

# Report on a page

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Queensland is delivering a large infrastructure program to meet long-term growth needs across the state. All 3 levels of government continue to allocate significant funding each year to support this infrastructure pipeline. The Queensland Government sets out proposed state-funded projects in its annual budget capital statement (Budget Paper 3). On 15 December 2025, the state released its Mid-Year Economic and Fiscal Outlook. Because the capital budget in the update is not significantly different from the 2025–26 budget, we have not updated this report. This report provides insights into Queensland’s significant infrastructure projects and analyses costs to the Queensland Government.

## Queensland’s capital program continues to grow

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Over the next 4 years, the government expects to spend \$116.8 billion on capital projects, an increase of \$9.5 billion from the 2024–25 budget. The capital statement also sets out the total estimated costs of projects, including actual spend to date, budget 2025–26 spend, and forecast post 2025–26 spend. In the 2025–26 capital statement, projects have a total estimated cost of \$153 billion, compared with \$107 billion of total estimated costs in the 2024–25 capital statement.

The increase in total estimated cost represents cost escalations and a growing number of projects. An estimated 71 per cent of these costs relate to expenditure beyond the next 12 months.

Given the scale and timing of investment, the state needs clear oversight of project planning, cost management, and market capacity to manage the risks associated with delivering a growing capital program.

## Workforce shortages and major project delivery risks

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Queensland’s infrastructure program relies on a skilled workforce, managed across multiple entities, to deliver projects on time and within budget. Shortages in engineering, project management, and trade roles are increasing the risks of delays and higher costs, especially for projects in the planning or early delivery stages.

In Queensland, Construction Skills Queensland estimates an average shortfall of 18,200 construction workers over the next 8 years, with the shortage expected to peak at 50,000 workers in 2026–27. Projects funded through capital grants, including some infrastructure for the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032), compete for the same workforce. This increases pressure on capacity and delivery time frames across the state.

Planning for Brisbane 2032 is still in the early stages. As of 30 June 2025, 11 of the 17 venues were still going through detailed business case processes. The other 6 were in early procurement.

Workforce constraints and early stage planning present delivery risks for both the capital program and Brisbane 2032 projects. To manage these risks, delivery agencies should assess workforce capacity and implement regular reviews of project readiness, time frames, and costs to support timely and cost-effective infrastructure delivery over the next decade.

## Cross River Rail has ongoing cost pressures and a revised delivery timeline

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The Cross River Rail project continues to experience higher material and labour costs, workforce shortages, supply chain disruptions, and reduced productivity from industrial action. The project scope also includes associated works such as tunnel integration, train stabling facilities, signalling systems, and future operations and maintenance costs. Together, these factors have increased the overall project cost and extended the completion time frame. In 2024–25, the delivery authority renegotiated costs with its delivery partners for 2 major work packages, contributing to the project’s revised cost and schedule. In October 2025, the Queensland Government announced that the total project cost will now exceed \$19 billion, with first passenger services expected in 2029.