



Annual Plan and Budget

2024-25

Including forward estimates
2025-26 to 2027-28

Presented and submitted to the Council on
Wednesday 12 June 2024 by the Right Honourable the
Lord Mayor of Brisbane (Councillor Adrian Schrinner)



Dedicated to a better Brisbane

Acknowledgement of Country

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

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

Purpose

The Annual Plan and Budget is the key annual operational and financial planning document of Brisbane City Council.

- It provides the funding for the activities of Council for the coming year.
- It states the annual operational plan for the coming year.
- It provides financial accountability for Council and its Programs through budgeted financial statements.
- It reflects the policies and direction of the Lord Mayor and Council.
- It is consistent with Council's long-term financial forecast, Corporate Plan and the *Brisbane Vision 2031*.

Council's long and medium-term strategies and plans set the goals and direction for the city's future and are integrated with annual planning and reporting through the strategic planning framework. Integrated financial, asset, land use, infrastructure and service planning are necessary to ensure the achievement of outcomes together with effective and efficient delivery of community services.

Council's strategic planning framework

LONG-TERM	<p>Long-term community plan (Brisbane Vision 2031)</p> <p>Long-term Financial Forecast Long-Term Asset Management Plan Planning scheme Council's strategies and plans Local Government Infrastructure Plan</p>	ANNUAL REPORT	
MEDIUM-TERM	<p>Corporate Plan</p> <p>Medium-term strategic directions Policy objectives</p>		MONTHLY, QUARTERLY AND ANNUAL REPORTING
ANNUAL	<p>Annual Plan and Budget</p> <p>Program and business plans Financial Policies</p>		
OPERATIONAL	<p>Divisional and Branch Plans</p>		

Corporate Plan 2021-22 to 2025-26

In accordance with section 167(1)(b)(i) of the *City of Brisbane Regulation 2012* (the Regulation), Council's annual operational plan must state how it will progress the implementation of the Corporate Plan. The *Corporate Plan 2021-22 to 2025-26* is focused on how Council as an organisation works to deliver a better Brisbane. It outlines Council's strategic directions to achieve the long-term vision for the city and describes how Council will conduct its business over the five-year period.

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

Strategic directions

Strategic direction	What we do	Program, Business and Outcome
<p>Our prosperous city</p> <p>We harness global and local opportunities and encourage a pipeline of investment, jobs and businesses to support the economic growth of our city.</p>	<ul style="list-style-type: none"> Support a productive economy through targeted investment partnerships, attraction of skilled, emerging talent and entrepreneurs Support local businesses to capitalise on opportunities of business in Brisbane through the delivery of training, capacity building and skills development programs Encourage events and tourism growth Provide transport and infrastructure that supports business and industry, as well as our residents 	<ul style="list-style-type: none"> 1: Transport for Brisbane <ul style="list-style-type: none"> 1.1 – Active Transport 1.2 – Public Transport 2: Infrastructure for Brisbane <ul style="list-style-type: none"> 2.1 – Roads and Transport Network Management 2.2 – Parking Management 4: Future Brisbane <ul style="list-style-type: none"> 4.2 – Enhancing Brisbane’s Liveability 4.3 – Approving Quality Buildings and Infrastructure 5: Lifestyle and Community Services <ul style="list-style-type: none"> 5.1 – Strategic Planning of Lifestyle and Community Services 5.4 – Community Experience 7: Economic Development <ul style="list-style-type: none"> 7.1 – Growing Brisbane’s Economy 7.2 – Transforming Brisbane’s Inner City 7.3 – Brisbane as a Global, Olympic and Paralympic City 7.4 – Brisbane Economic Development Agency 8: City Governance <ul style="list-style-type: none"> 8.1 – Leading and Governing the City 8.3 – Enabling and Enhancing Council <p>Transport for Brisbane Business</p>
<p>Our sustainable and resilient city</p> <p>Through partnership, advocacy, direct action and intervention, Council supports a clean, green and sustainable Brisbane.</p>	<ul style="list-style-type: none"> Contribute to the national and global response to carbon neutrality and climate resilience Maintain and improve environmental standards and health Resilience to and preparedness for natural hazards Support sustainable choices in transport and waste management Build shared accountability for our environment between government, business, and the community 	<ul style="list-style-type: none"> 1: Transport for Brisbane <ul style="list-style-type: none"> 1.1 – Active Transport 1.2 – Public Transport 2: Infrastructure for Brisbane <ul style="list-style-type: none"> 2.3 – Drainage Infrastructure and Catchment Resilience 3: Sustainable City <ul style="list-style-type: none"> 3.1 – Sustainable and Resilient Community 3.2 – Low Carbon and Clean Environment 3.3 – Biodiversity, Urban Forest and Parks 3.4 – Sustainable Water Management 4: Future Brisbane <ul style="list-style-type: none"> 4.1 – Planning for a Growing City 4.3 – Approving Quality Buildings and Infrastructure 6: City Standards, Community Health and Safety <ul style="list-style-type: none"> 6.2 – Open Space Management 6.3 – Moving Brisbane Towards Zero Waste 7: Economic Development <ul style="list-style-type: none"> 7.3 – Brisbane as a Global, Olympic and Paralympic City 8: City Governance <ul style="list-style-type: none"> 8.1 – Leading and Governing the City <p>Transport for Brisbane Business City Standards</p>
<p>Our liveable city</p> <p>Council celebrates and connects Brisbane’s communities with the activities, events and places that make Brisbane great.</p>	<ul style="list-style-type: none"> Planning for development and infrastructure to support and guide the growth of the city Manage infrastructure, public spaces and facilities Deliver and facilitate local events and activities for residents Provide healthy and active lifestyle infrastructure and programs 	<ul style="list-style-type: none"> 1: Transport for Brisbane <ul style="list-style-type: none"> 1.1 – Active Transport 1.2 – Public Transport 2: Infrastructure for Brisbane <ul style="list-style-type: none"> 2.1 – Roads and Transport Network Management 3: Sustainable City <ul style="list-style-type: none"> 3.3 – Biodiversity, Urban Forest and Parks 4: Future Brisbane <ul style="list-style-type: none"> 4.1 – Planning for a Growing City 4.2 – Enhancing Brisbane’s Liveability 4.3 – Approving Quality Buildings and Infrastructure 5: Lifestyle and Community Services <ul style="list-style-type: none"> 5.1 – Strategic Planning of Lifestyle and Community Services 5.2 – Build the Community Facilities Network 5.3 – Provide Community Services 5.4 – Community Experience 6: City Standards, Community Health and Safety <ul style="list-style-type: none"> 6.1 – Maintaining the City 6.2 – Open Space Management 6.4 – Managing Animals 6.5 – Community Health 6.6 – Public Safety 7: Economic Development <ul style="list-style-type: none"> 7.2 – Transforming Brisbane’s Inner City

Strategic direction	What we do	Program, Business and Outcome
<p>Our inclusive city</p> <p>Council advocates for a Brisbane that is a city for everyone, free from discrimination with inclusive and supportive services and culture.</p>	<ul style="list-style-type: none"> • Conduct meaningful engagement and consultation with the community • Support access to essential and desirable services and facilities, regardless of age, ability, or background 	<p>7.3 – Brisbane as a Global, Olympic and Paralympic City City Standards</p> <p>1: Transport for Brisbane 1.1 – Active Transport 1.2 – Public Transport</p> <p>2: Infrastructure for Brisbane 2.1 – Roads and Transport Network Management 2.2 – Parking Management</p> <p>3: Sustainable City 3.3 – Biodiversity, Urban Forest and Parks</p> <p>4: Future Brisbane 4.1 – Planning for a Growing City 4.2 – Enhancing Brisbane’s Liveability 4.3 – Approving Quality Buildings and Infrastructure</p> <p>5: Lifestyle and Community Services 5.1 – Strategic Planning of Lifestyle and Community Services 5.2 – Build the Community Facilities Network 5.3 – Provide Community Services 5.4 – Community Experience</p> <p>6: City Standards, Community Health and Safety 6.2 – Open Space Management 6.3 – Moving Brisbane Towards Zero Waste</p> <p>7: Economic Development 7.3 – Brisbane as a Global, Olympic and Paralympic City</p> <p>8: City Governance 8.1 – Leading and Governing the City 8.3 – Enabling and Enhancing Council</p> <p>Transport for Brisbane Business</p>
<p>Our well-managed city</p> <p>Council provides strong leadership and governance for the city and is committed to delivering effective, efficient and valued services to the community.</p>	<ul style="list-style-type: none"> • Demonstrate good governance, integrity and accountability • Partner with community, business and other levels of government • Maintain a financially sustainable organisation • Provide positive customer experiences • Embrace digital technologies to improve Council’s information, processes and systems • Provide a positive and productive work environment for our employees 	<p>2: Infrastructure for Brisbane 2.2 – Parking Management</p> <p>5: Lifestyle and Community Services 5.4 – Community Experience</p> <p>6: City Standards, Community Health and Safety 6.6 – Public Safety</p> <p>7: Economic Development 7.3 – Brisbane as a Global, Olympic and Paralympic City</p> <p>8: City Governance 8.1 – Leading and Governing the City 8.2 – Financially Sustainable City 8.3 – Enabling and Enhancing Council</p> <p>City Standards City Projects Office</p>

Documents

Three documents relating to the Annual Plan and Budget 2024-25 are produced.

1. The Lord Mayor's Budget Speech document provides a transcript of the speech delivered to Council, which sets the direction for the operations, programs and financial management of Council.
2. The Annual Plan and Budget document provides details of revenues to be raised, program allocations, business information, annual operational plan, budgeted financial statements, Resolution of Rates and Charges and Program supporting information.

The Annual Plan and Budget document is made up of six sections:

- **Annual Budget:** provides details of revenue to be raised, program allocations, budgeted financial statements and business financial information which is consistent with Council's Corporate Plan and Annual Operational Plan.
 - **Annual Operational Plan:** states how Council will progress the implementation of the Corporate Plan and manage operational risks and is consistent with Council's Annual Budget.
 - **Resolution of Rates and Charges:** A formal resolution that sets out the various rates levied by Council and any associated charges, including any special rates and charges for the 2024-25 financial year.
 - **Schedule of Fees and Charges:** provides details of the fees and charges set for Council products and services for the financial year.
 - **Supporting Information:** an indicative estimate for strategies that will contribute to the delivery of each Program's outcomes as outlined in the Annual Operational Plan.
 - **Supporting Information – Suburban Works Program:** provides an indicative list of jobs proposed to be undertaken to rehabilitate or enhance Council's infrastructure.
3. The Annual Plan and Budget Summary document provides an overview and key highlights of the Annual Plan and Budget for the financial year.

Annual Budget

2024-25

Including forward estimates
2025-26 to 2027-28

Adopted by Council resolution on 20 June 2024

Annual Budget – Overview

Overview

The Annual Budget provides details of revenue to be raised, program allocations, budgeted financial statements and business financial information which is consistent with Council's Corporate Plan and Annual Operational Plan.

Setting the Annual Budget

Council has prepared the Annual Budget in accordance with accrual accounting and accounting policies required under Australian Accounting Standards, as applicable to not-for-profit entities. It complies with the *City of Brisbane Act 2010* (the Act) and the Regulation.

Under the Regulation, Council is required to prepare for the budget year and the next two financial years referencing financial position, cash flow, income and expenditure and changes in equity. The Regulation also requires Council to include its revenue policy, a revenue statement and a long-term financial forecast for the budget year and the following nine years.

The Annual Budget commences with an overview comparing the budgeted financial allocations for the anticipated 2023-24 financial year and proposed 2024-25 through to 2027-28 financial years.

Significant assumptions and parameters for long-term forecast

Council's budget process is developed on the following strategic inputs:

- asset management plans, which assess actual asset condition, desired level of service or asset condition, and recommended investment resources to achieve or maintain desired asset condition
- *Local Government Infrastructure Plan (LGIP)* and the South East Queensland Regional Plan
- non-infrastructure levels of service
- the administration's strategic outcomes and target setting.

Budget considerations during the budget development phase include prioritisation of capital and operating expenditure and compliance with credit metrics in the budget year and forecast period. This financial forecasting is prepared on a detailed 10-year long-term financial sustainability model (LTFSM), including the preparation of financial statements and a broad range of financial ratios.

LGIP guides Council's future capital works program and assists with long-term financial and asset management planning. The following table features forecast developer contribution (infrastructure charges) revenue and proposed expenditure on trunk infrastructure within the 2024-25 Annual Budget. The table also lists the annual cost of planned trunk infrastructure under the LGIP.

	Proposed 2024-25 \$000	Proposed 2025-26 \$000	Proposed 2026-27 \$000	Proposed 2027-28 \$000	Proposed Total \$000
Income	84,000	106,081	120,322	134,429	444,832
Trunk expense	306,117	190,141	161,444	158,780	816,482
LGIP	219,430	219,430	219,430	219,430	877,720

Purpose of the budgeted financial statements

Summary of Recommendations

The financial estimates are presented in a Summary of Recommendations showing:

- Net result
- the proposed allocations of expenses and estimates of income
- the anticipated closing accumulated surplus from 2023-24
- the proposed accumulated surplus at the end of 2024-25 through to 2027-28
- value of its assets, liabilities and community equity at the end of 2024-25 through to 2027-28.

Statement of Income and Expenditure

The Statement of Income and Expenditure outlines the income and expenses for the anticipated 2023-24 financial year and proposed 2024-25 through to 2027-28 financial years, and provides details of expected

financial performance for these periods. Readers can identify the cost of goods and services to be provided and those costs will be recovered from revenues raised based on expected financial performance. The Statement of Income and Expenditure reflects Council's operations, including Businesses and Council Providers.

Statement of Income and Expenditure – Businesses and Council Providers

The Statement of Income and Expenditure – Businesses and Council Providers details the income and expenses for the anticipated 2023-24 financial year and proposed 2024-25 through to 2027-28 financial years, and reflects the business activities, classified under the Regulation, delivered by Businesses and Council Providers.

Statement of Financial Position

The Statement of Financial Position provides information about the resources controlled by Council and other information, which is used to assess Council's financial structure, solvency and capacity for adaptation.

The Statement of Financial Position highlights Council's budgeted financial position at the end of the anticipated 2023-24 financial year and proposed 2024-25 through to 2027-28 financial years, in relevant categories of assets, liabilities and community equity.

Assets and liabilities are disclosed as current or non-current based on the likelihood of being liquidated, sold, received or paid within the 12-month Annual Budget periods. Such items are classed as current assets or current liabilities with all others considered non-current.

Community equity provides an understanding of the budgeted movements in the asset revaluation surplus, cash flow hedge reserve and the accumulated surplus.

Together, these accounts reflect the net community assets of Council.

Statement of Changes in Equity

The Statement of Changes in Equity provides an understanding of the budgeted movements in the accumulated surplus, asset revaluation surplus and any cash flow hedge reserve from the beginning to the end of each financial years presented.

The total community equity represents the amount of wealth currently required and in use by Council for its operations and to maintain its assets and infrastructure.

Statement of Cash Flows

The Statement of Cash Flows indicates the cash movements of Council for the anticipated 2023-24 financial year and proposed 2024-25 through to 2027-28 financial years. It includes cash received from rates and utility charges, grants and subsidies, fees and charges, public transport, developer contributions and from other income streams, offset by payments to employees and suppliers. It also includes financing activities from borrowings and leases.

The Statement of Cash Flows, together with other financial statements, helps to assess Council's ability to generate cash flows to meet its financial commitments.

Statement of Summary of Recommendations – Long-Term Financial Forecast

The Statement of Summary of Recommendations – Long-Term Financial Forecast includes Council's:

- Net result
- the proposed allocations of expenses and estimates of income
- the proposed accumulated surplus at the end of 2024-25 and the following nine years
- value of its assets, liabilities and community equity at the end of 2024-25 and the following nine years.

Statement of Financial Ratios

As required by the Act and the Regulation, the following measures of financial sustainability have been included in accordance with the *Financial Management (Sustainability) Guideline 2024* issued by the Queensland Government's Department of Housing, Local Government, Planning and Public Works.

- Council-controlled revenue
- Population growth
- Operating surplus ratio
- Asset sustainability ratio
- Asset consumption ratio
- Asset renewal funding ratio

- Operating cash ratio
- Unrestricted cash expense cover ratio
- Leverage ratio

Program and Businesses Budgeted Financial Statements

The Program and Business Activity Budgeted Financial Statements within the Annual Budget, outline for each Council Program and Business Activity, the income, expenses and capital expenditure for the anticipated 2023-24 financial year and proposed 2024-25 through to 2027-28 financial years.

Council's Programs include:

- Program 1 – Transport for Brisbane
- Program 2 – Infrastructure for Brisbane
- Program 3 – Sustainable City
- Program 4 – Future Brisbane
- Program 5 – Lifestyle and Community Services
- Program 6 – City Standards, Community Health and Safety
- Program 7 – Economic Development
- Program 8 – City Governance

Council's Businesses include:

- Transport for Brisbane
- City Projects Office
- City Standards

Business and Council Providers

The Business and Council Providers Budgeted Financial Statements can be found on pages 28-48.

Revenue Statement

Council's Revenue Statement provides detail about Council's revenue raising measures, including rating categories, fees and charges, infrastructure charges, concessions and discounts.

Revenue Policy

Council's Revenue Policy states the principles that Council proposes to employ in the 2024-25 financial year for levying rates and charges, granting concessions, recovering overdue rates, cost recovery methods and charges for funding physical and social infrastructure costs for new development.

Resolution of Rates and Charges

A formal resolution that sets out the various rates levied by Council and any associated charges, including any special rates and charges for the 2024-25 financial year.

Rounding

Figures in tables and generally in the text have been rounded. Estimates are rounded to the nearest thousand and estimates midway between rounding points are rounded up.