



BUSINESSES

2025-26

Adopted by Council Resolution on 26 June 2025

BUSINESSES

Businesses deliver products and services. This section provides an overview detailing the Businesses delivering significant activities which are subject to *National Competition Policy* (NCP) reporting requirements.

***National Competition Policy* business activities**

This disclosure in relation to NCP is made to satisfy CoBA and CoBR.

Commercial business units:

- Transport for Brisbane
- City Parking

Significant business activities using full cost pricing:

- Civil Construction and Maintenance Operations
- Public Space Operations
- Waste and Resource Recovery Services
- Brisbane City Cemeteries

Prescribed business activities applying the code of competitive conduct:

- City Projects Office
- Golf Courses
- Riverstage
- Asset Portfolio Management

Asset Portfolio Management's external revenue includes non-contestable work. The budgeted statement also includes activities for sports and aquatic centres and City Hall precincts and property services.

Surpluses after the application of the requirements of the Tax Equivalents Regime are returned to Council's overall operating surplus.

A budgeted statement of income and expenditure by classification of NCP activity, showing the anticipated 2024-25 and proposed 2025-26 through to 2028-29 budget, can be found on [page 18](#).

Business Activity Statements for each business can be found on [page 19](#).

Information about each business can be found on [pages 20 to 22](#).

STATEMENT OF INCOME AND EXPENDITURE (BUSINESSES) - SUMMARY BY CLASSIFICATION

For the year ending 30 June

	Anticipated 2024-25 \$000	Proposed 2025-26 \$000	Proposed 2026-27 \$000	Proposed 2027-28 \$000	Proposed 2028-29 \$000
Income					
Commercial business units	703,632	762,193	782,175	799,879	814,693
Prescribed business activities	40,033	34,915	36,128	36,655	34,512
Significant business activities with full cost pricing	305,613	331,513	360,970	392,851	408,481
	1,049,278	1,128,621	1,179,273	1,229,385	1,257,686
Expenses					
Commercial business units	673,743	721,008	737,936	754,901	770,089
Prescribed business activities	209,350	131,578	134,229	131,824	129,970
Significant business activities with full cost pricing	604,506	661,468	690,024	745,518	757,571
	1,487,599	1,514,054	1,562,189	1,632,243	1,657,630
Less costs allocated to internal services	(491,384)	(447,556)	(449,030)	(461,108)	(468,745)
Total expenses relating to external services	996,215	1,066,498	1,113,159	1,171,135	1,188,885
Commercial business units	29,889	41,185	44,239	44,978	44,604
Prescribed business activities	9,210	5,611	6,640	6,761	7,487
Significant business activities with full cost pricing	13,964	15,327	15,235	6,511	16,710
Surplus before tax	53,063	62,123	66,114	58,250	68,801
Less imputed income tax	(16,107)	(18,706)	(19,834)	(17,475)	(20,641)
Surplus after tax	36,956	43,417	46,280	40,775	48,160

Note:

The activity statements of Businesses can be found on [page 19](#).

STATEMENT OF INCOME AND EXPENDITURE (BUSINESSES) - ACTIVITY STATEMENTS

For the year ending 30 June 2026

	COMMERCIAL		FULL COST PRICING				PRESCRIBED BUSINESS ACTIVITIES			
	Transport for Brisbane	City Parking	Civil Construction and Maintenance Operations	Public Space Operations	Waste and Resource Recovery Services	Brisbane City Cemeteries	City Projects Office	Golf Courses	Riverstage	Asset Portfolio Management
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Income										
External revenue	500,321	9,943	47,001	1,157	258,919	11,646	597	3,980	4,154	14,088
Council transport operating subsidy/ Community service obligations	210,302	-	-	-	-	3,893	-	266	318	11,512
Other revenue	41,192	435	-	-	8,897	-	-	-	-	-
Total income	751,815	10,378	47,001	1,157	267,816	15,539	597	4,246	4,472	25,600
Expenses										
Employee costs	373,488	1,919	50,281	69,660	7,962	5,386	65,699	203	328	918
Materials and services	275,995	8,540	127,276	137,848	242,255	9,223	16,070	2,942	4,017	16,661
Depreciation and amortisation	57,363	148	4,147	275	3,678	930	165	925	109	23,329
Finance costs	3,321	-	-	-	2,000	-	-	-	-	-
Loss on disposal	200	-	-	-	-	-	-	-	-	-
Other expenses	33	1	-	-	-	-	-	142	-	-
Competitive neutrality costs	-	-	85	9	453	-	18	34	18	-
Total expenses	710,400	10,608	181,789	207,792	256,348	15,539	81,952	4,246	4,472	40,908
Less costs allocated to internal services	-	-	(138,482)	(206,800)	-	-	(81,445)	-	-	(20,829)
Total expenses relating to external services	710,400	10,608	43,307	992	256,348	15,539	507	4,246	4,472	20,079
Surplus (deficit) before tax	41,415	(230)	3,694	165	11,468	-	90	-	-	5,521
Less imputed income tax	(12,424)	-	(1,108)	(50)	(3,440)	-	(27)	-	-	(1,657)
Surplus (deficit) after tax	28,991	(230)	2,586	115	8,028	-	63	-	-	3,864



INFORMATION ABOUT BUSINESSES

Transport for Brisbane

Transport for Brisbane aims to deliver high-quality public transport services with a focus on customer service and sustainable transport options for residents and visitors to Brisbane. The objective of the business is to provide frequent, reliable, comfortable and safe services for our passengers. As Brisbane's major provider of public transport, the business includes the provision of an integrated network of scheduled passenger bus services, turn-up-and-go metro services, CityCat and ferry services, supported by shared e-mobility schemes.

Council is focused on providing safe, convenient and efficient travel options through the delivery of integrated, functional and coordinated citywide public transport options. A range of transport options provide lifestyle choices for the community, opportunities to reduce congestion, and deliver economic, social and environmental benefits with Council continuing to invest in growing Brisbane's transport networks and services.

Transport for Brisbane will report on financial and non-financial outcomes, indicators and targets as contained in the Annual Budget, Annual Operational Plan and Annual Performance Plan for 2025-26.

City Parking

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

City Parking manages Council's two off-street parking stations and are committed to providing parking services that meet customer needs by delivering value for money, safe, accessible and reliable parking services.

Civil Construction and Maintenance Operations

Civil Construction and Maintenance Operations provides relevant services to Council that meet customer expectations in quality, productivity, availability and value for money. This is achieved by maintaining continuous improvement in all parts of the business and by fostering an innovative, motivated and dedicated team-based workforce.

A diverse range of services are delivered across the following operational areas.

Asphalt and Aggregates

- Operating highly efficient asphalt plants located at Eagle Farm and Riverview including the use of recycled glass as a core component in designs.
- Producing innovative asphalt mixes including trials of crumbed rubber sourced from tyre recycling operators.
- Conducting quarrying operations at Mt Coot-tha and Bracalba quarries, producing an extensive range of quarry products utilised in the road and civil construction industries.
- Operating a recycling facility at Pine Mountain quarry which allows the reuse of concrete materials, reclaimed road base and asphalt.
- Conducting major road resurfacing, minor road maintenance services and line marking.
- Delivering road construction and rehabilitation.

Construction

- Constructing and maintaining bikeways, footpaths and kerb and channel.
- Constructing and maintaining steel, timber and concrete bridges.
- Constructing and maintaining retaining walls and embankments.
- Constructing intersection and traffic improvements.
- Assembling, installing and operating traffic management systems.
- Providing asset data collection services.
- Providing services in local and major drainage, stormwater projects and waterways rehabilitation.
- Providing trade services and maintenance management for Council-owned offices, industrial locations, entertainment facilities and heritage buildings.



Public Space Operations

Public Space Operations is responsible for the annual operational delivery of maintenance and operational services throughout the city's public and green spaces to ensure clean and safe environments for the community.

The diverse range of services include:

- cleaning of urban precincts and streets, including bus stops, graffiti removal, road sweeping and stormwater gully cleaning
- delivering arboriculture, natural area, parkland and horticultural maintenance services, including street tree maintenance
- delivering mosquito, vegetation and pest control
- delivering street and project sign maintenance and installation.

Waste and Resource Recovery Services

Waste and Resource Recovery Services supports Brisbane's waste reduction and recycling program. We provide essential and innovative services and seek to influence behaviour change to protect human health and the environment.

The benefits we provide are value for money services and positive environmental outcomes.

The diverse range of services include:

- undertaking the collection and management of waste and recyclable materials (including garden organics)
- ensuring the resource recovery centres at Nudgee, Willawong, Chandler and Ferny Grove, Treasure Troves and the Brisbane Landfill are effectively managed to increase recycling and resource recovery rates and reduce waste to landfill
- delivering new strategic initiatives in waste reduction and resource recovery
- working with industry to develop robust markets for secondary raw materials
- developing and delivering education and communication on waste avoidance, resource recovery and recycling to improve community understanding and influence behaviour change.

Brisbane City Cemeteries

Council's cemeteries deliver cemetery and crematorium services that reflect the diversity of Brisbane residents and community. Cemeteries will aim to provide venues for funeral services, burials, cremations, memorial walls and gardens.

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

The diverse range of services 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.

City Projects Office

City Projects Office provides professional services across project management, built and natural environment and engineering disciplines. As an in-house project management and design group, emphasis is placed on value adding, quality, design best practice, innovation and environmental sustainability. City Projects Office continues to maintain strong partnerships and stakeholder relationships to ensure expectations are realised, all within the wider goal of contributing to an inclusive, prosperous, liveable, sustainable and well-managed city.

City Projects Office will continue to deliver high-quality professional services to meet Council's engineering, built environment, land management and natural environment needs, within the framework of the *Brisbane Vision 2031*.

The business will support its partners to deliver within a broad range of programs across Council.

City Projects Office proposed investments are focused on maintaining industry standard tools of trade, through well-managed, planned replacement programs.

City Projects Office is primarily funded from Council's budget, supplemented by revenue from services supplied to the Queensland Government and local government bodies.



Golf Courses

Council's golf courses offer Brisbane residents and visitors recreation and healthy lifestyle activities. In addition to the venue maintenance services associated with our courses, contract management of the leases and licences in place to operate the function centres and ancillary services at these sites is also provided.

Riverstage

Riverstage is an outdoor entertainment venue located in the City Botanic Gardens. The Riverstage business manages the venue operations and maintenance services at this site.

Asset Portfolio Management

Asset Portfolio Management's business activities aim to deliver and manage a corporate real estate property portfolio to Council which can be benchmarked against industry standards.

The diverse range of services include:

- providing a knowledgeable resource for the management and delivery of property asset management across the organisation
- managing Council's real estate portfolio in a manner that optimises the financial return and benefit to the organisation, while facilitating Council's urban renewal and development initiatives
- managing Council's property lease portfolio for land, buildings (commercial, retail, industrial, residential), advertising signs/billboards and telecommunication installations from initial identification of need through to surrender/termination
- providing comprehensive property services including management of the assigned built environment particularly relating to maintenance initiatives, corporate property services contracts, risk management practices and legislative compliance matters such as environmental and heritage management and workplace health and safety.

Community access

With the inclusion of City Hall and aquatic centres within the Asset Portfolio Management business activity, this has given rise to a community service, in consideration of the significant involvement of those facilities in achieving community objectives, for which full cost recovery is not undertaken.

Community use of City Hall for functions and events is supported by Community Funding Support. The City Hall facility remains accessible to residents and visitors of Brisbane. City Hall is also the seat of local government and has an important role in providing publicly accessible Council meetings and committees to support the administration of local government. Public areas in the facility are open daily.

Asset Portfolio Management also supports Community and the Arts with the operational maintenance and asset coordination of 22 aquatic centres.

The Asset Portfolio Management business activities include:

- facilitating service operators to provide a high level of customer service
- facilitating the provision of value for money products and services which involves subsidising services
- exploring innovative and sustainable improvements to the productivity of its sports and aquatic facilities
- exploring opportunities with private enterprise to improve services
- maintaining facilities to a high standard and managing heritage obligations.