

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 entities 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
- Mayor, Council of the City of Gold Coast
- Chief Executive Officer, Council of the City of Gold Coast
- Chief Executive Officer, Games Independent Infrastructure and Coordination Authority
- Chief Executive Officer, Gladstone Area Water Board
- Chief Executive Officer, Powerlink Queensland
- Chief Executive Officer, Queensland Hydro.

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 24447/25

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 7 November 2025 about the Queensland Audit Office's proposed report to Parliament titled *Major Projects 2025*.

I appreciate the opportunity to review the report, which includes an overview of 2032 Olympic and Paralympic Games (the Games) infrastructure projects and the status of Games venues. Further, I note the report and look forward to working across government to ensure a world class Games is delivered in 2032.

If you require any further information, please contact [REDACTED]

Yours sincerely

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

8 DEC 2025

Comments received from Under Treasurer, Queensland Treasury

DELIVERING
FOR QUEENSLAND



Queensland
Government

Queensland Treasury

Our Ref: QT06260-2025

Ms Rachel Vagg
Auditor-General of Queensland
Queensland Audit Office

Email: qao@qao.qld.gov.au

Dear Ms Vagg

Thank you for your email of 7 November 2025 about your proposed report to Parliament titled *Major Projects 2025*. I am writing to respond on behalf of myself and the Honourable David Janetzki MP, Treasurer, Minister for Energy and Minister for Home Ownership.

The 2025 Report provides valuable insights into major projects in Queensland and highlights trends in project costs, timelines and delivery models for the State's infrastructure program.

I note your report indicates all four recommendations previously assigned to Queensland Treasury in the 2023 and 2024 Major Projects reports have been implemented.

If you require any further information, please contact

who will be pleased to assist.

Yours sincerely

Paul Williams
Under Treasurer

9 / 12 / 2025

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



Cross River Rail Delivery Authority

Our ref: D2025/112119

27 NOV 2025

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

Dear Ms Vagg

Thank you for inviting feedback on the proposed Major Projects 2025 report to be tabled in parliament this year.

As noted in your report, the Cross River Rail project has faced significant challenges, including increased material and labour costs, workforce shortages, supply chain disruptions, and productivity losses due to industrial relations issues. The project was notably affected by industrial action following the expiration of Enterprise Agreements in October 2023, resulting in 148 days of protected action and subsequent substantial impacts on site productivity. New Enterprise Agreements approved in late 2024 and early 2025 have provided greater certainty with productivity notably improving.

As noted in your report, additional funding has been allocated and after extensive commercial negotiations the Cross River Rail Delivery Authority (Delivery Authority) has renegotiated costs for major work packages. In October 2025, the Queensland Government announced a revised overall project cost exceeding \$19 billion and a new completion date, with first passenger services expected in 2029.

To mitigate risks, the integrated schedule approach continues to be implemented, enabling progressive testing and commissioning. The Delivery Authority remains committed to managing costs and aligning delivery schedules with stakeholders to achieve revised milestones.

It is pleasing to note that no new recommendations were made in this year's report and that previous recommendations, particularly in relation to asset transfers, have been addressed. The Delivery Authority will continue to collaborate with the Department of Transport and Main Roads, Queensland Rail, and Queensland Treasury to maintain effective governance arrangements for asset transfers.

Thank you again for the opportunity to comment. For further information, please contact

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 crossriversrail.qld.gov.au
ABN 21 542 690 798

Comments received from Chief Executive Officer, Games Independent Infrastructure and Coordination Authority



Our ref: GB25/1004

Your ref: PRJ04664

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

Dear Ms Vagg

Major Projects Report 2025 - Response

Thank you for your email of 7 November 2025, regarding the Queensland Audit Office's (QAO) proposed report to Parliament titled *Major Projects 2025*.

The Games Independent Infrastructure and Coordination Authority (GIICA) appreciates the opportunity to review the report and provide feedback.

GIICA has the important responsibility of delivering the 17 new and upgraded sports venues for Queensland which will also host events for the 2032 Olympic and Paralympic Games. The period to 30 June 2025 reflects the 'startup' phase of GIICA's delivery of these venues following the release of the Government's 2032 Delivery Plan on 25 March 2025.

This is reflected in the Authority's delivery status as at 30 June 2025, as noted in the Major Projects 2025 report.

I am pleased to advise that since 30 June 2025, work has continued to progress our projects including:

- a program wide Registration of Interest to understand market interest across all our projects;
- commencing site investigations in Victoria Park in accordance with a Cultural Heritage Agreement with Turrbal People;
- commencing the procurement of architects for Brisbane Stadium, the National Aquatic Centre, Barlow Park Stadium, Sunshine Coast Stadium, Moreton Bay Indoor Sports Centre and Logan Indoor Sports Centre;
- commencement of technical analysis of the Fitzroy River in Rockhampton;
- procurement of a Delivery Partner;
- finalisation of the Project Validation Report for the Redlands Whitewater Centre for government consideration; and
- commencement of procurement for Early Contractor Involvement in the design and delivery of Brisbane Stadium.

Games Independent Infrastructure and Coordination Authority
correspondence@giica.au | ph. 1800 021 023
ABN 89 899 403 306

GIICA has also progressed with the preparation of Project Validation Reports for the remaining 11 venues to be delivered in our program of works for consideration by the Queensland and Australian Governments under the Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games.

The runway to the Games is a busy one as we work in partnership with Games Delivery Partners to build and upgrade 17 venues across the state. We appreciate the review and recommendations of the QAO as part of our commitment to transparency and value for Queenslanders.

If you require further information, I encourage you to contact [REDACTED]

Yours sincerely



Simon Crooks
Chief Executive Officer
Games Independent Infrastructure and Coordination Authority

Dated 01/12/2025



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: DG48551

Your ref: PRJ04664

25 November 2025

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

Dear Ms Vagg

Thank you for your email of 7 November 2025 about the Queensland Audit Office's proposed report to Parliament titled Major Projects 2025.

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

I am pleased to read that there were no significant issues raised by the team performing this audit and I appreciate the insights that these reports provide so that we can continue to develop our culture of continuous business improvement.

If you require further information, please contact

I trust this information is of assistance.

Yours sincerely

Sally Stannard
Director-General
Department of Transport and Main Roads

1 William Street Brisbane
GPO Box 1549 Brisbane
Queensland 4001 Australia
Telephone +61 7 3066 7316
Website www.tmr.qld.gov.au
ABN 39 407 690 291

Comments received from Director-General, Department of State Development, Infrastructure and Planning

**DELIVERING
FOR QUEENSLAND**



Department of
**State Development,
Infrastructure and Planning**

Our ref: DGC25/534

Your ref: PRJ04664

12 DEC 2025

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

Dear Ms Vagg

Thank you for your email of 7 November 2025 providing a copy of the *Major Projects Report 2025* to me and the Honourable Jarrod Bleijie MP, Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations.

The Crisafulli Government is committed to delivering the essential infrastructure needed to support the prosperity and wellbeing of all Queenslanders. I welcome the Queensland Audit Office's (QAO) analysis of major projects, particularly with Queensland's record infrastructure program to deliver for a growing Queensland, and to deliver generational infrastructure in time for the 2032 Olympic and Paralympic Games (Games).

The Crisafulli Government has commissioned the Queensland Health *Capacity Expansion Program Independent Review*, the *100 Day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure*, and the Queensland Productivity Commission's Inquiry into the construction sector.

To prepare the 2025–26 State Budget the Department of State Development, Infrastructure and Planning and Queensland Treasury also worked closely with agencies on the forward outlook for the capital program. This approach enabled the Crisafulli Government to reduce the \$129.9 billion capital program announced during the 2024–25 MYFER to a \$116.8 billion four-year capital program announced at the 2025–26 State Budget.

In the 2024–25 MYFER released in January 2025, the Crisafulli Government highlighted a \$22.6 billion increase in the program over the forward estimates primarily to accommodate significant cost escalations and funding decisions made by the former Government after the 2024–25 Budget but prior to the 2024 State General Election, including:

- the health Capacity Expansion Program and various hospital upgrades
- energy and water projects across the State, including CopperString, Paradise Dam rebuild and various dam safety and water security projects
- transport investment through the Queensland Transport and Roads Investment Program
 - other social infrastructure programs (such as schools and corrective services/justice system capacity) to support future service delivery
 - the athletes' villages for the Games.

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530

This is also reflected in Total Estimated Cost changes between the 2024–25 and 2025–26 State Budgets which have been used in the *Major Projects Report 2025* as highlighted by the following examples:

Examples of Total Estimated Cost changes	2024–25 Budget '000	2025–26 Budget '000
2032 Games Athletes Villages		\$3,500,000
CopperString	\$5,000,000	\$13,900,000
Borumba Pumped Hydro Energy Storage	\$14,159,006	\$18,400,000

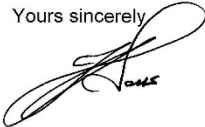
The total of the four-year forward estimate period is more commonly used by the Queensland Government, and is familiar to industry, as a presentation of the capital pipeline.

I also note that the report references the 2022 State Infrastructure Strategy (SIS), which was designed to be revised every four years, and the 2021 Queensland Energy and Jobs Plan (QEJP) which has been replaced by the 2025 Queensland Energy Roadmap. The SIS has become dated with age and the Queensland Government's commitments and contemporary priorities, notably following the 2024 Election and the QEJP is now superseded by the Queensland Government Energy Roadmap 2025.

The Crisafulli Government has committed to developing new regional plans to cover every corner of the State, in conjunction with infrastructure plans that protect the lifestyle of our communities and appropriately cater for growth and to reset the planning partnership with Local Government. The announced program will deliver 13 regional plans which will each be supported by attached regional infrastructure plans (RIPs) within the next four years.

Once again, I extend my appreciation for the QAO's analysis of major projects, and I hope that this information is of assistance. My department looks forward to continuing to work with you and your team. If you require further information, please contact

who
will be pleased to assist you.

Yours sincerely


John Sosso
Director-General