- Work Order Spreadsheet

* *Where applicable some of this documentation may be included as a statement or section within the contract management plan.*