1  Approach and highlights

Features

• The Queensland Government is continuing to invest in productivity-enhancing economic infrastructure and essential social infrastructure to create jobs, support Queensland businesses and drive economic growth across all regions of the State.

• In this Budget, the Government has committed $49.544 billion over the next four years to fund construction of the critical infrastructure and capital works needed to rebuild and grow the State’s regions, facilitate and support business-led growth and deliver essential services to improve the quality of life enjoyed by the State’s growing population.

• The Government’s capital program will directly support substantial employment and economic activity across all regions of the State, with the $12.941 billion capital program in 2019-20 estimated to support 40,500 jobs. Importantly, around 60% of the capital program and 25,500 of the jobs supported are outside the Greater Brisbane area.

• In 2019-20, the Government will deliver a $5.625 billion investment in transformative transport infrastructure. Highlights of the 2019-20 transport capital program include: $1.480 billion to commence major construction work on Cross River Rail, as well as progress the planning, procurement and development associated with the project; substantial ongoing investment to fund major upgrades to the M1 Pacific Motorway and the Bruce Highway; and $46.3 million for ongoing work on the Smithfield Bypass project, which will relieve congestion, improve safety and improve traffic flow for road users around the northern beaches of Cairns.

• To help enhance the productive capacity of Queensland’s businesses, industries, communities and regions for the future, the energy and water portfolios will invest $2.660 billion in infrastructure in 2019-20 to support the ongoing delivery of safe, secure, reliable and cost-effective energy and water across the State.

• The capital program will also deliver the critical infrastructure required to ensure current and future generations of Queenslanders continue to have access to world-class health and education services.

• Capital expenditure for the health portfolio is $777.7 million in 2019-20, including $78.6 million as part of the Enhancing Regional Hospitals program, $40.7 million as part of the Rural and Regional Infrastructure package and $36.3 million as part of the Building Better Hospitals program.

• The education portfolio’s capital purchases total $1.227 billion in 2019-20, including: $479.2 million as part of the $1.3 billion Building Future Schools Fund and $296.7 million for the provision of additional facilities at existing state schools experiencing faster enrolment growth. The increase in the 2019-20 budget demonstrates the Government’s commitment to ensuring Queensland state schools continue to meet enrolment demand and have world-class facilities.
Importantly, the Budget also includes substantial ongoing investment in key infrastructure supporting the State’s delivery of enhanced justice and public safety services, including $178 million over three years on additional youth justice infrastructure.

In line with the Government’s commitment to ensure all Queenslanders share in the State’s prosperity and enjoy an improved quality of life, ongoing investment in social housing in 2019-20 includes $479.3 million of capital purchases and grants to construct new dwellings and upgrade existing properties, including in Indigenous communities.

A key element of the Government’s capital program is providing grants to local governments and non-government organisations to support their work within communities across Queensland. In total, the Government will provide $1.599 billion in capital grants in 2019-20, including $50 million as part of the Works for Queensland program.

Another highlight of the 2019-20 capital program will see completion of the $290 million North Queensland Stadium, which will deliver an iconic, 25,000-seat stadium in Townsville in time for the 2020 National Rugby League (NRL) Premiership Season.

Port of Townsville Limited has commenced the Channel Capacity Upgrade project to widen the existing Platypus Channel and Sea Channel connection to the port to allow larger vessels safe access, at an estimated cost of $193.5 million.

The Government also remains committed to rebuilding regional communities impacted by the North Queensland floods and other recent natural disasters, with a critical element of the Government’s investment focussed on improving existing infrastructure to improve the resilience of the State’s communities. The direct cost of recovery and damage to public assets from 2018-19 natural disasters is estimated at $1.3 billion.

Funding of $5.4 million is allocated in 2019-20 as part of the Queensland Disaster Resilience Fund, a State funded program delivering $38 million over four years and administered by the Queensland Reconstruction Authority (QRA).

The QRA will also administer the $100 million Betterment Fund to improve the resilience of infrastructure damaged by the monsoon flooding event of early 2019 under the joint State Commonwealth Disaster Recovery Funding Arrangements, with the fund to be fully allocated in 2019-20 and delivered over three years.
1.1 Introduction

The Queensland Government is continuing to invest in productivity-enhancing economic infrastructure and essential social infrastructure across all regions of the State.

In line with the Government’s Economic Plan, the 2019-20 Capital Statement highlights the Government’s substantial investment in critical infrastructure that will help create secure, well-paid jobs, support Queensland businesses and drive the ongoing growth of strong regional economies.

This investment will ensure Queensland’s economy and regions continues to prosper in the face of an everchanging global landscape, thereby ensuring all Queenslanders share in the opportunities and prosperity delivered by a growing economy now and in the future.

The Government is building the transport, energy, water, health and education infrastructure needed to ensure the State’s businesses can continue to grow, invest and employ, while our communities remain resilient and safe.

Importantly, the capital program benefits communities across all regions of the State, with new hospitals, schools, social housing and cultural facilities ensuring Queensland communities and families can continue to enjoy an improved quality of life.

The Government’s capital program will also directly support substantial jobs across the State during the construction phase, with the $12.941 billion capital program in 2019-20 estimated to support 40,500 jobs, with 25,500 of these jobs outside of Greater Brisbane.

The vital infrastructure the Government is investing in now will endure and support Queensland businesses, regional economies and communities, driving ongoing economic growth and creating jobs for decades and generations to come.
1.2 Capital planning and prioritisation

The Queensland Government has established a clear and comprehensive infrastructure planning framework to underpin and inform the prioritisation of the State’s capital works, thereby ensuring delivery of the capital program reflects the most appropriate, cost-effective approach to address the service needs and infrastructure challenges facing Queensland.

Key elements of the infrastructure planning and prioritisation framework include the State Infrastructure Plan, Building Queensland’s Infrastructure Pipeline Report and the Queensland Transport and Infrastructure Program.

State Infrastructure Plan (SIP)

The SIP provides the Government’s vision for infrastructure planning, investment and delivery. The SIP ensures the State is investing in the right infrastructure, in the right place and at the right time. It provides confidence and certainty to industry, local government and the community by confirming the Government’s investment program over the next four years.

Implementation of the SIP is led by the Department of State Development, Manufacturing, Infrastructure and Planning.


Building Queensland (BQ)

BQ, an independent statutory body, provides expert advice on major infrastructure projects to the Queensland Government, including leading or assisting with the development of detailed business cases on major projects. BQ also develops the Infrastructure Pipeline Report to assist in determining the projects that will best address the State’s infrastructure priorities.


Queensland Transport and Investment Program (QTRIP)

QTRIP is the Department of Transport and Main Roads’ annually published program of current and planned investments in road and transport infrastructure (including roads, railways, active transport, marine infrastructure and public transport) over the next four years.

The program of works detailed in QTRIP represents a $23 billion\(^1\) investment over the four years from 2019-20, directly supporting an estimated average of approximately 21,500 direct jobs over the life of the program.

The strategic intent of QTRIP is shaped by the SIP and the Transport Coordination Plan 2017-2027. It is developed in accordance with funding allocations identified by the Queensland and Australian Governments.


\(^{1}\)Total QTRIP investment is inclusive of both non-capital and capital components.
1.3 Key capital projects and programs

Cross River Rail

Cross River Rail is a 10.2 kilometre rail line from Dutton Park to Bowen Hills, with 5.9 kilometres of twin tunnels under the Brisbane River and CBD. Cross River Rail will see four new high capacity and two upgraded stations developed at Boggo Road, Woolloongabba, Albert Street, Roma Street, Dutton Park and the Exhibition showgrounds.

Cross River Rail means more trains, more often and turn-up-and-go transport for South East Queensland (SEQ) commuters. The preferred proponents have been announced and work is well underway, with demolition continuing in 2019 and tunnelling starting next year.

This second river rail crossing will ease congestion, improve network reliability and increase heavy rail accessibility to the Brisbane CBD for all SEQ regions. The Government recognises the significant potential of this infrastructure to boost jobs and economic growth. During its five-year construction period, Cross River Rail will support up to 7,700 full-time equivalent (FTE) jobs, with an average of 1,500 FTE jobs supported per year and almost 3,000 FTE supported jobs during the most intensive year of construction. This includes 450 apprentice and trainee opportunities.

Cross River Rail is being delivered through several works packages, with a Public Private Partnership (PPP) for the Tunnels, Stations and Development package currently at the preferred proponent stage. This approach optimises risk allocation and provides opportunities for the private sector to provide innovation in relation to the delivery and maintenance of tunnels, stations and over station development.

During the 2018-19 financial year, the Cross River Rail project has progressed early works and procurement activities, with delivery and procurement overseen by the Cross River Rail Delivery Authority. Early works are now nearing completion and Preferred Proponents for the Tunnel, Stations and Development PPP consortia and the Rail, Integration and Systems alliance were appointed in April 2019, with contract award due in mid-2019. Further, preparation of the key project works site in Woolloongabba is well progressed following completion of the demolition of the Goprint and Landcentre buildings in late 2018.

M1 Pacific Motorway upgrades

A safe, efficient and reliable M1 Pacific Motorway plays an important role in driving productivity and competitiveness across SEQ. The Queensland Government is investing $897.5 million to deliver major projects on the M1, including the Varsity Lakes to Tugun and Eight Mile Plains to Daisy Hill projects.

The 10 kilometre section of the M1 Pacific Motorway between Varsity Lakes and Tugun carries approximately 85,000 vehicles per day, including around 7,500 heavy vehicles. During 2019-20, it is expected that the main construction contract will be awarded and early works will commence. The indicative total estimated cost for the project is $1.030 billion.

The section of the M1 Pacific Motorway between Eight Mile Plains and Daisy Hill carries in the order of 150,000 vehicles per day, including approximately 12,000 heavy vehicles. The widening from six to eight lanes project is currently in design phase with construction expected to commence in mid-2020. The total estimated cost of this project is $749 million.
In addition, the Queensland and Australian Governments have committed substantial funding for the Pacific Motorway/Gateway Motorway Merge project and the Mudgeeraba to Varsity Lakes project, both of which are due for completion in 2020.

**Bruce Highway upgrades**

Many Queenslanders are dependent on the Bruce Highway for their livelihood and lifestyle. With the Bruce Highway connecting cities and towns over a distance of almost 1,700 kilometres from Brisbane to Cairns, it is essential to maintain and upgrade the Bruce Highway to ensure freight, travel and commuter traffic is safe and efficient. The Queensland Government will continue to work with the Australian Government to deliver the Bruce Highway Upgrade Program, aimed at improving safety, flood resilience and capacity along its length.

The 2019-20 capital program includes several key projects on the Bruce Highway, supporting construction jobs across the regions, including:

- $186 million to widen the Bruce Highway from four to six lanes, Caloundra Road to the Sunshine Motorway.
- $108 million to construct bridges and approaches on the Haughton River Floodplain, south of Giru between Horseshoe Lagoon and Palm Creek.
- $60 million to construct Mackay Ring Road (Stage 1).
- $40 million to upgrade Bruce Highway/Maroochydore Road Interchange (Stage 1).
- $37.9 million, as part of the Cairns Southern Access Corridor Stage 3, to duplicate from two to four lanes the Bruce Highway from Collinson Creek in Edmonton as far as the vicinity of Wrights Creek near Gordonvale Cairns.
- $36.8 million to upgrade the Deception Bay Road interchange.
- $30.3 million as part of the Cairns Southern Access Corridor Stage 4, to widen the Bruce Highway from four to six lanes, from Kate Street to Aumuller Street near the Port of Cairns and wharf precinct.
- $29.1 million, as part of Rockhampton Northern Access (Stage 1), to duplicate from two to four lanes on the Bruce Highway between Rockhampton – Yeppoon Road and Parkhurst.
- $21.4 million to widen and pave approximately 18 kilometres of the Bruce Highway, north of Benaraby.
- $20 million towards Mackay Northern Access Upgrade project on the Bruce Highway from Ron Camm Bridge to the Mackay Ring Road (Stage 1).

This Budget also includes key Bruce Highway upgrades that will commence construction after 2019-20, supporting ongoing local construction jobs in regions over the longer term:

- Rockhampton Ring Road – to provide a western link of the Bruce Highway to the west of Rockhampton, with key linkages into the city at the Capricorn Highway, Ridgelands Road, Alexandra Street and Yaamba Road (Rockhampton–Yeppoon Road), at a total cost of $1 billion.
- Cooroy – Curra Section D – the planned construction of a new 26 kilometre highway running east of Gympie (between Woondum to Curra), at a total cost of $1 billion.
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- Pine River – Caloundra Road Interchange – to widen to six lanes between Caboolture – Bribie Island Road Interchange and Steve Irwin Way, at a total cost of $662.5 million.

- Townsville Ring Road (Stage 5) – to duplicate from two to four lanes on the section of the Townsville Ring Road (Bruce Highway) between Vickers Bridge over Ross River and Shaw Road interchange, at a total cost of $180 million.

North Queensland Stadium

Construction work on the $290 million North Queensland Stadium project commenced in 2018. The project will deliver an iconic, 25,000-seat stadium in Townsville in time for the 2020 National Rugby League (NRL) Premiership Season.

The North Queensland Stadium is a joint project of the Queensland Government, Australian Government and Townsville City Council, and is supported by both the NRL and North Queensland Cowboys. The stadium forms part of the Townsville City Deal signed in December 2016.

The project aims to maximise employment and business opportunities for the people of Townsville and the North Queensland region, supporting 250 jobs per year during construction. The stadium will also be a catalyst for urban renewal and regeneration for Townsville’s inner city and waterfront. Once complete, the stadium will host a multitude of sporting, cultural and community events.

Youth justice reforms and additional youth justice infrastructure

The Government is committed to preventing offending and reoffending, and keeping young people out of courts and custody, supported by the development and upkeep of appropriate infrastructure facilities. This includes increasing capacity in youth detention facilities by an additional 48 beds, with $178 million for the completion of these projects over the next three years.

An additional 16 beds for young persons are to be built within the Brisbane Youth Detention Centre (BYDC) located at Wacol, along with upgrades to existing facilities and additional amenities including educational classrooms, kitchen and laundry facilities.

In addition, a new youth detention centre, with a 32-bed capacity, will be constructed on land adjacent to the existing BYDC.

Port of Townsville Channel Capacity Upgrade

Port of Townsville Limited (POTL) has commenced the Channel Capacity Upgrade project to widen the existing Platypus Channel and Sea Channel connection to the port to allow larger vessels safe access, at an estimated cost of $193.5 million. Supporting the local economy and jobs, both during and after construction, the Queensland Government has invested $75 million in the project and the Australian Government has committed to provide $75 million, with POTL funding $43 million. The Channel Capacity Upgrade forms part of the Townsville City Deal signed in December 2016.

As well as widening the channels, associated works include construction of rock walls and revetments to form receiving ponds for the beneficial re-use of dredged material, sourcing marine-grade armour rock required for rock walls and revetments, and installing navigation aids aligned with the new channel configuration. POTL will beneficially re-use the capital dredged material consistent with the Sustainable Ports Development Act 2015.
New Gold Coast train stations
The Queensland Government has fully funded the construction of three new rail stations on the Gold Coast Line at Pimpama, Helensvale North, and Worongary/Merrimac. These stations will be opened for the first services on Cross River Rail to the Gold Coast and will ease congestion pressure on key arterial roads. Gold Coast customers will have more options to choose a local station for their commute.

The commitment, which will also support substantial jobs during construction, commencing in 2020-21, as part of total funding of $120 million to 2022-23.

Smithfield Bypass
The $152 million Smithfield Bypass project is a 3.8 kilometre alternative route to the Captain Cook Highway. The new bypass road will relieve congestion at the busy intersections at Kennedy Highway and Cairns Western Arterial Road, which will improve safety and traffic flow for road users around the northern beaches of Cairns. Early works commenced in late 2018 with construction expected to be completed in late 2021, weather permitting.

Building Better Hospitals
The Government’s Building Better Hospitals commitment is a key priority for Queensland Health which will help address growing demand by enhancing public hospital capacity and services in the South East Queensland growth corridor. The program includes projects at three major South East Queensland hospitals with a combined value of $956.9 million:

- redevelopment of the Caboolture Hospital to increase its capacity by 130 beds
- expansion of the Logan Hospital to deliver an additional 206 beds as well as expansion and refurbishment of the Logan maternity ward
- staged redevelopment of the Ipswich Hospital including new mental health facilities for adults and older persons and a Magnetic Resonance Imaging (MRI) suite to grow clinical capacity.

Building Future Schools and Renewing our Schools
Through the $1.3 billion Building Future Schools Fund, the Government is building seven new secondary schools, two new special schools, and three new primary schools.

For existing state schools, the Government’s Renewing Our Schools Program provides $235 million over four years to 2021-22 to enhance and upgrade facilities in identified state schools across Queensland. The Government is also providing increased funding of $251.3 million over three years from 2018-19 for the provision of additional facilities at existing state schools experiencing faster enrolment growth.

New Generation Rollingstock
The Queensland Government will continue to deliver the New Generation Rollingstock (NGR) project. The project is an availability-based Public Private Partnership (PPP) and includes 75 new passenger trains, the Wulkuraka maintenance centre and three NGR training simulators. The NGR trains have been operating alongside the rest of the SEQ network fleet since December 2017.

The Queensland Government is currently working with the disability sector to make accessibility modifications and functional improvements for people with disabilities to NGR trains in compliance with the disability standards. These modifications will be carried out in Queensland, sustaining 50 existing jobs and creating 30 new jobs in Maryborough. The modifications and
improvements include: installing larger toilet modules that provide access to passengers with mobility devices; doubling the number of priority seating from 24 to 48 seats; revising seating layouts to improve access for passengers with mobility devices; and further functionality improvements to internal fittings and carriage features. It is expected that the first upgraded train will be back on the network in 2020, with all 75 NGR trains modified with accessibility upgrades to be back on the network in 2024.

Rail network infrastructure upgrades

In 2019-20, this Budget includes the following new measures to deliver priority rail network enhancements in inner Brisbane:

- $27 million to acquire land for a new $380 million train stabling facility at the Clapham Rail Yard in Yeerongpilly. The facility will provide for increased capacity and reliability of the rail network and will reduce empty running of trains outside peak service periods.
- $13 million to upgrade Mayne Rail Yard and the nearby Breakfast Creek Bridge, increasing the speed and reliability of rail services and enhancing the safety and operations of the rail yard. A further $146.9 million is provided over 2020-21 to 2023-24.
- $2 million as part of a $57 million increase to the $300 million station accessibility upgrade program, to upgrade accessibility to rail stations between Fairfield and Salisbury, and improve passenger and staff accessibility, comfort and convenience.

European Train Control System (ETCS)

Implementation of ETCS through the centre of Brisbane’s rail network will improve passenger safety and provide increased network capacity to run additional rail services. The Budget provides $73.5 million in 2019-20 as part of a $634.4 million allocation for the delivery of ETCS through the inner-city rail network.

Rookwood Weir

Progressing the Rookwood Weir project presents an opportunity to supplement urban water supplies and enhance agricultural and industrial development in the Fitzroy Basin and Gladstone region. The weir could add up to 76,000 megalitres of water for agricultural production along the Fitzroy River, as well as an eventual back-up supply for Gladstone, Rockhampton and Livingstone Shire. The project is also expected to create 100 jobs in regional Queensland during construction.

Significant steps have been taken throughout the year toward the construction of Rookwood Weir. The Queensland and Australian Government have agreed to work in partnership to deliver the project. In parallel, Sunwater has progressed preparatory works, with early works for the project expected to commence in the second half of 2019.

New Performing Arts Venue at the Queensland Performing Arts Centre

The Queensland Government has committed to deliver a new $150 million state-of-the-art theatre for Brisbane, investing $125 million over four years from 2018-19. This investment in a new theatre follows the recommendations of the detailed business case for a minimum 1,500 seat theatre at the Playhouse Green site, to be operated by the Queensland Performing Arts Centre (QPAC), which will contribute $25 million to the new venue.
QPAC, which schedules over 1,300 performances annually with a record 1.5 million people attending in 2017-18, is nearing full capacity with a strong forward program of bookings to 2022 and beyond. The unique opportunity exists to invest in QPAC’s growth to create Queensland’s largest performing arts centre, with five outstanding venues that will further bolster Queensland’s cultural vibrancy, support the local arts sector and drive cultural tourism.

With QPAC operating the new theatre, it can program across all venues to ensure Queensland companies are supported by the best sized theatre and season duration, while also meeting growing demand for musicals. An independent expert panel is providing heritage advice on the design of the new theatre.

The addition of this new theatre will see QPAC become Australia’s largest performing arts centre with the potential to welcome an additional 300,000 visitors each year when fully operational from 2022.

**North Coast Line - Beerburrum to Nambour Rail Project**

The Queensland Government is providing $160.8 million over four years towards the Beerburrum to Nambour rail duplication project to address the infrastructure and capacity constraints on this section of the North Coast Line.

Detailed design is underway for enabling works and will be complete in 2019-20, with construction to be progressed based on further negotiations with the Australian Government. The Australian Government has provided an initial $390 million towards the project.

**New Public Transport Ticketing System**

The State has provided $371.1 million for a new public transport ticketing system that will be delivered across public transport over a four-year period. The system will add new customer facing functionality including payment by contactless debit and credit cards, mobile phones and wearables, in addition to go card and paper tickets.

**Southern Queensland Correctional Precinct - Stage 2**

As part of the Government’s reforms to the criminal justice system, the Government is providing additional funding of around $620 million, held centrally, towards an expansion of the Southern Queensland Correctional Precinct.

A number of major benefits will be achieved through the Stage 2 Expansion. It will deliver a correctional facility with a focus on health and rehabilitation, to reduce reoffending.

This expanded facility, with its therapeutic health-centred operating model, will help address substance addiction and mental health issues. Further, it will enable Queensland Corrective Services and Queensland Health to provide rehabilitation and treatment in a world-class correctional facility.

The Stage 2 Expansion will ease overcrowding across the correctional services system, helping keep correctional officers and prisoners safe.
Roma Street Busway upgrade

The Roma Street busway interchange will undergo an underground transformation to create a seamless rail and bus connection for commuters. 36,000 passengers will use Roma Street every day to transfer between trains and buses. This Budget provides $20 million in 2019-20 for a new $250 million underground busway station, to deliver an underground busway to rail interchange between the Cross River Rail station and the Roma Street Busway, to deliver enhanced connectivity between bus and rail at Queensland's busiest public transport interchange. Delivery will be concurrent with underground works for the new Cross River Rail station.

Building our Regions

Building our Regions received a boost of $70 million over four years, taking the total funding for the program to $515 million for regional infrastructure program for local government projects. The program supports critical infrastructure in regional areas that meet specific community needs, with a focus on delivering enduring economic outcomes and creating jobs.

Of this funding, $150 million has been allocated to the Transport Infrastructure Development Scheme (TIDS) to increase the funding delivered through TIDS to regional local governments. These funds are managed by the Department of Transport and Main Roads.

The remaining $365 million of the Building our Regions program is administered by the Department of State Development, Manufacturing, Infrastructure and Planning, with approvals to date of $292.6 million in funding towards 223 infrastructure projects across 66 local governments in regional Queensland, supporting approximately 2,419 construction jobs.

This has leveraged further financial co-contributions of almost $487 million from local governments, the Australian Government and others, to create a total value of capital expenditure of $779.5 million.

Works for Queensland

The Works for Queensland program supports local governments outside SEQ by funding job-creating maintenance and minor infrastructure projects relating to assets owned or controlled by local governments.

The 2017-18 State Budget allocated an additional $200 million over two years for a second Works for Queensland funding round, which was then supplemented by a further $200 million during 2017-18. This brings the total program funding from 2016-17 to 2020-21 to $600 million. Based on data from participating local councils, the Works for Queensland Program has created/supported more than 14,000 jobs, as at 30 April 2019.

In 2019-20, $50 million will be delivered from these additional funds.

Disaster Resilience Program

Queensland is impacted by natural disasters and, while rebuilding after a disaster is important, increasing resilience of our infrastructure to lessen the impacts of natural disasters means that communities can recover more quickly after a natural disaster strikes. Therefore, a critical element of the Government’s infrastructure investment is improving existing infrastructure to improve the resilience of the State’s communities. The direct cost of recovery and damage to public assets from 2018–19 natural disasters is estimated at $1.3 billion.
To help foster this enhanced resilience, $5.4 million is allocated in 2019-20 to the Queensland Disaster Resilience Fund, a State funded program delivering $38 million over four years and administered by the Queensland Reconstruction Authority, to support delivery of disaster-mitigation projects and initiatives that build resilience to natural disasters.

Amongst a suite of measures aimed at promoting recovery and resilience, the Queensland Reconstruction Authority will also administer the $100 million Betterment Fund to improve the resilience of infrastructure damaged by the monsoon flooding event of early 2019 under the joint State Commonwealth Disaster Recovery Funding Arrangements, with the fund to be fully allocated in 2019-20 and delivered over three years.