SP103 PROCUREMENT POLICY AND PLAN 2026-27

OVERVIEW

Brisbane City Council's (Council) Procurement Policy and Plan 2026-27 (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 27 October 2026

POLICY OWNER

Chief Procurement Officer, Strategic Procurement, Corporate Services

RELATED INFORMATION

Brisbane Vision 2031 (Brisbane Vision)
Corporate Plan 2026-2027 to 2030-2031 (Corporate Plan)
CS1 Corporate Sustainability Policy
CS5 Carbon Neutral Policy
AP185 Complaints Management Policy
SP200 Sourcing and Disposal Procedures
SP400 Contract Management Procedure
SP540 Purchasing Procedure
AP200 Donations Policy
AP032A Ward Budget Procedure
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

27 October 2027

A. Procurement Policy and Contract Manual

A.1 Policy and principles

A.1.1 Brisbane 2032 Olympic and Paralympic Games

Council will leverage its procurement activities to support readiness, delivery and long-term legacy outcomes for the Brisbane 2032 Olympic and Paralympic Games. This includes:

- a focus on supply chain readiness and delivery certainty
- adopting innovative and collaborative procurement approaches
- aligning strategies with government and delivery partners
- seeking opportunities to use procurement to strengthen local industry capability, drive innovation, and maximise economic and social participation (particularly for local businesses, small and medium enterprises and diverse suppliers)
- maintaining a clear focus on value for money
- reviewing and establishing new agreements with due consideration of impacts and opportunities arising from the Brisbane 2032 Olympic and Paralympic Games.

Through this approach, Council procurement will support successful Games outcomes and a lasting uplift in Brisbane's economy, infrastructure and community.

A.1.2 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 and customer-focused mindset.

A.1.3 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 while delivering value to customers and the community.

A.1.4 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, additional procurement channels and other provisions set out in section A.2.

A.1.5 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, additional procurement channels and other provisions set out in section A.2.

A.1.6 Environmental protection

Environmental protection is achieved through the principles and objectives stated in section A.1.8.

A.1.7 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:
    i. that procurement decisions are documented for transparency and auditability
    ii. to facilitate the timely payment of correctly rendered supplier invoices; and
    iii. actively manage contracts to monitor the delivery of obligations, and act on the failure of the suppliers to meet contractual, legislative and safety obligations.

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A.1.8 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 borders 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 the 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 and customer involvement on issues that affect the community
- ethical behaviour and fair dealing
- diversity and inclusion in the supply chain.

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Social objectives:

- in the procurement process, ensure that Council's Zero Harm requirements are met, and achieve compliance through applying the *Work Health and Safety Act 2011*, *Work 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. This includes procurement from social enterprises, Aboriginal and Torres Strait Islander owned and controlled businesses, community enterprises, registered charities, and Australian Veteran Owned and operated businesses.
- 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 peoples), 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 owned and controlled 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.1.9 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. Where procurement decisions may impact Council employees or involve the outsourcing of services currently performed by Council employees, applicable consultation obligations and workforce management requirements must be met.

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 5 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:

(a) in the case of genuine emergency or hardship as determined by the Chief Procurement Officer
(b) where the strategy has been approved by Council resolution or via a Significant Contracting Plan (SCP)
(c) 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 Pre-procurement market engagement

Pre-procurement market engagement is critical, particularly for large/complex procurements or from rapidly evolving markets, to understand market solutions/offerings/dynamics and innovation, inform budget estimates, gauge market appetite, and refine specifications or delivery models. Engagement may be informal or, for large/complex procurements, use formal processes such as market sounding or requests for information. Where expressions of interest are used for pre-procurement engagement and budget estimates, the expressions of interest may be leveraged to procure from the shortlisted suppliers where budget is subsequently allocated. Guard rails for informal pre-procurement market engagement:

- engagement is to cease at least 6 weeks prior to tender release
- records are to be retained of any engagement.

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A.2.4 General thresholds for tenders, proposals, quotes and expressions of interest

Except as provided for elsewhere in section A, for purchases reasonably estimated to be worth:

(a) 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

(b) $10,000 or more and less than $200,000, at least 3 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

(c) $200,000 or more and less than $500,000, at least 3 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

(d) $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):

i. Brisbane Local Government Area (LGA)
ii. South East Queensland
iii. Queensland
iv. 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.2.5 Additional procurement channels

The majority of Council's addressable spend is procured through competitive processes, including establishment of Corporate Procurement Arrangements, in accordance with section A.2.4. Some types of procurement are more suited to specialist channels which are identified in Appendix A and can be used to engage more efficiently with the applicable market segment or drive different value outcomes from spend, such as from social procurement entities including Aboriginal and Torres Strait Islander owned and controlled businesses.

A.2.6 Sole or select sourcing

Where section A.2.5 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.2.4 (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.2.6, 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.2.7 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. Negotiations may be explorative and seek market options for changes to Council's requirements, specifications, delivery models, stated outcomes, pricing structures, alternatives or value adds that could give Council a better value outcome. Probity requirements apply to all shortlisting and negotiations.

A.2.8 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.

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A.2.9 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.2.9(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.2.9(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.2.10 Engaging with industry to identify and implement innovation

Council encourages industry to identify and implement innovation in several ways 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. Interactive tendering and incentivised contracting (such as alliancing/partnering) models can be used to drive productivity, innovation and reduce bidding costs.

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, improve customer outcomes or contribute to the Brisbane Vision and demonstrate value to Brisbane. Council may publish information (such as known areas of challenge/opportunity) to attract market-led proposals aligned to Council's highest areas of opportunity. 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.

Innovation, technology and artificial intelligence (AI) are advancing exponentially and provide Council with opportunities to improve customer experiences, improve services to the community, reduce costs and drive the development of competitive local business and industry. Council has developed an additional procurement channel that can be used to further these objectives for appropriate procurements (refer Appendix A/Channel 17 - Driving productivity through innovation, technology and Brisbane suppliers).

A.2.11 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

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economy. Related products or services to a CPA may be added if they become available during the lifecycle of the arrangement. Council may engage with existing CPA suppliers to implement innovation within the remit/scope of that CPA.

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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 3 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.

Where practicable, SCPs may address multiple contracts to enable holistic strategy consideration, increase speed to market and gain efficiencies in the sourcing process. For example, a program of significant contracts for recurrent procurement activity or a number of procurements associated with the same project.

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Appendix A: Additional procurement channels

Detailed below are the list of additional procurement channels that can be used for specific types of procurement. Unless otherwise noted below, the use of any of these channels must be endorsed by Council's Chief Procurement Officer prior to engaging with the supplier. Delegated power to enter into contract (including those established through the following additional procurement channels) is reflected in Council's Register of Delegations. Members of the public may view these delegations at Council's public office.

Channel Name	Explanation, limitations, responsibilities and approvals
1. CPAs	The general requirement to seek quotes and tenders from the broader market does not apply where either: a. Council has established a CPA and Council is using that CPA b. CPA suppliers are unable to supply and where value and appropriateness of process has been demonstrated to the satisfaction of the Principal Category Specialist, SP, COS. In relation to this channel, where a CPA has already been established, endorsement by the Chief Procurement Officer is not required.
2. A contract made because of genuine emergency or hardship, including the recovery phase	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.
3. Marketplace is restricted by third-party ownership of Public Utility Plant (PUP) asset	This channel 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.2.4. The Chief Procurement Officer's endorsement is not required to use this channel.
4. Contracts or purchases made by another government entity, or another government-owned entity	Where VFM outcomes can be obtained, this general channel allows engagements: a. with another government entity or government owned entity. For example: I. the Australian Government, the Queensland Government, or another local government; or II. an entity owned by the Australian Government, the Queensland Government, or another local government; or b. 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 owned and controlled businesses, community enterprises, registered charities and Australian Veteran Owned and operated businesses)	Social procurement involves generating positive social benefits or outcomes. This channel will provide a framework to allow delegates to consider procurement directly from or restricted tender processes with social enterprises, Aboriginal or Torres Strait Islander owned and controlled businesses, community enterprises, registered charities and Australian Veteran Owned and operated businesses in order to develop their capacity and capability. This channel will apply to contracts meeting the public interest test which is to be applied using the following criteria. Submissions are to include and consider: a. the basis upon which the organisation is considered to be a social enterprise, Aboriginal and Torres Strait Islander owned and controlled business, community enterprise, registered charity or Australian Veteran Owned and operated business b. how the contract will develop capacity or capability of the social enterprise, Aboriginal or Torres Strait Islander owned and controlled businesses, community enterprise, registered charity or Australian Veteran Owned and operated business or otherwise contribute to Council's procurement objectives, Brisbane Vision or Reconciliation Action Plan c. the commercial suppliers operating in the sector and whether they would be unduly prejudiced by the award of such a contract d. any other known organisations and whether it would be appropriate for those organisations to compete for the contract e. how quality of goods or services is to be ensured

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Channel Name	Explanation, limitations, responsibilities and approvals
	f. how reasonable VFM will be achieved by Council g. past performance of the supplier where a contract renewal or award of a similar contract is being considered.
6. Low value procurements	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 channel allows for extension of CPA contracts by variation, without a tender process. Conditions: • 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 channel for any contract must not exceed $500,000 in total • the channel 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 channel 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	Professional services unsuitable for tendering are as follows. • 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 (GLS) or the Chief Legal Counsel, City Legal, GLS, reviews the Law Society website and makes a decision on which barrister to approach for the matter depending on their area of expertise. Expert witnesses are recommended by the barrister. • 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, GLS or the Chief Legal Counsel, City Legal, GLS. • 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

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Channel Name	Explanation, limitations, responsibilities and approvals
	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	For Councillor offices' expenditure, delegates: • may preference local suppliers or may use Council's CPAs if they so desire; and • must be in accordance with the authorised *AP032A Ward Budget Procedure*.
14. Advisory board members	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 are 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. Principles: • 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)	This channel 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. This channel 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. Where possible, competitive quotes are to be obtained in line with the requirements of section A.2.4.
16. Cultural heritage consultation and management services by Aboriginal and Torres Strait Islander parties or their third-party providers	This channel 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 *Aboriginal Cultural Heritage Act 2003* or *Torres Strait Islander Cultural Heritage Act 2003*. Where possible, competitive quotes are to be obtained in line with the requirements of section A.2.4.
17. Driving productivity through innovation, technology and Brisbane suppliers	Innovation and technology advancements provide Council with opportunities to improve the Brisbane experience, improve services to the community, reduce costs and drive the development of competitive local business and industry. To enable Council to explore/navigate and benefit from these advancements and/or to grow Brisbane's innovation economy, this channel may be applied to each of the following procurements: (a) pilots/trials of up to 12 months for innovative/technology solutions (maximum contract value of $1 million). Use of item (a) is not restricted to Brisbane-based suppliers. Where subsequent procurements involve competitive processes and where appropriate, data/information from the pilot/trial is to be shared with market participants to maintain fair competition (b) contracts of up to $1 million in value with small to medium-sized Brisbane-based suppliers for innovative technology/solutions (e.g. digital enablement or artificial intelligence) (c) contracts arising from public innovation challenges. Value for money is to be demonstrated to the satisfaction of the relevant delegate. This may for example be by benchmarking and/or reference to costs/community impacts associated with current/traditional solutions. To further foster innovation, arrangements may include shared intellectual property and/or shared benefits.

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Appendix B: Market assessments – significant contracts

Procurements listed in this appendix are currently scheduled to occur in the 2026-27 financial year. This list is not exhaustive, and further projects may be undertaken subject to the availability of funding. Potential tenderers are advised to check Council's supplier portal on a regular basis.

B.1 Construction and operations

Market assessment:

- Queensland's construction and maintenance market is expected to remain active, supported by ongoing infrastructure investment, population growth and preparations for the Brisbane 2032 Olympic and Paralympic Games. Demand for contractors, specialist sub-contractors and construction materials is expected to remain above long-term averages.
- Competition for skilled labour is expected to remain strong, placing continued upward pressure on labour costs and affecting capacity across parts of the construction sector.
- Global geopolitical uncertainty and fluctuations in fuel, freight and energy costs may continue to influence the price and availability of construction materials and associated services.
- Demand for key construction materials, including aggregates, asphalt and concrete products, is expected to remain strong, with moderate upward pressure on pricing anticipated over the coming years.

Indicative procurement strategy and contact:

- Public tender, unless otherwise indicated in the table below.
- Principal Category Lead, Capital Expenditure and Major Construction, SP, COS, 3403 0877 or Principal Category Specialist, Operations, SP, COS, 3407 2860, unless otherwise indicated in the table below.

Contract activity scheduled to occur during the 2026-27 financial year and later:

Product category	**Contract**
Quarry drilling and blasting services	Quarry drilling and blasting services
Quarry maintenance services	Supply of quarry spare parts
Traffic signal hardware	Traffic signal lighting and road furniture
Electrical system services	General and industrial electrical services
Infrastructure building and surfacing and paving services	Bitumen sealing and pavement rejuvenation
Product category	**Contract – Construction Projects**
Roads and bridges	Gardner Road - Priestdale Road to Underwood Road – New road construction including single span bridge and 2 new signalised intersections
Roads and bridges	Expression of Interest – Story Bridge - renewal
Roads and bridges	Coronation Drive Bridge Replacement
Roads and bridges	Lindum Rail Crossing Upgrade
Roads and bridges	Hamilton Road, Western Avenue Intersection upgrade
Roads and bridges	Sylvan Road Bikeway

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B.2 Commodities and services

Market assessment:

- East coast gas supply remains adequate in the near term, with Queensland continuing to provide surplus gas to support southern states, although supply conditions remain tight and dependent on liquefied natural gas export dynamics and declining southern production. Queensland electricity prices remain exposed to weather, network constraints and thermal generation outages, while increasing renewable generation and storage investments are improving long-term system reliability. The national energy market continues its transition toward renewables firmed by storage and gas generation, with reliability expected to remain stable but volatility likely as coal generation progressively retires.
- Elevated fuel prices continue to be driven by ongoing geopolitical tensions, with concerns around crude oil supply disruptions maintaining upward pressure on global energy markets. While fuel supply remains generally adequate, price volatility is expected to persist, with diesel and refined fuel markets particularly sensitive to any further escalation in geopolitical tensions.
- Performance in the professional services category is closely tied to Australia's economic conditions, business confidence and capital expenditure, particularly from the public sector. Demand has been supported by government infrastructure spending and regulatory requirements, but has been moderated by project delays, rising input costs and labour shortages, which have negatively affected architectural and engineering consulting services. The sector is undergoing a clear shift toward technology-oriented service delivery, with firms increasingly adopting artificial intelligence (AI) assisted data analysis, generative AI and cloud-based tools to improve efficiency, precision and service quality. These high-value, technology-driven services are enabling providers to differentiate, command premium pricing and enhance competitiveness, although they require specialised skills and raise wage and operating costs, placing pressure on margins. Sustainability trends are a key growth driver, with increasing demand for engineering expertise in renewable energy projects and heightened requirements for climate reporting and environmental, social and governance compliance supporting growth in accounting, advisory and legal services. Overall, continued digitisation, regulation and sustainability initiatives are expected to underpin medium-term expansion in the professional services sector.

Indicative procurement strategy and contact:

- Public tender, unless otherwise indicated in the table below.
- Principal Category Specialist, Transport and Utilities, SP, COS, 3403 1094 or Principal Category Specialist, Enterprise Services, SP, COS, 3178 0618.

Contract activity scheduled to occur during the 2026-27 financial year and later:

Product category	**Contract**
Gaseous fuels	Natural gas supply for asphalt plants
Construction machinery and equipment rental or leasing services	Dry hire specialist mobile plan quarry
Building cleaning services	Cleaning services Council sites
Construction machinery and equipment rental or leasing services	Fleet plant equipment dry and wet hire
Heavy construction machinery and equipment	Major plant - equipment, parts and maintenance
Animal control and welfare services	Animal management services
Cleaning services for parks and outdoor public venues	Cleaning public spaces - parks facilities
Product and material transport	Supply and delivery of trucks
Temporary IT systems or database administrators	Supplementary workforce services

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B.3 Information and communications technology

Market assessment:

- Global information technology (IT) spending is projected to reach US$6.32. trillion in 2026, with a focus on AI infrastructure, software, cloud services and data centre investment.
- Australia's IT spending is expected to grow by 8.9% in 2026, with data centre systems exhibiting the fastest growth at 22.5%.
- 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, 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.
- 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.
- Principal Category Specialist, Applications, SP, COS, 3027 5207 or Principal Category Specialist, Infrastructure, SP, COS, 3178 2571.

Contract activity scheduled to occur during the 2026-27 financial year and later:

Product Category	**Contract**
ICT business intelligence services	Self-Healing City – AI-enabled defect detection and condition monitoring
Computer accessories	End user computer devices and services
ICT network computing	Digital city and workplace connectivity

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B.3.1 ICT strategic discovery and market exploration activities

Overview:

Information Services, Corporate Services may undertake strategic discovery and market engagement activities during financial year 2026-27 to better understand emerging technologies, delivery models, supplier capability and market maturity, before determining future sourcing approaches.

These activities may support future procurement planning, business case development, panel establishment, requests for information (RFI), expressions of interest (EOI), tenders and other market engagement activities where requirements are not yet fully defined.

Indicative discovery areas:

- artificial intelligence and advanced analytics
- smart city technologies
- internet of things (IoT) and connected infrastructure
- robotics and autonomous systems
- digital service platforms
- data and analytics platforms
- cyber security and digital resilience
- emerging and innovative technologies.

Note: Activities included in this section are indicative only and do not represent a commitment to release a procurement process or enter into a contract. Discovery activities may span multiple technology categories and are intended to inform future sourcing strategies, procurement approaches and panel arrangements.

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B.4 Forward Disposal Schedule 2026-27

The following items represent disposals of $5,000 or greater that Council may seek to commence or conclude during 2026-27. 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
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	ICT Service Operations, Information Services (IS), COS
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	ICT Service Operations, IS, COS
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, Infrastructure Services (ISG)
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, ISG
Trucks	Public tender or public auction through the contracted auction house at Council's reserve price.	Economic	Return greater than book value	Fleet Solutions, ISG
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, ISG
Obsolete inventory	Public tender or public auction through the contracted auction provider.	Economic	Return greater than 5 per cent of current book value	Payment and Supply Services, Support Services (SS), COS
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, (SS), COS
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	Economic	Return best scrap metal value	Public Transport Services

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Disposal activity	Proposed disposal approach	Procurement outcome	KPI or measure to gauge success	Area of Council responsible for the disposal activity
	merchant offering the best price or sale back to the original equipment manufacturer (for parts) by private treaty if value is demonstrated.			
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

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