



Dedicated to a better Brisbane

BRISBANE CITY COUNCIL

CORPORATE PLAN

2026-27 to 2030-31

Brisbane City Council acknowledges this Country and its Traditional Custodians. We acknowledge and respect the spiritual relationship between Traditional Custodians and this Country, which has inspired language, songs, dances, lore and Dreaming stories over many thousands of years. We pay our respects to the Elders, those who have passed into the Dreaming; those here today; those of tomorrow.

May we continue to peacefully walk together in gratitude, respect and kindness in caring for this Country and one another.



About this plan

Brisbane City Council is pleased to present the Corporate Plan for 2026-27 to 2030-31.

Council works with and for the people of Brisbane - providing leadership and good governance to deliver a better Brisbane, while ensuring our services, operations, and investments are financially sustainable.

The Corporate Plan sets out Council's medium-term objectives for how it will conduct the business of local government to deliver the long-term vision for the city – *Brisbane Vision 2031*.

Prepared in accordance with the *City of Brisbane Act 2010* and *City of Brisbane Regulation 2012*, this Corporate Plan reflects the strategic direction of the city and the feedback regularly received from the community on Council's services, operations and activities. The Corporate Plan also aligns with *The Queensland Plan*, the Queensland Government's 30-year vision.

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Lord Mayor's foreword



As Brisbane prepares for a new chapter as an Olympic and Paralympic Games host city, our Corporate Plan 2026-27 to 2030-31 ensures we make the most of this once-in-a-generation moment.

The Corporate Plan is a roadmap for the next 5 years, guiding where we invest, what we prioritise, and how we deliver the services and infrastructure that matters to our community.

Alongside *Brisbane Vision 2031*, the Corporate Plan reflects our ambition to make sure Brisbane remains one of the best places in the world to live, work and visit.

With hundreds of people moving to Brisbane each week, we're focused on what matters most: supporting our suburbs, protecting our lifestyle and keeping Brisbane moving – all while spending within our means to make sure residents retain the lowest rates in south east Queensland.

We are investing in practical, everyday improvements that make a real difference. We're delivering better roads, smarter technology and projects that reduce congestion so people can spend less time travelling and more time at home.

We're expanding public transport and active travel options through Brisbane Metro, Brisbane's New Bus Network and stronger connections along the river, making it easier to get around our city in more ways than ever before.

At the same time, we're investing in the heart of our communities.

From parks and playgrounds to local facilities, sporting clubs and events, we're focused on creating vibrant suburban precincts where people can connect, relax and enjoy more close to home.

We know cost of living matters too, which is why we remain committed to disciplined financial management while delivering real value for residents.

A great city is also a safe and resilient one and we'll keep taking practical steps to improve safety in public spaces and strengthen our preparedness for severe weather, because protecting Brisbane means being ready all year round.

The Corporate Plan is about more than the next 5 years. It's about setting Brisbane up for the decades ahead.

By working together, we can build on everything that makes our city special and shape a future that is even more connected, liveable and full of opportunity.

Adrian Schrinner
Lord Mayor

Message from the CEO



The Corporate Plan sets a clear course for Brisbane's growth, setting the strategic direction for the next 5 years and helping shape a confident and positive future for the city.

Brisbane stands at an important moment: one of change, opportunity and ambition.

As the city evolves, so does Council. Through this change, we remain committed to working closely with Brisbane residents and businesses to ensure we are stepping forward together to meet new challenges and make the most of emerging opportunities, with a clear focus on what matters most for Brisbane and its people.

As the largest council in Australia and one of the hosts of the Brisbane 2032 Olympic and Paralympic Games, we are setting the pace by raising standards, responding responsibly to the realities of a growing city and managing change with care and foresight. This plan ensures Council's decisions, performance and services remain aligned, inclusive and sustainable, so the benefits of growth are felt across Brisbane.

The refreshed strategy also reflects how far we have come as a Council and as a city. The progress of the past 5 years gives us a strong platform to build from and one that allows us to protect what makes Brisbane special, while preparing thoughtfully for the needs and challenges of tomorrow.

The updates guiding us through to 2030-31 include:

- a framework to guide Council's priorities, performance and decision-making
- clear strategic indicators to measure progress and performance
- a renewed focus on governance, service excellence and responsible stewardship across Council, ensuring we continue to meet the expectations of the people of Brisbane
- stronger alignment across long-term strategies, portfolios and investments to deliver city shaping outcomes and the Brisbane 2032 Olympic and Paralympic Games.

With a continued commitment to build a better Brisbane, the Corporate Plan ensures Brisbane remains a great place to live, work, and relax.

Kerrie Freeman
Chief Executive Officer

Introduction

The Corporate Plan 2026-27 to 2030-31 (the Corporate Plan) sets out Brisbane City Council’s (Council) strategic direction for the next 5 financial years.

The Corporate Plan states the performance indicators Council will use to measure progress towards its vision of Brisbane, guides decision-making across the organisation and informs Council’s annual planning and budgeting.

The Corporate Plan integrates with, and is consistent with, other elements of Council’s strategic and financial planning framework (refer to Figure 1). Delivery of Council’s projects, portfolios and activities are set out through Council’s long- and medium-term strategies and plans Council prepares and the Annual Operational Plan and Budget.

The strategic and financial planning frameworks listed in Figure 1 are reported through a range of mechanisms on a monthly, quarterly or annual basis.

Planning horizon	Strategic and financial planning framework mechanisms
Long-term	<i>Brisbane Vision 2031</i> Long-term financial forecast <i>Long-Term Asset Management Plan 2022-2042</i> <i>Brisbane City Plan 2014</i> Council’s strategies and plans Local government infrastructure plan
Medium-term	Corporate Plan Medium-term priorities Policy objectives
Annual	Annual Plan and Budget Portfolios and business plans Financial policies
Operational	Service Group and branch plans

Figure 1: Council’s strategic and financial planning framework

A plan for the next 5 financial years

We continue to work with communities towards delivering the *Brisbane Vision 2031* and we're constantly evolving how we deliver services and outcomes to exceed the expectations of the people we serve. We are focused on delivering a better Brisbane while ensuring the financial sustainability of our operations and investment decisions.

Over the life of this Corporate Plan, Council will serve communities in the context of Brisbane as one of Australia's fastest growing cities. This includes responding to ongoing cost of living pressures, planning for the Brisbane 2032 Olympic and Paralympic Games and embracing the transformational potential of digital technologies.

Our focus remains on delivering value for communities. We will deliver community value through:

- **our mission** – a common mission for all employees to work towards, through our culture, values and ethics that underpin everything we do
- **our vision and strategies** – the outcomes we are striving towards and indicators of progress we will monitor to track how we are going
- **the way we work** – 7 principles to support strategically led decision-making and align our efforts across the organisation through our community interactions, project and service delivery, and Council-wide operational strategies and decisions
 - people centric
 - financially sustainable
 - digital first
 - data informed
 - process excellence
 - align to standard
 - agile, future ready workforce
- **delivery and monitoring success** – the key tools and mechanisms we will use to deliver value for the city and measure our performance.

Our mission

This Corporate Plan sets the direction for where we will be as an organisation in 2030-31. Council is committed to the following mission.

Our mission is to enable a thriving and sustainable city for our current and future residents, businesses and visitors.

We proudly and passionately serve the communities in which they live by listening to them and understanding their needs.

We want them to love and contribute to Brisbane, just as we do.

Our values and ethics

Across Council, our people come from diverse backgrounds and experiences to fulfil a wide variety of roles, with a common purpose of being dedicated to delivering value to Brisbane and its residents and customers.

Our values are underpinned by our ethical principles – our frame of reference when making decisions and responding to challenges.

As public officials, we are employed at public expense, in a position of trust and required to act in the public interest. The decisions we make every day impact on individuals and our broader community. The trust our community and our people place in Council and our high standard of ethical behaviour is fundamental to everything we do.

As a responsible local government authority of Queensland, our employees conduct themselves in accordance with the *Public Sector Ethics Act 1994*, including the following ethical principles:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

All employees must also conduct their duties in accordance with the *Brisbane City Council Code of Conduct*, which reflects the above values, culture and ethical principles. To ensure all employees meet community expectation and in accordance with the *Public Sector Ethics Act 1994*, Council uses FAIR (fair, accountable, integrity, and reflect) decision-making to ensure ethical decisions are made every day in the workplace.

Our vision and strategic directions

Council's strategic direction for the next 5 financial years is delivered through the following strategic focus areas. To achieve the vision for Brisbane's future, we will invest in these focus areas through the Annual Plan and Budget. Delivery will be managed via Council's Service Groups and portfolios.

Our prosperous city

We harness global and local opportunities and encourage a pipeline of investment, jobs and businesses to support the economic growth of our city.

What we do	Indicators of progress
<ul style="list-style-type: none"> • Support a productive and diverse economy that attracts investment, jobs and businesses • Support local businesses to capitalise on opportunities of business in Brisbane through the delivery of training, capacity building and skills development programs • Encourage events and tourism growth • Provide transport and infrastructure that supports business and industry, as well as our residents 	<ul style="list-style-type: none"> • Strengthened economic performance of the city • Increased tourism visitation and expenditure • Increased participation in Council's business support activities and events

Council's existing long-medium term strategies that guide these activities include:

- *Brisbane Economic Development Plan 2012-31*
- *Brisbane: Our Productive City*
- *The race to gold – Brisbane's Games Transport Legacy*
- *Transport Plan for Brisbane – Strategic Directions*
- *Brisbane Long Term Infrastructure Plan 2012-2031*
- *Long-Term Asset Management Plan 2022-2042*
- *Brisbane City Plan 2014**
- *Annual Plan and Budget* (prepared annually, with 4-year forecast)*.

* Note -This document is subject to review during the life of this Corporate Plan.

Our sustainable and resilient city

Through partnership, advocacy, direct action and intervention, Council supports a sustainable Brisbane.

What we do	Indicators of progress
<ul style="list-style-type: none"> • Contribute to national and global climate response and resilience • Maintain and improve environmental standards and health • Resilience to and preparedness for natural events in our sub-tropical city • Support sustainable choices in transport and waste management • Build shared accountability for our environment between government, business and the community 	<ul style="list-style-type: none"> • Improved quality and network of natural habitat and green spaces within the city • Lower carbon emissions from Council operations • Reduced waste generation and increased resource recovery • Increased sustainable transport patronage and active travel • Increased community participation in Council environmental programs and education activities

Council's existing long-medium term strategies that guide these activities include:

- *Brisbane. Clean, Green, Sustainable**
- *Brisbane's Sustainable Growth Strategy*
- *Brisbane's Total Water Cycle Management Plan*
- *Brisbane's FloodSmart Future Strategy 2012-2031 and Brisbane's FloodSmart Future Update 2023*
- *Brisbane City Council Local Disaster Management Plan*
- *Brisbane Long Term Infrastructure Plan 2012-2031*
- *Long-Term Asset Management Plan 2022-2042*
- *Brisbane City Plan 2014**
- *Transport Plan for Brisbane – Strategic Directions*
- *The race to gold – Brisbane's Games Transport Legacy*
- Annual Plan and Budget (prepared annually, with 4-year forecast)*.

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Our liveable city

Council celebrates and connects Brisbane’s communities with the activities, events and places that make Brisbane great.

What we do	Indicators of progress
<ul style="list-style-type: none"> • Planning for development and infrastructure to support and guide the growth of the city • Manage infrastructure, public spaces and facilities • Deliver and facilitate local events and activities for residents • Provide healthy and active lifestyle infrastructure and programs • Support a high-quality built environment that responds to its context and Brisbane’s sub-tropical climate 	<ul style="list-style-type: none"> • Increased participation in local events and activities • Majority of residents find Brisbane a great place to live

Council’s existing long-medium term strategies that guide these activities include:

- *Brisbane City Plan 2014**
- *Brisbane Long Term Infrastructure Plan 2012-2031*
- *Long-term Asset Management Plan 2022-2042*
- *Creative Brisbane Creative Economy Strategy*
- *Design-led City – a design strategy for Brisbane*
- *Brisbane’s Sustainable Growth Strategy*
- *Brisbane. Clean, Green, Sustainable**
- Annual Plan and Budget (prepared annually, with 4-year forecast)*.

* Note -This document is subject to review during the life of this Corporate Plan.

Our inclusive city

Council advocates for a Brisbane that is a city for everyone, free from discrimination with inclusive and supportive services and culture.

What we do	Indicators of progress
<ul style="list-style-type: none">• Conduct meaningful engagement and consultation with the community• Support access to essential and desirable services and facilities, regardless of age, ability or background	<ul style="list-style-type: none">• Increased participation in community consultation and engagement activities• Sustained community satisfaction with ability and access to opportunities to 'have a say'• Increased accessibility and affordability of Council services and facilities• Improved metrics of inclusion within Council and community

Council's existing long-medium term strategies that guide these activities include:

- *A City for Everyone: Inclusive Brisbane Plan 2019-2029*
- *Long-Term Asset Management Plan 2022-2042*
- *The race to gold – Brisbane's Games Transport Legacy*
- *Inclusion Blueprint 2018-26**
- *Brisbane City Plan 2014**
- Annual Plan and Budget (prepared annually, with 4-year forecast)*.

* Note -This document is subject to review during the life of this Corporate Plan.

Our well-managed city

Council provides strong leadership and governance for the city and is committed to delivering effective, efficient and valued services to the community.

What we do	Indicators of progress
<ul style="list-style-type: none">• Demonstrate good governance, integrity and accountability• Partner with community, business and other levels of government• Maintain a financially sustainable organisation• Provide positive customer experiences• Embrace digital technologies to improve Council's information, processes and systems• Provide a positive and productive work environment for our employees	<ul style="list-style-type: none">• Majority of residents agree Council does a good job of managing the city• Majority of customers report positive experiences in dealing with Council• Maintain long-term financial sustainability

Council's existing long-medium term strategies that guide these activities include:

- *A City for Everyone: Inclusive Brisbane Plan 2019-2029*
- *Zero Harm Strategy 2022-27**
- *Inclusion Blueprint 2018-26**
- *The People Strategy 2022-26**
- Annual Plan and Budget (prepared annually, with 4-year forecast)*.

* Note -This document is subject to review during the life of this Corporate Plan.

Our business units

Council has no commercial business units to which the National Competition Policy applies currently.

The way we work

In an environment of fast-paced growth and change, Council has defined 7 principles to simplify decision-making and align our efforts across the organisation.

The principles ensure we stay focused on delivering meaningful community outcomes and positive experiences for our customers and employees. They also support a stronger organisation through smarter processes, sustainable financial decisions, better use of technology and data, and a workforce ready for the future.

Together, the principles support a more aligned, efficient and responsive Council, today and for the years ahead.

- People-centric: we consider the needs of our customers and employees in everything we do.
- Financially sustainable: we make sustainable financial decisions and drive efficiency in everything we do.

- Digital first: we prioritise digital solutions and technologies to enhance service delivery, engagement and efficiency.
- Data informed: we use data and evidence to inform decision-making.
- Process excellence: we work together to continuously improve our processes and services to deliver greater value and better experiences to the community.
- Align to standard: we align our practices with established standards and best practices to promote efficiency and optimise outcomes.
- Agile, future ready workforce: we build agility and capabilities to meet the challenges and opportunities of disruption and change.

Delivery and monitoring success

Delivering on our strategic goals

Council's annual planning and budgeting is informed by the goals and initiatives outlined in Council's medium- and long-term plans and strategies. We measure the achievement of our strategic goals to track our progress and maintain focus on achieving the vision for Brisbane.

Each year, the Lord Mayor and Council prioritise Council's annual expenditure to portfolio outcomes, projects and services, including forward year projections. This is informed by consideration of emerging issues, community feedback, advice from our management and employees and alignment with the Corporate Plan.

Expenditure and outcomes are documented in Council's Annual Plan and Budget.

Smarter governance, better community outcomes

Council ensures we provide safe and reliable services and assets to the community through the Integrated Governance Framework, which includes the systems, processes and behaviours we use to lead and control Council functions and operations.

This is underpinned by our Service Excellence Framework, which is our commitment to delivering community value by measuring, monitoring and achieving our most important community, organisational and citywide outcomes.

Together these frameworks provide the blueprint for how we work together in Council, make decisions and respond to change. They support the delivery of meaningful community, organisational and citywide outcomes by strengthening transparency, accountability and organisational performance.

Through aligning Council's operations and investments with our strategic priorities, smarter processes and better use of data, we create a strong foundation for continuous improvement and long-term success.

Measuring and monitoring success

We continue to expand our capacity to measure and monitor success through its Service Excellence Framework. This provides an integrated approach to performance assessment and improvement that supports our strategic focus areas.

In addition to the Service Excellence Framework, there are numerous opportunities Council takes to monitor and report on the delivery of outcomes including, but not limited to, the following.

- Annual Report – the principal mechanism by which Council reports on progress and performance to the community and other stakeholders. It charts our achievements and challenges for the past financial year and reports against Council’s Annual Plan and Budget and the medium-term strategic directions of the Corporate Plan. The report also provides Council’s longer-term and detailed annual financial reporting, governance information and disclosures required by legislation.
- Organisational plans and strategies – each Service Group and business in Council has a business plan to drive efficient and effective service delivery and align our efforts, resources and decisions towards shared goals.
- Council employees participate in our organisation’s performance leadership process, which provides direction, clarity and motivation and guides people towards optimal performance and continuous improvement.
- Corporate compliance reporting – there are various regulated reporting requirements Council must adhere to in monitoring delivery of key aspects of the business relative to Queensland and Australian Government legislation and the *City of Brisbane Act 2010* and the *City of Brisbane Regulation 2012*.
- Better Brisbane Index – an annual survey to measure residents’ perceptions of the quality of life in Brisbane, both now and in the future.
- Customer satisfaction – Council regularly seeks and monitors resident and customer feedback on delivery of our services and advice.



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