ANNUAL OPERATIONAL PLAN

2026-27

Adopted by Council Resolution on 25 June 2026

OVERVIEW

The Annual Operational Plan 2026-27 outlines the services that Council programs will deliver for the coming year. Through these services, Council progresses the strategic directions outlined in the Corporate Plan and delivers on our long-term vision for the city. The Annual Operational Plan 2026-27 states how Council manages operational risks and is consistent with Council's Annual Budget, Long-Term Financial Forecast (LTFF) and the *Brisbane Vision 2031*.

Corporate Plan

In accordance with S167(1)(b)(i) of the Regulation, Council's Annual Operational Plan must state how it will progress the implementation of the Corporate Plan.

To achieve the vision for Brisbane's future, Council will focus on delivering the following strategic directions through the Annual Budget and Annual Operational Plan, delivered via the projects and services of Council Programs. These strategic directions are informed by Council's existing and future medium and long-term strategies and will be delivered without compromising Council's long-term financial sustainability. Council will monitor the achievement of the long-term vision for Brisbane and inform the community through regular reporting, communications, and the Annual Report.

Managing operational risk

Council manages operational risk by:

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

PROGRAM 1

TRANSPORT FOR BRISBANE

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

CORPORATE PLAN ALIGNMENT

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

The Transport for Brisbane program also contributes directly to:

- increased sustainable transport patronage and active travel
- improved metrics of inclusion within Council and the community
- lower carbon emissions from Council operations.

DESCRIPTION

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

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

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

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

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

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

OUTCOME 1.1

Transport Operations

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

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

Where we are now

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

Where we want to be

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

Activities include:

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

OUTCOME 1.2

Public Transport

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

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

Where we are now

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

Council is undertaking a rolling program of works across Brisbane's bus stop network to provide a safe, accessible and well-connected city for everyone.

Where we want to be

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

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

Activities include:

- providing a subsidy towards the cost of operating bus and ferry service
- progressing the Brisbane Metro expansions business case, with funding support from the Federal Government
- collaborating with stakeholders and partners to explore Brisbane Metro expansions to continue to grow the network
- continuing to renew river transport networks including major maintenance at Oxford Street, Bulimba, upgrading terminal infrastructure at Hawthorne ferry terminal, and complete the Apollo Road ferry terminal project
- ongoing payments to contracted ferry operators, covering operational, service delivery and maintenance costs
- planning for the introduction of the Gold CityGlider by undertaking a review of services in the Hamilton area
- undertaking a review of the services using the Toombul interchange to ensure they are fit for purpose and getting local residents where they need to go
- undertaking a review of bus services in Upper Kedron, Ferny Grove and Keperra
- continuing to provide cost-of-living relief through free off-peak travel for seniors on buses and ferries, and improving accessibility options to encourage seniors to leave their cars at home, reduce congestion and explore the city
- undertaking a review of services in the Wynnum, Manly, Hemmant, and Lota area.

PROGRAM 2

INFRASTRUCTURE FOR BRISBANE

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

CORPORATE PLAN ALIGNMENT

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

The Infrastructure for Brisbane program also contributes directly to:

- increased sustainable transport patronage and active travel
- majority of residents find Brisbane a great place to live.

DESCRIPTION

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

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

Infrastructure for Brisbane prioritises the preservation of existing city infrastructure, ensuring Council assets are effectively maintained to a standard that supports safety, reliability, and continued community benefit. The program defines and implements Council's asset management framework to ensure consistency and value-for-money across the city's asset portfolio.

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

Infrastructure for Brisbane also undertakes maintenance across the city, to sustain an attractive cityscape, support a safe and effective transport network, and ensure the continued delivery of essential municipal services for a growing city.

OUTCOME 2.1

Roads and Network Management

Council ensures Brisbane's transport network provides safe, efficient and sustainable movement of people, goods and services through the planning, delivery, operation, and maintenance of transport infrastructure.

Where we are now

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

Where we want to be

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

Activities include:

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

OUTCOME 2.2

Maintain the City

Council delivers value-for-money maintenance services that preserve the civic infrastructure, protect Council's assets and enhance Brisbane's liveability.

Where we are now

Council is responsible for maintaining the city's civic infrastructure in line with sound asset management principles, ensuring our assets are repaired, renewed, or replaced only when required. Council also ensures community and urban areas are clean and presentable through street sweeping, washdown and litter control activities.

Where we want to be

Council will continue to deliver efficient and value-for-money maintenance services across Brisbane, responding to our customers' needs while proactively managing infrastructure based on accurate knowledge of our asset condition and performance.

Activities include:

- delivering the Suburban Enhancement Fund, supporting ward-focused projects
- maintaining transport assets, including road pavement, footpaths, kerb and channel, signage, bikeways, road markings, lighting, safety fences, guardrails, and weed control
- responding to emerging maintenance needs across Brisbane through dedicated rapid-response maintenance teams.

OUTCOME 2.3

Manage City Assets

Council applies an integrated, whole-of-lifecycle approach to managing our asset portfolio across all programs, to support performance, sustainability and long-term services needs of the city.

Where we are now

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

Where we want to be

Council remains financially sustainable while continuing to manage a high performing and resilient asset base. Through effective planning and prioritisation, Council will target investment towards the infrastructure and services most critical to achieving Brisbane's long-term vision.

Activities include:

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

OUTCOME 2.4

Brisbane Infrastructure Services

Council delivers professional services across project management, engineering and the built and natural environment, alongside construction and maintenance activities. Council also supplies high-quality materials that underpin Brisbane's road network through its quarries and asphalt plants, and optimises its fleet of vehicles to support efficient service delivery.

Where we are now

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

Where we want to be

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

PROGRAM 3

SUSTAINABLE CITY

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

CORPORATE PLAN ALIGNMENT

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

The Sustainable City program delivers on the medium-term commitments of the Corporate Plan through:

- improved quality and network of natural habitat and green spaces within the city
- lower carbon emissions from Council operations
- reduced waste generation and increased resource recovery
- increased community participation in Council environmental programs and education activities
- majority of residents find Brisbane a great place to live.

DESCRIPTION

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

The program is responsible for the management and strategic oversight of the city's parks, bushland, and open space network, as well as Brisbane's stormwater and waterway infrastructure. It leads efforts to protect biodiversity, safeguard native species, lower carbon emissions, and achieve Council's goal of being a clean and sustainable city.

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

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

Through community engagement and partnerships with volunteer groups, the program supports shared environmental stewardship and the delivery of Council's long-term sustainability goals.

OUTCOME 3.1

Sustainable and Resilient Community

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

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

Where we are now

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

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

Where we want to be

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

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

Activities include:

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

OUTCOME 3.2

Low Carbon and Clean Environment

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

Where we are now

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

Where we want to be

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

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

Activities include:

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

OUTCOME 3.3

Biodiversity, Urban Forest and Parks

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

Where we are now

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

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

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

Urban tree planting programs continue to target footpaths and park pathways to enhance the cooling effect of natural vegetation in 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 expand as accessible, highly valued spaces for residents and visitors. New vibrant parks will continue to be planned and delivered to provide vital public open space in response to city growth.

Brisbane's conservation reserves and urban forest will continue to be integral to the city's identity as a subtropical city and will underpin Brisbane's liveability.

Activities include:

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

OUTCOME 3.4

Sustainable Water Management

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

Where we are now

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

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

Where we want to be

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

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

Activities include:

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

OUTCOME 3.5

Stormwater Infrastructure and Catchment Resilience

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

Where we are now

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

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

Where we want to be

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

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

Activities include:

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

OUTCOME 3.6

Open Space Management

Council enhances Brisbane's liveability by efficiently managing and maintaining our open spaces including maintenance on trees, parks, stormwater treatment and waterway access assets.

Where we are now

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

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

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

Where we want to be

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

Council will remain a sustainability leader and will also address long-term water supply challenges and continue essential maintenance and cleaning of stormwater treatment assets to prevent pollutants from entering Brisbane's waterways and to support a healthier environment.

Activities include:

- maintaining park and significant trees, including proactive and reactive maintenance to manage risk and enhance public spaces
- maintaining parks and open spaces, including infrastructure, grass cutting, cleaning and litter removal
- maintaining stormwater treatment assets to support environmental health
- maintaining waterway access infrastructure, including boat ramps and pontoons to support recreational use of the Brisbane River.

OUTCOME 3.7

Moving Brisbane Towards Zero Waste

Council strives to be a leader in waste and resource recovery management. Our operations continue to adapt and evolve to achieve Brisbane's waste and resource recovery objectives, supporting the transition toward a zero-waste future.

Where we are now

Council operates significant and highly efficient waste and resource recovery infrastructure, collection services for households and businesses, as well as public waste disposal and recycling.

Council actively engages with the community to promote waste reduction and avoidance strategies, resulting in a reduction in the amount of waste disposal to landfill.

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

Where we want to be

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

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

Activities include:

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

OUTCOME 3.8

Safe and Resilient City

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

Where we are now

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

Where we want to be

Council will continue to improve the approach to preparation and planning for, responding to and recovering from severe weather and disaster event impacts.

Activities include:

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

PROGRAM 4

FUTURE BRISBANE

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

CORPORATE PLAN ALIGNMENT

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

The Future Brisbane program also contributes directly to:

- majority of residents find Brisbane a great place to live
- strengthened economic performance of the city
- increased tourism visitation and expenditure
- increased participation in Council's business support activities and events.

DESCRIPTION

The Future Brisbane program guides Brisbane's long-term growth, prosperity, and global positioning, ensuring integrated, strategic planning and policy leadership across Council.

The program works closely with Queensland Government agencies, regional councils, and the private sector to deliver integrated planning outcomes and to implement the *South East Queensland Regional Plan - (ShapingSEQ 2023)* within the Brisbane Local Government Area.

The program also oversees efficient and coordinated development assessment, licences and permitting services, enabling sustainable growth and facilitating investment.

It supports Brisbane's economic competitiveness through targeted initiatives for small businesses and key industries and works in partnership with the Brisbane Economic Development Agency (BEDA) to attract investment, grow jobs, and promote Brisbane as a business and visitor destination.

Through international engagement, multicultural partnerships and global city relationships, the program strengthens Brisbane's global profile and positions the city to maximise opportunities arising from population growth and the Brisbane 2032 Olympic and Paralympic Games.

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

OUTCOME 4.1

Planning for a Growing City

Council provides whole-of-city leadership to support Brisbane's sustainable growth, preserve the city's character, and deliver integrated planning, policy and infrastructure outcomes that enable housing, employment and liveable neighbourhoods.

Where we are now

Brisbane is experiencing rapid population and economic growth, increasing demand for infrastructure, services and housing. Council is responding by focusing on enabling more homes sooner, and in the right places, while working closely with communities, governments and industry to support development that meets local needs and sustains quality of life.

Through coordinated, evidence-based planning, Council is aligning land use, infrastructure and service delivery to unlock housing choice, create jobs and support vibrant, inclusive neighbourhoods, while protecting the city's character and enhancing the places communities value.

To support this, Council is delivering key strategies including *Brisbane's Sustainable Growth Strategy* (Council's housing and homelessness strategy), *Brisbane's Housing Supply Action Plan, Brisbane: Our Productive City* (Council's industrial strategy) and *Brisbane's Inner City Strategy*, unlocking underutilised land, renewing suburban centres, and enabling more diverse housing and employment opportunities for Brisbane residents.

This approach is underpinned by *Brisbane City Plan 2014* (City Plan), which is regularly updated through extensive community consultation to ensure it remains a modern, responsive planning framework. City Plan guides how land is used and developed alongside supporting infrastructure, ensuring growth aligns with community expectations, protects local character, and meets Queensland Government planning requirements, including *ShapingSEQ 2023*.

Where we want to be

Brisbane grows in a well-planned, inclusive and sustainable way, where communities benefit from diverse housing choice, strong employment opportunities and high-quality, well-designed neighbourhoods. Clear strategy and contemporary policy provide certainty for residents, businesses and investors, support informed decision-making, and balance growth with the protection of Brisbane's character, heritage and natural environment.

Through a coordinated program of urban and suburban renewal in areas with good infrastructure, Council unlocks opportunities for housing, investment and economic activity while enhancing public spaces and delivering long-term community benefits. Responsive planning, underpinned by an evolving City Plan, ensures land use and infrastructure are integrated and aligned to local needs and citywide priorities.

Guided by a design-led approach, Council delivers innovative projects and quality urban environments that enhance liveability, safety and amenity, positioning Brisbane as an attractive, resilient and globally recognised city in the lead-up to and beyond the Brisbane 2032 Olympic and Paralympic Games.

Activities include:

- leading and coordinating citywide growth, housing, infrastructure and economic strategies, supported by whole-of-Council policy frameworks
- implementing key planning strategies and managing Brisbane City Plan 2014, including ongoing updates to land use controls, zoning and infrastructure settings
- monitoring growth, land use and economic trends using data, modelling and analysis to inform strategic planning and investment decisions
- progressing urban and suburban renewal, major centres and industrial area planning to unlock housing, employment and sustainable growth opportunities
- providing strategic planning, policy and design advice on land use, infrastructure and major development projects in collaboration with government and industry
- delivering design-led outcomes through urban design strategies to enhance liveability and city identity
- monitoring growth and development trends using spatial data, growth models and land use mapping, while protecting Brisbane's heritage and character.

OUTCOME 4.2

Enhancing Brisbane's Liveability

Council delivers design-led projects, public realm improvements and placemaking initiatives that enhance Brisbane's liveability, safety and amenity, while supporting vibrant, inclusive and attractive neighbourhoods and precincts.

Where we are now

Guided by Council's vision of being a design-led city, placemaking, public art, creative lighting and public realm projects are being delivered across Brisbane to improve urban environments, support activation and strengthen local identity.

Where we want to be

Brisbane's public spaces and urban environments are safe, attractive and inclusive, supported by high-quality urban design that responds to local needs and citywide priorities.

Through innovative projects and design-led investment, Council enhances liveability, amenity and city identity, positioning Brisbane as an attractive, resilient and globally recognised city in the lead-up to and beyond the Brisbane 2032 Olympic and Paralympic Games.

Activities include:

- delivering design-led outcomes through urban design strategies, public realm improvements, placemaking, creative lighting and public art to enhance liveability and city identity
- providing strategic and detailed design advice on projects and developments to support high-quality urban design outcomes
- delivering public realm improvement projects, temporary activations and creative placemaking initiatives that support vibrant and inclusive neighbourhoods
- managing creative lighting and place-based initiatives to strengthen Brisbane's identity, activation and vibrancy
- managing and promoting public art to enhance Brisbane's cultural identity, liveability and sense of place.

OUTCOME 4.3

Approving Quality Buildings and Infrastructure

Council delivers coordinated, whole-of-Council licensing, permitting and development assessment services that enable investment and growth while protecting community safety, amenity and confidence, and supporting high-quality development outcomes aligned with City Plan to enhance Brisbane's unique subtropical lifestyle, character and prosperity.

Where we are now

Council delivers coordinated licensing, permitting and development assessment services that support a growing city while protecting community safety, amenity and confidence. A clear, transparent and user-focused framework aligned with Queensland Government legislation, City Plan and regulatory policies enables a wide range of activities across Brisbane, including construction, business operations, events and infrastructure delivery.

Applications are assessed against relevant planning policy and legislation to support consistent, high-quality development outcomes that reflect Brisbane's subtropical character and community expectations. Council also undertakes regulatory functions, including inspections, investigations and proactive compliance monitoring, to safeguard development standards and community interests.

Planning advice and support services, including free Talk to a Planner sessions and phone-based information, provide accessible guidance to residents and businesses, helping them navigate requirements and contribute to well-designed, liveable neighbourhoods.

Where we want to be

Council provides a customer-focused, integrated "one-stop shop" for licences, permits and development approvals, making it easier for residents, businesses and industry to navigate requirements efficiently and consistently. Brisbane is recognised for trusted, streamlined and easy-to-use regulatory services that support economic activity while maintaining strong community confidence.

A best-practice, user-friendly development facilitation framework aligned with Queensland Government legislation, City Plan and regulatory policies enables timely, consistent decision-making while ensuring high-quality, exemplary development outcomes. Council balances efficient approvals with strong regulatory oversight, encouraging subtropical, resilient design and safeguarding liveability, safety and long-term city outcomes.

Services continue to evolve in response to growth, regulatory change and community expectations, supported by proactive compliance, accessible planning advice and early engagement opportunities, ensuring a responsive system that delivers quality outcomes for Brisbane's communities and built environment.

Activities include:

- leading the delivery and coordination of licences, permits and development approvals through a single, integrated point of access across Council
- assessing development applications and related approvals—including operational works, plan sealing, construction management plans, and street naming and numbering—supported by pre-lodgement advice and streamlined pathways for low-risk proposals
- managing infrastructure and certification functions, including infrastructure charges, agreements, building certification, and plumbing approvals and inspections in line with legislative requirements
- monitoring and enforcing compliance with City Plan and approvals through inspections, investigations, proactive site monitoring, and regulatory actions, including building compliance and enforcement activities
- managing customer and regulatory interactions, including responding to enquiries, complaints and appeals, and processing permits and certificates for works in the public realm.

OUTCOME 4.4

Growing Brisbane's Economy

Council supports a strong, resilient and growing economy by creating opportunities for businesses to thrive, strengthening local capability and enabling vibrant precincts that enhance Brisbane's liveability, productivity and global position.

Where we are now

As one of Australia's fastest growing capital cities, Brisbane's economy exceeds $225 billion, supported by strong local businesses and vibrant precincts. Council is creating opportunities for economic growth through targeted business support initiatives and place-based investment, supporting the Lord Mayor's commitment to making Brisbane Australia's most small business-friendly city.

Where we want to be

Brisbane is recognised as a globally competitive, small business-friendly city with a strong and diverse economy, particularly as it prepares for the Brisbane 2032 Olympic and Paralympic Games. Council will continue to support an environment where businesses can thrive, driving jobs, investment and innovation.

- identifying and supporting economic growth opportunities across key sectors, industries and precincts, informed by data and insights
- engaging with businesses, industry and stakeholders to strengthen connections, support enterprise and build local capability
- delivering business programs, events and initiatives that support entrepreneurship, skills development and economic participation
- supporting vibrant precincts and a thriving day-and-night economy through activation, place-based initiatives and local investment
- collaborating with government and stakeholders to support infrastructure delivery, investment attraction and preparation for the Brisbane 2032 Olympic and Paralympic Games.

OUTCOME 4.5

Transforming Brisbane's Inner City

Council delivers vibrant, well-connected inner-city precincts that support a safe, inclusive and thriving day-and-night economy, enhancing Brisbane's liveability, productivity and identity as a world-class destination.

Where we are now

Council is facilitating growth and unlocking economic and lifestyle opportunities in the inner city through an integrated program of activation and place management. Key destinations, including the City Centre and Fortitude Valley, are being strengthened as hubs for retail, dining, culture and entertainment, supporting a thriving day-and-night economy.

Where we want to be

The inner city will evolve to include vibrant precincts that support a safe, inclusive and thriving day-and-night economy, strengthening Brisbane's identity as a world-class place to live, work and visit

Activities include:

- activating inner-city precincts, including the City Centre and Fortitude Valley, through marketing, events and place-based initiatives that support a vibrant day-and-night economy
- engaging with businesses, industry and stakeholders to strengthen connections and support inner-city renewal, activation and place-based outcomes
- managing and activating key inner-city destinations, including Queen Street Mall, Reddacliff Place, Brunswick Street Mall and Chinatown Mall, to support a safe, inclusive and thriving day-and-night economy
- collaborating with traders, property owners and stakeholders to activate precincts through events, promotions and place-based initiatives
- delivering marketing campaigns and place-based initiatives to attract visitors and strengthen the City Centre and Fortitude Valley as key destinations for retail, dining, culture and entertainment
- collaborating with government and stakeholders to support infrastructure delivery, investment attraction and preparation for the Brisbane 2032 Olympic and Paralympic Games.

OUTCOME 4.6

Brisbane as a Global City

Council strengthens Brisbane's global profile by building international relationships, fostering multicultural partnerships and creating opportunities that deliver lasting cultural, social and economic benefits for the city.

Where we are now

Through strong international relationships, including Sister City partnerships and strategic global affiliations, Council delivers economic, cultural and social benefits for Brisbane while strengthening the city's international profile.

Council's signature international event, the Asia Pacific Cities Summit & Mayors' Forum, brings business, industry and cities together to foster meaningful partnerships, deepen collaboration and support the long-term prosperity and sustainability of cities.

Where we want to be

Brisbane strengthens its position as a confident, outward-looking and multicultural global city, recognised as a destination for business, investment, trade, talent and major global events.

Council will seize opportunities presented by the Brisbane 2032 Olympic and Paralympic Games to strengthen relationships with key global cities, organisations and host cities, while continuing to advance Brisbane's interests on the world stage.

Activities include:

- delivering international relations programs, including Sister City partnerships, official delegations, trade missions, the International Internship Program and pop-up consulates
- delivering multicultural initiatives, programs and events that support inclusion, participation and economic opportunity
- providing strategic international engagement and cultural advice to Council
- coordinating major initiatives including the Asia Pacific Cities Summit and Mayors' Forum.

OUTCOME 4.7

Brisbane Economic Development Agency

Brisbane Economic Development Agency (BEDA) drives Brisbane's sustainable economic growth by supporting local businesses, attracting investment and visitation, and promoting Brisbane's reputation as a competitive global city.

Where we are now

Brisbane is experiencing strong momentum across a range of priority industries, including advanced manufacturing, logistics, health, property and construction, tourism and business services. BEDA supports this by attracting major events and visitation, generating investment and trade opportunities, and helping local businesses grow and scale.

Where we are now

Brisbane is recognised as a globally competitive city with a strong visitor economy, growing investment pipeline and capable local business base. BEDA will continue to focus on attracting business and major events, growing trade and investment, promoting the destination, and building local business capability to capitalise on opportunities created by growth and the Brisbane 2032 Olympic and Paralympic Games.

Activities include:

- attracting and supporting major sporting, cultural and lifestyle events, along with national and international conferences, to boost visitation and economic activity
- attracting new business, investment and reshoring opportunities to Brisbane
- supporting local businesses to grow, export and access new markets through grants, training and mentoring
- delivering targeted initiatives and accelerators to fast-track growth in key industries
- operating the Brisbane Business Hub to build capability for local businesses in foundation and early growth stages
- delivering signature programs such as the Lord Mayor's Women in Business and Trailblazer Grants and Business Awards
- promoting Brand Brisbane through domestic and international marketing campaigns and strategic partnerships across consumer and business audiences
- partnering with tourism operators and airlines to grow Brisbane's visitor economy and develop new travel experiences.

PROGRAM 5

COMMUNITY AND THE ARTS

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

CORPORATE PLAN ALIGNMENT

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

The Community and the Arts program also contributes directly to:

- increased participation in local events and activities
- improved metrics of inclusion within Council and community
- increased accessibility and affordability of Council services and facilities
- majority of residents find Brisbane a great place to live.

DESCRIPTION

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

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

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

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

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

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

OUTCOME 5.1

Strategic Planning of Community Facilities

Council will manage our community services and facilities to provide a range of lifestyle and leisure opportunities to connect Brisbane residents, regardless of ability, background or circumstance, with the activities, events and places that make Brisbane great.

Where we are now

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

Where we want to be

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

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

Activities include:

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

OUTCOME 5.2

Build the Community Facilities Network

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

Where we are now

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

Where we want to be

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

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

Activities include:

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

OUTCOME 5.3

Provide Community Services

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

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

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

Where we are now

Brisbane is known for its relaxed lifestyle, sense of community, friendly atmosphere and diverse communities. Council is dedicated to creating accessible and affordable lifestyle and leisure opportunities, delivering a range of events, activities and facilities for all Brisbane residents.

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

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

Where we want to be

Brisbane will be a city for everyone, where all residents have the opportunity to participate in sport, recreation, arts, culture, community development and community service activities.

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

Activities include:

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

PROGRAM 6

CUSTOMER SERVICES

Through the Customer Services program, Council delivers trusted, inclusive and resident-focused services across customer contact, libraries, cemeteries and regulatory functions. We make it easy for customers to access Council services. We support this with clear information, respectful service, digital tools and automation to improve response times. From in-person experiences in communities to online portals and contact centre support, we help residents navigate daily life easily, stay informed via real-time updates, feel connected to their community, and experience a more informed, liveable and responsive Brisbane.

CORPORATE PLAN ALIGNMENT

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

The Customer Services program also contributes directly to:

- increased participation in community consultation and engagement activities
- sustained community satisfaction with ability and access to opportunities to 'have a say'
- increased participation in Council's business support activities and events
- majority of customers report positive experiences in dealing with Council.

DESCRIPTION

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

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

It manages Council's public library service and library network, including 33 library branches, mobile and pop-up libraries, and City Archives and digital collections. Libraries provide welcoming places where residents can read, learn, work, access technology, and stay connected, both in person and online.

The program delivers a wide range of regulatory services that protect safety, cleanliness and amenity across Brisbane, including graffiti, litter, parking, environmental impacts and development related activity. It also operates Council's cemeteries and delivers citywide community engagement activities.

By placing the customer at the heart of everything we do, from service delivery to community engagement and regulation, the Customer Services program plays a vital role in enhancing Brisbane's liveability, improving satisfaction and strengthening public trust in Council.

OUTCOME 6.1

City Libraries

Council's libraries will be vibrant, welcoming and inclusive hubs which celebrate and build community, through access to knowledge, information, reading and ideas via diverse physical and digital collections, as well as being places for learning, creativity and connection.

Where we are now

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

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

Where we want to be

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

Activities include:

- delivering public library operations and services across 33 library branch facilities, City Archives and online
- providing the Mobile and Pop-up Library
- providing effective maintenance and management of the operations of Council's library network
- providing diverse physical and digital library collections and resources which meet community needs for reading and learning
- delivering a citywide program of reading, learning, technology and cultural events and activities including the First 5 Forever program.

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

OUTCOME 6.2

City Cemeteries

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

Where we are now

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

Where we want to be

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

Activities include:

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

OUTCOME 6.3

Customer Experience

Council supports access to information about Brisbane, Council facilities and services by providing customer-centred contact channels and services guided by a strong customer experience (CX) discipline. Sustained community satisfaction is achieved by delivering positive consistent customer experiences across all customer interactions and supporting local businesses, activities and events that create great experiences for our community and visitors.

Where we are now

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

Where we want to be

As community expectations evolve, Council will make it easier for residents, visitors and businesses to contact Council, get clear information and have issues resolved without unnecessary follow-up. Customers should be able to use the channel that suits them and not be asked to repeat information already provided. Enhanced digital tools, automation, and smarter systems will support faster resolution, reduce repeat contact, and personalise services. Council's business support activities will continue to boost the local economy and ensure Brisbane remains a vibrant destination for filming, events, and creative industries.

Activities include:

- operating a 24/7 Contact Centre and Business Hotline to provide support for community and business needs
- expanding multi-channel access to Council via phone, email and website including online forms, self-service portals, social media and mobile app enabling residents and businesses to connect anytime, anywhere
- facilitating approvals for city activations, food truck and coffee cart providers, events, filming, decorative lighting, and community banners
- using customer feedback, service trend data and digital analytics to inform customer experience (CX) improvements across services
- enhancing digital access to property-related services, including building searches and certificates, through improved online tools and automation.

OUTCOME 6.4

Managing Animals

Council will facilitate and promote responsible pet ownership across Brisbane.

Where we are now

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

Where we want to be

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

Activities include:

- assessing and issuing animal-related permits, including dog registrations
- managing regulated dogs and other regulated animals
- responding to public complaints and investigating animal-related incidents, including attacks and dogs not under effective control
- capturing, impounding, and rehoming stray or unowned animals found in public places
- delivering education and compliance programs to promote responsible pet ownership across Brisbane.

OUTCOME 6.5

Community Health

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

Where we are now

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

Where we want to be

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

Activities include:

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

OUTCOME 6.6

Public Safety

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

Where we are now

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

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

Where we want to be

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

Activities include:

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

PROGRAM 7

CITY GOVERNANCE

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

CORPORATE PLAN ALIGNMENT

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

The City Governance program also contributes directly to:

- improved metrics of inclusion within Council and the community
- majority of residents agree Council does a good job of managing the city
- maintain long-term financial sustainability.

DESCRIPTION

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

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

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

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

OUTCOME 7.1

Leading and Governing the City

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

Where we are now

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

Where we want to be

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

Activities include:

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

OUTCOME 7.2

Financially Sustainable City

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

Where we are now

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

Where we want to be

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

Activities include:

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

OUTCOME 7.3

Enabling and Enhancing Council

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

Where we are now

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

Where we want to be

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

Activities include:

- delivering workforce strategy and services including human resources (HR) planning, talent management, inclusion initiatives and end-to-end employee lifecycle processes
- providing health, safety, wellness, rehabilitation and workers' compensation services aligned with Council's Zero Harm and Domestic and Family Violence Prevention strategies
- supporting employee experience and culture through communications, engagement, change management and implementation of Council's cultural framework
- managing employee relations including industrial relations, remuneration, case management, benefits and organisational change support
- delivering HR operations including payroll, HR systems, reporting, administration, and employee support through the Solution Centre
- overseeing procurement and supply services, ensuring value for money, innovation, and supplier diversity across goods, services and works
- managing the systems and services that support Council's day-to-day operations, ensuring they are reliable, secure and responsive to the needs of the organisation and the community
- delivering easy-to-use and accessible digital services that make it simpler for residents, businesses and visitors to interact with Council, access information and achieve better outcomes
- delivering integrated digital and technology projects across Council to improve quality, reliability and convenience of services for the community.