

Report summary

Queensland will host the Brisbane 2032 Olympic and Paralympic Games (the games) from 23 July to 8 August 2032 and 24 August to 5 September 2032, respectively.

Planning for major events like the games, with an immovable deadline, is complex. Many stakeholders across all levels of government are involved in the planning.

The Queensland Government (referred to as the State of Queensland in the Olympic Host Contract) is the greatest risk holder for delivering the games. The Olympic Host Contract, the deeds of agreement, and the Intergovernmental Agreement (between the Commonwealth of Australia and the State of Queensland) outline the contractual and financial risk the state carries. The Queensland Government has underwritten the financial risk of the Brisbane 2032 Organising Committee (organising committee). Managing this risk effectively requires appropriate governance arrangements.

This audit examined the effectiveness of the games' governance arrangements and planning. We assessed whether entities have appropriate governance arrangements, strategies, and plans to effectively prepare for the games and coordinate their activities. The conclusions in this report provide limited assurance about the audited entities' performance to date in planning for the games.

Since we conducted the audit, the newly elected Queensland Government has made changes regarding ministerial accountability and leadership across the games portfolio. In implementing these changes, it will be important to ensure clear lines of responsibility, accountability, and reporting are established.

Entities have established governance arrangements

The governance arrangements for overseeing the games have changed over the past 3 years. In July 2024, the government abolished the Brisbane 2032 Coordination Office and the Olympic and Paralympic Infrastructure Office (offices within the former Department of State Development and Infrastructure responsible for coordinating, planning, and facilitating delivery of the games venues). It then established the Games Venue and Legacy Delivery Authority as an independent statutory body in July 2024. In November 2024, it renamed the Games Venue and Legacy Delivery Authority to the Games Independent Infrastructure and Coordination Authority (games authority). Under the current arrangements, the organising committee is primarily accountable for delivering the event and the games authority is accountable for new and upgraded venues and other key planning activities.

The current governance framework for the games contains the necessary elements to lay the foundations for effective management and oversight, and provides a level of independence of decision-making for venue and legacy planning. The current framework includes governance committees. The organising committee has a strategic plan that sets out its organisational vision and focus for the games. The games authority has an interim chief executive officer and has commenced developing its strategic plan. Entities are in the process of developing and implementing a risk management program to effectively manage entity- and program-level risk and whole-of-games risk. Each of the agencies has established a budget which it is accountable for, and which is subject to the requirements of the Queensland Government's Financial Accountability Framework.



There are benefits to developing a consolidated games budget and tracking overall expenditure

To date, the entities have not established a consolidated budget that captures all estimated costs to deliver the games.

The estimated cost of the games in the 2021 bid focused on the organising committee. The budget in the 2021 bid for the organising committee was \$4.9 billion in 2021 Australian Dollars (or \$5.9 billion in 2032 Australian Dollars), which was to be completely offset by contributions from the International Olympic Committee and from generated revenue, such as sponsorships, ticket sales, and other revenues. Estimated costs within the organising committee budget included approximately \$690 million for design, planning, installation, and removal of temporary venue infrastructure, but excluded permanent games venue infrastructure.

Since the 2021 bid, the Queensland Government has announced additional expenditure for various elements of the games. The 2023–24 Queensland budget included provisions for total capital expenditure of \$7.1 billion for games venue infrastructure. Other budgeted expenditure announced by the Queensland Government includes:

- \$44 million towards a Paralympic Centre of Excellence
- \$155 million for early enabling works for athlete villages
- \$435 million for operational costs associated with coordinating activity and planning for the delivery of services for the games.

In addition, other Queensland Government agencies have developed, or are developing, budget estimates for delivery of services for the games, such as security and transport services. The various budgets announced since the 2021 bid have not been consolidated to provide a budget estimate for delivering the games.

The Olympic and Paralympic Games Office (within the Department of Sport, Racing and Olympic and Paralympic Games) is responsible for developing a whole-of-games budget for the Queensland Government. This will include determining what costs are to be included and excluded. It has started the process of developing a total games budget and processes to progressively monitor the costs. Until this is agreed and approved, the government is relying on earlier estimates and underlying assumptions.

Early planning for the games is underway

The organising committee and games authority have commenced planning for the games. They have developed key strategies and plans that outline the vision, legacy, and key milestones. This includes the Brisbane 2032 Games Plan (which provides an overview of the planning priorities for the games) and the legacy strategy, *Elevate 2042*. Additional work is underway by the Queensland Government and games delivery partners to develop supporting action plans and begin implementing the 10 identified programs that need to be delivered by 2032.

