

INSIGHTS REPORT 16 November 2026

Major projects 2026

Report 3: 2026–27

Queensland Audit Office

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- connects our reports to regions and communities with graphics, tables, and other visualisations
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The Honourable P Weir MP
Speaker of the Legislative Assembly
Parliament House
BRISBANE QLD 4000

16 November 2026

This report is prepared under Part 3 Division 3 of the *Auditor-General Act 2009*.



Rachel Vagg
Auditor-General

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Acknowledgement

The Queensland Audit Office acknowledges the Traditional Owners and Cultural Custodians of the lands, waters, and seas of Queensland. We pay our respects to Elders past and present.

Recommendations

We did not make any new recommendations in this report.

Reference to comments

In accordance with s. 64 of the *Auditor-General Act 2009*, we provided a copy of this report to relevant entities. In reaching our conclusions, we considered their views and represented them to the extent we deemed relevant and warranted. Any formal responses from the entities are at Appendix A.

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.

1. Insights into Queensland's major projects

Local, state, and federal governments provide funding to support Queensland's growth, renewal, and development. This funding helps to deliver infrastructure across regions, maintain and upgrade existing assets, support service delivery, and prepare for major events such as the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032).

This chapter provides insights into major projects the Queensland Government has budgeted for each year between 2022–23 and 2026–27. It also highlights trends in project costs, timelines, and infrastructure for Brisbane 2032.

DEFINITION

Capital expenditure: Money spent to buy or build new assets or improve existing assets. This can include land, buildings, infrastructure, or equipment. Examples include building a new school or upgrading roads.

Capital project: A single project, for example, the construction of a bridge.

Capital program: Several capital projects brought together under one program, for example, the construction of several new roads in a particular area. In this report, we refer to all capital projects and programs as 'projects'.

Capital program (Budget Paper 3): The 4-year capital spending forecast in the state capital statement (Budget Paper 3).

Capital statement (Budget Paper 3): The annual budget document that provides an overview of the Queensland Government's infrastructure delivery program and proposed capital outlays.

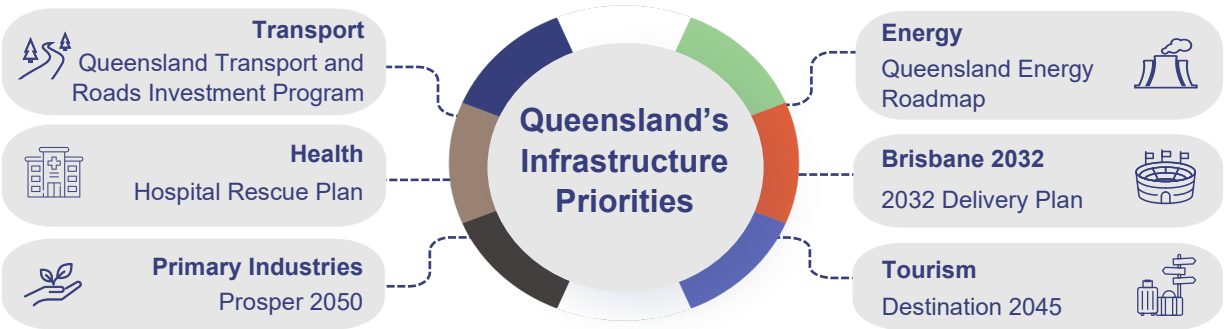
Total estimated cost: The total capital expenditure expected to complete a project, as per the state capital statement (Budget Paper 3). This may span multiple financial years until the project is complete and represents the whole-of-project costs. It includes the actual expenditure to date, the budgeted expenditure for 2026–27, and forecast expenditure beyond 2026–27.

The Queensland infrastructure planning framework is changing

The Queensland Government is developing *Delivering for Queensland: Infrastructure*, which will outline its infrastructure priorities and progress to date and aims to strengthen Queensland's infrastructure planning framework. This follows the Queensland Productivity Commission's inquiry into the productivity of the construction sector, which made recommendations about prioritising and coordinating public infrastructure projects.

The state government has identified a range of plans and programs that connect to its infrastructure priorities. Figure 1A provides examples of initiatives.

Figure 1A
Plans and programs supporting Queensland's current infrastructure priorities



Source: Compiled by the Queensland Audit Office from Delivering for Queensland: Infrastructure.

The state government is aiming to better integrate regional planning and is preparing 13 new regional plans, each to be supported by a regional infrastructure plan. The *Far North Queensland Regional Plan and Infrastructure Plan 2026* took effect on 8 May 2026 and is the first plan completed under this integrated approach. The government is drafting regional plans and infrastructure plans for North Queensland and Wide Bay Burnett and reviewing other regional plans across the state. No time frames have been published for completing these plans.

Changes in the total estimated costs of projects within the capital statement

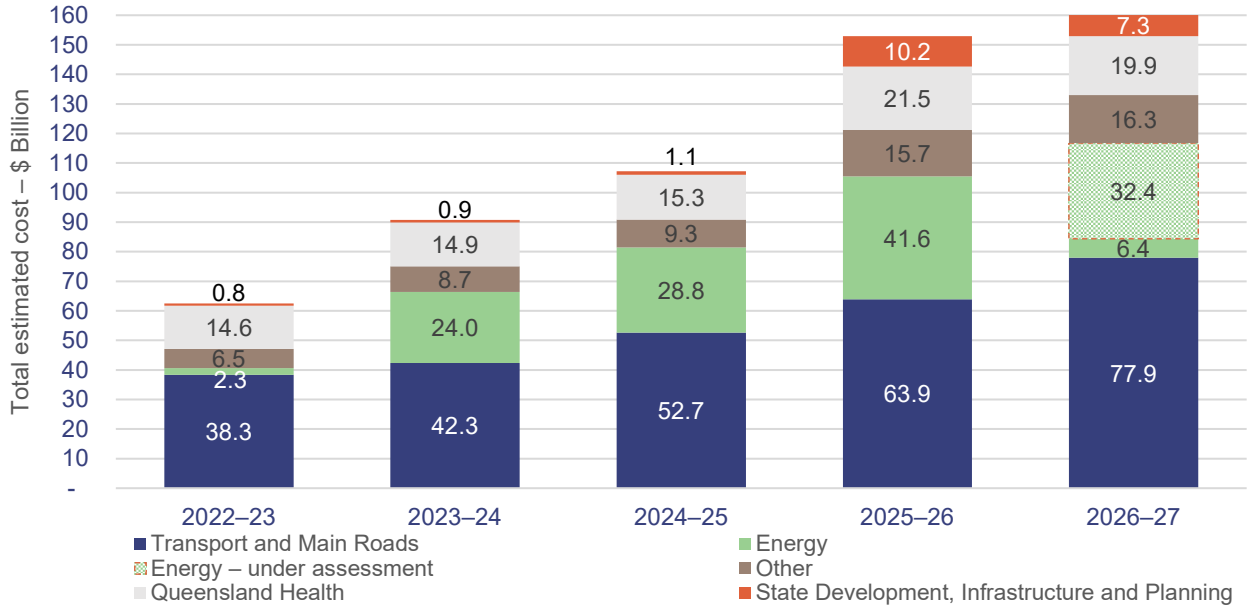
The capital program (Budget Paper 3) shows that the Queensland Government expects to spend $119.2 billion on capital projects over the next 4 years – the forward estimates – including $29.6 billion planned for 2026–27.

Budget Paper 3 also reports the total estimated cost of projects, which includes the actual expenditure to date, budgeted expenditure for 2026–27, and forecast expenditure beyond 2026–27. This represents the whole-of-project cost other than for ongoing programs with annual funding allocations.

In the 2026–27 capital statement, the total estimated cost of all projects is $127.8 billion, compared with $153 billion in the 2025–26 capital statement.

While costs beyond the forward estimates are less certain, the total estimated cost of projects provides useful information on future capital requirements. Figure 1B shows the growth and proportional allocation of total estimated costs for all projects across key government portfolios from 2022–23 to 2026–27. Appendix C lists the entities included in each portfolio.

Figure 1B
Total estimated costs of capital statement projects for key government portfolios – proportional allocation for financial years from 2022–23 to 2026–27



Notes:

1 As highlighted throughout this report, the key energy projects of CopperString, Borumba Pumped Hydro Energy Project, and the Gladstone Project had a change in reporting treatment for total estimated cost (TEC) in the 2026–27 capital statement, while these projects were undergoing further assessment. To provide consistency against previous years, a previously reported TEC has been included in this chart.

2 The figures above represent the total estimated costs, including amounts already spent, budget-year spend, and forecast post-budget-year spend. This excludes ongoing programs with annual funding allocations.

3 The entities included in each portfolio may have changed due to machinery of government changes. The portfolios above reflect the 2026–27 names.

4 Energy projects are delivered by energy government owned corporations, reported under the Queensland Treasury portfolio, except for CopperString, which is being delivered by QIC Limited.

5 'Other' includes portfolios such as Education, Queensland Corrective Services, Youth Justice and Victim Support, and Local Government, Water and Volunteers.

Source: Compiled by the Queensland Audit Office from capital statements from 2022–23 to 2026–27.

The Transport and Main Roads portfolio remains the largest infrastructure portfolio, with total estimated costs increasing from $63.9 billion in 2025–26 to $77.9 billion in 2026–27. The $14 billion increase largely reflects continued investment in major infrastructure projects, such as Queensland Government commitments towards the Gold Coast Transport Plan, The Wave (Stages 2 and 3), and the Mooloolah River Interchange (Stages 1 and 2).

Consistent with Budget Paper 3, the reported total estimated costs for the Borumba Pumped Hydro Energy Storage Project and CopperString project include expenditure incurred to date and forecast expenditure to 2026–27, but do not include the full costs of project delivery. This has resulted in the Energy portfolio showing a decrease in total estimated costs from $41.6 billion to $6.4 billion. These projects account for $30.6 billion of the $35.2 billion decrease.

Costs beyond 2026–27 remain subject to further assessment and have not yet been fully determined. As a result, these future costs are not included in the portfolio's reported total estimated costs. The Borumba Pumped Hydro Energy Storage Project is progressing through detailed business case development, while CopperString is proceeding under revised delivery arrangements, including the transfer of project delivery responsibility to QIC Limited and changes to funding arrangements.

The State Development, Infrastructure and Planning portfolio's total property, plant and equipment costs decreased from $10.2 billion in 2025–26 to $7.3 billion in 2026–27. The decrease is largely due to the reclassification of the state's $3.5 billion Games Athlete Villages project from property, plant and equipment to capital grants. This reflects the planned delivery of the villages through private-sector partners rather than direct state ownership and delivery.

The decrease is partly offset by increases in the:

- Land Activation Program – designed to accelerate housing delivery across the state by using government-owned land
- Northshore Hamilton – a riverfront urban renewal project
- Industrial Land Acceleration Program – an initiative designed to bring development-ready industrial land to market in regional and high-growth areas.

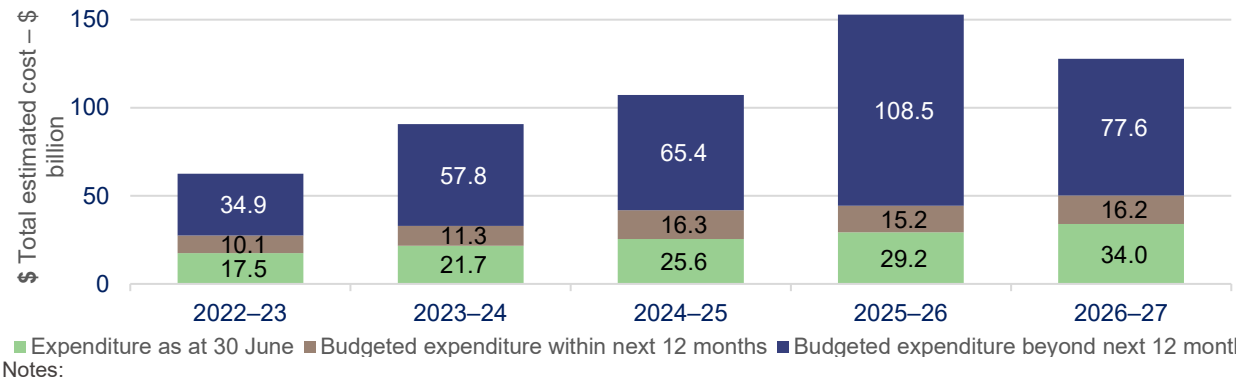
The 2032 Games Venues Program remains the portfolio's largest project, with a total estimated cost of $5.6 billion.

Queensland Health is another major component of the infrastructure program, with total estimated costs decreasing from $21.5 billion to $19.9 billion. The portfolio continues to have a pipeline of hospital and health infrastructure projects across the state.

Planned capital expenditure is closer to previous budgets

Figure 1C shows the planned capital expenditure reported in each year's capital statement, including the proportion spent to 30 June and the proportion expected to be spent in the short and longer term.

Figure 1C
Planned capital expenditure of capital statement projects for financial years from 2022–23 to 2026–27



Notes:

1 The figures above represent the total estimated costs, including amounts already spent, budget-year expenditure, and forecast post-budget-year expenditure. This excludes ongoing programs with annual funding allocations.

2 'Expenditure as at 30 June' represents the estimated actual expenditure at the beginning of the budgeted financial year.

Source: Compiled by the Queensland Audit Office from capital statements from 2022–23 to 2026–27.

The expected annual spend for the state increased in 2024–25 and has continued to increase with each budget.

The composition of planned expenditure beyond the next 12 months has changed due to changes in energy related expenditure and approximately 40 per cent relates to 4 major programs: Major Hospital Infrastructure, State Road Network Upgrades – South Coast (road upgrades across the Gold Coast, Logan, and Scenic Rim region), the 2032 Games Venues Program, and the Bruce Highway Targeted Safety Program (a joint Queensland and Australian Government initiative aimed at improving safety along the highway between Gympie and Cairns).

Changes in the profile and composition of planned expenditure may also affect the capability and capacity required to deliver the state's infrastructure program. The delivery of several large and complex programs over the same period can place additional pressure on workforce, contractor, and supply chain availability.

Risks and challenges of delivering projects

The scale and concentration of Queensland's infrastructure program creates a range of delivery risks and challenges. Many projects are being delivered concurrently, and some have fixed delivery timelines. Pressures from labour shortages, cost escalation, supply chain constraints, and competition for specialised skills are greatest when several large projects compete for the same workforce, contractor resources, and construction materials.

Access to skills and experience

Major infrastructure projects depend on a workforce with the skills, experience, and capacity to deliver projects on time and within budget. They also depend on sufficient productivity of the workforce.

Infrastructure Australia, the Australian Government’s independent infrastructure adviser, continues to identify shortages in occupations critical to infrastructure delivery, including engineers, project managers, tradespeople, and labourers. National labour market data also indicates ongoing recruitment difficulties across many technical and trade occupations.

The Queensland Government is responding to the risks through procurement, workforce development, and labour mobility activities.

Industrial relations

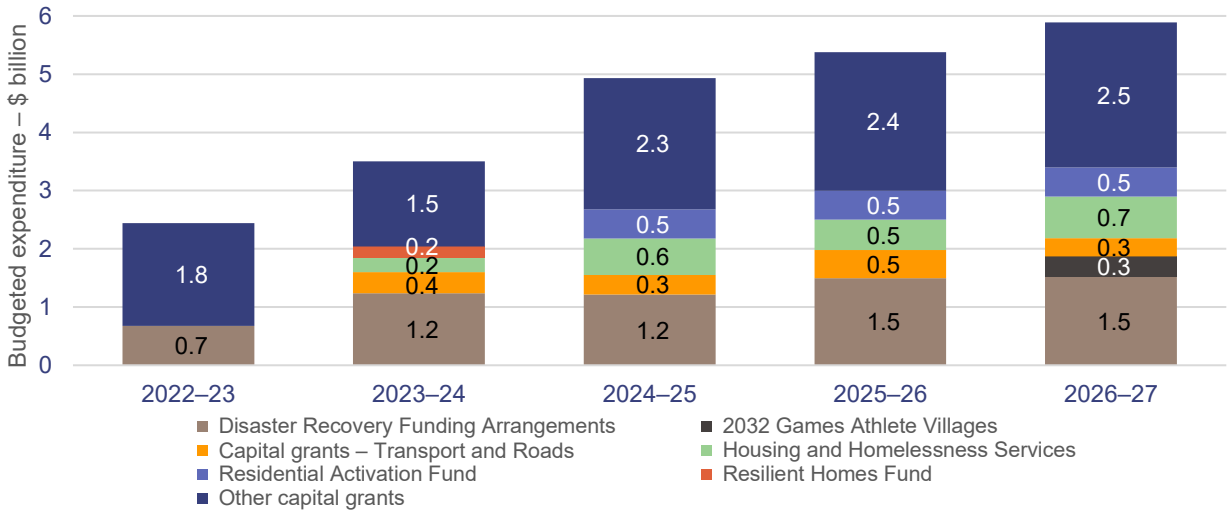
Industrial relations matters can pose risks to project delivery. During 2026, the Queensland Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry examined how disruptions on major projects, including Cross River Rail, contributed to delays, additional costs, and reduced productivity. The inquiry has not yet reported its findings.

Capital grants add to the infrastructure delivery pipeline

Capital grants provide funding for infrastructure delivered by entities outside the Queensland Government sector. These include local governments; non-government entities such as local sporting clubs, non-state schools, and student hostels; and individuals, through external contractors. The grants support projects such as roads, housing, community facilities, and water infrastructure that contribute to economic growth and community outcomes.

Yearly budgeted expenditure on capital grants has more than doubled over the last 5 years, from approximately $2.5 billion in 2022–23 to $5.7 billion in 2026–27. Figure 1D shows the major programs contributing to capital grant expenditure over this period.

Figure 1D
Capital grants by program – financial years from 2022–23 to 2026–27



Notes:

1 The figures above represent the budgeted expenditure for each financial year. This includes ongoing programs.
2 Capital grants with budgeted expenditure of $200 million or more are shown individually. Capital grants below $200 million are grouped as 'Other capital grants'.

Source: Compiled by the Queensland Audit Office from capital statements from 2022–23 to 2026–27.

Disaster Recovery Funding Arrangements remained the largest capital grant program, with $1.5 billion budgeted in 2026–27, and the Residential Activation Fund accounting for a further $500 million. This Residential Activation Fund is part of the wider $2 billion program across multiple years.

The government plans to deliver the 2032 Games Athlete Villages in partnership with the private sector. It has budgeted $348 million for the program in 2026–27 within the overall $3.5 billion total estimated cost.

Other significant long-term capital grant programs include $1.5 billion for the 2032 Games Venues Program, $390 million for the Cairns Water Security Project, and $216 million for Social and Affordable Housing.

These capital grant programs facilitate delivery by the private sector and other government sectors but also add to the competition for labour and resources for major projects across the state.

Queensland's largest capital projects

The Queensland state budget provides details of capital projects by portfolio, including each project's scope, total estimated cost, and expenditure to date. These projects are reported annually in the capital statement.

Figure 1E shows the state's largest capital projects, each with total estimated costs over $500 million, as of 30 June 2026. It shows expected completion dates based on agency responses, the budgeted estimated costs, and expenditure to 30 June 2026, as reported in the 2026–27 capital statement (released in June 2026).

DEFINITION

Budgeted estimated cost to date: Represents how much a project (or stage of a project) is expected to cost from commencement to completion. In some cases, this may instead represent the allocated budget to date, with further consideration from business cases needed to reach a final cost estimate.

Expenditure to 30 June 2026: Represents the estimated actual expenditure spent on the project per the 2026–27 capital statement.

Announced estimated completion date: The year when the project is expected to be complete and/or operational. In some cases, this represents the completion date for a particular phase of the project, rather than the capital project in its entirety. The completion date is provided by the delivery agencies for each project.

Status: Represents the progress made towards each project as of 30 June 2026. Projects can go through multiple phases (such as early works, tendering and procurement, design, construction, commissioning, and completion). The status is provided by the delivery agencies for each project.

Figure 1E
Projects budgeted for more than $500 million – as of 30 June 2026

Project	Budgeted estimated cost to date	Expenditure to 30 June 2026	Announced estimated completion date	Status
Transport and Main Roads				
Cross River Rail	$9.8 bil.	$8.4 bil.	2029	Construction is in progress. In 2025, the budgeted estimated cost to date was $8 bil.
Bruce Highway Targeted Safety Program	$9 bil.	$319 mil.	2030	Design and construction works are underway.
Logan and Gold Coast Faster Rail	$5.8 bil.	$1.3 bil.	2031	Construction is in progress on the road-over-rail bridge at Kuraby and the relocation of Loganlea station. Design and preconstruction works are in progress for other precincts.
The Wave (Stage 1)	$5.5 bil.	$194 mil.	2032	Design development and procurement activities are underway. In 2025 it was a planned project and not yet contractually committed.
Queensland Train Manufacturing Program	$4.9 bil.	$2.2 bil.	2032	Construction is in progress on train manufacturing and rail facilities. Manufacturing of the first train is underway.
Coomera Connector (Stage 1), Coomera to Nerang	$3.5 bil.	$2.2 bil.	TBD	Stage 1 North opened to traffic in December 2025. Construction is in progress for the Stage 1 Central and South packages.
Rockhampton Ring Road	$2 bil.	$721 mil.	2030	Construction is in progress.
Gold Coast Light Rail (Stage 3), Broadbeach South to Burleigh Heads	$1.6 bil.	$1.3 bil.	2026	Passenger services commenced in August 2026. Finishing works are in progress.
European Train Control System Signalling Program: Phase 1 (pilot line, tunnel, and Sector 1 to Moorooka)	$1.4 bil.	$897 mil.	2029	Testing is in progress. In 2025 the budgeted estimated cost to date was $1.3 bil.
Beerburrum to Nambour Rail Upgrade (Stage 1)	$1 bil.	$399 mil.	2027	Main construction works are expected to be complete in late 2027. Final testing and commissioning will occur in early 2028.
Inland Freight Route (Charters Towers to Mungindi), funding allocation	$1 bil.	$102 mil.	2033	Early works are in progress. Planning and design works are underway for various priority sections along the Inland Freight Route.
Gateway Motorway, Bracken Ridge to Pine River upgrade	$1 bil.	$155 mil.	TBD	Detailed design is underway. Construction is expected to commence in late 2026. In 2025 it was a planned project and not yet contractually committed.

Project	Budgeted estimated cost to date	Expenditure to 30 June 2026	Announced estimated completion date	Status
Bruce Highway (Brisbane–Gympie), Gateway Motorway to Dohles Rocks Road upgrade (Stage 1)	$948 mil.	$139 mil.	TBD	Detailed design is underway. Construction is expected to commence in late 2026. In 2025 it was a planned project and not yet contractually committed.
Road Safety Infrastructure 2026–27 to 2029–30	$787 mil.	$94 mil.	TBD	Design and construction underway for various projects improving road safety infrastructure.
Clapham Yard Stabling (Moorooka), construct stabling yard	$887 mil.	$410 mil.	2029	Construction is in progress. In 2025 the budgeted estimated cost to date was $693 mil.
New Gold Coast Stations (Pimpama, Hope Island, and Merrimac)	$591 mil.	$475 mil.	2027	Pimpama station and Hope Island stations opened in October 2025 and May 2026 respectively. Construction is in progress for Merrimac station. In 2025 the budgeted estimated cost to date was $500 mil.
Queensland Beef Corridors, funding allocation	$500 mil.	$13 mil.	TBD	Delivery of an early works package is underway.
Energy				
Borumba Pumped Hydro Energy Storage	$485 mil.	$160 mil.	TBD	Exploratory works are underway. A refreshed business case and commercial assessment for the proposed Borumba Project is in development. In 2025 budgeted estimated cost to date was $18.4 bil. The total estimated cost in Budget Paper 3 reflects expenditure to date and forecasted expenditure in 2026–27. It does not represent the full final project cost.
CopperString	$1.2 bil.	$752 mil.	2032	QIC is delivering CopperString with major construction on the Eastern Link. In 2025 budgeted estimated cost to date was $13.9 bil. The total estimated cost in Budget Paper 3 reflects expenditure to date and forecasted expenditure in 2026–27. It does not represent the full final project cost.
Wambo Wind Farm (Stage 1 and Stage 2)	$921 mil.	$847 mil.	2027	Practical completion of Stage 1 is forecast for November 2026. Practical completion of Stage 2 is forecast for the first quarter of 2027.
Gladstone Project	$685 mil.	$184 mil.	2029 (Stage 1) 2030 (Stage 2)	Stage 1 has received Ministerial Infrastructure Designation, with initial site clearing and preparation underway. In 2025 the budgeted estimated cost to date was $2.5 bil., aligned to Powerlink's Final Assessment Report at that time. The total estimated cost in Budget Paper 3 reflects expenditure to date and forecast expenditure in 2026–27. It does not represent the full final project cost.
Stanwell Battery	$648 mil.	$556 mil.	2027	Construction is in progress. In 2025 the budgeted estimated cost to date was $688 mil.

Project	Budgeted estimated cost to date	Expenditure to 30 June 2026	Announced estimated completion date	Status
System Strength Project – synchronous condensers	$597 mil.	$141 mil.	2029	Construction is due to start in 2027.
Queensland Health				
Major Hospital Infrastructure	$17.2 bil.	$2.8 bil.	Various	Commitment captures multiple capital projects, each with individual project timelines. In 2025 the budgeted estimated cost to date was $13.4 bil.
Other Hospital Car Parking Program	$914 mil.	$53 mil.	Various	Commitment captures multiple capital projects, each with individual project timelines. In 2025 the budgeted estimated cost to date was $1.2 bil.
Building Rural and Remote Health Program	$591 mil.	$411 mil.	Various	Commitment captures multiple capital projects, each with individual project timelines.
Other				
Arthur Gorrie Correctional Centre	$1.3 bil.	$28 mil.	2032	Managing contract awarded for Stage 1. Design development in progress.
Townsville Correctional Centre	$1.1 bil.	$23 mil.	2030	Managing contract awarded for Stage 1. Design development in progress.
Paradise Dam Improvement Project	$4.4 bil.	$293 mil.	TBD	Sunwater has submitted its Paradise Dam detailed business case to the Queensland Government.
Fitzroy to Gladstone Pipeline	$983 mil.	$945 mil.	2026	Construction is in progress. Completion and operation are expected in 2026.
Woodford Youth Detention Centre	$983 mil.	$688 mil.	2028	Construction is in progress. An expansion option has been activated, delivering an additional 32 beds.
Somerset Dam Improvement Project	$515 mil.	$165 mil.	TBD	Business case development is in progress, with a submission to the Queensland Government expected early 2027.
State Development, Infrastructure and Planning				
2032 Games Venues Program	$7.1 bil.[1]	$64 mil.	2032	Project validation reports and planning are in progress. Some venues are in design development, procurement, or early works.
Northshore Hamilton	$668 mil.	$173 mil.	TBD	Construction is expected to commence in 2028.

Notes:

TBD – To be determined.

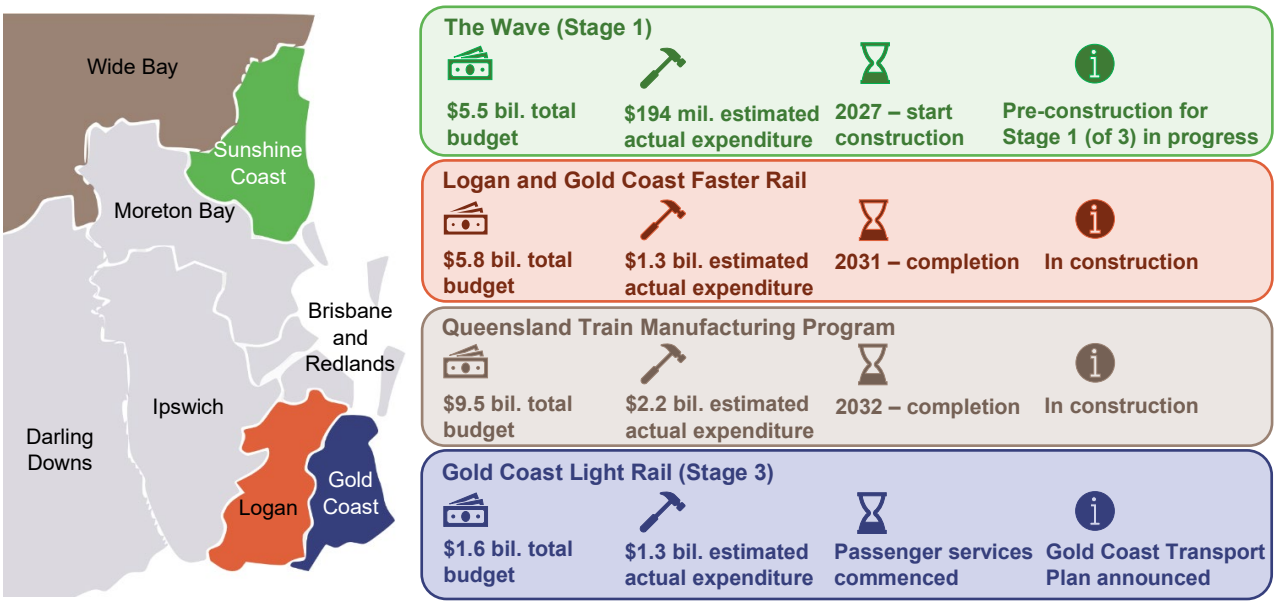
1 The total $7.1 billion program is made up of $5.6 billion in property, plant and equipment and $1.5 billion in capital grants, including budget provisions, pending government consideration of venue projects.

Source: Compiled by the Queensland Audit Office from the 2026–27 capital statement for various state government entities.

Major rail projects across Queensland are underway

Several major rail projects are underway in Queensland, including The Wave (Stage 1), Logan and Gold Coast Faster Rail, the Queensland Train Manufacturing Program, and the Gold Coast Light Rail (Stage 3) project. Figure 1F provides a summary of each project's budget and total expenditure to date.

Figure 1F
Major rail projects across Queensland (estimated expenditure as of 30 June 2026)

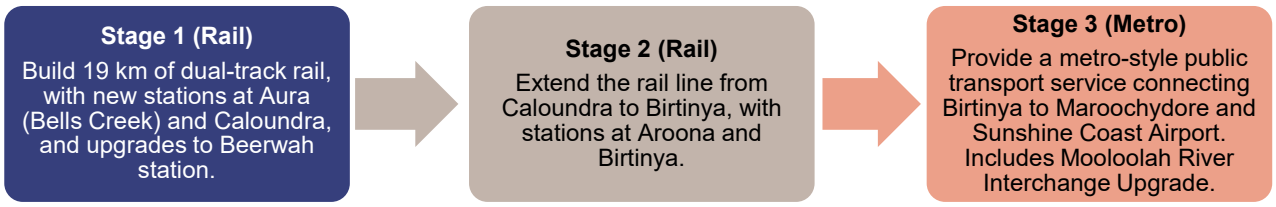


Source: Compiled by the Queensland Audit Office from information provided by the Department of Transport and Main Roads and from the 2026–27 capital statement.

The Wave (Stages 1, 2, and 3)

The Wave – previously known as the Direct Sunshine Coast Rail Line – is a public transport project that will connect Beerwah and the Sunshine Coast Airport. The project is made up of 3 interconnected components, as shown in Figure 1G:

Figure 1G
Stages of The Wave



Source: Compiled by the Queensland Audit Office from information provided by the Department of Transport and Main Roads.

Stage 1 has progressed from a planned investment to a contractually committed project, supported by a $5.5 billion joint funding commitment shared equally by the Australian and Queensland governments. Stages 2 and 3 are partially funded by the Queensland Government to continue critical path works along with the Mooloolah River Interchange Upgrade.

Design and pre-construction activities for Stage 1 started in mid-2026, following the award of key contracts, including signalling works. Procurement for Stages 2 and 3 are underway, with contracts expected to be awarded in late 2026. All stages are planned to be delivered concurrently, with major construction expected to begin in early 2027, subject to approvals.

The Mooloolah River Interchange Upgrade moved into early construction during 2025–26, with site preparation and embankment works starting in June 2026 to support its connection to Stage 3.

Logan and Gold Coast Faster Rail

The Logan and Gold Coast Faster Rail project involves expanding approximately 20 kilometres of the rail corridor between Kuraby and Beenleigh from 2 tracks to 4.

The project is intended to support additional rail services between Brisbane and the Gold Coast. The approved budget remains $5.75 billion, jointly funded by the Australian and Queensland governments, with each contributing $2.875 billion.

During 2025–26, the project began site investigations and design activities. Community engagement on updated station precinct designs and proposed works along the corridor continued.

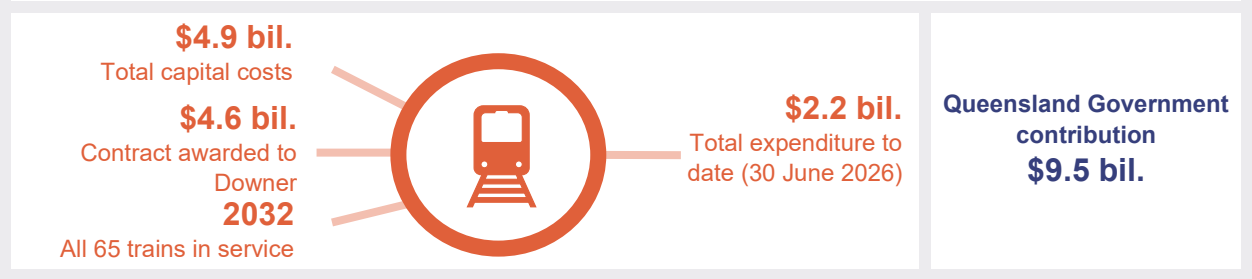
Construction is underway on the relocation of Loganlea Station and is expected to be completed in 2027. Work has also commenced on replacing the Beenleigh Road level crossing at Kuraby with a road-over-rail bridge and associated road upgrades. Proposed level crossing removals at Woodridge, Bethania, Holmview, and Beenleigh remain in design and consultation stages.

Planning and design have also started for the European Train Control System – a new train signalling system – enabling works and the extension of the Holmview cattle siding. The overall project is expected to be completed by 2031.

Queensland Train Manufacturing Program

The Queensland Train Manufacturing Program (QTMP) includes 65 new 6-car passenger trains, a manufacturing facility at Torbanlea, and a maintenance facility at Ormeau. It also provides supporting infrastructure, which includes road upgrades, rail connections, train testing facilities, additional train storage, and signalling upgrades.

Figure 1H
Queensland Train Manufacturing Program



Source: Compiled by the Queensland Audit Office from information provided by the Department of Transport and Main Roads and from the 2026–27 capital statement.

In June 2023, the state committed $7.1 billion to the program following completion of the business case. This included funding for train manufacturing, maintenance facilities, stabling, and an initial 15 years of maintenance. At the same time, the estimated total program cost increased to $9.5 billion due to the expanded scope and the higher labour and supply costs identified through the procurement process.

The reported program cost figures differ due to scope, underlying assumptions, and reporting time frames. The $4.9 billion amount within the capital statement represents the program's total capital cost, while the $4.6 billion Downer contract covers design, construction, manufacturing, and 15 years of fleet maintenance.

The $9.5 billion total Queensland Government contribution also includes 20 years of operations and maintenance, additional stabling yards, program management costs, and a contingency. The 2021 business case estimate of $7.1 billion, used for budgeting purposes, excluded this additional scope.

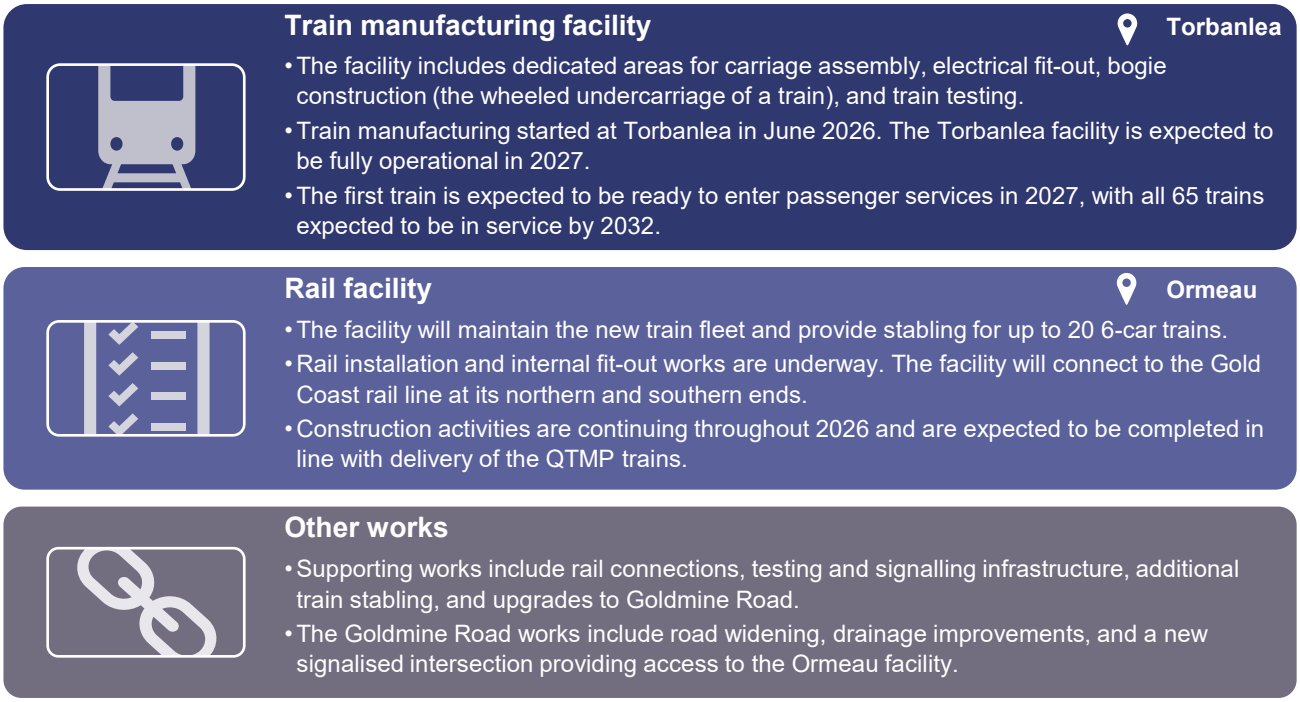
To date, more than $690 million has been spent on local rollingstock goods and services, and 6 companies have established regional operations. A Manufacturing Centre of Excellence opened in Maryborough in late 2025 to support workforce training and skills development. High rainfall affected construction of the Ormeau Rail Facility during 2024–25; however, construction continued and fit-out of the main maintenance building is in progress.

Train production has started at the Torbanlea manufacturing facility, the rest of the facility is expected to be fully operational in early 2027. Two prototype trains built in South Korea by Hyundai Rotem Corporation – Downer's rollingstock joint venture partner – are expected to arrive in Australia in late 2026.

The prototypes have informed manufacturing planning for the Torbanlea facility and are expected to be used for testing on the South East Queensland rail network. The first QTMP train is expected to be ready to enter passenger service in 2027, with all 65 trains to be available for Brisbane 2032.

Figure 1I provides an overview of program progress, including train production, construction of the Torbanlea and Ormeau facilities, supporting infrastructure works, and key delivery milestones.

Figure 1I
Progress of the Queensland Train Manufacturing Program



Source: Compiled by the Queensland Audit Office from information provided by the Department of Transport and Main Roads.

Gold Coast Light Rail (Stage 3)

Gold Coast Light Rail is being delivered in stages. The dual-track network spans 27 kilometres and includes 27 stations from Helensvale to Burleigh Heads. This includes the newly completed Stage 3 – a 6.7-kilometre southern extension from Broadbeach South to Burleigh Heads and 8 new stations.

During 2025–26, Stage 3 completed testing and commissioning activities, including full-line testing. Passenger services began on 9 August 2026, with 8 new stations opening along the extension. Following commencement of passenger services, the project transitioned from delivery to operational service.

Gold Coast Light Rail Stage 4 update

The Gold Coast Light Rail Stage 4 was a proposed 13-kilometre extension from Burleigh Heads to Coolangatta via the Gold Coast Airport. Following a review undertaken by the Department of State Development, Infrastructure and Planning, which included a round of public consultation, the Queensland Government decided not to proceed with the project.

The review's findings will inform future transport planning for the Gold Coast. In the interim, bus service improvements are planned while a broader transport study is underway.

Gold Coast Transport Plan

As part of the 2026–27 state budget, planning funding was provided for 2 major transport projects under the Gold Coast Transport Plan including:

- an extension of the Gold Coast Light Rail connecting Harbour Town at Biggera Waters to Gold Coast University Hospital, and;
- a proposed high-frequency public transport service connecting Robina and Coolangatta via Varsity Lakes, Burleigh Heads, and the Gold Coast Airport.

The rail corridor will also be preserved from Varsity Lakes down to the Gold Coast Airport to allow for future expansion of the line.

Queensland is implementing a range of road safety and infrastructure projects

A range of road safety and transport infrastructure projects are underway across Queensland, including targeted safety initiatives and major road upgrades to address transport demand and network requirements.

Bruce Highway Targeted Safety Program

The $9 billion Bruce Highway Targeted Safety Program is comprised of road safety upgrades along the highway between Gympie and Cairns. Works include providing wider centre lines, upgrading road surfaces, and intersections, building overtaking lanes and rest areas, and upgrading narrow bridges. An initial $300 million early works package funded the start of the delivery of the program.

As of September 2026, the program has delivered 18 completed projects, with a further 15 under construction and 10 expected to progressively start from mid-2026.

Procurement activities have also progressed, with 22 design and construction tenders released and a further 52 tenders announced. Contractor panels have been established to support program delivery. Planned works focus on sections of the highway with a poor safety record and include key safety treatments.

The program is funded by the Australian and Queensland governments, which have committed $7.2 billion and $1.8 billion respectively. Works are expected to continue through to 2030.

Targeted Road Safety Program

The Targeted Road Safety Program continued across Queensland during 2025–26 through initiatives such as the Safer Roads Sooner, Black Spot, Asset Management, and School Transport Infrastructure programs. It included 44 new Black Spot projects and additional safety works at identified high-risk locations.

The *Queensland Transport and Roads Investment Program 2026–27 to 2029–30* includes $1.6 billion for targeted road safety initiatives.

Coomera Connector (Stage 1)

Coomera Connector Stage 1 is a new 16-kilometre motorway between Coomera and Nerang, delivered in 3 packages – north, central, and south. Stage 1 North (Shipper Drive to Helensvale Road) opened to traffic on 2 December 2025. The Stage 1 Central (Helensvale Road to Smith Street Motorway) and Stage 1 South (Smith Street Motorway to Nerang-Broadbeach Road) packages are currently under construction.

The project's budget increased from $2.2 billion to $3.5 billion due to construction cost escalation, environmental approval requirements, complex ground conditions, and changes in project scope. The Australian Government also increased its contribution from $1.5 billion to $1.75 billion, resulting in equal contributions of $1.75 billion from the Australian and Queensland governments.

Rockhampton Ring Road

The Rockhampton Ring Road is 17.4 kilometres of new roadway, including a third crossing of the Fitzroy River and an Alexandra Street overpass. Main construction is underway.

During 2025–26, the Limestone Creek and Lion Creek bridges were completed, and the Rockhampton–Ridgelands Road roundabout opened to traffic. The project includes 18 bridges along the main ring road alignment, including 8 road overpasses and 7 water crossings. Major works are underway on the Fitzroy River crossing and associated structures.

The project budget remains $1.98 billion, funded by the Australian and Queensland governments, with contributions of $1.4 billion and $580 million respectively. The budget includes delivery of the Alexandra Street overpass.

Pacific Motorway, Varsity Lakes to Tugun upgrade

Construction on the $1.5 billion Pacific Motorway (M1) Varsity Lakes to Tugun Upgrade started in 2020 and was completed in November 2025. The project widened the 10-kilometre section of the M1 between Varsity Lakes and Tugun to provide at least 3 traffic lanes in each direction.

Works included motorway widening, interchange and bridge upgrades, smart motorway technology, and active transport connections. The Australian and Queensland governments each contributed $750 million towards the project.

Queensland's major hospital infrastructure is now managed as a single program

The Queensland Government's *Hospital Rescue Plan* was established following an independent review of the former Capacity Expansion Program. The program includes 3 new hospitals, major hospital expansions, and other health infrastructure projects across Queensland.

Masterplans for key projects, including the Townsville University Hospital Expansion, new Toowoomba Hospital, new Coomera Hospital, Redcliffe Hospital Expansion, and new Bundaberg Hospital, were finalised in December 2025.

Procurement, planning, and design activities continued during 2025–26, while several other hospital expansion projects progressed through construction and delivery planning.

The presentation of these projects in the capital statement (Budget Paper 3) changed in 2026–27. In the 2025–26 capital statement, 6 hospital expansion projects were reported as separate budget line items to consolidate reporting of capital funding for like projects. In the 2026–27 capital statement, these projects are reported as a single line item – *Major Hospital Infrastructure* – reflecting their inclusion within the broader *Hospital Rescue Plan*. This consolidation requires consideration when comparing with prior budget reporting.

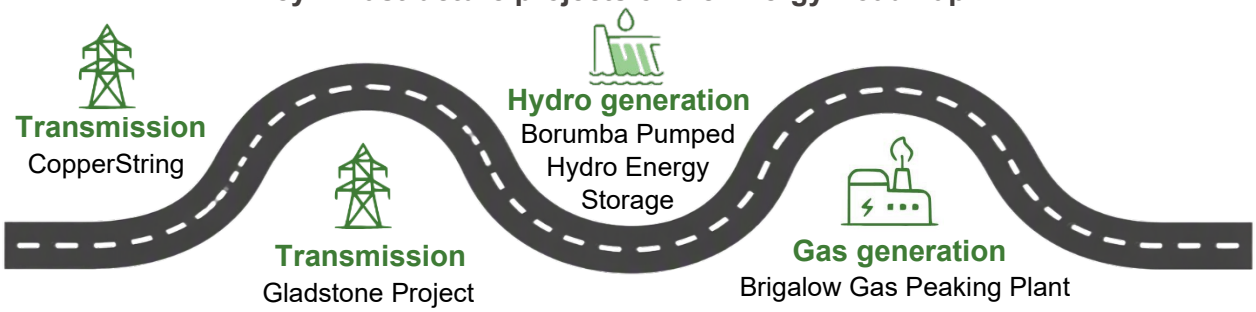
While the 2026–27 capital statement now provides higher level information, the *Hospital Rescue Plan* outlines the scope, timing, and delivery status of major health infrastructure projects across Queensland. This includes new hospitals, hospital expansions, and other health infrastructure works, providing an alternate source of information on the state's major hospital infrastructure program.

Queensland's energy projects are changing under a new roadmap

Since the release of the Queensland Government's *Energy Roadmap* (the roadmap) in October 2025, the scope, sequencing, and delivery arrangements of several major energy projects have changed. Some projects are undergoing further assessment, while others have been restructured, staged, or transferred to new entities.

These changes are reflected in project budgets and expenditure profiles. Planned capital expenditure on energy infrastructure decreased by $1.2 billion, from $6.7 billion in 2025–26 to $5.5 billion in 2026–27, reflecting revised project priorities, timing, and delivery arrangements across the sector. Figure 1J shows key infrastructure projects planned or in progress as part of the roadmap.

Figure 1J
Key infrastructure projects of the Energy Roadmap



Source: Compiled by the Queensland Audit Office from the 2026–27 capital statement.

CopperString

The CopperString project involves the proposed delivery of more than 1,100 kilometres of electricity transmission infrastructure across 2 sections – the Eastern Link between Townsville and Hughenden, and the Western Link between Hughenden and Mount Isa.

Following the release of the Queensland Government's *Energy Roadmap* in October 2025, the project's delivery approach was revised, with construction of the Eastern Link accelerated and enabling works beginning on the Western Link. Responsibility for project delivery transferred from Powerlink to a new QIC-managed delivery entity. During the transition, Powerlink has continued to support with approvals, easements, and early works activities.

Other developments included establishing the $200 million North West Energy Fund, the start of early works, and construction commencing on the $225 million Flinders Substation.

The Queensland Government's total funding commitment increased from $2.4 billion in 2025–26 to $3.2 billion in 2026–27.

Although the project's total estimated cost was reported as $13.9 billion in 2025–26, the 2026–27 budget reports $1.2 billion, representing actual expenditure to date and forecast expenditure for 2026–27, but not the total expected cost to complete the project.

The final whole-of-project cost remains subject to further assessment by QIC. Consequently, the reduced amount reported in the budget reflects a change in reporting treatment rather than a reduction in the government's funding commitment.

Subject to approvals, construction of the Eastern Link is scheduled to begin in 2028, with completion expected in 2032.

Gladstone Project

The Gladstone Project is a 2-stage program designed to reinforce Central Queensland's electricity transmission network. The project includes a new transmission line between Calvale and Calliope River, upgrades to existing substations, a proposed Gladstone West Substation, and a new transmission line to Bouldercombe.

The total estimated cost was $2.5 billion in 2025–26. The 2026–27 capital statement reported $685 million, reflecting expenditure to date and forecast expenditure for 2026–27 given the project was still being assessed through the Priority Transmission Investment regulatory process when the budget was prepared. This does not represent any change in funding approach. The project was subsequently declared a Priority Transmission Investment and approved under the regulatory framework in August 2026.

Stage 1, the Calvale to Calliope River Transmission Line Reinforcement Project, has progressed into procurement and pre-construction. The project received environmental approval from the Australian Government in June 2026 and Ministerial Infrastructure Designation in July 2026.

Stage 2, which includes the Gladstone West Substation and transmission line to Bouldercombe, is subject to planning and environmental approvals. Powerlink is targeting completion of the Calvale to Calliope River transmission line by March 2029, and completion of Stage 2 of the project in the second half of 2030.

Borumba Pumped Hydro Energy Storage

Planning and assessment of the Borumba Pumped Hydro Energy Storage Project is continuing. Federal approval of exploratory works in December 2025 enabled Queensland Hydro to commence geotechnical investigations to support detailed design and preparation of a revised business case.

The project's reported total estimated cost was $18.4 billion in 2025–26. The 2026–27 capital statement reports an estimate of $484.7 million, comprising expenditure incurred to date and $324.3 million budgeted in 2026–27 for exploratory works and further project development. This amount does not reflect the total expected cost to complete the project.

Queensland Hydro is using the exploratory works program to inform the revised business case and project design. Any decision to proceed to construction remains subject to completion and assessment of the revised business case and a final investment decision.

Brigalow Gas Peaking Plant

The Brigalow Gas Peaking Plant is a 400-megawatt gas-fired peaking power station being developed adjacent to the existing Kogan Creek Power Station near Chinchilla in the Western Downs.

The facility will have 12 gas turbines and is designed to provide fast-start generation, reaching full output within 5 minutes during periods of peak electricity demand.

The project's total estimated cost was reported as $1.05 billion in 2025–26. The 2026–27 capital statement reports $390.9 million, reflecting CS Energy's gross capital expenditure following an agreement with APA Group in September 2026. This change does not represent a reduction in the overall project cost.

Under the agreement, APA will lead project delivery and hold an 80 per cent ownership interest in the plant, whilst CS Energy will retain a 20 per cent ownership interest and will operate and maintain the plant after completion.

The project is now under construction. In June 2026, the main construction contract for balance-of-plant works was awarded. Early enabling works, including site access roads and an intersection upgrade, have been completed, and bulk earthworks have begun, to prepare the construction site. The project remains on track for operation in 2029 subject to final commissioning.

Planning is underway for future Brisbane Metro expansions

Brisbane City Council, in partnership with the Queensland and Australian governments, is developing a business case for potential future expansions of the Brisbane Metro – an electric bus rapid transit network.

The business case will identify preferred route alignments, depot locations, network improvements, and delivery staging for 4 priority corridors: Northern Metro (CBD to Carseldine), Southern Metro (CBD to Springwood), Eastern Metro (CBD to Capalaba), and Airport Metro (CBD to Brisbane Airport).

The Australian Government supports development of the final business case. The proposal remains in the planning and business case development phase.

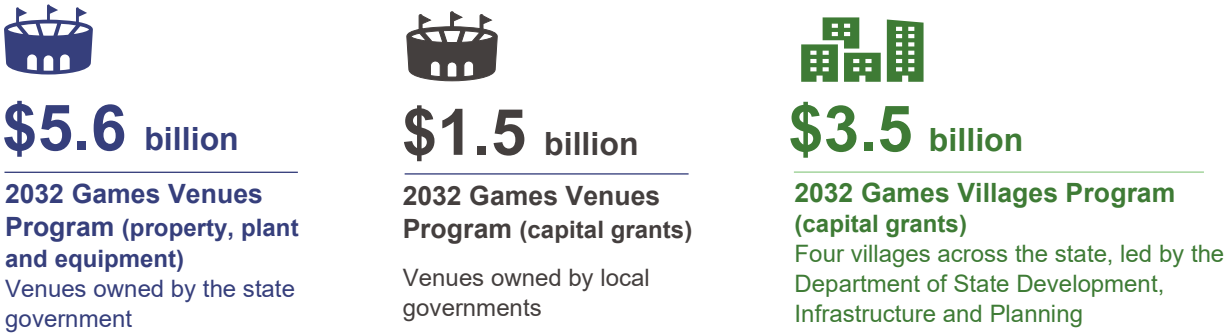
Olympic and Paralympic infrastructure projects are in the planning stages

Infrastructure for the Brisbane 2032 Olympic and Paralympic Games

The Queensland Government's *2032 Delivery Plan* sets out an integrated program of Brisbane 2032 venues, transport infrastructure, and supporting investments planned across Queensland.

Delivery is coordinated through a multi-agency model, with the Games Independent Infrastructure and Coordination Authority responsible for leading the delivery of new and upgraded venues and coordinating infrastructure planning across the program.

Figure 1K
Major infrastructure programs for Brisbane 2032



Source: Compiled by the Queensland Audit Office from the 2026–27 capital statement.

Major venue completion dates are scheduled to allow time for testing, commissioning, and operational readiness activities before the Games. Peak construction activity is expected between 2027 and 2031.

The program is being delivered alongside Queensland's broader infrastructure pipeline. As Brisbane 2032 projects move into construction, they will compete for labour, contractors, and plant and construction materials required for other major infrastructure projects. Effective planning, procurement, and workforce management will be important to manage delivery risks and support timely delivery.

To provide further insight into arrangements supporting Brisbane 2032 delivery, our *Forward work plan 2026–29* includes an audit planned for tabling in early 2027 on cross-entity governance and preparedness for Brisbane 2032.

The report will assess the effectiveness of governance, risk management, and planning arrangements across participating entities, and provide an update on the progress made by entities for delivery of the Games Venues Program. It is the second in our series of reports examining the planning and delivery of Brisbane 2032.

2. Planning and oversight of Queensland's major projects

Effective governance, procurement, asset management, and reporting supports public sector entities to deliver capital projects.

This chapter outlines key developments in these areas, including improvements in the availability and quality of capital project information, as well as how entities are applying procurement policies and procedures.

Insights into the delivery of Queensland's capital projects

Queensland Government departments and statutory bodies use the Project Assessment Framework (PAF) to guide the planning and delivery of major infrastructure projects. The framework includes key decision points and assurance activities designed to support informed decision-making and effective project delivery. Other public sector entities generally apply similar principles where government funding or approval is required.

Figure 2A demonstrates the policies and framework supporting the PAF in delivering Queensland's largest capital projects.

Figure 2A
Component, policy, and framework supporting the Project Assessment Framework (PAF)

Business case development framework	Infrastructure Proposal Development Policy	Gateway reviews
Outlines the step-by-step process for planning and assessing major infrastructure proposals.	Explains how infrastructure proposals are reviewed to ensure they are well planned, backed by evidence, and likely to achieve their intended outcomes.	Provide independent reviews at key points in the project life cycle to identify risks and suggest improvements.

Source: Compiled by the Queensland Audit Office from Queensland Treasury's Project Assessment Framework.

The PAF divides the project life cycle into 8 key stages, from identifying a service need through to realising project benefits. These stages support consistent decision-making and alignment with whole-of-government priorities.

At each stage, agencies assess the project's progress and quality to ensure it aligns with strategic goals and delivers value for money. Projects must meet the requirements of each stage before moving to the next.

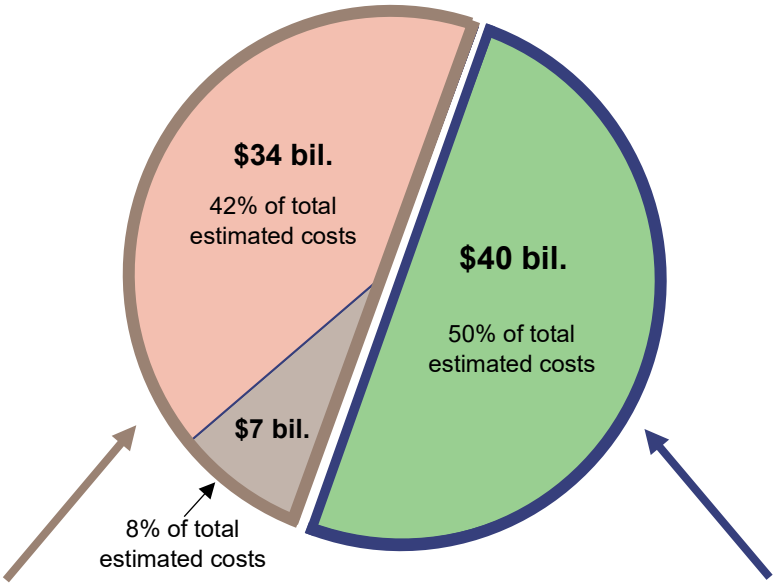
Around 50 per cent of the total estimated cost of projects greater than $500 million relates to projects that are in the pre-procurement stage of their life cycle, compared with 64 per cent in 2025–26. At this early stage, project scope, design, delivery models, and market conditions are often still being assessed, resulting in lower cost certainty.

The reduction from 64 per cent to 50 per cent since last year reflects 2 factors: a significant decrease in the total estimated costs of energy projects and the progression of several projects from pre-procurement into post-procurement stages of the project life cycle.

As projects progress through later stages of the project life cycle, total estimated costs generally become more reliable and may increase.

Figure 2B shows the current project life cycle stages as per the PAF for projects over $500 million, grouped by their total estimated cost.

Figure 2B
Total estimated costs of capital statement projects over $500 million split by their project delivery stages under the Project Assessment Framework



50% of total estimated costs of projects in pre-procurement stages

Pre-procurement stage	Definition
Strategic assessment of service requirement (nil projects)	Define the project need and strategic alignment
Preliminary evaluation	Assess options for viability and fit
Business case development	Conduct detailed analysis and make recommendations
Supply strategy development (nil projects)	Decide procurement method and risk management

50% of total estimated costs of projects in post-procurement stages

Post-procurement stage	Definition
Source supplier(s) (nil projects)	Procure services through tenders and contracts
Establish service capability (nil projects)	Prepare for delivery and contract management
Deliver service	Implement and monitor the project
Benefits realisation (nil projects)	Measure and track outcomes

Source: Compiled by the Queensland Audit Office from information provided by agencies.

Cost certainty increases as projects progress through the Project Assessment Framework

The PAF includes a series of decision points where agencies assess affordability, costs, benefits, risks, and delivery options before progressing to the next stage. The PAF recommends undertaking gateway reviews at each of these key decision points.

Gateway reviews provide independent assurance at key stages of the life cycle to test whether projects are ready to proceed and whether significant risks have been appropriately identified and managed. These reviews are designed to strengthen project planning and provide government with greater confidence in estimated costs and expected outcomes.

Figure 2C shows how project assessment processes and gateway reviews support project planning, cost estimation, and budget management throughout the project life cycle.

Figure 2C
How project assessment processes and gateway reviews help manage project costs and budget risks

PAF stage	Key budget management activities	Gateway review focus	Contribution to managing costs
Strategic assessment of service requirement	Identify service need, strategic objectives, and potential investment scale	Gate 0 – Strategic assessment	Tests whether a genuine service need exists before significant expenditure is incurred
Preliminary evaluation	Develop options, preliminary cost estimates, and economic assessment	Gate 1 – Preliminary evaluation	Challenges assumptions, scope, and affordability; identifies optimism bias and early cost risks
Business case development	Provide detailed cost estimates, risk assessments, cost-benefit analysis, and funding requirements	Gate 2 – Business case	Validates cost estimates, economic benefits, and contingency provisions before approval
Supply strategy development	Evaluate delivery models, procurement strategy, and risk allocation	Supporting assurance reviews	Assesses whether delivery and contracting approaches appropriately allocate cost and delivery risks
Source supplier(s)	Undertake tender evaluation and contract negotiations	Gate 3 – Contract award	Confirms procurement outcomes represent value for money and remain within approved budgets
Establish service capability	Mobilise and plan implementation	Gate 4 – Readiness for service	Reviews preparedness for delivery and identifies emerging cost pressures
Deliver service	Monitor delivery, forecasts, and contract performance	Ongoing project controls	Tracks budget variances and movements in forecast costs
Benefits realisation	Assess achievement of intended outcomes	Gate 5 – Benefits realisation	Provides lessons learnt to improve future estimating and project planning

Source: Compiled by the Queensland Audit Office from Queensland Treasury's Project Assessment Framework, Cost-Benefit Analysis Guidelines, and Gateway Review Process.

Gateway reviews are most effective at key decision points in the project life cycle, particularly during preliminary evaluation, business case development, and supply strategy development. At these points the project scope, cost estimates, procurement approaches, and risks are still being refined, which provides an opportunity to identify and address issues early. However, gateway reviews can continue to provide value throughout project delivery.

Independent reviews at these stages can strengthen decision-making, improve the quality of cost estimates, and identify risks before major funding and procurement decisions are made.

Cost overruns can occur throughout the project life cycle

Cost overruns can occur for a range of reasons throughout the project life cycle. We have published a blog on how entities can better manage the risks that contribute to budget overruns in major projects: www.qao.qld.gov.au/blog/understanding-why-budget-overruns-occur-how-prevent-them.

In this blog, we examine common causes of budget overruns, including:

- insufficient early-stage planning
- unrealistic cost estimates
- poorly defined scope
- weak project controls
- contract variation risks
- governance weaknesses.

We also provide information to help support entities' planning, budgeting, risk management, procurement, contract management, and project governance practices (such as project assurance reviews) to improve cost certainty and project outcomes.

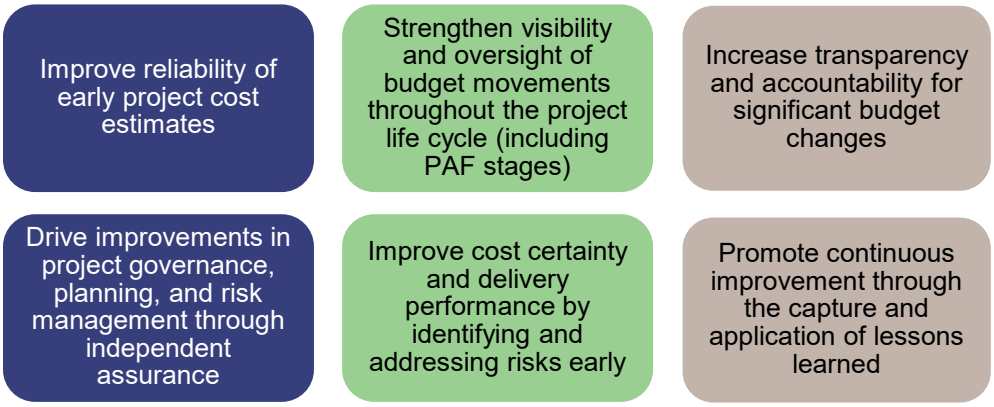
Understanding the factors that drive budget escalation can help agencies focus their project development, risk management, and gateway review processes on areas most likely to affect project costs, schedules, and delivery outcomes.

Agencies have opportunities to strengthen their oversight of major project budgets

Queensland Treasury's cost-benefit analysis guidance recommends that agencies systematically assess project costs, benefits, risks, and alternative options throughout project development. This analysis supports evidence-based decision-making and helps agencies better understand potential financial risks before they seek funding approval.

With around half of the total estimated cost of projects exceeding $500 million still in pre-procurement stages, effective project assurance is important. Figure 2D highlights the potential benefits of gateway reviews.

Figure 2D
Potential benefits of gateway reviews



Source: Compiled by the Queensland Audit Office from information within the Project Assessment Framework.

The Queensland Procurement Policy 2026 has introduced changes to procurement practices

In January 2026, the Queensland Government implemented the *Queensland Procurement Policy 2026* (QPP 2026), replacing the previous procurement framework for Queensland public sector agencies.

The QPP 2026 introduces a flexible, risk-based approach to procurement providing a framework of mandatory, recommended, and discretionary requirements. Figure 2E summarises the key changes introduced under QPP 2026.

Figure 2E
Key changes of the Queensland Procurement Policy 2026



Source: Compiled by the Queensland Audit Office from information within the Queensland Procurement Policy 2026.

For major infrastructure projects, the most significant impacts are expected during the supply strategy development and source supplier stages of the PAF.

At these stages, agencies determine procurement approaches, engage with the market, and award contracts.

The QPP 2026 places greater emphasis on:

- forward procurement planning – agencies identify and plan their future purchasing needs early, typically over the next 12 to 24 months
- category management – agencies group similar goods and services into categories, such as information technology, professional services, fleet, or facilities management
- supplier engagement – agencies engage with suppliers before, during, and after procurement processes to better understand market capability, emerging solutions, risks, and opportunities
- proportionality of procurement processes – agencies apply procurement requirements that are appropriate to the value, risk, complexity, and nature of the purchase
- the achievement of broader economic, environmental, and social outcomes through procurement activities.

The QPP 2026 also introduces the Procurement Assurance Model (PAM), which complements existing project assurance processes. While gateway reviews assess whether projects are strategically justified, affordable, deliverable, and appropriately governed at key decision points, the PAM focuses on procurement performance, supplier conduct, and compliance with procurement policy requirements and the *Queensland Government Supplier Code of Conduct 2026*.

The QPP 2026 is likely to affect a large portion of Queensland's infrastructure pipeline because one-half of projects are still in the pre-procurement stage. For these projects, agencies may need to review procurement strategies, policies, templates, and governance arrangements to align with the new requirements before carrying out procurement activities.

Projects with contracts already awarded are likely to be more affected by the policy's contract management, supplier performance monitoring, and accountability requirements than by changes to sourcing processes.

The QPP 2026 was released on 11 November 2025 and began on 1 January 2026. Its implementation is occurring in stages. Agencies must publish category strategies (plans that outline procurement priorities and approaches for specific areas of spending) and procurement expenditure information annually from 31 March 2026.

Updated invitation and contract templates are scheduled to be introduced across procurement categories by 31 December 2026, and the PAM incentive scheme – a supplier rating system that is designed to recognise and reward high-performing suppliers – is scheduled to commence on 1 January 2027.

As a result, agencies may have already started or completed some implementation activities.



Opportunities for entities – ongoing implementation of QPP 2026

Entities may need to continue to:

- review and update their procurement policies, procedures, and templates
- strengthen procurement data and category management practices
- build workforce capability to support compliance with the new procurement policy.

Entities may also need to continue simplifying procurement processes, improving supplier engagement, maintaining forward procurement planning information, and applying procurement approaches that are proportionate to risk and complexity.

We will include further detail on procurement-related findings and observations in our upcoming report *State entities 2026*.

The Department of Transport and Main Roads' revised project reporting approach

Alongside changes to procurement practices, agencies have also revised how they report projects. In June 2025, the Department of Transport and Main Roads (TMR) changed how it reports investments in the *Queensland Transport and Roads Investment Program 2026–27 to 2029–30* (QTRIP) following a strategic review.

QTRIP is TMR's rolling 4-year transport infrastructure program, which outlines funded and planned investments across Queensland. These investments are also reported within the TMR portfolio section of the 2026–27 capital statement.

The review examined how TMR manages its infrastructure pipeline and opportunities to strengthen cost and risk management throughout the life of major projects. A key change was the introduction of 2 project classifications: planned and contractually committed. Under this approach, planned projects are reported without a total estimated cost, while contractually committed projects include a total estimated cost.

QTRIP is the second publication under this reporting approach. The distinction between planned and contractually committed projects provides information on where projects sit within the infrastructure pipeline. The program includes $46.9 billion of contractually committed investments across road, rail, maritime, and public transport infrastructure.

Significant contractually committed investments include the Bruce Highway Targeted Safety Program, Logan and Gold Coast Faster Rail, The Wave (Stage 1), Queensland Train Manufacturing Program, and Coomera Connector (Stage 1).

The 2026–27 capital statement also includes $22.2 billion of planned projects. Under QTRIP's reporting approach, planned projects are not assigned a total estimated cost until they reach a more advanced stage of development. As a result, the value of planned projects reported in the capital statement is not directly comparable to the project costs reported in QTRIP. The largest planned investments relate to upgrades of the state road network in the North Coast (Moreton Bay, Sunshine Coast, and hinterland areas) and South Coast (Gold Coast, Logan, and Scenic Rim) regions.

As projects move from planned to contractually committed status, QTRIP reports their total estimated cost and includes them in the contractually committed component of the program.

3. Progress of the Cross River Rail project

The Cross River Rail Delivery Authority (the Delivery Authority) is responsible for delivering the Cross River Rail (CRR) project. The project involves constructing a 10.2-kilometre rail line, including 5.9 kilometres of twin tunnels running under the Brisbane River and the central business district, and 4 new underground stations.

The Delivery Authority is also responsible for delivering a wide range of CRR-related works. These works include rebuilding 8 stations, constructing 3 new Gold Coast stations, and installing a new signalling system.

Since 2019, both the total estimated cost and planned opening date for passenger services – referred to below as 'in-service date' – have changed.

Figure 3A
Timeline of major Cross River Rail project milestones and updates

Aug 2017

Business case released: $6.9 bil. total cost | 2024

- Core project cost: $6.9 billion for surface works, signalling, rail systems, underground stations, tunnelling, tunnel track, and acquisition of land. Funding included $5.4 billion from the state and $1.5 billion from the private sector.
- Additional stations and signalling works were identified for future consideration to support enhanced service levels.

Apr 2019

Three major work packages announced: $8.1 bil. total cost | 2025

- Core project cost: $6.9 billion.
  1. Tunnel, Stations and Development (TSD): $4.2 billion ($2.7 billion state funded and $1.5 billion privately funded).
  2. Rail, Integration and Systems (RIS): $0.8 billion state funded.
  3. Other state-funded works: $1.9 billion for land acquisition, contingencies, and other project costs.
- Associated project cost: $1.2 billion, including $634 million for European Train Control System (ETCS) and $600 million for RIS, both funded by Queensland Rail, bringing the overall CRR project cost to $8.1 billion.

Mar 2023

Cost increase and revised opening date: $9.5 bil. total cost | 2026

- Core project cost: $7.8 billion, including $960 million in additional state funding ($6.3 billion state funded and $1.5 billion privately funded). The increase reflects supply chain pressures and higher material and labour costs. The revised in-service date was changed to 2026.
- Associated project cost: $1.7 billion of other state-funded works, including complementary works and ETCS, bringing the overall CRR project cost to $9.5 billion.

Dec 2024

Estimated costs and revised opening date: >$17 bil. total cost | 2029

- Core project cost: $10.6 billion, including $0.2 billion to continue construction on the TSD package while final negotiations were underway, and $2.6 billion for future operations and maintenance.
- Associated project cost: $6.5 billion, including $1.75 billion for expected but not yet agreed costs, bringing the overall CRR project to more than $17 billion.
- Increase in reported total project cost reflects the inclusion of additional cost items not previously in the estimate, including tunnel integration with the existing rail network, train stabling facilities, signalling systems, temporary bus services during construction, and maintenance equipment.

Oct 2025

Cost increase and revised opening date: $19 bil. total cost | 2029

- Core project cost: $12.4 billion, following negotiations with delivery partners for the TSD and RIS packages during 2024 and 2025. This includes $1.8 billion in additional state funding provided for the TSD and RIS work packages. The revised in-service date changed to 2029.
- Associated project cost: $6.6 billion, including $1.4 billion in additional funding from Queensland Rail and the Department of Transport and Main Roads, bringing the overall CRR project cost to $19 billion.

Jun 2026

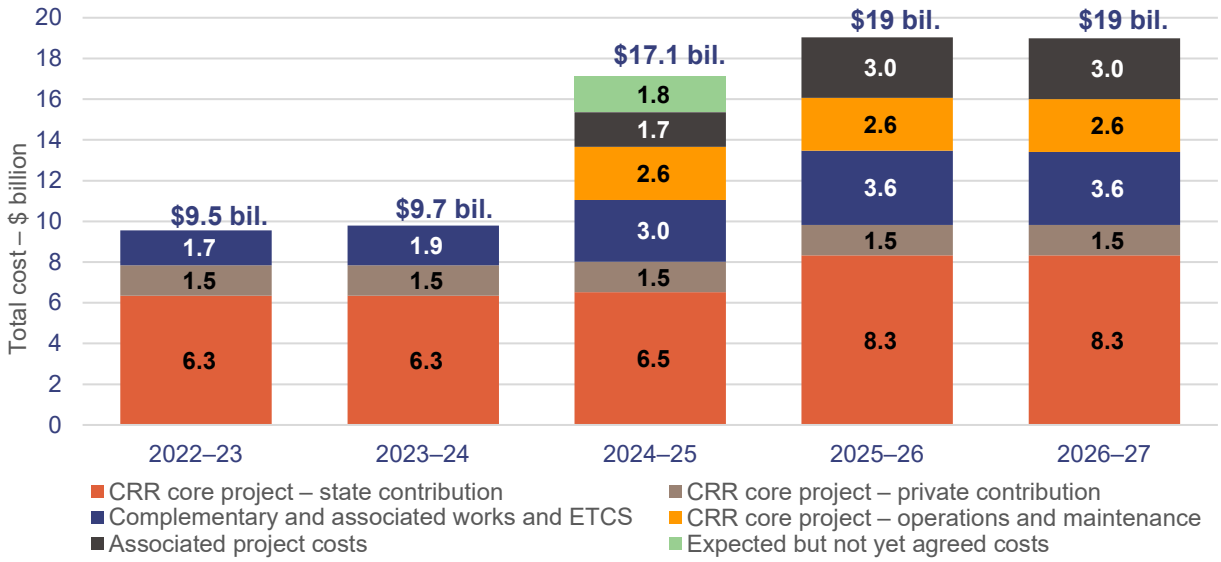
Negotiations completed and estimated costs confirmed: $19 bil. total cost | 2029

Following completion of negotiations with delivery partners for the TSD and RIS packages, the total estimated cost and in-service date remained consistent with the October 2025 estimate.

Source: Compiled by the Queensland Audit Office from Cross River Rail Delivery Authority management reports and Queensland Government ministerial statements.

The announced estimated total cost for the project has changed over time. Figure 3B shows the movement in the announced total estimated cost, with a focus on the changes that occurred during the 2024–25 and 2025–26 financial years. The 2026–27 announced total estimated cost reflects the completion of negotiations with delivery partners and agreement of the estimated costs to complete the project.

Figure 3B
Announced Cross River Rail project costs for the financial years 2022–23 to 2026–27



Source: Compiled by the Queensland Audit Office from Cross River Rail Delivery Authority management reports and Queensland Government ministerial statements.

Cross River Rail is moving into testing and commissioning

In *Major projects 2025* (Report 8: 2025–26), we reported that the Delivery Authority had completed negotiations with its major contractors. These negotiations confirmed revised project costs and a revised delivery program, with first passenger services expected in 2029.

As Figure 3B shows, the estimated total cost of the CRR project and its associated works remained stable at $19 billion in 2026–27, following the completion of these negotiations.

The estimated cost of the core project remained at $12.4 billion. Complementary and associated works, including the European Train Control System, remained at $3.6 billion. Other associated project costs also remained unchanged at $3 billion in 2026–27.

The project is moving from construction into integration, testing, and commissioning. The Delivery Authority, Queensland Rail, the Department of Transport and Main Roads, and major contractors are working together to integrate and test trains, stations, signalling, and other rail systems. A dedicated ‘lead integrator’ function within the Delivery Authority is coordinating this work.

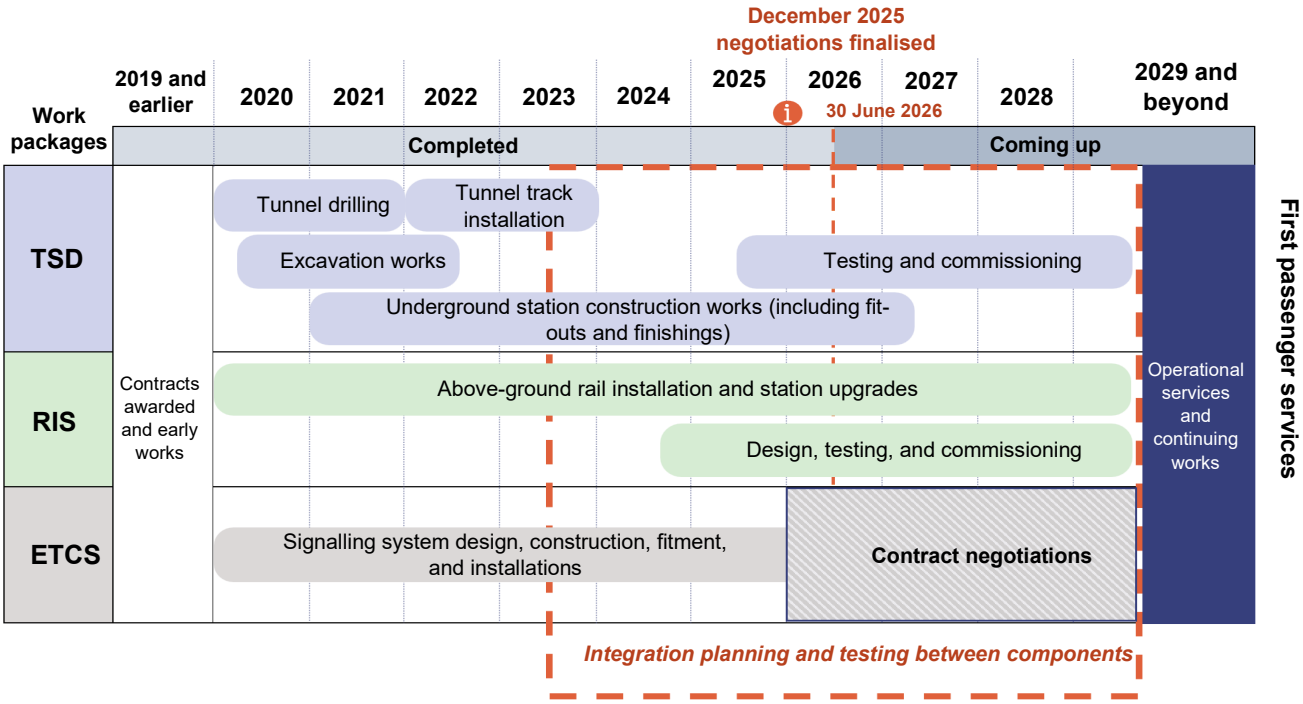
In 2026–27, the Delivery Authority expects to begin integrated onsite testing, including running trains through the tunnels and stations under controlled conditions, initially at low speeds. Construction and fit-out activities will continue while testing is underway.

Before passenger services can begin, the project must complete further train testing, staff training, operational exercises, safety assurance, and regulatory review. This work must demonstrate that the railway can operate safely and reliably. Passenger operations are still expected to start in 2029.

Project delivery timeline

Figure 3C outlines the revised timelines for the major work packages, based on information provided by the Delivery Authority.

Figure 3C
Cross River Rail project – progress and plan



Notes: TSD – Tunnel, Stations and Development; RIS – Rail, Integration and Systems; ETCS – European Train Control System.

Refer to Figure D1 in Appendix D for the project details.

Source: Compiled by the Queensland Audit Office from Cross River Rail Delivery Authority management reports.

Project milestones achieved during the year

The Delivery Authority continued to progress work across the project's major packages during 2025–26. The twin tunnels are complete, and the 4 underground stations are nearing completion. During the year, work progressed on station entrances, internal finishes, mechanical and electrical systems, communications equipment, and platform screen doors. Static (or stationary) testing also commenced at the underground stations.

Above ground, the Delivery Authority handed over Salisbury station to Queensland Rail, bringing the number of station handovers to 6 of 7. Pimpama and Hope Island stations opened during the year, while construction continued at Merrimac station.

For the European Train Control System (ETCS) package, testing of the signalling system continued on the Shorncliffe line, and Queensland Rail began staff training on the new train control systems.

Additional funding for Cross River Rail-associated projects

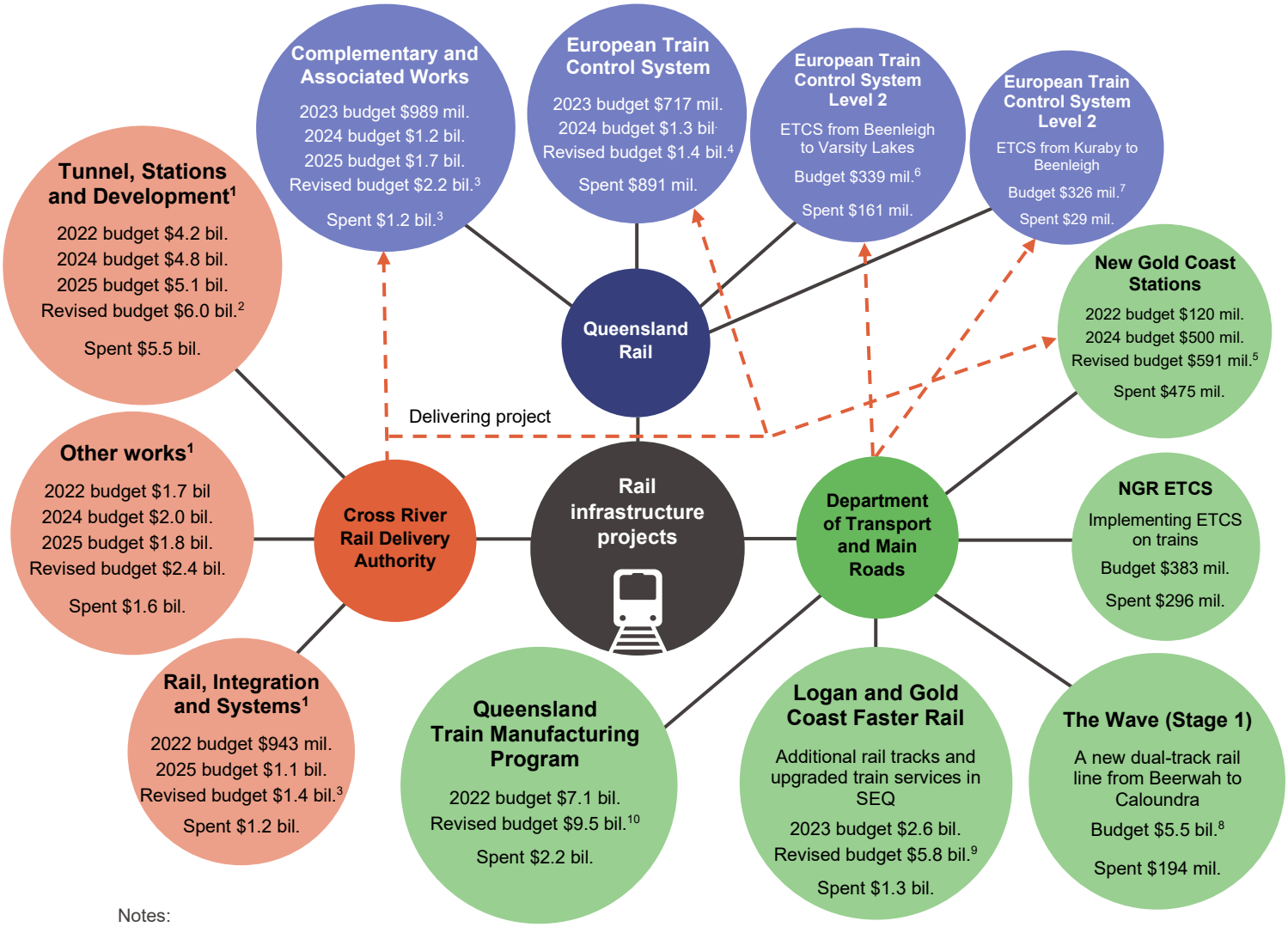
Several projects the Delivery Authority is delivering are on behalf of the Department of Transport and Main Roads and Queensland Rail. These include:

- upgrades to train stabling yards, bridges, and stations, funded through Queensland Rail's capital program under the Complementary and Associated Works package
- implementation of the ETCS, also funded through Queensland Rail's capital program
- construction of the Pimpama, Hope Island, and Merrimac stations on the Gold Coast, delivered under the New Gold Coast Stations project.

As part of the broader SEQ Rail Connect strategy, which aims to deliver a more integrated transport network across South East Queensland, additional rail infrastructure projects are still being planned to complement and support CRR.

Figure 3D outlines the major rail and associated projects linked to CRR, including their funding sources, budget changes, and spending to date.

Figure 3D
Major rail and associated infrastructure projects (estimated expenditure as at 30 June 2026)



Notes:

1 The Delivery Authority capital budget for the CRR project (including private finance) is $9.825 billion. The revised budget relates to finalisation of negotiations completed during 2026 with the contractors delivering the TSD and RIS package.

2 In 2026, the state committed additional funding of $918 million for the TSD work package.

3 The total budget for the RIS work package is $3.6 billion, with Queensland Rail funding $2.2 billion and the Delivery Authority funding $1.4 billion. The revised budget relates to finalisation of negotiations completed during 2026 with the contractors delivering the RIS package. These balances have been sourced from Delivery Authority reports, and there may be minor differences in expenditure due to accounting treatment.

4 The total budget for the ETCS work package is $1.4 billion, fully funded by Queensland Rail. This balance has been sourced from Delivery Authority reports, and there may be minor differences in expenditure due to accounting treatment.

5 The total budget for New Gold Coast Stations is $591 million, with the Department of Transport and Main Roads contributing $518 million and Queensland Rail contributing $73 million.

6 The total budget for the ETCS Level 2 signalling technology between Beenleigh and Varsity Lakes is $339 million, fully funded by Queensland Rail. The project is being delivered by the Department of Transport and Main Roads, with support from Queensland Rail.

7 The total budget for the ETCS Level 2 signalling technology between Kuraby and Beenleigh is $326 million. The project is being delivered by the Department of Transport and Main Roads, with support from Queensland Rail.

8 This project was previously known as the Direct Sunshine Coast Rail Line (Stage 1) and will deliver a 19-kilometre dual-track rail line from Beerwah to Caloundra. The total budget for Stage 1 is $5.5 billion.

9 The total budget for the Logan and Gold Coast Faster Rail is $5.75 billion, funded equally by the Australian and Queensland governments.

10 This represents the revised budget for the Queensland Train Manufacturing Program, following the completion of a tender process in 2023. The 2026–27 capital statement includes a component of this overall budget, being $4.9 billion for the manufacturing phase.

NGR – New Generation Rollingstock; SEQ – South East Queensland.

All budgets for major projects include a contingency to allow for any construction risks to be addressed as they arise. For the CRR project, this is included in the Other works revised budget of $2.4 billion. As of 30 June 2026, the contingency for the CRR project remained within the revised budget.

Budget figures reflect the latest approved budget or revised budget. Where multiple budget figures are presented, each reflects the approved or reported budget at the relevant date and has not been restated for subsequent changes.

Source: Compiled by the Queensland Audit Office from Cross River Rail Delivery Authority management reports, information from the Department of Transport and Main Roads, and from the 2026–27 capital statement.

Appendices

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A. Entity responses

As mandated in s. 64 of the *Auditor-General Act 2009*, the Queensland Audit Office gave a copy of this report with a request for comments to the:

- Minister for Transport and Main Roads
- Treasurer, Minister for Energy and Minister for Home Ownership
- Minister for Sport and Racing and Minister for the Olympic and Paralympic Games
- Under Treasurer, Queensland Treasury
- Director-General, Department of Transport and Main Roads
- Chief Executive Officer, Queensland Rail
- Chief Executive Officer, Cross River Rail Delivery Authority.

We also provided a copy of the report to the following and gave them the option of providing a response:

- Premier and Minister for Veterans
- Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations
- Director-General, Department of the Premier and Cabinet
- Director-General, Department of State Development, Infrastructure and Planning
- Director-General, Queensland Health
- Lord Mayor, Brisbane City Council
- Chief Executive Officer, Brisbane City Council
- Board Chair and Chief Executive Officer, Games Independent Infrastructure and Coordination Authority
- Board Chair and Chief Executive Officer, Powerlink Queensland
- Board Chair and Chief Executive Officer, Queensland Hydro
- Board Chair and Chief Executive Officer, Queensland Investment Corporation
- Board Chair and Chief Executive Officer, CS Energy.

This appendix contains the responses we received.

The heads of these entities are responsible for the accuracy, fairness, and balance of their comments.

Comments received from the Minister for Sport and Racing and Minister for the Olympic and Paralympic Games

The Honourable Tim Mander MP
Minister for Sport and Racing and
Minister for the Olympic and
Paralympic Games

DELIVERING FOR QUEENSLAND | Queensland Government

Our ref: CTS 20771/26

1 William Street Brisbane
PO Box 15478 City East
Queensland 4002 Australia
Telephone +61 7 3719 7560
Email sport@ministerial.qld.gov.au
Website www.sport.qld.gov.au

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
QueenslandAuditOffice@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email of 20 October 2026 regarding the Queensland Audit Office's proposed report to Parliament titled *Major Projects 2026*.

I appreciate the opportunity to review the report, which includes an overview of 2032 Olympic and Paralympic Games (Games) infrastructure programs. I note the contents of the report and remain committed to working collaboratively across government to support the successful delivery of the Games.

If you require any further information, please contact Ms Kristin McGill, Chief of Staff in my office on [redacted].

Yours sincerely

The Honourable Tim Mander MP
Minister for Sport and Racing and
Minister for the Olympic and Paralympic Games

12 NOV 2026

Comments received from Under Treasurer, Queensland Treasury



DELIVERING FOR QUEENSLAND | Queensland Government

Queensland Treasury

Our Ref: QT04739-2026

Ms Rachel Vagg
Auditor-General of Queensland
Queensland Audit Office

Email: QAO.Mail@qao.qld.gov.au

Dear Ms Vagg Rachel

Thank you for your email of 20 October 2026 providing a copy of your proposed report titled *Major Projects 2026* to Parliament. I am writing to respond on behalf of myself and the Honourable David Janetzki MP, Treasurer, Minister for Energy and Minister for Home Ownership.

Queensland Treasury appreciates the opportunity to review this report and provide commentary on the proposed content of the report. I note Treasury does not have any substantive issues with the report.

As in prior years, the *Major Projects 2026* report is a detailed examination of the State's infrastructure program and provides important observations into aspects of the program's planning and delivery.

If you require any further information, please contact Mr Robert Fleming, Head of Commercial and Transactions, Queensland Treasury, on , who will be pleased to assist.

Yours sincerely

PWilliams

Paul Williams
Under Treasurer

3 / 11 / 2026

1 William Street Brisbane
GPO Box 611 Brisbane
Queensland 4001 Australia
Telephone +61 7 3035 1933
Website www.treasury.qld.gov.au

ABN 90 856 020 239

Comments received from Chief Executive Officer, Cross River Rail Delivery Authority

CROSSRIVERRAIL
DELIVERY AUTHORITY

DELIVERING FOR QUEENSLAND | Queensland Government

Cross River Rail Delivery Authority

Our ref: D2026/51126

23 OCT 2026

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
qao@qao.qld.gov.au

Dear Ms Vagg Rachel

Thank you for the opportunity to comment on the proposed Major Projects 2026 report, which is due to be tabled in Parliament this year.

The Cross River Rail Delivery Authority (Delivery Authority) appreciates the Queensland Audit Office's (QAO) continued oversight of major infrastructure delivery and welcomes its observations on Queensland's infrastructure pipeline and the progress of Cross River Rail.

The report acknowledges the Delivery Authority's significant progress, including the conclusion of negotiations with major delivery partners and the stabilisation of project cost and schedule estimates. The overall estimated cost and planned 2029 commencement of passenger services remain unchanged.

It also recognises the project's transition from major construction to integration, testing and commissioning which is an important delivery milestone.

The Delivery Authority remains focused on delivering Cross River Rail and associated works, supported by effective governance, assurance and oversight of costs, schedules, risks and dependencies. We will continue working closely with the Department of Transport and Main Roads, Queensland Rail and other key stakeholders throughout testing, commissioning, operational readiness and safety assurance.

As the project moves towards operations, effective planning, governance and coordination among responsible entities will be essential. I note that the QAO's *Forward work plan 2026–29* includes an audit of how effectively the Delivery Authority, the Department of Transport and Main Roads, and Queensland Rail are planning to operationalise Cross River Rail.

Thank you again for the opportunity to comment on the proposed report. The Delivery Authority remains committed to working constructively with the QAO and relevant stakeholders to support transparent oversight and the successful delivery and operationalisation of Cross River Rail.

Yours sincerely

Graeme Newton
Chief Executive Officer
Cross River Rail Delivery Authority

Level 12, 150 Mary Street, Brisbane
PO Box 15476 Brisbane City East
Queensland 4000 Australia
Telephone 1800 010 875
Website crossriverrail.qld.gov.au
ABN 21 542 690 798

Comments received from Director-General, Department of Transport and Main Roads

DELIVERING FOR QUEENSLAND | Queensland Government

Office of the
Director-General
Department of
Transport and Main Roads

Our ref: DG49749

Your ref: PRJ04664

11 November 2026

Ms Rachel Vagg
Auditor-General
Queensland Audit Office
qao@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email of 20 October 2026 about the Queensland Audit Office's proposed report to Parliament titled *Major Projects 2026*.

The Department of Transport and Main Roads (TMR) appreciates the opportunity to review this report and has provided feedback on the content within this report.

Your report provides valuable insights assisting TMR's continuing improvements to successfully deliver its capital program, which is growing as government invests in transport infrastructure to support Queensland's growing population and ahead of hosting the 2032 Olympic and Paralympic Games.

If you require further information, please contact Mr Ian Rushworth, Chief Auditor, TMR, by telephone or email at

I trust this information is of assistance.

Yours sincerely

Sally Stannard
Director-General
Department of Transport and Main Roads

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Telephone +61 7 3066 7316
Website www.tmr.qld.gov.au
ABN 39 407 690 291

B. How we prepared this report

Queensland Audit Office reports to parliament

The Queensland Audit Office (QAO) is Queensland's independent auditor of public sector entities and local governments.

QAO's independent public reporting is an important part of our mandate. It brings transparency and accountability to public sector performance, and is a vital part of the integrity framework that provides public confidence in the system of government. By reviewing our reports to parliament, the community can assess whether entities are delivering government services in a manner that meets their expectations.

QAO provides valued assurance, insights and advice, and recommendations for improvement via the reports it tables in the Legislative Assembly, as mandated by the *Auditor-General Act 2009*. These reports to parliament may be on the results of our financial audits, on the results of our performance audits, or on our insights. Our insights reports may provide key facts or a topic overview, the insights we have gleaned from across our audit work, the outcomes of an investigation we conducted following a request for audit, or an update on the status of Auditor-General recommendations.

We share our planned reports to parliament in our 3-year forward work plan, which we update annually: www.qao.qld.gov.au/audit-program.

A fact sheet how we prepare, consult on, and table our reports to parliament is available on our website: www.qao.qld.gov.au/reports-resources/fact-sheets.

About this report

QAO prepares its insights reports under the *Auditor-General Act 2009*:

- section 63, which outlines the discretion the Auditor-General has for reporting to parliament.
- section 62, which outlines the Auditor-General may prepare interim and supplementary reports.

This report shares the insights we have gleaned from across our audit work.

What we cover in this report

This report provides details about capital expenditure across Queensland's regions and within government portfolios over a 5-year period (including about the status of the Cross River Rail project and the Brisbane 2032 Olympic and Paralympic Games to date), and an overview of future and planned major projects.

Entities included in this report

- Brisbane City Council
- Council of the City of Gold Coast
- Cross River Rail Delivery Authority
- Department of Health
- Department of State Development, Infrastructure and Planning
- Department of Transport and Main Roads
- Games Independent Infrastructure and Coordination Authority
- Gladstone Area Water Board
- Powerlink
- Queensland Hydro

- Queensland Rail
- Queensland Treasury
- Queensland Investment Corporation
- CS Energy.

Our approach

Data analysis

We analysed the publicly available data from the published capital budgets from 2022–23 to 2026–27 to form insights and make observations. This involved some data cleansing to ensure consistent naming of projects and entities, where these had changed during the period being analysed. We did not audit the source data.

Capital expenditure

We have not provided assurance on the results of capital expenditure across Queensland's regions.

C. Entities as per the capital statement 2026–27

The budget capital statement (Budget Paper 3) is published annually to present an overview of the Queensland Government's proposed capital expenditure. The following table lists entities by portfolio, as included in the 2026–27 capital statement.

Figure C1
Queensland Government entities

Portfolios	Entities included
Customer Services, Open Data and Small and Family Business	Department of Customer Services, Open Data and Small and Family Business CITEC Queensland Shared Services
Education	Department of Education Queensland Curriculum and Assessment Authority Arts Queensland Library Board of Queensland Queensland Art Gallery Queensland Museum Queensland Performing Arts Trust
Environment, Tourism, Science and Innovation	Department of the Environment, Tourism, Science and Innovation
Families, Seniors, Disability Services and Child Safety	Department of Families, Seniors, Disability Services and Child Safety
Housing and Public Works	Department of Housing and Public Works QBuild Queensland Building and Construction Commission
Justice	Department of Justice Crime and Corruption Commission Legal Aid Queensland Public Trustee of Queensland
Legislative Assembly of Queensland	Legislative Assembly of Queensland
Local Government, Water and Volunteers	Department of Local Government, Water and Volunteers Gladstone Area Water Board Mount Isa Water Board Seqwater SunWater Limited
Natural Resources and Mines, Manufacturing and Regional and Rural Development	Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Premier and Cabinet	Department of the Premier and Cabinet
Primary Industries	Department of Primary Industries Queensland Racing Integrity Commission

Portfolios	Entities included
Queensland Corrective Services	Queensland Corrective Services
Queensland Fire Department	Queensland Fire Department Queensland Reconstruction Authority
Queensland Health	Queensland Health and hospital and health services Council of the Queensland Institute of Medical Research
Queensland Police Service	Queensland Police Service
Queensland Treasury	Queensland Treasury CleanCo Queensland Limited CopperString Delivery CS Energy Limited Energy Queensland Limited Powerlink Queensland Queensland Hydro Pty Ltd Stanwell Corporation Limited
Sport, Racing and Olympic and Paralympic Games	Department of Sport, Racing and Olympic and Paralympic Games Queensland Academy of Sport Stadiums Queensland
State Development, Infrastructure and Planning	Department of State Development, Infrastructure and Planning Economic Development Queensland Games Independent Infrastructure and Coordination Authority South Bank Corporation
Trade, Employment and Training	Department of Trade, Employment and Training TAFE Queensland Trade and Investment Queensland
Transport and Main Roads	Department of Transport and Main Roads Far North Queensland Ports Corporation Limited Gladstone Ports Corporation Limited Gold Coast Waterways Authority North Queensland Bulk Ports Corporation Limited Port of Townsville Limited Queensland Rail RoadTek Cross River Rail Delivery Authority
Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
Youth Justice and Victim Support	Department of Youth Justice and Victim Support

Source: Compiled by the Queensland Audit Office from the 2026–27 Budget Capital Statement (Budget Paper 3).

D. Cross River Rail project – 3 major work packages

Figure D1 outlines details of the 3 work packages for the Cross River Rail (CRR) project.

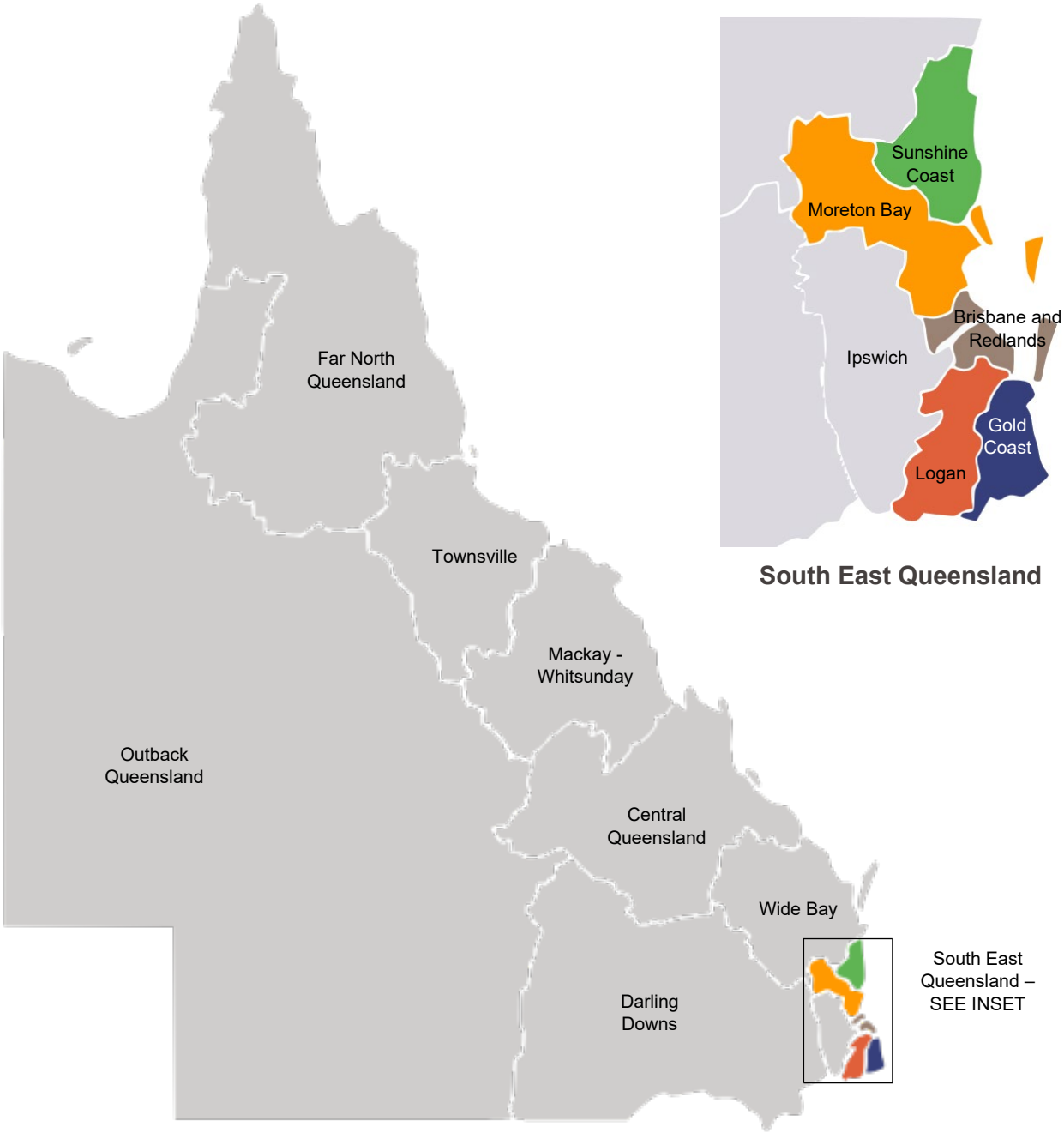
Figure D1
Key information on work packages for the Cross River Rail project as of 30 June 2026

	Tunnel, Stations and Development (TSD)	Rail, Integration and Systems (RIS)	European Train Control System (ETCS)
Overview	The TSD work package includes tunnelling under the Brisbane River, constructing 4 underground train stations, and above- and underground track work. The work package includes design and construction over a 7-year construction period, and a 25-year agreement for ongoing maintenance services until 2049.	The RIS work package will integrate the CRR project with the existing train network. This covers electrical works, operation systems, controls, signalling, and communications work. Complementary and associated works will deliver accessibility upgrades for 6 suburban stations on Brisbane's south side, from Fairfield to Salisbury, for the wider rail network.	The ETCS work package will deliver an advanced signalling system providing continuous information on the position, direction, and speed of all trains. It will also allow passengers to have access to real-time information on train schedules. ETCS is required for the operation of the CRR tunnels and for the wider South East Queensland rail network.
Delivery partner	Public–private partnership with PULSE Consortium. The PULSE Consortium is led by CIMIC Group companies, Pacific Partnerships, CPB Contractors, and UGL, with international partners DIF, BAM, and Ghella.	Alliance contract with UNITY. UNITY brings together CPB Contractors, UGL, AECOM, and Jacobs, plus partners HASSELL, RCS Australia, Acmena, Martinus Rail, and Wired Overhead Solutions.	Sequence Alliance agreement with Hitachi Rail STS and Queensland Rail/CRR.
Delivery information	Public–private partnerships are cooperative agreements generally entered into with private sector entities for the delivery of government services.	An alliance agreement is a multi-party contract, in which all parties agree to a single set of terms and conditions to deliver the project and share the risks of project success or failure.	An alliance agreement is a multi-party contract, in which all parties agree to a single set of terms and conditions to deliver the project and share the risks of project success or failure.
Funding source as of 30 June 2026	Revised CRR funding of $4.5 billion and private finance contributions of $1.499 billion.	Funded by Queensland Rail ($2.2 billion) and Cross River Rail Delivery Authority ($1.4 billion).	Funded by Queensland Rail ($1.4 billion).

Source: Compiled by the Queensland Audit Office from Cross River Rail Delivery Authority management reports and the Cross River Rail website.

E. How we have defined regions of Queensland in this report

In Chapter 1, we provide insights into the capital projects planned across the regions of Queensland. The map below shows how we have defined these regions across the state.



Source: Compiled by the Queensland Audit Office from 2024–25 Budget Capital Statement (Budget Paper 3), Chart 3.



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