

City of Gold Coast City Contracting Plan 2023-24

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1. Strategic Contracting Procedures

The City of Gold Coast (City) conducts all procurement (including contracting and disposal activities) in accordance with the Strategic Contracting Procedures as defined in the [Local Government Regulation 2012](#) Chapter 6, Part 2. The Strategic Contracting Procedures allow the City to take a strategic approach in identifying potential opportunities whilst managing adverse risks.

This includes formulating a portfolio of procurement activities for at least a financial year; considering the strategic implications of each activity, consistent with and supporting the strategic direction of the City's Corporate Plan – Council Plan 2022-2027.

2. Procurement Policy and Contract Manual

The City's Procurement Policy and Contract Manual sets out the governance framework for how the City must carry out all procurement, contracting and disposal activities. The City conducts its procurement and contracting activities in a manner which demonstrates probity and accountability whilst having regard to the five sound contracting principles as set out in section 104 of the [Local Government Act 2009](#).

Refer cityofgoldcoast.com.au/procurementpolicy.

3. Contracting Plan

Each financial year and not before adoption of the annual budget, the City must make and adopt a Contracting Plan that is consistent with and supports the achievement of the strategic directions stated in the City's 5-year corporate plan. The City may, by resolution, amend a contracting plan at any time before the end of the financial year to which the plan relates.

In accordance with section 220 of the *Local Government Regulation 2012* this document sets out:

- the types of contracts the City proposes to make in a financial year;
- the principles and strategies for performing the contracts;
- a policy about proposed delegations for the contracts;
- a market assessment of each type of contract;
- the contracts the City determines to be significant having regard to the market assessment; and
- a policy about the making of significant contracting plans.

3.1 Contract Types

The City applies two classifications to contracting activities according to a value risk assessment:

Significant:

- when the estimated contract value is \$10 million or above based on an assessment of risk and value
- high value/high complexity/high risk procurement activities
- a proposed contract period of 10 years or greater
- where market research has determined the contract or contractor as strategic.

General:

- when the estimated contract value is <\$10 million
- high value/low complexity/low risk procurement activities
- where the market assessment has determined the contract as general

3.2 Sound Contracting Principles and Requisites

The City may accept an offer most advantageous to it having regard to the sound contracting principles:

- a) Value for money

- b) Open and effective competition
- c) The development of competitive local business and industry
- d) Environmental protection
- e) Ethical behaviour and fair dealing

The procurement and contracting requisites will be applied whilst having regard to the sound contracting principles:

- Buy local
- Innovative procurement
- Social procurement
- Quality assurance
- Sustainable procurement
- Environmentally friendly products
- Environmentally relevant activities
- Work health and safety
- Probity

3.3 Strategic Contracting Objectives

The following strategic economic, environmental and social contracting objectives will be developed and implemented over 2023-24 and beyond to support the implementation of the [Council Plan 2022-2027](#) and City strategies.

Table 1: Strategic contracting objectives

Area	Principles and Requisites	Objectives
Economic	<p>Principles:</p> <ul style="list-style-type: none"> • Value for money • Open and effective competition • The development of competitive local business and industry • Ethical behaviour and fair dealing <p>Requisites:</p> <ul style="list-style-type: none"> • Competitive local business and industry preferential factors • Sustainable procurement • Financing alternatives • Probity • Conflicts of interest 	<ul style="list-style-type: none"> • Stewardship of the City achieves value for money over whole of life (including disposal), rather than just initial cost, enabling best quality goods and services (factoring time, cost, quality). • Savings from procurement and contract activities to contribute to the overall corporate budget cash surplus (savings) target. • Manage demand and supply to ensure that competitive markets and the availability of resources are sustained in the long term. • Optimise the use of contract variations ensuring the City's value for money targets are realised. • Alignment with corporate strategies and Council Plan 2022-2027 to ensure the City is focussed on implementing the City's priorities year by year. • Ensure probity and accountability in the procurement process and ongoing management of the contract, including compliance with policy and legislation.
Environmental	<p>Principles:</p> <ul style="list-style-type: none"> • Environmental protection <p>Requisites:</p> <ul style="list-style-type: none"> • Environmentally friendly products • Environmentally Relevant Activities • Sustainable procurement 	<ul style="list-style-type: none"> • Minimise environmental harm, including end of life impacts. • Maximise resource efficiency (e.g. reduce energy and water consumption and minimise waste). • Maximise resource recovery and develop local circular economy. • Ensure outcomes that recognise the long term benefits of sustainability and best practice such as reduction in carbon emissions.
Social	<p>Principles:</p> <ul style="list-style-type: none"> • Ethical behaviour and fair dealing • Development of competitive local business and industry 	<ul style="list-style-type: none"> • Maximise local benefits with a target to achieve up to 80% of procurement spend with local suppliers. • In the procurement and contracting process, ensure that the City's Zero Harm requirements are met and WHS legislative compliance is achieved.

Area	Principles and Requisites	Objectives
	Requisites: <ul style="list-style-type: none"> • WHS • Sustainable procurement • Social procurement • Innovative procurement • Probity • Managing conflicts of interest 	<ul style="list-style-type: none"> • Explore innovative proposals to achieve business development opportunities. • Explore the social procurement program to provide economic and employment opportunities to disadvantaged communities. • Ensure art reflects the region’s creative sector capacity and capability. • Ensure sourced products achieve sustainable outcomes providing a reduced negative impact on the environment and provide an improved social outcome.

3.3 Significant Contracts

Significant Contracts will have a Significant Contracting Plan adopted by Council prior to contract start. The City may, by resolution, amend a significant contracting plan at any time before the end of the financial year to which the plan relates.

The objectives of the Significant Contracting Plan must be consistent with this City Contracting Plan and in accordance with section 221 of the *Local Government Regulation 2012* set out:

- the objectives of the significant contract;
- how the objectives are to be achieved;
- how achievement of the objectives will be measured;
- any alternative ways of achieving the objectives, and why the alternative ways were not adopted;
- proposed contractual arrangements for the activity; and
- a risk analysis of the market in which the contract is to happen.

General Contracts (quotes, EOI or tender) based on the contract worth thresholds defined in the Procurement Policy will be awarded under delegation.

Contracts with a duration of over five years will be brought back to Council for award

3.4 Market Assessment

A Market Assessment is an assessment of the relative cost and difficulty in securing supply under each type of contract.

Cost pressures are strong in Queensland with prices unlikely to abate. Skill shortages remain a key challenge particularly in the construction industry which is presenting a challenge for contractors to attract and retain skilled staff. Building trades are the most in-demand sector with 31% of employing businesses struggling to find staff leading to high wage pressures. These wage pressures are also being driven higher by the pipeline of infrastructure projects at the state level with competition for labour and materials expected to remain elevated.

Factors currently impacting current supply chain are:

- Queensland’s high population growth driving an increased demand for public and private infrastructure projects;
- spikes in the costs of non-residential building construction – up 9.8% year on year in Queensland with the cost of road and bridge construction up 10%;
- impacts of flooding events placing further pressure on demand in the sector; and
- recession risk.

There are mixed signs in the outlook for the market. Although there are indications of improvements in supply chain pressures and a peak in inflation rates (albeit remaining at a high level), Australia has a strong infrastructure pipeline with notable investments in the energy and health sectors in Queensland. There has been an increase in net overseas migration, not only in Queensland but across Australia, which will drive the demand for infrastructure as the population continues to grow. The robust infrastructure pipeline coupled with

rising migration will further intensify the existing challenges of skilled labour shortage and housing supply in Queensland. Supply chain disruptions have impacted almost every industry globally. Supply chain pressures have started to ease and are expected to normalise further as demand subsides allowing backlogs to clear.

The City undertakes a range of contracting activities which fall into the following contract types:

- infrastructure delivery;
- asset maintenance;
- goods and services; and
- technology management.

Attachment 2 details the contracting activities detailed in the City's Contracting Plan and provides a market assessment against the contract types. The City will continue to monitor and navigate market volatility and improve supply chain and program resilience and optimisation.

The complete Forward Contracting Schedule is available on the City's website:

<https://www.goldcoast.qld.gov.au/Doing-business/Supplying-to-Council/Tenders>

3.5 Exemptions

For particular situations or procurement categories of spend, it may be impractical or disadvantageous for the City to undertake a competitive procurement process (i.e. invite quotes or tenders).

Conditions applicable to all exemptions

1. Subject to the annual contract amount being included in the four year capital program or as a recurrent amount in the Council's adopted budget, as amended.
2. Contracts can be entered into under delegation for up to a period of 5 years, contracts in excess of 5 years must be referred back to Council for award.

Use of these exemptions must be approved as specified in Attachment 1.

4. Policy about Proposed Delegations

Section 238 of the *Local Government Regulation 2012* provides that a local government may by resolution delegate power to enter into, vary or discharge a contract.

Delegated authorities regarding procurement and contracting are set out in the City's Register of Delegations.

Officers with the requisite administrative authorisation may spend from approved annual budgets by requesting the delegates to enter into, vary or discharge contracts, where the total value of the contract (including any variation) does not exceed the sum of the officer's administrative authorisation.

5. Amendments to the City Contracting Plan

Council may, by resolution, amend the City Contracting Plan at any time before the end of the financial year to which the Plan relates.

Amendments to the City Contracting Plan include:

- Change to contract type
- Change to the principles and strategies for performing the contracts
- Change to proposed delegations for the contracts
- Change resulting in or impacting on a Significant Contract
- Change to the policy of making Significant Contract Plans
- Change that results in the contract duration exceeding

The Forward Contracting Schedule will be published to the City's website and updated quarterly, or as changes to the schedule occur.

6. Publishing details of contracts worth \$200,000 or more

As soon as possible after a delegation is exercised to enter into a contract worth \$200,000 (exclusive of GST) or more the contract information will be published on the City's internet site.

For more information on the City's awarded contracts see:

<https://www.goldcoast.qld.gov.au/files/sharedassets/public/pdfs/brochures-amp-factsheets/awarded-contracts.pdf>



APPENDIX 1: Contracting Exemptions 2023-24

The following categories are exemptions to a competitive procurement process

Exemption	Description and conditions
a) Low value procurements	<p>Allows the City to focus its resources on high yield procurements. The value obtained from a significant number of frequently sourced, low value procurements is limited.</p> <p>This exemption applies where:</p> <ol style="list-style-type: none"> Quotes are obtained from local suppliers with capability to supply the goods or services; Category/market analysis and benchmarking must be used to establish that value for money is being obtained; Supplier performance must be to the City's satisfaction; and Value improvement initiatives are in place. <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
b) Extension of contracts whilst Council is at market (or in a tender process)	<p>This exemption allows the City 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.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
c) Procuring from an existing City arrangement	<p>This exemption applies where the City has run a competitive process to establish the arrangement. In some arrangements, competitive quotes may be required from members of the arrangement in order to ensure value for money outcomes.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
d) Procuring under a government arrangement (e.g. Federal government, State government or another Local government) or an LGAQ arrangement (e.g. Local Buy)	<p>Where value for money outcomes can be obtained, this exemption allows engagements with another government entity or government owned entity. For example, Federal, Queensland or Local Government or an entity owned by the Federal, Queensland or Local Government.</p> <p>Contracts and arrangements established by another government entity, local authority or Local Buy have been sourced by reputable entities that apply appropriate principles and probity, and can be expected to deliver reasonable value for money for Council.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
e) memberships/subscriptions/conferences (e.g. professional associations, industry bodies, institutes)	<p>This exemption applies where alternatives do not practically exist (e.g. professional associations, industry bodies, and institutes).</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
f) Statement of licence, legislated requirements, third party ownership of assets or industry regulated standards	<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 public utility plant asset. For example, Energex, Telstra or</p>

Exemption	Description and conditions
	<p>APA. Where possible, competitive quotes are to be obtained and value for money demonstrated.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
<p>g) Where the compatibility of the goods or services matches an existing system, or equipment, or is a proprietary item/brand</p>	<p>This exemption applies if the goods or services being sought are restricted as they can only be supplied by a single supplier (e.g. replacement parts for equipment under warranty or maintenance agreements). Where possible, competitive quotes are to be obtained and value for money demonstrated.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
<p>h) Information and communication Technology: Solutions tendered – re-sellers and software developers</p>	<p>This exemption allows the City to contract with a copyright holder where the solution is tendered by an authorised reseller.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
<p>i) The unique or proprietary nature of the goods or services</p>	<p>This exemption applies where it would be impractical or disadvantageous to invite quotes or tenders as the goods and services being sought have no suitable alternative. Where possible, competitive quotes are to be obtained and value for money demonstrated.</p> <p>Approvals: Relevant Director or CEO</p>
<p>j) Where there is only one supplier reasonably available</p>	<p>This exemption applies where it would be impractical or disadvantageous to invite quotes or tenders as there is only one supplier reasonably able to supply the goods or services.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
<p>k) Ongoing licencing, support and maintenance to existing systems making it disadvantageous or impractical to invite quotes/tenders (generally related to software, computer systems and technology)</p>	<p>The City's arrangements 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 maintenance and support (which may include external hosting or subscription to existing solutions) for existing City ICT products beyond the original term. Where possible, competitive quotes are to be obtained and value for money demonstrated.</p> <p>Approvals: Relevant Director or CEO</p>
<p>l) Where continuity of a previous/current engagement is required to maintain the continuity of expert advice</p>	<p>This exemption applies where it would be impractical or disadvantageous to call competitive quotes due to intellectual property conflicts.</p> <p>Approvals: Relevant Director or CEO</p>
<p>m) Program or service categories where it is in the public interest that the City single source</p>	<p>This exemption applies for procurement activities that generate positive benefits or outcomes including social benefits to the City and the community. This exemption will apply to contracts meeting the public interest test which is to be applied using the following criteria:</p> <ul style="list-style-type: none"> • How reasonable value for money will be achieved by the City; • Consideration of local commercial suppliers and/or other social providers and whether it would be appropriate for those entities to compete with each other for the contract; • How quality of goods and services is to be ensured; and • How the contract will develop capacity or capability of the social

Exemption	Description and conditions
	<p>enterprise or otherwise contribute to or achieves alignment with Corporate Strategies and Gold Coast 2022.</p> <p>Approvals: Relevant Director or CEO</p>
n) Specialised nature of the goods or services	<p>This exemption applies if it is impractical or disadvantageous to invite quotes or tenders due to the specialised nature of the goods or services being sought.</p> <p>Approvals: Relevant Director or CEO</p>
o) Confidential nature of the goods or services	<p>This exemption applies where it would be it would be impractical or disadvantageous to invite quotes or tenders due to confidentiality.</p> <p>Approvals: Relevant Director or CEO</p>
p) Genuine emergency	<p>This exemption applies in genuine emergencies as deemed by the relevant Director due to a threat to life, environment, property or reputation.</p> <p>Once a genuine emergency ceases to exist the standard procurement processes apply.</p> <p>Approvals: Relevant Director</p>
q) Public Auction	<p>This exemption applies for purchases at public auction which are inconsistent with the quotation or tender process.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
r) Second-hand goods	<p>This exemption applies for purchases of second-hand goods which are inconsistent with the quotation or tender process.</p> <p>Approvals: Standard Expenditure Approval Limits and Delegations</p>
s) Beneficial enterprise	<p>This exemption applies for procurement activities undertaken with regard to S40 of the <i>Local Government Act 2009</i>.</p> <p>Approvals: Relevant Director or CEO</p>

APPENDIX 2

Market Assessment and Contracting Schedule 2023-24

Infrastructure delivery

- Infrastructure Construction – Demand in this industry is influenced by population growth and government investment in infrastructure. Over the next 10 years there is a significant amount of capital works to be delivered in a market that is heavily resource constrained. Queensland's infrastructure pipeline is forecast to be at its highest level since 2017, with the main driver being government transport projects (particularly road, rail and bridges) and resource projects. The Queensland Government announced in its 2022-23 Budget that it has committed over \$200 million of investment ahead of the Brisbane 2032 Olympics and is likely to announce more investment going forward. Some industries equipment and building materials are sourced from overseas, where global supply chain disruptions may delay the completion of projects. Firms may also experience delays in completing projects due to disruptions in local supply chains or labour supplies. Cost of construction has spiked and is expected to remain elevated. Contractors, particularly in construction, are working in a challenging market. The strong pipeline means competition for labour and materials is likely to remain elevated. The June 2022 ABS Business Conditions and Sentiments stated that 54% of construction businesses reported supply chain disruptions. Demand has been underpinned by the solid growth in Australia's population and government capital expenditure. With significant population growth on the Gold Coast post pandemic the City requires a long term and flexible approach to infrastructure delivery to ensure delivery will continue to meet demand. Despite this substantial pipeline of projects, 29% of insolvencies in Australia were in construction (financial year to date), or 823 businesses, which is more than double than last year with 399 businesses. The term 'profitless boom' is being used to describe the current market for the construction industry.
- Road and bridge construction and maintenance – Australia's road transport network has expanded rapidly through funding from both the public and private sectors. This expansion has underpinned increased requirements for scheduled maintenance and repair, along with major pavement rehabilitation work. The injection of public funding and progress on landmark public-private partnership developments has underpinned record levels of activity in the road and bridge construction industry and supported an improved profit performance. Industry revenue is expected to continue to climb with the pace of expansion moderated by the commencement and completion of large-scale motorway, bridge and tunnel developments. The rise in demand in response to flood damage to roads and bridges in New South Wales and Queensland is expected to support ongoing revenue growth. Industry performance will deteriorate slightly upon completing the core construction phase on landmark projects such as the Bruce Highway upgrade. Despite the easing of industry activity, the value of road and bridge construction will remain near historically high levels on the back of public and private funding commitments on large-scale developments. State road authorities have expanded their routine and periodic pavement maintenance programs to meet the demand of an expanding arterial road network. This performance has accompanied growth in maintenance and repair demand from major private toll roads constructed over the past decade, including the Airport Link and Northern Busway in Brisbane.

Asset maintenance

- Infrastructure maintenance services – As most infrastructure assets require a program of regularly scheduled maintenance, the industry benefits from long-term demand from a range of assets across different industries. Demand for infrastructure maintenance on new and existing assets is closely correlated with the scale and type of non-building construction activity, as this type of construction adds to existing infrastructure stock and helps determine future demand for industry services. The long life of most infrastructure assets means that past investment trends affect the industry's current performance. While stronger demand conditions are forecast to support some widening of profit margins over the next five years, profitability is likely to be constrained by fierce competition for long-term maintenance contracts.

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- Fleet and plant – Revenue has risen over the past five years with positive business confidence boosting demand from businesses. Strong demand has spurred revenue growth however a depreciating Australian dollar has limited the industry's performance due to high purchase and import costs. The COVID-19 pandemic greatly reduced demand during 2019-20 due to uncertainty surrounding the virus and turbulent economic conditions. Additionally, supply chain disruptions have raised industry purchase expenses, which has limited profit growth. Despite the Australian dollar depreciating over the period, industry profitability is anticipated to rise, largely due to growing demand. Positive business confidence is projected over the period, stimulating demand growth for trucks and commercial vehicles. Furthermore, electric vehicles are projected to become more popular with downstream buyers, creating a new growth avenue for industry players.

Goods and services

- Legal services – The industry has faced mixed conditions over the past five years. Business confidence has been volatile prompting varied demand from downstream markets. Uncertain economic conditions have contributed to constrained demand for value-added services, such as legal work relating to merger and acquisitions activity and restructuring, as downstream clients have sought to limit discretionary spending. However, improving conditions in the current year have supported growth in demand. Constant legal requirements for downstream businesses have stabilised fluctuations in demand. Industry revenue is forecast to continue growing over the next five years. Major disruption to the industry is unlikely, due to constant legal requirements for some industry services. Technological advancements, such as smart contracts and blockchain technology, are also projected to alter the industry's operating landscape over the next five years. For example, contracts will likely become increasingly digitalised and automated, saving time and reducing operating costs for industry players. However, the market is forecast to become saturated as more external players start offering legal services, increasing price pressure and constraining revenue growth. Industry revenue is projected to grow at an annualised 2.5% over the five years through 2026-27, to \$30.4 billion.
- Professional services – The professional services industry provides various professional, scientific, technical, and accounting services. Performance is largely linked to overall economic conditions, which often determines business confidence and capital expenditure. Over the past five years, greater business profit, rising capital expenditure by the public sector and mostly positive business confidence have supported subdivision demand. However, the COVID-19 pandemic has disrupted several industries weighing on its performance. Demand for architectural services, and surveying and mapping services fell as many construction projects were delayed or cancelled. Economic uncertainty and falling business confidence discourage discretionary spending among many client firms. Profitability has expanded due to an increased focus on high value-added services with consulting, accounting, legal and advertising companies increasingly incorporating new IT developments such as data analytics and cloud computing into their service offerings. There is a current trend of experienced professional service workers leaving established companies to operate as sole proprietors. The sector is forecast to continue growing over the next five years, driven by increasing private capital expenditure on machinery and equipment and higher public sector spending. Business confidence is projected to remain positive, however globalisation is forecast to increase as firms look overseas to diversify revenue streams and benefit from high-growth regions.
- Facilities management and other office administrative services have faced difficult industry conditions over the past five years with revenue declining due to the COVID-19 pandemic's negative effects on the economy. Downstream markets have increasingly accepted the cost reduction benefits of outsourcing non-core functions. Government lockdown restrictions shifted many businesses and educational institutes to remote working and learning arrangements. These restrictions reduced demand for facilities management and other administrative services, as most facilities were not fully utilised. The industry has experienced a gradual recovery in industry demand as restrictions ended and the industry recovers from the COVID-19 pandemic's negative effects. Growing demand from business process outsourcing and improved business confidence will likely help drive future revenue growth. The total number of businesses in Australia is projected to increase further expanding the pool of potential clients for industry operators.
- Electricity – Retailers are dealing with the flow-on effects of turbulent upstream generation industries. Commodity price shocks have inflated wholesale prices since the Russia-Ukraine conflict broke out. To protect consumers from surging supply costs, and maintain power for homes and businesses, the Australian

Energy Market Operator and the Federal Government have intervened in energy markets. While these operating conditions have threatened profit margins and forced some small retailers to close down, the long-term deregulation of retail markets is continuing to challenge traditional large-scale retailers. Fluctuating wholesale markets mean retail bills are being adjusted to reflect inflated supply costs. Regulators will have to manage issues of energy equity, as cost-of-living pressures build and vulnerable consumers struggle to cover their power bills. Harsh competition will persist, as smaller retailers battle for market share. Australia's transition to renewable sources will affect all aspects of the electricity supply chain, forcing retailers to adjust as decentralised energy resources – solar panels and electric vehicles and batteries – blur the lines between energy production and consumption.

Technology management

- Internet services – Reliance on the internet for business and leisure has increased with growing data usage from consumers and businesses increasing prices. Revenue has been constrained as the market becomes more saturated. Customers in these revenue streams have taken notice of improving mobile internet capabilities, threatening the long-term viability of industry services. The COVID-19 pandemic rendered internet services crucial for consumers and businesses as a shift towards remote working environments led to a surge in internet usage.
- Cyber security software services – As technology has become more complex this industry has had many opportunities to expand and reach its performance. Businesses and consumers are relying more heavily on technology for their daily activities, which has fuelled demand for basic and advanced cybersecurity measures. Cloud storage and cloud computing uptake have generated an always-online culture for firms and consumers, which leaves their data and sensitive information more vulnerable to cyberattacks. As businesses have been investing more in measures to protect against cyberattacks, the industry has been expanding.
- Cloud hosting, data processing, storage services – Providers in this industry have performed strongly in recent years as outsourcing has become a key aspect of many modern businesses which has provided strong support for both hosting and data processing providers. The COVID-19 pandemic has had a mixed effect on incomes for hosting and data processing firms as working from home measures boosted the need for hosting and other services in order to facilitate unprecedented levels of home-based work, however a shortage of semiconductors tied to global supply chain disruptions curbed the potential growth of the industry.
- System design services – This industry consists of many businesses that develop and implement information technology services, programming systems and business solutions. Despite the COVID-19 pandemic the industry has expanded strongly as many client businesses have outsourced non-essential systems operations and computers and IT systems have required regular upgrades and enhancements. Greater internet connectivity has driven industry growth and financial services providers such as banks and insurers have remained the industry's largest clients. Widespread reliance on the internet has underpinned the industry's expansion, and improvements in technology, increased investment in software and greater prevalence of mobile platforms and cloud computing have driven industry revenue growth with demand for industry services growing strongly as the COVID-19 pandemic's effects ease. Some industry players have merged services with other consulting firms, such as strategic planning and business research companies, to expand their reach.

Sourced primarily from IBISWorld Industry Reports and independent Supply Chain and Market Assessment

The following represents the high level significant contracting activities or programs of works. The detailed Forward Contracting Schedule for all planned contracting activities is located on the City's website.

INFRASTRUCTURE DELIVERY AND ASSET MAINTENANCE

The following contracts are anticipated to be significant contracts or programs of works which will occur during the 2023-24 financial year. The estimated program value is the sum of the project deliverables and may constitute multiple packages of works released to the market. This program of works is subject to change and will be updated on the City's website:

Type	Program	Estimated program value	Proposed Procurement Strategy
Infrastructure delivery	Water and waste infrastructure construction	\$ 19,000,000	Multiple programs of work
	Buildings and community infrastructure construction	\$ 28,000,000	Multiple programs of work
	Road and bridge construction and maintenance	\$ 72,600,000	Multiple programs of work
	Stapylton sewerage network upgrade	\$ 46,000,000	Significant Contract
	Waste infrastructure delivery program	\$160,000,000	Multiple programs of work
	Parks Major Projects Construction program 2023-24 to 2026-27	\$125,000,000	Significant Contract
Asset maintenance	Infrastructure maintenance services	\$100,000,000	Multiple programs of work
	Grass maintenance	\$ 57,000,000	Significant Contract
	Landscape services	\$ 18,000,000	Significant Contract

GOODS AND SERVICES/TECHNOLOGY MANAGEMENT

The following contracts are anticipated to be significant contracts which will occur during the 2023-24 financial year. The individual packages of work are detailed in the Forward Contracting Schedule located on the City's website:

Type	Program	Estimated contract value	Proposed Procurement Strategy
Goods and services	Legal services	\$300,000,000	Significant Contract
	Supply and delivery of chemicals	\$ 85,204,515	Significant Contract
	Collection and beneficial use of biosolids	\$ 83,561,200	Significant Contract
	Repository For Management, Including Beneficial Reuse or Recycling of Earthen Materials Including Saturated Soils and Reg Waste	\$ 17,800,000	Significant Contract
	Panel of plant hire providers	\$125,000,000	Significant Contract
Technology management	ICT managed service provider	\$230,000,000	Significant Contract