

Cross River Rail Delivery Authority Strategic Plan 2026-2030



Our vision

Safe, integrated and improved rail network services and stations that are accessible to everyone.



Our purpose

To deliver economic development and transport outcomes that maximise benefits for Queenslanders.



Our priorities

To plan and carry out the efficient delivery of the Cross River Rail project and other related transport projects.

The Cross River Rail Delivery Authority is guided by the legislation set out in the *Cross River Rail Delivery Authority Act 2016*.



We support the Queensland Government objectives for the community

A PLAN FOR QUEENSLAND'S FUTURE

Planning for Queensland's future, by building new rail infrastructure needed for a growing population.



Our functions

- < Facilitate the efficient delivery of the Cross River Rail project and transport-related projects.
- < Ensure provision of and safely manage infrastructure, construction, commissioning, and delivery of the project.
- < Manage contractual and other arrangements for the delivery of the project, including holding contract parties to account.
- < Maintain effective stakeholder relations and community engagement and efficiently communicate any disruptions to travel or transport services in collaboration with other agencies.



Our objectives

Deliver and facilitate integrated transformational transport infrastructure development

Operate commercially and deliver value-for-money while maintaining strong relationships across sectors and agencies

Attract and retain a capable and talented workforce that takes a best-for-project and best-for-stakeholder approach



Our approach

- < Deliver value-for-money transport infrastructure solutions
- < Work with stakeholders and regulators to safely integrate Cross River Rail into the SEQ rail network.
- < Empower staff to make effective commercial and strategic decisions
- < Maintain strong relationships across sectors, agencies and borders
- < Create and maintain a culture which aligns to the values and behaviours of the Cross River Rail Delivery Authority
- < Establish a strong employee value proposition to enable a competitive position within the market for attracting and retaining key talent.



Measures of success

- < Cross River Rail is delivered on time and on budget, and safely, consistent with the rebaselined program.
- < Cross River Rail is operational and integrated into the SEQ rail network.
- < Increased stakeholder understanding of, and support for the project (social licence).
- < Effectiveness and efficiency targets are maintained each year¹.
- < Skilled staff are successfully recruited and retained throughout the necessary stages of the project.
- < Workforce engagement result is maintained and improved each year.

¹ Effectiveness and efficiency measures are reported each year in the Cross River Rail Delivery Authority's Service Delivery Statement.



Opportunities

- < Creating the foundation for a world-class, integrated public transport system in SEQ
- < Generating jobs, including apprentice and trainee opportunities, during construction of Cross River Rail
- < Leveraging industry changing levels of innovation
- < Embedding an organisational culture that is responsive and resilient to change



Challenges

- < Integration of complex systems into an existing rail network
- < Attracting and retaining the appropriate skillset and expertise required
- < Managing the expectations of a diverse range of stakeholders
- < Managing the impact of productivity, labour, and supply chain constraints in a competitive market