

SP103 PROCUREMENT POLICY AND PLAN 2025-26

OVERVIEW

Brisbane City Council's (Council) Procurement Policy and Plan 2025-26 (PPAP) is prepared in accordance with sections 190, 210 and 212 of the [City of Brisbane Regulation 2012 \(the Regulation\)](#).

APPLICABILITY

This PPAP applies to any procurement activity undertaken by Council.

APPROVING AUTHORITY

Council on 9 September 2025

POLICY OWNER

Chief Procurement Officer, Strategic Procurement, Corporate Services

RELATED INFORMATION

Brisbane Vision 2031 (Brisbane Vision)
Corporate Plan 2021-2022 to 2025-2026 (Corporate Plan)
CS1 Corporate Sustainability Policy
CS5 Carbon Neutral Policy
AP185 Complaints Management Policy
SP200 Sourcing and Disposal Procedures
SP400 Contract Management Procedure
AP200 Donations Policy
AP085 Intellectual Property Policy
AP174 Privacy Policy
Crime and Corruption Commission's Corruption in Focus guide
AP266 Fraud and Corruption Management Procedure
Zero Harm Policy
HRP040 Code of Conduct

REVIEW DATE

9 September 2026

A. Procurement Policy and Contract Manual

A.1 Policy and principles

A.1.1 Leaders in procurement practice

Council will strive towards a culture of continuous improvement in process, capability and performance. Council officers involved in procurement activities will display the following behaviours:

- (a) always ask 'is there a better way?' and stay up to date with emerging thought and practice
- (b) monitor the health and performance of the end to end procure-to-pay value stream including uplifting capability
- (c) strive to lower the cost to procure year on year without compromising value by enhancing the consistency, timeliness and quality of customer-centric process, systems and data; and
- (d) adopt a digital first mind-set.

A.1.2 Value for money

Achieving value for money is a key focus area for Council within the sound contracting principles. Council drives value through competition, supply market innovation, strategic management of spend categories and all phases of the contract lifecycle. Council's value for money (VFM) methodology usually involves deriving a VFM index by dividing the value score achieved (against weighted non-price attributes) by a comparative price, which weighs price and non-price factors equally. Alternative VFM methodologies may be used in consultation with Strategic Procurement (SP), Corporate Services (COS). Ultimately, selection is to be based on the most advantageous outcome for Council.

A.1.3 Open and effective competition

Council recognises that procurement processes can come at a cost to the businesses participating in them and balances these costs while ensuring effective competition for spend by using the framework of quotes, public tenders, exemptions and other provisions set out in section A.2.

A.1.4 The development of competitive local business and industry

Development of competitive business and industry is driven through Council's preference for local business and industry which is included in the framework for quotes, public tenders, exemptions and other provisions set out in section A.2.

A.1.5 Environmental protection

Environmental protection is achieved through the principles and objectives stated in section A.1.7.

A.1.6 Ethical behaviour and fair dealing

Council officers involved in procurement activities must:

- (a) comply with HRP040 Code of Conduct including the requirement to:
 - i. act with integrity and impartiality
 - ii. promote the public good
 - iii. be committed to the system of government; and
 - iv. act with accountability and transparency.
- (b) also ensure they:
 - i. facilitate the timely payment of correctly rendered supplier invoices; and
 - ii. actively manage contracts to monitor the delivery of obligations, and act on the failure of the suppliers to meet contractual obligations.

A.1.7 Sustainability

Council applies Sound Contracting Principles to its procurement and disposal activity. The following economic, environmental and social principles and objectives have been determined.

Economic principles:

- recognise dimensions beyond our border while concentrating on issues we can influence
- integrate long and short-term economic, environmental and community considerations
- leverage and protect Council's intellectual property
- VFM
- open and effective competition
- the development of competitive local business and industry.

Economic objectives:

- achieve VFM on a whole-of-life (including operation and disposal) basis, rather than just initial cost
- harvest \$30 million in savings from procurement activities and ensure cost to procure reduces year on year
- manage demand and supply to ensure that competitive markets and the availability of resources are sustained in the long term
- ensure probity and accountability in the procurement process
- 80% of Council's procurement spend will be sourced locally
- a weighting of 30% will be applied to reflect local benefits for procurement activities \$500,000 or more
- provide opportunities and make it easier for small business (up to 19 employees) to be a supplier to Council e.g. through improved payment terms
- Council supports the growth of the small business sector of Brisbane through Council's Small Business Friendly Brisbane initiative.

Environmental principles:

- invest in and build infrastructure that supports a low carbon Council and is resilient to climate change
- acquire products and services which have a low environmental impact including low or zero carbon emissions, and help prepare for and adapt to the impacts of climate change
- ensure procurement activities consider circular economy principles and avoid, reduce, reuse and recycle waste and recovery resources
- consider appropriate valuation, pricing and incentive mechanisms to reduce Council's carbon emissions, enhance and maintain biodiversity and conserve natural resources for current and future generations.

Environmental objectives:

- give purchase preference, where feasible, to reusable, recycled and environmentally friendly products and to products with a high level of product stewardship
- reduce resource consumption including energy and water use
- ensure suppliers and contractors are aware of and able to respond to their environmental responsibilities and Council's environmental objectives, and voluntary commitments
- assets are planned, designed and managed to reduce Council's carbon emissions and be operationally resilient, to mitigate risks, and withstand and recover from disruption and disasters
- take real and practical action to deliver a low-carbon and climate-resilient city for current and future residents of Brisbane.

Social principles:

- provide for broad public involvement on issues that affect the community
- ethical behaviour and fair dealing
- diversity and inclusion in the supply chain.

Social objectives:

- in the procurement process, ensure that Council's Zero Harm requirements are met, and achieve compliance through applying the Workplace Health and Safety Act 2011, Workplace Health and Safety Regulation 2011 and associated Codes of Practice
- suppliers remunerate their employees fairly
- suppliers are meeting industrial obligations
- maintain a social procurement program and increase social procurement spend – target of \$11 million
- ensure sourced products are accessible by all segments of the community
- a minimum of 10% of the total labour hours of construction projects with a contractual value of \$2 million and over are to be performed by apprentices, trainees or persons from a diverse background (including Aboriginal and Torres Strait Islander people), unless the contract is exempted by the Chief Procurement Officer
- support the intent of the Modern Slavery Act 2018 (Cth) to prevent and detect modern slavery in Council's supply chain
- ensure that Council uses its supply chain proactively to influence diversity and inclusion and build diverse supplier networks and to meet social outcomes

- advance opportunities for Aboriginal and Torres Strait Islander managed businesses (e.g. by removing barriers and strengthening and expanding commercial relationships) through Council's Aboriginal and Torres Strait Islander Procurement Enterprise Strategy
- Council will take all reasonable steps to ensure that contracted suppliers are required to comply with the requirements of the Human Rights Act 2019 (Qld) when they act or make decisions in their supply of goods and services.

A.1.8 Use of Council businesses and staff

Council's preference is to use its own capable, competent and committed employees in providing services. Council will continue to use its own employees where competitive levels of quality, service, efficiency, cost effectiveness and VFM can be demonstrated.

A.2 Contract Manual

A.2.1 Brisbane Vision and Corporate Plan Alignment

The Contract Manual is consistent with the [Brisbane Vision](#) and [Corporate Plan](#) and applies the five Sound Contracting Principles as set out in section 103(3) of the *City of Brisbane Act 2010*, while managing external spend appropriately and driving value through Council's supply chain.

A.2.2 Availability of budget

Funds must be available in the approved Council budget before tenders, proposals or quotes are sought, except:

- in the case of genuine emergency or hardship as determined by the Chief Procurement Officer
- where the strategy has been approved by Council resolution or via a Significant Contracting Plan (SCP)
- the lack of funding is disclosed in the publicly available documents and the strategy is approved by the Chief Executive Officer. Entering into any subsequent contract must not be approved without available funds.

A.2.3 Thresholds for tenders, proposals, quotes and expressions of interest

Except as provided for elsewhere in section A, Council will invite offers in accordance with the following thresholds. Regard must still be had to 'sound contracting principles' including that VFM is still to be demonstrated. For purchases reasonably estimated to be worth:

- less than \$10,000, price information is to be obtained from one or more suppliers. When seeking and/or evaluating quotes, preference will be applied to local suppliers
- \$10,000 or more and less than \$200,000, at least three written quotes are to be invited from suppliers who are considered able to meet the requirements. When seeking and/or evaluating quotes, preference will be applied to local suppliers
- \$200,000 or more and less than \$500,000, at least three written quotes will be sought, through Council's sourcing and procurement system, from suppliers who are considered able to meet the requirements. When seeking and/or evaluating quotes, preference will be applied to local suppliers
- \$500,000 or more, Council will publicly invite tenders, proposals or expressions of interest through Council's sourcing and procurement system. A local benefit weighting of 30% will be used in the VFM assessment.

'Worth' means the total amount (exclusive of GST) to be paid to the supplier for the goods, services or works for the full term including known options and/or optional periods. For contracts under which Council receives revenue, the thresholds above apply and 'worth' refers to the total amount to be paid to Council.

'Local' means (in descending order of preference):

- Brisbane Local Government Area (LGA)
- South East Queensland
- Queensland
- Australia

Where quotes are sought or evaluated from suppliers outside South East Queensland, the officer with the delegation relevant to the procurement, must be satisfied that such an approach reflects the most advantageous outcome for Council.

A.2.4 Exemption from tenders, proposals and quotes and expressions of interest

The circumstances identified in Appendix A are exempt from the general tender, proposal, quote and expression of interest requirements of section A.2.3.

A.2.5 Sole or select sourcing

Where section A.2.4 does not apply, supply of goods, services or works can be sought from one supplier (sole sourcing) or fewer suppliers than is required under section A.2.3 (select sourcing) where either:

- (a) it is in the public interest, or
- (b) there is a lack of available tenderers.

If there is a current procurement or disposal process in place, that process must be terminated prior to sole sourcing being implemented.

In undertaking the public interest test for this A.2.5, Council must be satisfied that sole sourcing or select sourcing (as the case may be) is appropriate, having regard to:

- (a) all the 'sound contracting principles', including open and effective competition, the development of competitive local business and industry and ethical behaviour and fair dealing; and
- (b) the risk of excluding suppliers in the circumstances is justified, including having regard to probity and accountability.

A.2.6 Shortlisting and negotiation

Council may shortlist suppliers during expression of interest, tender, proposal and quotation processes. Shortlisting can be based on any criterion or criteria but only in pursuit of the most advantageous outcome for Council. Negotiation can be undertaken with the most advantageous tenderer, a shortlist of tenderers or all tenderers. These negotiations may result in changes to Council requirements (stated in tender, proposal or quote documents) or the offers received. Probity requirements apply to all shortlisting and negotiations.

A.2.7 Acceptance of a tender, proposal or quote

Council officers are not obliged to accept the lowest priced (or any) tender, proposal, quote or expression of interest. Council officers will only select tenders, proposals, quotes or expressions of interest that are the most advantageous to Council.

A.2.8 Disposal of goods and acquisition or disposal of land

- (a) Council must dispose of goods (or other non-current assets excluding land) through the invitation of tenders, or sale by public auction, above the following values (exclusive of GST):
 - (ii) plant or equipment – \$5,000
 - (ii) any other type of non-current asset – \$10,000.
- (b) Individual goods (or other non-current assets excluding land) up to the value set out in section A.2.8(a) may be disposed of by approaches other than tender or public auction. Probity must be maintained and VFM achieved in these disposals.
- (c) The provisions in section A.2.8(a) do not apply to the disposal of goods (or other non-current assets excluding land) if:
 - (i) an alternative disposal approach is provided in the Contracting Plan
 - (ii) an SCP has been approved
 - (iii) the disposal is:
 - i. via a digital platform (resource exchange platform) following the principles of the circular economy; or
 - ii. it is in the public interest that they should not apply providing that the justification for this approach is recorded to the satisfaction of the appropriate decision-making delegate
 - (iv) the disposal was a donation under Council's [AP200 Donations Policy](#).

Acquisition of land by Council is not dealt with in this Contract Manual. Disposal of land including leasing is subject to the Default Contracting Procedures in Chapter 6 of the Regulation.

A.2.9 Engaging with industry to identify and implement innovation

Council encourages industry to identify and implement innovation through several channels including supplier relationship management, strategic partnering and industry led innovation. This can include alternative proposals, innovation challenges, problem statements, outcome-based tendering, use of technology to increase efficiency and ensuring that specifications are fit for purpose and free of non-essential requirements.

Strategic partnering focuses on a small group of suppliers that align closely with Council and have the potential to realise innovation. A supplier may only be designated as a strategic partner via a SCP. Council may enter into supply arrangements (or extend arrangements in terms of scope or duration) with strategic partners on a direct engagement basis. Submissions to enter into or extend an arrangement with a strategic partner must be in the public interest, provide value for Council and be approved in accordance with existing public interest sole sourcing delegations. All decisions to enter into or extend an arrangement with a strategic partner are to be reported monthly to Council.

Industry suppliers and businesses have the opportunity to submit proposals that solve Brisbane problems or contribute to the [Brisbane Vision](#) and demonstrate value to Brisbane. Council may directly engage with the proponent of the proposal for the good, service or innovation if, in Council's view, it is in the public interest (to be approved in accordance with existing public interest sole source delegations). This generally involves consideration of whether:

- the proposal contains intellectual property rights or elements, such that tendering for the requirement would be unfair or deprive the proponent of its innovation
- the outcome is considered to be fair to the supply market
- the proposal is considered to be advantageous for Brisbane
- the proposal supports the development of local business and industry
- VFM for Brisbane can be demonstrated or substantiated.

A.2.10 Corporate Procurement Arrangements

Corporate Procurement Arrangements (CPAs) may be established to drive value through leveraging of longer-term needs, securing supply and increasing purchasing efficiency. The method for operating each CPA is usually agreed by Council or its delegate when the CPA is established. SP may include this information in user packs which set the internal procedure for use of each CPA. SP may amend the operating method or user pack from time to time to reflect changes in supplier performance, strategy or business priorities. Suppliers may be added to a CPA where they have sustainable products, and the product is like for like. The product must, however, reduce emissions or contribute significantly to the circular economy. Related products or services to a CPA may be added if they become available during the lifecycle of the arrangement.

B. Contracting Plan

B.1.1 Consistency

This Contracting Plan is consistent with and supports the achievement of the strategic directions stated in Council's [Corporate Plan](#). The principles and strategies for performing the contracts within this plan are consistent with the Procurement Policy and Contract Manual, and other procurement procedures.

B.1.2 Types of contracts

Council has three types of contracts:

- commodities and services
- construction and operations
- information and communications technology.

B.1.3 The principles and strategies for performing the contracts

The principles for performing the contracts are set out in section A of this Procurement Policy and Plan. Strategies for undertaking the contracts include:

- (a) development of category plans for long-term strategy and implementation planning
- (b) sourcing and contract classification to inform where best to direct limited resources
- (c) annual sourcing plans to manage business needs and resources
- (d) a strategic sourcing process to engage Council stakeholders and the supply market
- (e) establishment of CPAs to leverage value
- (f) contract management
- (g) engaging with industry to identify and implement innovation.

B.1.4 Delegations

Delegations for contracts are considered as part of the two-step process set out in section 238 of *City of Brisbane Act 2010*. Recommendations to enter into contracts are approved in line with current delegation levels [Register of Delegations](#).

B.1.5 Market assessment for each type of contract

The market assessment for each type of contract is listed in Appendix B. Further market assessments are prepared as part of Council's spend category management processes and are also included in SCP's and other strategy approval documents.

B.1.6 Significant Contracts and Significant Contracting Plans (SCP)

Contracts that are expected to be significant are listed in Appendix B. A SCP will be prepared for sourcing activities where either:

- (a) the estimated contract expenditure is \$10 million or above
- (b) SP has assessed the contract as strategic using its sourcing classification
- (c) a supplier is to be designated as a strategic partner.

SCPs will be prepared for disposal activities where either:

- (a) the disposal is not in accordance with the approach identified in this Contracting Plan
- (b) the disposal has been identified by SP as high risk or high value.

Appendix A: General exemptions from Council's standard quotes, tenders and proposals process

Detailed below are the list of exemptions from tenders, proposals and quotes. Unless otherwise noted below, the use of any exemption must be endorsed by Council's Chief Procurement Officer prior to engaging with the supplier. The power to enter into contracts for the following exemptions is delegated to Council's Chief Executive Officer. Where the Chief Executive Officer has subdelegated any power to enter into contracts for the following exemptions, these are reflected in the [Register of Delegations](#). Members of the public may view these delegations at Council's public office.

Exemption name	Explanation, limitations, responsibilities and approvals
1. CPAs	<p>The general requirement to seek quotes and tenders from the broader market does not apply where either:</p> <ul style="list-style-type: none">a. Council has established a CPA and Council is using that CPAb. CPA suppliers are unable to supply and where value and appropriateness of process has been demonstrated to the satisfaction of the relevant Category Manager. <p>In relation to this exemption, where a CPA has already been established, endorsement by the Chief Procurement Officer is not required.</p>
2. A contract made because of genuine emergency or hardship, including the recovery phase	<p>In genuine emergencies (such as recovery following the 2022 severe weather event and 2025 ex-Tropical Cyclone Alfred), the necessity to act fast outweighs the additional benefit that may be driven through competitive processes. A genuine emergency (which may continue until risks to people, property or the environment have been adequately mitigated) is determined by the Chief Procurement Officer. This includes flood preparedness when an event is considered imminent along with the timely initiation of recovery from any natural disaster/emergency event for a time period to be specified by the Chief Procurement Officer.</p>
3. Marketplace is restricted by third-party ownership of Public Utility Plant (PUP) asset	<p>This exemption applies if the goods, services or works can only be supplied by a single supplier or a restricted group due to third-party ownership of a PUP asset, for example, Energex, Telstra or APA Group. Where possible, competitive quotes are to be obtained in line with the requirements of section A.2.3.</p>
4. Contracts or purchases made by another government entity, or another government-owned entity	<p>Where VFM outcomes can be obtained, this general exemption allows engagements:</p> <ul style="list-style-type: none">a. with another government entity or government owned entity. For example:<ul style="list-style-type: none">I. the Australian Government, the Queensland Government, or another local government; orII. an entity owned by the Australian Government, the Queensland Government, or another local government; orb. using contracts and arrangements established by another government entity, local authority or Local Buy as they have been sourced by reputable entities that apply appropriate principles and probity, and the arrangement can be expected to deliver reasonable VFM for Council.
5. Social Procurement (procurement from social enterprises, Aboriginal or Torres Strait Islander managed businesses,	<p>Social procurement involves generating positive social benefits or outcomes. This exemption will provide a framework to allow delegates to consider procurement directly from or restricted tender processes with social enterprises, Aboriginal or Torres Strait Islander managed businesses, community enterprises and registered charities in order to develop their capacity and capability. This exemption will apply to contracts meeting the public interest test which is to be applied using the following criteria. Submissions are</p>

Exemption name	Explanation, limitations, responsibilities and approvals
community enterprises and registered charities)	<p>to include and consider:</p> <ol style="list-style-type: none"> the basis upon which the organisation is considered to be a social enterprise, Aboriginal and Torres Strait Islander managed business, community enterprise or registered charity how the contract will develop capacity or capability of the social enterprise, Aboriginal or Torres Strait Islander managed businesses, community enterprise or registered charity or otherwise contribute to Council's procurement objectives, Brisbane Vision or Reconciliation Action Plan the commercial suppliers operating in the sector and whether they would be unduly prejudiced by the award of such a contract any other known organisations and whether it would be appropriate for those organisations to compete for the contract how quality of goods or services is to be ensured how reasonable VFM will be achieved by Council past performance of the supplier where a contract renewal or award of a similar contract is being considered.
6. Low value procurements	<p>Allows Council to better prioritise limited resources to higher value and strategic procurement activities. The value obtained from a significant number of frequently sourced, low value procurements is limited. This exemption allows for extension of contracts by variation, without a tender process.</p> <p>Conditions:</p> <ul style="list-style-type: none"> negotiations are to be undertaken as part of the contract extension process category/market analysis and benchmarking must be used to establish that VFM is still being obtained supplier performance must be to Council's customer satisfaction value improvement initiatives are in place the total contract term, inclusive of any extension periods, must not exceed 10 years the use of the exemption for any contract must not exceed \$500,000 in total the exemption applies only to 'routine contracts'.
7. A contract for purchase at public auction	Purchases via auction are inconsistent with quotation and tender approaches.
8. Information technology: solutions tendered – re-sellers and software developers	Allows Council to contract with a copyright holder where the solution is tendered by an authorised re-seller.
9. Extension of contracts while Council is at market	Allows Council to extend an existing contract by up to six months where the tender to replace the contract has commenced. Switching supply for such a short period is usually not cost effective or practical. Extension may be required where the tender process or negotiations have taken longer than expected.
10. Procurement needed for external bids	Allows Council to arrange subcontracts in order to bid for work being procured by parties external to Council and the work is not for Council or on any asset which Council owns.
11. Extension of Information Communications Technology (ICT) support and maintenance arrangements	Council's CPA and contracts for the provision of ICT software and hardware (ICT products) can often continue to meet business requirements beyond the originally envisioned term. This exemption provides a mechanism to approve purchasing of incremental licences as well as maintenance and support (which may include external hosting or subscription to existing solutions) for existing Council ICT products beyond the original term.
12. Professional services unsuitable for tendering	<p>Professional services unsuitable for tendering are as follows.</p> <ul style="list-style-type: none"> Barristers, expert witnesses – These services are needed for legal proceedings. Generally, barristers do not respond to tenders. Council's Group Executive and General Counsel, Governance and Legal Services or the Deputy General Counsel, City Legal, Governance and Legal Services (GaLS), reviews the Law Society website and makes a decision on which barrister to

Exemption name	Explanation, limitations, responsibilities and approvals
	<p>approach for the matter depending on their area of expertise. Expert witnesses are recommended by the barrister.</p> <ul style="list-style-type: none"> • Specialist advisors for land resumptions – Council considers that it is appropriate to engage independent experts in the field of land acquisitions to act as Council's delegate when taking the appearance of and hearing the grounds for objections to the taking of land by Council to demonstrate independence, transparency and natural justice within the statutory process. • Specialist advisors and expert witnesses for matters related to the Planning and Environment Court (Queensland), or the Development Tribunals (Queensland) where an appropriate expert is not available through an existing Council developed CPA, then an expert can be appointed by Council's Group Executive and General Counsel, Governance and Legal Services or the Deputy General Counsel, City Legal, Governance and Legal Services (GaLS). • Integrity Workplace Solutions Agencies (IWSA) – External integrity workplace solution agencies are needed to deliver sensitive, high-level and complex investigations in respect to the conduct of Council employees in the areas of alleged corrupt conduct, reportable misconduct, reportable loss and ICT forensics. The engagement of external agencies, on occasion, is also required to ensure investigations can be undertaken that protect the integrity of Council and can be delivered in a timely and professional manner to the standards outlined in the Crime and Corruption Commission's Corruption in Focus guide. These engagements are also unsuitable for tendering.
13. Councillor offices' expenditure	<p>For Councillor offices' expenditure, delegates:</p> <ul style="list-style-type: none"> • may preference local suppliers or may use Council's CPAs if they so desire; and • must be in accordance with the authorised ward budget guidelines.
14. Advisory board members	<p>Council has a wide range of advisory boards, panels and other bodies (boards) which provide input, advice and guidance into Council programs and projects to ensure that outcomes meet community needs and expectations and achieve Council's vision for Brisbane. Board members are usually industry or community representatives who are widely acknowledged leaders in their field and selected for their particular knowledge, experience or position. These requirements are not suited to tendering as the individual is usually approached directly, the rate of payment (if any) is commensurate with the individual's proposed contribution and knowledge, experience or position. In addition, the candidates sought may be unlikely to respond to traditional tender/recruitment processes.</p> <p>Principles:</p> <ul style="list-style-type: none"> • selection must be merit based, reflect the reasonable needs of the board established by Council and be free of any material conflicts of interest • fees paid to any member must be commensurate with the individual's proposed contribution and knowledge, experience or position • paid engagements must be reported to Council, in accordance with legislative requirements.
15. Marketplace is restricted by statement of licence or third-party ownership of an asset (excluding PUP)	<p>This exemption applies if the goods, services or works can only be supplied by a single supplier or a restricted group due to a statement of licence or third-party ownership of an asset.</p> <p>This exemption applies where there is technical alignment with existing infrastructure or existing enterprise platforms are established and continue to meet the organisation's needs, as well as deliver continuous high quality of service.</p> <p>Where possible, competitive quotes are to be obtained in line with the requirements of section A.2.3.</p>
16. Cultural heritage consultation and management services by Aboriginal and Torres Strait Islander parties or their third-party providers	<p>This exemption applies if the goods, services or works can only be supplied by a single supplier or a restricted group due to third-party rights under legislation, for example, an 'Aboriginal party' or 'Torres Strait Islander party' for an area containing Aboriginal or Torres Strait Islander cultural heritage under the <i>Aboriginal Cultural Heritage Act 2003</i> or <i>Torres Strait Islander Cultural Heritage Act 2003</i>.</p> <p>Where possible, competitive quotes are to be obtained in line with the requirements of section A.2.3.</p>

Appendix B: Market assessments, significant and other contracts

Procurements listed in this appendix are currently scheduled to occur in the 2025-26 financial year. This list is not exhaustive, and further projects may be undertaken subject to the availability of funding. Timing and values are indicative and subject to change. Potential tenderers are advised to check Council's supplier portal on a regular basis.

B.1 Construction and operations

Market assessment:

- IBISWorld indicates that heavy and civil engineering construction suppliers may see some downturn following the staged completion of several significant transport infrastructure projects in South-East Queensland, however activity will remain well above the long-term average.
- While high interest rates, inflationary pressures and pricing may constrain some public infrastructure and institutional building projects, there remains a substantial pipeline of renewable energy, infrastructure and resource projects required to support the Brisbane 2032 Olympic and Paralympic Games.
- Skilled specialist labour is expected to continue to experience upwards price pressure from supply constraints combined with strong demand which will increase with construction for the Brisbane 2032 Olympic and Paralympic Games ramping up over the next few years.

The market for construction materials is dominated by large vertically integrated suppliers, with industry growth heavily influenced by government spending and population increases. IBISWorld predicts that these sectors will continue solid growth over the next few years with upward pressure on prices.

Indicative procurement strategy and contact:

- Public tender, unless otherwise indicated in the table below.
- Manager, Category Management – Construction and Operations, SP, COS, 3403 9128, unless otherwise indicated in the table below.

For construction projects listed in the table, the value shown is a range of the estimated contract value of the procurement for which Council is scheduled to engage the market in 2025-26.

Contract activity scheduled to occur during the 2025-26 financial year and later:

Product category	Contract	Indicative Annual Spend	Expected Quarter at Market
Concrete drainage structures	Precast concrete products	\$1,800,000	Q1
Playgrounds	Outdoor activity equipment and associated services (significant)	\$7,000,000	Q1
Herbicide application	Herbicide application (significant)	\$3,311,000	Q1
Sand	Supply and delivery of pre-filled sandbags	\$700,000	Q1
Sand	Supply and delivery of sand (significant)	\$1,900,000	Q1
Heating, ventilation and air conditioning	Supply, installation and maintenance of heating, ventilation and air conditioning (HVAC) (significant)	\$2,000,000	Q1
Fire equipment	Servicing fixed and portable fire equipment	\$1,000,000	Q1
Parking meters	Parking meter spares and support	\$450,000	Q2

Core drilling and cutting service	Concrete and asphalt coring and cutting services	\$550,000	Q2
Building maintenance	Tiling and waterproofing	\$600,000	Q2
Roads and bridges, transport and civil works, drainage and waterways	Construction and rehabilitation of transport and drainage infrastructure (significant)	\$50,000,000	Q2
Buildings and facilities	Construction, restoration, maintenance and demolition of buildings and associated infrastructure (significant)	\$20,000,000	Q3
Roads and bridges, transport and civil works	Road resurfacing and rehabilitation (significant)	\$30,000,000	Q3
Concrete or asphalt grinding services	Displacement mitigation of concrete path	\$1,200,000	Q3
Elevator maintenance	Comprehensive lift maintenance	\$500,000	Q3
Landfill services	Construction waste disposal (significant)	\$7,640,000	Q4
Product category	Contract – Construction Projects	Indicative Contract Value Range	Expected Quarter at Market
Roads and bridges	Milton Road and Croydon Street intersection upgrade (significant)	\$10 million - \$30 million	Q1/Q2
Buildings and facilities	Chermside Aquatic Centre Redevelopment Project (significant)	\$50 million - \$70 million	Q2
Building and facilities	RiverStage Revitalisation Project (significant)	To be determined by tender process	Q2
Construction and maintenance of parks and related assets	Pallara District Sports Park (significant)	\$10 million - \$30 million	Q3

B.2 Commodities and services

Market assessment:

- Gas and electricity market rules are set by the Australian Energy Regulator and managed by the Australian Energy Market Operator (AEMO). The AEMO states that Australia's National Electricity Market is undergoing its largest transformation since formation, as approximately 20% of today's older coal and gas generation fleet are due to be retired by 2033. Concurrently, Australia's overall electricity demand is forecast to grow over the next 10 years. Reliability risks will be mitigated through planned investments in energy generation, transmission and storage. Roof top solar batteries and electric vehicles can be leveraged to further reduce reliability risks.
- The Queensland Government is extending the operating life of Callide B Power Station beyond 2028, for up to 3 years and for options to be developed to extend the life of the remainder of the state-owned coal generators. The Queensland Government also announced it intends to scrap the 80% 2035 renewable energy target, however, will maintain the Net Zero by 2050 goal in line with the federal policy.
- The east coast gas supply outlook for 2025 and 2026 has deteriorated despite an easing in gas prices in the second half of 2024, according to the Australian Competition and Consumer Commission (ACCC), although gas prices continue to be higher than pre-2022 levels. The ACCC report there is a risk of shortfall in the fourth quarter of 2025 and throughout 2026 if Queensland liquefied natural gas producers export all uncontracted gas.
- Elevated fuel and labour costs are expected to remain with inflation and a tight labour market continuing to place pressure on wage costs.
- Performance in the professional services category is largely linked to overall economic conditions. In recent years, greater business profit and rising capital expenditure by the public sector have supported demand. However, construction projects impacted due to surging expenses and labour scarcity adversely impacted several industries, including architectural services and engineering consulting. There is a shift towards tech-oriented strategies, incorporating advanced tech solutions like AI-assisted data analysis and GenAI into operations. GenAI has also enabled higher precision in services like design, consulting and accounting, redefining service delivery. These tech-oriented services require specialised skills leading to increased remuneration and operational costs. As the focus on renewable energies intensifies, demand for engineering consultants equipped with specialist knowledge is set to accelerate. The need for mandatory climate disclosures and Environment, Social and Governance compliance also presents growth potential for accounting and advisory firms. As demand for tech-oriented solutions intensifies, service providers will be more inclined to invest in tech-related expertise, adding value to their service offerings and enhancing their competitive edge in the market.

Indicative procurement strategy and contact:

- Public tender, unless otherwise indicated in the table below.
- Manager, Category Management – Commodities and Services, SP, COS, 3403 9150

Contract activity scheduled to occur during the 2025-26 financial year and later:

Product category	Contract	Indicative Annual Spend \$	Expected Quarter at Market
Vehicle maintenance and repair services	Bus body and chassis repairs	\$1,740,000	Q1
Hoists	Hoists and stands maintenance	\$340,000	Q1
Batteries and cells and accessories	Batteries – buses	\$298,000	Q1
Civil engineering services	Infrastructure design consultancy services (significant)	\$12,000,000	Q2
Electric utilities	Electricity for small market sites (significant)	\$1,750,000	Q2

Vehicle windows and windshields	Glass for buses and fleet vehicles	\$670,000	Q2
Towing service for commercial and private vehicles	Towing services	\$1,432,000	Q2
Publicity and marketing support services	Creative and digital services	\$600,000	Q3
Transport vehicle cleaning	Bus seat cleaning	\$320,000	Q3
Road sweeper	Supply, delivery and support of sweepers	\$966,000	Q3
Guard services	Physical security services (significant)	\$9,700,000	Q3
Office and stationery products	Office supplies including toiletry papers	\$1,240,000	Q4
Service station equipment installation and maintenance services	Diesel and AdBlue storage maintenance	\$255,000	Q4
Building cleaning services	Cleaning services Council sites (significant)	\$6,240,000	Q4
Gaseous fuels	Natural gas supply for asphalt plants	\$3,000,000	Q4

B.3 Information and communications technology

Market assessment:

- Global Information Technology (IT) spending is projected to reach \$5.61 trillion in 2025, with a focus on data centres systems, devices, software, and IT services.
- Australia's IT spending is expected to grow by 8.7% in 2025, with software exhibiting the fastest growth at 13.4%.
- Businesses are investing in digital transformation across many industry sectors like healthcare, finance, retail, and manufacturing to enhance operational efficiency and customer engagement.
- Technologies driving growth includes cloud computing, artificial intelligence (AI), big data analytics, and internet of things (IoT).
- AI and generative AI are influencing IT spending, particularly in hardware upgrades for data centres and software development.
- AI is integral to digital transformation, enhancing predictive analytics, automation, and customer personalisation.
- Digital marketing investment remains a priority despite budget constraints, with a focus on data-driven marketing, search engine optimisation, social media, and performance analytics.
- Integrating digital and traditional marketing channels is essential for consistent customer engagement across platforms.

Indicative procurement strategy and contact:

- Public tender, unless otherwise indicated in the table below.
- Manager, Category Management – ICT and Technology, SP, COS, 3403 9109

Contract activity scheduled to occur during the 2025-26 financial year and later:

Product category	Contract	Indicative Annual Spend \$	Expected Quarter at Market
ICT enterprise resource management services	Services for the Brisbane Enterprise Resource Planning Program (significant)	\$11,100,000	Q1
ICT security operations centre	Cyber Security Operations Centre and Cyber Products and Services (significant)	\$2,200,000	Q1
ICT application server software	Open data platform	\$149,900	Q3
ICT bandwidth provision	Corporate telephony products and services (significant)	\$7,000,000	Q3
ICT security administration software	Firewall hardware and software services	\$333,200	Q4

B.4 Forward Disposal Schedule 2025-26

The following items represent disposals of \$5,000 or greater that Council may seek to commence or conclude during 2025-26. Actual disposal activity will be dictated by several factors that may include the level of operational activity, and any purchasing arrangements implemented.

Disposal activity	Proposed disposal approach	Procurement outcome	KPI or measure to gauge success	Area of Council responsible for the disposal activity	Expected timing
Computer desktops and/or laptops with associated equipment	Re-purchase by vendor, 'Green ICT' disposal arrangement, public auction, or tender.	Economic or Environmental	Return greater than book value	Council End User Computing, Information Services, COS	Q1-Q4
Computer server, storage and communications equipment	Re-purchase by vendor, 'Green ICT' disposal arrangement, public auction, or tender.	Economic or Environmental	Return greater than book value	Council End User Computing, Information Services, COS	Q1-Q4
Passenger vehicles	Public tender or public auction through the contracted auction house at Council's reserve price.	Economic	Return greater than book value	Fleet Solutions, City Standards, Infrastructure Services	Q1-Q4
Light commercial vehicles	Public tender or public auction through the contracted auction house at Council's reserve price.	Economic	Return greater than book value	Fleet Solutions, City Standards, Infrastructure Services	Q1-Q4
Trucks	Public tender or public auction through the contracted auction house at Council's reserve price.	Economic	Return greater than book value	Fleet Solutions, City Standards, Infrastructure Services	Q1-Q4
Major and general plant and equipment	Public tender or public auction through the contracted auction house at Council's reserve price.	Economic	Return greater than book value	Fleet Solutions, City Standards, Infrastructure Services	Q1-Q4
Obsolete inventory	Public tender or public auction through the contracted auction provider.	Economic	Return greater than five per cent of current book value	Payment and Supply Services, Support Services, COS	Q1-Q4

Disposal activity	Proposed disposal approach	Procurement outcome	KPI or measure to gauge success	Area of Council responsible for the disposal activity	Expected timing
Obsolete inventory (corporate branded items)	Disposal through contracted recycler for destruction or scrap metal recycling.	Economic	Return best scrap metal value	Payment and Supply Services, Support Services, COS	Q1-Q4
Buses	Public tender, auction, or sale by private treaty through the auction house at the agreed reserve price if the asset has been passed in at a previous auction. If no buyers are interested and the likelihood of a sale at a future auction is low, compared with the number of buses to be disposed, then the asset will be sold as scrap metal to the scrap metal merchant offering the best price or sale back to the original equipment manufacturer (for parts) by private treaty if value is demonstrated.	Economic	Return best scrap metal value	Public Transport Services	Q1-Q4
Ferries	Public tender, auction, or sale by private treaty. If the vessel is in an unseaworthy condition or if no buyers are interested, then any material/components may be salvaged or scrapped.	Economic	Return greater than book value at tender, auction or sale by private treaty and/or return best scrap metal value	Public Transport Services	Q1-Q4