

# Strategic Plan 2023 - 2027



## WHO IS BRISBANE 2032?

The Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032) is a statutory body established under the *Brisbane Olympic and Paralympic Games Arrangements Act 2021*.

Brisbane 2032 is responsible for planning, organising and delivering the Brisbane 2032 Olympic and Paralympic Games (the Games).

## OUR VISION

All key Brisbane 2032 stakeholders will feel the Games are visibly and measurably 'worth it'.

## OUR PURPOSE

To create a value-generating model to deliver the Games in an optimised way.

## OUR VALUES

- Integrity – We operate with integrity every day and in every interaction to build trust with our stakeholders.
- Inclusivity – We are deeply committed to inclusion in all its forms.
- Collaboration – We believe that collaboration is at the heart of everything we do.
- Optimisation – We will learn from the past to develop new and more efficient ways for the future.

## OUR FOCUS

The primary function of Brisbane 2032 is to coordinate and facilitate the organisation, conduct, promotion, commercial and financial management of the Brisbane 2032 Olympic and Paralympic Games.

Brisbane 2032 will establish and lead key aspects of Games planning and delivery including but not limited to accommodation and transport for athletes and key stakeholders, venue readiness, sports programming, ceremonies, ticketing, volunteer management, commercial programs and broadcast operations.

Brisbane 2032 works collaboratively with a range of Delivery Partners including the International Olympic Committee, International Paralympic Committee, International Federations, Australian Olympic Committee, Paralympics Australia, Local, State and Federal Governments and other key stakeholders to plan and deliver the Games.

Brisbane 2032 is committed to identifying human rights impacts and maximising positive social impacts. We respect, protect and promote human rights in everything we do.

## OUR OPPORTUNITIES

- Foster growth in sport participation, jobs, infrastructure and economic impact in Queensland and Australia.
- Enhance the delivery of major events in Queensland and Australia by reducing costs, increasing revenue, improving operational efficiencies and satisfying stakeholder expectations.
- Collaborate with a diverse range of Delivery Partners to facilitate the effective planning and co-delivery of the Games which leaves a lasting legacy for Queensland and Australia.
- Promote Queensland and Australia as global destinations and showcase our culture and attractions to a worldwide audience.

## OUR CHALLENGES

- Achieving revenue goals to ensure a financially sustainable Games in a dynamic and uncertain economic landscape.
- Fulfilling our varied and complex needs for sourcing and resourcing in a demanding and competitive supply chain context.
- Harmonising the interests and expectations of our Delivery Partners and their communities with long-term legacy benefits for all Queenslanders.

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## OBJECTIVES

### Movement Sustainability and Viability

Brisbane 2032 will enhance the Olympic and Paralympic Movement



### Quality of the Experience

Brisbane 2032 will deliver a unique and meaningful experience for all stakeholders



### Long-Lasting Impact

Brisbane 2032 will deliver tangible and intangible benefits to all key stakeholders



## STRATEGIC PORTFOLIOS

### ENABLE

Building an organisation and wider delivery ecosystem that is lean, adaptable and focussed on excellence, enabling efficient implementation within a balanced budget

### DELIVER

Games delivery and operations including the events, venues, services, technology and infrastructure

### EXPERIENCE

The physical and digital experience of the Games products and services before, during and after the Games

### ENGAGE

Connecting local communities, stakeholders, and fans worldwide with the Games and wider Olympic and Paralympic brands, values and purpose

### IMPACT

The sustainability, impact and legacy outcomes of the Games, contributing to the Olympic and Paralympic Movement values and purpose

## SUPPORTING STRATEGIES & PLANS

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| <ul style="list-style-type: none"> <li>Develop a Commercial Strategy to maximise revenue and investment attraction opportunities.</li> <li>Develop a People Management Strategy to identify, attract, recruit, retain, train, deploy and exit employees, volunteers and contractors.</li> <li>Develop a Procurement Strategy to procure, manage, decommission and dispose of goods, services and materials.</li> </ul> | <ul style="list-style-type: none"> <li>Collaborate with Games Delivery Partners to develop Venues, Villages, Security and Transport Plans that enable an optimised approach to Games delivery.</li> <li>Collaborate with Delivery Partners on key programs of work to establish clarity of roles and responsibilities and reporting mechanisms.</li> </ul> | <ul style="list-style-type: none"> <li>Build an Experience portfolio to identify, design and implement the most unique and meaningful stakeholder experiences and products.</li> <li>Design a contemporary Olympic and Paralympic Sports Program that ensures athletes are provided the best opportunities to compete in front of engaged spectators and fans.</li> </ul> | <ul style="list-style-type: none"> <li>Design and implement an Engagement Strategy to identify and connect with key local, national and international stakeholders.</li> <li>Develop a Brand Strategy to build awareness of the Brisbane 2032, Olympic and Paralympic brands, and drive commercial activities.</li> <li>Establish a Brisbane 2032 website and social media channels to proactively engage with key audiences regarding the Games.</li> </ul> | <ul style="list-style-type: none"> <li>Implement a First Nations Reconciliation Action Plan to ensure First Nations participation and culture is embedded in Games planning.</li> <li>Support the implementation of the Brisbane 2032 Legacy Strategy in collaboration with Delivery Partners.</li> <li>Establish a Brisbane 2032 Human Rights Impact Framework to recognise and prioritise the needs of those impacted by the Games</li> <li>Develop a Sustainability Strategy to deliver a more sustainable Games.</li> </ul> |
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## PERFORMANCE INDICATORS

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| <ul style="list-style-type: none"> <li>Key financial, people, commercial, procurement and statutory reporting mechanisms established and embedded across the organisation.</li> </ul> | <ul style="list-style-type: none"> <li>Portfolio reporting mechanisms established and implemented.</li> <li>Brisbane 2032 actively participates in established governance forums with Delivery Partners to guide and inform Games planning activities.</li> </ul> | <ul style="list-style-type: none"> <li>Vision and objectives for stakeholder and product experience developed.</li> </ul> | <ul style="list-style-type: none"> <li>Key engagement metrics established and measured.</li> <li>Pipeline of stakeholder engagement touchpoints developed.</li> </ul> | <ul style="list-style-type: none"> <li>The benefits of the Games are tracked, measured and reported upon via a Benefits Realisation Framework.</li> </ul> |
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**Brisbane 2032 supports the Queensland Government objectives for the community:**



**Good jobs:** Good, secure jobs in our traditional and emerging industries.



**Better services:** Deliver event better services right across Queensland.



**Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow