

BRISBANE 2032

DIGITAL PMO

Proposition No. 1

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DIGITAL
BUILT FORUM

digitalbuiltforum.com



SUMMARY

WHAT?

IS DIGITAL BUILT FORUM (DB FORUM) PROPOSING

A Digital Project Management Office (PMO) for Brisbane 2030.

WHY?

IS IT NEEDED

To enable greater coordination and leadership across data-sharing initiatives to support the delivery of Brisbane 2032 and leave alasting legacy for the SEQ Region.

HOW?

MIGHT IT WORK

Stay tuned - The DB Forum will continually release details on how this initiative could work, and the steps required in setting it up and operating it.

WHEN?

SHOULD IT BE ESTABLISHED

With contracts already being awarded for the planning, design and business case work relating to venue and precinct related development, the time is now.



CONTEXT

Brisbane 2032 presents a unique opportunity to deliver a legacy of innovation, sustainability, and connectivity. Government and industry recognise that efficient and effective data sharing is crucial to addressing the Games' immediate delivery challenges and the greater legacy it inspires to achieve.

The case for data-sharing infrastructure, which enables safe, seamless, and secure data sharing across departments and industries, is growing.

While opinions vary on the best path to achieve this and the extent of government intervention and funding required, there is unanimous support for greater coordination and leadership across data-sharing initiatives to support Brisbane 2032 and beyond (and before!). See the appended insights from DB Forum's 'Shaping a Digital Games' webinar for recent sentiment on this issue.

This short summary raises awareness of the urgent need for better coordination across the Queensland government for data governance, legal frameworks, data interoperability, and the security and trust dimensions of data sharing infrastructure by implementing a Digital PMO to support the delivery of Brisbane 2032 and leave a lasting digital legacy.

Building on departmental BIM programs and the SEQ Digital Twin project, Brisbane 2032 can create a strong foundation for coordinated data-sharing efforts and data-inspired decision making and investment.



CONCEPT

Starting with a clear problem statement has been the approach taken by the DB Forum in drafting the Digital PMO concept.

A central Digital PMO for Brisbane 2032 is a unique opportunity to address the inefficiencies and risks of the current decentralised digital management approach that seems to exist. It would help overcome:

Fragmentation of digital responsibilities: Each government department operates independently, creating silos that impede information sharing, decision-making, and efficiency. This decentralisation increases the risk of inconsistencies in delivering digital solutions required for the Games.

Lack of data governance: Without a unified framework, there is no clear process for managing data securely and effectively. This can lead to data inaccuracies, increased cybersecurity risks, and weakened public trust.

Inefficiencies in procurement and management: With individual departments managing separate procurement processes, there is no economies of scale, leading to higher costs and duplication of effort. Additionally, project management is disjointed, making it difficult to track progress or pivot quickly in response to challenges.

A central Digital PMO would streamline efforts by providing a unified structure for planning, implementing, and overseeing all digital initiatives related to the Brisbane 2032 Games.



The proposed Digital PMO would be responsible for delivering the Brisbane 2032 Digital program.

The role of the Digital PMO will be to commission and/or undertake the necessary work to identify the required interventions, select or draft the associated standards, manage engagement with clients and suppliers, and subsequently shape essential policies.

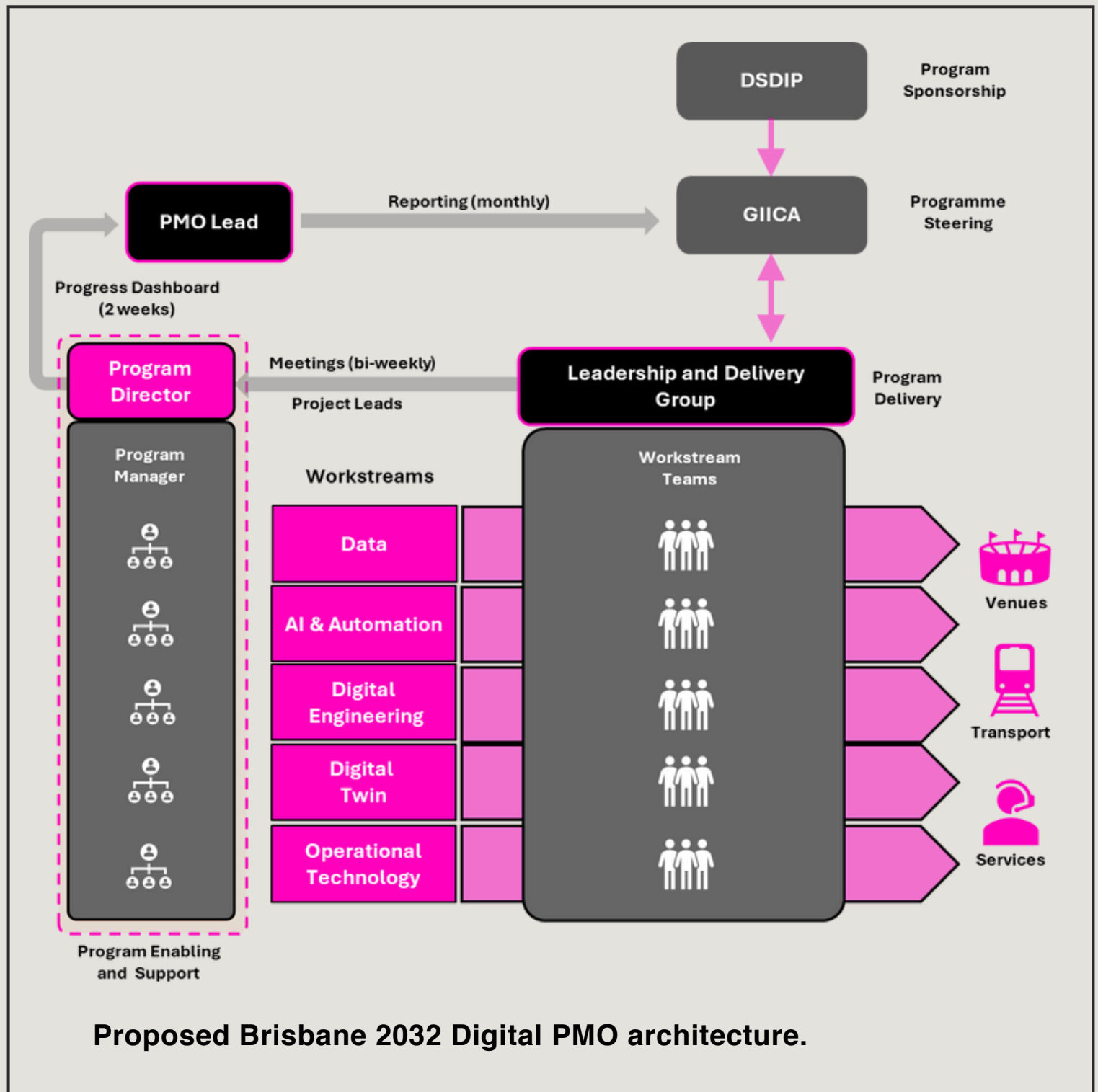
To help communicate the scope of the proposed PMO, we have identified the following five workstreams that would be created as a key element of the PMO architecture.

PMO Workstreams

1. Data - ensure data is used effectively, securely, ethically, and in compliance with governance and privacy standards
2. AI & Automation – Improve capacity, streamline operations and boost efficiency with lower human effort and cost, and intelligent automation
3. Digital Engineering - use advanced digital tools and data to design, build, and manage projects more efficiently and effectively
4. Digital Twin – Create visualisation and analytical capabilities to improve planning, monitoring, and project delivery
5. Operational technologies - ensure efficient, safe, and seamless management of critical infrastructure and venues.

The context within which these workstreams operate is illustrated in the diagram on the next page.

ARCHITECTURE





So, what are the key risks if a Digital PMO isn't formed?

The DB Forum believed that the following is likely, without centralised digital enablement management and delivery:

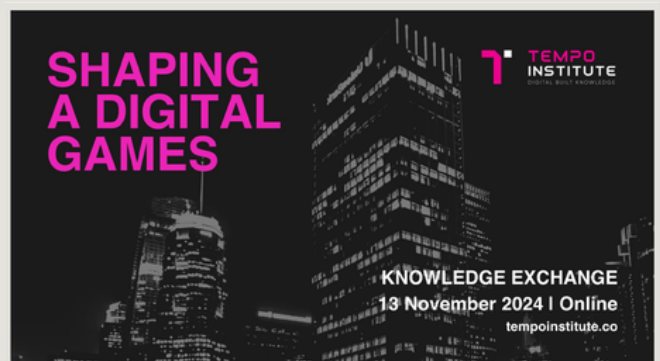
1. Disjointed projects: Without coordination, teams work in silos, wasting resources and creating inconsistent outcomes.
2. Delays and overspending: Poor timeline and budget management lead to missed deadlines and cost overruns.
3. Misaligned goals: Digital efforts may fail to align with the Brisbane 2032 strategy and legacy goals, resulting in little value.
4. Fragmented standards: Inconsistent tools and processes result in poor quality and inefficiencies.
5. Cybersecurity vulnerabilities: Weak oversight increases the risk of data breaches and cyberattacks.

The DB Forum will release more details of the PMO architecture and the how it can be delivered at the [SEQ 2032 Digital Assembly](#) on November 11, 2025 in Brisbane.

DIALOGUE

DIGITAL TRANSFORMATION FOR BRISBANE 2032: INSIGHTS AND STRATEGIES

On 13th November 2024 the DB Forum hosted an insightful webinar exploring digital transformation strategies for Brisbane 2032.



This session featured key industry leaders including Paul Foster (OnePlan), Gavin Cottrell (DB Forum), Jen Williams (Committee for Brisbane), Trent Watson (Stadiums Queensland) and Aden Gutman (COMSEQ).

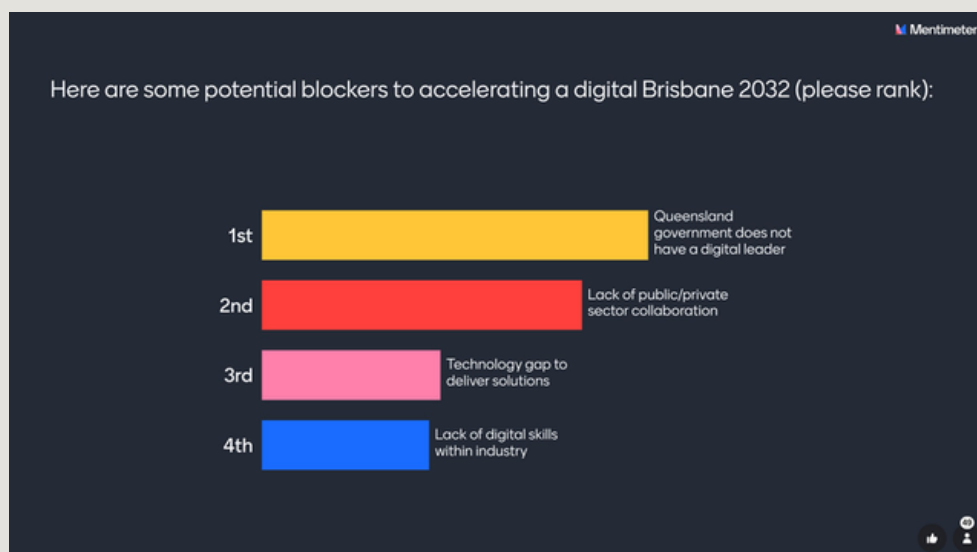
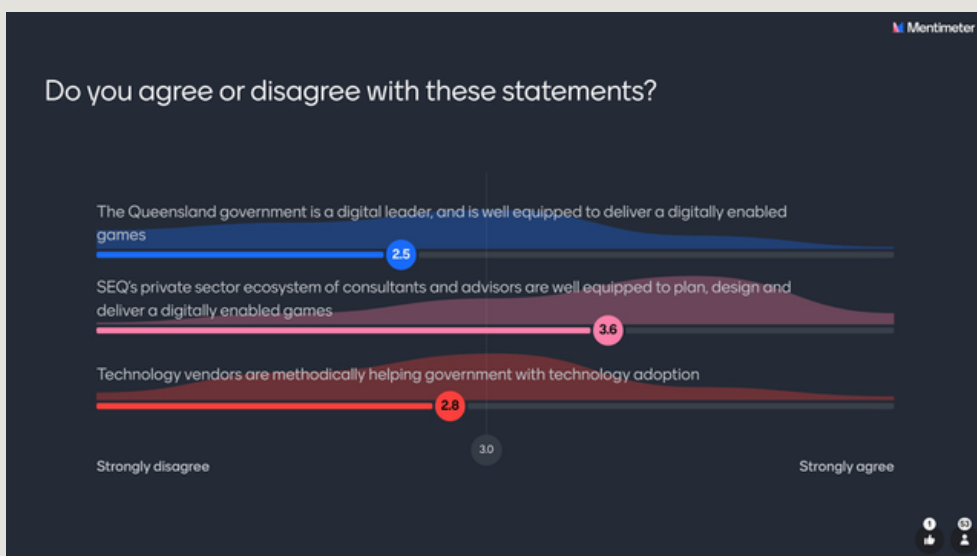
Discussions revolved around digital twinning, data integrity, leveraging public-private partnerships, and lessons learned from previous international events. Audience polling was conducted as questions covering awareness of digital strategy, leadership from government and capability of the industry.

Leadership and collaboration emerged as the critical issue, as can be seen from polling results on the next page. To watch a recording of the webinar, click the link below.

[WATCH WEBINAR >](#)



Many views were expressed in a structured way using a polling platform during the webinar. Here are just some of the results, with the full results available for download by clicking the link below.



[DOWNLOAD](#)





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