



# ANNUAL OPERATIONAL PLAN

## 2025-26

*Adopted by Council Resolution on 26 June 2025*



## OVERVIEW

The Annual Operational Plan 2025-26 outlines the services that Council programs will deliver for the coming year. Through these services, Council progresses the strategic directions outlined in the Corporate Plan and delivers on our long-term vision for the city. The Annual Operational Plan states how Council manages operational risks and is consistent with Council's Annual Budget, Long-Term Financial Forecast (LTFF) and the *Brisbane Vision 2031*.

### Corporate Plan

In accordance with section 167(1)(b)(i) of CoBR, Council's Annual Operational Plan must state how it will progress the implementation of the Corporate Plan.

To achieve the vision for Brisbane's future, Council will focus on achieving the following strategic directions through the Annual Budget and Annual Operational Plan, delivered via the projects and services of Council programs. The strategic directions are informed by Council's existing and future medium and long-term strategies and should be undertaken without compromising the long-term financial sustainability of Council. Council will monitor how we continue to achieve the long-term vision for Brisbane and inform the community through our regular reporting and communications and the Annual Report.

### Managing operational risk

Council manages operational risk by:

- using planning, project and program management and risk management methodologies
- developing and maintaining operational plans for the delivery of projects and services
- reporting regularly to the Establishment and Coordination Committee on strategies funded in the Annual Budget
- monitoring the efficiency and effectiveness of services delivered within the Annual Operational Plan with quarterly reporting by the Chief Executive Officer to Council
- ensuring executives and staff within Council are both appropriately skilled and accountable for identifying and effectively managing risks within their area of responsibility
- providing tools, training and advice to the organisation to ensure effective management of risks and compliance obligations
- monitoring and providing assurance that risks are being managed effectively and in accordance with Council policies and standards, laws, regulations and commitments
- providing regular risk and compliance reports for the Executive Management Group
- providing an internal audit function that adopts a risk-based approach to provide assurance over risk management and control activities across Council
- reporting the results of any internal audit reviews to the Executive Management Group
- reducing duplication and uncertainty, and streamlining decisions, actions and outcomes through the Integrated Governance Framework.

# PROGRAM 1

## TRANSPORT FOR BRISBANE

Through the Transport for Brisbane program, Council will deliver modern, integrated, and sustainable public transport services, enabling residents and visitors to travel safely, reliably, and conveniently while supporting a cleaner, more connected Brisbane.

### CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The Transport for Brisbane program also contributes directly to:

- increased sustainable transport patronage and active travel
- improved efficiency and timeliness of movement of goods and services
- improved metrics of inclusion within Council and the community
- reduced carbon emissions from Council operations.

### DESCRIPTION

The Transport for Brisbane program delivers safe, reliable, and customer-focused transport options for Brisbane by managing the city's multi-modal public transport network, including bus, ferry services, shared e-mobility, and the turn-up-and-go Brisbane Metro.

Transport for Brisbane, as part of this program, operates one of Australia's largest bus fleets, traveling approximately 70 million kilometres each year, providing scheduled network passenger bus services including the high-frequency Brisbane Metro, Bus Upgrade Zones (BUZ), CityGlider services, school and charter services, and event-specific routes. Non-commercial and community bus services, as well as concessional travel options for seniors, students, and disadvantaged groups, support inclusive and equitable mobility across the city.

Ferry services are a vital part of Brisbane's public transport network. Extending 22 kilometres along the Brisbane River and servicing a network of 22 terminals, these services connect riverside communities. The program also oversees the maintenance and upgrade of the ferry terminals to ensure continued safety and reliability.

Services are delivered in partnership with Translink, part of the Queensland Government's Department of Transport and Main Roads. Fares are set by the Queensland Government, which also provides funding contributions toward bus and ferry operations.

The program also manages the city's e-mobility arrangements, including shared e-scooters and e-bikes. Through partnerships with operators, the shared scheme links with public transport hubs for better first-mile last-mile connections to meet the needs of a growing population.

With a strong focus on operational efficiency, customer satisfaction, asset management, and financial sustainability, the Transport for Brisbane program contributes to a more connected, accessible, and liveable Brisbane.



## OUTCOME 1.1

### Transport Operations

Council supports the day-to-day operation of Brisbane's bus and Metro public transport network, improving connectivity and streamlining services to enhance travel choices, improve reliability and increase capacity to support a more integrated and sustainable network.

Operating a modern and convenient transport network for commuters and visitors to the city, Council also engages in private sector partnerships to help offset transport operating and infrastructure costs.

#### Where we are now

Transport for Brisbane delivers a variety of public transport services including Brisbane's bus network and Brisbane Metro M1 and M2 services, improving reliability and increased capacity to get commuters and visitors where they need to go, sooner and safer.

#### Where we want to be

Council will continue to operate a modern and connected multi-modal public transport network for commuters and visitors, and respond to growth and support sustainable travel options for Brisbane. Event and charter services will continue to evolve to meet changing demand and enhance Brisbane's position as a premier destination for sport, culture and tourism.

#### Activities include:

- providing a network of scheduled bus services
- providing the turn-up-and-go Brisbane Metro services, connecting our suburbs and the city
- providing high frequency bus services such as the Maroon CityGlider and Blue CityGlider
- providing the fare-free Spring Hill Loop and City Loop services
- continuing the shared e-bike and e-scooter schemes
- continuing to support sporting and cultural event transport.

## OUTCOME 1.2

### Public Transport

Council is committed to growing Brisbane's public transport network and services into the future, delivering world class public transport for residents and visitors. Use of public transport reduces road congestion, contributes to the city's environmental goals and makes travel around Brisbane more convenient and enjoyable.

Our high-quality public transport services support the growth of public transport patronage and are delivered through a modern bus and ferry fleet and accessible public transport infrastructure with a focus on exemplary customer service. This is supported by a shared e-mobility scheme offering first-mile last-mile connections.

#### Where we are now

Council maintains a unique position among Australian councils by operating its own public transport fleet. Council operates one of the largest bus fleets in Australia, along with the city's iconic Brisbane Metro and ferry fleet.

Council is undertaking a rolling program of works across Brisbane to upgrade bus stops for improved accessibility to provide a safe, accessible and well-connected city for everyone.

#### Where we want to be

Brisbane's public transport services will be frequent, reliable and safe, enhancing Council's vision for a sustainable, liveable and prosperous city.

Council will continue to work with the Queensland Government to plan and deliver an extensive, connected and integrated public transport network, including delivery of a business case to support the expansion of the turn-up-and-go Brisbane Metro.



**Activities include:**

- providing a subsidy towards the cost of operating bus and ferry services
- ongoing payments to contracted ferry operators, covering operational, service delivery and maintenance costs
- continuing to renew river transport networks including upgrading terminal infrastructure
- continuing to provide cost-of-living relief through free off-peak travel for seniors on buses and ferries, and improving accessibility options to encourage seniors to leave their cars at home, reduce congestion and explore the city
- finalising the delivery of the new Adelaide Street bus tunnel to enhance the Brisbane Metro experience
- collaborating with stakeholders and partners to explore Brisbane Metro extensions to continue to grow the network.

## PROGRAM 2

# INFRASTRUCTURE FOR BRISBANE

Through the Infrastructure for Brisbane program, Council operates the road transport network and delivers, manages and maintains the essential infrastructure that enables the safe and efficient movement of people, goods, and services, playing a key role in supporting a growing, connected, and liveable Brisbane.

## CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The Infrastructure for Brisbane program also contributes directly to:

- increased sustainable transport patronage and active travel
- improved efficiency and timeliness of movement of goods and services
- maintained infrastructure delivery in line with city growth
- increased resilience and reduced risks to residents and property from natural hazards.

## DESCRIPTION

The Infrastructure for Brisbane program is responsible for the building and maintenance of the city's transport assets. The program ensures that new infrastructure compliments the existing transport network and improves connectivity throughout the city for residents, visitors and businesses.

A connected, integrated and sustainable transport network is vital to delivering economic, social and environmental benefits as part of Council's long-term vision for the city. The program manages and implements innovative solutions to ensure the transport network operates efficiently and safely for all users.

Infrastructure for Brisbane ensures the preservation of existing city infrastructure, to ensure Council assets are effectively maintained for community use. The program defines and implements Council's asset management framework to ensure consistency and value-for-money across the city's asset portfolio.

Through strategic investment, responsible asset stewardship, and collaborative delivery, the Infrastructure for Brisbane program plays a key role in maintaining and shaping the infrastructure that supports Brisbane's growth and resilience.

Infrastructure for Brisbane also undertakes maintenance across the city, to provide residents with an attractive cityscape, effective transport network and other municipal services necessary to support a growing city.



## OUTCOME 2.1

### Roads and Network Management

Council ensures Brisbane's roads and bridges provide safe, efficient and sustainable movement of people, goods and services by building better roads and transport networks.

#### Where we are now

Council is committed to maintaining and upgrading a functional and integrated transport network to enable our city's economic growth and meet the needs of all road users across a variety of transport modes, now and into the future. Council continues to invest in Brisbane's road network through cooperation and partnerships with other levels of government, ensuring the city's key transport infrastructure needs are sustainably met.

#### Where we want to be

Investment in Brisbane's road and transport networks will continue to have positive economic and liveability outcomes for Brisbane and South East Queensland. Through strategic planning, coordinated management and the integration of innovative transport services and technologies, Council will deliver value for money outcomes and ensure our networks have sufficient capacity to cope with emerging demands, supporting a prosperous, sustainable and liveable city, now and in the future.

#### Activities include:

- delivering new and upgraded active transport infrastructure and encouraging people to use sustainable modes of transport such as walking, riding and e-mobility to reduce congestion and support a clean, healthy and more sustainable city
- upgrading key locations within the transport network by improving and upgrading roads and corridors along with significant intersection upgrades
- renewing, maintaining and improving roads, bridges, boardwalks, culverts, retaining walls, traffic signals and signage
- delivering, monitoring and evaluating traffic management systems, projects and transport network performance
- undertaking short-term planning and design activities, in alignment with the *Transport Plan for Brisbane - Strategic Directions*.

## OUTCOME 2.2

### Maintain the City

Council delivers value for money maintenance services that preserve the city's civic infrastructure and improves Brisbane's liveability.

#### Where we are now

Council is responsible for the maintenance of the city's civic infrastructure, based on sound asset management principles to effectively manage our assets and replace them only when needed. Council ensures community and urban areas are clean through street sweeping, washdown and litter control.

#### Where we want to be

Council will continue to deliver value for money maintenance of our city infrastructure across Brisbane. We will be responsive to customer needs while proactively delivering maintenance based on accurate knowledge of the condition of our assets.

#### Activities include:

- delivering the Suburban Enhancement Fund, which provides ward-focused projects relating to pedestrian infrastructure, parks, road reserve and community facility improvements such as outdoor gym equipment, skate bowls, basketball courts and picnic facilities
- maintaining transport assets through repairing road pavement, replacing sections of footpaths, kerb and channel, signage, bikeways, road markings, lighting, safety fences and guardrails, and weed control
- responding to emerging maintenance needs across Brisbane through dedicated Flying Gangs.

## OUTCOME 2.3

### Manage City Assets

Council is committed to the performance and sustainability of its assets and will deliver an integrated approach to managing Council's asset portfolio across all programs to meet the current and future needs of the city.

#### Where we are now

Council applies coordinated asset management principles across its asset portfolio, to ensure optimal and effective use ensuring the continued value and performance of Council's asset portfolio.

#### Where we want to be

Council remains financially sustainable and will continue to manage a high performing asset base. Through effective planning, Council will prioritise investment on the infrastructure and services needed most to achieve our vision for Brisbane's future.

#### Activities include:

- managing and improving asset management processes, information, reporting, systems and technology
- delivering strategic asset management across all programs and Council's assets
- applying effective asset risk management practices to optimise outcomes from the asset portfolio.

## OUTCOME 2.4

### Brisbane Infrastructure Services

Council delivers professional services across project management, built and natural environment, engineering disciplines as well as construction and maintenance activities. Council also provides high-quality materials that form the basis of Brisbane's road network from our quarries and optimises our fleet of vehicles.

#### Where we are now

Council delivers high-quality professional services to meet engineering, built environment, land management and natural environment needs, within the framework of the *Brisbane Vision 2031*. Council ensures consistent maintenance standards are applied throughout Brisbane. Council provides competitively priced quarry materials to the open market while also providing raw materials to construct our own road network. We purchase and maintain our extensive fleet of vehicles and plant and equipment.

#### Where we want to be

Ensuring consistent engineering and maintenance standards throughout Brisbane is a priority for Council. Council will continue to deliver high quality construction, pest management, quarry materials and professional services to the growing South East Queensland region. Council will provide internal fleet management services to optimise the value, performance and environmental sustainability of our wide range of fleet and plant and material vehicles.

Funding in this service delivers contributions by Council towards Queensland and Australian Government funded open level crossing removals. The Beams Road project is currently underway and subject to funding agreement. Council, the Queensland and Australian Governments are also progressing a funding agreement in relation to the Lindum Road project.

## PROGRAM 3

# SUSTAINABLE CITY

Through the Sustainable City program, Council delivers integrated environmental, waste, and resilience services to enhance Brisbane's liveability, protect its natural assets, and support a clean, green, and climate-resilient city.

## CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The Sustainable City program also contributes directly to:

- improved environmental health
- improved quality and network of natural habitat and greenspaces
- reduced carbon emissions
- reduced waste generation and increased resource recovery
- increased participation in community programs and education activities
- increased resilience and reduced risks to residents and property from natural hazards.

## DESCRIPTION

The Sustainable City program plays a key role in maintaining and enhancing Brisbane's environmental health, resilience, and liveability. It oversees Council's natural assets, drainage infrastructure, waste services, and disaster preparedness.

The program is responsible for the management and strategic oversight of the city's parks, bushland, and open space network, as well as Brisbane's drainage and stormwater infrastructure. It leads efforts to protect biodiversity, safeguard native species such as koalas and platypus, and achieve Council's goal of natural habitat cover.

As the lead for disaster management and city resilience, the program prepares for and responds to severe weather events, working closely with emergency services to protect the community and minimise risk. It also oversees biosecurity activities and vegetation management.

The program manages Brisbane's waste management and resource recovery services, partnering with residents and businesses to reduce waste, improve recycling rates, and advance a circular economy.

Through community engagement and partnerships with volunteer groups, the program supports shared environmental stewardship and the delivery of Council's long-term sustainability goals. Aligned with the strategic directions of *Brisbane. Clean, Green, Sustainable*, this program ensures Brisbane remains a resilient, healthy, and sustainable city, now and into the future.



## OUTCOME 3.1

### Sustainable and Resilient Community

Council supports the Brisbane community to be resilient and prepared for natural hazards by informing residents about the risks related to a changing climate and supporting them to plan, prepare, respond and recover from severe weather events.

Through awareness and behaviour change products, tools and services, Council empowers community members to build resilience and preparedness for severe weather events.

#### Where we are now

Residents are already living smarter, using energy wisely, using water efficiently, reducing their carbon footprint and helping to improve air quality by using public and active transport, including e-mobility, cycling and walking.

Through Council's sustainability initiatives, community members can access information, tools and support to live more sustainably, build resilience and preparedness for severe weather events.

#### Where we want to be

Brisbane residents and businesses will be well informed about the crucial role they play in ensuring our city's sustainability for future generations. Our community will be active environmental stewards who protect our natural environment and adopt sustainable behaviours in all that they do.

Brisbane will thrive as a resilient city. Council will ensure communities and infrastructure are prepared to deal with issues and challenges presented by climate change.

#### Activities include:

- delivering sustainability-focused events and environmental education through Council's environment centres and in partnership with the Brisbane Sustainability Agency
- providing free native plants and practical programs that support sustainable living and biodiversity in the community
- supporting residents and community groups through the Community Conservation Partnerships program, including creek catchment, habitat, and wildlife initiatives
- assisting residents with understanding and managing interactions with urban wildlife, including providing rescue and rehabilitation services for sick, orphaned or injured animals
- maintaining and enhancing Council's flood modelling and telemetry network to improve citywide flood awareness and preparedness
- monitoring recreational waterway health and participate in regional planning partnerships that enhance environmental resilience.

## OUTCOME 3.2

### Low Carbon and Clean Environment

Council contributes to national and global carbon emission reduction goals and enhances the health of Brisbane's environment by improving environmental standards and performance and minimising the impacts of pollutants.

#### Where we are now

Council is taking real and practical action to reduce operational carbon emissions to achieve at least 30% by 2031 and net zero by 2050. Council manages air, noise and water pollution, contaminated land and chemical hazards to protect the environment and the health and well-being of our community.

#### Where we want to be

Council will embrace carbon emission reduction opportunities, while investing in and modernising operations to achieve efficiencies and growth in services.

Brisbane's community continues to enjoy a clean environment as Council proactively manages pollution and improves the environmental health of the city.

#### Activities include:

- leading Council's carbon reduction efforts through sustainable carbon investment, renewable energy purchasing, and generation of recognised carbon credits
- measuring and monitoring Council's annual carbon footprint to track progress towards emission targets and identify reduction opportunities
- supporting community and regional partnerships to reduce emissions, promoting energy efficiency, and building climate resilience
- leading the development of air quality, noise, and chemical hazard policies and providing scientific advice to support infrastructure and planning activities
- providing technical advice for development assessment and neighbourhood planning to ensure environmentally responsible outcomes
- investigating and reporting environmental pollution trends, and developing educational materials for industry and the community
- managing contaminated land and closed landfills through strategic policy, monitoring, and remediation programs to ensure safe community use and environmental compliance
- supporting compliance with environmental legislation through audits, complaint investigations, and enforcement actions for industry and development
- maintaining Council's Environmental Management System and leading best-practice environmental risk management across Council activities
- developing and implementing policies, procedures and training to continually reduce environmental risk and improve sustainability in Council operations.

## OUTCOME 3.3

### Biodiversity, Urban Forest and Parks

Council protects and enhances the rich diversity, health and resilience of our open space, habitats, streetscapes, plants and wildlife. Brisbane's parks and natural areas are attractive, functional and provide recreation, heritage, cultural, social and ecological benefits to the city.

#### Where we are now

Brisbane is Australia's most biodiverse capital city with an extensive and expanding open space network.

Council acquires, protects and restores significant habitat and vital biodiversity areas through bushland acquisition, conservation management, invasive species management, local laws and environmental offsets, demonstrating our commitment to improving quality and network of natural habitat and open spaces within the city.

Council plans parks and natural areas to meet the needs of all residents and community groups and to provide wildlife habitat and refuge.

Urban tree planting programs continue to target footpaths and park pathways to enhance the cooling effect of natural vegetation on our city.

#### Where we want to be

Council will continue to value, protect and restore the natural environment, ensuring there is a resilient, well-managed and accessible conservation reserve network.

Our parks and natural areas will continue to grow and be accessible spaces that are highly valued and visited by residents and visitors. New urban commons and local parks will continue to be planned and delivered to provide vital public open space in line with city growth.

Brisbane's conservation reserves and urban forest will remain an integral element of Brisbane's identity as a subtropical city and underpin the city's liveability.

#### Activities include:

- planning and protecting Brisbane's biodiversity by identifying conservation priorities, updating ecological data, and acquiring land to expand and connect reserves
- managing and maintaining natural area parks, including fire preparedness, infrastructure improvements, and habitat restoration to support native wildlife
- delivering koala protection initiatives, including research support, habitat connectivity improvements, and operation of a dedicated fodder plantation
- implementing the Biosecurity Plan to manage invasive weeds and pest animals across public and private land, including trials of innovative control methods
- administering strategic vegetation protection under local laws, including permits, compliance, and information requests
- restoring priority habitats through environmental offset programs and targeted natural area rehabilitation efforts
- strategically planning, establishing and managing Brisbane's urban forest, with a focus on street trees, veteran tree protection, and cooling suburban environments
- planning, designing, and delivering new parks and upgrades, ensuring accessible, fit-for-purpose community infrastructure that celebrates local heritage and supports active recreation
- curating and operating Brisbane's signature botanic collections, Brisbane Botanic Gardens Mt Coot-tha, City Botanic Gardens, and Sherwood Arboretum as premier recreational and tourism destinations
- enhancing visitor experiences through infrastructure development, educational programs, garden maintenance, and activation initiatives.

## OUTCOME 3.4

### Sustainable Water Management

Council protects our waterways and sustainably manages water to meet the current and future ecological, social and economic needs of the city. Council delivers initiatives and supports the community to be resilient and prepared for the impacts of a changing climate during times of flood and drought.

#### Where we are now

Our extensive network of waterways and wetlands provide important social, environmental, recreational and functional outcomes that benefit the city, river and Moreton Bay.

Council is renewing and re-establishing natural waterways and corridors to create adaptable, resilient, multi-use spaces which provide stormwater management, recreational and environmental outcomes. Council takes an integrated approach to water and waterway management.

#### Where we want to be

Council will continue to work with the community to improve waterway resilience, protect and enhance the city's natural ecosystems and prepare for severe weather events through innovative waterway management initiatives.

Council's approach to integrated water cycle management will deliver social, economic, and environmental benefits to the city. Council will be prepared for, and Brisbane will be resilient to the impacts of flooding and drought. Community members will be informed and educated about living with water, waterway health and sustainable water use.

#### Activities include:

- ensuring sustainable water use in Council operations and meeting legislative responsibilities for urban water cycle management
- monitoring and assessing waterway health and quality to guide investment and improving habitat for native species like the platypus
- delivering community education, events, and forums to raise awareness and encouraging stewardship of Brisbane's waterways
- partnering with local governments and catchment groups to support initiatives such as the Resilient Rivers Initiative and International River Foundation activities
- providing planning and advice on stormwater reuse, water quality, and waterway protection through integrated environmental management strategies
- enhancing local waterways through creek rehabilitation, water-sensitive urban design, and natural channel restoration projects
- constructing, maintaining, and rehabilitating sea and river walls to protect public land and ensure safe, functional, and attractive infrastructure.

## OUTCOME 3.5

### Drainage Infrastructure and Catchment Resilience

Council invests in drainage infrastructure as part of an integrated water management approach to deliver city-wide stormwater mitigation benefits and to build resilience to the impacts of a changing climate.

#### Where we are now

Council is committed to maintaining and upgrading the stormwater drainage network to ensure Brisbane is a resilient city.

To better prepare Brisbane for flooding, Council takes an integrated approach to flood resilience management as outlined in *FloodSmart Future Strategy 2012-2031*.

#### Where we want to be

That Brisbane is a resilient city that lives comfortably with, and manages the risk of, flooding. Council does this by delivering an integrated approach to flood management, including managing our stormwater drainage infrastructure, flood mitigation assets, land use planning and development controls, community awareness and information projects, and emergency management so that flooding is expected, designed and planned for.

The risks of flooding will be reduced by increasing community resilience and preparedness to flooding, as well as ongoing structural maintenance, rehabilitation and upgrades to the stormwater drainage network and stormwater mitigation assets.

#### Activities include:

- undertaking floodplain and stormwater management planning to guide adaptive strategies, improve drainage, and enhance citywide flood resilience
- developing, updating, and implementing local stormwater management plans and flood mitigation studies to support informed infrastructure decisions
- constructing, upgrading, and maintaining stormwater drainage systems, flood mitigation infrastructure, and waterways to deliver cost-effective resilience improvements
- inspecting, surveying, and monitoring stormwater and flood assets, including tidal and river backflow devices, to ensure functionality and timely maintenance
- acquiring flood-prone land and easements to protect overland flow paths and enable effective flood mitigation across the city.

## OUTCOME 3.6

### Open Space Management

Council enhances Brisbane's liveability by efficiently managing our open spaces and conducting routine maintenance on trees, parks, roadside landscaped areas and stormwater treatment and waterway access assets.

#### Where we are now

Council maintains and enhances Brisbane's urban forest by conducting routine and specialised tree maintenance programs, ensuring our city streets are attractive and shaded by strong, healthy and safe trees.

Council improves the health and resilience of our waterways by treating and harvesting stormwater, which in turn advances water efficiency initiatives by providing an alternative water source for local sporting clubs.

Council provides and maintains 91 waterway access assets such as boat ramps, pontoons and jetties allowing residents and visitors to enjoy waterways across Brisbane.

#### Where we want to be

Council will continue to prioritise the environmental health of the city by enhancing the quality and connectivity of natural habitats and green spaces. This includes increasing tree shade cover along footpaths and bikeways, providing additional shade at bus stops, and maintaining strong, healthy trees in streets and parks to improve comfort, biodiversity, and liveability.

Council will remain a sustainability leader and will also address long-term water supply challenges by investing in innovative stormwater harvesting infrastructure. At the same time, Council will continue essential maintenance and cleaning of stormwater treatment assets to prevent pollutants from entering Brisbane's waterways and to support a healthier environment.

#### Activities include:

- delivering tree planting programs and maintaining street and significant trees, including proactive and reactive maintenance to manage risk and enhance public spaces
- maintaining parks and open spaces, including infrastructure, grass cutting, cleaning, and litter removal
- managing landscape elements along road corridors to enhance visual amenity and functionality
- maintaining stormwater treatment assets and harvest stormwater for reuse in public spaces to support environmental health
- maintaining river-related infrastructure including boat ramps, pontoons, and other access points to support recreational use of the Brisbane River.

## OUTCOME 3.7

### Moving Brisbane Towards Zero Waste

Brisbane will be a world leader in sustainable resource and waste management.

Brisbane will be a city where waste is considered a resource and where Brisbane City Council, residents and businesses continually work to reduce waste and adopt sustainable practices to keep products and materials in use for longer.

#### Where we are now

Council is regarded as a leader in waste and resource recovery management. It operates significant and highly efficient waste and resource recovery infrastructure, collection services for households and businesses, as well as public waste disposal and recycling.

Council has actively engaged with the community to promote waste reduction and avoidance strategies, resulting in a decrease in the amount of waste disposal to landfill, per person.

Council continues to reduce litter and rubbish on Brisbane's busiest streets by investing in cleaning and public place waste infrastructure, while using available resources more strategically.

### Where we want to be

Council operations will continue to adapt and evolve to achieve Brisbane's waste and resource recovery objectives, moving towards a zero-waste future. This includes partnering with industry to reduce waste generation and find valuable uses for recovered materials. Council will maximise resource recovery opportunities and embed the view that waste is a valuable resource to be reused and repurposed.

Council will provide world-class, accessible waste management infrastructure and services that respond to current and emerging challenges. By working collaboratively with industry and partners, Council will help foster a culture of waste minimisation and circularity supporting a more sustainable Brisbane and contributing to the regeneration of our planet.

#### Activities include:

- managing kerbside waste, recycling, and garden organics collection services to support sustainable waste practices across Brisbane
- operating and maintaining key resource recovery infrastructure, including four Resource Recovery Centres and the Brisbane landfill, ensuring compliance and strategic asset management
- providing waste and recycling services in public spaces, including city centres and entertainment precincts
- reducing waste to landfill through Council-wide waste minimisation efforts and partnerships with industry to support reuse and recycling initiatives
- educating residents and businesses on waste reduction through tools like the Brisbane Bin and Recycling App, guides, campaigns and online resources.

## OUTCOME 3.8

### Safe and Resilient City

Council works closely with local communities to build awareness, strengthen preparedness, and support recovery efforts, ensuring residents are informed, engaged, and supported before, during, and after disaster events.

#### Where we are now

Council contributes to a safe and resilient city through the coordination and administration of prevention, preparedness, response and recovery activities in disaster and emergency management.

#### Where we want to be

Council will continue to improve the approach to preparation and planning for responding to floods, bushfires and severe weather impacts.

#### Activities include:

- delivering disaster awareness and public education initiatives to strengthen community preparedness and resilience
- undertaking disaster and emergency planning in line with legislative requirements, policies, and procedures
- operating and supporting response capabilities including the Local Disaster Coordination Centre, the Local Disaster Management Group, and the Brisbane City State Emergency Service Unit
- maintaining strong partnerships with emergency service agencies to ensure coordinated disaster response.

## PROGRAM 4

# FUTURE BRISBANE

Through the Future Brisbane program, Council ensures Brisbane remains a great place to live, work, and visit by supporting local businesses, creating vibrant precincts, facilitating economic growth for Brisbane, unlocking new homes and jobs, and planning for sustainable growth, while celebrating our city's unique character, liveability and heritage.

## CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The Future Brisbane program also contributes directly to:

- maintained infrastructure delivery in line with city growth
- maintained community satisfaction with access to housing, employment and recreation spaces
- strengthened economic performance of the city
- increased tourism visitation and expenditure
- increased participation in Council's business support activities and events.

## DESCRIPTION

The Future Brisbane program guides Brisbane's long-term growth, prosperity, and global positioning through integrated planning, economic development, and international engagement.

The program undertakes medium and long-term planning across land use, open space, public and active transport, economic development, and community infrastructure. It works closely with Queensland Government agencies, regional councils, and the private sector to deliver integrated planning outcomes and implement the *South East Queensland Regional Plan - (ShapingSEQ 2023)* within the Brisbane Local Government Area.

The program also oversees efficient and coordinated development assessment and permitting services, enabling sustainable growth and facilitating investment. It supports Brisbane's economic competitiveness through targeted initiatives for small businesses and key industries and works in partnership with the Brisbane Economic Development Agency (BEDA) to attract investment, grow jobs, and promote Brisbane as a business and visitor destination.

In addition, the program maintains strong relationships with multicultural communities, advances international trade and business connections, and manages Brisbane's Sister City and regional partnerships to elevate the city's global profile.

Through strategic leadership, collaboration, and commitment to inclusive growth, the Future Brisbane program supports a thriving, connected, and future ready Brisbane.



## OUTCOME 4.1

### Planning for a Growing City

Council guides Brisbane's sustainable growth and preserves the city's unique character through the planning of precincts and neighbourhoods with liveability and design excellence at the forefront and benefits from quality infrastructure and services.

#### Where we are now

Brisbane is Australia's fastest growing capital city. This growth has brought about significant economic and social benefits, but it has also presented some challenges, such as increased demand for housing and infrastructure.

To address these challenges, Council is implementing measures to manage our growth sustainably. This includes delivering on *Brisbane's Sustainable Growth Strategy* (Council's housing and homelessness strategy), *Brisbane's Housing Supply Action Plan*, *Brisbane: Our Productive City* (Council's industrial strategy) and *Brisbane's Inner City Strategy*. Council is unlocking underutilised land and facilitating the renewal of our suburbs with a focus on growing up, not out, to provide new homes and housing choice, employment opportunities and vibrant communities.

Underpinning Council's approach to sustainable growth is *Brisbane City Plan 2014* (City Plan), which is continually updated over time through extensive community consultation. City Plan guides how land can be used and developed and supported by quality infrastructure, while maintaining our city's unique character.

Council regularly updates City Plan to maintain a modern planning scheme which responds to the needs of the city and community and aligns with the Queensland Government's targets and planning requirements as set out in *ShapingSEQ 2023* and supporting legislation.

#### Where we want to be

Brisbane's neighbourhoods are vibrant, well-designed, integrated and affordable places to live offering housing choice for everyone at all life stages. As an attractive and sought after place for investment, Brisbane is known for its enviable lifestyle, beautiful design, sustainability credentials and strong economy.

A program of urban and suburban renewal will unlock opportunities for growth and housing in Brisbane and increase investment, economic activity and improvements to public spaces and infrastructure.

City-shaping infrastructure will support the supply of housing and development in the right places and deliver long-term community benefits, while preserving and enhancing local character, heritage places and the natural environment. Council will continue to work with residents and businesses to deliver integrated land use and infrastructure planning that meets local needs and citywide objectives. A responsive City Plan will provide the foundation for sustainable growth and development.

#### Activities include:

- implementing Council's strategic planning frameworks, including *Brisbane's Sustainable Growth Strategy*, *Brisbane's Housing Supply Action Plan*, and *ShapingSEQ 2023*
- progressing precinct and renewal planning across suburban and industrial areas to support sustainable growth and economic productivity
- maintaining and updating City Plan to guide land use and development, including incentives and infrastructure charges
- providing strategic planning and policy advice on land use, infrastructure, and renewal projects, including major development applications
- collaborating with other levels of government and the private sector to deliver planning outcomes and cost-effective infrastructure
- monitoring growth and development trends using spatial data, growth models, and land use mapping, while protecting Brisbane's heritage and character.

## OUTCOME 4.2

### Enhancing Brisbane's Liveability

Council ensures Brisbane is a great place to live, work and relax by facilitating high quality, sustainable urban design and renewal to foster inclusive, vibrant, liveable communities and prosperous local economies for all.

#### Where we are now

Guided by our vision of being a design-led city, Council delivers placemaking, public art and cultural projects that drive positive urban design outcomes and enhance valued local environments to support development and economic opportunities.

#### Where we want to be

Council will continue to plan, enable, and manage policies and projects that ensure quality public spaces and urban design outcomes, integrating land use and infrastructure planning that is responsive to local needs and strategic citywide objectives. Innovative projects will deliver excellence in urban design, enhancing Brisbane's attractiveness, amenity, safety, and liveability for all.

#### Activities include:

- developing urban design strategies, policies, and tools to support high-quality, sustainable design outcomes, including the Brisbane Green Factor Tool
- providing strategic and detailed design advice on projects and developments, including through design-focused prelodgement processes and the Independent Design Advisory Panel
- delivering capital works and public realm improvement projects, along with temporary activations and creative placemaking initiatives
- managing, maintaining and promoting Council's public art collection to enhance the city's cultural identity and vibrancy.

## OUTCOME 4.3

### Approving Quality Buildings and Infrastructure

Council protects and enhances Brisbane's unique subtropical lifestyle, character and prosperity by assessing and approving quality development to meet the demands of a growing city, in accordance with City Plan.

#### Where we are now

Council provides a best practice, efficient, effective, and user-friendly development facilitation framework based on Queensland Government planning legislation, City Plan and other regulatory policies.

Council advocates for and facilitates assessment of quality and exemplary buildings, operational work and plan sealing applications. Council's assessment policies encourage subtropical and resilient design that is suited to Brisbane's climate and natural environment.

Council ensures quality development outcomes through regulatory functions including inspecting and investigating plumbing installations, monitoring notifiable plumbing work and completing proactive development compliance checks.

Council offers free Talk to a Planner sessions which are face-to-face consultations with a planning specialist. We also offer planning information sessions over the phone to answer enquiries from residents and businesses.

#### Where we want to be

Council will implement further service and process improvements that enhance Brisbane's status as an exemplary development assessment manager. Through innovative technology, customer-focused solutions and a risk-based approach to the assessment of development applications, Council will achieve quality development outcomes in a timely manner. Processes will adapt and respond to emerging issues including regulatory changes by the Queensland Government.

Council will continue to make applications accessible and ensure transparency in assessment and decision-making processes. Efficient assessment and regulatory practices will encourage investment to support Brisbane's economic development and long-term prosperity.

#### Activities include:

- providing prelodgement advice and supporting fast-tracked assessment for low-risk applications to encourage quality development outcomes
- assessing development applications, operational works, plan sealing, street naming/numbering, and construction management plans
- issuing infrastructure charges notices, managing infrastructure agreements, and ensuring compliance of transferred assets
- conducting building certification and plumbing approvals and inspections in line with legislative and safety requirements
- monitoring development compliance with City Plan and approvals, including proactive site inspections
- managing development assessment appeals and responding to complaints about unlawful development
- undertaking building regulatory and enforcement activities, including for dangerous buildings, occupancy certificates, and certifier conduct
- processing planning and development certificates and permits for works on Council footways.

## OUTCOME 4.4

### Growing Brisbane's Economy

Council supports the Brisbane economy to grow and prosper. Supporting businesses, enabling an enterprise culture and creating thriving local precincts helps to build a strong economy and position Brisbane as Australia's most small business friendly city.

#### Where we are now

As one of Australia's fastest growing capital cities, Brisbane's economy is worth \$181 billion. Strong local businesses and vibrant precincts are vital to the Brisbane economy. Council creates opportunities for economic growth through dedicated business support initiatives, backed by economic research and data analytics.

#### Where we want to be

As an Olympic and Paralympic City, Brisbane is expected to experience strong population, employment and economic growth over the next 20 years. Council will support Brisbane's strong forecast growth by continuing to provide an environment where businesses can thrive, including being Australia's most small business friendly city. In turn, Brisbane will be globally recognised as a world-class destination for business.

#### Activities include:

- identifying and supporting opportunities for economic growth across key sectors, industries and precincts
- engaging with businesses, chambers and networks to strengthen connections and support local business development
- delivering business skills programs, events, and training to boost entrepreneurship, employability and future talent
- supporting growth of the nighttime economy, maker economy and suburban precincts to enhance vibrancy and local employment
- monitoring economic trends and providing data insights to Council, BEDA and stakeholders to inform decision-making and advocacy.

## OUTCOME 4.5

### Transforming Brisbane's Inner City

Brisbane's inner-city precincts are vibrant and friendly places and contribute to a thriving day-and-night economy with lifestyle experiences for everyone.

#### Where we are now

Council is facilitating growth and unlocking economic and lifestyle opportunities within Brisbane's inner city through a progressive program of precinct planning and urban renewal. Council activates and promotes the City Centre and Fortitude Valley, including Queen Street, Chinatown and Brunswick Street malls as key destinations for retail, dining, culture and entertainment.

#### Where we want to be

The inner city will make the most of existing and planned infrastructure to create mixed-use neighbourhoods that unlock growth opportunities for residents and businesses. It will be a setting for world-leading cultural events and activities, providing diverse destinations and experiences that offer something for everyone. Existing entertainment precincts like Fortitude Valley and our inner-city malls will strengthen their role as lifestyle destinations, providing a creative outlet for musicians and artists and hosting a thriving day-and-night economy.

#### Activities include:

- developing and delivering precinct plans, masterplans and urban renewal strategies for Brisbane's inner city
- engaging with the community, industry and stakeholders on city centre planning and renewal initiatives
- managing the day-to-day operations of Queen Street Mall, ReddACLiff Place, Brunswick Street Mall and Chinatown Mall, including public safety, maintenance and compliance
- collaborating with traders and stakeholders to activate precincts through events, promotions and place-based initiatives
- delivering marketing campaigns and experiences to attract visitors and promoting the City Centre and Fortitude Valley precincts.

## OUTCOME 4.6

### Brisbane as a Global City

Brisbane maximises opportunities to showcase the city's cultural and economic contributions to the world leaving a positive and lasting legacy for the city, its residents and businesses.

#### Where we are now

Through strong international relationships, including nine formal Sister City relationships, partnerships with other cities and affiliations with organisations around the world, Council delivers economic and cultural benefits for Brisbane. Council's signature international event, the biennial Asia Pacific Cities Summit and Mayors' Forum brings business, industry and cities together to enable them to build relationships and effectively contribute to the prosperity and sustainability of our cities into the future.

#### Where we want to be

Council will seize opportunities presented by the Brisbane 2032 Olympic and Paralympic Games to strengthen relationships with global organisations such as the International Olympic Committee, UN-Habitat, as well as Olympic and Paralympic Host Cities. Council will continue to advance the interests of Brisbane, and leverage our international reputation as a vibrant, multicultural city that is a leading destination for business, investment, trade and global events.

#### Activities include:

- delivering international relations programs, including sister city partnerships, delegations, trade missions, International Internship Program and pop-up consulates
- delivering multicultural programs and events such as the Lord Mayor's Multicultural Round Table, business scholarship program, awards, and community engagement programs
- providing cultural advice to Council and coordinate major initiatives including the Asia Pacific Cities Summit (APCS) and Mayors' Forum.

## OUTCOME 4.7

### Brisbane Economic Development Agency

Brisbane Economic Development Agency (BEDA) drives the sustainable economic growth of the city by supporting local business to grow and scale, while enhancing and promoting Brisbane's reputation globally to drive visitation and attract trade and investment.

#### Where we are now

Brisbane is experiencing significant growth across a range of priority industries, including advanced manufacturing, logistics, health, property and construction, tourism, and business services. BEDA remains focused on driving Brisbane's economic success through leveraging major projects and attracting visitation, investment and talent, while continuing to strengthen consumer and business confidence and grow local business.

#### Where we want to be

Brisbane is a rapidly growing modern city with an enviable lifestyle and incredible opportunities for growth. With the global spotlight shining brightly on Brisbane, BEDA will focus on key areas of investment, trade and talent, and enhance destination tourism, marketing and event attraction to capitalise on ongoing demand for the city.

#### Activities include:

- attracting new business, investment, talent, and reshoring opportunities to Brisbane
- supporting local businesses to grow, export and access new markets through grants, training, and mentoring
- delivering targeted initiatives and accelerators to fast-track growth in key industries
- operating the Brisbane Business Hub, offering workshops, co-working space, and support for entrepreneurs
- delivering signature programs such as the Lord Mayor's Women in Business Grants and Business Awards
- promoting Brand Brisbane through domestic and international marketing campaigns and strategic partnerships
- attracting and supporting major cultural, lifestyle, sporting, and business events to boost visitation and economic impact
- partnering with tourism operators and airlines to grow Brisbane's visitor economy and develop new travel experiences.

## PROGRAM 5

# COMMUNITY AND THE ARTS

Through the Community and the Arts program, Council fosters an inclusive, active, and connected Brisbane by delivering cultural, recreational, and community experiences that support wellbeing, celebrate diversity, and strengthen community pride.

## CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The Community and the Arts program also contributes directly to:

- improved facility and park use and user satisfaction
- increased participation in community programs and education activities/local events and activities
- improved metrics of inclusion within Council and community
- increased accessibility and affordability of Council services and facilities.

## DESCRIPTION

The Community and the Arts program enhances the social, cultural, and recreational life of Brisbane by supporting inclusive, active, and connected communities.

The program delivers and supports a wide range of initiatives, services, and partnerships that promote community wellbeing, cultural expression, and active lifestyles. It oversees the management of community venues and recreational facilities including pools, community halls, and meeting spaces ensuring they are accessible and welcoming for all Brisbane residents.

Council works closely with sporting organisations, community groups, and local service providers to support grassroots sport, recreation, and community-based programs. The program also facilitates arts and cultural activities across the city, and partners with local organisations to deliver events that create more to see and do in the suburbs and help make Brisbane's lifestyle even better.

The program leads initiatives that acknowledge and celebrate the unique contributions of Aboriginal and Torres Strait Islander peoples and supports reconciliation through culturally informed programs and partnerships.

Through investment in community infrastructure and services, and a strong focus on collaboration, the Community and the Arts program strengthens community resilience, fosters belonging, and contributes to Brisbane's liveability and cultural richness to ensure Brisbane remains the best place to live, work and relax.

The Community and the Arts program is implemented in partnership with other government stakeholders, businesses and the not-for-profit sector.



## OUTCOME 5.1

### Strategic Planning of Community Facilities

Council will manage our community services and facilities to provide a range of lifestyle and leisure opportunities to ensure that all Brisbane residents, regardless of ability, background or circumstance, can fully enjoy living, working or experiencing our city.

#### Where we are now

Council continues to review and improve our community strategies, facilities and services to ensure the needs of our growing and diverse communities are met. Future investment is aligned to enable optimum use of existing community facilities while exploring ways to deliver facilities to appropriately meet their needs.

#### Where we want to be

Through a sound understanding of the current and future needs of Brisbane's local communities, Council will ensure that its strategies, facilities and services are accessible to all and align with city growth.

Sport, recreation, arts, culture, community development and community service facilities will be flexible in design and fit-for-purpose with asset and risk management plans and programs to maintain public safety, while responding to changing demands and contributing to the city's infrastructure development.

#### Activities include:

- undertaking long-term strategic planning to meet community needs, guide Council investment, and ensure service continuity
- developing and maintaining partnerships with internal and external stakeholders to support future community infrastructure directions
- integrating customer feedback, usage data, and emerging trends into planning for active, healthy, cultural and recreational opportunities
- monitoring and analysing research and policy trends to inform the future delivery of community facilities and services.

## OUTCOME 5.2

### Build the Community Facilities Network

Brisbane residents have access to a broad range of well-managed and maintained community facilities that provide inclusive and supportive sporting, recreational, social and cultural opportunities to all.

#### Where we are now

Council has a range of facilities offering Brisbane communities sport, recreation, arts, culture, community development and community service participation opportunities. With comprehensive management, these facilities will remain available and fit-for-purpose into the future.

#### Where we want to be

Brisbane's facilities will contribute to our *Brisbane Vision 2031* by offering accessible, vibrant and active facilities across the city.

Council will continue to develop partnerships with other levels of government, the not-for-profit sector, community-based enterprises and the private sector to maximise Council's investment in community facilities.

#### Activities include:

- ensuring Council's community facilities comply with legislative requirements
- ensuring Council facilities will be accessible and functional in accordance with *A City for Everyone: Inclusive Brisbane Plan 2019-2029*
- ensuring our sport, recreation, arts, culture, community development and community facilities are well maintained, including the preservation of historical sites, through renewal, maintenance and repair works
- managing and maintaining Council's indoor and outdoor sport and recreation facilities, fields and associated infrastructure.

## OUTCOME 5.3

### Provide Community Services

Our community thrives and prospers through learning, creating and innovating, arts and culture, and being active and healthy. Council will provide access to community facilities, events, activities and services to help make Brisbane's lifestyle even better.

Brisbane is an inclusive city in which diversity is valued and all Brisbane residents, regardless of ability, background or circumstance, can fully enjoy living, working or experiencing our city.

Council will continue to evolve service delivery in line with current and future community needs to ensure participation and enjoyment.

#### Where we are now

Brisbane is Australia's lifestyle capital, known for its relaxed lifestyle, sense of community, friendly atmosphere and diverse communities. Council is dedicated to creating more to see and do by providing accessible and affordable lifestyle and leisure opportunities, delivering a range of events, activities and facilities for all Brisbane residents.

Council shares the responsibility of social inclusion initiatives with partners including other levels of government, not-for-profit and business sectors and the community. Partnerships with these agencies strengthen Council's ability to respond to emerging needs as well as providing the means for Council to negotiate for improved services and programs.

Council is dedicated to creating lifestyle and leisure opportunities that are friendly and welcoming while promoting equal access to Council services and facilities.

#### Where we want to be

Brisbane will be a city where we provide everyone with equal access to the opportunity to participate in sport, recreation, arts, culture, community development and community activities.

Brisbane's community will retain and express social values of friendship and compassion by helping others, welcoming new residents and visitors, addressing social issues, supporting young people, seniors and people with a disability, welcoming multicultural diversity and valuing our Aboriginal and Torres Strait Islander communities. Our strategies, plans and programs will respond to existing and emerging social and economic challenges, connecting Brisbane's communities with improved services and facilities, regardless of age, ability or background.

#### Activities include:

- partnering with Aboriginal and Torres Strait Islander communities to recognise and support their contributions to Brisbane's cultural and civic life
- supporting responses to homelessness through collaboration, engagement, referrals, and partnerships with service providers
- delivering inclusive services and programs that support culturally and linguistically diverse communities and promote community wellbeing and community development
- providing free or low-cost arts, cultural, entertainment and healthy lifestyle programs that inspire and engage residents
- administering community grants and funding programs to support local organisations
- fostering partnerships with not-for-profit groups, businesses and government to improve access to services and facilities across Brisbane
- managing the operations of Council's cultural, aquatic, golf, and community facilities, including engagement with lessees to ensure effective service delivery.

# PROGRAM 6

## CUSTOMER SERVICES

Through the Customer Services program, Council delivers trusted, inclusive, and resident-focused services across customer contact, libraries, and regulatory functions. We are leveraging smart technology, digital tools, and automation to streamline service delivery and personalise the customer experience. From online portals to contact centre support, we will help residents navigate daily life with ease, stay informed through real-time updates, feel genuinely connected to their community, and experience a more liveable, responsive Brisbane.

### CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The Customer Services program also contributes directly to:

- increased participation in community consultation and engagement activities
- sustained community satisfaction with ability and access to opportunities to 'have a say'
- majority of customers report positive experiences in dealing with Council
- improved Council facility and park use and user satisfaction.

### DESCRIPTION

The Customer Services program delivers responsive, community-focused services that support the wellbeing, safety, and daily needs of Brisbane residents and businesses, with customer experience at its core.

The program establishes the strategy and standards to drive improvement and increased digital presence in all customer services across Council. It manages the operation of Council's customer contact centres and business hotline, ensuring timely, accessible and customer focused support for residents and local business. By leveraging digital platforms, automation, and smart technologies, from AI-enabled tools to advanced systems, the program streamlines processes and improves first-contact resolution, delivering faster and more personalised service.

It manages Brisbane's library network, including 33 library branches, mobile and pop-up libraries, and the City Archives, providing inclusive community hubs that offer access to information, lifelong learning opportunities, and meeting spaces.

A wide range of regulatory services are delivered through the program to maintain the safety, cleanliness and amenity of Brisbane's neighbourhoods. These include the administration of local laws relating to graffiti, litter, parking, environmental impacts and development activity. It also provides operational oversight of Council's community cemeteries and leads citywide community engagement activities.

By embedding customer experience principles into every touchpoint, from service delivery to community engagement and regulation, the Customer Services program plays a vital role in enhancing Brisbane's liveability, improving satisfaction and strengthening public trust in Council.



## OUTCOME 6.1

### City Libraries

Council's libraries will be vibrant, welcoming and inclusive hubs which celebrate and build community, through access to knowledge, information, reading and ideas, as well as places for learning, sharing and creativity.

#### Where we are now

The Brisbane community is informed and opportunities for learning are provided through an extensive public library network, including libraries branches, mobile and pop-up libraries, outreach services and programs, City Archives and 24/7 online services.

Activities delivered in libraries provide many opportunities to enrich and support residents across their lives, as well as assisting them to connect, participate and feel a sense of belonging in the life of their community.

#### Where we want to be

Council will continuously evolve service delivery in line with current and future community needs to maximise participation and enjoyment, be it from home, online 24/7, through our world-class library network or via community outreach services and programs.

#### Activities include:

- providing 33 library branch facilities and City Archives
- providing the Mobile and Pop-up Library
- providing effective maintenance and management of the operations of Council's library network
- liaising with community organisations and members of the public to facilitate events and activities including delivering reading and literacy programs including the First 5 Forever family literacy program.

First 5 Forever is an initiative of the Queensland Government, coordinated by State Library of Queensland and delivered in partnership with local government.

## OUTCOME 6.2

### City Cemeteries

Council operates a range of cemetery and crematorium services that reflect the diversity of Brisbane's residents and community. These venues offer spaces for funeral ceremonies, burials, cremations, as well as memorial walls and gardens.

#### Where we are now

Council delivers services that reflect the diversity of Brisbane residents through the operation and maintenance of Council's cemeteries, crematoria, non-denominational chapels, niche walls and memorial gardens.

#### Where we want to be

Council will continue to evolve service delivery in line with current and future community needs to ensure services and facilities meet the needs of the community for funeral services, burials, cremations, memorial walls and gardens into the future.

#### Activities include:

- ensuring cemeteries are maintained, including the preservation of historical sites, memorial gardens, niche walls and lawn cemeteries
- supporting community groups involved in promoting the heritage value of its cemeteries
- promoting the use of cemeteries as a public space.

## OUTCOME 6.3

### Customer Experience

Council supports access to information about Brisbane, Council facilities and services by providing customer-centred contact channels and services. Sustained community satisfaction is achieved by delivering positive customer experiences and supporting local businesses, activities and events that make great experiences for our community and visitors.

#### Where we are now

Council is committed to providing multiple contact channels for customers including Council's Contact Centre and social media channels to access information or request Council services.

#### Where we want to be

As community expectations evolve, Council aims to create a seamless customer experience across integrated channels, allowing residents and businesses to engage when and how it suits them. Enhanced digital tools, automation, and smarter systems will support faster resolution, reduce repeat contact, and personalise services. Council's business support activities will continue to boost the local economy and ensure Brisbane remains a vibrant destination for filming, events, and creative industries.

#### Activities include:

- operating a 24/7 Contact Centre and Business Hotline to provide around-the-clock support for community and business needs
- expanding multi-channel access to Council via phone, email and website including online forms and self-service portals, social media, mobile apps and SMS, enabling residents and businesses to connect anytime, anywhere
- facilitating approvals for city activations, events, filming, decorative lighting, and community banners
- using customer feedback, service trend data and digital analytics to continually improve service design and delivery across all platforms
- enhancing digital access to property-related services, including building searches and certificates, through improved online tools and automation.

## OUTCOME 6.4

### Managing Animals

Council will facilitate and promote responsible pet ownership across Brisbane.

#### Where we are now

Council works with the community to manage an increasing pet population across the city by encouraging responsible pet ownership behaviours, facilitating rehoming and reuniting of pets with families through two animal rehoming centres and, where appropriate, enforcing animal management legislation.

#### Where we want to be

Working in partnership with the community, Council will manage the challenges associated with animal management across Brisbane. Services and initiatives will focus on ensuring that residents keep their pets responsibly, so that neighbours and the broader community are not adversely impacted.

#### Activities include:

- assessing and issuing animal-related permits for livestock and racehorses, as well as dog registration and management of regulated dogs
- responding to public complaints and investigate animal-related incidents, including attacks and dogs not under effective control
- capturing, impounding, and rehoming stray or unowned animals found in public places
- delivering education and compliance programs to promote responsible pet ownership across Brisbane.



## OUTCOME 6.5

### Community Health

Council is focused on the wellbeing, health and safety of Brisbane's residents.

#### Where we are now

Council maintains public health and reduces exposure to public health risks by overseeing food safety standards, assessing pool safety standards, providing a comprehensive immunisation program and treating mosquito breeding sites.

#### Where we want to be

Brisbane will be the benchmark for best practice in public health protection in South East Queensland. Council will continue to review, maintain and deliver the Eat Safe Brisbane rating scheme for food businesses that encourages higher standards and provides incentives for high performing food business operators. Through strategic public health planning, high public health standards will be maintained and Council will ensure that resources are directed to addressing major community health risks.

#### Activities include:

- delivering the National Immunisation Program funded by the Queensland State Government
- assessing, licencing, inspecting and auditing food and health businesses to ensure compliance with public health standards and regulations
- providing public health enforcement and education to address risks, improve compliance, and support industry understanding of legislative responsibilities
- managing complex community health issues such as hoarding and squalor to reduce risks to public health and safety
- promoting food safety and hygiene practices through the Eat Safe Brisbane program and food safety ratings
- monitoring and managing vector-borne disease risks through mosquito and rodent control programs, public education, and targeted treatments
- supporting strategic planning and delivery of community health services, including licensing guidance, standards, and tools of trade.

## OUTCOME 6.6

### Public Safety

Council is making Brisbane a liveable city that is safe for residents, businesses and visitors.

#### Where we are now

Securing the safety of residents and their property, as well as the amenity of the city to maintain liveability in Brisbane.

Council is committed to providing a safe, clean and attractive environment by protecting and enhancing community health, safety and amenity standards. This commitment includes effective management of the road network through the monitoring and enforcement of parking regulations to help reduce congestion, maintain accessibility, and support the safe and efficient operation of Brisbane's transport system.

#### Where we want to be

Brisbane will continue to be a safe and attractive place to live and visit. Brisbane residents and visitors will have improved levels of personal and property safety. Council will continue to develop best practice community safety strategies and assist with crime prevention to enhance our city's liveability. We will harness emerging mobile technology to improve the efficiency of Council's services.



**Activities include:**

- maintaining 24/7 response capability to manage high-risk safety complaints, citywide harms, and support disaster coordination efforts
- operating mobile dispatch services to respond to city safety concerns and improving officer efficiency through technology and process enhancements
- enforcing local laws and respond to suburban complaints related to parking, amenity, unsightly properties, litter, and abandoned items
- regulating and permitting advertising signs and devices to ensure compliance and public safety
- managing graffiti removal across Council assets and collaborating with external agencies to address graffiti on shared infrastructure
- undertaking investigations and compliance action regarding breaches of Council's local laws relating to Council land and assets, including parks and reserves
- monitoring and enforcing parking regulations across traffic areas, work zones, clearways, and during major events, while responding to complaints about illegal parking, footpath obstructions, and unmanaged vehicles
- managing residential and commercial parking permit schemes, and supporting compliance through targeted education and enforcement campaigns.

# PROGRAM 7

## CITY GOVERNANCE

Through the City Governance program, Council provides strong leadership, governance, and financial management for Brisbane by building an innovative, future-focused organisation committed to delivering efficient, effective, and trusted services for the community.

### CORPORATE PLAN ALIGNMENT

All programs deliver holistically to all strategic indicators in the Corporate Plan.

The City Governance program also contributes directly to:

- improved metrics of inclusion within Council and community
- majority of residents agree Council does a good job of managing the city
- maintain long-term financial sustainability
- improved performance in governance, risk and compliance metrics
- improved performance in metrics related to Our People.

### DESCRIPTION

The City Governance program ensures Brisbane City Council remains a financially sustainable, well-managed, and future-focused organisation that delivers value-for-money services and outcomes for the community.

The program maintains Council's strong financial performance through effective budgeting, investment planning, procurement, services, and commercial lease management, while ensuring operations remain cost-effective and responsive to the needs of residents and ratepayers. It supports the delivery of Council-wide outcomes through robust governance, risk management, and corporate performance frameworks.

The program also oversees key organisational functions that enable the efficient operation of Council, including human resources, information technology, and property management. It protects Council's brand, assets, and reputation, and ensures transparent communication with the community on Council initiatives.

By fostering a high-performing, accountable, and adaptable organisation, the City Governance program underpins Council's ability to serve Brisbane's residents now and into the future.





## OUTCOME 7.1

### Leading and Governing the City

Council provides strong leadership and governance for the City of Brisbane, ensuring effective community representation and advocacy for an informed and engaged city.

#### Where we are now

Council is a representative, accountable, responsible and open government. Council leads Brisbane by maximising opportunities to promote and advocate for the city and increasing community participation and awareness.

#### Where we want to be

Council continues to provide strong leadership and governance for the city and manage with integrity to maintain an informed and engaged city.

#### Activities include:

- providing administrative, resourcing and procedural support to elected representatives, ward offices, and Council/Committee meetings
- ensuring transparency and accountability in Council decision-making, expenditure, and legislative compliance
- coordinating governance activities including local law reviews, delegations, and Council submissions to other levels of government
- operating the Office of the Disputes Commissioner and managing statutory complaints processes
- delivering Council's risk management framework, including enterprise risk, business continuity, compliance, insurance and security
- providing internal audit, fraud prevention, and corrupt conduct investigation services
- delivering expert legal services and advice to support effective and lawful decision-making
- managing strategic communication, public affairs, media, and Council's digital presence
- producing and distributing corporate publications and campaigns to inform and engage the community
- delivering civic events, protocol support, and civic education activities that promote civic pride and awareness.

## OUTCOME 7.2

### Financially Sustainable City

Council is a financially sustainable organisation with the financial resources and assets to meet the current and future needs of the city.

#### Where we are now

Council is a financially sustainable organisation with the capacity to respond and recover from challenges such as the impacts of local and global economic conditions.

#### Where we want to be

Council remains financially sustainable with a sound fiscal position, manageable levels of debt and a high performing asset base. Through effective planning, Council prioritises investment on the infrastructure and services needed most to achieve our vision for Brisbane's future.

#### Activities include:

- managing Council's budget, debt, finance, cashflow, and revenue functions including rates, grants, fees and charges
- providing financial analysis, advice, accounting services, and financial risk management
- developing and implementing financial strategies, corporate planning processes, and financial policies and procedures
- overseeing and improving financial systems, processes, information and reporting to support strategic decision-making
- managing corporate property services including lease and tenancy arrangements, legislative compliance, risk management and security
- delivering value-for-money corporate accommodation through facilities projects and effective contract management
- optimising underutilised property assets and leading consolidation strategies to improve efficiency and support economic outcomes.

## OUTCOME 7.3

### Enabling and Enhancing Council

Council is enabled by effective and efficient organisational services that provide value for money outcomes for the community and is supported by a capable and talented workforce.

#### Where we are now

Council is a positive, progressive and productive organisation that supports and develops its people and embraces digital technologies to efficiently manage the city.

#### Where we want to be

Council remains a talented, capable and efficient organisation, enabled by innovative people, processes and technology that enhance the organisation's sustainability and productivity to shape a better Brisbane.

#### Activities include:

- delivering workforce strategy and services including human resources (HR) planning, talent management, inclusion initiatives, and end-to-end employee lifecycle processes
- providing health, safety, wellness, rehabilitation and workers' compensation services aligned with Council's Zero Harm and Domestic and Family Violence Prevention strategies
- supporting employee experience and culture through internal communications, engagement, change management, and implementation of Council's cultural framework
- managing employee relations including industrial relations, remuneration, case management, benefits, and organisational change support
- delivering HR operations including payroll, HR systems, reporting, administration, and employee support through the Solution Centre
- overseeing procurement and supply services, ensuring value for money, innovation, and supplier diversity across goods, services and works
- managing Information and Communications Technology (ICT) strategy, governance and operations, including infrastructure, applications, and overall system health
- delivering digital innovation and customer-facing services that meet the expectations of residents, businesses and visitors
- managing information, data and records services including Geographic Information System, security, data governance, analytics, and business intelligence
- driving integration and delivery of enterprise projects, business systems, and ICT roadmaps that support organisational priorities.



# ANNUAL PERFORMANCE PLANS

## 2025-26

*Adopted by Council Resolution on 26 June 2025*

# TRANSPORT FOR BRISBANE

Transport for Brisbane is Brisbane's major provider of public transport with the objective to provide frequent, reliable, comfortable, and safe services for our passengers. As one of the largest bus operators in Australia, the business also runs CityCat and ferry services, and active transport through shared e-mobility services like e-scooters and e-bikes. The business aims to deliver high-quality, integrated public and active transport services with a focus on customer service and sustainable transport options for residents and visitors to Brisbane.

## Role

Transport for Brisbane operates one of the largest bus fleets in Australia, which travels over 70 million kilometres each year, delivering high-quality services that focus on accessibility, safety and customer service, and contribute to reducing traffic congestion and delivering social, economic and environmental benefits.

Transport for Brisbane provides scheduled network passenger bus services including high frequency Metro, Bus Upgrade Zones (BUZ) and CityGlider services, school services, charter services and event services. The services include non-commercial and community bus services and concessional travel for senior citizens, full time university students, school students and for disadvantaged members of the community. Continued investment in a modern, wheelchair-accessible, well-maintained, carbon neutral bus fleet and strategically positioned depots ensure these services are delivered effectively, carrying significantly more passengers than the entire South East Queensland city train network.

CityCat and ferry services are an important part of the public transport network, with terminal access stretching 22 kilometres along the Brisbane River.

Transport for Brisbane delivers public transport bus, Metro, CityCat and ferry services in partnership with Translink, a division of Queensland Government's Department of Transport and Main Roads. Under the Translink agreements, fares are set by the Queensland Government. The Queensland Government provides a funding contribution for bus and ferry operations.

Transport for Brisbane is delivering more modern e-mobility travel options that better meet the needs of our growing city. This includes expanding the shared scheme of e-scooters and e-bikes, to even more suburbs across Brisbane, and linking with public transport hubs for better connections.

## Service quality

Transport for Brisbane will provide exceptional responsive customer service with a commitment to zero harm. The organisation strives to be a consistently high performing transport provider through a culture which is positive, professional and performance driven.

## Financial and non-financial targets

### In 2025-26 achieve:

- mean customer satisfaction with bus services of not less than 6.5
- mean customer satisfaction with CityCat and ferry services of not less than 7.0.

The adopted Budgeted Financial Statement for Transport for Brisbane can be found on [page 19](#).

## Council transport operating subsidy

Council subsidises Transport for Brisbane for the services it operates so that Transport for Brisbane can provide a better service to Brisbane residents and visitors.

## Notional capital structure and surpluses

Transport for Brisbane's notional capital structure is by way of equity funding from Council. Surpluses after the application of the requirements of the Tax Equivalents Regime are returned to Council's overall operating surplus.

## Proposed major investments

There are no proposed major investments in 2025-26.

## Borrowings

Transport for Brisbane has nil outstanding or proposed borrowings.

## Delegations

The Chief Executive Officer of Council has delegation and can delegate as appropriate under the Council's Administrative Arrangements for the general working and business operations of Transport for Brisbane.

## Reportable information

Transport for Brisbane will report to Council regarding its operations and performance, including financial and non-financial targets.

# CITY PARKING

City Parking's objectives are to meet customer needs and contribute to both liveability and economic outcomes by delivering accessible and reliable parking services.

## Role

City Parking manages Council's two off-street parking stations and are committed to providing parking services that meet customer needs by delivering value for money, safe, accessible and reliable parking services.

### City Parking:

- provides competitive car parking rates and services to all customers
- ensures a customer-focused approach to service
- ensures Council's assets are maintained by partnering with other Council areas
- partners with third parties to establish cohesive operational relationships
- provides and maintains modern parking management systems.

## Service quality

City Parking will provide accessible, reliable and competitive services.

## Financial and non-financial targets

### In 2025-26 achieve:

- net surplus before tax as stated in the Budgeted Statement of Income and Expenditure on [page 19](#)
- average number of vehicles per bay per day in King George Square car park
- average number of vehicles per bay per day in Wickham Terrace car park.

The adopted Budgeted Financial Statement for City Parking can be found on [page 19](#).

## Community service obligations

City Parking has no community service obligations.

## Notional capital structure and surpluses

City Parking's notional capital structure is by way of equity funding from Council. Surpluses after the application of the requirements of the Tax Equivalents Regime are returned to Council's overall operating surplus.

## Proposed major investments

There are no proposed major investments in 2025-26.

## Borrowings

City Parking has no outstanding or proposed borrowings.

## Delegations

The position of City Parking Manager has delegations under Council's Administrative Arrangements for the general working and business operations of City Parking, with responsibility to the Chief Executive Officer of Council.

## Reportable information

City Parking will report to Council regarding its operations and performance including financial and non-financial targets.