



Annual Operational Plan 2024-25

Adopted by Council resolution on 20 June 2024



Dedicated to a better Brisbane

Overview

The Annual Operational Plan outlines the services that Council's Programs and Businesses 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 is also consistent with Council's long-term financial forecast and the *Brisbane Vision 2031*.

The Programs, Businesses and Outcomes that contribute to the delivery of each strategic direction can be found in the document overview on pages 4-5.

The Annual Operational Plan will be delivered through the Annual Budget 2024-25.

Annual Performance Plans are included for Council's two commercialised businesses – Transport for Brisbane and City Parking.

Annual Operational Plan Program Structure

A separate chapter within the Annual Operational Plan 2024-25 covers each Council Program and the Outcomes and Strategies that they perform.

The Program information is within the following format:

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	Program goal
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1.1.1	Strategy

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 both quarterly and annual 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 Team
- 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 Team.

Annual Performance Plans

The commercial business units Transport for Brisbane and City Parking deliver essential services for Council. The Annual Performance Plan details objectives for each business on how they operate whilst adhering to the key principles of commercialisation.

Transport for Brisbane

Program goal

Through the Transport for Brisbane program, Council will deliver Australia's most modern and sustainable public and active transport networks and services, supporting residents and visitors to travel, safely, reliably and sustainably. This program provides active and public transport services including buses, ferries, bikeways and shared paths along with associated planning and infrastructure.

Program description

The Transport for Brisbane program is focused on providing safe and reliable travel options by expanding Council's citywide public and active transport offerings. Projects including new bridges and the turn-up-and-go Brisbane Metro will create greater and more sustainable transport choices for Brisbane.

Council encourages active travel and increased public transport patronage by investing in transport infrastructure, exploring and adopting evolving transport technologies and implementing behaviour change programs. By providing convenient opportunities to walk, cycle or use e-mobility devices, we support residents in accessing effective, active and sustainable travel alternatives to private motor vehicles resulting in reduced traffic congestion.

Ongoing investment in public transport, including the Brisbane Metro, the CityCat and ferry network supports Council's vision for a sustainable, liveable and connected city.

Council's *Transport Plan for Brisbane - Strategic Directions* (Transport Plan) guides the evolution of our city's transport network over 25 years. The *Transport Plan for Brisbane - Implementation Plan 2018* (Implementation Plan) outlines actions to achieve the outcomes of the Transport Plan, including contributing to a healthier, more sustainable and accessible city.

This will be achieved by:

- providing bus and ferry transport services
- providing high profile community bus services, notably the Maroon CityGlider, Blue CityGlider, Spring Hill Loop and City Loop
- introducing high-frequency, turn-up-and-go Brisbane Metro services connecting our suburbs and the city with key destinations
- expanding our world leading Safer Paths to School program into Safer School Precincts
- continuing to renew and plan for future river transport networks including upgrading terminal infrastructure
- continuing the shared e-bike and e-scooter schemes
- continuing to provide 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
- continuing to deliver new and upgraded active transport infrastructure including bikeways, shared path connections and Bridges for Brisbane.

The adopted Program Budgeted Financial Statement for this program can be found on page 19.

Outcome 1.1 Active Transport

Outcome description

Brisbane provides an extensive network of safe, convenient and connected pathways, bikeways and bike lanes, including on-road and off-road infrastructure that enables residents and visitors to safely and confidently move around the city. This helps to reduce traffic congestion and contributes to an accessible, healthy and more sustainable city.

Where we are now

The Transport Plan encourages active transport as part of Council's approach to reducing Brisbane's traffic congestion. This targeted strategy promotes riding, walking and e-mobility as healthy, sustainable and attractive means of transport and recreation aligned with Brisbane's growing population. Council is committed to continuing to plan, deliver and maintain an integrated, functional and coordinated active transport network that supports the uptake of safe, sustainable and healthy transport modes.

Council works with partners, including the Australian and Queensland Governments, to plan, deliver and maintain the active transport network. In addition to significant active transport infrastructure investments such as the Bridges for Brisbane program, Council delivers a range of network upgrades to monitor and improve safety for cyclists, pedestrians and e-mobility users across the city.

Council also continues to review and improve the active transport network to ensure the needs of our growing city are met and future investment is aligned with Council's policy directions and goals.

To support Council's investment in active transport infrastructure Council has a number of targeted behaviour change programs, such as Active School Travel and the new Safer School Precincts program. These programs work closely with schools and the community to provide the confidence and resources needed to encourage more active travel, more often.

Where we want to be

Council will continue to encourage the uptake of active travel to facilitate a more active, healthy and sustainable lifestyle for Brisbane's residents. Brisbane's interconnected network of pathways, bikeways and associated facilities will enable people of all ages and abilities to confidently choose active travel more often.

Council will continue to support the use of shared e-mobility devices and will partner with other levels of government and industry to further develop Brisbane's e-mobility opportunities.

Strategy 1.1.1 Promote Active Transport

Provide infrastructure and behaviour change programs to encourage people to use active and sustainable modes of transport such as walking, riding and e-mobility to reduce congestion and support a clean, healthy and more sustainable city.

This will be achieved by delivering infrastructure and behaviour change programs including Active School Travel and Cycling Brisbane to promote active travel options, providing schools and the community with confidence and resources to change travel behaviours and help reduce traffic congestion.

Activities include:

- consulting with schools to plan, design and deliver active transport improvements and to improve safety and reduce congestion within school precincts
- supporting active and public travel encouraging safer, healthier and more active communities by walking, riding, scooting or taking public transport
- increasing the road safety knowledge of children by giving them the practical skills and confidence to actively travel more regularly
- contributing to cleaner neighbourhoods with reduced carbon emissions.

Strategy 1.1.2 Plan, Design and Deliver the Active Transport Network

Plan, design and deliver safe and connected active transport infrastructure to further expand Brisbane's active transport network and school precincts for people walking, riding and using e-mobility devices.

This will be achieved by supporting the strategic planning, design and delivery of Brisbane's active transport network for people walking, riding and using e-mobility devices.

Activities include:

- developing transport strategies and policies for Brisbane that support continued improvement and connectivity of the city's active transport network
- providing strategic planning services to ensure Brisbane's active transport network is integrated and fit for purpose
- planning for the delivery of infrastructure and initiatives through the Local Government Infrastructure Plan (LGIP)
- partnering with the Queensland and Australian Governments to expand the existing active transport network
- reviewing data collected through Council's automatic and manual walking, cycling and e-mobility counters
- delivering active transport infrastructure projects to provide increased travel options and promote sustainable travel choices.

Strategy 1.1.3 Transport Partnerships

Operate a modern and convenient transport network for commuters and visitors to the city and engage in private sector partnerships to help offset transport infrastructure costs.

Council offsets the cost of public transport infrastructure through private sector partnerships and facilitates the use of shared e-mobility devices through operator agreements.

Outcome 1.2 Public Transport

Outcome description

Council is committed to growing Brisbane's 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.

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 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.

The Transport Plan recognises the importance of public transport to keep Brisbane moving and the Implementation Plan includes public transport initiatives and actions to cater for growth, connecting people to employment, services and recreation activities in Brisbane.

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.

Bus and ferry networks will be upgraded to improve access for everyone, with future upgrades and new assets designed to meet the requirements for public transport outlined in the *Disability Discrimination Act 1992 (DDA)* and associated accessibility standards.

Council will continue to work with the Queensland Government to plan and deliver an extensive, connected and integrated public transport network, as well as invest in innovative infrastructure, such the Brisbane Metro, encourage greater public transport use, reduce traffic congestion and improve sustainability outcomes.

Strategy 1.2.1 Provide Ferry Services and Maintenance

Subsidise and operate CityCat and ferry services to provide high frequency, high quality public transport services on the Brisbane River.

This will be achieved by:

- contributing to the continual upgrade and enhancement of the ferry network, which forms an important part of the city's wider transport system
- providing ferry services along 22 kilometres of the Brisbane River, providing access for commuters and forming an important part of the public transport network.

Activities include:

- delivery of new and maintenance of the existing CityCat and ferry fleet, including new next generation CityCats
- investigations into the viability of an electric passenger ferry on the Brisbane River
- providing significant funding for ferry infrastructure and services
- ongoing payments to contracted ferry operators, covering operational, service delivery and maintenance costs
- funding for free off-peak travel for seniors on ferries.

The Queensland Government also provides a funding contribution to the cost of ferry operations.

Strategy 1.2.2 Provide Bus and Metro Services and Maintenance

Ensure Brisbane residents continue to have access to a high-quality, accessible and modern bus services.

This will be achieved by supporting the provision of zero emission buses to support an efficient public transport network for Brisbane and providing residents with a modern, clean and zero emission bus fleet.

Activities include:

- working with the Queensland Government to procure new battery electric buses as part of their Zero Emission Bus program resulting in a modern, air-conditioned, accessible and sustainable bus fleet
- provide a subsidy contributing to funding the cost of operating bus services
- operating the free City Loop service
- operating the free Spring Hill Loop service
- funding for free off-peak travel for seniors on buses.

Strategy 1.2.3 Provide Public Transport Infrastructure

Develop public transport strategies and network plans to ensure enhanced liveability in Brisbane.

This will be achieved by:

- delivering public transport infrastructure, working with stakeholders to develop and optimise public transport networks to ensure Council's investment is appropriately targeted to Brisbane's requirements
- upgrading and developing infrastructure to support Council's bus and ferry networks to support services.

Activities include:

- continuing to deliver upgrades to the infrastructure that supports the city's public transport networks including accessibility and connectivity whilst catering to Brisbane's current and future demands
- partnering with the Queensland Government to achieve equitable access and the best outcomes for customers and residents.

Strategy 1.2.4 Brisbane Metro

Deliver Brisbane Metro infrastructure to support the provision of a high capacity, high frequency and sustainable public transport.

This will be achieved by introducing a new fleet of high-capacity electric vehicles, delivering major infrastructure works including station upgrades and providing overall network enhancements.

Activities include:

- continuing works in the Brisbane CBD including:
 - construction of the Adelaide Street tunnel
 - surface works along Adelaide Street and North Quay in line with Council's Adelaide Street Vision
 - upgrading King George Square station
- finalising works across Victoria Bridge to provide a prioritised public and active transport corridor
- finalising works in South Brisbane including:
 - delivering an upgraded Cultural Centre station and improving precinct connectivity and accessibility for pedestrians, cyclists, and commuters
- finalising works to upgrade Buranda busway station
- manufacturing and delivering the Metro fleet in preparedness for operations
- Council's contribution to the South-East Queensland City Deal as it relates to public transport
- continued collaboration with stakeholders and partners to progress delivery of the project and prepare for Brisbane Metro operations.

Infrastructure for Brisbane

Program goal

Through the Infrastructure for Brisbane program, Council develops and delivers a transport network that enhances liveability while supporting residents, businesses and visitors by enabling the safe, efficient and sustainable movement of people, freight and services. This program provides strategic transport network planning and the delivery of capital works including roads, structures such as bridges and riverwalks, and drainage works, along with asset maintenance of associated infrastructure, and parking management across the city.

Program description

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. Council uses a balanced and coordinated approach to create an integrated and functional transport network that supports a range of transport modes for our growing city.

Council's transport planning is appropriately integrated with the regional transport network to ensure wider connectivity for Brisbane residents, visitors and businesses. Planning for Brisbane's transport network considers the existing and proposed land uses across the city to achieve optimum transport outcomes for the community and industry.

By maintaining and improving Brisbane's roads and transport networks, Council will continue to improve safety, reduce congestion and improve transport options and opportunities across the city. Our aim is to connect places for people, helping residents, visitors and businesses access the places they want to go, remain socially connected, and transport goods and services more efficiently.

Council's *Transport Plan for Brisbane - Strategic Directions* (Transport Plan) guides the evolution of our city's transport network over 25 years. *The Transport Plan for Brisbane - Implementation Plan 2018* (Implementation Plan) outlines actions to achieve the outcomes of the Transport Plan, including contributing to a more sustainable and accessible city.

This will be achieved by:

- ongoing improvement of the Brisbane road network and delivering initiatives to improve safety for all transport modes while reducing congestion throughout the city including investing in intelligent transport systems to improve the management of the transport network
- strategic planning and coordinated management of the road network to ensure integration of innovative transport services and technologies across the city
- delivering value for money initiatives to ensure the network has sufficient capacity to cope with existing and emerging demands, supporting a prosperous and liveable city, now and in the future
- maintaining more than \$12 billion worth of transport and infrastructure assets across the road network
- delivering the road resurfacing program to maintain more than 5,750 km of roads in the network
- continuing funding to support the Brisbane Metropolitan Transport Management Centre (BMTMC)
- continuing to enhance economic, liveability and sustainability outcomes by improving the transport network.

The adopted Program Budgeted Financial Statement for this program can be found on page 20.

Outcome 2.1 Roads and Transport Network Management

Outcome description

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.

Brisbane's transport infrastructure supports a variety of transport modes such as private and commercial motor vehicles and other transport modes including a variety of public and active transport options. Our roads connect

residents and visitors with employment and education hubs, services and recreational opportunities, as well as freight with major industrial areas and economic gateways.

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.

Strategy 2.1.1 Strategic Transport Planning

Strategic Transport Planning focuses on the principles of transport planning and planning for the future growth of the city. This includes integrating transport modes and linking the key hubs and gateways within it, encompassing employment and educational hubs, recreational opportunities and major industrial areas and economic gateways.

This will be achieved by planning and designing the transport network, ensuring Brisbane's transport network evolves over time to service the transport needs of the community and industry now and into the future.

Activities include:

- delivering transport network planning and design in line with Council's *Transport Plan for Brisbane – Strategic Directions* (Transport Plan)
- undertaking modelling, specification review, concept planning and design activities for future transport network upgrades
- investigating, planning and managing the transport impacts of land use developments, including providing advice on Queensland Government Priority Development Areas, specialist transport input to projects by other parties including Queensland Government developments
- planning for new and emerging transport services and technologies
- integrating transport network planning with city planning and development activities.

Strategy 2.1.2 Build the Transport Network

Build a safe transport network that enhances accessibility and improves safety.

This will be achieved by:

- building an improved transport network across the city by delivering key transport assets in line with the needs of Brisbane's growing population now and into the future
- enhancing the safety and capacity of the transport network through building roads and infrastructure and supporting improved facilities for public and active transport users.

Activities include:

- upgrading key locations in the urban road network by improving and upgrading roads and corridors along with significant intersection upgrades
- delivering corridor enhancements and local area traffic management and congestion busting projects, including safety enhancements for all road users and traffic calming measures in local suburban precincts
- funding towards Queensland Government and Australian Government projects, such as the removal or upgrade of open level rail crossings.

Strategy 2.1.3 Maintain and Improve the Transport Network

Maintain and improve the network to ensure it operates efficiently and safely for all users.

This will be achieved by:

- ensuring Brisbane's road network operates as efficiently and safely as possible by delivering improvements to optimise existing road capacity and improve safety for all road users
- providing effective management of a significant portfolio of infrastructure and transport network assets.

Activities include:

- enhancing capacity of existing intersections and related systems to improve safety and reduce congestion
- renewing, maintaining and improving roads, bridges, boardwalks, culverts, retaining walls, traffic signals and signage
- delivering strategic management of infrastructure and road assets

- delivering systematic condition and risk assessment of infrastructure and road assets
- enhancing capacity of existing intersections.

Strategy 2.1.4 Manage the Transport Network

Manage and apply innovative solutions to ensure the transport network operates efficiently for all users.

This will be achieved by ensuring Brisbane’s road network operates as efficiently and safely as possible by delivering innovative solutions to optimise existing road capacity and improving efficiency of transport systems and technologies to keep Brisbane moving.

Activities include:

- supporting the continued operations of the BMTMC in partnership with the Department of Transport and Main Roads
- upgrading major transport corridors and the technologies utilised to manage them
- delivering, monitoring and evaluating traffic management systems, projects and transport network performance
- optimising operations of the transport network by managing traffic signal operations and monitoring and enforcing use of kerbside allocations, including clearway and parking management
- maintaining and assessing real-time network data and automation to maximise safety and efficiency of the road network, including intersection operations and travel times across the city
- delivering proactive traffic management practices, including identifying congestion ‘hot-spots’ and mitigation measures.

Outcome 2.2 Parking Management

Outcome description

Council delivers safe, accessible and reliable parking services that support a liveable, prosperous and well-managed city by improving access to inner city communities, activities, businesses and services.

Where we are now

Council manages and maintains King George Square and Wickham Terrace parking stations along with on-road parking spaces and associated infrastructure and software. Balancing parking accessibility with residential, commercial and retail demand is one of Council’s focus areas as Brisbane continues to grow.

Council delivers a range of improved systems to enhance the on-street and off-street parking customer experience. Integration of these systems will allow for improved reporting capabilities to assist informed decision-making about future improvements.

Where we want to be

Council will harness improvement opportunities and new technologies to ensure best utilisation of kerbside allocations and infrastructure to meet increased customer expectations. A seamless, efficient customer interface will assist in reducing congestion and provide a better experience for customers.

Strategy 2.2.1 Enhancing Parking Management

Enhance parking management practices to provide effective and value for money asset and financial management through customer centric systems.

This will be achieved by:

- managing, operating and maintaining on and off-street paid vehicle parking services, helping to support economic activity by facilitating parking turnover and supply
- exploring emerging technologies to enhance the customer experience.

Activities include:

- providing competitive vehicle parking services to all customers, including evening and weekend pricing
- providing safe and secure parking with an emphasis on customer focused services
- planning and integrating parking management systems, including emerging technologies
- providing a fee-free mobile parking payments service which also offers a premium reminder and notification service for customers utilising Council’s on and off-street parking
- administrating the Residential Parking Permit Scheme for residents and their visitors
- delivering temporary and special event parking arrangements.

Outcome 2.3 Drainage Infrastructure and Catchment Resilience

Outcome description

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.

Strategy 2.3.1 Delivering Drainage Networks

Responsible management of the city's drainage infrastructure.

This will be achieved by managing flood risk to minimise the impact of flooding on people, property and infrastructure.

Activities include:

- undertaking floodplain management planning to identify appropriate adaptive strategies as part of Council's ongoing stormwater management program
- developing and updating local stormwater management plans
- developing and monitoring current and future city flood resilience measures
- constructing and upgrading new stormwater drainage and mitigation infrastructure to deliver cost-effective and beneficial flood resilience improvements
- acquiring flood prone land to accommodate overland flow paths and for drainage easements.

Strategy 2.3.2 Stormwater Management Maintenance and Rehabilitation

Manage and maintain stormwater mitigation assets.

This will be achieved by ensuring the city's stormwater pipe and open drainage networks operate at optimum capacity to minimise the impact of flooding on people, property and infrastructure.

Activities include:

- investigating and preparing studies to develop options to maintain and enhance flood mitigation channels and waterways
- inspecting, surveying and monitoring stormwater and flood mitigation assets
- testing, maintenance and repairs to tidal and river backflow devices
- maintaining and rehabilitating flood mitigation channels and waterways, stormwater drainage networks and stormwater mitigation infrastructure.

Sustainable City

Program goal

Through the Sustainable City program, Council delivers best-practice environmental management strategies to enhance Brisbane's natural environment and improve liveability and resilience.

Program description

The Sustainable City program is responsible for preserving and protecting Brisbane's diverse natural environment and rich biodiversity, integrating urban form with high quality open spaces and building city resilience to the impacts of a changing climate.

Through this program, Council delivers carbon-reducing and climate-resilient initiatives that enable the city to thrive and remain liveable for future generations. We deliver projects that conserve Brisbane's natural areas and waterways, respond to our city's subtropical climate conditions, and reduce Brisbane's exposure to future environmental risks.

Brisbane. *Clean, Green, Sustainable* details Council's approach to sustainable city development, environmental management and future aspirations for the city.

This will be achieved by:

- measuring Council's annual carbon footprint to inform opportunities to reduce emissions
- educating the community about sustainable and climate-resilient living
- taking a risk management and an adaptive approach to extreme weather events such as flooding, storms, bushfires and drought to maintain a resilient city
- taking action to enhance air quality and reduce pollution
- improving the health of Brisbane's waterways, wetlands and catchments
- using stormwater creatively to support Brisbane's sub-tropical lifestyle
- connecting with our community to help preserve and protect our natural areas, coastline and waterways
- planning, enhancing and activating a diverse network of clean, accessible and safe parks and open spaces
- sustaining a resilient urban forest by protecting significant vegetation and providing well-shaded streets and pedestrian spaces that help cool the city and improve amenity
- protecting, restoring and managing the city's natural assets to connect and preserve habitat and wildlife corridors, and protect significant and at-risk native flora and fauna
- managing and reducing pests and invasive species
- building shared accountability for our environment between government, business and the community.

The adopted Program Budgeted Financial Statement for this program can be found on page 21.

Outcome 3.1 Sustainable and Resilient Community

Outcome description

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 to 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.

Strategy 3.1.1 Community Engagement and Partnerships

Deliver initiatives that empower community members to be more environmentally sustainable. Promote community partnerships for the protection and restoration of natural habitats and ecological processes.

This will be achieved by:

- building shared accountability for the environment by engaging with, educating and empowering community members to adopt lifestyles and practices that contribute to Brisbane's sustainability
- fostering recognition of our diverse fauna, flora and ecosystems and promoting partnerships with the Brisbane community for the protection and restoration of natural habitats and ecological processes.

Activities include:

- delivering events to inspire and educate the community to live more sustainably in partnership with the Brisbane Sustainability Agency
- delivering environmental education and interpretation services through Council's environment centres
- providing free native plants
- providing support for Brisbane residents and community groups through the Community Conservation Partnerships program, including the Creek Catchment, Habitat Brisbane and Wildlife Conservation Partnerships programs
- supporting residents to understand and manage interactions with urban wildlife
- providing a rescue and rehabilitation service for sick, orphaned and injured wildlife within Brisbane.

Strategy 3.1.2 Safe, Confident and Ready Community

Provide information for the community to help them be resilient, adaptable and prepared when faced with severe weather events.

This will be achieved by ensuring information on natural hazard risk across the city is simple, accessible and available to the community.

Activities include:

- continuing to update Council's hydraulic flood models with the latest catchment changes
- making flood awareness information accessible, including incorporating new flood data into Council's flood products
- operating, enhancing and maintaining Council's Flood Information telemetry network
- participating in partnerships that support regional planning activities and resilience
- ongoing citywide recreational waterway health monitoring.

Outcome 3.2 Low Carbon and Clean Environment

Outcome description

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.

Strategy 3.2.1 Low Carbon Council

Progress towards Council's carbon emission reduction targets by investing in transformational change opportunities and annually measuring and reporting on outcomes.

This will be achieved by:

- delivering carbon emission reductions across Council's business operations that maximise economic, environmental and social benefits
- meeting Council's voluntary commitments and targets and help households and businesses to reduce their carbon emissions and support Brisbane's transition to a low carbon city.

Activities include:

- leading sustainable carbon investment in Council's business and services
- measuring Council's annual carbon footprint to inform opportunities to reduce emissions and track progress towards our targets
- purchasing renewable energy and promoting innovation in energy and carbon management to realise reductions in Council's operational emissions
- creating recognised carbon credits from Council activities where feasible and complementary to our broader emission reduction program
- supporting households and community members to reduce emissions and participating in partnerships that support regional collaboration and climate resilience.

Strategy 3.2.2 Pollution Management

Protect the community and the environment from pollution and chemical hazards.

This will be achieved by leading and coordinating efforts to maintain Brisbane's clean air and prevent impacts on the community and the environment posed by air and noise pollution, chemical hazards and other environmental pollutants.

Activities include:

- leading air quality policy and strategy
- providing specialist scientific air quality, noise, and chemical hazards advice and support across Council to enable delivery of Council's regulatory services, neighbourhood planning and infrastructure projects
- providing technical and policy advice for development assessment to enable Council to deliver timely, responsible and compliant development
- producing industry and community environmental education and assistance materials
- investigating and reporting pollution level and trend statistics.

Strategy 3.2.3 Land Management and Remediation

Protect the community and the environment from contaminated land.

This will be achieved by managing Council owned contaminated land and closed landfills to enable safe community use of these sites and ensures Council complies with its obligations under the *Environmental Protection Act 1994*.

Activities include:

- leading policy and strategy to minimise adverse impacts on the environment and community posed by contaminated land and closed landfills
- providing scientific and policy advice and support to enable delivery of development assessment services, Brisbane City Plan 2014 reviews, neighbourhood planning, major projects and safe community use of Council owned contaminated land and closed landfills
- producing industry and community education material
- investigating, monitoring and responding to risks to ensure legislative compliance
- producing asset and environmental management plans
- implementing a remediation and maintenance program to manage Council's contaminated land assets.

Strategy 3.2.4 Environmental Management Systems and Compliance

Prevent impacts on the environment and community by implementing the Environmental Protection Act 1994 and local laws. Manage Council activities and practices to reduce the environmental risks of Council's activities and operations.

This will be achieved by:

- preventing impacts on the community and environment posed by pollution by implementing the *Environmental Protection Act 1994* and local laws
- providing a systematic approach to the assessment of Council's environmental impacts and develops operational and management strategies that mitigate risk.

Activities include:

- conducting environmental audits of industry, investigating complaints and incidents, and enforcement
- maintaining Council's Environmental Management System to manage environmental risks arising from Council activities and provide opportunities for continual improvement
- demonstrating leadership across Council in coordinating and communicating best practice environmental management activities and requirements
- facilitating the development of Council policies, operational procedures and guidelines to deliver reductions in the environmental risks of Council's activities and operations, to ensure compliance with environmental legislation.

Outcome 3.3 Biodiversity, Urban Forest and Parks

Outcome description

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.

Strategy 3.3.1 Grow, Improve and Maintain Brisbane's Conservation Reserves Network

Protect, sustain and enhance the resilience of Brisbane's natural assets.

This will be achieved by:

- managing and enhancing ecological, cultural and recreational values of Council's conservation reserves and other natural assets to deliver an effective balance between protection and enhancement of ecological values and the provision of recreation experiences
- protecting and sustaining biodiversity through planning and statutory instruments.

Activities include:

- strategically planning and protecting the city's rich biodiversity while maintaining contemporary biodiversity data and mapping
- identifying significant land for acquisition, to consolidate and connect existing conservation reserves
- managing the natural, cultural and recreational values of the city's conservation reserves
- protecting Brisbane's iconic koalas, including supporting research to maintain a healthy koala population
- administration of local laws including strategic vegetation protection, permits, breaches and requests for information
- maintenance, rehabilitation, restoration, fire preparedness and infrastructure improvements for the effective management of Council owned or managed natural area parks
- reinstating natural habitat in priority areas and improving habitat connectivity for native wildlife
- implementing Council's Biosecurity Plan to manage weeds and pest animals across both public and private land and supporting new innovations to control invasive species
- delivery of environmental offset program restoring significant habitat in key locations across the city
- operational management of 12 hectare fodder plantation to support koalas in care or captivity.

Strategy 3.3.2 Growing Our Urban Forest

Increase and proactively manage our urban forest.

This will be achieved by growing, protecting and sustaining street and park tree assets as an important element of a resilient urban forest that delivers essential community benefits, such as shade, cooling and amenity, for current and future generations.

Activities include:

- strategically planning and supporting the targeted delivery of local street tree planting, to shade and cool our suburbs
- promoting the multiple values of street and park tree elements of our city's urban forest
- strategically planning for the protection, rejuvenation and replacement of the city's mature and veteran trees.

Strategy 3.3.3 Grow, Improve and Maintain Brisbane's Network of Urban Parks

Deliver a planned approach to acquiring, developing and improving parks to optimise community benefits and meet the diverse recreational and cultural needs of an increasing population.

This will be achieved by:

- enhancing the parks network by acquiring and developing new parks and improving existing parks
- planning for the city's park network to meet the diverse recreational and cultural needs of the community
- providing facilities, lawns, gardens, playgrounds and general amenities across our diverse park network that meet community expectations.

Activities include:

- strategically planning and investing in the city's park network
- planning for the conservation and management of memorials and heritage and cultural values in parks
- planning, designing and constructing new parks and facilities, including community sports parks
- asset planning and management to ensure that park assets are fit-for-purpose and well utilised
- delivering renewal works, upgrades and enhancements in parks across Brisbane, based on asset condition
- activate and improve the quality of visitor experience, condition and accessibility of Brisbane's parks, playgrounds and associated assets.

Strategy 3.3.4 Regulate Parks and Reserves to Ensure Public Enjoyment and Safety

Uphold and enforce Council's local laws for parks, to deliver enjoyable and safe park experiences for visitors and protect people and park assets from the impacts of illegal, non-permitted and anti-social activities.

This will be achieved by regulating activities within parks to help deliver safe and enjoyable experiences for all.

Activities include:

- undertaking investigations and compliance action regarding breaches of Council's local laws relating to Council lands and assets, including parks and reserves
- educating the community about Council's local laws for parks, reserves and associated assets.

Strategy 3.3.5 Managing Brisbane's Botanical Collections and Significant Parks

Manage and promote the significant parks and gardens across the city as significant horticultural, leisure, learning and ecotourism destination precincts.

This will be achieved by ensuring the city's significant parks and gardens including Brisbane Botanic Gardens Mt Coot-tha, City Botanic Gardens, Sherwood Arboretum and Victoria Park are efficiently and effectively managed as premier lifestyle parks and gardens, which are well utilised and enjoyed by the community and visitors.

Activities include:

- curation, activation and operational management of the Brisbane Botanic Gardens, Mt Coot-tha, City Botanic Gardens, Sherwood Arboretum and Victoria Park
- maintaining, repairing, refurbishing, replacing and operating garden assets
- designing, developing and establishing new features and infrastructure to enhance the experience of visitors and garden operations
- maintaining landscape elements within the gardens including grass, gardens, botanical displays, trees, shrubs, public art, ponds and water features
- conducting educational, recreation and tourism programs, including volunteer guided tours
- promoting parkland facilities and services as premier lifestyle destinations for Brisbane.

Outcome 3.4 Sustainable Water Management

Outcome description

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. Council will deliver stormwater management solutions that protect, restore and enhance Brisbane's waterways and meet the city's stormwater drainage network needs.

Strategy 3.4.1 Integrated Water Cycle Management

Responsible management of the city's catchments and urban water requirements.

This will be achieved by:

- providing overarching water management throughout all aspects of the water cycle for Council operations and services
- providing activities to inform and educate community members about the benefits of water smart behaviours
- developing and implementing mitigation and response strategies to help address current and future climatic changes and improve the city's resilience
- enabling key partnerships to deliver innovative and best practice water quality management that benefit Brisbane and the greater South East Queensland (SEQ) region
- supporting Brisbane's built and natural waterways by monitoring, preserving and improving ecological health and delivering environmental, social, economic and recreational outcomes.

Activities include:

- ensuring sustainable water usage for Council operations and actioning Council's legislative urban water cycle responsibilities
- assessing and evaluating waterway quality and condition to inform management actions and prioritise waterway health investments, to enhance habitat for iconic species like the platypus
- engaging with the community through events, festivals, forums and education initiatives
- supporting activities of the International River Foundation and regional catchment action plans in partnership with local governments, Natural Resource Management bodies and through the Council of Mayors (SEQ) Resilient Rivers Initiative
- planning and advice on environmental management strategies for stormwater management re-use, water quality, waterway enhancement and protection
- managing weeds and mangroves at key locations along the Brisbane River
- improving waterway health through a combination of creek rehabilitation, natural channel design and water-sensitive urban design projects in local waterways
- undertaking investigations and compliance action to enforce erosion and sediment control standards.

Strategy 3.4.2 Resilient Foreshore and Waterways

Minimise the risk of environmental damage to Brisbane's creeks, river and foreshores.

This will be achieved by providing structures that improve access to and protect Council land adjacent to Brisbane's creeks, river and bay.

Activities in this service include:

- maintaining and rehabilitating sea and river walls in a safe, functional and visually appealing way
- constructing sea and river walls (adjacent to public lands).

Future Brisbane

Program goal

Through the Future Brisbane program, Council ensures Brisbane is a great place to live, work and thrive. As Brisbane continues to grow, Council will unlock more homes and jobs through the renewal of our suburbs, supported by efficient infrastructure and the preservation of our unique character and heritage.

Program description

Brisbane continues to change and adapt to the many demands of a modern city. We are at the heart of one of the fastest growing regions in Australia and will catapult onto the world stage as Host City for the Brisbane 2032 Olympic and Paralympic Games.

Through the Future Brisbane program, Council is committed to working with the community, industry and other levels of government to carefully plan for our exciting future and make sure our city thrives as an inclusive, sustainable, prosperous and liveable place for generations to come.

This will be achieved by:

- planning for the sustainable growth of Brisbane to unlock the renewal of our suburbs and ensure Brisbane's special and unique character is protected and enhanced
- ensuring high quality design that reflects Brisbane's character, identity, climate and lifestyle is delivered across all elements of the built environment
- facilitating high-quality and sustainable building and development outcomes for the community.

The adopted Program Budgeted Financial Statement for this program can be found on page 22.

Outcome 4.1 Planning for a Growing City

Outcome description

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 the *South East Queensland Regional Plan* (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.

Leveraging our Host City status for the Brisbane 2032 Olympic and Paralympic Games, 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.

Strategy 4.1.1 Planning for a Growing City

Plan for the sustainable growth of Brisbane to unlock the renewal of our suburbs and ensure Brisbane's special and unique character is protected and enhanced.

This will be achieved by delivering regional, citywide and statutory policy, land use and infrastructure planning, precinct planning and heritage policy services.

Activities include:

- delivering on Council's housing priorities through the implementation of *Brisbane's Sustainable Growth Strategy* and *Brisbane's Housing Supply Action Plan*
- implementing key actions in ShapingSEQ 2023 to support Brisbane and the region's growth
- progressing the development of precinct plans including the Suburban Renewal Precincts program
- implementing actions from Council's industrial strategy, *Brisbane: Our Productive City*
- maintaining City Plan to guide land use and development through regular amendment packages and updates
- advocating for Council's planning interests to the Queensland and Australian Governments
- partnering with the private sector and other levels of governments to deliver cost-effective infrastructure
- providing policy advice and land use investigations on key strategies, renewal and activation projects
- coordinating strategic advice to high-level development applications and infrastructure designations
- undertaking strategic infrastructure planning and policy development
- maintaining the Brisbane Infrastructure Charges Resolution and incentives
- monitoring and maintaining a spatial database of land use changes and development activity
- maintaining urban growth models and visualising land use policy and development outcomes
- identifying, documenting and promoting the city's significant heritage places including heritage trails
- providing advice and guidance on local heritage places and character areas.

Outcome 4.2 Enhancing Brisbane's Liveability

Outcome description

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.

Strategy 4.2.1 Growing a Design-led City

Ensure high quality design that reflects Brisbane's character, identity, climate and lifestyle is delivered across all elements of the built environment.

This will be achieved by delivering urban design, architecture, landscape architecture, public art, placemaking and asset management services.

Activities include:

- developing urban design policies, strategies and guidance
- delivering on design values and actions in *Design-led City – a design strategy for Brisbane*
- developing tools and guidance to deliver design excellence including the Brisbane Green Factor Tool

- providing strategic and detailed design advice to guide developments, projects and programs
- supporting industry through design collaboration in 'Design-focused prelodgement package' processes
- facilitating quality design advice through the Independent Design Advisory Panel
- delivering capital works public realm improvement projects
- delivering temporary artworks, activations and creative outcomes
- managing, promoting and maintaining Council's public art collection.

Outcome 4.3 Approving Quality Buildings and Infrastructure

Outcome description

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 24/7 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.

Strategy 4.3.1 Guiding Brisbane's Development

Facilitate high-quality and sustainable building and development outcomes for the community.

This will be achieved by delivering effective and efficient development assessment and regulatory activities.

Activities include:

- providing prelodgement advice
- facilitating quality design and development outcomes through application decisions and conditions
- supporting fast-tracked development assessment for low-risk applications
- assessing operational work, plan sealing, street naming and street numbering applications
- assessing construction management plans to minimise disruption
- issuing infrastructure charges notices and implementing infrastructure agreements
- ensuring the safe operation of domestic and commercial plumbing and sewerage systems
- processing approvals and conducting inspections for plumbing and drainage work
- managing development assessment appeals
- proactively monitoring development compliance in accordance with City Plan and development approvals
- ensuring assets transferred to Council comply with Council standards
- processing planning and development certificate requests
- assessing and permitting works on Council footways
- performing local government building certification functions in accordance with obligations under the *Building Act 1975*

Program 4 – Future Brisbane

- responding to complaints about unlawful development including uses of land
- undertaking planning enforcement activities including Planning and Environment Court and Development Tribunals appeals
- undertaking building regulatory activities related to:
 - dangerous and dilapidated buildings
 - certificate of occupancy requirements and restrictions, building classification and use changes
 - private building certifier conduct involving Council's planning scheme and earlier development approvals
 - building compliance inspections for boarding houses and other residential services
 - certificate of classification requirements and restrictions, building classification and use changes
 - private-certifier conduct involving Council's planning scheme and earlier development approvals.

Lifestyle and Community Services

Program goal

Through the Lifestyle and Community Services program, Council will deliver lifestyle and leisure opportunities to benefit residents and visitors to our city. Brisbane will continue to be a vibrant, friendly, liveable and inclusive city promoting participation and connection through cultural and recreational activities and experiences which foster inclusion and build stronger communities.

The program also ensures that the Brisbane community is informed and opportunities for learning are provided through an extensive public library network, including 33 libraries, mobile and pop-up libraries and City Archives.

Program description

The social, cultural, environmental and economic wellbeing of our community is critical to maintaining our current high standard of living.

The Lifestyle and Community Services program ensures that everyone in Brisbane can access relevant community resources, services and facilities. Opportunities are created for residents to be active, informed, engaged and involved in the community.

This will be achieved by:

- delivering citywide and locally focused facilities, events, festivals and activities which celebrate and strengthen our quality of life and community spirit
- providing opportunities for residents to access information, recreation, sporting and cultural pursuits
- providing coordinated activities and services for high-need communities
- providing opportunities for residents, businesses and visitors to be engaged in decisions for the future of Brisbane.

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

The adopted Program Budgeted Financial Statement for this program can be found on page 23.

Outcome 5.1 Strategic Planning of Lifestyle and Community Services

Outcome description

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 lifestyle and community strategies, facilities and services to ensure the needs of our growing and diverse community 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.

Strategy 5.1.1 Strategic Planning of Lifestyle and Community Services

Develop strategies and plans to ensure Council's services and community facilities network continue to meet Brisbane's needs, now and in the future.

This will be achieved by developing the strategy and plans for a network of diverse and accessible community facilities and services providing Brisbane residents and visitors with opportunities to participate in active, healthy, cultural, recreational, educational and entertainment activities.

Activities include:

- undertaking strategic long-term planning to meet community needs, optimise Council investment and provide continuity of service
- developing, coordinating and maintaining partnerships (internal and external) to deliver future directions
- incorporating resident and customer feedback and usage trends into strategic planning for Council initiatives designed to provide opportunities for residents and visitors to participate in active, healthy, cultural, recreational, educational and entertainment activities
- monitoring, analysing and reporting of research trends and issues that may influence lifestyle and community services and facilities
- partnering with other government stakeholders and businesses to achieve the best outcomes for customers and ratepayers.

Outcome 5.2 Build the Community Facilities Network

Outcome description

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.

Strategy 5.2.1 Enhance Our Community Facilities Network

Support works to the community facilities network to connect Brisbane's communities, promoting equal access to Council services and facilities.

This will be achieved by enhancing community facilities to create lifestyle opportunities and great experiences for our residents and visitors throughout Brisbane.

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*.

Strategy 5.2.2 Maintain Our Community Facilities Network

Maintain the community facilities network in line with strategic asset management principles to ensure Brisbane residents and visitors continue to have access to a range of facilities that meet their needs.

This will be achieved by focusing on the maintenance of our community facilities network.

Activities include:

- 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
- maintaining related technology and equipment to support delivery of services across the community facilities network
- managing and maintaining Council's indoor and outdoor sport and recreation facilities, fields and associated infrastructure

- ongoing maintenance of library facilities and City Archives, continuing library refurbishments and specialised projects.

Outcome 5.3 Provide Community Services

Outcome description

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 meet the needs of the community.

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'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.

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 known for its relaxed lifestyle, sense of community, friendly atmosphere and diverse communities. Council is dedicated to creating 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 service 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.

Strategy 5.3.1 Operate Community Facilities

Support the operation and management of the community facilities network connecting residents with opportunities to participate in activities, events and places that make great experiences for our community and visitors.

This service provides library facilities as community hubs for the provision of social, cultural, recreational and educational services which reflect community needs – creating great experiences and lifestyle opportunities across the city. Maintenance is vital to ensure these facilities remain vibrant, attractive, welcoming, comfortable and safe.

This will be achieved by:

- Managing our network of facilities through encouraging and promoting equitable access to facilities to ensure opportunities for participation in a range of community, sport, recreation, arts, cultural and community development activities to provide positive benefits and value to the community
- supporting Council owned cultural facilities and ensuring cultural performances, events and exhibition programs meet the needs of Brisbane residents.

Activities in this strategy include:

- providing 33 library branch facilities and City Archives
- providing the Mobile Library
- providing the Pop-up Library
- providing effective management of the operations, including working with lessee's where applicable, for Council's Libraries, Cultural facilities, Cemeteries, Golf, Aquatic and Community facilities
- fostering partnerships with not-for-profit groups, businesses and other levels of government to improve access to and supply of facilities
- 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.

Strategy 5.3.2 Community Participation

Deliver services, programs and events that position Brisbane as a city for everyone, connecting residents with opportunities to participate in activities and places that create great experiences for our community and visitors.

This will be achieved by:

- strengthening relationships and connections with Brisbane's Aboriginal and Torres Strait Islander communities and provide opportunities for them to be engaged, included, empowered and participate in activities and events
- responding to homelessness
- providing events and programs that enable everyone to participate fully in community life.

Activities include:

- working collaboratively with Aboriginal and Torres Strait Islander communities to acknowledge and value the unique contributions that Aboriginal and Torres Strait Islander people make to our city
- supporting homelessness services and organisations to better meet the needs of homeless people
- responding to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services
- demonstrating civic leadership through facilitating practical and holistic responses to homelessness that involves all spheres of government, business and the community
- supporting and delivering an innovative arts, cultural and entertainment program of events and activities that inspire and engage the community such as the Lord Mayor's Christmas Carols and Festivals Funding Programs
- facilitating a range of free or low-cost healthy lifestyle activities in parks and venues across the city
- providing programs that respond to the needs of culturally and linguistically diverse communities
- administering Council community grants and funding programs
- supporting and delivering services and programs to support inclusion
- supporting community organisations and groups to implement inclusive and accessible community development activities in their local areas.

Outcome 5.4 Community Experience

Outcome description

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 customer expectations continue to evolve, the Contact Centre will continue to develop as a primary customer touchpoint across multiple, integrated customer contact channels. Council's business support activities contribute to a productive local economy, facilitating business permits and making Brisbane an attractive location for filming, city asset light ups, festival and event industries.

Strategy 5.4.1 Deliver Community Experience

Work with the community to ensure Council delivers customer experiences centred on customer needs and the drivers of customer satisfaction.

This will be achieved by:

- enabling residents, businesses and visitors to access information and support from Council's Contact Centre
- supporting the organisation by providing access to information about customer experience and satisfaction
- providing systems, processes, technology, project delivery capability and business intelligence to support Council's Contact Centre.

Activities include:

- providing a 24/7 Contact Centre that meets the needs of residents, businesses and visitors by actioning customer enquiries and requests
- providing correspondence channels to support community and business contact with Council via postal mail, email, online forms and social media
- providing a 24/7 Business Hotline (133 BNE) facilitating approvals for businesses, filming, city asset light ups, festivals and events in Brisbane and raising the profile of community organisations and awareness campaigns through hanging banners and decorative lighting of Council assets
- understanding customer service trends and targets
- carrying out targeted research across channels and services to expand our understanding of customers
- providing building searches and certificates.

City Standards, Community Health and Safety

Program goal

Through the City Standards, Community Health and Safety program, Council delivers high-quality maintenance of the city's civil and green assets, with a focus on the health, safety and amenity of Brisbane's growing community.

Program description

The City Standards, Community Health and Safety program contributes to Council's management of our sustainable and liveable city, now and in the future.

Through this program, Council supports sustainable choices in transport and waste management and delivers on community health strategies to ensure Brisbane remains one of the most liveable cities in the world. By delivering critical asset maintenance activities, pest control, community immunisation, food safety and animal management services and initiatives, Council enables residents and visitors to connect with the activities, events and places that make Brisbane great, in a safe and healthy environment.

Council will continue to partner with the community to reduce waste generation and increase resource recovery, reducing waste to landfill and protecting the environmental health of the city.

This will be achieved by:

- maintaining parks and green spaces including grass cutting, trees on Council land, park furniture and facilities, park signs and playgrounds
- managing road and footpath maintenance including signs, lines, pothole repairs and weed control
- managing urban cleaning activities including CBD and Valley precinct cleaning, litter control, street sweeping and gum removal
- delivering mosquito, vegetation and pest control
- ensuring that Brisbane is a leading city in waste management and resource recovery
- coordinating localised incident and disaster response activities
- removing graffiti across the city
- ensuring a firm but fair approach to compliance and regulation to maintain city amenity standards
- minimising environmental health risks and safety hazards
- ensuring compliance with local laws and regulations.

The adopted Program Budgeted Financial Statement for this program can be found on page 24.

Outcome 6.1 Maintaining the City

Outcome description

Council supports residents and visitors to make sustainable active travel choices by completing maintenance and rehabilitation on our roadways, footpaths and bikeways. Council also monitors parking regulations to ensure a fair allocation of kerbside space and smooth traffic flow at peak hours.

Where we are now

Council is responsible for the maintenance of approximately 5,000 km of constructed hard surface footpaths and more than 900 km of on-road and off-road bicycle and shared paths. Council delivers value for money maintenance services to a wide range of transport network infrastructure including road marking, lighting, safety fences and guardrails, and weed control. This maintenance is based on sound asset management principles to effectively manage our assets and replace them only when needed.

Council continually monitors compliance with parking regulations to maximise the safety and efficiency of the existing road network and ensures equitable use of kerbside space for all road users. These activities also reduce congestion and ensure the road network operates efficiently and safely.

Where we want to be

Council will encourage greater active travel participation by ensuring value for money maintenance of our active transport and road networks across Brisbane. We will be responsive to customer needs while proactively delivering maintenance based on accurate knowledge of the condition of our assets.

We will fairly enforce parking regulations across the city with a focus on our clearways to keep our roads clear at peak times and our school zones, where our most vulnerable road users are at highest risk from illegally parked vehicles.

Strategy 6.1.1 Maintaining the City Infrastructure

Deliver local park and footpath improvements as well as value for money maintenance services that preserve the city's civic infrastructure and improves Brisbane's liveability.

This will be achieved by:

- maintaining the safe, serviceable condition and amenity of Council's footpath and bikeway networks for all users
- delivering maintenance activities on and around Brisbane's road network.

Activities include:

- replacing cracked and damaged sections of footpaths and bikeways
- maintaining paths that become uneven due to earth movement, vehicle loading or tree root protrusion
- constructing new footpaths in consultation with local communities through the Suburban Enhancement Fund, which delivers 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
- repairing potholes
- grading unpaved roads
- replacing damaged street lights and poles
- repairing and replacing traffic signs and road markings
- repairing existing safety fences, guardrails and bollards
- responding to emerging maintenance needs across Brisbane through dedicated Flying Gangs.

Strategy 6.1.2 Managing and Enforcing the Network

Assist with the management of the road network by enforcing parking regulations across Brisbane.

This will be achieved by effectively monitoring and enforcing parking regulations throughout Brisbane, reducing congestion, improving and maintaining accessibility for residents and visitors, while balancing the needs of the broader community and ensuring the road network operates efficiently and safely.

Activities include:

- patrolling traffic areas, work zones, clearways and major events
- undertaking education and enforcement campaigns
- responding to illegal parking, roadway/footpath parking complaints and abandoned vehicle complaints
- managing and enforcing residential parking permits and responding to related complaints
- managing commercial vehicle permits.

Outcome 6.2 Open Space Management

Outcome description

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

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. We improve 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.

We provide and maintain 90 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 improving the quality and network of natural habitat and green spaces within the city.

This will be achieved by:

- increasing tree shade cover for footpaths and bikeways
- increasing shade at bus stops
- continuing to maintain strong and healthy trees in streets and parks.

Council will remain a sustainability leader, addressing long-term water supply issues, by investing in innovative stormwater harvesting assets while continuing maintenance and cleaning activities to stop pollutants from entering our waterways.

Strategy 6.2.1 Trees and Parks Maintenance

Maintain, protect and celebrate Brisbane's urban forest and network of park facilities.

This will be achieved by:

- maintaining Council's network of more than 2,180 parks across Brisbane, including maintenance of in excess of 60,000 hectares of grass and more than 100,000 individual park assets
- actively managing the trees that grow on Council's land, including street trees and park trees, in partnership with the community.

Activities include:

- providing targeted delivery of local street tree planting and proactive maintenance programs to manage risk, meet local priorities and provide shade to our public places
- succession planning and planting for significant trees, including Jacarandas
- providing support and resources for proactive and reactive tree maintenance in response to customer requirements
- park maintenance and operation including cleaning, litter and rubbish removal, grass cutting, tree maintenance, infrastructure maintenance, visitor services and emergency response
- maintaining landscape elements along road corridors.

Strategy 6.2.2 Stormwater Treatment and Waterway Access Infrastructure

Deliver sustainable waterway management practices to address long-term water supply issues and improve overall environmental health, while providing well-maintained access points for residents and visitors to make the most of our major waterways.

This will be achieved by supporting Council's commitment to healthy and activated waterways by delivering timely maintenance activities for wharves, jetties and pontoons, while managing stormwater harvesting and treatment services.

Activities include:

- harvesting of stormwater for reuse in public spaces
- maintenance of stormwater treatment assets including trash racks, gully baskets and nets that capture sediment and pollutants before they enter our waterways
- major maintenance activities on our ferry terminal network
- supporting access to and use of the Brisbane River by maintaining our network of 90 boat ramps, canoe ramps, pontoons, piers and fishing platforms.

Outcome 6.3 Moving Brisbane Towards Zero Waste

Outcome description

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 as we strive to achieve our waste and resource recovery objectives moving towards zero waste.

Council will partner with industry to design out waste to help our community to progressively generate less waste and find valuable uses for recovered materials.

Council will provide world-class infrastructure and services across Brisbane's network of waste management infrastructure which is conveniently located, easy to use and meets the needs of current and emerging waste challenges.

Council will maximise our resource recovery opportunities and ensure that waste is considered a valuable resource that needs to be recovered and reused.

Council will work with industry and partners to close the loop and ensure that waste minimisation becomes our way of living in Brisbane so we can enhance our focus on regenerating our planet.

Strategy 6.3.1 Effective Waste Reduction and Resource Recovery

Investigate and deliver sustainable waste management practices that contribute to waste reduction through proactive community engagement initiatives and also mitigate health and environmental risks from Brisbane's landfill and resource recovery activities.

This will be achieved by supporting Council's aim to reduce waste to landfill and increase recycling through sustainable management of Brisbane's waste streams.

Activities include:

- ensuring regulatory compliance and strategic asset management of key resource recovery facilities (four Resource Recovery Centres and Brisbane landfill)
- delivering weekly kerbside waste collection and alternating fortnightly garden organics and recycling kerbside collection
- reducing waste generated from Council's facilities and operations
- producing industry and community education and information materials such as Council's Brisbane Bin and Recycling App, fact sheets, recycling guides and information on Council's website
- reducing waste to landfill by supporting campaigns and programs
- working with industry stakeholders to promote recycling and reuse initiatives.

Strategy 6.3.2 Keeping our City Clean

Keep our city clean and preserve visual amenity by protecting our environment from waste and litter pollution.

This will be achieved by ensuring that Brisbane's streets, roadways and footpaths are kept clean and litter free, preventing potential pollutants from entering our waterways.

Activities include:

- cleaning of busy public areas (CBD and Valley Entertainment precinct)
- providing litter prevention services across the suburbs, including assessing litter 'hot' spots and awareness campaigns
- providing waste and recycling collection services in public spaces
- street cleaning and road sweeping on major roads, around shopping centres, industrial areas and residential streets
- pressure cleaning footpaths and public places
- operating gum removal vehicles.

Outcome 6.4 Managing Animals

Outcome description

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. Through community engagement and events, Council has increased the level of dog registration by 16% since 2013-14.

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.

Strategy 6.4.1 Animal Management

Provide licensing and regulatory services for animal management.

This will be achieved by supporting responsible pet ownership, including compliance with animal management legislation.

Activities include:

- assessing and issuing of animal related permits, including dog registration
- capturing and impounding of animals found in public places
- responding to public complaints, including management of dogs that are not under effective control in public spaces
- investigations of animal attacks
- declaring and monitoring of regulated dogs
- providing animal rehoming services
- delivering education and regulatory campaigns to support responsible pet ownership.

Outcome 6.5 Community Health

Outcome description

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.

Strategy 6.5.1 Community Health

Provide effective services to monitor and improve community health.

This will be achieved by:

- administering a licensing system for food and health businesses and providing a public complaints system for related activities

Program 6 – City Standards, Community Health and Safety

- assisting businesses to achieve safe operational standards and compliance through education, training and incentives, as well as enforcement if required
- reducing Brisbane's exposure to vaccine-preventable diseases
- supporting public health strategies, campaigns, public education and engagement regarding animals and public health programs
- delivering mosquito and pest control programs to minimise community exposure to related public health risks.

Activities include:

- processing of food and health business licence applications in accordance with legislation and standards
- inspecting and auditing licensed premises to ensure compliance with regulatory standards
- providing effective enforcement to improve poor performance and reduce public health and amenity risks
- supporting and managing the resolution of extreme hoarding and squalor cases in the community, alleviating the risks to public health and safety
- issuing of food safety ratings based on food safety management practices through Eat Safe Brisbane
- educating and working with industries to assist with public health advice and management
- assessing regulatory responses to local government public health risks
- assessing pool safety standards
- providing free immunisation services to residents aged from six weeks and above, who qualify under the National Immunisation Program Schedule
- providing immunisation clinics which are delivered at various times and locations across Brisbane to make them accessible to more residents
- providing vaccines for purchase, including Bexsero (meningococcal B), dTpa (tetanus, diphtheria and whooping cough) and influenza
- strategic planning of public health services
- providing direction, education and tools of trade for delivery of health licensing and compliance services
- monitoring and treating mosquito breeding habitats through aerial and land-based treatments
- delivering prevention measures, such as public education, to reduce backyard mosquito breeding and minimise personal exposure to bites
- delivering a comprehensive rodent control program including the provision of fully trained rodent detection dogs.

Outcome 6.6 Public Safety

Outcome description

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.

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.

Strategy 6.6.1 Public Safety

Provide a timely, multi-skilled, citywide, 24/7 response to compliance-related activities in Brisbane.

This will be achieved by:

- delivering a range of regulatory and enforcement activities that are responsive, fair and professional every time to ensure a safe and liveable city
- continuing to focus on Brisbane's safety and amenity to provide a safe, clean and attractive environment for residents and visitors.

Program 6 – City Standards, Community Health and Safety

Activities in this service include:

- managing 24/7 rapid response capacity and capability for high-risk citywide complaints and harms
- delivering a mobile dispatch team to manage complaints relating to city safety
- increasing efficiency and responsiveness of Council officers through technology, software and process enhancements
- providing 24/7 support and responding to significant events to provide on ground information to the Local Disaster Coordination Centre for citywide response coordination
- responding to high-risk safety complaints related to parking in suburban areas
- managing unsightly properties across the city
- responding to and enforcing amenity, unsightly objects, abandoned shopping trolleys and litter complaints across Brisbane's suburbs
- enforcing legislation to improve poor performance and prosecute serious amenity concerns and risks
- permitting and regulation of advertising devices and advertising signs
- maintaining graffiti units to remove graffiti from Council controlled property
- working in partnership with other agencies, such as Energex, Department of Transport and Main Roads and Australia Post, to remove and mitigate graffiti on public facing assets.

Economic Development

Program goal

Building on Brisbane’s status as an Olympic and Paralympic City, the Economic Development program is focused on supporting, growing and scaling local businesses, activating and renewing inner city precincts, driving economic vitality in the suburbs and attracting investment, visitors and talent to Brisbane.

Program description

As one of Australia’s fastest growing capital cities, Brisbane has unstoppable momentum and is embracing economic opportunity. The city’s economy, forecast to be worth \$275 billion by 2041, is underpinned by an abundance of human, natural and built resources and a \$25 billion dollar infrastructure pipeline. Brisbane’s origins in world-class research and strengths in health, technology and advanced manufacturing has seen the city recognised as one of the top 40 most innovative cities.

Looking to the Brisbane 2032 Olympic and Paralympic Games and beyond, Council is committed to achieving sustainable long-term outcomes that will benefit Brisbane. The Games offer a truly unique opportunity to grow Brisbane’s reputation as a global city and deliver a positive and lasting legacy for our residents and businesses.

The Economic Development program will deliver a range of initiatives and services focused on empowering local businesses and driving economic activity, informed by ongoing research and analysis.

This will be achieved by:

- creating pathways for economic growth and being Australia’s most business friendly city
- activating and renewing inner city precincts to facilitate growth and create a thriving day and night economy
- leveraging opportunities offered by the Games to showcase Brisbane and build a positive and lasting legacy
- enhancing Brisbane’s reputation globally through strong international and multicultural engagement
- promoting Brisbane as a leading destination for tourism, enterprise, investment, trade and talent.

The Economic Development program is delivered jointly by Council and Brisbane Economic Development Agency (BEDA) which is a wholly owned subsidiary of Council and the custodian of the Brisbane brand.

The adopted Program Budgeted Financial Statement for this program can be found on page 25.

Outcome 7.1 Growing Brisbane’s Economy

Outcome description

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.

Strategy 7.1.1 Growing a Business Friendly City

Build a business friendly city by supporting businesses to develop skills and networks to drive growth and activate local business areas.

This will be achieved by developing data-driven economic strategy and delivering business engagement and activation programs.

Activities include:

- analysing and identifying opportunities for economic growth and the development of key sectors and industries
- supporting the business community through active engagement with business owners, chambers and networks
- facilitating the Growing Precincts Together program to support business growth and vitality in the suburbs
- delivering business skills programs, networking events, workshops and industry training
- investigating opportunities to boost entrepreneurship and employability to develop and retain future talent
- growing the nighttime economy by supporting Brisbane's entertainment, cultural and hospitality sectors
- growing the maker economy and driving demand for locally made artisan products
- monitoring and reporting on changes in Brisbane's economic conditions, sectors and industries
- providing economic and statistical support to Council, BEDA and Brisbane businesses
- promoting coordination and alignment with other levels of government and associations.

Outcome 7.2 Transforming Brisbane's Inner City

Outcome description

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 the 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.

Strategy 7.2.1 Growing Brisbane's Lifestyle

Facilitate the renewal and activation of Brisbane's inner-city including key economic and lifestyle precincts.

This will be achieved by delivering integrated planning, placemaking and infrastructure.

Activities include:

- developing and progressing inner-city precinct plans, renewal strategies and masterplans
- engaging with the community and industry on urban renewal projects
- providing strategic advice on plans and projects within the inner city
- place management of city malls portfolio (Queen Street Mall, Reddcliff Place, Brunswick Street Mall, Chinatown Mall) including:
 - managing customer experience, responding to operational incidents and maintaining public safety
 - undertaking compliance, regulatory and enforcement activities
 - cleaning, landscaping and maintenance of the public realm and facilities
 - managing assets including capital improvement works
 - collaborating with malls traders on activations and promotions
 - delivering a year-round program of festivals, events and experiences
 - delivering marketing campaigns to promote the City Centre and Fortitude Valley precincts.

Outcome 7.3 Brisbane as a Global, Olympic and Paralympic City

Outcome description

Brisbane maximises the opportunities of the Olympic and Paralympic Games Brisbane 2032 to showcase the city's cultural and economic contributions to the world, catalyse urban renewal and promote sustainable development – leaving a positive and lasting legacy for the city, its residents and businesses.

Where we are now

Over the last decade, Brisbane has formed a reputation for being a player on the world stage. As the Host City of the 2032 Olympic and Paralympic Games, Council and its Brisbane 2032 partners are committed to delivering the world's largest sporting event, which will create an Olympic and Paralympic legacy and have significant economic benefits for our residents and businesses.

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.

Strategy 7.3.1 Growing a Global City

Advance Brisbane's global positioning as an Olympic and Paralympic City.

This will be achieved by delivering international and multicultural engagement, intergovernmental relations, Host City coordination and legacy planning.

Activities include:

- delivering Host City coordination and legacy planning functions including:
 - assisting Council in the delivery of contractual obligations under the Olympic Host Contract
 - partnering with Brisbane 2032 organising bodies and delivery partners
 - planning for Games venues and sports precincts
 - planning and delivering legacy initiatives and partnerships including UN-Habitat's SDG Cities Global Initiative, Active, Healthy and Inclusive Cities initiative, and SEQ City Deal initiatives
 - engaging the community to mobilise participation on the Brisbane 2032 Games journey
- building relationships with the international and national bodies and networks
- delivering Council's international relations programs and services including:
 - maintaining and strengthening relationships with sister cities relationships
 - concierge inbound international delegations and courtesy calls
 - coordinating outbound business and trade missions
 - facilitating pop-up consulates at Brisbane City Hall for foreign consulates and embassies
 - delivering the International Internship Program
- delivering Council's multicultural programs and events including:
 - Lord Mayor's Multicultural Round Table
 - Lord Mayor's Multicultural Business Scholarship Program
 - Lord Mayor's Multicultural Business Awards
 - Lord Mayor's Refugee Welcome Ceremony
- providing the secretariat function for the Asia Pacific Cities Summit (APCS) and Mayors' Forum
- providing cultural advice to Council on economic and community-related programs and activities.

Outcome 7.4 Brisbane Economic Development Agency

Outcome description

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.

Strategy 7.4.1 Growing a Productive Economy

Position Brisbane as a leading destination for enterprise, innovation, trade and talent.

This will be achieved by delivering business engagement, industry support and investment attraction.

Activities include:

- attracting new business, investment and talent to Brisbane
- attracting and facilitating companies to reshore their operations in Brisbane
- assisting local companies to trade with, and export to, markets outside of Brisbane
- providing training, workshops, mentoring and co-working spaces through the Brisbane Business Hub
- delivering industry initiatives and accelerators to fast-track business growth in key industries
- facilitating grant programs to support business owners to grow and develop their businesses
- delivering the Lord Mayor's Women in Business Grants program
- delivering the Lord Mayor's Business Awards.

Strategy 7.4.2 Growing the Visitor Economy

Attract visitation to the region through quality experiences and attractions.

This will be achieved by delivering domestic and international marketing campaigns, major and business events, activations and strategic industry partnerships.

Activities include:

- promoting and activating Brand Brisbane
- delivering domestic and international marketing campaigns
- managing the Visit Brisbane website
- operating a Visitor Information Centre in the Queen Street Mall
- partnering with external organisations to promote the Brisbane brand and destination
- attracting major sporting, cultural and lifestyle events to Brisbane
- attracting national and international business events
- supporting existing and attracting new direct international airline routes to Brisbane
- delivering product and experience development programs in partnership with local tourism operators.

City Governance

Program goal

Council provides strong leadership and governance for the city. Our organisation is well-managed, innovative and financially sustainable, supported by a future focused workforce, committed to delivering effective, efficient and valued services to the community.

Program description

Effective city governance helps ensure Brisbane remains a well-managed city and contributes towards its ongoing prosperity, sustainability, liveability and inclusivity.

The City Governance program aims to ensure Council is an accountable, effective and transparent local government that practises strong financial management and corporate governance to deliver outcomes which serve Brisbane's community. The program provides effective city governance by developing an organisation that is flexible, adaptive and future-focused, in which employees have the commitment and capability to deliver value for money community and customer services.

This will be achieved by:

- providing strong leadership and governance to the city, ensuring effective community representation and advocacy for an informed and engaged, safe and resilient city
- maintaining a financially sustainable organisation with the resources and assets to meet the current and future needs of the city
- delivering effective and efficient organisational services that provide value for money outcomes for the community, supported by a capable and talented workforce.

The adopted Program Budgeted Financial Statement for this program can be found on page 26.

Outcome 8.1 Leading and Governing the City

Outcome description

Council provides strong leadership and governance for the City of Brisbane, ensuring effective community representation and advocacy for an informed and engaged, safe and resilient 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, increasing community participation and awareness and building city resilience.

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, safe and resilient city.

Strategy 8.1.1 Well Governed City

Ensure a well governed city through effective leadership and community representation, ongoing advocacy and strong corporate governance.

This will be achieved by:

- providing the ongoing support necessary for the Lord Mayor and Councillors to fulfil their role as elected representatives of the people of Brisbane
- supporting Council's advocacy for Brisbane through its active involvement in intergovernmental bodies and local government associations, networks and alliances
- delivering corporate governance services to enable Council to meet its legislative and regulatory obligations, enhance organisational performance, manage risk and maintain community confidence.

Activities include:

- providing administrative support and resourcing for elected representatives
- ensuring a high level of accountability in the expenditure of funds by elected representatives
- managing the operations of the ward offices and Civic Cabinet Chairs' offices

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- coordinating the recording and production of Hansard style reporting for Council meetings
- providing administrative support to Council and Standing Committee meetings
- responding to Lord Mayoral correspondence
- providing accurate advice and assistance on procedural matters to Councillors, staff and members of the public
- providing advice to Council on potential impacts of legislation
- coordinating submissions to Queensland and Australian governments on legislation, policy or discussion papers
- monitoring and reviewing local laws and supporting policies and processes
- monitoring and aligning Council's regulatory documentation for improved effectiveness
- maintaining and reviewing Council's register of administrative arrangements (delegations, appointments and authorisations)
- operating the Office of the Disputes Commissioner
- facilitating open governance and compliance with the Act, the Regulation, *Human Rights Act 2019*, *Right to Information Act 2009* and *Information Privacy Act 2009*
- operating a statutory complaints process to resolve complaints by affected persons about administrative actions of Council or alleged inappropriate conduct by Councillors
- overseeing Council's risk management framework and facilitating Council's enterprise risk processes
- providing effective centre-led risk management, business continuity, compliance and insurance services to manage and, where appropriate, transfer risk
- maintaining an insurance program to protect Council from adverse financial consequences of accidents, damage and loss
- delivering Council's corporate security operations, systems and processes
- delivering proactive audit, fraud prevention and corrupt conduct investigation functions
- providing a comprehensive range of expert legal services.

Strategy 8.1.2 Informed and Engaged City

Maintain an informed and engaged city through effective communication and civic engagement to maximise the participation and awareness of Brisbane's diverse communities.

This will be achieved by:

- providing a centre-led approach to ensure external communication services across Council are integrated and consistent
- delivering events and community involvement initiatives to support engagement in civic administration.

Activities include:

- providing strategic communication advice and support to ensure communication aligns with Council priorities
- managing digital communication including Council's website, social media channels and digital development
- supporting program areas to develop, implement and evaluate communication strategies that raise awareness of Council plans, programs and services
- managing Council's brand through media relations, public affairs and sponsorships
- producing and distributing key corporate publications including *Living in Brisbane* and direct email communication to keep the community informed of Council's activities
- coordinating and staging civic events, functions and receptions
- providing administrative and event support to the Lord Mayor's Charitable Trust
- providing protocol advice across Council
- supporting activities to enhance civic education and civic pride.

Strategy 8.1.3 Safe and Resilient City

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

This will be achieved by providing 'all hazards' prevention, preparedness, response and recovery services to coordinate and administer the city's resilience to disaster and emergency events.

Activities include:

- raising disaster awareness through public education, communication and engagement initiatives
- undertaking disaster and emergency management planning
- maintaining the Brisbane City State Emergency Service Unit (BCSESU) to provide immediate assistance in response to disaster and emergency events as well as supporting community safety and security
- maintaining relationships with external emergency service agencies to ensure a collaborative approach to disaster management and community education
- activating and operating the Local Disaster Coordination Centre (LDCC) during a disaster or emergency event
- coordinating the Local Disaster Management Group which is chaired by the Lord Mayor and a requirement of the *Disaster Management Act 2003*

- ensuring compliance with the *Disaster Management Act 2003* and *Fire and Emergency Services Act 1990* including supporting policies, procedures, plans and guidelines
- managing the Brisbane Disaster Management System during an event.

Outcome 8.2 Financially Sustainable City

Outcome description

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.

Strategy 8.2.1 Financially Sustainable Council

Apply strong and responsible financial management to ensure Council remains a financially sustainable organisation that meets the needs of the community.

This will be achieved by delivering responsible financial management, planning and reporting services to Council, continuously improving the effectiveness and control of its financial systems and processes and managing the collection of revenue.

Activities include:

- managing budget development
- managing debt, finance and cashflow activities
- managing revenue including rates, grants, accounts receivable, fees and charges
- providing financial and asset accounting services
- managing corporate planning, finance strategy and enterprise performance reporting
- providing corporate advice, financial analysis and reporting
- undertaking financial risk management
- developing, updating and managing financial policies and procedures
- managing and improving financial processes, information, reporting, systems and technology.

Strategy 8.2.2 Asset Performance and Optimisation

Improve the performance and optimisation of Council's assets and continue to pursue an integrated approach to asset management across all programs.

This will be achieved by providing coordinated asset, property and fleet management services to optimise the value and performance of Council's building, land, fleet, plant and equipment assets.

Activities include:

- coordinating property management issues and applying effective asset risk management practices across the land and buildings portfolio
- applying total asset management principles across Council's building and land holdings, to ensure optimal and effective use and to maximise community benefits, using best practice asset management commercial assessment and feasibility analysis principles
- delivering value for money corporate accommodation through facilities development projects and effective management of service contracts related to cleaning, security and other building services
- managing lease and tenancy of Council's land, commercial and industrial buildings, telecommunication sites and residential real estate portfolios to support Brisbane's economy
- managing legislative compliance requirements related to corporate real estate and community assets and facilities, such as environmental and heritage management and workplace health and safety
- optimising underutilised land and building assets, as well as consolidating and rationalising the property portfolio to ensure best use of commercial and industrial space

- providing fleet, plant and equipment management planning, acquisition, reporting and disposal services
- managing and improving asset management processes, information, reporting, systems and technology.

Outcome 8.3 Enabling and Enhancing Council

Outcome description

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.

Strategy 8.3.1 Talented, Capable and Efficient Council

Provide value for money human resources, procurement and information services essential to enabling Council to be a talented, capable and efficient organisation.

This will be achieved by:

- providing a positive and productive work environment to attract, retain and develop talented and capable people
- enabling the effective and efficient sourcing, contracting, purchasing and supply of goods, services and works to Council
- managing and delivering digital and information technologies to maintain and enhance Council's information, processes and systems, and enable data driven insights to improve decision-making and customer experience.

Activities include:

- human resources (HR) strategy and planning including the implementation of *The People Strategy 2022-2026*
- providing end-to-end HR advice to divisions including the implementation and support of corporate initiatives
- managing and improving HR processes, information, reporting, systems and technology
- providing occupational health, rehabilitation, workers compensation, wellness and safety services, including the delivery of Council's *Zero Harm 2022-2026* strategy and workplace actions from the *Domestic and Family Violence Prevention* strategy
- managing employee relations including industrial relations strategy, remuneration and benefits, frontline support for managing employees, case management and organisational redesign and change
- strategic talent management including workforce planning, development and delivery of Council's Inclusion Blueprint initiatives and employment programs
- strategy and implementation of internal communication and employee value proposition to support the employee experience
- delivering and supporting the enterprise change management framework
- ongoing development and support of outcomes management and productivity capabilities and tools for leaders and employees in a flexible workplace
- implementation of strategy, measurement and support of Council's desired cultural framework
- managing policies and strategies for employee experience including attraction, recruitment and selection and onboarding, probation and performance leadership and separation processes
- delivering employee services including attraction initiatives, recruitment and talent acquisition, learning and development
- managing payroll and HR administration processes
- resolving employee queries and issues through the Solution Centre
- providing administrative and clerical support across Council
- overseeing Council's procurement framework including effective management of the source-to-pay process
- ensuring value for money outcomes by taking an integrated approach to the procurement of goods, services and works across Council
- working closely with Council's supplier community to deliver value for Brisbane, ongoing innovation, supply chain transparency and supplier diversity including small, local and emerging businesses

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- providing payment and supply services including accounts payable, order processing, logistics and inventory management
- managing and improving procurement processes, information, reporting, systems and technology
- preparing and maintaining business technology strategic roadmaps to identify opportunities for innovation, where ICT can enable business objectives and service improvements
- delivering responsive digital experiences expected by residents, businesses and visitors to the city
- providing customer focused ICT service delivery, including the provision of customer support, change control and resolution of ICT incidents
- maintaining the operational health of Council's ICT environment, including infrastructure, applications and software
- providing ICT strategy, governance, advice, planning and innovation services
- ensuring management of Council's physical and electronic records complies with legislation
- providing geographic information and mapping services and systems
- ensuring the provision of appropriate security systems and services to protect Council's data and the information of residents and businesses that entrust their data to Council
- improving opportunities for collaboration and integration of business process workflow across Council
- ensuring delivery of the ICT projects portfolio in line with ICT strategies, architecture and business priorities, as well as driving project management improvements
- data, reporting and analysis services including master data management, data transformation and modelling, business intelligence and standardised reporting.

Transport for Brisbane

Objectives

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 overseeing 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 approximately 70 million kilometres each year, delivering high-quality services that focus on accessibility, safety and customer service to contribute to reducing traffic congestion and deliver social, economic and environmental benefits.

Transport for Brisbane provides scheduled network passenger bus services including high frequency 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, stretching 22 kilometres along the Brisbane River. The ferry network provides access at terminals for commuters along, and across the river.

Transport for Brisbane delivers public transport bus, 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 overseeing the delivery of more modern e-mobility travel options that meet the needs of our growing city. This includes introducing new arrangements with e-mobility operators, including suburban trials, to provide shared hire e-bikes and e-scooters in Brisbane.

Financial and non-financial targets

In 2024-25 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 30.

Council transport operating subsidy

Council subsidises Transport for Brisbane for the services it operates so that Transport for Brisbane can meet its community service obligations and 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 are treated in accordance with Council's dividend policy for Business Units after the application of the requirements of the Tax Equivalents Regime (TER) with any TER income tax remitted to Council.

Proposed major investments

Transport for Brisbane is proposing no major investment in 2024-25.

Borrowings

Transport for Brisbane has nil outstanding or proposed borrowings.

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.

Delegations

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

Reportable information

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

City Parking

Objectives

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

Role

City Parking manage 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.

Financial and non-financial targets

In 2024-25 achieve:

- net surplus before tax as stated in the Budgeted statement of income and expenditure
- 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 32.

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 are treated in accordance with Council's dividend policy for Business Units after the application of the requirements of the TER with any TER income tax remitted to Council.

Proposed major investments

There are no proposed major investments in 2024-25.

Borrowings

City Parking has no outstanding or proposed borrowings.

Service quality

City Parking will provide accessible, reliable and competitive services.

Delegations

The City Parking Manager has delegations under the Council's Administrative Arrangements for the 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.