Report on a page

Queensland is delivering a large infrastructure program designed to meet long-term growth needs across the state. The Queensland Government's 2026–27 capital statement – which details spending on long-term infrastructure assets – includes $119.2 billion of planned capital expenditure over the next 4 years.

This report provides insights into Queensland's major infrastructure projects, project planning and oversight processes, and how it manages infrastructure delivery risks.

Queensland's capital program is changing

The $119.2 billion the government plans to spend on capital projects over the next 4 years represents an increase of $2.4 billion from the 2025–26 budget. While planned expenditure has increased, the combined total estimated cost of projects reported in the capital statement has fallen from $153 billion to $127.8 billion. The decrease largely reflects a change in how some major energy projects are reported while their full costs are being re-assessed. For these projects, the capital statement reports costs incurred to date and 2026–27 budget estimates, rather than the full estimated cost to complete the projects. The decrease does not reflect a reduction in project scope or funding.

Transport infrastructure now accounts for a larger share of the state's infrastructure pipeline, while health infrastructure and Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) investments are also significant components of future expenditure. Of the $7.1 billion allocated to Brisbane 2032 venues, $6.6 billion is forecast to be spent beyond the next 12 months.

More than 60 per cent of reported project costs relate to expenditure beyond the next 12 months, reflecting the long-term nature of major capital projects.

Cross River Rail is moving into testing and commissioning

Cross River Rail has progressed from major construction to integration, testing, and commissioning phases. The Cross River Rail Delivery Authority has completed negotiations with major contractors, and the project's estimated total cost remains at $19 billion. This cost includes the core rail project and a range of associated works, including station upgrades and a new signalling system.

The focus has shifted to integrating trains, stations, signalling, and operating systems before passenger services start. Further testing, staff training, operational readiness activities, and safety assurance processes are required before the railway can enter service. Passenger services are scheduled to commence in 2029.

As the project moves towards being operational, effective planning, governance, and coordination across responsible entities will be critical. Our *Forward work plan 2026–29* includes an audit we plan to table in 2028, examining how effectively the Cross River Rail Delivery Authority, the Department of Transport and Main Roads, and Queensland Rail are planning to operationalise Cross River Rail.

Most major projects are in early stages of development

Many of the state's largest projects remain in the early stages of development. Around half of the total estimated cost of projects valued at more than $500 million are still in pre-procurement phases. This means their project scope, delivery models, procurement approaches, and cost estimates are still being refined. Many Brisbane 2032 venue and transport projects are also still in planning, procurement, or approval phases with 6 of 17 venues having progressed to design or early works.

When delivery starts on more of the Brisbane 2032 infrastructure, it will increasingly compete with Queensland's broader infrastructure pipeline for labour, contractors, and construction materials.

This competition between the projects will increase the risk of cost escalation, schedule delays, and difficulties in meeting demands. Effective planning, cost estimation, project oversight, and workforce management will be important in managing these risks. The successful delivery of Queensland's infrastructure program relies on a workforce that is already under pressure, and industry forecasts indicate workforce shortages are likely to continue throughout the decade.