

Vision Built for the Games.
Made for the future.

Purpose Deliver venues for the 2032
Olympic and Paralympic Games
that create memorable and lasting
experiences for Queenslanders,
at the Games and beyond.

Proudly contributing to the Queensland Government’s objectives for the community:

Government objective	GIICA objective	How GIICA contributes
A plan for Queensland’s future	Deliver enduring infrastructure legacy	Provides long-term infrastructure for communities
A better lifestyle through a stronger economy	Deliver venues that support economic growth and jobs	Enables Games delivery and legacy benefits

Objectives We will deliver:



On time

Enable the successful delivery of the 2032 Games and long-term community outcomes



Within budget

Venues that create lasting value for Queenslanders



A valuable legacy for Queensland and its people

Provide infrastructure that supports social, economic and community benefits

Underpinned by an unwavering commitment to:

Safety

- Embedding and owning safety through all of our planning, decisions and actions

People

- Creating an inclusive environment for our people by fostering achievement, teamwork and meaningful contributions
- Enabling sustainable high performance by supporting growth and actively championing wellbeing

Partnerships

- Collaborating openly to deliver the best results for Queenslanders
- Do what we say. Say what we do
- Collaborating with First Nations peoples and accessibility stakeholders to deliver inclusive, accessible venues

Excellence

- Always acting with integrity
- Innovative project management, procurement and governance
- Celebrating success, owning our outcomes, and learning and innovating to continuously improve

Guiding principles

Make a difference

We are passionate about our purpose and we think outside the box, embracing creativity and new ideas

Be united

We cultivate a collaborative and transparent environment that encourages open dialogue and fosters trust

Make it happen

We are accountable and take ownership of our actions

We respect, protect and promote human rights in everything we do.

Delivering our objectives



Enable the successful delivery of the 2032 Games and long-term community outcomes

Measures

- Delivery against approved program milestones and key gateways
- Monitoring of critical path activities and schedule performance
- Regular reporting of progress against delivery timelines

Key strategies

- Establish clear critical path workflows and decision points for each venue
- Strengthen program controls, including milestone tracking and integrated risk management
- Plan for whole-of-life value, including durability, functionality and future usage



Venues that create lasting value for Queenslanders

Measures

- Tracking of expenditure against approved project budgets
- Monitoring of forecast versus actual costs
- Oversight through financial reporting and governance processes

Key strategies

- Define escalation pathways and “no surprises” reporting expectations
- Ensure resourcing plans and capabilities align with delivery sequencing across all venues
- Build consistent forecasting and cost tracking processes across functions
- Strengthen procurement planning and market engagement practices
- Embed value for money assessments, including scope, discipline and trade off frameworks



Provide infrastructure that supports social, economic and community benefits

Measures

- Delivery of venue-specific legacy outcomes
- Integration of community, accessibility and stakeholder considerations
- Consideration of whole-of-life use and functionality

Key strategies

- Clarify delegations and approvals to reduce ambiguity and delay
- Strengthen benefits realisation planning, including social, economic and community measures
- Define venue-specific legacy outcomes with community, operations and stakeholders
- Build early engagement plans for First Nations communities and local stakeholders

In formulating our Strategic Plan, these key strategic opportunities and risks have been considered:

Opportunities

- Creating lasting value for Queenslanders and meaningful career legacies for our people
- Leveraging the Games to deliver long-term infrastructure and community legacy outcomes
- Driving innovation in design, procurement and delivery to maximise value within fixed constraints
- Strengthening partnerships across government, industry and community to enable coordinated delivery
- Enhancing program integration and maturity to improve delivery efficiency and decision-making

Risk

- Governance, coordination and stakeholder alignment risks impacting decision-making and delivery outcomes
- Program delivery and schedule risks driven by interdependencies, interfaces and external constraints
- Capability, contractor performance and workforce risks impacting delivery quality and efficiency
- Compliance, safety and information risks including regulatory, health and safety, and cyber impacts