



**January 2025**

# **100 Day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure**

**SUBMISSION TO DEPARTMENT OF STATE  
DEVELOPMENT, INFRASTRUCTURE AND PLANNING**

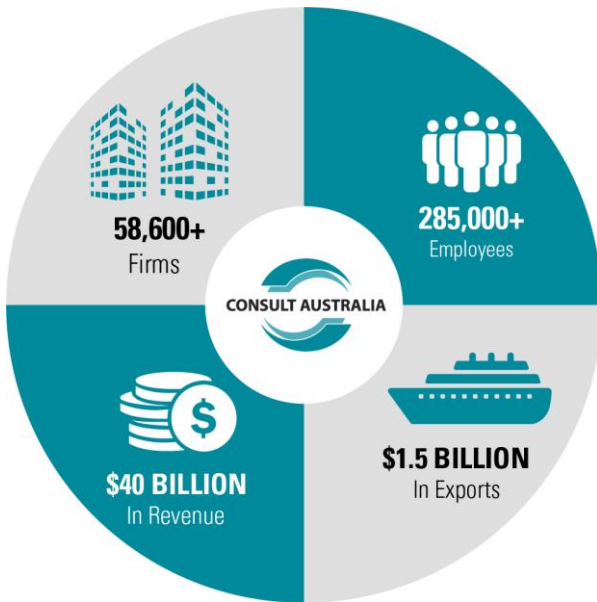
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## About us

Consult Australia is the industry association representing consulting businesses in design, advisory and engineering, an industry comprised of over 58,600 businesses across Australia. This includes some of Australia's top 500 companies and many small businesses (97%). Our members provide solutions for individual consumers through to major companies in the private sector and across all tiers of government. Our industry directly employs over 285,000 people in architectural, engineering and technical services and many more in advisory and business support. It is also a job creator for the Australian economy, the services we provide unlock many more jobs across the construction industry and the broader community.



Our members include:



A full membership list is available on our [website](#).

## Executive Summary

Consult Australia welcomes the opportunity to provide input on the 100 Day Review of the Brisbane 2032 Olympic and Paralympic Games Infrastructure.

Our industry has a critical and well-established role in supporting infrastructure planning, design and delivery. The highly technical services our members provide across the infrastructure asset lifecycle are a critical part of the supply chain required for the delivery of the government's infrastructure priorities. Engaged at the earliest stages of problem identification, options analysis, planning and business case development, through design, construction, asset handover, management, and then into maintenance, demolition or refurbishment, the technical services engaged through our members are critical to informing decisions that lead to delivery of the outcomes and value for money sought from these infrastructure investments.

The visibility, transparency and certainty of the broader infrastructure pipeline remain critical to support business confidence and investment in the skills and capability required for long-term delivery and cost-effective outcomes for government. Consult Australia has observed that where governments are uncertain about infrastructure commitments and do not have clarity on project scope, the ability of industry to invest in the skills needed is undermined. This in turn impacts delivery and value-for-money outcomes for the government. Our 2024 [Confidence and Continuity report](#) identified that pipeline changes had meant that 57% of businesses had redeployed staff to alternative projects and 46% had made resource cuts due to changed circumstances.

In terms of the infrastructure needed for the 2032 Games, the industry needs pipeline certainty to build business capacity and confidence to deliver. This is equally important whether you are talking about venues, villages, transport or legacy projects. Therefore, our submission covers the considerations for pipeline certainty, as well as suggestions to improve deliverability through contract choice and by addressing undesirable contracting behaviours that hinder productivity.

Consult Australia does not provide any recommendations on specific venues, villages or transport options, we instead submit recommendations that go to providing a clear way forward for Games procurement and delivery.

Our recommendations are:

- **Clarity for confidence** – The government/Games authority must provide a project program that is coordinated and planned with certainty for the next 7 years to provide businesses with the confidence to invest and build capacity.
- **Contract choice matters** – Use of contracts with risk, commercial and insurance settings most appropriate to encourage participation by a broad range of suitable business suppliers.
- **A model client is an active client** – The government/Games Authority must be a model client and have an active client mindset that prioritises transparency and accountability. This includes setting expectations for contractors, encouraging open communication from the supply chain and holding suppliers to account if expectations are not met.

We welcome the opportunity to meet with the government and Games authority to discuss our recommendations and contribute to solutions for the best-balanced outcomes for both government and industry on the delivery of Games infrastructure.

# Recommendations

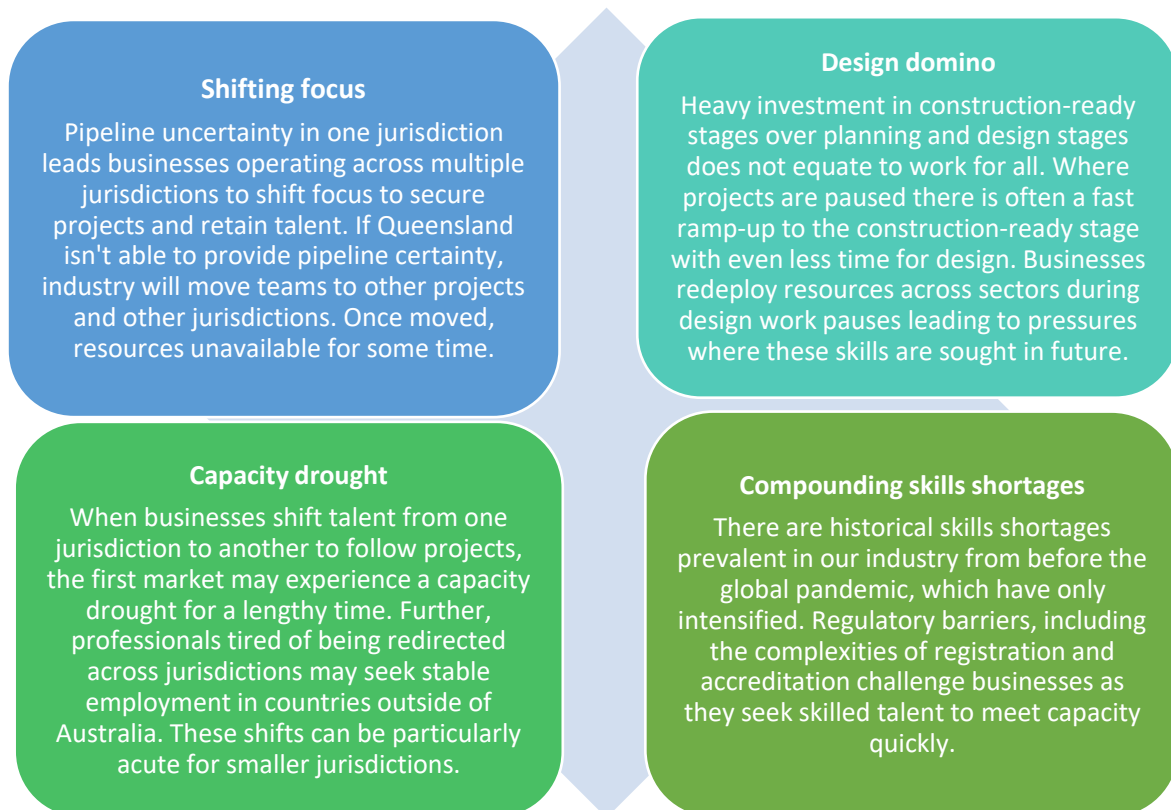
## Clarity for confidence

*Consult Australia recommends as an outcome of the 100 Day Review, the government/Games authority provide a project program that is coordinated and planned with certainty for the next 7 years to provide businesses with the confidence to invest and build capacity. This should include the forward plan for industry engagement (pre-tender), adequate planning, design and tender timeframes.*

Pipeline investment is an economic lever. If that lever is pulled too tightly or let loose it has implications on market capacity to deliver, regional growth, and competition.

Consult Australia's [Confidence and Continuity report](#) confirmed that businesses are balancing workforce capacity with project and pipeline uncertainty. For our member businesses, lack of continuity of work makes it challenging to hold resources and/or invest in capability. Where member businesses work across jurisdictions, workforces are managed nationally, and pipeline coordination is important as members look across sectors for opportunities to support their business.

There are four key elements to consider here:



Members are seeking a forward program for Games infrastructure that considers these elements. The government/Games authority can provide certainty by:

- outlining the forward plan for the procurement of design, followed by construction
- indicating what planning will need to be revised/ undertaken
- confirming if Project Valuation Reports need to be re-done or completed, based on venue recommendations, and within what timeframe

- sharing information on the workforce requirements and implications; and
- addressing the interplay between the revised games project pipeline and the rest of the government project pipeline (health, education, energy etc).

## Contract choice matters

*Consult Australia recommends the use of contracts with risk, commercial and insurance settings most appropriate to promote innovation and encourage participation by a broad range of suitable business suppliers. This includes Australian Standards without significant amendment, the FIDIC Contracts and the NEC4 contract suite.*

The current Queensland Government Building Policy Guideline requires the use of a two-stage (design and construct) building and construction contract (also referred to as Managing Contractor contract) for Best Practice Principles (BPP) infrastructure projects and considers this to be a collaborative form of contract. Consult Australia does not support this view.

The two-stage building and construction contract provides a limited framework for collaborative contracting between the principal and the contractor, and it is not clear how or if this extends to or captures the other parties to the contract/ project.

To ensure success of the Games infrastructure projects, collaborative contracts should be used that leverage the influence and capability of the designer to optimise cost, time, scope and quality. Consult Australia would be pleased to discuss collaborative models further with the Queensland government and explore procurement efficiencies for the Games infrastructure program.

To lead the way on innovative projects, we encouraged the government to invest more time in early involvement, including:

- conduct early industry briefings
- move away from the 'non-conforming bid' mindset that dissuades bidders from delivering innovation
- recognise the commercial nature of the market and use that to drive innovation

With the current 'non confirming bid' mindset evident in government procurement, any deviation by bidders is left unconsidered, limiting innovation. More early involvement of the supply chain in the pre-design phase and collaboration would enable a detailed understanding of desired project outcomes between client and supplier and can facilitate innovation.

## A model client is an active client

*Consult Australia recommends the government /Games Authority must be a model client and have an active client mindset that prioritises transparency and accountability. This includes setting expectations for contractors, encouraging open communication from the supply chain and holding suppliers to account if expectations are not met.*

Consult Australia has long advocated that government conducts itself as a 'model client' for the procurement of our member services, complementing governments' long-standing obligation to act as a 'model litigant'.

Being a 'model client' means working collaboratively with industry on projects and achieving mutually beneficial outcomes. It formalises governments' intent to do things better by putting clear obligations in place and supporting the capacity and future development of the public service. Practically, this step will make government a more attractive client for industry to work with, will be a positive force on business confidence, and in turn will attract greater numbers and better quality tenders for work. For more information see Consult Australia's [Model Client Policy](#).

When it comes to a design and construct type model, where the consultant is at arm's length to the government principal client, Consult Australia has had improved outcomes where the government acts as an active client, setting expectations on the lead contractor and allow sub-consultants to raise issues with the principal. The best example is the contracting arrangements used by Major Road Projects Victoria.

Consult Australia would be pleased to discuss this further with the Queensland government. We would also be pleased to brief you more fully on our confidential work exploring the increasing disputation we are seeing in the market in response to design and construct type models and the direct impact it has on the value for money delivered through procurement.

## Connect with us



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## Thanks to our Industry Champions

For their outstanding leadership and engagement on behalf of the industry.



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COLLABORATIVE LEADERSHIP COMMITTED TO THE SUCCESS OF OUR INDUSTRY