



BRISBANE CITY COUNCIL

CORPORATE PLAN

2021-2022 to 2025-2026



Dedicated to a better Brisbane

We acknowledge the Traditional Custodians of the land which is now known as Brisbane. We also pay respect to Elders past, present and emerging and the broader Aboriginal and Torres Strait Islander communities of Brisbane.

Brisbane City Council is pleased to present the Corporate Plan for 2021-22 to 2025-26.

Council's responsibility is to provide leadership and good governance for the people of Brisbane, and to manage our resources to ensure Brisbane is a prosperous, sustainable, liveable and inclusive city that is managed well.

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

Prepared in accordance with the *City of Brisbane Act 2010* and *City of Brisbane Regulation 2012*, this Corporate Plan reflects the strategic direction of the city and the feedback regularly received from the community on Council's operations and activities.

Council's website contains more information about the organisation's activities, policies and plans for the future.

Visit brisbane.qld.gov.au

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LORD MAYOR'S FOREWORD



Together, we will ensure that we are making the Brisbane of tomorrow even better than the Brisbane of today.

Brisbane City Council's *Corporate Plan 2021-22 to 2025-26* guides how Council will deliver services and activities for the next five years and take steps to achieving our vision for Brisbane. It sets the medium-term objectives to enable Council to continue to work with the community and retain our thriving and sustainable city for future generations.

As the Lord Mayor of Australia's largest council, I am extremely proud of how we have responded as a city to the challenges of the global coronavirus pandemic, and the spirit of our community as we work towards recovery. We will continue to focus on improving public transport and addressing traffic congestion, supporting Brisbane's economic development and enhancing our lifestyle and leisure opportunities.

The next five years are extremely exciting for our city. The turn-up-and-go Brisbane Metro will link the city to the suburbs, making it easier to connect with the people and places you love. The transformation of Victoria Park into an iconic public parkland will be underway, while we also improve our network of active transport and river access through green bridges, more cycleways and double-decker CityCats.

While Brisbane residents have shown great resilience in response to the pandemic, keeping local industries moving is essential to ensuring a strong economy. We remain committed to supporting Brisbane businesses, local jobs and investing in our city's future. Over the next five years, Council will continue to identify and deliver initiatives to support our city's businesses.

This plan outlines how Council is planning for Brisbane's future. Together, we will ensure that we are making the Brisbane of tomorrow even better than the Brisbane of today.

Adrian Schrinner
Lord Mayor

MESSAGE FROM THE CEO



The plan establishes Council's mission and provides clear strategic direction for the organisation to achieve the vision it has for the city.

From March 2020, Brisbane City Council has been faced with navigating the challenges of a global pandemic and during this time has demonstrated an unwavering commitment to deliver for the City of Brisbane.

Council's Corporate Plan 2021-22 to 2025-26 is instrumental in supporting the organisation's delivery of the Brisbane Vision 2031 over the next five years.

The plan establishes Council's mission and provides clear strategic direction for the organisation to achieve the vision it has for the city. It also outlines guiding principles to support the way Council will continue to work now and into the future.

We remain committed to plan for and deliver the necessary infrastructure to meet the growing needs of our city and its communities while maintaining the character of our suburbs.

We will continue to create new leisure and lifestyle opportunities, protect our heritage and greenspaces, upgrade parks, playgrounds, libraries and pools, as well as deliver road projects and active travel options.

Working closely with Brisbane residents and businesses, the plan ensures we continue to deliver essential services and programs to meet the growing needs of our community with agility and adaptation to change.

With our strong commitment to build a better Brisbane and make the city the best it can be, the Corporate Plan 2021-22 to 2025-26 ensures Brisbane is, and always will be, a great place to live, work and relax.

A handwritten signature in black ink, appearing to be the initials 'CJ' followed by a stylized surname.

Colin Jensen
Chief Executive Officer

INTRODUCTION

The *Corporate Plan 2021-22 to 2025-26* is focused on how Brisbane City Council as an organisation works to deliver a better Brisbane. It outlines Council’s strategic directions to achieve the long-term vision for the city and describes how Council will conduct its business over the next five years.

Integrating with other elements of Council’s strategic and financial planning framework (refer to Figure 1), the *Corporate Plan* defines the principles for the ‘the way we work’ to deliver the desired outcomes of *Brisbane Vision 2031*.

The projects, programs and activities Council will deliver are defined in the long and medium-term strategies and plans Council prepares, as well as the Annual Plan and Budget as outlined below.

	STRATEGIC AND FINANCIAL PLANNING FRAMEWORK MECHANISMS	REPORTING	
LONG-TERM	Brisbane Vision 2031 Long-term financial forecast Long-term asset management plan <i>Brisbane City Plan 2014</i> Council’s strategies and plans <i>Local Government Infrastructure Plan 2016-2026</i>	ANNUAL REPORT	MONTHLY, QUARTERLY AND ANNUAL REPORTING
MEDIUM-TERM	Corporate Plan Medium-term priorities Policy objectives		
ANNUAL	Annual Plan and Budget Program and business plans Financial policies		
OPERATIONAL	Divisional and Branch Plans		

Figure 1 - Council’s strategic and financial planning framework

Council’s strategic planning framework aligns with the *City of Brisbane Act 2010* and the *City of Brisbane Regulation 2012*.

Informed by feedback regularly received from the community on Council’s operations and activities, the *Corporate Plan* provides strategic direction for the organisation, guides decision-making and informs how Council measures performance.

A PLAN FOR THE NEXT FIVE YEARS

Council continues to work with our community towards delivering the *Brisbane Vision 2031*. Council is constantly evolving how we deliver services and outcomes relative to the expectations of the community. Council is focused on delivering a better Brisbane and being Australia’s most prosperous, sustainable, liveable, and inclusive city.

Over the next five years, Council will serve the community in the context of the ongoing implications of the global coronavirus pandemic, increased economic uncertainty, changes in how residents and visitors experience our city, and increasing reliance on technology and information systems.

Council has an unrelenting focus on delivering for the community. We will deliver for the community through:

- **Our mission** – a common mission for all employees to work towards, through our culture, values and ethics that underpin everything we do
- **Our vision and strategic directions** – the outcomes we are striving towards and indicators of progress we will monitor to track how we are going
- **The way we work** – six principles to guide how Council will conduct business over the next five years – in our community interactions, project and service delivery, and Council-wide operational strategies and decisions
 - We drive community value
 - We harness opportunities from change and business disruption
 - We put community needs at the heart of everything we do
 - We are future-focused
 - We measure our performance on delivery of outcomes
 - We value data as an asset and apply technology as an enabler
- **Delivery and monitoring success** – the key tools and mechanisms we will use to deliver for the city and measure our performance.



Figure 2 - Diagram of Corporate Plan 2021-22 to 2025-26

OUR MISSION

This Corporate Plan sets the direction for where Council will be as an organisation in 2026.



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

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

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



OUR CULTURE



To achieve this mission, Council has a high performing, values-based culture (built on trust, connection, accountability, courage and safety), underpinned by corporate values and ethical principles. Our culture is 'the way we do things around here' and guides how we will deliver outcomes for Brisbane.

OUR VALUES



Across Council, our people come from diverse backgrounds and experiences to fulfil a wide variety of roles, with a common purpose of being dedicated to deliver value to Brisbane, its residents and customers. Our people's values align with Council's values and guide our thinking, behaviours and decision-making when navigating Council's context and functions.

Our values are:

- passion for Brisbane
- responsive customer service
- value for money
- respect for people
- getting things done
- working together
- courage to make a difference.

OUR ETHICS



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

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

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

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

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

OUR VISION AND STRATEGIC DIRECTIONS

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



OUR PROSPEROUS CITY



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

WHAT WE DO

- Support a productive economy through targeted investment partnerships, attraction of skilled, emerging talent and entrepreneurs
- Support local businesses to capitalise on opportunities of business in Brisbane through the delivery of training, capacity building and skills development programs
- Encourage events and tourism growth
- Provide transport and infrastructure that supports business and industry, as well as our residents

INDICATORS OF PROGRESS

- Strengthened economic performance of the city
- Increased tourism visitation and expenditure
- Increased use of digital technology to support business and the economy
- Improved efficiency and timeliness of movement of goods and services
- Increased participation in Council's business support activities and events

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

- *Brisbane Economic Development Plan 2021-2031**
- *Brisbane Economic Recovery Plan**
- *Smart, Connected Brisbane Framework*
- *Transport Plan for Brisbane - Strategic Directions.*

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



OUR SUSTAINABLE AND RESILIENT CITY



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

WHAT WE DO

- Contribute to the national and global response to carbon neutrality and climate resilience
- Maintain and improve environmental standards and health
- Resilience to and preparedness for natural hazards
- Support sustainable choices in transport and waste management
- Build shared accountability for our environment between government, business, and the community

INDICATORS OF PROGRESS

- Maintained carbon neutral status of Council
- Reduced household carbon emissions
- Increased sustainable transport patronage and active travel
- Improved environmental health of the city
- Reduced waste generation and increased resource recovery
- Increased resilience and reduced risks to residents and property from natural hazards
- Improved quality and network of natural habitat and green spaces within the city
- Increased community participation in Council environmental programs and education activities

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

- *Brisbane City Council Local Disaster Management Plan (reviewed annually in accordance with the Queensland Disaster Management Act 2003)**
- *Brisbane City Plan 2014**
- *Brisbane. Clean, Green, Sustainable 2017-2031**
- *Long Term Asset Management Plan 2012-2022**
- *Transport Plan for Brisbane – Strategic Directions.*

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



OUR LIVEABLE CITY



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

WHAT WE DO

- Planning for development and infrastructure to support and guide the growth of the city
- Manage infrastructure, public spaces and facilities
- Deliver and facilitate local events and activities for residents
- Provide healthy and active lifestyle infrastructure and programs

INDICATORS OF PROGRESS

- Maintained infrastructure delivery in line with city growth
- Increased participation in local events and activities
- Improved Council facility and park use and user satisfaction
- Maintained community satisfaction with access to housing, employment and recreation spaces
- Majority of residents find Brisbane a great place to live

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

- *A City for Everyone: Inclusive Brisbane Plan 2019-2029*
- *Brisbane City Plan 2014**
- *Brisbane. Clean, Green, Sustainable 2017-2031**
- *Brisbane Long Term Infrastructure Plan 2012-2031*
- *Creative Brisbane Creative Economy Strategy**
- *Design-led City – a design strategy for Brisbane*
- *Long Term Asset Management Plan 2012-2022**.

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



OUR INCLUSIVE CITY



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

WHAT WE DO

- Conduct meaningful engagement and consultation with the community
- Support access to essential and desirable services and facilities, regardless of age, ability or background

INDICATORS OF PROGRESS

- Increased participation in community consultation and engagement activities
- Sustained community satisfaction with ability and access to opportunities to 'have a say'
- Increased accessibility and affordability of Council services and facilities
- Improved metrics of inclusion within Council and community

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

- *A City for Everyone: Inclusive Brisbane Plan 2019-2029*
- *Brisbane City Council Inclusion Blueprint 2018-2023**.

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



OUR WELL-MANAGED CITY



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

WHAT WE DO

- Demonstrate good governance, integrity and accountability
- Partner with community, business and other levels of government
- Maintain a financially sustainable organisation
- Provide positive customer experiences
- Embrace digital technologies to improve Council's information, processes and systems
- Provide a positive and productive work environment for our employee

INDICATORS OF PROGRESS

- Majority of residents agree Council does a good job of managing the city
- Majority of customers report positive experiences in dealing with Council
- Maintain long-term financial sustainability
- Improved performance in governance, risk and compliance metrics
- Improved performance in metrics related to Our People

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

- *Annual Plan and Budget (prepared annually, with four-year forecast)**
- *Brisbane City Council Inclusion Blueprint 2018-2023**
- *Our People 2020-2024**
- *Zero Harm Strategy 2018-2022*.*



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



OUR BUSINESS UNITS

The following commercialised business units operate within Council to deliver infrastructure and services in accordance with the *City of Brisbane Act 2010* and *City of Brisbane Regulation 2012*.



BUSINESS UNIT	PURPOSE	ACTIVITIES
<p>CITY PARKING</p> 	<p>To meet customer needs and contribute to Brisbane’s liveability and prosperity by delivering accessible and reliable off-street car parking services.</p>	<ul style="list-style-type: none"> • Manage and operate King George Square and Wickham Terrace car parks • Provide well maintained, clean, competitive and secure off-street car parking services to all customers • Deliver temporary and event parking services
<p>TRANSPORT FOR BRISBANE</p> 	<p>To provide professional, frequent, reliable and safe public transport services to residents and visitors of Brisbane.</p>	<ul style="list-style-type: none"> • Provide scheduled network passenger bus services, school services, charter and special event services • Manage the contract delivery of CityCat and ferry services • Manage through contractual arrangements the delivery of personalised public transport and e-mobility services

THE WAY WE WORK

The following principles will guide how Council will conduct business over the next five years through our community interactions, project and service delivery, and Council wide operational strategies and decisions.

To be successful in achieving our mission and the vision for the city, these principles must be integrated through our everyday activities in a cohesive manner. Every principle and opportunity for implementation should be considered by our people through all of the activities they undertake.

The principles are of particular importance over the next five years and will guide the organisation through its constant evolution to adapt and adjust to ever changing community expectations.

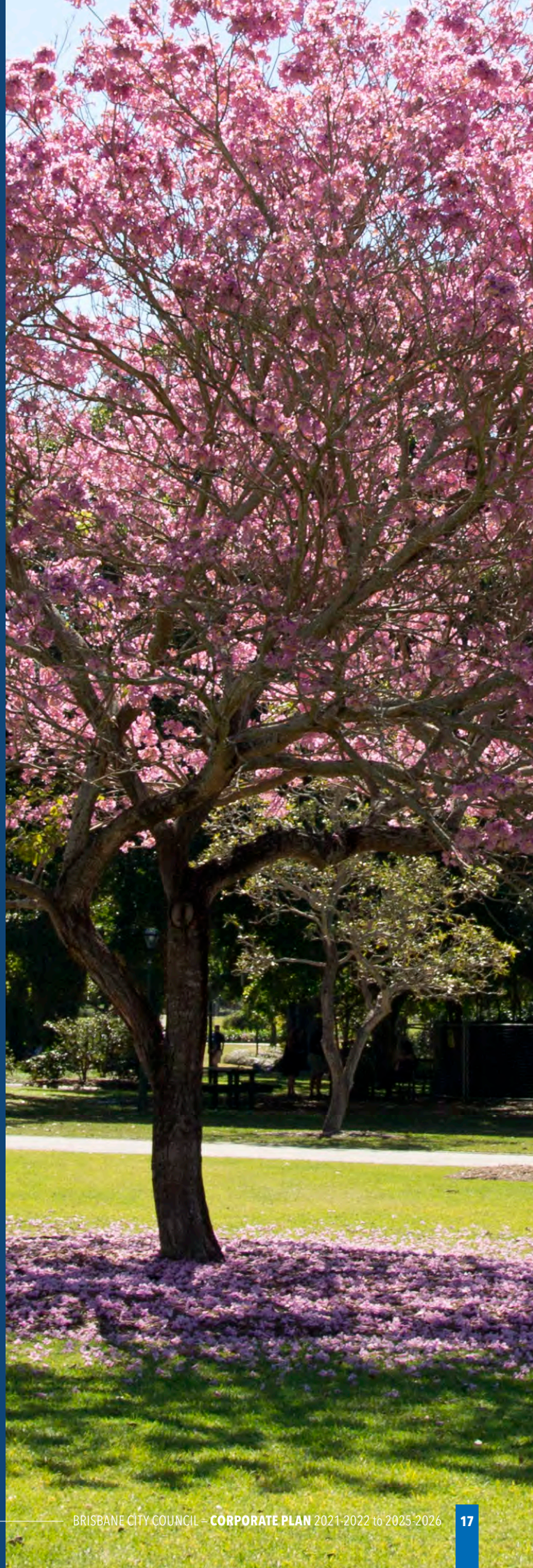


The six principles are:

- We drive community value
- We harness opportunities from change and business disruption
- We put community needs at the heart of everything we do
- We are future focused
- We measure our performance on delivery of outcomes
- We value data as an asset and apply technology as an enabler.

For each of the principles, opportunities for implementation have been identified relative to the tools and mechanisms Council delivers through:

- People - our people applying their knowledge and experience, dedicated to delivering services to our community
- Customer experience - the experience customers have through their interactions with Council
- Governance and strategy - the approach to decision making and delivering our services and outcomes
- Processes and systems - the organisation uses these to manage the operational aspects of the business
- Services, infrastructure and assets - we use, own, maintain and deliver for the community.



WE DRIVE COMMUNITY VALUE

Council drives value and benefits for our community through effectively managing our organisation's performance, people, investment and resources. We are accountable to the people of Brisbane and they experience the benefits of Council being transparent, financially sustainable, continually improving and responsibly investing ratepayer funds.

PEOPLE

- Identify and deliver community services and outcomes that enhance community value through business improvements that increase efficiency and productivity and maximise return on investment of ratepayer funds.
- Understand and recognise community value through maintaining a high performing values-based culture, developing future capability and providing safe workplaces.

CUSTOMER EXPERIENCE

- Communicate the benefits to the community, not just the individual customer, of investment in services and outcomes and application of citywide policy and strategy.
- Monitor community and customer expectations of what community value is and how it is being delivered through our services and outcomes.

GOVERNANCE AND STRATEGY

- Prioritise long-term financial sustainability in determining procurement of assets and services, and investment of ratepayer funds.
- Identify opportunities to monitor, measure and report delivery of community value.
- Maintain our governance framework to ensure compliant reporting of financial accounts, environmental due diligence, workplace health and safety, and corporate risk management.
- Ensure our local laws, policies, procedures and guidelines remain modern and relevant.

PROCESSES AND SYSTEMS

- Grow the efficiency of the processes and systems we use to deliver services and outcomes through continual improvement.

SERVICES, INFRASTRUCTURE, AND ASSETS

- Invest in technology, plant and equipment and resources that serve multiple purposes, enhance efficiency, and demonstrate value for money.
- Identify and measure investment outcomes to ensure the customer and business objectives have been achieved.
- Deliver and effectively manage and maintain assets to deliver community benefits and drive value.



// MAINTAIN ASSETS TO DELIVER COMMUNITY BENEFITS.

The Tropical Display Dome at Brisbane Botanic Gardens Mt Coot-tha.

WE HARNESS OPPORTUNITIES FROM CHANGE AND BUSINESS DISRUPTION

Council is a resilient and agile organisation and positions itself and Brisbane to adapt and adjust to disruptions in the short-term and identify and capitalise on the opportunities in the long-term – whether the disruption is natural, economic, social, environmental, technological or biological.

PEOPLE

- Embrace change and disruption with a growth mindset to bring new ideas and clear strategic action, to drive continuous improvement.
- Exchange knowledge and experience in ‘harnessing opportunities from disruption’ and rapidly apply the lessons learnt to support changing community needs, contexts and evolving priorities.

CUSTOMER EXPERIENCE

- Increase knowledge and awareness in the community of the benefits that can be gained from disruptions and enhance their ability to be resilient to the impacts of future events.
- Increase understanding of the impacts of change or disruption on the lives of our community, to inform design of services and continue to harness opportunities.

GOVERNANCE AND STRATEGY

- Improve understanding and continuously monitor the causes, pre-cursors and potential adverse impacts of disruptions, in planning for the future.
- Analyse the impacts of change and disruptions including assessment of preparation, response, recovery and application of lessons learnt.
- Monitor, support and promote community and organisational success in ‘harnessing opportunities from disruption’.

PROCESSES AND SYSTEMS

- Design, manage and procure our processes and systems to easily adapt in response to changes in business needs.
- Apply a risk management approach, with design, testing and implementation of systems and processes.
- Actively seek to understand the trends that will create opportunities or disruption to our city.

SERVICES, INFRASTRUCTURE, AND ASSETS

- Procure, design and deliver services, infrastructure and assets to be resilient to potential hazards and disruptions.
- Ensure long-term asset and investment plans are informed through scenario modelling and consideration of potential long-term disruptions.

// ENHANCES OUR ABILITY TO BE RESILIENT TO THE IMPACTS OF FUTURE EVENTS.

Council's Flood Resilient Housing program.



WE PUT COMMUNITY NEEDS AT THE HEART OF EVERYTHING WE DO

Council puts the people of Brisbane at the heart of our decision-making and delivery of services and outcomes. We work closely with the community to understand and respond to their changing needs, prioritise experiences that matter and solve problems. We make it simple and easy for our customers and community to do business with Council.

PEOPLE

- Working together across Council to understand the role we each play in delivering services and outcomes.
- Grow our capability and use our knowledge and experience in the application of human-centred design in problem-solving and decision-making.
- Build an understanding of the link between internal interactions between Council employees and the delivery of value to our community.

CUSTOMER EXPERIENCE

- Collaborate with customers and community about how they want to access information about Brisbane and Council.
- Co-design with customers and community to provide digital services that are centred on our customer needs that deliver real value and convenience.
- Advance the quality of digital services that we provide by improving the delivery of information and transactional services like online forms, Council service applications and enquiry submissions, across a variety of platforms.

GOVERNANCE AND STRATEGY

- Be accountable, ethical, transparent and provide open access to information for our customers.
- Consider the drivers of positive customer and community experience in policy design and execution.
- Build a consistent mechanism for evaluation of outcomes, continuous improvement and innovation.

PROCESSES AND SYSTEMS

- Grow the efficiency of processes and systems we use to deliver services and outcomes through continual improvement.
- Employ data collection methods and technologies that can be applied to better understand what our customers and community are experiencing.

SERVICES, INFRASTRUCTURE, AND ASSETS

- Enhance information and the awareness of customers and the community about how our services, infrastructure and assets are funded, delivered and maintained across the city.



II ENHANCE THE INFORMATION AND AWARENESS OF CUSTOMERS.

Our services to the community.

WE ARE FUTURE-FOCUSED

Delivering services and outcomes for our city, Council monitors and reviews its performance towards *Brisbane Vision 2031* and proactively responds to new opportunities. We strategically plan for future service needs, sustainability of our operations and the changing expectations of our community and customers.

PEOPLE

- Build critical and emerging capabilities for now and the future, to plan for and achieve strategic outcomes as well as changing community needs and expectations.
- Embrace new ways of working to support emerging opportunities of digitalisation, automation, data analytics and a multigenerational workforce.

CUSTOMER EXPERIENCE

- Work together with our customers and community to identify trends, customer and community needs and define our future plans and strategies.
- Communicate effectively with the community the connection between the short-term outcomes and the strategic intent of a service or project.

GOVERNANCE AND STRATEGY

- Ensure operational decision-making considers current and future impacts on business operations and outcomes.
- Grow the culture of being future-focused through leadership, governance and operational planning.
- Continually learn how to simplify the way in which we deliver solutions and leverage what we have.

PROCESSES AND SYSTEMS

- Integrate methods and opportunities for innovation and business improvement with 'business as usual'.
- Support all work units and encourage employee participation in business improvement and business planning activities.

SERVICES, INFRASTRUCTURE, AND ASSETS

- Harness technology to increase productivity and value of services and outcomes.
- Apply a lifecycle approach to the design and delivery of infrastructure and assets that optimise investment and provide continuity in service.

WORK TOGETHER WITH OUR CUSTOMERS AND COMMUNITY TO IDENTIFY TRENDS.

Our public forums and workshops.



WE MEASURE OUR PERFORMANCE ON DELIVERY OF OUTCOMES

Council fosters a culture of accountability and understands and communicates the value of what it delivers, the effectiveness it achieves and the contribution it makes to our communities. We measure the impact we achieve for the city rather than just the number of services and outputs we deliver.

PEOPLE

- Expand the culture, capability and accountability in measuring performance, customer value and outcomes through leadership, governance and delivery.
- Impact through inspiring a sense of common purpose, outcomes and collaboration.

CUSTOMER EXPERIENCE

- Assess the effectiveness of the services and outcomes Council delivers in terms of achieving the outcome expected by the customer and community expectations.
- Capitalise on opportunities to provide access to 'open data' and 'real-time' performance reporting.

GOVERNANCE AND STRATEGY

- Develop metrics aligned to measuring value, experience and outcome as well as productivity.
- Performance on delivery of outcomes is made available externally, including in 'real time' where technology enables.

PROCESSES AND SYSTEMS

- Continue to enhance and develop capacity of processes and systems to measure value, experience and outcomes as well as productivity relative to outputs.

SERVICES, INFRASTRUCTURE, AND ASSETS

- Increase capacity of automated information gathering to enable faster, more accurate and potentially 'real-time' performance monitoring.

// DELIVERY OF OUTCOMES MADE AVAILABLE EXTERNALLY.

Real-time bikeway counters on busy cycle routes and shared pathways around the city.



WE VALUE DATA AS AN ASSET AND APPLY TECHNOLOGY AS AN ENABLER

All aspects of Council's delivery of services and outcomes is an opportunity to collect data and use that information to inform decision-making, monitor performance and develop policy and strategy. Technological advancements in systems and equipment will provide opportunities for Council to be a more data-driven organisation and support delivery of services and outcomes.

PEOPLE

- Enhance and expand the knowledge and capability of our people to value, collect, analyse and utilise data as an asset for business intelligence across the organisation for decision-making and improving performance.
- Develop capability and enhance utilisation of existing systems, processes and resources to expand business intelligence.

CUSTOMER EXPERIENCE

- Monitor and enhance responsiveness to customer and community expectations of delivery of services and advice based on accurate and timely data and business intelligence.
- Utilise risk-based information security controls to classify information and data and protect sensitive information.

GOVERNANCE AND STRATEGY

- Identify, evaluate and apply technology in a manner which ensures investment in key resources, systems and applications that deliver the most value to the organisation and the broader community.
- Collect and maintain data consistently to enable ease of access, collaboration and integration, including its release open data where appropriate.

PROCESSES AND SYSTEMS

- Ensure reviews of existing processes and procurement of new systems focus on the collection, analysis and reporting of data to maximise utility across the organisation while remaining in accordance with corporate policy and procedures.
- Enhance the capability for Council operations to achieve a higher degree of self service through enhancing technology and processes without compromising the customer experience.

SERVICES, INFRASTRUCTURE, AND ASSETS

- Maximise efficiency of technology available to record, compile, analyse, share and inform the delivery of services and outcomes.
- Secure and protect data, information and supporting infrastructure to maintain the integrity of Council's operating environment and sensitive information.
- Use timely data to inform Council of how assets and infrastructure are performing and explore the use of predictive analytics to manage assets more efficiently and cost-effectively across whole-of-life.



**// TO INFORM COUNCIL
HOW ASSETS AND
INFRASTRUCTURE
ARE PERFORMING.**

*Collecting data
in the field.*

DELIVERY AND MONITORING SUCCESS

Council's annual planning and budgeting is informed by the goals and initiatives outlined in Council's longer term plans and strategies. We measure the achievement of our strategic directions to track our progress and maintain focus on achieving the *Brisbane Vision 2031*.



Each year, the Lord Mayor and Council prioritise Council's annual expenditure to program outcomes, services and projects, including forward year projections, by taking into account emerging issues, community feedback, advice from Council's management and employees, and alignment with the Corporate Plan.

Council is committed to monitoring performance in delivering for the city. There are numerous opportunities Council takes to monitor delivery of outcomes including, but not limited to the following.

- Annual Report – is the principal mechanism by which Council reports progress and performance to the community and other stakeholders. It charts our achievements and challenges for the past financial year and reports against Council's Annual Plan and Budget and the medium-term strategic directions of the Corporate Plan. The report also provides Council's longer-term and detailed annual financial reporting, governance information and disclosures required by legislation.
- Organisational plans and strategies – each division and business in Council has a business plan, and every employee in Council participates in Council's performance leadership process.
- Corporate compliance reporting – there are various regulated reporting requirements Council must adhere to in monitoring delivery of key aspects of the business relative to Queensland and Australian government legislation, and the City of Brisbane Act 2010 and the City of Brisbane Regulation 2012.
- Better Brisbane Index – an annual survey to measure residents' perceptions of the quality of life in Brisbane, both now and in the future.
- Customer satisfaction – Council regularly seeks and monitors resident and customer feedback on delivery of our services and advice.

Council continues to expand its capacity to monitor and measure success in accordance with enterprise performance management for managing the full lifecycle of target setting, planning, budgeting and reporting.





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