

Annual Operational Plan Progress and Quarterly Financial Report

June 2025



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Overview and basis of preparation

This report has been prepared to meet the reporting requirements of the *City of Brisbane Regulation 2012* (the Regulation) and relates to the 2024-25 financial year.

The approved End of Year Budget Review figures have been used for the approved annual budget 2024-25.

Amounts included in this report are year to date figures rounded to the nearest thousand (\$000) or millions (\$m) or billions (\$bn) unless otherwise stated. Amounts may not add to the correct subtotals or totals due to rounding.

Section 1 – Quarterly Financial Report

The Quarterly Financial Report represents a special purpose financial report prepared specifically to meet the requirements of the Regulation and is not required to be audited. This report includes the statements of comprehensive income, financial position, changes in equity and cash flows for the year ended June 2025. The recognition and measurement requirements of the Australian Accounting Standards have been applied in preparing the quarterly financial report.

Section 2 – Annual Operational Plan Progress Report

The Annual Operational Plan progress report is a written assessment of Council's progress towards implementing the 2024-25 Annual Operational Plan (Annual Plan). Council's operations are focussed on achieving the strategic directions through the Annual Plan, delivered via the projects and services of Council's programs and business units.

This section includes the financial results at the program and business level in relation to the annual budget. This also reports on significant highlights and updates for each program and business for the year.

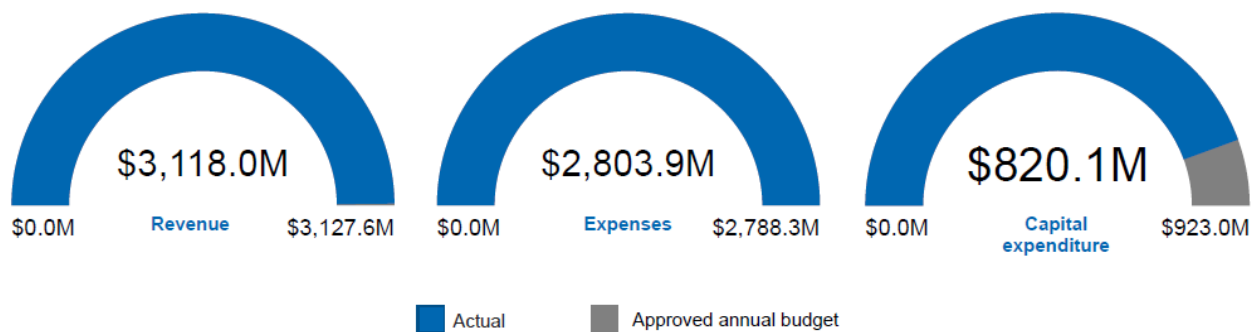
Section 3 – Commercialised Businesses

This section provides the Annual Performance Plan report for Council's commercialised business units including Transport for Brisbane and City Parking, as required by the Regulation. Transport for Brisbane commercial business includes the activities in the Transport for Brisbane business unit and the activities in Transport for Brisbane and other programs in Section 2. City Parking forms part of the Infrastructure for Brisbane program in Section 2.

Section 1 – Quarterly Financial Report

Financial results

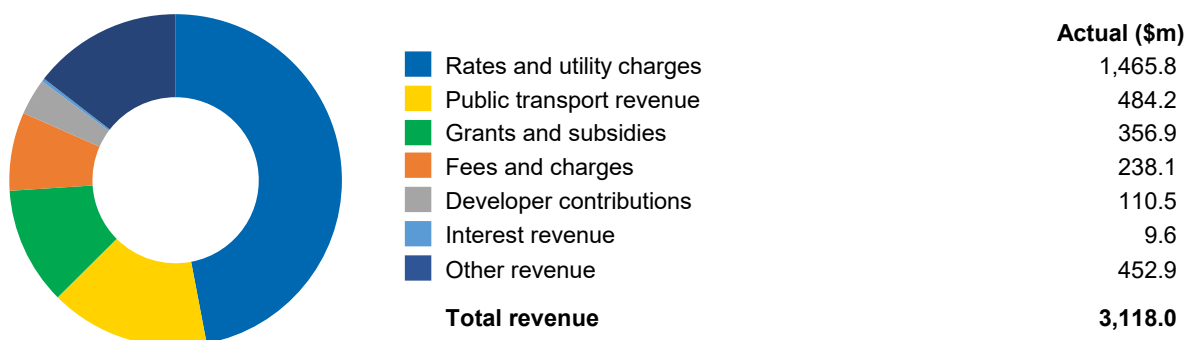
Council's financial report for the year ended June 2025 is shown on pages 9 to 12.



Revenue

Council's revenue is below budget for the year mainly due to the following.

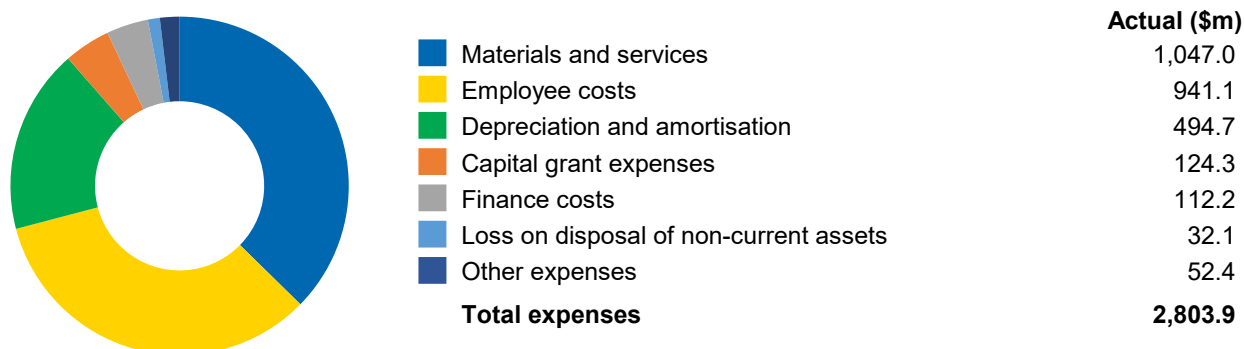
- Lower than anticipated other contributions and donations revenue mainly relating to timing of roads non-developer contributed assets now anticipated in 2025-26.
- Lower than anticipated grants and subsidies revenue relating to the Urban Congestion Fund.
- Partly offset by higher than anticipated grants and subsidies revenue mainly relating to the early receipt of the Australian Government Financial Assistance Grant.



Expenses

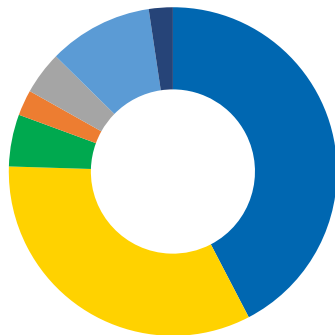
Council's expenses are above budget for the year mainly due to the following.

- Timing of expenses relating to the transfer of Brisbane Metro project assets to third parties.
- Higher than anticipated employee costs due to lower capitalised expenditure.
- Partly offset by:
 - Lower materials and services achieved through strategic procurement.
 - Lower depreciation and amortisation costs mainly on software and road networks assets resulting from estimated useful life adjustments and comprehensive asset revaluation.

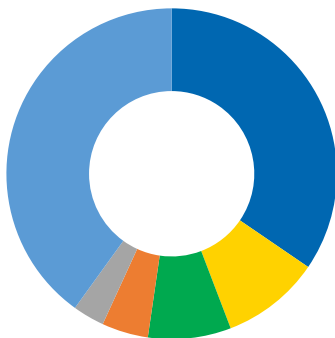


Capital expenditure

Council's capital expenditure is below budget for the year mainly due to lower than anticipated expenditure in the Infrastructure for Brisbane, Sustainable City and Transport for Brisbane programs (refer to section 2).



	Actual (\$m)
Transport for Brisbane	347.3
Infrastructure for Brisbane	271.8
Sustainable City	42.0
Lifestyle and Community Services	20.7
City Standards, Community Health and Safety	34.6
City Governance	84.3
Other programs and businesses	19.4
Total capital expenditure by program	820.1



	Actual (\$m)
Brisbane Metro	283.2
Road Network Renewal	79.2
Moggill Road Corridor Upgrade	66.6
Bridges for Brisbane	37.3
Beams Road	25.4
Others (135 projects)	328.5
Total capital expenditure by project	820.1

Financial position overview

Council's net assets increased by \$1.3 billion compared to June 2024, mainly due to revaluation increments for infrastructure and land assets, and in accumulated surplus as a result of an increase in net result for the year. Refer to statement of financial position on page 10.

Measures of financial sustainability

Financial sustainability ratios provide Council with insights about its liquidity and operational efficiency. The following ratios for the year are prepared in accordance with the requirements of the *City of Brisbane Regulation 2012* and the *Financial Management (Sustainability) Guideline 2024* (Guideline).

Measures of financial sustainability	Actual
Financial capacity	
Council controlled revenue ¹	63.6%
Population growth ¹	3.1%
Operating performance	
Operating surplus ratio	7.5%
Operating cash ratio	23.7%
Liquidity	
Unrestricted cash expense cover ratio	5 months
Asset management	
Asset sustainability ratio	61.5%
Asset consumption ratio	81.0%
Asset renewal funding ratio ¹	83.3%
Debt servicing capacity	
Leverage ratio	4.9 times

¹ Unaudited measure that is reported for contextual purposes only. All other ratios have been audited at the end of the financial year.

The population growth ratio has been calculated using population data from prior years in accordance with the Guideline. The above ratios exclude the impact of service concession arrangements.

Statement of comprehensive income

For the year ended June 2025	Actual \$000	Approved annual budget 2024-25 \$000	Actual June 2024 \$000
Revenue			
Rates and utility charges	1,511,490	1,509,079	1,423,029
Less discounts and rebates	(45,737)	(45,664)	(44,859)
	<u>1,465,753</u>	<u>1,463,415</u>	<u>1,378,170</u>
Grants and subsidies	356,932	351,053	371,314
Developer contributions	110,494	105,724	189,348
Other contributions and donations	8,975	40,498	8,086
Fees and charges	238,056	240,889	223,837
Public transport revenue	484,234	481,466	396,559
Interest revenue	9,620	8,217	13,094
Other revenue	443,926	436,343	457,594
	<u>1,652,237</u>	<u>1,664,190</u>	<u>1,659,832</u>
	<u>3,117,990</u>	<u>3,127,605</u>	<u>3,038,002</u>
Expenses			
Employee costs	941,136	909,338	884,437
Materials and services	1,046,980	1,065,880	982,756
Depreciation and amortisation	494,687	504,805	518,709
Finance costs	112,212	110,857	98,298
Loss on disposal of non-current assets	32,115	40,968	64,021
Capital grant expenses*	124,316	108,246	104
Other expenses	52,443	48,222	55,605
	<u>2,803,889</u>	<u>2,788,316</u>	<u>2,603,930</u>
Net result	<u>314,101</u>	<u>339,289</u>	<u>434,072</u>
Other comprehensive income			
Items that will not be reclassified to net result			
Increase in asset revaluation surplus	948,760	957,399	6,550,293
Remeasurement of defined benefit plan	(877)	-	(4,246)
Movement in cash flow hedge reserve	3,558	(2,714)	(3,862)
	<u>951,441</u>	<u>954,685</u>	<u>6,542,185</u>
Total comprehensive income	<u>1,265,542</u>	<u>1,293,974</u>	<u>6,976,257</u>

*Transfer of Brisbane Metro project assets to the Queensland Government or other third parties.

Statement of financial position

As at 30 June 2025	Actual \$000	Approved annual budget 2024-25 \$000	Actual June 2024 \$000
Current assets			
Cash and cash equivalents	144,061	66,731	67,444
Receivables	76,345	89,845	89,376
Inventories	23,881	26,397	25,754
Derivative financial instruments	6,272	-	1,366
Other current assets	115,738	102,685	113,199
Assets classified as held for sale	8,790	-	-
	<u>375,087</u>	<u>285,658</u>	<u>297,139</u>
Non-current assets			
Investment in associate	2,158,143	2,158,143	2,158,143
Other investments	223,176	217,421	214,688
Derivative financial instruments	-	-	1,348
Property, plant and equipment	41,244,005	41,385,897	40,005,710
Intangible assets	120,024	104,927	130,640
Lease right of use assets	447,077	438,528	490,081
Superannuation defined benefit plan	16,042	17,292	17,292
	<u>44,208,467</u>	<u>44,322,208</u>	<u>43,017,902</u>
Total assets	<u>44,583,554</u>	<u>44,607,866</u>	<u>43,315,041</u>
Current liabilities			
Payables	394,187	382,431	414,352
Other financial liabilities	139,611	134,544	303,886
Lease liabilities	70,111	75,335	69,940
Provisions	226,350	224,670	229,560
Service concession liabilities	61,031	61,090	60,677
Other current liabilities	121,946	132,934	132,934
	<u>1,013,236</u>	<u>1,011,004</u>	<u>1,211,349</u>
Non-current liabilities			
Payables	11,483	8,809	8,809
Other financial liabilities	2,982,645	2,987,961	2,641,673
Lease liabilities	560,786	547,890	607,768
Provisions	135,607	143,031	142,250
Service concession liabilities	1,545,825	1,548,848	1,595,931
Other non-current liabilities	40,115	38,034	78,946
	<u>5,276,461</u>	<u>5,274,573</u>	<u>5,075,377</u>
Total liabilities	<u>6,289,697</u>	<u>6,285,577</u>	<u>6,286,726</u>
Net community assets	<u>38,293,857</u>	<u>38,322,289</u>	<u>37,028,315</u>
Community equity			
Asset revaluation surplus	23,485,677	23,494,316	22,536,917
Cash flow hedge reserve	6,272	-	2,714
Accumulated surplus	14,801,908	14,827,973	14,488,684
Total community equity	<u>38,293,857</u>	<u>38,322,289</u>	<u>37,028,315</u>

Statement of changes in equity

For the year ended June 2025	Asset revaluation surplus \$000	Cash flow hedge reserve \$000	Accumulated surplus \$000	Total \$000
Balance as at 1 July	22,536,917	2,714	14,488,684	37,028,315
Net result	-	-	314,101	314,101
Other comprehensive income	948,760	3,558	(877)	951,441
Balance as at 30 June	23,485,677	6,272	14,801,908	38,293,857

For the approved annual budget June 2025	Asset revaluation surplus \$000	Cash flow hedge reserve \$000	Accumulated surplus \$000	Total \$000
Balance as at 1 July	22,536,917	2,714	14,488,684	37,028,315
Net result	-	-	339,289	339,289
Other comprehensive income	957,399	(2,714)	-	954,685
Balance as at 30 June	23,494,316	-	14,827,973	38,322,289

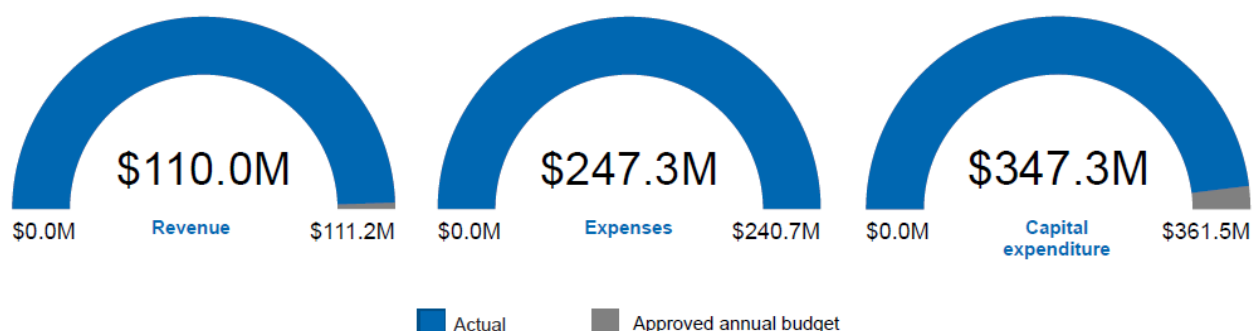
For the year ended June 2024	Asset revaluation surplus \$000	Cash flow hedge reserve \$000	Accumulated surplus \$000	Total \$000
Balance as at 1 July	15,986,624	6,576	14,000,884	29,994,084
Change in valuation method for plant and equipment assets from fair value to cost (through other comprehensive income)	(57,974)	-	57,974	-
Adjusted opening balance	15,928,650	6,576	14,058,858	29,994,084
Net result	-	-	434,072	434,072
Other comprehensive income	6,608,267	(3,862)	(4,246)	6,600,159
Balance as at 30 June	22,536,917	2,714	14,488,684	37,028,315

Statement of cash flows

For the year ended June 2025	Actual \$000	Approved annual budget 2024-25 \$000	Actual June 2024 \$000
Cash flows from operating activities			
Receipts			
Rates and utility charges	1,470,039	1,462,468	1,380,243
Fees and charges	234,310	228,494	246,571
Public transport revenue	528,255	481,466	432,609
Contributions, donations, grants and subsidies	104,107	80,077	27,057
Goods and Services Tax received from Australian Taxation Office	101,630	-	138,597
Interest revenue	9,637	8,217	13,290
Dividends and participation returns received	116,233	116,658	121,259
Other receipts	214,459	252,216	231,152
	<u>2,778,670</u>	<u>2,629,596</u>	<u>2,590,778</u>
Payments			
Employee costs	(933,552)	(899,216)	(884,944)
Materials and services	(1,281,514)	(1,153,974)	(1,122,311)
Finance costs	(107,860)	(106,547)	(94,548)
Other payments	(36,879)	(36,364)	(42,699)
	<u>(2,359,805)</u>	<u>(2,196,101)</u>	<u>(2,144,502)</u>
Net increase in cash from operating activities	<u>418,865</u>	<u>433,495</u>	<u>446,276</u>
Cash flows from investing activities			
Proceeds from sale of non-current assets	15,311	24,786	17,634
Payments for non-current assets	(820,074)	(922,983)	(1,424,729)
Receipts for capital contributions, donations, grants, subsidies and other capital revenue	362,082	363,188	453,690
Net decrease in cash from investing activities	<u>(442,681)</u>	<u>(535,009)</u>	<u>(953,405)</u>
Cash flows from financing activities			
Net proceeds from (repayment of) working capital facility	(185,000)	(185,000)	185,000
Proceeds from borrowings	475,000	475,000	395,000
Repayment of borrowings	(113,303)	(113,054)	(97,320)
Lease incentive received	-	-	100,000
Lease liabilities principal payments	(76,264)	(76,145)	(79,134)
Net increase in cash from financing activities	<u>100,433</u>	<u>100,801</u>	<u>503,546</u>
Net increase (decrease) in cash and cash equivalents held	<u>76,617</u>	<u>(713)</u>	<u>(3,583)</u>
Cash and cash equivalents as at 1 July	<u>67,444</u>	<u>67,444</u>	<u>71,027</u>
Cash and cash equivalents as at 30 June	<u>144,061</u>	<u>66,731</u>	<u>67,444</u>

Section 2 – Annual Operational Plan Progress Report

Program 1 – Transport for Brisbane



Program financial results

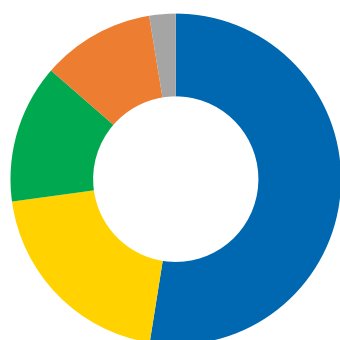
Revenue is below budget for the year mainly due to the following.

- Lower than anticipated other revenue relating to timing of Urban Utilities reimbursements.
- Lower than anticipated other contributions and donations relating to footpath and bikeway contributed assets.
- Partly offset by higher than anticipated other revenue relating to the Transport Partnerships strategy.

Expenses are above budget for the year mainly due to the following.

- A reallocation from capital expenditure to expenses in the Plan Design and Deliver the Active Transport Network and the Brisbane Metro strategies mainly relating to the Bridges for Brisbane, Active Transport Infrastructure and the Brisbane Metro projects (refer offset in capital expenditure).
- Partly offset by:
 - Lower than anticipated expenditure in the Brisbane Metro strategy mainly relating to the Brisbane Metro Operational Readiness project.
 - Lower than anticipated expenditure in the Provide Ferry Services and Maintenance strategy mainly relating to the ferry services and maintenance activities.
 - Lower than anticipated expenditure in the Plan, Design and Deliver the Active Transport Network strategy mainly relating to the Bridges for Brisbane project.
 - Lower than anticipated expenditure in the Provide Bus and Metro Services and Maintenance strategy mainly relating to the Free Off-Peak Travel for Seniors on Buses and bus services and maintenance activities.

Capital expenditure is below budget for the year mainly due to a reallocation from capital expenditure to expenses in the Plan Design and Deliver the Active Transport Network and the Brisbane Metro strategies mainly relating to the Bridges for Brisbane, Active Transport Infrastructure Fund and the Brisbane Metro projects (refer offset in expenses).



Brisbane Metro	312.3
Provide Bus and Metro Services and Maintenance	120.8
Provide Ferry Services and Maintenance	80.6
Plan, Design and Deliver the Active Transport Network	65.6
Other strategies	15.3
Total expenses by strategy (expenses and capital expenditure)	594.6

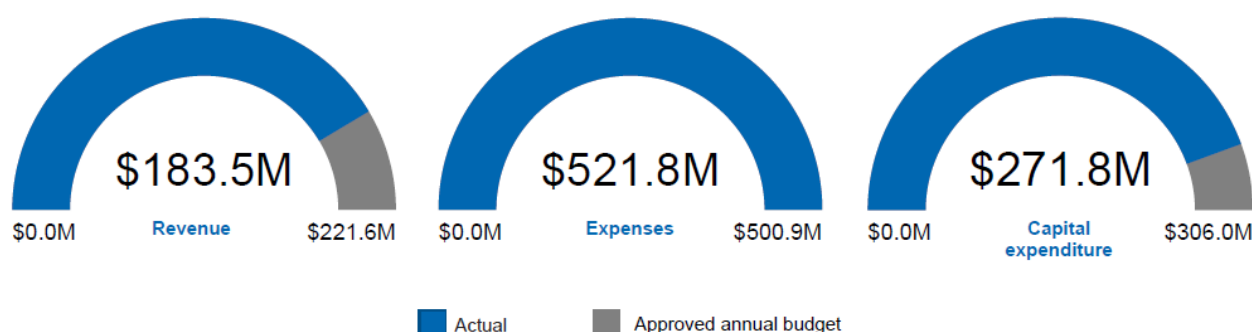
Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Promote Active Transport	<ul style="list-style-type: none"> Progressed delivery of Councils' Safer School Precincts program including: <ul style="list-style-type: none"> Completed engagement for the first Safer School Precinct in Kedron. Completed engagement for the second Safer School Precinct in Mansfield. The Safe School Travel Infrastructure program: <ul style="list-style-type: none"> Completed pedestrian access and safety improvements near Coorparoo State School, Coorparoo. The Active School Travel (AST) program: <ul style="list-style-type: none"> Supported 29 schools who hosted approximately 870 weekly active travel days. The Cycling Brisbane program: <ul style="list-style-type: none"> Delivered 180 riding skills workshops and guided rides across Brisbane. Sponsored TRACTION to deliver bike build workshops to 87 young people from Brisbane schools and 37 newly arrived Queenslanders from Multicultural Australia.
Transport Partnerships	<ul style="list-style-type: none"> Exceeded 948,000 e-mobility trips on e-scooters and e-bikes for the April to June 2025 quarter. Since July 2024, this totals 3.5 million and 18.6 million since the inception of the scheme in November 2018. Continued the roll-out of e-mobility parking hubs with 7 new locations in the Central Business District (CBD) and inner suburbs in the April to June 2025 quarter, and 11 sites for the financial year.
Provide Ferry Services and Maintenance	<ul style="list-style-type: none"> Progressed construction of CityCat 31 as part of the Next Generation CityCats project. Patronage growth across the ferry network of over 38% for the financial year, compared with the same period last year.
Provide Bus and Metro Services and Maintenance	<ul style="list-style-type: none"> Exceeded 14.8 million free off-peak trips for Brisbane's seniors on buses and ferries since the inception of the scheme in October 2019.

Strategy	Highlights and updates
Provide Public Transport Infrastructure	<ul style="list-style-type: none"> Commenced design of 11 bus stop. Commenced construction of 2 bus stops. Completed construction of 6 bus stop upgrades, including 2 fully funded through the Department of Transport and Main Road's (TMR) School Transport Infrastructure Program and 3 partially funded through TMR's Public Transport Accessible Infrastructure Program.
Brisbane Metro	<ul style="list-style-type: none"> Continued delivery of the Brisbane Metro strategy: <ul style="list-style-type: none"> <i>Inner City North</i> <ul style="list-style-type: none"> Testing and commissioning activities in Adelaide Street tunnel commenced in June 2025 to prepare the tunnel for bus and metro operations. Queen Street bus station stop realignment works completed in June 2025. <i>Inner City South</i> <ul style="list-style-type: none"> Cultural Centre station platform 3 opened for operations in June 2025. Victoria Bridge cycleway completed and opened in June 2025. <i>Suburban</i> <ul style="list-style-type: none"> Completed majority of works at Buranda busway station platform level, with extended platforms operational from May 2025. <i>Network and readiness</i> <ul style="list-style-type: none"> Finalised tools and tactics to support implementation of Brisbane's New Bus Network and Brisbane Metro services. Finalised delivery of infrastructure to support Brisbane's New Bus Network (bus stop infrastructure and road network changes). Engagement with key project partners, Transport for Brisbane and Translink, to support the operational and customer readiness activities for the implementation of Brisbane's New Bus Network and Brisbane Metro services. Media and marketing activities across print and digital media to promote awareness of network changes. Installation of signage across all Brisbane bus stops and busway stations to raise awareness of network changes. Supported Translink with customer facing communications including journey planner updates, web notices and external collateral. Extensive stakeholder engagement with Councillors, accessibility sector, schools, community organisations and businesses ahead of implementation. Mobilisation of on-ground resources to support customers with navigating network changes. Implementation of Brisbane's New Bus Network on 30 June 2025. <i>Vehicle</i> <ul style="list-style-type: none"> Delivery and commissioning activities with 41 vehicles operationally available for commencement of M1 services on 30 June 2025. Completed commissioning activities for all charging infrastructure and supporting systems.

Program 2 – Infrastructure for Brisbane



Program financial results

Revenue is below budget for the year mainly due to the following.

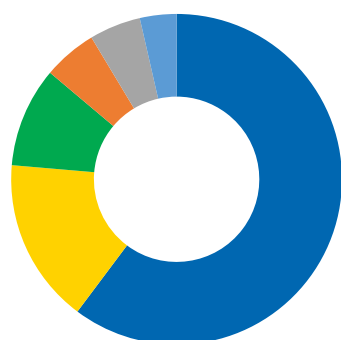
- Lower than anticipated other contributions and donations revenue relating to timing of roads, drainage and kerb and channel contributed assets.
- Lower than anticipated grants and subsidies revenue relating to the Urban Congestion Fund.

Expenses are above budget for the year mainly due to the following.

- Higher than anticipated expenditure in the Maintain and Improve the Transport Network strategy mainly relating to timing of capital grant expenses.
- A reallocation from capital expenditure to expenses in the Maintain and Improve the Transport Network strategy mainly relating to the Major Traffic Improvements – Intersections and Major Road Network Improvements Design projects (refer offset in capital expenditure).
- A reallocation from capital expenditure to expenses in the Build the Transport Network strategy mainly relating to the Congestion Busting Projects and Suburban Corridor Modernisation project (refer offset in capital expenditure).
- A reallocation from capital expenditure to expenses in the Delivering Drainage Networks strategy mainly relating to the Stormwater Infrastructure and Drainage Design projects (refer offset in capital expenditure).

Capital expenditure is below budget for the year mainly due to the following.

- Lower than anticipated expenditure in the Maintain and Improve the Transport Network strategy mainly relating to the Road Network Renewal project.
- A reallocation from capital expenditure to expenses in the Maintain and Improve the Transport Network strategy mainly relating to the Major Traffic Improvements – Intersections and Major Road Network Improvements Design projects (refer offset in expenses).
- Lower than anticipated expenditure in the Delivering Drainage Networks strategy mainly relating to the Voluntary Home Buy Back, Drainage Construction and Resilience, and Stormwater Infrastructure projects.
- A reallocation from capital expenditure to expenses in the Build the Transport Network strategy mainly relating to the Congestion Busting Projects and Suburban Corridor Modernisation project (refer offset in expenses).
- A reallocation from capital expenditure to expenses in the Delivering Drainage Networks strategy mainly relating to the Stormwater Infrastructure and Drainage Design projects (refer offset in expenses).
- Lower than anticipated expenditure in the Build the Transport Network strategy mainly relating to Moggill Road Corridor Upgrade project.



	Actual (\$m)
Maintain and Improve the Transport Network	478.0
Build the Transport Network	128.0
Stormwater Management Maintenance and Rehabilitation	77.6
Manage the Transport Network	41.7
Delivering Drainage Networks	39.9
Other strategies	28.4
Total expenses by strategy (expenses and capital expenditure)	793.6

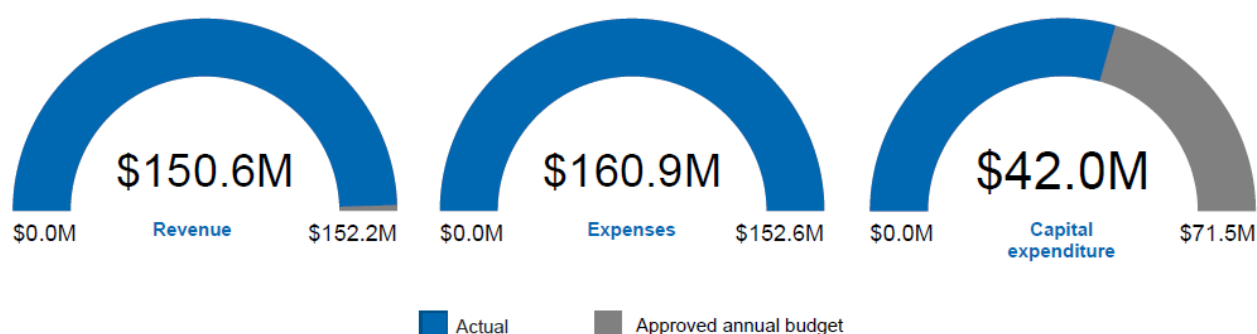
Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Build the Transport Network	<ul style="list-style-type: none"> Completed the Beams Road upgrade project, Stage 1A. Commenced the Beams Road upgrade project, Stage 1B at Fitzgibbon. Completed 9 safety and access improvement projects. Completed 3 road network efficiency improvements projects in March and June 2025 and commenced works at Toombul Road at St Vincents Road, Virginia. Implemented the first reviewed clearway under the Brisbane Clearway Action Plan. Completed 2 corridor improvement works projects and commenced works at Kenmore Road, Kenmore. Completed road median, drainage and guardrail improvements at Beaudesert Road, Moorooka. Completed drainage, kerb and parking improvements on Jaloon Street, Ashgrove.
Maintain and Improve the Transport Network	<ul style="list-style-type: none"> Commenced Story Bridge gantry rail connection replacements and roller bearing rehabilitation works. Completed Bowen Bridge Road Bridges pile wrapping. Completed Vulcan Street Bridge replacement. Completed concrete restoration works, installation of pit grate and vent covers on William Jolly Bridge. Completed resurfacing and repair works on Walter Taylor Bridge. Completed investigation into a new design concept for Powerhouse Riverwalk. Commenced concrete repair works for City Reach Admiralty Towers 2, Stage 1 rehabilitation with project ongoing. Completed 265 Level 1 site inspections of retaining walls and completed Beaudesert Road retaining wall rehabilitation works for Stage 1 and 2. Completed resurfacing works at 262 (as well as 36 large failure repairs) road locations and 29 kerb and channel locations across Brisbane, as part of the Road Network Renewal project. Completed construction of the Kelvin Grove Road and Lower Clifton Terrace, Kelvin Grove, intersection upgrade.

Strategy	Highlights and updates
	<ul style="list-style-type: none"> Completed 322 pavement design reports for future road resurfacing projects in the current financial year as part of the Road Network Renewal project. Commenced construction of the District Projects program including: <ul style="list-style-type: none"> Carpark upgrade at Illaweena Street, Calamvale/Stretton. Railway Street, Banyo/Nudgee.
Manage the Transport Network	<ul style="list-style-type: none"> Completed the upgrade and installation of Automated Flooded Road Warning Systems, in partnership with the Queensland Government, improving road safety and reducing the risk of motorists entering flooded roadways at the following locations: <ul style="list-style-type: none"> Muriel Avenue, Rocklea Zillmere Road and Groth Road, Zillmere. Completed 340 Speed Awareness Monitor (SAM) rotations and 260 hardware upgrades to reduce speeding, increase safety and ensure efficient SAM operations as part of the Speed Awareness Monitors program.
Delivering Drainage Networks	<ul style="list-style-type: none"> Completed 13 Drainage Construction and Resilience projects and one project continuing into the next financial year as part of Council's Suburban Works Program (drainage works). Completed 4 Stormwater Infrastructure projects and one project continuing into the next financial year as part of Council's Suburban Works Program (drainage works).
Stormwater Management Maintenance and Rehabilitation	<ul style="list-style-type: none"> Completed 14 Stormwater Drainage Rehabilitation projects and one project continuing into the next financial year as part of Council's Suburban Works Program (drainage works). Conducted vegetation management works at 45 sites citywide.

Program 3 – Sustainable City



Program financial results

Revenue is below budget for the year mainly due to lower than anticipated other revenue resulting from lower sale value of carbon offsets.

Expenses are above budget for the year mainly due to the following.

- A reallocation from capital expenditure to expenses in the Grow, Improve and Maintain Brisbane's Network of Urban Parks strategy mainly relating to the Victoria Park project (refer offset in capital expenditure).
- A reallocation from capital expenditure to expenses and lower than anticipated expenditure in the Resilient Foreshore and Waterways strategy mainly relating to the February 2022 Flood Damage – Sea and River Walls project (refer offset in capital expenditure).
- Partly offset by lower than anticipated expenditure in the Grow, Improve and Maintain Brisbane's Conservation Reserves Network strategy.

Capital expenditure is below budget for the year mainly due to the following.

- A reallocation from capital expenditure to expenses and lower than anticipated expenditure in the Grow, Improve and Maintain Brisbane's Network of Urban Parks strategy mainly relating to the Victoria Park project (refer offset in expenses) and the Upgrading Facilities in Parks and Delivering New Parks for Brisbane projects.
- Lower than anticipated expenditure in the Grow, Improve and Maintain Brisbane's Conservation Reserves Network strategy mainly relating to the Bushland Acquisition Program.
- A reallocation from capital expenditure to expenses in the Resilient Foreshore and Waterways strategy mainly relating to the February 2022 Flood Damage – Sea and River Walls project (refer offset in expenses).

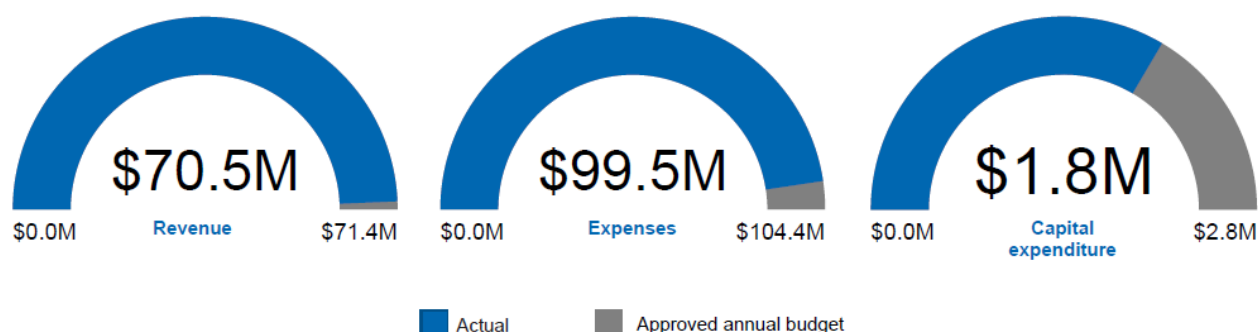


Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Community Engagement and Partnerships	<ul style="list-style-type: none"> • Provided over 28,500 free native plants to Brisbane's residents, schools, clubs and citizenship ceremonies. • Welcomed 156,382 visitors to Brisbane's 3 environment centres – Karawatha Forest, Downfall Creek and Boondall Wetlands, with 24,006 visitors also participating in various Community Engagement Programs. • Hosted 9,675 students in environment centre school's programs.
Safe, Confident and Ready Community	<ul style="list-style-type: none"> • Facilitated 238,900 FloodWise Property Report downloads by residents and industry and 5,577,069 views of Council's Flood Awareness Maps.
Low Carbon Council	<ul style="list-style-type: none"> • Created 5,250 Australian Carbon Credit Units for landfill gas flaring at the Roghan Road closed landfill facility. This reduced carbon emissions by 5,250 tonnes of carbon dioxide equivalent and improved air quality.
Grow, Improve and Maintain Brisbane's Conservation Reserves Network	<ul style="list-style-type: none"> • Secured 15.97 hectares of land through the Bushland Acquisition Program. • Completed 14 planned burns across 451.25 hectares of Council conservation reserves to manage bushfire hazard. • Upgraded 142.4 kilometres of fire trails to reduce bushfire risk. • Treated 3,800 Red Imported Fire Ant nests on Council controlled land. • Facilitated 615,124 views of Council's online weed identification tool to help residents identify and manage weeds. • Restored approximately 9 hectares of open woodland and riparian vegetation containing critically endangered native grass species at Cannon Hill Bushland Reserve, via the Conservation Reserves Biodiversity Restoration Project. • Upgraded 3 glider poles and installed 1.2 kilometres of improved fauna fencing at Scrub Road, Carindale, to improve safety for wildlife such as koalas. • Undertook community engagement for the Kedron Brook Vision and Master Plan, with more than 1,900 responses received.
Grow, Improve and Maintain Brisbane's Network of Urban Parks	<ul style="list-style-type: none"> • Delivered 62 park projects including at Glindemann Park, Holland Park West; Paten Park, The Gap; and Bill Hewitt Reserve, Camp Hill. A further 16 projects are in progress (as listed in the Suburban Works Program). • Completed the Sun Safe Suburban Playground project, installing 35 shade sails and planting more than 85 shade trees.
Integrated Water Cycle Management	<ul style="list-style-type: none"> • More than 470 face-to-face and more than 690 online kindergarten students participated in the Creek Neighbours program.

Program 4 – Future Brisbane



Program financial results

Revenue is below budget for the year mainly due to lower than anticipated fees and charges revenue in the Guiding Brisbane's Development strategy related to lower large-scale building applications being received partly offset by higher other revenue received in the Growing a Design-led City strategy.

Expenses are below budget for the year mainly due to lower than anticipated expenditure in the Guiding Brisbane's Development and the Planning for a Growing City strategies.

Capital expenditure is below budget for the year mainly due to lower than anticipated expenditure in the Growing a Design-led City strategy.



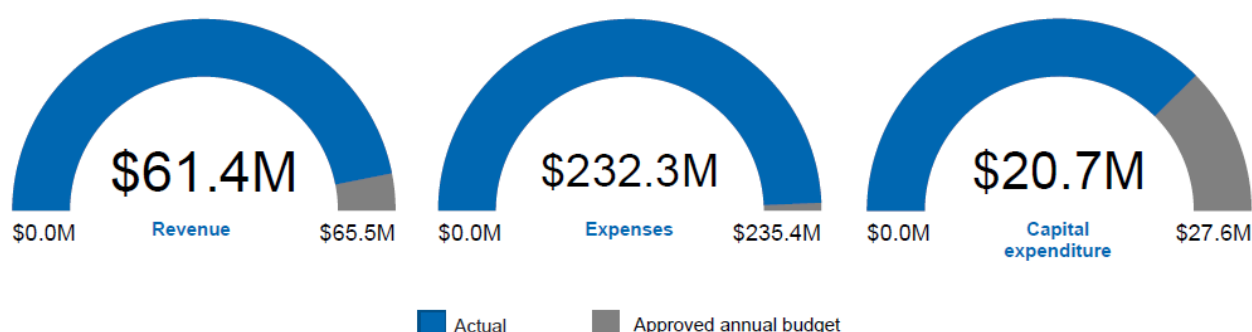
Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Planning for a Growing City	<ul style="list-style-type: none"> Adopted and commenced the Local government infrastructure plan amendment 1B, Long term infrastructure plans amendment 1B and associated Planning scheme policy amendments. Adopted the <i>Brisbane Infrastructure Charges Resolution (No. 14) 2025</i>. Adopted amendments to the Brisbane Housing Supply Incentive Policy. Adopted and commenced the Nathan–Salisbury–Moorooka neighbourhood plan. Adopted and commenced the Major amendment package K.

Strategy	Highlights and updates
Growing a Design-led City	<ul style="list-style-type: none"> • Delivered artworks on approximately 62 traffic signal boxes, 8 Energex Pad-mount Transformers and 2 MUX boxes as part of the Artforce Brisbane Program. • Held a community event for the 2024 Artforce Awards with more than 200 attendees. • Continued the Outdoor Gallery program with the delivery of the <i>Asia Pacific Triennial Kids: Outdoors</i> and <i>Craig & Karl: Rear Vision</i> exhibitions comprising 72 artworks. • Released 2 Expressions of Interest including a series of large-scale murals and for major standalone public artwork to assist with Council's grant submission for the South East Queensland City Deal Public Art Initiatives funded by the Australian Government and led by the Queensland Government. • Further progressed delivery of the Better Suburbs – Places and Spaces streetscape improvement project at Ryans Road, Nundah, through commencement of construction works with completion currently scheduled for late 2025. • Completed the procurement process including engagement of a contractor to deliver the Caxton Street creative lighting project, which is funded through agreement under the Australian Government's Investing in Our Communities grant program. • Renewal of Independent Design Advisory Panel (IDAP) members. Held 15 IDAP meetings.
Guiding Brisbane's Development	<ul style="list-style-type: none"> • Provided high quality development services including assessment of 3,972 development applications and completion of: <ul style="list-style-type: none"> - 4,167 referral agency responses, including siting variation referrals. - 887 planning and development certificates. - 31,187 plumbing inspections at 7,782 sites across Brisbane. - 1,594 operational work and compliance assessment applications. - 2,046 on-site construction inspections. • Responded to 10,912 phone enquiries on a range of topics such as subdivision, secondary dwellings, and multiple dwellings. • Held 34 Talk to a Planner events at various locations across Brisbane with more than 352 consultations.

Program 5 – Lifestyle and Community Services



Program financial results

Revenue is below budget for the year mainly due to the following.

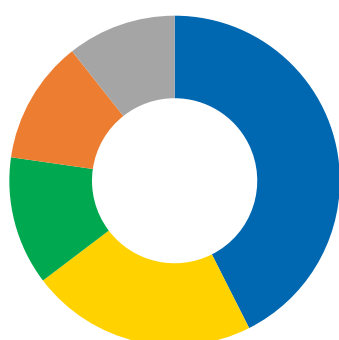
- Lower than anticipated grants and subsidies revenue mainly relating to the February 2022 Flood Damage – Community Assets and the Community Facilities Local Roads and Community Infrastructure projects.
- Lower than anticipated fees and charges revenue mainly relating to City Cemeteries activities.
- Partly offset by higher than anticipated other revenue mainly relating to commissions received for Riverstage activities.

Expenses are below budget for the year mainly due to the following.

- Lower than anticipated expenditure in the Deliver Community Experience strategy mainly relating to customer service delivery activities.
- Lower than anticipated expenditure in the Operate Community Facilities strategy mainly relating to golf courses and Riverstage activities.
- Partly offset by a reallocation from capital expenditure to expenses and higher than anticipated expenditure in the Enhance Our Community Facilities Network strategy, mainly relating to the Refurbishments and Enhancements project (refer offset in capital expenditure).

Capital expenditure is below budget for the year mainly due to the following.

- Lower than anticipated expenditure and a reallocation from capital expenditure to expenses in the Enhance Our Community Facilities Network strategy, mainly relating to the Refurbishments and Enhancements project (refer offset in expenses).
- Lower than anticipated expenditure in the Maintain Our Community Facilities Network strategy mainly relating to the February 2022 Flood Damage – Community Assets project.



	Actual (\$m)
Operate Community Facilities	107.7
Maintain Our Community Facilities Network	55.9
Community Participation	31.9
Deliver Community Experience	30.6
Enhance Our Community Facilities Network	26.9
Total expenses by strategy (expenses and capital expenditure)	253.0

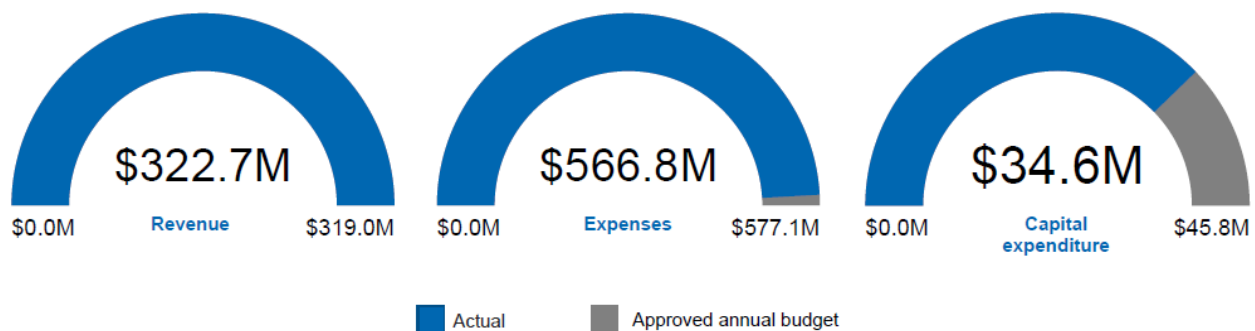
Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Enhance Our Community Facilities Network	<ul style="list-style-type: none"> Completed access and usability upgrades to the Kenmore Community Centre, Kenmore Hills, in partnership with the Australian Government. Continued to deliver facility improvement projects at community-leased sites in partnership with the Australian Government with works completed at Bulimba Hockey Club and Bulimba Cricket Club.
Maintain Our Community Facilities Network	<ul style="list-style-type: none"> Completed construction of the Finsbury Park Consolidated Clubhouse, Wilston, the new home of Gold Crest Cricket Club and Commercial Hockey Club. This disaster recovery project was delivered in partnership with the Queensland Government.
Operate Community Facilities	<ul style="list-style-type: none"> Achieved more than 5.3 million visits to Council's libraries. Provided and managed more than 9.2 million loans and downloads from library collections and resources. Hosted more than 180,000 visitors at the Sir Thomas Brisbane Planetarium and 95,000 attended Planetarium Skydome screening sessions. Hosted 37 events at Riverstage with more than 246,300 visitors. Achieved more than 23,600 individual bookings with more than 486,300 attendees across 27 community halls. More than 1,129,000 visitors attended City Hall. Completed the Community Clean-up Payment Program to assist eligible not-for-profit community organisations clean-up and complete minor repairs following Tropical Cyclone Alfred and Associated Rainfall and Flooding (TCAARF). In total 147 organisations received a \$7,500 clean-up payment.
Community Participation	<ul style="list-style-type: none"> Delivered more than 8,700 scheduled health and fitness sessions with more than 113,600 participants through Council's Active and Healthy Program. Delivered Council's 30th Homeless Connect event on 19 June 2025, providing more than 880 guests with access to 60 service providers at the Brisbane Showgrounds. Hosted more than 47,250 attendees at the Lord Mayor's City Hall Concerts featuring 1,160 arts workers. Supported 32 organisations and individuals through the 2024-25 Creative and History Grants programs helping local artists, performers and historians to develop and showcase their work.

Strategy	Highlights and updates
Deliver Community Experience	<ul style="list-style-type: none"> • Approved 384 filming applications through the Business Hotline. • Promoted 299 not-for-profit organisations, community and cultural events and awareness campaigns by lighting up Council assets. • More than 78,280 site visits to Your City Your Say online engagement platform since 1 July 2024. • 92% of customers who contacted Council's Contact Centre were satisfied with the service provided by the consultants during their interaction (based on 12,150 surveys received). • Achieved 7 out of 10 in relation to residents' perceptions of how well Council is delivering services to the community. • 83% of customers were satisfied with the service provided by Council after contacting the Contact Centre (based on 8,081 surveys received across 327 services).

Program 6 – City Standards, Community Health and Safety



Program financial results

Revenue is above budget for the year mainly due to the following.

- Higher than anticipated fees and charges revenue relating to parking infringements and waste disposal fees in the Managing and Enforcing the Network and the Effective Waste Reduction and Resource Recovery strategies.
- Partly offset by lower than anticipated fees and charges revenue relating to sign licensing in the Public Safety strategy.

Expenses are below budget for the year mainly due to the following.

- Lower than anticipated expenditure in the Maintaining the City Infrastructure strategy mainly relating to adverse weather conditions causing delays in road maintenance and lower than anticipated electricity costs associated with city lighting.
- Lower than anticipated expenditure in the Trees and Parks Maintenance strategy mainly relating to an offset in expenditure due to the reallocation of resources and general trees maintenance activities in response to TCAARF (refer to Program 8 - City Governance).
- Lower than anticipated expenditure in the Effective Waste Reduction and Resource Recovery strategy mainly due to lower green waste costs and imputed income tax expense.
- Partly offset by higher than anticipated expenditure in the Managing and Enforcing the Network strategy mainly due to bad and doubtful debts from parking infringements.

Capital expenditure is below budget for the year mainly due to lower than anticipated expenditure in the Maintaining the City Infrastructure and the Effective Waste Reduction and Resource Recovery strategies mainly relating to adverse weather conditions, causing delays.

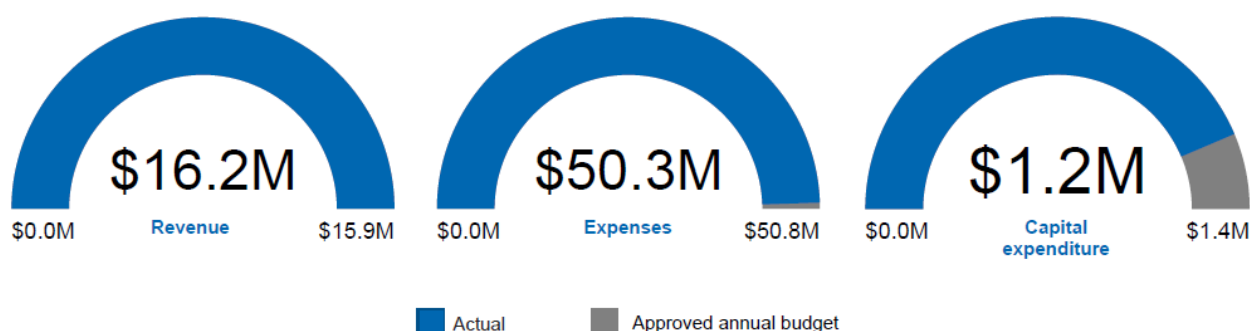


Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Maintaining the City Infrastructure	<ul style="list-style-type: none"> Completed planned maintenance on 55,636 square metres of road pavement and reactive maintenance on 67,943 potholes. Completed 3,000 light pole inspections to assess the structural integrity of poles and foundations. Resolved over 900 lighting requests from external lighting consultants and residents. Conducted 300 lighting audits to verify compliance with the Australian Standards.
Trees and Parks Maintenance	<ul style="list-style-type: none"> Provided 35,628 parks grass cutting services covering 49,750 hectares. Completed 72,182 proactive parks services. Completed 25,050 services such as hedging, mulching and weeding across more than 2,939 landscaping sites.
Effective Waste Reduction and Resource Recovery	<ul style="list-style-type: none"> Diverted approximately 56,900 tonnes of recyclables from landfill through household yellow top bins. Diverted more than 126,885 tonnes of green waste from landfill through household green top bins and self-haul at the Resource Recovery Centres. This is a 15.3% increase in volumes in comparison to the same period last year. Received more than 50,200 visitors at our Treasure Troves at Acacia Ridge and Geebung. Processed 3,774 compost rebate program claims.
Community Health	<ul style="list-style-type: none"> Treated 48,549 sites through the mosquito ground control program. Provided more than 16,670 vaccinations to 6,978 clients at Council's community immunisation clinics. Completed 3,491 Eat Safe food safety audits.
Public Safety	<ul style="list-style-type: none"> Removed 78,999 graffiti tags.

Program 7 – Economic Development



Program financial results

Revenue is slightly above budget for the year mainly due to higher fees and charges revenue related to the Growing Brisbane's Lifestyle strategy.

Expenses are slightly below budget for the year mainly due to lower than anticipated expenditure in the Growing a Global City strategy. This is partly offset by higher than anticipated expenditure in the Growing Brisbane's Lifestyle and Growing a Productive Economy strategies.

Capital expenditure is slightly below budget for the year with no material variances.



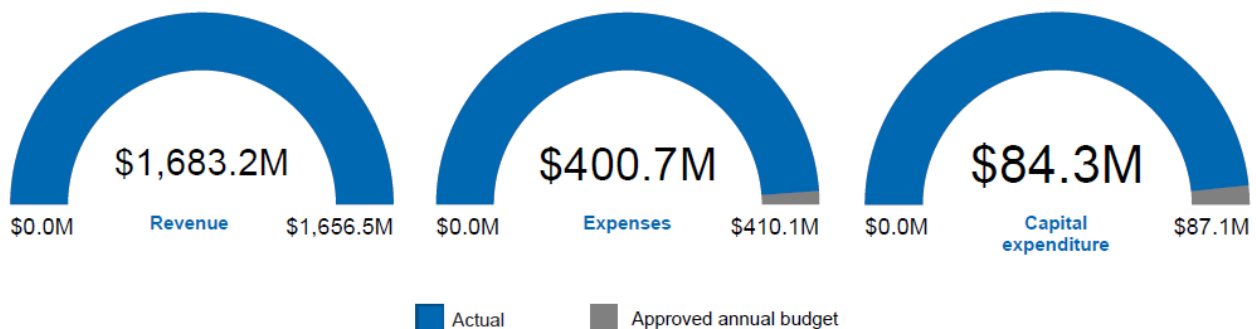
Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Growing a Business Friendly City	<ul style="list-style-type: none"> Hosted 7 Small Business Roundtable meetings at City Hall. Held 25 Council events at the Suburban Business Hub at Nundah. Delivered the Maker Entrepreneurship Program for 40 participants. Delivered the Youth Entrepreneurship Program engaging with almost 200 participants. Continued to deliver the Brisbane Business Networks program supporting 20 business networks and delivering 7 on-demand workshops.
Growing Brisbane's Lifestyle	<ul style="list-style-type: none"> Engaged with 333 Queen Street Mall businesses as part of scheduled stakeholder engagement activities and to enhance customer service experience.

Strategy	Highlights and updates
	<ul style="list-style-type: none"> • Conducted 11,285 public engagements in the Queen Street and Valley Malls. • Curated and delivered a multicultural program celebrating Lunar New Year festival with 36 activations, supporting 37 businesses in the Chinatown Mall and the Valley precinct. • Conducted 79 community campaigns with Queensland Police Service to address public safety and concerns about recreational vehicles in the Queen Street and Valley Malls.
Growing a Global City	<ul style="list-style-type: none"> • Coordinated City of Brisbane Business Mission to Tokyo, Kobe and Osaka, supporting local Brisbane businesses for trade and investment. • Coordinated 18 inbound international delegations and arranged 30 courtesy calls and high-level meetings with visiting dignitaries. • Arranged 9 Pop-Up Consulates at Brisbane City Hall for foreign consulates and embassies assisting 1,322 people through 1,110 appointments. • Hosted 2025 Thank you reception for the International Internship Program in May, supporting 10 successful student interns and 10 business participants. • Partnered with 9 education and professional development providers to deliver the 2025 Lord Mayor's Multicultural Business Scholarship Program, receiving 80 applications from across 37 multicultural communities.
Growing a Productive Economy	<ul style="list-style-type: none"> • Delivered 65 workshops and 117 mentoring sessions with 2,625 event attendees and 5,643 coworking drop-ins.
Growing the Visitor Economy	<ul style="list-style-type: none"> • Secured 79 national and international events, anticipated to generate \$77.2 million in economic activity and support 437 full-time equivalent (FTE) jobs in the local economy. • Attracted 37 future major events generating an anticipated \$317.3 million in economic activity and supporting more than 6,000 FTE jobs in the local economy. • Supported the delivery of 131 business and major events, generating over \$346 million in economic activity in the local economy.

Program 8 – City Governance



Program financial results

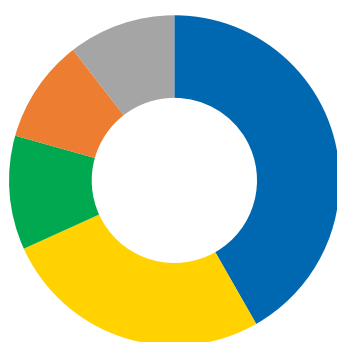
Revenue is above budget for the year mainly due to the following.

- Higher than anticipated grants and subsidies revenue mainly relating to the early receipt of the Australian Government Financial Assistance Grant.
- Higher than anticipated lease revenue.

Expenses are below budget for the year mainly due to the following.

- Lower than anticipated expenditure in the Financially Sustainable Council strategy mainly relating to imputed income tax which is recovered from business activities.
- Lower than anticipated expenditure in the Asset Performance and Optimisation strategy mainly relating to property management activities and disposal of property, plant and equipment.
- Lower than anticipated expenditure in the Talented, Capable and Efficient Council strategy mainly relating to digital and information technology projects.
- Partly offset by higher than anticipated expenditure in the Safe and Resilient City strategy relating to the costs of TCAARF.

Capital expenditure is below budget for the year mainly due to lower than anticipated capitalised interest on major projects in the Financially Sustainable Council strategy.



Financially Sustainable Council	202.5
Talented, Capable and Efficient Council	128.4
Asset Performance and Optimisation	54.1
Well Governed City	49.1
Other strategies	50.9
Total expenses by strategy (expenses and capital expenditure)	485.0

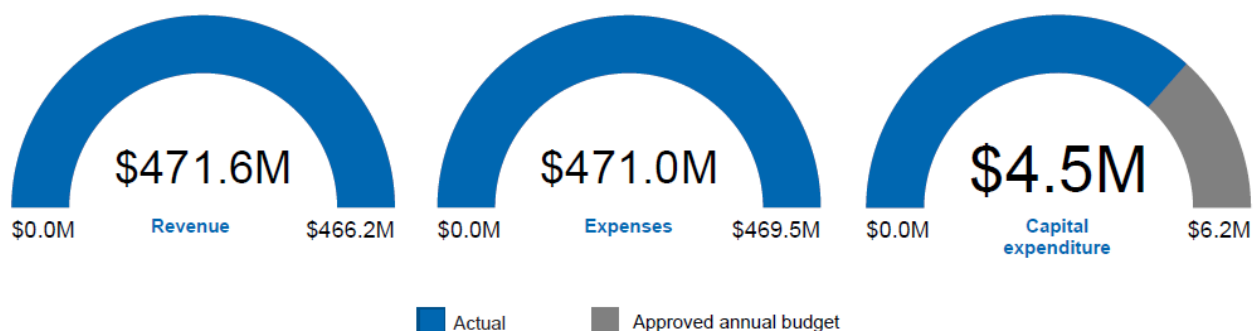
Highlights and updates on key program strategies from the Annual Operational Plan

All figures referred to in the table below are for the year ended June 2025 unless otherwise specified.

Strategy	Highlights and updates
Well Governed City	<ul style="list-style-type: none"> Supported the administration and functioning of 30 Council meetings, 165 Committee meetings and 35 Civic Cabinet Meetings. Processed 530 Right to Information and Information Privacy applications. Delivered enhanced training on ethics and integrity in the workplace.
Informed and Engaged City	<ul style="list-style-type: none"> Hosted 22 events this quarter including Keys to the City, 2025 Asia Pacific Cities Summit Event Launch, Refugee Welcome Ceremony, Lord Mayor's Charitable Trust BrisSizzle and Sounds, National Sorry Day, Stradbroke Season, Lord Mayor's Prayer Breakfast, Reserve Forces Day Morning Tea and Women in Business luncheon. Coordinated 8 Courtesy Calls, 4 Citizenship Ceremonies, the Lord Mayor's Round Table and Lord Mayor's Youth Advisory Council. Delivered updates to Council's website as part of Council's digital transformation to make it easier for residents, businesses and employees to access the information and services they need anytime, anywhere, on any device.
Safe and Resilient City	<ul style="list-style-type: none"> Installed 13 new flood monitoring cameras in hotspot locations around the city, typically impacted by floodwaters from nearby creeks or rivers to keep residents safe during severe weather. Attended 7 community engagement events held across the Brisbane Local Government Area, providing community education and awareness to increase disaster resilience and build capability to prepare for severe weather events amongst the general public and targeted diversity groups.
Financially Sustainable Council	<ul style="list-style-type: none"> Continued to support Brisbane's senior citizens through Council's 40% pensioner rates rebate, providing financial relief of more than \$27 million.
Talented, Capable and Efficient Council	<ul style="list-style-type: none"> Delivered 47 new real time data and reporting capabilities as part of Council's ongoing commitment to providing employees with up-to-date information that enables better informed decision making and an improved employee experience. Continued recruitment for Council's Aboriginal and Torres Strait Islander Traineeship program, with 10 trainees joining the program. Certified Council's Certified Agreement in June 2025 providing many important employee benefits. Attained gold tier status at the recent Australian LGBTIQ+ Inclusion Awards, maintaining our top-ranking position in LGBTIQ+ inclusion amongst government organisations. Exceeded Council's 2024-25 80% buy local target reaching 82.59% for the 2024-25 financial year, with approximately \$1.3 billion invested with local suppliers. Exceeded Council's 2024-25 \$11 million social procurement spend target, with more than \$14 million invested with social enterprises.

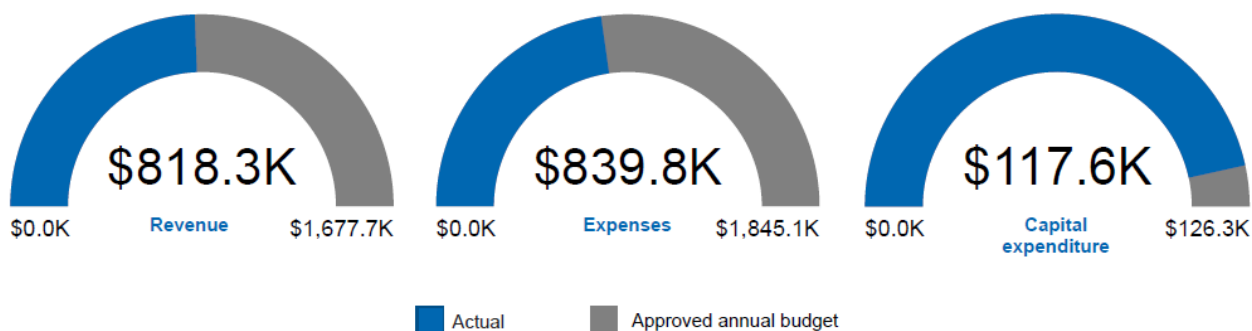
Businesses

Transport for Brisbane



Refer to Section 3 for the Transport for Brisbane commercial business performance results.

City Projects Office

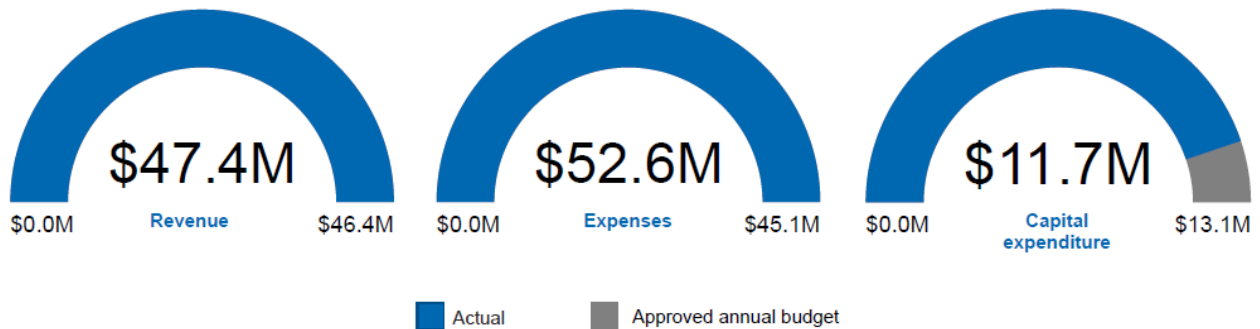


Revenue is below budget for the year due to lower demand for City Projects Office external works.

Expenses are below budget for the year due to lower demand for City Projects Office external works, and lower than anticipated expenditure in the City Projects Office Tools of Trade project.

Capital expenditure is slightly below budget for the year due to lower than anticipated expenditure in the City Projects Office Tools of Trade project.

City Standards



Revenue is above budget for the year due to higher than anticipated external sales of quarry materials.

Expenses are above budget for the year due to higher than anticipated expenditure at Bracalba Quarry mainly relating to plant hire while the Bracalba production facilities were being upgraded.

Capital expenditure is below budget for the year due to lower than anticipated expenditure on Tools of Trade mainly from adverse weather conditions causing delays.

Section 3 – Commercialised Businesses

Transport for Brisbane

Objectives

The objective of Transport for Brisbane is to provide frequent, reliable, comfortable and safe services for our passengers.

Performance measures and targets

For the year ended June 2025	Actual
Bus patronage – number of passengers carried	81.7 million
Ferry patronage – number of passengers carried	5.8 million

Council has achieved the non-financial targets for the year:

- mean customer satisfaction with bus services of not less than 6.5
- mean customer satisfaction with CityCat and ferry services of not less than 7.0.

Financial summary

For the year ended June 2025	Actual \$000	Approved annual budget 2024-25 \$000
Revenue	471,589	466,209
Expenses	455,899	460,304
Program net result before income tax	15,690	5,905
<u>Reconciliation to Transport for Brisbane business activity</u>		
Net impact of revenue and expenses shown in other programs	30,197	24,606
Net result before income tax	45,887	30,511
Income tax expense	15,058	9,153
Net result after income tax	30,829	21,358

Revenue and expenses reported in other programs, mainly in the Transport for Brisbane program, have been added to reflect all of Transport for Brisbane's National Competition Policy (NCP) activities.

Revenue (excluding those reported in other programs) is above budget for the year mainly due to higher than anticipated demand for services to support events, and Translink reimbursements of bus driver barrier installation costs.

Expenses (excluding those reported in other programs) are below budget for the year mainly due to lower than anticipated operations expenditure, partly offset by bus driver barrier installation costs.

The net impact shown in other programs is above budget for the year mainly due to lower than anticipated expenditure in ferry operations, partly offset by higher than anticipated revenue due to the demand of e-mobility services.

Capital expenditure is below budget for the year mainly due to the lower than anticipated expenditure in the Tools of Trade project.

City Parking

Objectives

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

Performance measures

For the year ended June 2025	Actual
Average number of vehicles per bay per day in King George Square Car Park	1.78
Average number of vehicles per bay per day in Wickham Terrace Car Park	0.75

Financial summary

For the year ended June 2025	Actual \$000	Approved annual budget 2024-25 \$000
Revenue	9,495	9,826
Expenses	10,287	10,450
Program net result before income tax	(792)	(624)
Income tax expense	-	-
Net result after income tax	(792)	(624)

City Parking revenue and expenses for NCP activities are reported mainly in the Infrastructure for Brisbane program.

Revenue is below budget during the period mainly due to lower than anticipated vehicle turnover.

Expenses are below budget during the period mainly due to lower than anticipated materials and services expenditure.