Discussion Paper

Delivering for Queensland: Infrastructure



The Department of State Development, Infrastructure and Planning connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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Introduction

Infrastructure underpins Queensland's economy, communities and essential services. Its many connections—and the benefits it delivers across generations—make a coordinated, forward-looking approach essential to meeting changing needs and creating lasting value for Queenslanders.

Queensland has strong foundations. Our trusted institutions, robust project assessment processes and strong capability across government and industry ensure we are well positioned for sustained growth and confidence in our state. These strengths help make Queensland a great place to live, invest and do business.

Building on these foundations, Queensland must deliver and manage a historically large infrastructure program in response to population growth, demand for essential services, housing pressures, economic transformation, disruption and resilience risks, and the opportunities associated with the 2032 Olympic and Paralympic Games (Games) and beyond.

Meeting this challenge will require more than delivering individual projects. It will require clear long-term direction, disciplined investment, coordinated program oversight, effective stewardship to make the most of our existing assets, and a capable and productive infrastructure and construction industry.

The Queensland Government has commenced reforms to strengthen State infrastructure planning, governance, assurance, coordination and delivery. These reforms provide an important foundation, while also demonstrating the value of an overarching strategy that brings together the Government's infrastructure direction, priorities and reform agenda.

Delivering for Queensland: Infrastructure (DFQI) will replace the 2022 State Infrastructure Strategy. It will clearly set out the Queensland Government's infrastructure priorities and respond to recommendations for reform, including the Queensland Productivity Commission's recommendations to boost productivity in the construction industry, and provide a coordinated pathway for strengthening State infrastructure planning, investment and delivery. By giving industry and investors greater clarity and confidence, DFQI will also help Queensland capitalise on growing national and international interest in the state's infrastructure opportunities.

Developing DFQI and this Discussion Paper

This Discussion Paper is an important step in developing DFQI. It outlines the opportunities and challenges facing Queensland and seeks advice on the proposed vision, objectives and focus areas. Feedback will help provide direction and priorities for the final DFQI, recognise existing strengths and activity, and identify the reforms, partnerships and initiatives government should take forward over the coming years.

This Discussion Paper provides context and invites feedback on the proposed direction and priorities; the final DFQI will present a resolved strategic direction, with greater emphasis on the priority initiatives and implementation arrangements that will guide action.

The approach to connecting the Discussion Paper and shaping the final DFQI is:

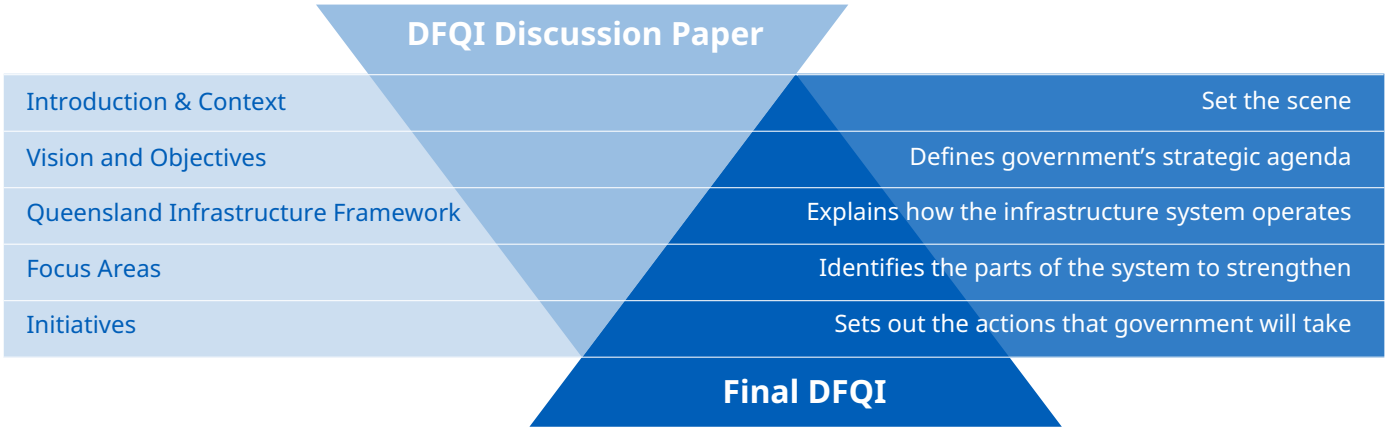


Figure 1 – The progression from the DFQI Discussion Paper to the final DFQI, reflecting a shift in focus from strategic direction to the action that supports delivery.

Through this Discussion Paper, stakeholders are invited to help shape a practical and enduring strategy that provides confidence about Queensland's infrastructure direction, strengthens coordination and supports better outcomes and long-term value for Queenslanders.

Consultation questions

- Consultation questions are included throughout the Discussion Paper to prompt feedback and advice on key matters. Stakeholders are not required to answer every question and may comment on any matters they consider relevant.
- Further details regarding how to make submission and provide feedback are provided at the end of the discussion paper.

How to read this Discussion Paper

The Discussion Paper moves from understanding Queensland's infrastructure context to considering the proposed strategic response. It:

- sets the scene by outlining the challenges and opportunities facing Queensland's infrastructure;
- presents the proposed vision and objectives;
- explains Queensland's infrastructure framework;
- proposes focus areas through which existing and new initiatives can deliver on our vision and objectives; and
- explains how stakeholders can provide feedback and what will happen next.

The discussion paper includes explanatory notes at the end of each chapter about how it contributes to the overall document and the relationship with the following chapter.

WE ARE ...

The Queensland Government is already progressing a broad range of strategies, plans, investments and reforms to meet the State's infrastructure needs and strengthen the capacity and productivity of the construction sector.

We've highlighted throughout this discussion paper, some examples of the initiatives already underway that are influencing planning, procurement, regulation, workforce capability, infrastructure delivery, industry development, investment and innovation.

These efforts demonstrate the strong foundation on which DFQI can build on by providing long-term direction, connecting activity across Government and supporting a coordinated response to challenges and opportunities that extend beyond individual portfolios.

Setting the scene

Queensland's infrastructure has evolved with our population, economy, communities and changing service needs. Looking ahead, we're considering how Queensland is growing, how needs differ across the State, how the capital program can respond, and how better planning, productivity and innovation can deliver lasting value.

A growing and changing state

Queensland continues to attract people to live, work, invest, study and raise their families. Queensland's population is approaching 5.7 million and is projected to grow by around one million people over the next decade, reaching approximately 6.5 million by 2035–36[1].

Growth creates opportunities for Queensland's communities, regions and economy, while increasing demand for housing, transport, health care, education, water, energy, digital connectivity and other essential infrastructure. Future needs will also reflect an ageing population, changing households, economic and technological change, regional development, community expectations and the condition of existing assets.

Housing, jobs and liveable communities depend on transport, water, energy, health, education, digital and community infrastructure working together. Planning must connect these systems with land use, services and economic development. In some locations, this will require a more proactive approach, with government coordinating land, infrastructure investment and precinct delivery.

Different places, different infrastructure needs

Queensland's size and decentralised population shape a unique infrastructure task, with communities, services and economic activity spread across vast distances. Demand for infrastructure extends from rapidly growing urban centres to regional, rural and remote communities, while remoteness, logistics, market depth, disaster exposure and local conditions all influence the way infrastructure is planned, delivered, operated and maintained.

These differences call for responses to be tailored to place. Investment must reflect local service needs, economic activity, market capacity and community priorities, drawing on the knowledge of councils, government-owned corporations, utilities, industry, service providers and communities.

Queensland experiences disasters more frequently than any other Australian state. Floods, cyclones, bushfires and severe weather can damage infrastructure, interrupt services and disrupt communities, supply chains and economic activity. Resilience extends beyond reconstruction to preparedness, mitigation, adaptation, service continuity and betterment.

Since its establishment in 2011, the Queensland Reconstruction Authority has managed more than $34.7 billion in recovery programs responding to 150 disaster events[2]. This experience reinforces the value of preparedness, betterment and learning from recovery. From growing cities to regional, rural and remote communities, Queensland needs infrastructure that reflects local conditions, remains reliable through disruption and is fit for purpose.

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[1] Australian Bureau of Statistics, National, state and territory population and Regional population releases; Queensland Government Statistician's Office, Queensland Government population projections, medium series

[2] QRA data reported as at October 2026. The total number of disaster events represents activations under the Disaster Recovery Funding Arrangements (DRFA).

A large and evolving infrastructure program

Queensland has a substantial infrastructure portfolio and a four-year capital program in the 2026-27 State Budget of $119.2 billion. The program has grown with population, service needs and major commitments, and its composition will continue to change as priorities, risks and opportunities evolve.

A robust program provides long-term stakeholder certainty while retaining flexibility to respond to emerging needs, from disasters, water safety and security, to major opportunities such as the Games in 2032. Infrastructure may be delivered directly by government or through grants and partnerships, with governance and assurance activities tailored to each approach.

Making the most of existing infrastructure is as important as building new assets. Queensland's infrastructure task is both to provide for future growth and to look after the existing assets and services communities rely on. Taking a long-term view helps ensure today's investments continue to deliver value for decades to come.

2032 and beyond

The Games provide a clear delivery horizon and an opportunity to bring forward infrastructure Queensland will need over the longer term. Venues, villages and supporting transport, housing, tourism and community infrastructure must meet Games needs while delivering lasting legacy.

The Games can also strengthen workforce capability, tourism, regional participation and coordination of investment and delivery programs across Queensland. But 2032 is a milestone, not an endpoint: investment in Queensland’s capital program will continue to be driven by population growth, service needs, regional development and asset renewal.

How Queensland responds and delivers

Queensland can achieve more from its infrastructure investment through better planning, coordination, productivity and innovation. Stronger delivery capability, clearer pipeline information and a broader range of responses will help public and private resources go further.

Coordinating the pipeline

The Queensland Government’s infrastructure program sits alongside major private and local government investment, drawing on many of the same workers, contractors, materials, equipment and supply chains. This creates pressure, but also gives industry confidence to invest in people, manufacturing and new delivery methods.

Better pipeline information, alignment with new Regional Plans and Infrastructure Plans, sequencing and early market engagement can help anticipate capacity requirements and guide decisions about timing and packaging. Coordinated workforce and supply-chain planning can build capability while protecting urgent services and fixed commitments.

Lifting productivity and delivery capacity

Infrastructure lifts productivity by connecting people, businesses and markets, supporting reliable energy and water, moving goods and information, and reducing disruption. It enables investment and growth across housing, tourism, resources, energy, manufacturing, agriculture and emerging industries.

Construction supports around 288,000 Queensland jobs and contributes more than $41 billion to the economy[3]. Yet the Queensland Productivity Commission found labour productivity was only 5 per cent higher in 2024–25 than three decades earlier. In comparison, labour productivity in the market economy grew by 65 per cent over the same period. Since 2018, construction industry productivity has declined by around 9 per cent. It also estimated that if 2018 productivity levels had been maintained, around 77,000 more homes could have been delivered over that period[4].

Given the sector's size, even modest productivity gains could increase delivery capacity, ease cost pressures and deliver more housing and infrastructure. Government and industry both have a role through stronger capability, project development, procurement, sequencing, risk allocation and innovation.

The Government is progressing reforms arising from the QPC's inquiry, including measures to strengthen governance and assurance, pipeline visibility and coordination, procurement practices, industrial relations settings and industry capability, while supporting productivity and innovation. DFQI will help connect this work with broader improvements across government and industry.

Broadening infrastructure responses

Innovation can help Queensland deliver infrastructure better and meet service needs in new ways. Digital engineering, analytics, automation, standardisation, programmatic delivery and modern construction methods can reduce duplication of effort and processes, improve investment and delivery decisions and strengthen asset performance.

New construction is not always the best first response. Better services, smarter use of existing assets, and policy, regulatory, operational or technology changes can sometimes meet needs more quickly and effectively.

Queensland must also look ahead. Artificial intelligence, automation and data-intensive industries may reshape energy, communications, transport and workforce needs, while geopolitical and supply-chain disruption can affect access to materials, technology and capital.

Consultation questions

» Which trends, risks or opportunities are likely to have the greatest effect on Queensland's infrastructure needs, investment priorities and delivery capability over the next 10 to 20 years?

[3] Queensland Treasury, Queensland's Economy, Queensland Government, accessed September 2026.
[4] Queensland Productivity Commission, Opportunities to Improve Productivity of the Construction Industry: Final Report Summary, October 2025.

Setting our direction

Queensland has strong foundations and significant opportunities ahead. The context outlined in this chapter points to the need for clear direction, stronger performance and infrastructure responses that can adapt as Queensland grows and changes. The next chapter brings this together through the proposed DFQI vision and objectives.

WE ARE… delivering and planning for Queensland's future



Queensland's growing population, changing economy and exposure to natural hazards shapes the infrastructure that is needed, its delivery timeframe and location. Workforce, cost and capacity constraints make a lift in productivity vital along with, coordinating infrastructure with land use and economic priorities and making the most of public and private investment. The Queensland Government is responding through record investment, stronger planning and targeted reform to support growth and provide greater certainty about the program ahead.

The **$119.2 billion 2026–27 Capital Program** is delivering transport, health, education, housing, energy, water, community safety and other public infrastructure over the next four years. Its scale reinforces the need to prioritise, sequence and deliver proposals within available budget and market capacity.

A refresh to the **Queensland Government Infrastructure Pipeline** responds to industry feedback with clearer visibility of both funded delivery commitments and proposals moving through planning and assessment. This gives industry clearer information to support workforce, supply-chain and investment planning.

For the first time, statutory Regional Plans will include a supporting Infrastructure Plan to strengthen coordination between land use and infrastructure planning and provide greater clarity for stakeholders.

The **Queensland Transport and Roads Investment Program 2026–27 to 2029–30** provides $55.9 billion for road, rail, public transport, maritime and active transport infrastructure across local, state and national networks. **Regional Transport Plans** complement this program and align with the new Regional Plans and Infrastructure Plans to progress shared priorities with local governments and industry.

WE ARE…delivering the Games and a lasting legacy



The Games are a once-in-a-generation opportunity to create an enduring legacy for communities across Queensland.

The **2032 Delivery Plan** sets the pathway for Games venues, athletes' villages, transport connections and lasting community benefits. The 2026–27 Budget provides funding to commence works on Brisbane Stadium, funding for venue works across Queensland within the $7.1 billion venues program jointly funded with the Australian Government to 2031–32, and to advance athletes' villages in Brisbane, the Gold Coast, Sunshine Coast and Rockhampton.

This investment is being planned for lasting community use. Athletes' villages will transition to housing, venues will support sport, entertainment and other community uses, and transport connections will serve Queensland's growing population. **The Victoria Park Precinct** and **Gabba Entertainment and Housing Precinct** show how Games investment can also support precinct renewal, public spaces, housing and economic activity.

The recently released **Queensland Spirit: The Road to 2032** extends this legacy across the state. It includes investment in grassroots sporting facilities, better use of existing places and spaces, and partnerships with clubs and councils to increase access to sport before, during and beyond the Games.

The Games are a major milestone, not an endpoint. Games infrastructure and precincts will continue to evolve after 2032, alongside an ongoing capital program supporting Queensland's growth and changing needs. Together, this will create lasting opportunities for communities and give industry confidence to keep investing in people, capability and innovation.

Vision and objectives

Infrastructure helps shape the Queensland of the future. It supports safe, liveable communities and reliable services, enables housing, health care, education and employment, connects businesses and markets, and creates opportunities for people and regions across the state.

The proposed vision and objectives bring this purpose together into a clear direction for DFQI. The vision expresses the future Queensland seeks through infrastructure, while the five objectives explain what infrastructure should achieve and the capabilities needed for delivery.

Delivering infrastructure that connects Queensland, strengthens communities, unlocks opportunity and drives productivity

The objectives give practical meaning to this ambition. The first three explain why Queensland invests in infrastructure—to support a productive economy, liveable and connected communities, and safe, resilient and reliable services. The last two focus on creating the right conditions for delivery through strong government coordination and oversight and a capable, productive and sustainable infrastructure industry.

Why we invest in infrastructure

1. Grow Queensland's productive economy

Infrastructure expands Queensland's productive capacity by connecting people, goods, services, industries and markets. It can improve efficiency, reduce business costs, attract investment and support employment, regional development, priority and emerging industries, resilient supply chains and the enduring economic opportunities, including those catalysed by the Games.

2. Enable liveable, connected and growing communities

Infrastructure supports the places where Queenslanders live, work, learn and access services. It enables housing, mobility, health care, education, community facilities and access to opportunity across metropolitan, regional, rural and remote Queensland, including growing communities, established areas and places experiencing demographic or economic change.

3. Strengthen safety, resilience, and service reliability

Infrastructure should protect communities, support reliable essential services and remain fit for changing conditions. This includes safe public infrastructure and transport networks, disaster preparedness and recovery, critical infrastructure protection, water and energy security, continuity of essential services, efficient resource use and whole-of-life asset performance.

Creating the right conditions for delivery

4. Improve government stewardship and infrastructure system performance

Government has a responsibility to provide clear direction and effective oversight of Queensland's infrastructure system. This includes identifying needs, setting priorities, making disciplined investment decisions, coordinating the infrastructure program, overseeing delivery and managing assets across their lifecycle through a system that is coordinated, evidence-based, transparent and accountable.

5. Build a capable, productive and enduring infrastructure industry

Queensland's ability to deliver its infrastructure pipeline depends on a capable, productive and commercially sustainable infrastructure and construction industry. This objective recognises industry as a strategic partner and the shared role of government and industry in strengthening workforce and skills, supply chains, regional participation, modern construction methods, digital capability, innovation and collaborative delivery.

Consultation questions

- Does the proposed vision provide a clear and compelling direction for Queensland's infrastructure future?
- Do the proposed objectives provide the right overall direction for why Queensland invests in infrastructure and how we create the right conditions for delivery?

From vision and objectives to the infrastructure framework

Together, the vision and objectives establish the ambition and outcomes DFQI seeks. The next chapter explains how Queensland's existing infrastructure framework connects needs, decisions, participants and processes across the infrastructure lifecycle.

WE ARE…securing reliable energy and enabling regional development



Reliable, affordable infrastructure supports competitive industries and liveable communities. Investment in sectors including energy, water, transport, digital connectivity and regional infrastructure will help attract investment, strengthen supply chains and enable regional growth.

The **Queensland Energy Roadmap 2025** provides the framework for affordable, reliable and sustainable energy, balancing existing assets with new generation, storage, transmission and firming. Measures include an electricity maintenance guarantee, a $400 million investment fund, new gas generation, CopperString, community batteries and regional energy hubs.

Primary Industries Prosper 2050 identifies shared infrastructure as one of six priorities, supporting better coordination of transport, freight, water, energy, telecommunications and processing. This can reduce costs, strengthen regional processing and improve access to domestic and international markets.

Destination 2045 complements this work through investment in tourism products, visitor infrastructure and regional connectivity. More than $1 billion is committed over four years to drive this sector forward in advance of 2032.

WE ARE…expanding essential services and housing supply



Queensland's growing and ageing population is increasing demand for health services, housing and supporting infrastructure. Meeting this demand requires sustained investment, coordinated social and economic infrastructure, and earlier delivery of infrastructure that unlocks development.

The Hospital Rescue Plan resets the health infrastructure pipeline following an independent review of the former Capacity Expansion Program. It provides three new hospitals, the Queensland Cancer Centre, 10 major expansions and more than 2,600 additional beds across metropolitan and regional Queensland, with planning, procurement and construction progressing.

A Place to Call Home. The Queensland Government is committed to delivering one million homes, including 53,500 social and community homes by 2044. Measures include the nation leading, always open **Queensland Community Housing Investment Pipeline**, releasing government land, coordinating planning and infrastructure and improving development productivity. The 2026–27 Budget committed additional funding of $1.024 billion over five years to continue delivery of the 53,500 commitment, providing a four-year capital budget of $5.725 billion. As of 30 September 2026, more than 7,000 social and affordable homes are currently underway.

The **Residential Activation Fund** provides $2 billion to accelerate the delivery of critical trunk and essential infrastructure (water, sewerage, stormwater, road, power and telecommunications) to unlock land supply for new residential developments across Queensland, with at least half of the fund invested in projects outside of South East Queensland.

Queensland infrastructure framework

Queensland has an established State infrastructure framework that guides how needs are identified, priorities are set, investments are assessed, projects are delivered, and assets and services are managed over time. It includes legislation, policies and roles and processes for long-term planning, funding, project assessment, procurement, delivery oversight, assurance and asset management. Together, these arrangements support investment decisions, delivery, value for money and the ongoing performance of infrastructure throughout its life.

How the system works across the lifecycle

At a high level, this infrastructure lifecycle shows how Queensland moves from identifying needs and priorities through to investment, delivery and the ongoing management of assets and services.

Lifecycle stage	What happens	Illustrative mechanisms and participants
1. Long-term infrastructure planning and priorities	Identify future needs, consider available responses and establish long-term direction and priorities.	DFQI, Regional Plans and Infrastructure Plans, sector strategies, service plans, Strategic Asset Management Plans and the Queensland Government Infrastructure Pipeline; informed by agencies, asset owners, industry and communities.
2. Investment, funding and value for money	Develop and assess proposals, compare options and make investment and funding decisions.	Project Assessment Framework, Business Case Development Framework, Budget and co-funding processes; involving delivery and central agencies, governments, infrastructure owners and funding partners.
3. Program oversight, delivery and assurance	Procure, design, construct and commission infrastructure while overseeing projects, programs and the wider capital pipeline.	Queensland Procurement Policy, project delivery and contract management frameworks, standard contracts, project and program governance, Gateway reviews, approvals and technical standards; involving delivery agencies, industry, regulators and assurance bodies.
4. Asset management and service performance	Operate, maintain, renew and optimise assets and services over time.	Service standards and asset-performance systems; involving asset owners, operators, service agencies, utilities and infrastructure users.

These stages are also adopted as the first four proposed focus areas, which are outlined in more detail in the next chapter. This helps connect Queensland's infrastructure framework with the areas where DFQI may support continued improvement and action.

Consultation questions

- Where are the greatest opportunities to improve decision-making across Queensland's infrastructure framework?
- What role could the infrastructure department and other agencies play in addressing these opportunities, alongside the responsibilities of delivery agencies?

From the system overview to action

The Queensland infrastructure framework provides a shared view of the existing infrastructure system. The next chapter further considers where DFQI may focus attention within that system and the initiatives that are or could support stronger outcomes.

WE ARE... improving construction capacity, productivity and regulation



Queensland's infrastructure, housing and private development pipeline is placing sustained pressure on the construction industry. Improving productivity, workforce capacity and the operating environment will be essential to delivering more within available public and private resources.

The **Government's response to the Queensland Productivity Commission inquiry** into opportunities to improve productivity in the Queensland construction industry agreed or agreed in principle to 51 of 64 recommendations. This includes removing Best Practice Industry Conditions and pre-qualification for sub-contractors, providing greater guidance on health and safety regulation, reviewing regulator powers in conjunction with the Wood Commission of Inquiry, reducing administrative burden in procurement and barriers to modern methods of construction. It also includes reducing barriers to labour mobility, and continuing efforts to improve State development assessment pathways through a revised State Planning Policy and accelerated delivery of regional plans.

The **Queensland Procurement Policy 2026** provides a unified framework that reduces administrative burden, improves consistency and supports economic, social and governance outcomes. It includes a small and medium enterprise (SME) target to source at least 30% of procurement by value from Queensland SMEs and greater opportunities for local, regional and Indigenous businesses.

The staged **Building Reg Reno reforms** are also reducing regulatory burden, modernising Queensland Building and Construction Commission processes and safeguarding investment. Measures include streamlined safety reporting, more digital processes and reducing regulatory burden by removal of annual financial reporting for around 50,000 lower-risk individual licensees.

WE ARE...building the workforce and culture needed for delivery



Infrastructure delivery depends on an adaptable workforce across construction, engineering, manufacturing, trades and professional services. Demand from transport, housing, energy, essential services and the Games reinforce the need to expand participation and align training with new technologies and delivery methods.

The **Right Skills Strategy 2025–2028** invests more than $5 billion over four years to strengthen Queensland's economy and priority industries, including construction, housing and manufacturing. It aims to deliver the right skills in the right places and strengthen collaboration between industry, training providers and communities.

Construction workforce measures include free and reduced-cost training, 4,100 fee-free places, support for 2,000 additional apprentices, and funding for new TAFE Centres of Excellence in partnership with the Australian Government. These investments can also align training with modern construction methods, advanced manufacturing, digital technologies and changing occupational needs.

The Queensland Government is also examining workplace conduct, safety, accountability and industrial relations in construction. **The independent Commission of Inquiry into the CFMEU and Misconduct in the Construction Industry** is considering impacts on workers, workplaces and the industry, including a potential building and construction code of practice.

Focus areas and initiatives

Moving from strategic direction to action

The proposed focus areas identify where DFQI may concentrate sustained attention, reform or continued improvement. Initiatives under each final focus area will set out the programs, partnerships and actions that government and its partners will progress.

The eight focus areas presented in this Discussion Paper are an initial framework for consultation, not a settled structure for the final DFQI. Feedback will help test these, their coverage, identify which areas should receive greatest attention, and inform their final number, scope and emphasis. Focus areas may therefore be refined, combined, reorganised, added or removed.

The final focus areas are unlikely to be equal in scale. Queensland already has established policies, programs and areas of strong performance, so some may principally involve maintaining strengths, managing emerging risks or better coordinating existing activity. Others may warrant greater emphasis, reform or new action.

Each final focus area will be supported by a targeted and proportionate mix of:

- existing and committed initiatives, including programs and reforms to be recognised, continued, strengthened, expanded or better coordinated;
- new or expanded initiatives, including priority actions and partnerships addressing significant priorities, gaps, risks or opportunities; and
- implementation and accountability initiatives, including arrangements supporting delivery, coordination, monitoring, reporting and review.

Consultation will help determine both the final focus areas and the most appropriate initiatives beneath them. The final DFQI will concentrate on a manageable set of high-value initiatives rather than catalogue all infrastructure activity underway across Queensland.

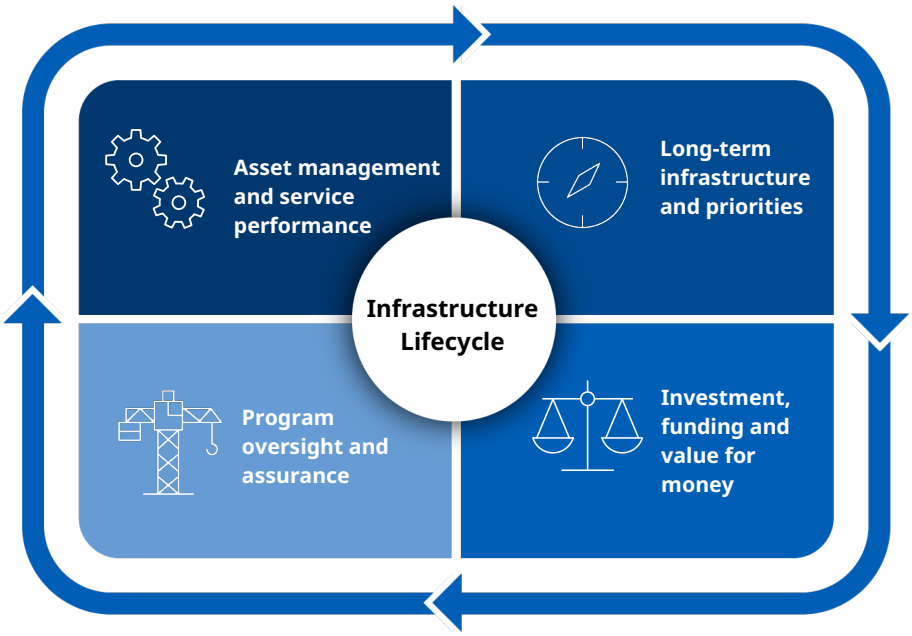
The proposed focus areas

Eight proposed focus areas have been identified. They look at Queensland's infrastructure system in two complementary ways:

- the first four follow the infrastructure lifecycle, from planning and investment through to delivery, operation and ongoing management; and
- the final four highlight priorities and capabilities that support better outcomes across every stage of that lifecycle.

Manage the assets
Maintains, renews and optimises assets to meet service needs

Deliver the infrastructure
Coordinates and assures project and program delivery performance



Set direction
Defines future needs and strategic priorities

Choose and fund
Prioritises and funds the right investments

Housing and growth
Coordinate delivery and growth: Aligns infrastructure with growth, housing and services

Resilience and safety
Protects and sustain: Embeds safety, resilience and performance

Industry capability
Build supply capability: Strengthens industry capacity, productivity and reflects IR settings

Data and intelligence
Review, refine and inform: Uses data and insights to manage performance, and inform long-term planning

Consultation questions

» Which proposed focus areas should receive the greatest emphasis in the final DFQI, and why?

» Are any high-priority areas missing, or should any of the proposed focus areas be combined or reframed?

Managing an infrastructure pipeline: Core lifecycle focus areas

The first four focus areas build on the lifecycle introduced in Chapter 5. Rather than restating how each stage works, they identify where existing arrangements may be maintained, strengthened or supported by new initiatives.

1. Long-term infrastructure planning and priorities

This focus area strengthens Queensland's long-term infrastructure direction and the links between statewide, regional and sector planning. It covers future needs, growth patterns and priorities, population, economic and service-demand forecasting, program sequencing, and alignment with land use, housing, economic development and service planning. This includes how we are responsive to infrastructure requirements associated with emerging industries, service delivery models and technological change.

It also considers how the Queensland Government coordinates and communicates future needs and priorities to the Australian Government, Local Governments, industry, investors and communities. This helps identify emerging pressures, manage interactions between public and private infrastructure programs, and provide clearer signals about Queensland's future requirements.

Existing foundations include Regional Plans and Infrastructure Plans, sector strategies and delivery programs, and the Queensland Government Infrastructure Pipeline. These arrangements provide an established base for identifying needs and communicating priorities across sectors, regions and timeframes.

DFQI could help strengthen connections between statewide, regional and sector planning; improve sequencing across infrastructure programs; and provide stronger long-term signals to infrastructure proponents, industry and investors. It could also help strengthen alignment between infrastructure planning and housing, services, economic development and regional growth.

2. Investment, funding and value for money

This focus area strengthens how Queensland selects and funds responses that deliver long-term public value while remaining affordable, deliverable and fiscally sustainable. It covers proposal assessment, business cases, investment prioritisation, capital allocation, funding and financing, private investment, benefits realisation and whole-of-life value.

Consideration should extend beyond new construction to include asset renewal and optimisation, service reform, pricing, regulation, technology, demand management and other non-build responses. Investment assessment should consider economic, social, environmental and service outcomes, as well as initial capital costs and ongoing operating, maintenance and renewal liabilities.

Queensland's established foundations include assurance and Budget processes, the Project Assessment Framework, Business Case Development Framework, and capital-planning, together with targeted funding programs, such as the Residential Activation Fund.

DFQI could help strengthen the investment decision making, the optionality of investments, market considerations and improve whole-of-life analysis and benefits realisation. It could also identify appropriate opportunities for private capital, alternative funding and financing, and earlier consideration of non-build and asset-optimisation responses.

3. Program oversight, delivery and assurance

This focus area strengthens oversight, coordination and assurance across individual projects, major programs and the wider capital pipeline. It covers delivery governance, cross-agency coordination, interdependencies, delivery confidence, risk escalation and oversight of cost, schedule, scope and benefits.

Its scope extends beyond individual projects to the coordination and performance of major programs and the broader capital pipeline. This includes understanding cumulative delivery risks, affordability and market pressures and supporting timely responses to emerging issues.

Queensland has established agency, portfolio and whole-of-government procurement, contractual, delivery and assurance arrangements, including the Queensland Procurement Policy, Gateway reviews Queensland Government Infrastructure Pipeline, standard contracts and internal capital reporting arrangements. The Government's response to the Queensland Productivity Commission's inquiry into opportunities to improve productivity in the Queensland construction industry commits to continue to progressively review the Government's capital program. The Government acknowledges the need to continue to improve sustainability of the capital program while also delivering on priorities for a growing and diverse Queensland.

DFQI could help strengthen whole-of-program visibility, governance and escalation pathways, improve coordination and support delivery-confidence. Further action could improve benefits realisation, responsiveness and management of risks and strengthen reform implementation.

4. Asset management and service performance

This focus area strengthens how Queensland operates, maintains, renews and optimises existing infrastructure so it continues to provide safe, reliable and efficient services. It covers asset management capability, asset information management, condition and performance information renewal planning, ageing assets, service standards, lifecycle costs and better use of existing capacity.

It reinforces the need to consider maintenance, renewal and better use of existing infrastructure ahead of new construction. It also recognises that decisions made during planning, design and delivery can affect operating costs, service performance and renewal requirements over many decades.

Queensland's foundations include annual Strategic Asset Management Plans and portfolio-specific asset-management systems and standards. The whole-of-government framework is being reviewed to strengthen lifecycle planning, financial sustainability and coordination.

DFQI could support more strengthened asset-management capability, condition information and renewal planning across government. It could also strengthen connections between service planning, maintenance, renewal and capital investment; establish clearer asset and service-performance measures; and improve the balance between new infrastructure and stewardship of existing assets.

Consultation questions

- Which lifecycle functions require the greatest attention, and where should existing arrangements be strengthened?
- What strengthened practices or priority initiatives across the infrastructure lifecycle would improve Queensland's infrastructure outcomes?

Unlocking Queensland's infrastructure opportunities: Cross-cutting focus areas

The final four focus areas apply across multiple lifecycle stages. They are system-wide priorities and capabilities that influence infrastructure quality, deliverability and long-term value.

5. Housing, growth and place-based infrastructure coordination

Place-based coordination puts communities at the centre of planning and aligns infrastructure with housing, population growth, regional development, economic activity and access to services. It covers established and growing communities, regional and remote locations, economic precincts, transport and land-use integration, and the coordination of health, education, community, utility and enabling infrastructure.

Housing is central, but this focus area is broader than housing supply. It recognises that places function as connected systems and that decisions by agencies, governments, utilities and service providers must be planned and sequenced together to reflect changing community and regional needs.

The $2 billion Residential Activation Fund supports infrastructure needed to unlock land supply for housing, with at least half of the funding directed outside South East Queensland. The Infrastructure Activation Fund provides another partnership model involving both levels of government, councils, utilities and industry. These initiatives complement Regional Plans and Infrastructure Plans, Priority Development Areas and infrastructure agreements.

DFQI could strengthen place-based sequencing, further prioritisation of growth-enabling infrastructure and improve coordination between governments, developers and utility and service providers. Further action could better integrate investment across housing, transport, health, education, employment and community infrastructure.

Place-based coordination may also need to consider emerging industries with significant or concentrated requirements for energy, water, transport, land and digital connectivity, including data centres and data-intensive activities.

6. Resilience, safety and performance

This focus area embeds safety, resilience and long-term performance across infrastructure planning, investment, delivery and operation. It covers disaster preparedness, mitigation, recovery and betterment; extreme-weather, operational, cyber and supply-chain risks; critical infrastructure protection; essential service continuity; water and energy security; and resource recovery

It recognises infrastructure interdependencies and the need to manage acute disruptions and longer-term pressures. Safety extends to users, workers and communities, while resilience includes the capacity of assets, services and networks to withstand, adapt to and recover from disruption.

Queensland has substantial experience in disaster resilience and infrastructure betterment. Since 2013, more than 930 projects have been approved and more than $1 billion allocated through Queensland's Betterment Funds to rebuild essential public assets to more resilient standards. Queensland Betterment Funds are jointly funded (50:50) by the Australian and Queensland Governments. Betterment allows local governments and state agencies to rebuild essential public assets to a more resilient standard to help them withstand the impacts of future disasters. These programs complement regional resilience strategies and sector-specific standards.

DFQI could support more consistent consideration of safety, resilience and whole-of-life performance. Potential initiatives could improve coordination of critical infrastructure risks, embed lessons from disaster recovery and support resilient design, innovative materials and proven technologies.

7. Industry capability, productivity and market stability

A capable, productive and commercially viable industry is essential to delivering Queensland's infrastructure pipeline safely, reliably and with value for money. This focus area covers workforce and skills, contractors and consultants, manufacturers and suppliers, regional market participation, supply chains, competition, market depth, risk allocation and commercial sustainability. It also encompasses modern construction methods, standardisation, repeatable design, prefabrication, advanced manufacturing, automation, along with innovation and productivity onsite.

Productivity is a shared responsibility requiring both industry and government leadership.

Industry capability can be shaped by government conduct as a client, including pipeline sequencing, procurement, contracting, project specification and risk allocation. The Government is already implementing its response to the Queensland Productivity Commission's inquiry into opportunities to improve productivity in the Queensland construction industry. This includes delivering reforms to procurement, regulation, competition, reforms of the training systems and reforms to support growth of modern methods of construction. Other foundations include the Right Skills Strategy 2025–2028, local industry participation measures and digital enablement principles.

DFQI could further these reforms while exploring broader industry, workforce, and regional capability, strengthening the supply-chain and market. Potential initiatives could support standardisation, modern construction, digital engineering and lifecycle information management practices, digital adoption, advanced manufacturing and stronger relationships between government and the delivery market. In some instances, DFQI could help promote industry-led initiatives or help clarify opportunities for industry leadership on key matters.

8. Infrastructure data and intelligence

Infrastructure intelligence provides the information, digital and analytical foundations needed to understand demand, coordinate the pipeline and support whole-of-life infrastructure management. It strengthens pipeline visibility and forecasting, improves the quality, consistency and use of infrastructure data, and provides insights into performance to inform better decisions.

This focus area supports project planning, investment, oversight, asset stewardship and market readiness rather than replacing those functions. It also supports demand management by improving understanding of service needs, existing capacity, non-build options, market conditions and project sequencing. Consistent data and information across the infrastructure lifecycle, including through Building Information Modelling (BIM) and digital engineering, can also support coordination between project participants, reduce duplication and improve the transfer of information from delivery into asset operation and management.

The Queensland Government Infrastructure Pipeline provides visibility of the State's forward program. The 2026 release improved access to information about funded commitments and proposals under planning and assessment through an interactive dashboard.

Other foundations include digital engineering and asset-information principles and agency reporting systems.

DFQI could better connect planning, project, program, asset and market information. Potential initiatives could strengthen market signals around demand, pipeline transparency and information sharing while managing probity, commercial sensitivity, security and data governance. Digital capability should support better decisions, delivery productivity and asset performance rather than be treated as an end in itself.

Consultation questions

- Which of the cross-cutting topics presented represent the greatest opportunities or risks for Queensland's infrastructure, and where should existing arrangements be maintained or strengthened?
- What existing, expanded or new initiatives should be prioritised across the respective cross-cutting focus areas?

Bringing it all together

This chapter concludes the Discussion Paper's consideration of Queensland's infrastructure direction and priorities. The following chapter considers how the final DFQI could be implemented and how stakeholder feedback will inform its finalisation.

WE ARE... strengthening local capability, innovation and investment



Queensland's infrastructure program can support broader economic development by strengthening local supply chains, attracting private capital and accelerating the adoption of new products, technologies and delivery methods. Realising these benefits requires coordinated action across manufacturing, resources, sovereign industries, trade, investment, science and innovation.

The $180.6 million **Sovereign Industry Development Fund** supports strategic projects that strengthen Queensland's sovereign industrial capability and economic resilience across the defence, biomedical and biofuels industries. The program supports investment in manufacturing, service capability and enabling infrastructure that drives industrial growth and delivers broader benefits to industry and regional communities.

The **Transforming Queensland Manufacturing Strategy 2025–30** supports innovation, productivity, resilient supply chains, workforce capability and greater access to export and procurement opportunities. Manufacturing is an important supplier to the construction, transport, energy, resources and defence sectors, and the strategy is backed by a $79.1 million grants program to support advanced technology, productivity improvements and job creation.

Delivering Queensland's Critical Minerals Future 2026–30 seeks to unlock investment, accelerate projects and expand Queensland's role across critical minerals mining, processing and manufacturing. The strategy aligns infrastructure development, investment attraction and government coordination across the value chain and is supported by a $146 million Budget investment to accelerate extraction, processing and export activity.

The **Trade and Investment Queensland Strategy 2026–2032**, supported by market-specific trade and investment strategies and the **Gateway to Investment – A guide for investors in Queensland**, seeks to attract capital, technology and expertise, expand export opportunities and connect Queensland businesses and projects with priority global markets. This is particularly relevant to infrastructure sectors that require long-term private investment, access to global supply chains and specialist capability.

Ideas into Impact: From discovery to delivery, Queensland's Science and Innovation Strategy, complements these initiatives by strengthening commercialisation, attracting investment and supporting the adoption of advanced technologies such as artificial intelligence, quantum computing and robotics. Its focus on accelerating ideas, unlocking investment and activating partnerships and places can support more innovative and productive approaches to planning, constructing, operating and maintaining infrastructure.

Next steps

Consultation feedback and supporting evidence will inform the final DFQI, including its confirmed direction, focus areas and priority initiatives.

Following government consideration and approval, the final DFQI will move into a longer-term implementation phase. This may include links to the Queensland Government Infrastructure Pipeline and related productivity and other reforms, and periodic review as needs and conditions change.

These arrangements will enable government and its partners to deliver real outcomes while adapting the delivery pathway over time as needed. They could also help distinguish between immediate outputs, such as completion of an initiative, and delivering longer-term strategic outcomes, such as improved planning, delivery confidence, asset performance, market productivity and value for Queenslanders.

Consultation questions

- What implementation and monitoring arrangements would give stakeholders confidence that DFQI is being delivered effectively?
- What measures or indicators could be used to demonstrate progress against the DFQI objectives and focus areas?

Help shape Queensland's infrastructure future

This Discussion Paper is an opportunity for industry, local government, communities and other infrastructure stakeholders to help shape the final Delivering for Queensland: Infrastructure.

We want to hear your views on:

- the opportunities and challenges facing Queensland's infrastructure
- the proposed vision, objectives and focus areas, including what needs greatest attention
- what is working well, what could be strengthened and where further action is needed
- how government, industry and communities can work together to deliver better infrastructure outcomes.

Stakeholders may comment on any part of the paper. The consultation questions are prompts only and do not need to be answered individually.

Share your feedback via our survey or alternatively make a submission by email to infrastructurepolicy@dsdip.qld.gov.au by **5pm (AEST), Friday 11 December 2026.**

Survey QR Code

Share your feedback


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