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# Annual Operational Plan

# 2023-24

Adopted by Council resolution on 22 June 2023

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Annual Operational Plan – Overview

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 2023-24.

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 2023-24 covers each Council Program and the Outcomes, Strategies and Services that they perform.

The Program information is within the following format:

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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 E&C on key projects and services 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 commercialization

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Transport for Brisbane

Program goal

Through the Transport for Brisbane Program, Council will deliver Australia’s most modern and sustainable public and active transport systems. As Brisbane continues to grow, Council ensures that our city’s transport network and infrastructure will support residents and visitors to travel quickly, safely, reliably and sustainably.

Program description

The Transport for Brisbane program is focused on providing safe and reliable travel options by expanding Council’s suite of city-wide public and active transport options.

Council encourages active travel choices and increases 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 healthy travel alternatives to private motor vehicles.

Ongoing investment in public transport solutions, including the Brisbane Metro, CityCats and ferries, and modern, environmentally friendly buses, supports our vision for a sustainable, liveable and connected city.

In 2018, Council released the *Transport Plan for Brisbane – Strategic Directions (*Transport Plan)to provide the framework for planning, delivering and operating the transport network, including the active and public transport networks. The *Transport Plan for* *Brisbane – Implementation Plan 2018* (Implementation Plan) sets out key initiatives and actions to support the intent of the Transport Plan, many of which contribute towards a healthier, more sustainable and accessible city.

This will be achieved by:

* continuing construction of a new Brisbane Metro depot at Rochedale, a tunnel in the central business district (CBD) beneath Adelaide Street between North Quay and King George Square and end of trip charging locations
* continuing to manufacture and deliver the Metro fleet, with more vehicles expected to arrive in 2023-24 and testing of the pilot metro will continue in Brisbane’s unique climate and conditions
* providing a Council subsidy towards public transport operations
* providing funding for high profile community services notably the Maroon CityGlider, Blue CityGlider, Spring Hill Loop and City Loop
* providing funding for the introduction of the Gold CityGlider Service, in partnership with the State Government
* continuing to upgrade ferry terminals and deliver detailed planning for the assessment and construction of future terminals
* 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 the construction of the new Breakfast Creek Green Bridge and ongoing construction of the new Kangaroo Point Green Bridge
* continuing to deliver active transport infrastructure
* delivering a shade structure for pedestrians and riders, including e-mobility devices, across Victoria Bridge.

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

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 to enable residents and visitors to move around the city easily. 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 cycling, walking and e-mobility as healthy, sustainable and attractive means of transport and recreation aligned with Brisbane’s growing population. Council is a leader in the e-mobility space and released Australia’s first e-mobility strategy to guide future planning policy and infrastructure.

In addition to significant active transport infrastructure investments such as the Green Bridges program, Council delivers a range of network upgrades to monitor and improve safety for cyclists and pedestrians across the city; working with partners including the Queensland Government to plan, deliver and maintain the active transport network.

Council 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 two targeted behaviour change programs, Active School Travel and Cycling Brisbane. The programs work closely with schools and the community to provide the resources needed to encourage active travel by more people, more often.

Where we want to be

Council will grow the uptake of active travel as part of an active, healthy and more sustainable lifestyle. Brisbane’s interconnected network of pathways, bikeways and associated facilities will enable people of all ages and abilities to make active travel choices.

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 Sustainable Travel Choices

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.

Service 1.1.1.1 Promote Sustainable Travel Choices

This service delivers the Active School Travel and Cycling Brisbane programs to promote active travel options and provides schools and the community with resources to change travel behaviours and help reduce traffic congestion.

Activities in this service include:

* encouraging healthier and more active school communities by walking, riding, scooting, taking public transport or carpooling to and from school
* reducing traffic and improving safety in and around schools
* contributing to cleaner neighbourhoods with reduced carbon emissions
* increasing the road safety knowledge of children by giving them the practical skills and confidence to actively travel more regularly
* providing opportunities for residents to learn about and be involved in cycling in and around Brisbane
* encouraging the uptake of alternative travel modes, such as e-scooters.

Strategy 1.1.2 Plan and Design the Active Transport Network

Council will monitor and review the active transport network to ensure it is fit-for-purpose, aligns with the outcomes and directions of the Transport Plan and responds to opportunities for improvement to meet Brisbane’s needs, now and in the future.

Service 1.1.2.1 Plan and Design the Active Transport Network

This service supports the Transport Plan’s intents through strategic planning for walking, cycling and e-mobility connections throughout Brisbane.

Activities in this service include:

* providing strategic planning services to ensure Brisbane’s active transport network is integrated and fit for purpose
* partnering with the Queensland Government and Australian Government to deliver new active transport infrastructure through a holistic and collaborative approach
* reviewing and evaluating the effectiveness of active transport capital projects and policy implementation
* developing a prioritised active transport rolling program to guide and inform investment in active transport infrastructure and initiatives including through the Local Government Infrastructure Plan (LGIP)
* reviewing data collected through Council’s automatic and manual walking, cycling and e-mobility counters and development of an annual active transport monitoring program
* reviewing and informing proposed new active transport legislation and policies.

Strategy 1.1.3 Providing Active Transport Infrastructure

Build connected and safe footpath infrastructure and further expand Brisbane’s active transport network for people walking, cycling and using e-mobility devices.

Service 1.1.3.1 Providing Active Transport Infrastructure

This service works to deliver new, enhance and improve existing bikeways including lighting, signage, safety facilities and bicycle parking.

Activities in this service include:

* continuing construction of Green Bridges at Kangaroo Point and Breakfast Creek
* improving the city’s walkability and promoting active travel through the Safer Paths to Schools program
* delivering new cycling infrastructure through the Active Transport Infrastructure Fund program
* ensuring major infrastructure projects integrate positive walking, cycling and e-mobility outcomes
* delivering a shade structure for pedestrians and riders, including e-mobility devices, across Victoria Bridge.

Strategy 1.1.4 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.

Service 1.1.4.1 Transport Partnerships

Council offsets the cost of public transport infrastructure through private sector partnerships and also 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. 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, focusing on exemplary customer service. Use of public transport reduces road congestion, contributes to the city’s environmental goals and makes travel around Brisbane more convenient and enjoyable.

Where we are now

Council maintains a unique position among Australian councils by providing funding for and operating its own public transport fleet. Council operates one of the largest bus fleets in Australia, along with the city’s iconic ferry fleet and is working with the Queensland Government to trial new battery Electric Buses.

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 network 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 *Disability Discrimination Act 1992 (*DDA) and associated disability 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, where appropriate to improve levels of service, encourage greater public transport use and improve sustainability outcomes.

Strategy 1.2.1 Providing High Quality Ferry Services

Subsidise and operate CityCat and ferry services, including the free inner city CityHopper ferry to provide high frequency, high quality public transport services on the Brisbane River.

Service 1.2.1.1 Enhance the Ferry Infrastructure Network

This service continues to upgrade and enhance ferry terminal infrastructure as an essential part of the city’s public transport network.

Activities in this service include:

* continuing to deliver accessibility upgrades to the city’s ferry network assets compliant with the *Disability Standards for Accessible Public Transport 2002* and the DDA
* undertaking the business case for an electric ferry on the network, the EVCat
* constructing of two next generation double-decker CityCat vessels scheduled in 2023-24.

Service 1.2.1.2 Provide Ferry Services and Maintenance

This service provides ferry services that are an important part of the public transport network, stretching 22 km of the Brisbane River providing access for commuters along and across the river.

Activities in this service include:

* providing significant funding for ferry infrastructure and services
* ongoing payments to contracted ferry operators, covering operational, service delivery and maintenance costs
* funding Brisbane’s free inner city ferry service, CityHopper
* 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 Providing High Quality Bus Services

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

Service 1.2.2.1 Enhance the Bus Infrastructure Network

This service supports the provision of buses zero-emission to support an efficient public transport network for the city and provide Brisbane ratepayers with a modern clean and green bus fleet.

Activities in this service include:

* Working with the Queensland Government to procure new Zero Emissions Buses as part of the Queensland Zero Emissions vehicle Strategy resulting in a modern, air-conditioned, accessible and sustainable bus fleet.

Service 1.2.2.2 Support Bus and Metro Services and Maintenance

This service provides significant financial contribution to support delivery of one of the largest, environmentally friendly and modern bus fleets in Australia.

Activities in this service include:

* supporting the operating costs of Transport for Brisbane’s bus services. This funding is in addition to funding received from Translink for operating services
* providing a dedicated cleaning and maintenance service program
* operating and funding the free City Loop service
* operating and providing majority of funding for the Spring Hill Loop service and Maroon City Glider
* operating and funding the new South Brisbane Loop service
* partnering with the Queensland Government to subsidise the Blue CityGlider
* partnering with the Queensland Government to plan and subsidise the new Gold CityGlider
* funding for free off-peak travel for seniors on buses
* delivering of personalised public transport services to support transport hubs in areas with limited or no Translink services.

Strategy 1.2.3 Develop Public Transport Strategies and Plans

Develop public transport strategies and network plans that will enhance Brisbane as a liveable city.

Service 1.2.3.1 Plan for Public Transport

This service works with stakeholders to develop and optimise the public transport network, ensuring Council's investment is appropriately targeted to Brisbane's requirements.

Activities in this service include:

* developing, updating, monitoring and communicating public transport initiatives and network plans
* partnering proactively with the Queensland Government to achieve the best outcomes for customers and ratepayers.

Strategy 1.2.4 Provide Intermodal Facilities

Provide bus stop infrastructure facilities that increase the accessibility and attractiveness of public transport.

Service 1.2.4.1 Integrate the Various Modes

This service upgrades and develops infrastructure, primarily bus stops and associated facilities, to support Council’s public transport services and encourage residents to reduce traffic congestion by using public transport more frequently.

Activities in this service include:

* providing new bus stops to meet growth in community demand
* upgrading bus stops to meet community needs and expectations
* partnering with the Queensland Government to provide equitable access across the entire public transport network in Brisbane.

Strategy 1.2.5 Brisbane Metro

Deliver the Brisbane Metro to provide a high capacity, high frequency and sustainable public transport experience that is quicker, safer and more enjoyable.

Service 1.2.5.1 Brisbane Metro

This service delivers manufacturing, construction, and services for the Brisbane Metro project.

Activities in this service include:

* completing construction of the Brisbane Metro depot, which will enable stabling and maintenance of the new fleet of battery-electric metros
* completing construction of the end-of-trip charging facilities at Countess Street (Petrie Terrace), Ernie’s Roundabout (Herston) and Dutton Park/UQ Lakes station (St Lucia)
* continuing with works to upgrade UQ Lakes station, St Lucia
* 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.
* continuing works across Victoria Bridge to provide a prioritised public and active transport corridor
* continuing works in South Brisbane including:
* delivering a new Cultural Centre station, and improving precinct connectivity and accessibility for pedestrians, cyclists, and commuters.
* progressing works to upgrade Buranda busway station, Woolloongabba
* manufacturing and delivering the metro fleet in preparedness for operational readiness
* 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 supports business, residents and visitors by enabling the safe, efficient and sustainable movement of people, freight and services.

Program description

A connected, flexible and sustainable transport network is vital to delivering economic, social and environmental benefits as part of Council’s long-term vision for the city.

By maintaining and improving Brisbane’s roads and transport network, Council will continue to improve amenity, convenience and safety, and reduce traffic congestion. Our aim is to help residents, visitors and businesses commute to and from work, access recreational activities, remain socially connected and transport goods and services more efficiently.

This will be achieved by:

* continuing to deliver the road resurfacing program to maintain more than 5800 km of roads in the network
* maintaining more than $12 billion worth of transport and road infrastructure
* continuing the Major Traffic Improvements program to improve safety and reduce congestion throughout the city
* delivering key infrastructure projects across the network
* continuing the ongoing management of the Brisbane road network and delivering initiatives to reduce congestion and improve safety throughout the city through a customer focused approach
* delivering on Council’s publicly released list of priority projects for the financial year
* enhancing school safety by working with schools to develop traffic management plans
* delivering improvements for pedestrian safety
* continuing funding to support the Brisbane Metropolitan Transport Management Centre (BMTMC)
* continuing to increase economic and environmental sustainability.

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

Outcome 2.1 Roads and Transport Network Management

Outcome description

Council ensures Brisbane’s roads and bridges provide for the safe, efficient and sustainable movement of people, goods and services by building smoother streets and tackling traffic congestion.

Where we are now

Council is committed to maintaining and upgrading the transport network to enable our city’s economic growth and meet the needs of all road users.

Brisbane’s roads and bridges support various transport modes including motor vehicles (private and commercial cars, buses, motorcycles, scooters, taxis and trucks), cyclists and pedestrians. Our roads connect residents and visitors with employment and education hubs, services and recreational opportunities, as well as freight vehicles with major industrial areas and economic gateways.

Where we want to be

Council continues to invest in Brisbane's road network through cooperation and partnerships with other levels of government and the private sector, ensuring the city's key transport infrastructure needs are sustainably met.

Investment in the road and transport networks, funded substantially by Brisbane ratepayers, will continue to have positive economic and accessibility outcomes for Brisbane and South East Queensland (SEQ). Through strategic planning, coordinated management across the region and integration of innovative transport services and technologies, Council will deliver value for money outcomes and ensure the network has sufficient capacity to cope with existing and emerging demands, supporting a prosperous and liveable city, now and in the future.

Strategy 2.1.1 Plan and Design the Network

Plan and design the transport network focusing on the principles of transport planning, including value for money and sound asset and financial management.

Service 2.1.1.1 Plan and Design the Network

This service undertakes the planning, design, construction and management of the transport network which is critical to ensure Brisbane’s transport network is connected, flexible and sustainable.

Transport planning and design ensures integration with the regional transport network and connections with neighbouring regions. Integration of land use and transport planning will achieve the best outcomes for the community.

Council’s *Transport Plan for Brisbane – Strategic Directions* (Transport Plan) will guide our city’s transport network over the next 25 years as Brisbane grows and changes.

The Transport Plan provides the framework for planning and designing the transport network and services. The Implementation Plan sets out key initiatives and actions to support the intent of the Transport Plan. These initiatives and actions will be supported through sound planning and design.

Activities in this service include:

* delivering transport network planning and design in line with the Transport Plan and Implementation Plan
* investigating, planning and managing the transport impacts of major city developments, including providing advice on Queensland Government Priority Development Areas
* monitoring and planning for Brisbane’s freight network
* planning for new and emerging transport services and technologies
* integrating transport network planning with city planning and development activities
* undertaking concept planning and design for future transport network upgrades
* developing concept plans for major urban transport corridor preservation
* reviewing and updating traffic and transport models that assist planning and management of the transport network
* providing specialist transport input to other councils and Queensland Government programs
* undertaking transport assessments and planning for significant development applications, including Queensland Government projects
* continuing to review and update Council’s transport design drawings and specifications
* managing and assessing heavy vehicle movements on Council roads under the National Heavy Vehicle Regulator legislation
* integrating planning of the city’s road, public transport and active transport networks
* capitalising on available Australian Government funding to continue work on a northside transport action plan.

Strategy 2.1.2 Build the Transport Network

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

Service 2.1.2.1 Build the Transport Network

This service builds an improved transport network across the city by delivering key transport assets in line with the needs of Brisbane’s growing population.

Activities in this service include:

* delivering key major road construction projects and intersection upgrades
* upgrading major transport corridors
* continuing council’s ongoing commitment to financially support the removal of dangerous open level rail crossings in partnership with the Queensland and Australian Government.

Service 2.1.2.2 Improve Local Transport Networks

This service will deliver new and upgraded local transport assets to improve access to major transport networks throughout Brisbane, and to enhance access, safety and amenity in local areas.

Activities in this service include:

* constructing minor road and intersection improvements
* upgrading bridges and culverts
* delivering corridor enhancements and local area traffic management projects, including traffic calming measures to moderate vehicle speeds and enhance safety in local suburban precincts
* delivering retaining wall and embankment improvements across the network
* delivering Infrastructure improvement works in flood prone areas.

Service 2.1.2.3 Traffic Reduction Initiatives

This service alleviates congestion and improves safety across the city by delivering network-wide enhancements that improve capacity to meet current and future traffic volumes across Brisbane’s Road network.

Activities in this service include:

* upgrading or renewing of intersections
* installing and upgrading traffic signals and related communications equipment
* analysing road network operations and travel times to inform future traffic reduction projects
* planning and designing future transport network improvements
* installing and updating pedestrian crossing facilities
* delivering line marking and signage changes to reduce congestion and improve safety.

Service 2.1.2.4 Partnering for Safer Schools

This service delivers improvements around schools ensuring students and teachers have safe and accessible options to travel to and from school. Under the Safe School Travel Infrastructure program, these projects are supported by funding from the Queensland Government which has primary responsibility for schools.

Activities in this service include:

* designing and constructing intersection improvements, refuge crossings and children’s crossings
* promoting active school travel
* improving pick-up and drop-off facilities
* partnering with schools to develop traffic management plans.

Service 2.1.2.5 Better Roads for Brisbane

This service will deliver significant upgrades to key urban locations to reduce congestion and improve road safety for all users. This service will be delivered through funding partnerships with the Australian Government.

Activities in this service include:

* upgrading key locations in the urban road network, including improved and upgraded roads, connections and improved intersections
* providing traffic solutions for some of the most congested locations in our city
* transforming some of our suburbs oldest and most treacherous intersections
* enhancing active transport opportunities
* busting travels times.

Strategy 2.1.3 Maintain and Improve the Network

Maintain and improve the network in line with strategic asset management principles.

Service 2.1.3.1 Maintain and Improve the Network

This service focuses on the effective management of a significant portfolio of transport network assets. Maintenance and renewal activities are measured against levels of service and affordability to promote the strategic management of these assets.

Activities in this service include:

* renewing, maintaining and improving to bikeways, roads, bridges, boardwalks, culverts, signs, traffic signals, retaining walls and public lighting
* ongoing strategic management of assets
* managing systematic condition and risk assessment of assets
* improving the quality of Brisbane’s network of boardwalks through the Boardwalk Rehabilitation program
* partnering with industry bodies to research and trial cost-effective, high performance products, materials and construction methodologies
* delivering infrastructure improvement works in flood prone areas.

Strategy 2.1.4 Manage the Transport Network

Manage the transport network to ensure it operates efficiently for the benefit of all users.

Service 2.1.4.1 Manage the Network

This service seeks to reduce congestion and ensure the Brisbane road network operates as efficiently and safely as possible by delivering best practice, innovative solutions to improve travel times and trip reliability.

Activities in this service include:

* managing unplanned incidents and coordinating planned events
* delivering proactive traffic management practices, including identifying congestion ‘hot-spots’ and mitigation measures
* monitoring and managing clearways
* optimising road corridors
* delivering, monitoring and evaluating traffic management system, projects and performance
* improving arterial roads
* implementing world-class Intelligent Transport Systems
* providing real-time data and automation
* managing traffic signal operations
* delivering the Speed Awareness Monitors program.

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 more than 800 parking meters and 100 Pay by App zones across the city. 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 technology to ensure the best use of infrastructure and meet increased customer expectations. A seamless and efficient customer interface will assist in reducing congestion, encourage active and public transport options 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.

Service 2.2.1.1 Enhancing Parking Management

This service manages, operates and maintains on and off-street paid car parking services and helps to support economic activity by facilitating parking turnover and supply.

Activities in this service include:

* providing competitive car parking services to all customers including evening and weekend prices
* providing safe and secure parking with an emphasis on customer focused service
* ensuring security of all Council’s parking related monies and assets, including compliance with payment card industry standards
* maintaining parking meter technology and management of payment systems
* planning and integrating parking management systems, including emerging parking technologies
* providing a fee-free mobile parking payments service that 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 of temporary and special event parking arrangements.

Clean, Green and Sustainable City

Program goal

Through partnership, advocacy, direct action and intervention, this program leads Brisbane to be a clean, green and sustainable city now and for future generations.

Program description

The Clean, Green and Sustainable City program is responsible for preserving and protecting Brisbane’s diverse natural environment and rich biodiversity, integrating urban form with nature and building city resilience to the impacts of a changing climate.

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

*Brisbane.* *Clean, Green, Sustainable 2017-2031* sets out Council’s plan to ensure Brisbane achieves its vision of being a world leader in sustainability and outlines future targets and commitments to drive us towards a cleaner, greener and more sustainable city.

These outcomes will be achieved by:

* maintaining Council’s carbon neutral status and supporting households to reduce their emissions as Brisbane transitions to a low carbon city
* continuing the acquisition of key biodiversity linkages
* 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
* improving the health of Brisbane's waterways, wetlands and catchments
* using stormwater creatively to support Brisbane’s clean, green sub-tropical lifestyle
* connecting with our community to help preserve and protect our natural areas, coastline and waterways
* educating the community about sustainable and resilient living
* taking action to enhance air quality and reduce pollution
* managing, reducing and eradicating pests and invasive species
* planning, enhancing and activating a diverse network of clean, accessible, safe parks and urban green 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
* taking a risk management and adaptive approach to adverse weather and disaster events such as flooding, storms and bushfires to maintain a resilient city
* 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 22.

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 Green Heart initiatives, residents and schools 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 residents to be clean, green and sustainable. Promote community partnerships for the protection and restoration of natural habitats and ecological processes.

Service 3.1.1.1 Engagement for a Clean Green City

This service builds shared accountability for the environment by engaging with, educating and empowering community members to adopt lifestyles and practices that contribute to Brisbane’s sustainability.

Activities in this service include:

* delivering events to inspire and educate the community to live more sustainably in partnership with the Brisbane Sustainability Agency
* providing free native plants for ratepayers, community groups, new Australian citizens and schools.

Service 3.1.1.2 Partnerships for a Clean Green City

This service fosters recognition of our diverse fauna, flora and ecosystems and promotes partnerships with the Brisbane community for the protection and restoration of natural habitats and ecological processes.

Activities in this service include:

* 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
* facilitating financial support to community groups, schools and sporting organisations to implement sustainability measures through the Lord Mayor’s Community Sustainability and Environmental Grants program.

Strategy 3.1.2 Safe, Confident and Ready Community

Provide information to residents and businesses to help them be resilient, adaptable and prepared when faced with severe weather events.

Service 3.1.2.1 Information for a Resilient and Informed Community

This service ensures natural hazard risk across the city is understood and information provided to the public is simple and accessible.

Activities in this service include:

* continuing to update Council's hydraulic flood models with the latest catchment changes
* making flood awareness information accessible through Council’s website, including incorporating new flood data into Council’s flood products
* providing education, history and weather insights to residents, property owners, businesses and community organisations in flood-risk areas
* operating, enhancing and maintaining Council's Flood Information telemetry network
* undertaking field surveys to obtain flood data for flood events
* 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 the national and global response to carbon neutrality, and protects 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 the largest carbon neutral government organisation certified under the Australian Government’s Climate Active Carbon Neutral program. 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 innovative emission reduction opportunities, while investing and modernising operations to achieve efficiencies and growth in services.

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

As Host City of the 2032 Olympic and Paralympic Games, Council has committed to helping deliver a climate-positive Games.

Strategy 3.2.1 Carbon Neutral Council

Maintain carbon neutrality by measuring emissions, reducing emissions through improved energy efficiency, and offsetting our residual emissions.

Service 3.2.1.1 Reducing Brisbane's Carbon Footprint

This service delivers cost effective carbon reductions across Council business operations that maximise value for money and environmental benefits. Council will comply with our 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 in this service include:

* maintaining an annual inventory of Council's energy consumption and greenhouse gas emissions to inform opportunities to reduce energy use and Council’s carbon footprint
* purchasing renewable energy and accredited carbon offsets to negate direct and indirect greenhouse gas emissions resulting from Council's business operations
* promoting continual improvement in energy and carbon management across Council’s operations
* creating recognised carbon credits from Council activities where feasible
* preparing an annual emissions inventory for the Brisbane local government area
* supporting household and community emissions reductions
* participating in partnerships that support regional collaboration and climate resilience
* ensuring legislative and reporting requirements are met.

Strategy 3.2.2 Pollution Management

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

Service 3.2.2.1 Reduce Pollution

This service leads and coordinates 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 in this service 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

Protect the community and the environment from contaminated land.

Service 3.2.3.1 Land Management and Remediation

This service manages 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 in this service 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, City Plan reviews, neighbourhood planning, major projects and safe community use of Council owned contaminated land and closed landfills
* producing industry and community education and assistance material
* investigating, monitoring and responding to risks
* ensuring compliance with Council’s obligations under the *Environmental Protection Act 1994*
* implementing a maintenance program to manage Council’s contaminated land assets
* remediating Council’s contaminated land and closed landfills
* monitoring the effectiveness of remediation works
* producing asset and environmental management plans.

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.

Service 3.2.4.1 Environmental Licensing and Compliance

This service prevents impacts on the community and environment posed by pollution by implementing the *Environmental Protection Act 1994* and local laws.

Activities in this service include:

* conducting environmental audits of industry
* investigating complaints and incidents
* enforcement and prosecution of offences.

Service 3.2.4.2 Integrated Environmental Management

This service provides a systematic approach to the assessment of Council’s environmental impacts and develops operational and management strategies that mitigate risk.

Activities in this service include:

* maintaining Council's Environmental Management System to manage environmental risks arising from Council activities and provide opportunities for further 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
* coordinating and undertaking Council's quarterly environmental performance reporting.

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 privileged to be 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 green 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.

Service 3.3.1.1 Conservation Reserves Management and Enhancement

This service manages and enhances 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 and educational experiences for residents.

Activities in this service include:

* identifying significant lands for acquisition, to consolidate and connect the existing conservation reserve estate
* managing the natural, cultural and recreational values of the city's conservation reserves
* 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
* community engagement in natural areas
* supporting and undertaking research and liaising with stakeholders to identify and implement priority actions for invasive species management
* supporting trials of innovations in science and technology to inform biosecurity responses and resource efficiencies
* reducing the impacts of invasive species upon the city’s native biodiversity
* delivering environmental education and interpretation services through Council’s environment centres
* conservation and recreation planning within the conservation reserve estate
* administration of local laws including strategic vegetation protection, permits, breaches and requests for information
* delivery of environmental offset program restoring significant habitat in key locations across the city
* improving habitat connectivity for native wildlife.

Service 3.3.1.2 Biodiversity Planning

This service protects and sustains biodiversity through planning and statutory instruments.

Activities in this service include:

* developing biodiversity provisions for inclusion in *Brisbane City Plan 2014* and Neighbourhood Plans
* managing strategies and guidelines for the protection and restoration of biodiversity, including environmental offsets, wildlife movement solutions, habitat restoration and threatened species management
* protecting Brisbane’s iconic koalas, including funding research to maintain a healthy koala population
* operational management of 12 ha fodder plantation essential for supporting koalas in care or captivity
* advocating for delivery of biodiversity outcomes through large infrastructure projects
* maintaining contemporary biodiversity data and mapping.

Strategy 3.3.2 Enhancing and Maintaining Park and Street Trees

Increase and proactively manage street park tree assets to optimise and sustain their environmental, economic and social benefits.

Service 3.3.2.1 Urban Forest Management

This service will grow, protect, sustain and celebrate 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 in this service include:

* strategically planning and supporting the targeted delivery of local street tree planting to meet local priorities and provide shade to our suburbs
* supporting integrated delivery of subtropical boulevard treatments along arterial entry roads and suburban routes through the Greener Suburbs program
* strategic guideline development and planning to support on ground activities and programs of work
* 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.

Service 3.3.3.1 Park Development and Enhancement

This service enhances the parks network by acquiring and developing new parks and improving existing parks. It leads planning for the city's park network to meet the diverse recreational and cultural needs of the community.

Activities in this service include:

* investing in the city’s park network
* ongoing review of the city's park network and its representation in the *Brisbane City Plan 2014* and *Local Government Infrastructure Plan* to deliver desirable public open space outcomes
* improving and implementing policies, rules and guidelines for development, use and management of the city's parks and public space areas
* reviewing planning guidelines and standards of service for parks that respond to the changing trends and demographic profile of the city
* providing specialist and strategic advice on open space issues
* planning, designing and constructing new sport and community parks and facilities, including delivery of the new sports clubhouse and associated facilities at Nudgee Recreation Reserve and enhanced facilities at Murarrie Recreation Reserve, including an international standard criterium track
* master planning, concept planning, designing and constructing parks and facilities to required standards
* continuing to activate and improve the quality of visitor experience, condition and accessibility of Brisbane's parks and playgrounds, allowing for greater participation within the park network
* implementing upgrades and enhancements in iconic parks across Brisbane including delivery of the Victoria Park project.

Service 3.3.3.2 Parks Asset Management and Renewal

This service provides facilities, lawns, gardens, playgrounds and general amenities across our diverse park network that meet community expectations.

Activities in this service include:

* park asset management and planning to ensure that park assets are fit-for-purpose and well utilised
* design and construction of parks and facilities to meet and balance the needs of Brisbane’s residents and visitors
* delivering park asset rehabilitation works based on condition and community priority
* planning for the conservation and management of heritage and cultural values in parks.

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.

Service 3.3.4.1 Parks and Reserves Compliance

This service regulates unlawful activities within parks to help deliver safe and enjoyable experiences for all.

Activities in this service include:

* undertaking investigations and compliance action in parks regarding breaches of Council's local laws relating to Council lands and assets, including parks
* providing advice to the public and disseminating educational material about Council's local laws for parks and park 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.

Service 3.3.5.1 Managing Brisbane’s Botanical Collections and Significant Parks

This service ensures that the city’s significant parks and gardens including Roma Street and South Bank Parklands, 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 in this service include:

* operational management of Roma Street and South Bank Parklands, in partnership with the Queensland Government
* curation and operational management of the Brisbane Botanic Gardens, Mt Coot-tha, City Botanic Gardens, Sherwood Arboretum
* operational management and activation of 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
* providing technical advice and promoting sustainable gardening and amenity horticulture at the gardens
* promoting parkland facilities and services as premier lifestyle destinations for Brisbane
* organising events in our significant parks.

Outcome 3.4 Sustainable Water Management

Outcome description

Council protects our waterways to improve the city’s liveability, enhance natural ecosystems and prepare for severe weather events.

Council and Brisbane practice water smart behaviours and are prepared for the impacts of a varied and changing climate with a management approach that empowers a resilient community, natural environment and build form during times of flood and drought.

Where we are now

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

Council is renewing and re-establishing natural waterways and corridor green spaces to create adaptable, resilient, multi-use spaces which provide stormwater management, recreational and environmental outcomes.

To better prepare Brisbane for flooding, Council takes an integrated approach to flood resilience 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.

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.

Strategy 3.4.1 Integrated Water Cycle Management

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

Service 3.4.1.1 WaterSmart Future

This service provides overarching water management throughout all aspects of the water cycle as it interacts with Council operations and services.

Activities in this service include:

* actioning Council’s legislative urban water cycle responsibilities as identified by the Queensland and Australian governments
* oversight and guidance on Council’s administrative settings, local laws, plans, strategies and land use planning documents that relate to the urban water cycle
* contributing to and developing water infrastructure and water use strategies to ensure sustainable water and wastewater services and affordable potable water solutions in collaboration with Brisbane’s water service providers (Urban Utilities and Seqwater)
* ensuring sustainable water usage for Council operations
* working with key partners to deliver innovative water quality, waterway health projects and alternative water supply options across the region
* supporting local and national events, festivals and forums that celebrate water and waterways
* supporting education initiatives to grow a water smart community.

Service 3.4.1.2 Integrated Water Cycle Implementation

This service develops and implements mitigation and response strategies to help address current and future climatic changes and improves resilience outcomes for the city.

Activities in this service include:

* developing and acting on plans and strategies to meet Council's legislative obligations as identified by the Queensland and Australian governments
* planning for stormwater management re-use, water quality and waterway enhancement and protection
* advising on environmental management strategies, planning and implementation of stormwater and waterways infrastructure
* preparing studies and plans that support Council's land use planning activities
* providing strategic advice on development applications and legislative changes
* managing weeds and mangroves at key locations along the Brisbane River.

Service 3.4.1.3 Regional Water Quality Management

This service enables key partnerships to deliver innovative and best practice water quality management that benefit Brisbane and the greater SEQ region.

Activities in this service include:

* contributing to water legislation updates, waterway policies and water quality management strategies to improve regional and local catchment management practices
* contributing to catchment and waterway initiatives run by Healthy Land and Water
* supporting, as a foundation partner, the activities of the International River Foundation
* developing strategies and funding options for regional waterway enhancement and water-sensitive urban design
* supporting regional catchment action plans in partnership with surrounding local governments through the Council of Mayors (SEQ) Resilient Rivers Initiative.

Service 3.4.1.4 Improve Ecological Health and Liveability of Waterways

This service supports Brisbane’s built and natural waterways by monitoring, preserving and improving ecological health and delivering environmental, social, economic and recreational outcomes.

Activities in this service include:

* waterway rehabilitation works in priority locations
* undertaking urban catchment management and integrated design solutions to deliver liveable and accessible waterways
* undertaking investigations and compliance action to enforce erosion and sediment control standards
* assessing and evaluating water quality and waterway condition to inform management actions and prioritise waterway health investments
* funding to transform the Oxley Creek corridor, from the Brisbane River to Larapinta, into a world-class green lifestyle and leisure destination to complement Brisbane’s subtropical, outdoor lifestyle.

Strategy 3.4.2 Resilient Foreshore and Waterways

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

Service 3.4.2.1 Sea and River Walls

This service provides structures that improve access to and protect Council land adjacent to Brisbane’s creeks, river and bay.

Activities in this service include:

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

Strategy 3.4.3 Flood Resilience

Building resilience programs, strategic management, investigation, design and construction of drainage schemes and new infrastructure, to relieve flooding and support the growth and liveability of the city.

Service 3.4.3.1 Flood Resilience Planning and Delivery

This service manages flood risk to minimise the impact of flooding on people, property and infrastructure.

Activities in this service include:

* undertaking creek catchment floodplain management planning and adaptive strategies as part of Council’s ongoing flood management program
* developing and updating local stormwater management plans
* providing an individual assessment for at-risk homes, with practical recommendations that can reduce the impact of flooding and provide access to funding for flood resilient building retrofits to eligible property owners
* investigate the feasibility of the installation of backflow devices to minimise backflow flooding from river
* developing and monitoring city flood resilience and future resilience measures
* constructing new stormwater drainage and upgrade drainage and infrastructure for capacity aligned with Council’s drainage standards and compliance
* acquiring flood prone land to accommodate overland flow paths and for drainage easements
* developing and upgrading the stormwater network for the *Local Government Infrastructure Plan*.

Strategy 3.4.4 Maintenance and Rehabilitation of Flood Management Assets

Maintain and rehabilitate stormwater and flood management assets.

Service 3.4.4.1 Stormwater Infrastructure Maintenance and Renewal

This service ensures that Brisbane's 3700 km stormwater pipe and open drainage network operates at optimum capacity to minimise the impact of flooding on people, property and infrastructure.

Activities in this service 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
* maintaining and rehabilitating the open and enclosed drainage network, including repairs to drainage pipes and channels, desilting pipes, gully cleaning, cyclic desilting of major drainage pipes and mitigated waterways/channels, bank and gully maintenance, and vegetation management at key locations
* testing, maintenance, and repairs of backflow devices including tidal and river backflow devices
* grass cutting and weed eradication in and along flood mitigated creeks
* maintaining and rehabilitating stormwater and flood mitigation assets to ensure the network can operate to optimum capacity including replacing damaged and collapsed pipes.

Future Brisbane

Program goal

The Future Brisbane program guides the sustainable growth of Brisbane including the renewal of precincts and neighbourhoods, design excellence and quality development, supported by efficient infrastructure and the preservation of the city’s unique character and heritage.

Program description

Brisbane, at the heart of one of the fastest growing regions in Australia and Host City for the 2032 Olympic and Paralympic Games, continues to change and adapt to the many demands of a modern city. Through the Future Brisbane program, Council is committed to working with the community, industry and other levels of government to carefully plan for our future and make sure our city thrives as an inclusive, prosperous and liveable place for generations to come.

Through this program, in partnership with the community, Council is keeping Brisbane clean, green and sustainable, through encouraging well designed, green and energy efficient buildings and urban spaces, while protecting our heritage, subtropical architecture and unique character of our suburbs that are integral to our vibrant and enjoyable lifestyle.

Council remains focused on driving positive planning decisions by building community understanding through effective and meaningful engagement processes. Growth will be managed in a way that recognises community aspirations and expectations while continuing to meet the current and future demands of our city.

This will be achieved by:

* planning for the growth and development of Brisbane by providing leadership on the future shape of our city
* collaborating with other councils and the Queensland Government on regional, citywide and local planning initiatives including *Brisbane: Our Productive City*, *Brisbane’s Sustainable Growth Strategy* and *Brisbane’s Inner City Strategy*
* facilitating suburban and urban renewal to encourage social and economic vibrancy and support regional growth targets for housing
* planning for sustainable neighbourhoods and precincts where Brisbane residents want to live, work and play
* ensuring Brisbane retains the unique character of its architecture and natural attributes through identifying and conserving the city’s heritage places, character housing and natural areas
* engaging and collaborating with the community on key planning processes and projects
* revitalising under-utilised areas of Brisbane to deliver housing, urban design, and economic and community benefits
* delivering on design values and actions from the *Design-led City – a design strategy for Brisbane*
* facilitating the delivery of a range of housing choices to ensure the supply of adequate housing for all Brisbane residents
* building Brisbane’s capacity for long-term economic growth
* partnering with businesses and the building and construction industry to ensure the sustainable development of Brisbane
* promoting good quality urban design through public and private art projects
* upgrading public spaces in local neighbourhood centres to improve amenity and support local businesses
* maintaining the Local Government Infrastructure Plan (LGIP) and long term infrastructure plans (LTIP) and coordinating the provision and funding of infrastructure in development areas across the city
* ensuring that infrastructure delivered to support our city’s growth aligns with agreed plans and standards
* improving Council’s Development Services to provide efficient and valued services for residents, future residents, businesses and the building and construction industry
* proactive compliance and enforcement of planning, building and plumbing legislation.

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

Outcome 4.1 Planning for a Growing City

Outcome description

Brisbane remains a highly liveable, affordable and sustainable place for current and future generations. Council guides Brisbane’s sustainable growth and preserves the city’s unique character through the planning of well-designed precincts and neighbourhoods which benefit from quality infrastructure and services.

Where we are now

Brisbane is Australia’s fastest growing capital. 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 a number of measures to manage Brisbane’s growth sustainably. This includes delivering on *Brisbane’s Sustainable Growth Strategy* (Council’s housing and homelessness strategy), *Brisbane: Our Productive City* (Council’s industrial strategy) and *Brisbane’s Inner City Strategy*. Council is facilitating the renewal and densification of our inner city precincts while unlocking underutilised land in our suburbs to provide new homes, employment opportunities and vibrant communities.

Underpinning Council’s approach to sustainable growth is the *Brisbane City Plan 2014* (City Plan), which was developed 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 community and aligns with the Queensland Government’s targets and planning requirements as set within the *South East Queensland Regional Plan (ShapingSEQ)* and supporting legislation.

Where we want to be

Brisbane will be an appealing place to live for residents and an attractive place for investment, known for its enviable lifestyle, clean and green credentials and strong economy.

Leveraging Brisbane’s Host City status for the 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 modern and responsive City Plan will provide the foundation for the sustainable growth and development of the city.

Strategy 4.1.1 Planning for a Growing City

Plan for the sustainable growth of Brisbane, together with residents and businesses, to unlock the renewal of our neighbourhoods and ensure Brisbane’s special and unique character is protected and enhanced.

Service 4.1.1.1 Planning for a Growing City

This service partners with residents, businesses, community groups and other levels of government to deliver citywide and regional planning, statutory planning, infrastructure planning, precinct planning, urban and suburban renewal and heritage preservation programs.

Activities in this service include:

* maintaining and updating City Plan to respond to community needs and meet relevant legislative requirements
* providing and maintaining an accessible City Plan online platform
* advocating Council’s position on policy affecting the planning of Brisbane
* leveraging the expertise of the Better Suburbs Initiative Board to guide and shape suburban renewal
* progressing precinct and neighbourhood plans, renewal strategies, corridor studies and master plans
* undertaking strategic policy and land use investigations for key areas
* coordinating strategic land use input to high-level development applications and Queensland Government infrastructure designations
* working with Urban Utilities to ensure water and sewerage infrastructure is planned, financed and constructed to support present and future development
* partnering with the private sector and government to deliver infrastructure in a cost-effective manner
* undertaking strategic infrastructure planning and policy while maintaining an infrastructure charging framework that addresses the Queensland Government's requirements
* preparing and implementing policies to encourage development that is of benefit to the broader community
* partnering with Brisbane Airport Corporation, Archerfield Airport Corporation and Port of Brisbane Corporation to coordinate the delivery of infrastructure
* working with Economic Development Queensland to advocate for Council’s interests in building and construction works in Priority Development Areas in Brisbane
* providing policy advice on the implementation of key strategies and strategic projects, rejuvenation and activation projects throughout the city centre and surrounds
* identifying, documenting and promoting aspects of the city's significant heritage places and identifying areas of traditional building character
* providing and maintaining a publicly accessible Local Heritage Places online platform
* developing and publishing expert technical guidance and factsheets to support owners and managers of heritage places
* provide advice and guidance on heritage places and character areas, including Council owned or managed local heritage places
* delivering and promoting local heritage place trails, stimulating interest in local communities and celebrating Brisbane’s rich cultural history.

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 the *Design-led City* strategy, Council delivers activations, 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, and integrate land-use and infrastructure planning that responds 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 Design Brisbane

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

Service 4.2.1.1 Design Brisbane

This service facilitates excellence in urban design, architecture, public art and creative outcomes through policy and strategy development, design review, guidance and tools, asset management, partnerships, placemaking projects, and design advocacy and advice.

Activities in this service include:

* developing urban design policies and strategies
* delivering on design values and actions in the *Design-led City – a design strategy for Brisbane*
* developing tools and guidance to deliver design excellence including the Brisbane Green Factor 2.5 tool
* providing strategic and detailed design review advice to guide developments, projects and programs
* supporting industry through design collaboration in ‘Design-Focussed Prelodgement Package’ processes
* facilitating quality design advice through the Independent Design Advisory Panel
* delivering quality suburban public realm through policy development, facilitation and advocacy
* delivering capital works projects, to create vibrant, distinctive and attractive commercial centres and neighbourhood places, contributing to and encouraging local economic development
* delivering temporary activations in public spaces to support vibrant neighbourhoods
* delivering temporary artworks and creative outcomes through the Outdoor Gallery and Botanica exhibition
* managing public art across the city including policy, planning and advice
* promoting Council’s extensive and growing public artwork collection
* installing artworks on public infrastructure
* providing expert technical design advice on proposals involving Local Heritage Places.

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 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 works applications and plan sealing, and manages appeals against Council decisions. 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 and 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 Development Regulation

Provide high-quality decision-making processes and approve appropriate development solutions which result in positive development outcomes for the community.

Service 4.3.1.1 Guiding Brisbane’s Development

This service provides efficient and effective development assessment and regulatory activities.

Activities in this service include:

* providing prelodgement advice tailored to customer needs based on the stage or complexity of the proposal
* facilitating quality design and development outcomes through application decisions and conditions
* supporting fast-tracked development assessment for low-risk applications through RiskSMART
* assessing operational works, plan sealing, street naming and street numbering applications
* preparing and implementing infrastructure agreements
* issuing infrastructure charges notices and processing recalculation and conversion requests
* assessing construction management plans, particularly in inner city areas, to minimise disruption
* 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 local planning instruments and development approvals
* ensuring assets transferred to Council, including roads, drains, open space and environmental corridors, comply with Council standards
* processing planning and development certificate requests
* undertaking building regulatory compliance activities.

Lifestyle and Community Services

Program goal

Through the Lifestyle and Community Services program, Council will create lifestyle and leisure opportunities to benefit all residents and visitors to our city. Brisbane will continue to be a vibrant, 24/7, liveable and inclusive city with opportunities for all residents, workers and visitors to participate and connect in cultural and recreational activities and experiences which foster inclusion and build stronger communities.

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 and learning, 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 sectors.

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

Outcome 5.1 Thriving Arts and Culture

Outcome description

Council fosters a community that is innovative, creative and provided with opportunities to actively participate in the cultural life of our city.

Where we are now

Brisbane is a vibrant, cultural city that attracts creative endeavours and people and enables innovation, providing diverse and accessible arts and cultural programs, festivals and events for residents and visitors.

Council is committed to celebrating and connecting Brisbane’s communities by supporting local festivals, events and activities through programs and partnerships with local artists, community organisations, arts organisations and creative industries.

Where we want to be

Brisbane will continue to be recognised as a city with activities, events and places that encourage economic growth by providing residents and visitors more to see do and experience across Brisbane.

A wide range of opportunities will be available for the cultural and creative sectors attracting visitors, new residents and creative entrepreneurs. Council’s *Creative Brisbane Creative Economy* strategywill ensure Brisbane becomes the premier location for talent to live, develop careers and reach their economic potential.

Strategy 5.1.1 Festivals and Events

Support high-quality and accessible festivals that celebrate Brisbane's diverse culture, arts and creativity.

Service 5.1.1.1 Festivals and Events

Council has a long and proud history of supporting a multitude of community festivals and events across the city. This service supports festivals across Brisbane to deliver artistic, economic and social benefits to ensure Brisbane is a city for everyone, forming an integral part of our inclusive and supportive services and culture.

Signature City Festivals offer world-class entertainment to residents and high-profile opportunities for Brisbane’s creative workforce:

* Brisbane Festival
* Brisbane Writers Festival
* Queensland Music Festival (biennial).

Suburban Community and Multicultural Festivals help the people of Brisbane to celebrate and share their local communities, illustrating the uniqueness of Brisbane’s communities that is famous across the world:

* Annerley Junction Fest
* Anywhere Festival
* Anzac Day Dawn Service and Students’ Anzac Commemoration Ceremony
* Backbone Festival
* Backyard Bonanza
* Bardon Community Carols
* Bardon Mayfair
* Bay Wave Youth and Community Festival
* Blackwood Street Halloween Festival
* Bracken Ridge Christmas Festival
* Brisbane Anzac Day Parade
* Brisbane Billycart Championships
* Brisbane Chinese Culture and Arts Festival
* Brisbane Chinese Festival
* Brisbane Fashion Month
* Brisbane Fiesta Latina
* Brisbane German Week
* Brisbane Holi - Festival of Colours
* Brisbane Kite Festival
* Brisbane Organic Growers Fair
* Brisbane Portrait Prize
* Brisbane Pride Festival
* Brisbane Serbian Festival
* Brisbane Sings
* Brisbane Thai Festival
* Briz Chilli Fest Halloween
* Brookfield Bush Christmas
* Brookfield Show
* Buranda Fest
* Calamvale Halloween in the Park
* Carole Park Harmony Day
* Carols at Frew Park
* Carols by Candlelight
* Carols in the Park (Rochedale)
* CCAQ Pan-Celtic Dinner and Awards Event
* Centenary Community Christmas Carols
* Chanukah in the City
* Children's Moon Festival
* Children's Week Family Fun Day
* Christmas at The Grove
* Christmas Fiesta
* Christmas in the Park
* Chrome Street Fiesta
* Colombian Independence Day Festival
* Commemoration of Last Tram Trip in Brisbane
* Community Christmas Carols (Acacia Ridge)
* Community Christmas Carols (Bayside)
* Community Christmas Carols (St Augustine’s)
* Community Christmas Carols (Tigers)
* Darra Community Festival
* Diwali Indian Festival of Lights
* Eid Down Under
* Einbunpin Festival
* Fair on the Green
* Fairfield Christian Family Christmas Fair & Carols
* Ferny Grove Festival
* Festitalia
* Festival of Slavic Culture - Slav Fest (biennial)
* Goldicott
* Good Vibes Festival - Cleaner, Greener, Together (biennial)
* India Day Fair
* India-Australia Day
* Indigo Fair
* International Jazz Day
* International Tartan Day
* Jacaranda Festival
* Jindalee State School Christmas Festival
* Jingle all the Bay
* Kalinga Colour Dash
* Kelvin Grove Community Carols and Christmas Markets
* Kenmore Community Carols
* Keperra Baptist Carols
* Korean Festival Day
* Kurilpa Derby and Beggars Banquet
* Langlands Pool Party
* Lanham Park May Fair
* Le Festival
* Light Up Carols & Santa
* Lights of Paddington
* LUMINOUS Lantern Parade
* MacGregor State School Community Movie Night
* Matilda Awards
* Matsuri Brisbane
* Midnight to Dawn Anzac Service Trek
* Mitchelton Carols in the Park
* Moorooka Family Fun Day
* MOSAIC Multicultural Festival
* Mother's Day Multi Culture Dumpling Festival
* Movie Fun Night
* Mt Coot-tha Songwriters Festival
* Mt Gravatt Show
* Multicap Christmas Carols
* Multicultural Taste of the World Festival
* MultiFest
* Music by the Sea
* National Archaeology Week
* New Farm Queer Film Festival
* New Farm Spring Fair
* Nightmare on Bogong Street
* Northey Street City Farm Winter Solstice Festival
* Nundah State School Winter Fair (biennial)
* Nundah Village Street Festival & Art Show
* Opera in the Gardens
* Oxley Community Festival
* Paddington Street Festival
* Paniyiri Greek Festival
* Parkinson Multicultural and Dragon Boat Festival
* Party in the Park
* Peaks to Points (biennial)
* Portugal Day Commemorations
* QTA Dasara Deepavali Celebrations
* Queensland Cabaret Festival
* Queensland Music Awards
* Queensland Poetry Festival
* Queensland Youth Music Awards
* Rajyotsava Festival
* Relay for Life Brisbane
* Rotary Carols by Candlelight
* Rotary Club of Mt Gravatt Christmas Markets and Carols
* Rotary Fun Run
* Runcorn Family Fun Day
* Sandgate Bluewater Festival
* Seniors Multicultural Dinner
* Sherwood Community Festival
* Spooktacular Saturday
* St Patrick’s Day Parade
* St Pius Spring Fair
* Sunlit Sounds Festival
* Sunnybank State School Community Twilight Markets
* SunPAC Summerfest
* Technicolour Multicultural Festival
* Teddy Bears Picnic
* Teneriffe Festival
* The Battle of the Rock Bands
* The Great Aussie Pool Party
* Three Saints Festival Brisbane
* Toowong Hands and Hearts Fair
* Ugaadi Utsava Celebrations
* Undercover Artist Festival
* Vesak A Sri Lankan Experience
* Vietnamese Lunar New Year Festival
* Wakerley Rotary Christmas Carols
* West End Film Festival
* Wilston Village Christmas Festival
* Windsorfest (biennial)
* World Refugee Day - Our Journey
* Wynnum Fringe Festival
* Wynnum Halloween Festival
* Wynnum Manly Jazz Festival
* Zillmere Festival.

Cultural Organisations program supports Brisbane’s creative and cultural organisations to develop an innovative sector through financial resilience and economic viability to drive our creative economy:

* 4MBS
* Australasian Dance Collective
* Backbone Youth Arts
* Brisbane Philharmonic Orchestra
* Brisbane Symphony Orchestra
* Cluster Arts
* La Boite Theatre Company
* Metro Arts
* Opera Queensland
* Queensland Ballet
* Queensland Choir
* Queensland Symphony Orchestra
* Queensland Theatre Company
* Queensland Youth Orchestra
* Royal Queensland Art Society (Brisbane Branch).

Strategy 5.1.2 Cultural Activities

Deliver citywide arts, cultural and entertainment programs connecting residents with opportunities to participate in activities, events and places that make Brisbane great.

Service 5.1.2.1 City Entertainment

This service delivers an accessible and innovative annual program of creative events and activities that inspires and engages the community, develops and maintains creative partnerships and programs and supports creative workers.

Activities in this service include:

* Lord Mayor’s City Hall Concerts
* Bands in Parks
* BrisAsia Festival
* The QUBE Effect
* Lord Mayor’s Children’s Concerts
* Lord Mayor’s Seniors Cabaret
* Lord Mayor’s Seniors Christmas Parties
* Lord Mayor’s Christmas Carols
* Outdoor Cinema in the Suburbs.

Strategy 5.1.3 Creative and Cultural Development

Support Brisbane’s creative workforce by harnessing local opportunities and encouraging investment, jobs and businesses to support the economic growth of our city.

Service 5.1.3.1 Cultural Advocacy

This service enables cultural and creative sectors to develop new cultural and business practices.

Activities in this service include:

* providing professional development opportunities for local artists and creative workers
* providing local artists and creative workers with opportunities to develop partnerships and networks across Brisbane.

Service 5.1.3.2 Creative City

This service delivers strategic planning, partnership and engagement activities to build the city’s creative capacity and realise Council’s *Creative Brisbane Creative Economy* strategyobjectives.

Activities in this service include:

* supporting sustainable opportunities for creative production
* collaborating with cultural and creative sector peers to develop and support exemplary practice
* facilitating cultural and industry support to local artists, organisations and enterprises
* ongoing research, strategic planning, analysis and feedback.

Service 5.1.3.3 Social History

This service celebrates and connects residents with Brisbane's history which is integral to understanding where we have come from and where we are heading.

Activities in this service include:

* supporting local cultural heritage and historical organisations to link residents and visitors to Brisbane’s history and heritage
* providing opportunities for history students and independent researchers to undertake history or heritage projects which have a focus on informing or educating the public.

Outcome 5.2 Libraries for an Informed Community

Outcome description

Council’s Library Service provides free, equitable access to information and opportunities for learning, recreational and cultural activities, delivering experiences that meet community needs and improve liveability for the people of Brisbane.

Our libraries provide facilities, collections, services, technology and programs which build literacy and lifelong learning, foster digital inclusion, celebrate and showcase diversity and creativity and support personal wellbeing – ensuring a strong and thriving community and city.

Where we are now

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, outreach services and programs, City Archives and 24/7 online services.

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

Where we want to be

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

Strategy 5.2.1 Brisbane’s Libraries

Deliver public library services for Brisbane, providing facilities, collections, programs, technology and services to enable access to information, learning, recreation and culture.

Service 5.2.1.1 Lending and Reference Services

This service operates and provides equitable access to public library services which meet the Brisbane community’s needs, including information resources, services, activities and programs.

Activities in this service include:

* delivering library services throughout the network of 33 libraries, mobile and pop-up libraries and online
* supporting customers to access and borrow from the extensive library collection – physical and digital, including other library collections via interlibrary loans services
* providing professional reference services to access collections, including reading, research and study assistance
* supporting access to materials in languages other than English for diverse communities
* developing digital literacy and inclusion, including delivery of technology training and programs
* delivering reading and literacy programs to support children, their parents and carers, including delivery of the First 5 Forever family literacy program
* delivering a diverse range of in-library, outreach and activity programs to support lifelong learning and broaden and extend relevance of library services
* providing access to libraries via a wide range of opening hours which meet the needs of the Brisbane community.

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

Service 5.2.1.2 Maintain and Enhance Libraries

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 service also delivers new library facilities and the rolling library refurbishments program.

Activities in this service include:

* providing 33 library branch facilities and City Archives
* providing the Mobile Library
* providing the Pop-up Library
* ongoing maintenance of library facilities and City Archives
* continuing library refurbishments, enhancements and new library projects including planning for a new library at Indooroopilly.

Service 5.2.1.3 Preservation of City’s Historical Record

This service preserves Brisbane City’s historical records.

Activities in this service include:

* collecting, managing, maintaining and providing public access to the permanent records of Council in accordance with the requirements of the *Public Records Act 2002*
* managing the City Archives facility and provision of specialist expertise and advice to support collection access
* enhancing the accessibility and relevance of the history of Brisbane to the broader community and provide guidance and support for history groups to manage their records, information and data
* supporting local history groups and ensuring that Council libraries remain a focal point for community groups interested in the city's history.

Service 5.2.1.4 Outreach Programs

This service ensures community access to, promotes awareness of and delivers library programs and services which grow a love of reading and learning that celebrates and reflects Brisbane’s diverse community.

Activities in this service include:

* delivering Home Library Services and the free audiobook postal service for people who are blind or vision impaired, increasing the inclusion of residents in the life of the city
* delivering community focused events, literacy, reading, learning and cultural programs and activities which reflect and celebrate our diverse city
* delivering community engagement and outreach activities – extending library services beyond the library branch network into local communities to reach new audiences
* producing physical and digital customer communication, including membership information and translations into languages other than English
* developing and delivering of online library services for literacy, reading, learning and cultural experiences via library social media and library online platforms
* delivering the Lord Mayor’s Writers in Residence program, which grows a love of reading, writing, creativity and ideas in the Brisbane community through author talks and writing workshops.

Service 5.2.1.5 Library Systems and Technology

This service supports the provision, maintenance and development of essential library systems and technology to facilitate efficient and effective library operations and optimal customer use and experience.

Activities in this service include:

* maintaining and developing the Library Management System
* ensuring stable and reliable systems which facilitate member services across both public and staff interfaces, including lending, access to the online library catalogue, online collections and resources and the BNELibraries app
* providing ongoing public internet services and free Wi-Fi across the library network
* providing, managing and maintaining public internet customer booking service and notification systems
* provision and maintenance of radio frequency identification enabled customer self-service technologies
* provision of smart lockers at suburban libraries to improve access to Council’s collections
* upgrading library information and communication technology equipment.

Service 5.2.1.6 Purchase and Management of Library Collections

This service provides a citywide library collection to the size, age and condition that meets customers’ information, learning and recreational needs.

Activities in this service include:

* providing a public library collection which includes physical and digital materials for customer borrowing and use, local history collections and online information and materials, as well as learning and recreational resources
* ongoing review and planning of library physical and digital collections and digital content services
* purchasing library collection materials using best practice procurement methods
* delivering library collection management which optimises the availability, use and lifecycle of collection materials
* providing access to online resources.

Service 5.2.1.7 Library Futures

This service plans and delivers future focused initiatives to ensure Brisbane libraries continue to provide exceptional library experiences, fostering a lifelong love of reading, learning and community participation.

Activities in this service include:

* planning and providing advice on future directions for libraries to meet community needs
* developing, coordinating and maintaining partnerships (internal and external) to deliver future directions for libraries
* embedding resident and customer satisfaction feedback and usage trends into strategic planning for libraries and other Council initiatives, ensuring delivery reflects the voice of customers and community alongside continuous improvement of the customer experience
* monitoring initiatives for future library development, including capital works projects for stand-alone and co-located Council facilities and services
* monitoring, analysing and reporting of research trends and issues that may impact and affect use of Council libraries.

Outcome 5.3 Active and Healthy Community

Outcome description

Brisbane is an active and healthy city with high-quality facilities and programs providing a range of lifestyle and leisure opportunities.

Where we are now

Council is dedicated to creating lifestyle and leisure opportunities, delivering a range of events, activities and facilities to encourage the community to make healthy lifestyle choices and improve their general health and fitness. The city also offers a range of sport and recreation opportunities to meet support changing living, working and leisure patterns.

Where we want to be

Brisbane will be a city where we provide the opportunity to participate in affordable and accessible sport and leisure activities to achieve active and healthy lifestyles.

A range of free or low-cost activities will continue to be delivered across Brisbane and Council’s continued support to community based, not-for-profit sport and recreation clubs and organisations will enable residents to access to a range of local community facilities and sports fields.

Strategy 5.3.1 Community Health and Wellbeing

Encourage widespread community uptake of regular physical activity and healthy eating as key elements in achieving personal health and wellbeing.

Service 5.3.1.1 Community Participation Opportunities

This service provides opportunities for Brisbane residents to get active and remain active by promoting participation in a range of activities that inspire and motivate all to work towards a healthy lifestyle.

Activities in this service include:

* facilitating a range of free or low-cost healthy lifestyle activities in accessible parks and venues across the city
* promoting and linking residents to recreation and wellbeing opportunities that exist in the wider community.

Strategy 5.3.2 Community, Sport and Recreation Support Program

Support a citywide network of sporting clubs and organisations that connect Brisbane residents with affordable, community-based sport and recreation opportunities.

Service 5.3.2.1 Sport and Recreation Organisational Development

This service aims to increase and enhance community sport participation by providing access to community facilities and sports fields.

Activities in this service include providing support and development opportunities for not-for-profit sport and recreation clubs and organisations to assist with:

* sports field management and maintenance
* vision and business planning
* committee and volunteer capability
* finance and funding
* working in partnership with other levels of government and the private sector.

Outcome 5.4 Inclusive Brisbane

Outcome description

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

Where we are now

Brisbane is known for its relaxed lifestyle, sense of community, friendly atmosphere and diverse communities.

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.

By targeting services, building community capacity and resilience and supporting community groups and networks, this outcome provides increased accessibility and affordability of Council services and facilities to all Brisbane residents.

Where we want to be

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 5.4.1 Diverse and Inclusive Communities

Implement strategies that advocate for Brisbane being a city for everyone, with services promoting diversity, strengthening communities and increasing social inclusion.

Service 5.4.1.1 Aboriginal and Torres Strait Islander Initiatives

This service will strengthen 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 the activities and events that make Brisbane great.

Activities in this service include:

* implementing Council’s Reconciliation Action Plan
* engaging Aboriginal and Torres Strait Islander people to build sustainable and successful relationships
* facilitating partnerships and networks for shared delivery of services
* developing community skills by sharing knowledge and building capacity
* facilitating sustainability through innovation and best practice in community development that helps preserve and recognise Aboriginal and Torres Strait Islander cultural heritage
* increasing Aboriginal and Torres Strait Islander residents’ access to Council's programs and services.

Service 5.4.1.2 Multicultural and Refugee Initiatives

This service aims to strengthen the relationships and connections with culturally and linguistically diverse communities, providing increased accessibility to Council services and facilities and opportunities to be engaged, included, empowered and participate in the activities and events that make Brisbane great.

Activities in this service include:

* engaging with culturally and linguistically diverse communities across Brisbane to build leadership, promote Council services and create opportunities to engage with Council and the wider community
* providing culturally appropriate services to the community, in partnership with other internal and external services
* promoting multiculturalism in Brisbane through supporting community projects that bring communities together
* providing programs that respond to the needs of refugees and migrants
* supporting culturally and linguistically diverse organisations to access facilities and grants that strengthen their programs and services.

Service 5.4.1.3 Ageing and Disability Support

This service supports the inclusion of seniors and people with a disability across Brisbane.

Activities in this service include:

* implementing the *A City for Everyone: Inclusive Brisbane Plan 2019-2029*
* working across the program to ensure that by 2031, all Council-managed facilities will be accessible and functional
* ensuring Council meets its obligations under the *Disability Discrimination Act 1992* by providing advice, education and guidance within Council and to external partners
* providing the Council Cabs program, which is a shared taxi service for residents who are either over 60 years, are mobility impaired or a pension concession card holder. The service takes residents to their local shopping facility for a set fare.

Service 5.4.1.4 Homelessness and Affordable Housing

This service responds to homelessness and affordable housing issues.

Activities in this service include:

* supporting homelessness services and organisations to better meet the needs of homeless people through initiatives such as Homeless Connect and the Red Cross Night Cafe
* addressing homelessness in public spaces by providing crisis and transitional housing options through the Community Housing Partnership Project
* 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
* providing grant funding to support community organisations to provide innovative and sustainable solutions to create collaborative, integrated and sustainable pathways out of homelessness
* supporting a partnership to respond to complex hoarding and squalor cases.

Service 5.4.1.5 Youth Initiatives

This service supports the young people of Brisbane to be engaged, empowered, included and participate in the activities and events that make Brisbane great.

Activities in this service include:

* coordinating Council’s role in supporting and celebrating Brisbane’s young people aged between 12 and 25 years
* supporting and resourcing youth-led initiatives, ideas and projects connecting young people and community organisations to information, networks and opportunities to develop skills, experiences and initiatives
* working with the community to respond to emerging youth issues and providing accessible and inclusive services and programs for young people
* encouraging positive perceptions about young people
* delivering Youth Week
* delivering the Lord Mayor’s Youth Advisory Council
* operating accessible and inclusive youth spaces.

Service 5.4.1.6 Community Safety Initiatives

This service supports Brisbane’s communities and businesses to feel safe and secure through crime prevention and safety programs.

Activities in this service include:

* developing best practice community safety strategies and embedding the *Crime Prevention Through Environmental Design Planning Scheme Policy* into relevant planning and development assessment processes
* undertaking *Crime Prevention Through Environmental Design Planning Scheme Policy* audits in identified locations and coordinating responses to priority safety issues
* continuing to provide and service sharps bins to reduce the risk of related injuries.

Strategy 5.4.2 Community Support

Celebrate, strengthen and connect Brisbane’s communities through activities, events and places that build capacity and resilience within communities across Brisbane.

Service 5.4.2.1 Community Capacity Building

This service supports communities to expand their existing skills and networks and develop their organisations, leaders and groups to identify and respond to community priorities in making Brisbane more accessible and inclusive. This also includes partnerships with the community, business and other spheres of government to ensure broad participation in Council's planning for social inclusion.

Activities in this service include:

* supporting communities to respond to the impacts of rapid growth, disaster response and recovery and emerging community priorities identified through Council's engagement and planning processes
* supporting community organisations and groups to implement inclusive and accessible community development activities in their local areas
* supporting social enterprises to access Council contracts and adhere to Council's Social Procurement policies
* providing community grant funding to support community capacity building among community groups
* assisting communities to share resources and community facilities to achieve more sustainable community outcomes
* engaging with communities across Brisbane to build leadership, promote Council services and create opportunities to engage with Council and the wider community
* offering Brisbane residents and visitors the opportunity to learn more about our city by providing free Brisbane Greeter tours.

Service 5.4.2.2 Grants Management

This service administers Council's grant programs which provides funding to help local not-for-profit community groups and individuals contribute to Brisbane’s liveability by developing, improving and promoting activities, events and places.

Queensland Government changes to the *City of Brisbane Regulation 2012* now impose a prescribed amount for discretionary funds set at 0.1% of general rates revenue in the preceding financial year. This prescribed amount is reflected in this year’s Lord Mayor’s Community Fund allocation and will be reviewed on an annual basis to ensure compliance.

Activities in this service include:

* administrating Council community grants and funding programs
* maintaining Council’s grants management database.

Outcome 5.5 Community Sport, Recreation and Cultural Facilities

Outcome description

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

Where we are now

There are more than 600 community leases and licences in place over Council assets for a range of community purposes such as sport and recreation clubs, cultural and community services. These community facilities need to be maintained to a level that complies with legislative requirements.

Council faces the challenge of ensuring optimum use of existing community facilities while exploring ways to deliver new and improved facilities to meet the needs of a growing and diverse community.

Where we want to be

Through a sound understanding of the current and future needs of Brisbane’s local communities, Council will ensure that sport, recreation, cultural and community facilities are planned, developed, managed and maintained.

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.

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 5.5.1 Community Facilities

Plan, develop and maintain a network of accessible community facilities to connect Brisbane’s communities regardless of age, ability or background.

Service 5.5.1.1 Community Facilities Planning and Development

This service improves access to and increases the supply of local sport and recreation and cultural and community facilities, for use by all Brisbane residents.

Ongoing development and implementation of condition, maintenance and refurbishment plans and programs enables broader community use and increases the safety and lifecycle of facilities. Implementation of a program of health and safety, compliance and maintenance works will ensure facilities are safe and fit‑for‑purpose.

Activities in this service include:

* planning community facilities and precincts for the provision of sport and recreation, cultural and community services
* developing, improving and maintaining Council’s network of community facilities
* fostering partnerships with not-for-profit organisations, businesses and other levels of government to ensure community facilities meet the needs of Brisbane residents
* ensuring Council’s community facilities comply with legislative and best practice requirements
* ensuring Council facilities will be accessible and functional in accordance with *A City for Everyone: Inclusive Brisbane Plan 2019-2029.*

Service 5.5.1.2 Community Lease Management

This service encourages and promotes equitable access to facilities and opportunities for participation in a range of community sport, recreation and cultural activities to provide positive benefits and values to the community.

Activities in this service include:

* allocating, managing and providing administration for Council’s 600 community leases and licences across its portfolio of sport, recreation, cultural and community facilities and associated buildings and sports fields
* working directly with tenants to provide ongoing support and guidance to manage and maintain community facilities and develop effective governance structures and practices.

Strategy 5.5.2 Sport Facilities

Plan, manage, develop and support a network of local, district and regional sport and recreation facilities that meet the needs of Brisbane residents.

Service 5.5.2.1 Sport and Recreation Facilities

This service delivers sustainable solutions to increase Brisbane’s network of sports surfaces and facilities to respond to increasing community demand and a greater range of sport and recreation activities.

Activities in this service include planning, developing, managing and maintaining Council’s outdoor sports field, hard court surfaces, sport and recreation facilities and associated infrastructure.

Strategy 5.5.3 Cultural Facilities

Plan, deliver and support facilities that provide opportunities for diverse community participation in cultural activities.

Service 5.5.3.1 Cultural Facilities Management

This service plans, develops and maintains Council owned cultural facilities and ensures cultural performances, events and exhibition programs meet the needs of Brisbane residents. Council fosters partnerships with not-for-profit groups, businesses and other levels of government to improve access to and supply of cultural facilities.

Activities in this service include:

* funding the Museum of Brisbane, Brisbane Powerhouse and SunPAC Brisbane to develop and promote leading local and interstate arts performances and exhibition programs, ensuring these are accessible to Brisbane audiences
* contributing to the ongoing maintenance of the heritage listed Brisbane Powerhouse.

Museum of Brisbane, located in the iconic City Hall, will continue to present an entertaining and informative museum program focusing on Brisbane. Museum of Brisbane is also the custodian of the City of Brisbane Art Collection.

The Brisbane Powerhouse will continue to be a primary centre for live arts and contemporary performing arts and will continue to focus on encouraging broader community participation in these events.

SunPAC Brisbane is a major cultural facility that provides opportunities for diverse community participation in cultural activities.

Outcome 5.6 City Icons and Venues

Outcome description

Council's iconic City Hall is fundamental to the city's identity, government, cultural and community life. City Hall is a heritage building Council has preserved for current and future generations.

Council’s venues provide places that connect our communities with cultural, recreational and educational opportunities that make Brisbane a great place to live.

Where we are now

City Hall was officially opened on 8 April 1930 and is a significant heritage building listed on the local, state and national heritage overlay.

City Hall continues to be the 'People's Place' and a focal point of social and civic life in Brisbane.

Council has a range of facilities offering Brisbane’s communities cultural, recreational and entertainment participation opportunities. With comprehensive planning and management these facilities will remain viable into the future.

Where we want to be

City Hall remains a symbol and focus for Brisbane. City Hall and King George Square precinct are used daily for community activities, festivals, concerts, events, conferences and citizenship ceremonies.

Brisbane residents will have access to our city venues through a range of well-managed, community facilities. Brisbane’s city venues will contribute to our *Brisbane Vision 2031* by offering accessible, vibrant and active facilities across the city.

Strategy 5.6.1 Preserve and Maintain City Hall and King George Square Precinct

Ensure the City Hall facility and surrounds continue to adhere to building standards and requirements for current and future users.

Service 5.6.1.1 The People’s Place Precinct

This service preserves and maintains City Hall and King George Square to enhance the social and civic life in Brisbane and offer residents and visitors a variety of experiences, including the Museum of Brisbane, Shingle Inn, 50 Plus Club and Red Cross within City Hall.

Activities in this service include:

* managing, maintaining and operating City Hall and King George Square to ensure all users and commercial operators are able to conduct business.
* facilitating public access to corridors, Henry Willis organ and the clock tower, as well as support for the Lord Mayor's Office, Council Chambers, public gallery and committee rooms, community spaces and King George Square
* provisioning of security for the facility and its users
* providing support for public, community groups and not-for-profit organisations to use City Hall for events and activities.

Strategy 5.6.2 City Venues Management

Plan, deliver and manage a network of diverse and accessible venues providing Brisbane residents and visitors with opportunities to participate in healthy, cultural, recreational, educational and entertainment activities.

Service 5.6.2.1 Riverstage

Council's Riverstage venue is located within the City Botanic Gardens, and creates opportunities for Brisbane residents and visitors to connect in cultural, recreational and entertainment activities. This unique outdoor venue helps position Brisbane as a host for national and international events and artists, supporting Brisbane’s creative and cultural industries.

Service 5.6.2.2 Planetarium

Located within the Brisbane Botanic Gardens Mt Coot-tha and in close proximity to Mt Coot-tha Library, Council’s Sir Thomas Brisbane Planetarium supports diverse options for community recreation and lifelong learning.

Service 5.6.2.3 Golf Courses

This service manages Council’s golf facilities and associated leases for the benefit of all Brisbane residents and visitors.

Service 5.6.2.4 Aquatic Centres

This service delivers Council’s aquatic centre infrastructure, supporting accessible sporting, recreation and water safety activities for Brisbane residents.

Activities in this service include:

* providing effective management of contracts and leases for Council’s 22 pools and aquatic centres
* ongoing facility maintenance, accessibility improvements and refurbishments
* managing strategic long-term planning to deliver community benefits, optimise Council investment and provide continuity of service of Council facilities
* providing discounted $2 pool entry during summer 2023-24 to provide cost of living relief to residents.

Service 5.6.2.5 Community Halls

This service enhances community access to facilities that support suburban cultural events and community participation. Council’s community halls will continue to provide an affordable and accessible location for a variety of community generated activities and events. The continual improvements to our facilities will provide wider access to our community halls.

Activities in this service include:

* managing Council's community halls portfolio
* provisioning of asset management and maintenance of the community halls portfolio
* enhancing community hall facilities
* liaising with community organisations and members of the public to facilitate booking of events and activities.

Outcome 5.7 Cemeteries

Outcome description

Operate cemeteries, crematoria, non-denominational chapels, memorial walls and gardens.

Where we are now

Council delivers cemetery and crematorium services that reflect the diversity of Brisbane residents and community expectations.

Where we want to be

Cemeteries will continue to provide quality and affordable venues for funeral services, burials, cremations, memorial walls and gardens.

Strategy 5.7.1 Cemeteries Management

Operate and maintain Council's cemeteries, crematoria, non-denominational chapels, niche walls and memorial gardens.

Service 5.7.1.1 Managing Brisbane’s Cemeteries

This service provides funeral services, including interment and provision of quality and affordable venues for funerals, burials, cremations and ash memorials.

Activities in this service include:

* ensuring cemeteries are well maintained, including the preservation of historical sites
* supporting community groups involved in promoting the heritage value of its cemeteries
* expanding and diversifying its products and service range
* continuing to provide choice of venues to the community
* promoting the use of cemeteries as a public space
* enhancing and maintaining the appearance of memorial gardens, niche walls and lawn cemeteries.

Outcome 5.8 Community Engagement

Outcome description

Council engages with the community to better understand their needs and provide opportunities to actively and meaningfully participate in decision‑making that affect our communities and the future of Brisbane.

Council recognises the importance of engaging with the community to understand who they are, what they want, and how they experience Council's products and services.

Where we are now

Council regularly engages with the community to understand their needs and to provide them with opportunities to have a say, to be informed, engaged and consulted in decisions that affect their lives.

Council provides consultation opportunities through Council’s corporate website, digital media such as Facebook and Twitter, Your City Your Say community reference panel as well as project-specific engagement.

Where we want to be

Engaging the community continues to be how Council builds relationships that matter. Brisbane residents will be informed, consulted and actively involved in research that informs programming, strategy development, product and service development and customer service delivery for Brisbane. More community members will engage with and participate in influencing Brisbane's future. Council will provide clear and timely feedback to the community on how their input informs decision‑making.

Strategy 5.8.1 City Engagement

Maximise opportunities and choices for people to engage with Council and have their say on decisions for the city.

Service 5.8.1.1 Engagement in City Direction and Decisions

This service provides opportunities for the community to share their aspirations and feedback on draft plans, strategies, projects and initiatives to inform Council’s decision‑making about planning for the future of Brisbane. The community have the option to provide their feedback through events, face-to-face and online engagement activities.

Activities in this service include:

* providing advice and support to work areas across Council about the planning, delivery and evaluation of community and stakeholder engagement
* managing Council’s online engagement platform, YourSay.Brisbane
* managing Council’s Your City Your Say program, a community panel of more than 12,000 registered members
* providing professional development training in community engagement practice and planning for community engagement.

Strategy 5.8.2 Understand and Improve

Work with the community to develop improved customer experiences centred on customer needs and the drivers of customer satisfaction.

Service 5.8.2.1 Understand Customers

This service builds an understanding of the communities’ experiences, preferences and expectations to inform improvements to Council services, processes and customer experience culture.

Activities in this service include:

* researching and reporting on customer satisfaction and community sentiment, including improvement priority recommendations
* leading and supporting specific customer experience improvement initiatives
* collecting, analysing and reporting on customer service trends and targets
* carrying out targeted research across channels and services to expand our understanding of customers
* developing partnerships across Council to identify and address issues impacting customer satisfaction.

Service 5.8.2.2 Customer Experience Culture

This service supports the organisation to deliver positive customer experience outcomes and high-quality, customer-centred services. With enhanced customer experience knowledge and skills, every role within the organisation will be energised and proud to work with customers.

Activities in this service include:

* uplifting customer experience capability
* identifying, analysing and prioritising areas of customer dissatisfaction and customer experience issues
* identifying options for improved customer and business solutions.

Outcome 5.9 Customer Service Delivery

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 Brisbane great.

Where we are now

Council is committed to providing multiple contact channels for customers including Council’s 24/7 Contact Centre to access information or request Council services. Brisbane’s economic recovery is supported by the Business Hotline, 133 BNE, providing a priority 24/7 hotline for business enquiries and specialised client management for filming, festivals and events in Brisbane.

Where we want to be

Council will deliver customer service that reflects our love of Brisbane and achieves sustained community satisfaction by listening to our customers, understanding their needs and providing services that are accessible, fit-for-purpose and responsibly balance the needs of our communities and the city.

As customer expectations continue to evolve, the Contact Centre will continue to develop as a primary customer touchpoint across multiple, integrated customer contact channels, including Digital.

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 5.9.1 Develop and Deliver Customer Services

Optimise the design, development and delivery of services to customers through multiple and integrated customer channels.

Service 5.9.1.1 Customer Service Delivery

This service enables residents, businesses and visitors to access information and support from Council’s Contact Centre.

Activities in this service include:

* providing a 24/7 Contact Centre that meets the needs of residents, businesses and visitors by actioning customer enquiries and requests through multiple and integrated channels
* providing emergency support for the South East Queensland (SEQ) region, managing calls on behalf of other local authorities
* offering Customer Service Centres delivering face-to-face transactions and services for businesses and residents
* providing building searches and certificates
* 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.

Service 5.9.1.2 Customer Service Solutions

This service provides systems, processes, technology, project delivery capability and business intelligence to support Council’s Contact Centre. The Contact Centre continues to deliver positive customer experiences across multiple and integrated channels to provide all customers of varying diversity and demographics, access to essential and desirable services and facilities on behalf of Council.

Activities in this service include:

* supporting all work units in business improvement activities, project delivery and providing expert advice on best practice in customer communication
* providing best practice content and knowledge that is meaningful for customers and enables customer experience excellence
* providing open access to information for our customers
* improving and maintaining core systems and processes
* embracing and improving digital technologies to provide choice in customer contact channels
* reporting and analysing customer service channels and contacts to inform continuous improvement.

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 for Brisbane’s growing community.

Program description

The City Standards, Community Health and Safety program contributes to Council’s vision for a sustainable, liveable and well-managed 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 as 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, street and park furniture, 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 25.

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 flows at peak hours.

Where we are now

Council is responsible for the maintenance of more than 4986 km of constructed hard surface footpaths and more than 895 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. 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 setting high standards for the 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.

Council 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 high quality and value for money maintenance services that preserve the city’s civic infrastructure and improve Brisbane’s liveability.

Service 6.1.1.1 Maintaining Active Transport Infrastructure

This service maintains the safe, serviceable condition and amenity of Council’s footpath and bikeway networks for all users.

Activities in this service include:

* replacing cracked and damaged sections of footpaths
* 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.

Service 6.1.1.2 Maintaining the Network Infrastructure

This service delivers maintenance activities on and around Brisbane’s road network.

Activities in this service include:

* repairing potholes
* grading unpaved roads
* replacing street lights
* repairing and replacing traffic signs and road markings
* installing new and 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.

Service 6.1.2.1 Managing and Enforcing the Network

This service effectively monitors and enforces parking regulations throughout Brisbane, reducing congestion, improving and maintaining accessibility for the community and ensuring the road network operates efficiently and safely.

Activities in this service include:

* patrolling traffic areas, work zones, clearways, and major events
* education and enforcement campaigns
* responding to illegal parking, roadway/footpath parking complaints, and abandoned vehicle complaints
* 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 waterways.

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.

Council provides and maintains 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 to 50% for footpaths and bikeways in residential areas by 2031
* 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 critical 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.

Service 6.2.1.1 Trees and Parks Maintenance

This service maintains Council’s network of 2180 parks across Brisbane, including maintenance of in excess of 60,000 hectares of grass and more than 100,000 individual park assets.

Council also actively manages the trees that grow on our land, including street trees and park trees, in partnership with the community.

Activities in this service 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
* supporting integrated delivery of subtropical boulevard treatments along arterial entry roads and suburban routes
* 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 Waterway 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.

Service 6.2.2.1 Waterway Access Infrastructure Maintenance

This service supports 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 in this service include:

* harvesting of stormwater for reuse on 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 Managing and Reducing Brisbane's Waste and Litter

Outcome description

Council takes advantage of emerging trends and innovations to service our growing population and ensure Brisbane continues to be recognised as a city committed to best practise waste management.

Brisbane’s waste and resource recovery activities are managed in a holistic and sustainable way. Resource recovery opportunities are maximised, and innovative waste solutions explored. Waste minimisation behaviours are adopted, and reuse initiatives embraced. Council will continue to ensure that Brisbane’s streets, public spaces and waterways are litter-free.

Where we are now

Council is regarded as a leader in waste and resource recovery management and operates significant and highly efficient waste and resource recovery infrastructure, household collection services, public waste disposal and litter management services.

Council has actively engaged with the community to educate and promote waste reduction and avoidance strategies, resulting in a decrease in the amount of waste disposal to landfill, per person. Since 2012, recyclables placed into the general waste bin have reduced by approximately 40%.

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.

Council will provide a range of modern and efficient services to residents, business and industry as part of a comprehensive waste management and resource recovery system for the city. Council will support businesses to adopt innovative production and distribution systems that minimise waste and build sustainable markets to repurpose waste into usable products. Waste will be seen as a resource.

Strategy 6.3.1 Effective Waste Stream Management and Reduction

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

Service 6.3.1.1 Waste Stream Management and Reduction

This service supports Council’s aim to reduce waste to landfill and increase recycling through sustainable management of Brisbane's waste streams.

Activities in this service include:

* ensuring regulatory compliance and strategic asset management of key waste management facilities (four Resource Recovery Centres and Brisbane landfill)
* delivering weekly kerbside waste collection and fortnightly green 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, school resources, fact sheets, recycling guides and recycling information on Council’s website
* reducing waste to landfill by supporting two Treasure Troves in partnership with the Endeavor Foundation, Waste Smart Brisbane campaigns, Waste Smart Kindy programs and promotion of community compost hubs
* working with industry stakeholders to ensure cleaner production, less packaging, and to promote recycling and reuse initiatives
* food waste recycling program
* engagement with regulatory and peak bodies on waste and resource recovery strategies.

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.

Service 6.3.2.1 City Cleaning

This service ensures that Brisbane’s streets, roadways and footpaths are kept clean and litter free, preventing potential pollutants from entering our waterways.

Activities in this service 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 collection services in public spaces, including additional public bin capacity
* 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
* coordinating community activities such as Clean Up Australia Day.

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.

Service 6.4.1.1 Animal Management

This service supports responsible pet ownership, including compliance with animal management legislation.

Activities in this service 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.

Service 6.5.1.1 Community Health

This service administers a licensing system for food and health businesses and provides a public complaints system for related activities. Businesses are assisted to achieve safe operational standards and compliance through education, training, and incentives, as well as enforcement if required.

Activities in this service 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.

Service 6.5.1.2 Immunisation

This service reduces Brisbane's exposure to vaccine-preventable diseases.

Activities in this service include:

* 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.

Service 6.5.1.3 Strategies and Services

This service includes support for public health strategies, campaigns, public education and engagement regarding animals and public health programs.

Activities in this service include:

* strategic planning of public health services
* providing direction, education, and tools of trade for delivery of health licensing and compliance services
* administrating the Local Government Toolbox initiative on behalf of SEQ Local Governments.

Service 6.5.1.4 Mosquito and Pest Services

This service delivers mosquito and pest control programs to minimise community exposure to related public health risks.

Activities in this service include:

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

Service 6.6.1.1 Public Safety

This service delivers a range of regulatory and enforcement activities that are responsive, fair and professional every time to ensure a safe and liveable city.

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.

Service 6.6.1.2 City Amenity

This service will continue to focus on Brisbane’s safety and amenity to provide a safe, clean, and attractive environment for residents and visitors.

Activities in this service include:

* 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 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 economic 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 $239 billion by 2041, is underpinned by an abundance of human, natural and built resources and a multi-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 50 most innovative cities.

Looking towards 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.

These outcomes will be achieved by:

* creating pathways for economic growth and being Australia’s most small business friendly city
* providing economic precincts that are vibrant and friendly to grow Brisbane as a global destination
* leveraging opportunities offered by the Games to showcase Brisbane and enable urban renewal and sustainable development, building a positive and lasting legacy for the city
* 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 the 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 26.

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 analytics.

Where we want to be

As host to the 2032 Olympic and Paralympic Games, 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.

Council will explore how data, technology and innovation can help accelerate the city’s progress in achieving broader sustainability, prosperity, inclusivity and liveability goals.

Strategy 7.1.1 Supporting Enterprise and a Skilled Economy

Support an efficient, skilled and competitive economy by developing data-driven economic strategy and support programs to assist Brisbane businesses and sustain growth in jobs, exports and investment.

Service 7.1.1.1 Supporting Business Growth and Activation

This service undertakes targeted research and economic analysis to develop and deliver agile strategy and support initiatives for businesses across Brisbane.

Activities in this service include:

* analysing, assessing and identifying opportunities for economic growth
* investigating opportunities to support the development of key sectors and industries for Brisbane
* facilitating the Growing Precincts Together program to support business growth and vitality
* facilitating the promotion of Brisbane businesses through the Brisbane app
* supporting the business community through active engagement with business chambers and associations
* delivering business skills programs, networking events, workshops and industry training
* growing the maker economy and driving demand for locally made artisan products
* investigating opportunities to boost entrepreneurship and employability to develop and retain future talent
* supporting Brisbane businesses to demonstrate sustainable and socially conscious business values
* operating the Suburban Business Hub to connect businesses with support, development and training opportunities
* monitoring and reporting on changes in Brisbane’s economic conditions, sectors and industries
* providing economic, land use and statistical support to Council, BEDA and Brisbane businesses
* monitoring and maintaining a spatial database of land use changes and development activity across Brisbane
* developing and using urban growth models to support strategic and neighbourhood-level infrastructure planning
* visualising land use policy and development outcomes in 3D to enable informed analysis and evaluation
* promoting coordination and alignment with the Australian Government, Queensland Government and other Council programs
* delivering releases of Council information on the public Open Data portal.

Outcome 7.2 Delivering World Class Economic Precincts

Outcome description

Brisbane’s economic precincts are vibrant and friendly places and contribute to a thriving day-and-night economy with experiences for everyone.

Where we are now

The city centre, including the CBD and Fortitude Valley, is an economic asset accounting for approximately 30% of metropolitan Brisbane’s gross regional product. Recognising further potential, Council is focused on renewing and activating Brisbane's key retail and entertainment precincts, including Queen Street Mall, Chinatown Mall and Brunswick Street Mall.

Where we want to be

Brisbane's future success relies on our city being a vibrant, activated, and cultural city. Council will continue to prioritise the vibrancy and attractiveness of precincts to entice residents, workers and visitors and optimise business and economic growth.

The city centre and surrounding business precincts will become global centres of commerce for local business growth and investment attraction. International and multinational companies will be attracted to Brisbane in increasing numbers if exemplary transport and communication networks, skilled talent and high-amenity local services are available.

Strategy 7.2.1 Delivering Economic and Lifestyle Destinations

Deliver economic precincts that are vibrant and friendly to provide a global experience for residents, businesses, visitors and talent.

Service 7.2.1.1 Economic Precincts Management

This service facilitates integrated place management for key economic precincts.

Activities in this service include:

* coordinating, integrating and facilitating the delivery of Council services within key economic precincts
* assisting trader groups to activate their precincts’ economic development initiatives
* delivering major projects in key economic precincts in Brisbane
* collaborating with external partners, including peak industry bodies, to deliver positive management outcomes
* delivering the CitySafe program including monitoring of CCTV cameras in partnership with Queensland Police Service.

Service 7.2.1.2 Queen Street Mall Operations, Activation and Marketing

This service operates, manages and activates the Queen Street Mall and promotes the Brisbane CBD with Queen Street Mall being Brisbane’s premier retail destinations and one of Australia’s most successful pedestrian malls.

Activities in this service include:

* maintaining and cleaning the public realm and facilities
* responding to incidents and maintaining public safety
* delivering a year-round program of festivals, events and activations
* delivering destination marketing campaigns
* funding upgrades and improvements to Queen Street Mall.

Service 7.2.1.3 Valley Malls Operations, Activation and Marketing

This service operates, manages, activates and promotes Valley Malls (Brunswick Street Mall and Chinatown Mall) as Brisbane’s key entertainment and multicultural precinct.

Activities in this service include:

* maintaining and cleaning the public realm and facilities
* responding to incidents and maintaining public safety
* delivering a year-round program of festivals, events and activations
* delivering destination marketing campaigns
* funding upgrades and improvements to Valley Malls.

Outcome 7.3 Growing an Olympic and Paralympic City

Outcome description

Brisbane maximises the opportunities of the Brisbane 2032 Olympic and Paralympic Games 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, with a significant, growing international trade and investment pipeline. As the Host City for the Brisbane 2032 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

As an Olympic and Paralympic City, Brisbane will further establish its reputation as a global destination for investment and growth. Council will undertake planning and coordination to ensure the Games leave a lasting positive legacy for Brisbane – creating a connected city with vibrant precincts and businesses; a city which celebrates its nature and lifestyle while maintaining a green and carbon neutral status; and a friendly, inclusive and exciting city.

Council will continue to build effective local, national and international relations by partnering with community, business and other levels of government to represent and 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 Planning for an Olympic and Paralympic City

Develop strategies that assist in the planning and delivery of the Host City functions of the Games and leverage local, national, international and multicultural relationships that grow Brisbane as an inclusive, vibrant and connected Olympic and Paralympic City.

Service 7.3.1.1 Host City Coordination and Strategic Partnerships

This service informs and supports Council’s leadership, planning and coordination for the Brisbane 2032 Olympic and Paralympic Games, United Nations (UN) Sustainable Development Goals (SDGs) and South East Queensland (SEQ) City Deal initiatives.

Activities in this service include:

* coordinating Council’s approach and working with the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games, Brisbane 2032 Coordination Office and other Games Delivery Partners
* planning for the delivery of a lasting Games’ legacy for Brisbane, that will benefit residents in the lead up to and long after the Games
* planning for the delivery of Games venues and precincts that are vibrant, fit-for-purpose for a 24-hour economy and provide a global experience for visitors and residents
* delivering on *Brisbane’s Inner City Strategy* and precinct planning activities
* building and leveraging relationships with international and national Olympic and Paralympic Games governing bodies and associated organisations, businesses and the community
* coordinating the delivery of projects that align with the Games delivery and Host City outcomes, including the UN Habitat’s SDG Cities Global Initiative and SEQ City Deal initiatives
* assisting Council in the delivery of contractual obligations under the Olympic Host Contract
* engaging with stakeholders to mobilise participation in the Brisbane 2032 Games journey
* building community connection to the Olympic values of excellence, friendship and respect and Paralympic values of determination, equality, inspiration and courage.

Service 7.3.1.2 International and Multicultural Engagement

This service advances Brisbane’s global positioning by implementing international and multicultural engagement programs and networks to support Brisbane and its communities, businesses and institutions to succeed on the world stage.

Activities in this service include:

* maintaining and strengthening global relationships with key regions including the Asia Pacific
* facilitating business and trade connections for Brisbane organisations internationally
* supporting local businesses to achieve outcomes through international networks
* delivering the International Internship program to connect Brisbane businesses with Brisbane’s domestic students from multicultural backgrounds and international students from our Sister Cities studying in Brisbane
* concierge inbound international delegations and outbound business missions to overseas markets
* profiling Brisbane’s expertise and learnings from other international regions
* providing the secretariat function for the Asia Pacific Cities Summit and Mayors’ Forum
* providing cultural advice to Council on economic and community-related programs and activities
* undertaking community development capacity building and creating opportunities to respond to the needs of culturally and linguistically diverse (CaLD) people through:
* Lord Mayor’s Multicultural Round Table
* Lord Mayor’s Multicultural Business Scholarship program
* Lord Mayor’s Multicultural Awards for Business
* Lord Mayor’s Refugee Welcome Ceremony.

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 raising Brisbane’s reputation globally to drive visitation, and attract investment, trade and talent.

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. This growth is underpinned by substantial investment across the local economy – from large infrastructure projects including new Green Bridges, Brisbane Metro, Queen’s Wharf Brisbane and 2032 Olympic and Paralympic Games venues, to smaller investments in individual tourism businesses and professional and early-stage technology ventures.

BEDA remains focused on driving Brisbane’s economic success through leveraging major projects and attracting visitation, investment and talent, while responding to the current economic environment by strengthening consumer and business confidence and growing local business.

Where we want to be

Brisbane is a rapidly growing modern city with an enviable lifestyle. With the changing global economic landscape and the ongoing need to support the local Brisbane economy, BEDA will focus on key areas of investment, trade and talent, and enhance destination tourism, marketing and event attraction to create ongoing demand for Brisbane.

Strategy 7.4.1 Growing A Productive Economy

Deliver a series of programs and activities to attract, retain and reshore business investment and talent, support local business growth and fast track the global readiness of Brisbane businesses as well as retain and create new jobs.

Service 7.4.1.1 The Brisbane Business Hub

This service delivers business support and training programs through the Brisbane Business Hub, to help local businesses thrive while opening pathways to new markets and capital to grow and scale local business. The Brisbane Business Hub is supported by a community of partners, facilitators and mentors.

Activities in this service include:

* delivering targeted workshops and events to assist businesses to thrive
* delivering personalised business mentoring
* facilitating grant programs to support business owners to grow and develop their businesses
* providing meeting and networking spaces and online learning resources.

Service 7.4.1.2 Business Growth Trade and Talent

This service delivers programs to support growth sectors and trade opportunities that position Brisbane as a destination for expansion, opportunity, and innovation.

Activities in this service include:

* delivering programs to assist local companies to grow, scale, attract capital and talent, as well as create jobs
* assisting local companies to trade with, and export to, markets outside of Brisbane
* attracting and facilitating companies to reshore manufacturing in Brisbane
* retaining businesses and jobs within Brisbane
* attracting new business, investment and talent to Brisbane.

Strategy 7.4.2 Growing the Visitor Economy

Partner with key stakeholders, government and private sector organisations to deliver the *Visitor Economy 2031* strategy. Build a globally recognised brand for Brisbane through remarkable experiences, giving visitors more reasons to stay and spend and create lifelong connections.

Service 7.4.2.1 Tourism, Marketing and Events

This service will deliver visitation and marketing initiatives and strategies that build experiences in Brisbane, as well as encourage brand awareness and global advocacy to attract major and business events, visitors, businesses and talent.

Activities in this service include:

* promoting and activating Brand Brisbane
* delivering the Visit Brisbane website
* delivering domestic and international marketing campaigns
* operating a Visitor Information Centre in the Queen Street Mall
* partnering with external organisations to promote the Brisbane brand and destination
* delivering national and international trade development programs
* attracting national and international business events
* attracting major sporting, cultural and lifestyle events to Brisbane
* supporting existing and attracting new direct international airline routes to Brisbane
* delivering product and experience development programs in partnership with local tourism operators
* delivering programs in partnership with First Nations businesses to build cultural awareness and connections between industry and government organisations
* developing a Visitor Welcoming Strategy and Accessible Tourism Strategy for the Brisbane region in partnership with Tourism and Events Queensland.

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.

These outcomes 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 27.

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.

Service 8.1.1.1 City Leadership and Representation

This service provides the ongoing support necessary for the Lord Mayor and Councillors to fulfil their role as elected representatives of the people of Brisbane.

Activities in this service 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
* providing administrative support to Council and Standing Committee meetings
* coordinating the recording and production of Hansard style reporting for Council meetings
* responding to Lord Mayoral correspondence
* providing accurate advice and assistance on procedural matters to Councillors, staff and members of the public.

Service 8.1.1.2 City Advocacy and Intergovernmental Relations

This service supports Council's advocacy for Brisbane through its active involvement in intergovernmental bodies and local government associations, networks and alliances.

Activities in this service include:

* Local Government Association of Queensland (LGAQ) membership
* Australian Local Government Association (ALGA) membership
* Council of Mayors (SEQ) membership
* Council of Capital City Lord Mayors (CCCLM) membership.

Service 8.1.1.3 Corporate Governance

This service delivers corporate governance services to enable Council to meet its legislative and regulatory obligations, enhance organisational performance, manage risk and maintain community confidence.

Activities in this service include:

* 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
* maintaining and reviewing Council's register of administrative arrangements (delegations, appointments and authorisations)
* monitoring and aligning Council's regulatory documentation for improved effectiveness
* 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 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.

Service 8.1.2.1 City Communication

This service provides a centre-led approach to ensure external communication services across Council are integrated and consistent.

Activities in this service 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.

Service 8.1.2.2 Civic Engagement

This service delivers civic events and community involvement initiatives to support engagement in civic administration.

Activities in this service include:

* 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.

Service 8.1.3.1 City Resilience

This service provides ‘all hazards’ prevention, preparedness, response and recovery services to coordinate and administer the city’s resilience to disaster and emergency events.

Activities in this service 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 *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 high inflation and the February 2022 severe weather and flood event.

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.

Service 8.2.1.1 Financial Management

This service delivers financial management, planning and reporting services to Council. Through this service, Council continuously improves the effectiveness and control of its financial systems and processes and manages the collection of revenue.

Activities in this service 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.

Service 8.2.2.1 Asset, Property and Fleet Management

This service provides coordinated asset, property and fleet management services to optimise the value and performance of Council’s building, land, fleet, plant and equipment assets.

Activities in this service 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.

Service 8.3.1.1 Human Resources

This service provides a positive and productive work environment to attract, retain and develop talented and capable people.

Activities in this service include:

* human resources (HR) strategy and planning including the implementation of *The People Strategy 2022-2026*
* providing end-to-end HR advice to divisions, 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.

Service 8.3.1.2 Value for Money Procurement

This service enables the effective and efficient sourcing, contracting, purchasing and supply of goods, services and works to Council.

Activities in this service include:

* 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
* providing payment and supply services including accounts payable, order processing, logistics and inventory management
* managing and improving procurement processes, information, reporting, systems and technology.

Service 8.3.1.3 Digital and Information Technology

This service manages and delivers 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 in this service include:

* 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 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 and safe services, more often, and at the most comfortable standard possible for our passengers. As one of the largest bus operators in Australia, the business also runs CityCat and ferry services, Personalised Public Transport 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 will travel 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, clean and 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. Brisbane's free inner city ferry service, the CityHopper is included in this service.

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 and all fare revenue belongs to Translink. 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.

Transport for Brisbane also delivers Personalised Public Transport. This service provides Council-funded access to public transport for residents in areas of Brisbane which do not meet the requirements for full Translink services. Personalised Public Transport currently utilises maxi taxis to transport residents to key local destinations on set hail ’n’ ride routes and includes bus interchanges and railway stations during peak periods, and operates on a regular cycle.

Financial and non-financial targets

In 2023-24 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 31.

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 2023-24.

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 is 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 2023-24 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 33.

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.

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.