

## Brisbane Olympic and Paralympic Games Arrangements Amendment Bill 2024

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**Submitted by:** Laing O'Rourke Australia  
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**Our Ref: Brisbane Olympic and Paralympic Games Arrangements Amendment Bill 2024**

1 May 2024

Mr Chris Whiting MP  
Chair  
Housing, Big Build and Manufacturing Committee  
Parliament House  
George Street  
Brisbane Qld 4000  
Via email [hbbmc@parliament.qld.gov.au](mailto:hbbmc@parliament.qld.gov.au)

Dear Mr Whiting,

**Re: Brisbane Olympic and Paralympic Games Arrangements Amendment Bill 2024**

Laing O Rourke (LOR) welcomes the opportunity to take part in the Committee's inquiry into the Brisbane Olympic and Paralympic Games Amendment Bill 2024.

LOR contributed to the Queensland Government-commissioned Sport Venue Review (known as "Quirk Review") through the chairmanship by former Lord Mayor Graham Quirk and has been engaging with the Queensland Government and other stakeholders to share our experience in Olympic infrastructure delivery, primarily based on its previous Olympic and Paralympic Games delivery experience.

**Background**

LOR is an international engineering and construction company delivering state-of-the-art infrastructure and buildings projects for clients in the UK, Middle East, and Australia.

Certainty, reliability, quality – this is what our clients want, and we have more than 150 years of experience delivering it.

Our highly-trained and committed people understand the challenges of modern construction, the stakeholders involved, and how to work collaboratively to deliver our clients' aims.

We combine our expertise with purposeful technology, deploying innovations like digital engineering and AI to produce powerful results.

By leveraging the right technology we know we can spark positive change for our clients, their projects and the wider industry. That's why our 2025 mission is to be the construction sector's recognised leader for innovation and excellence.

In the Australian context, Laing O Rourke is a Tier 1.

## **Olympic Experience**

For the London 2012 Olympic and Paralympic Games, Laing O'Rourke – as part of the Olympic Delivery Authority's delivery partner CLM – was tasked with delivering one of the most complex feats of programme management ever undertaken.

Coordinating a multitude of stakeholders and contractors, 3,000 supply chain members and over 46,000 people over the project's lifetime required a clear vision and strategic methodology.

Failure to meet the ODA's deadline and rigorous construction and infrastructure milestones was not an option.

Laing O'Rourke championed a collaborative culture and established clear organisational protocols, governance and reporting to offer a fast-track solution that would ensure timely and successful delivery of this politically charged venture.

Throughout the delivery Laing O'Rourke, as part of CLM, good relations with the Park's neighbours within the five host boroughs as well as with Network Rail, Crossrail, Westfield shopping centre and the major utility companies. Laing O'Rourke engaged with the community by establishing a 24/7 hotline and holding weekly consultations and were responsive to community representations.

For example, we responded to feedback by using bored piling instead of pile driving to reduce noise. Two logistics centres coordinated four deliveries per minute, further minimising traffic, disruption and CO2 emissions.

The result was the transformation of 670 acres (approximately 271 hectares) of contaminated wasteland in Stratford into a world-class venue – delivered over the line on time and to budget. The project set new industry benchmarks for safety, quality and sustainability. We provided programme and logistics management, first-tier delivery of construction and operational services, carrying out extensive decommissioning to deliver the facilities in both Olympic and legacy modes.

## **Our response**

LOR welcomes the Bill, and the broader Government's approach to establishing the Games Venue and Legacy Delivery Authority and its board. We note the Authority is being modelled on London 2012 and more specifically the London Olympic Games and Paralympic Games Act 2006.

For London 2012, the Authority was appointed in March 2006, with the CLM Consortium, of which LOR was a key part of, was appointed in September 2006.

LOR is unique in the Australian landscape in being the only Tier 1 constructor in this market with significant experience in both being a delivery partner and using the model to deliver substantial Olympic infrastructure.

LOR believes that gives us a unique insight into how best to deliver the Brisbane 2032 Olympic and Paralympic Games in the current Australian infrastructure market.

It is important to define for the benefit of the Committee what LOR means when we use the term delivery partner. This is a common description in the world of infrastructure but may not be familiar to those who do not work regularly in this world.

The Quirk Review recommended, and the Government accepted the recommendation (8.2) that *“The Queensland Government considers a multitrack approach to project development and considers a delivery partner approach to procurement and delivery”*.

The Quirk Review noted, in making that recommendation:

*“The delivery partner approach can also allow some packages of work to be procured across the whole program rather than on a project-by-project basis. This will save time and likely create cost benefits from economies of scale.*

*The delivery partner approach needs to be accompanied by more flexible procurement processes and rules that are flexible but continue to ensure probity, transparency, and value for money.”*

In addition to its experience as delivery partner for the Olympic and Paralympic Games, LOR was engaged as delivery partner model when it was first used in Australia on the Woolgoolga to Ballina (W2B) Pacific Highway upgrade project.

### **What is a delivery partner?**

The private sector Delivery Partner supplements the Client's internal capacity and capabilities, providing all aspects of project and program management. Delivery Partner resources can be reallocated throughout the project to areas where they are most required, further enhancing flexibility and efficient time management.

The process of procuring Construction services from Contractors (and suppliers) is overseen and managed by the Delivery Partner, however, the Client (or Delivery Partner acting as the Client's agent) engages the Contractors directly. Services are competitively tendered where Procurement and construction can commence through early procurement and prioritising of critical packages while design is still being procured. This enhances flexibility and efficient time management. The Delivery Partner is generally precluded from performing construction services (unless agreed by the Client).

Program is agreed after the Delivery Partner contract is awarded (following design and scope definition) and engagement of the Delivery Partner provides opportunity to achieve synergies and efficiencies across interfaces, which enables the Delivery Partner to use different levers to mitigate and/or remedy issues, e.g. delays to program. The commercial model aligns the interests of the delivery partner with those of the owner, to encourage best for owner/project decision making.

The model is well suited to major infrastructure projects where the Client wishes to achieve time and cost outcomes that can't be achieved via traditional procurement models, and/ or the Client does not have the depth of skills and resources, including complex procedures, processes, and tools to procure and deliver the program.<sup>1</sup>

These advantages were acknowledged in the Quirk Review.

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<sup>1</sup> NSW Construction Leadership Group. Procurement Methods Guidelines, Viewed on 29/4/24, available at <https://www.infrastructure.nsw.gov.au/media/hove4pvs/infr9595-procurement-guidelines-final-web-002.pdf>

## The Bill

The Bill clarifies the responsibilities of the Olympic Games Organising Committee (OGOC) and the proposed Authority, or as Acting Chief Executive Officer for the Brisbane 2032 Coordination Office Dr Clinton de Bruyn told the Committee that OGOC's role is "putting on the play" and the Authority's role is "setting the stage".

### **(1) Role of Authority**

LOR notes in the Bill, Section 53AD, proposed the Functions of the Authority to be:

*"(1)(a) to deliver venues in time for the Brisbane 2032 Olympic and Paralympic Games and within budget allocations, including managing effects on users of venues during their development; and*

*(b) to monitor and ensure the delivery of villages in time for the games; and*

*(c) to co-ordinate and integrate the planning and delivery of State, Commonwealth and local government obligations under, or related to, the host contract".*

The equivalent London 2012 Authority's functions had the additional legislated responsibility under Section 4 of the London Olympic Games and Paralympic Games Act 2006 for:

*(3)In exercising a function under this section the Authority shall, wherever relevant—*

*(a)have regard to the desirability of maximising the benefits to be derived after the London Olympics from things done in preparation for them, and*

*(b)contribute to achieving sustainable development.*

### **(2) Definition of "delivery partner"**

The definition of "delivery partner" in the Bill and used in the Quirk Review may cause confusion.

LOR notes the Bill, in Clause 30, defines "games delivery partners" as:

*(a) the Queensland Government;*

*(b) the Commonwealth Government;*

*(c) the Brisbane City Council;*

*(d) the corporation;*

*(e) the Sunshine Coast Regional Council;*

*(f) the Gold Coast City Council;*

*(g) the Australian Olympic Committee;*

*(h) Paralympics Australia;*

*(i) Council of Mayors (SEQ) Pty Ltd.*

As aforementioned, the Quirk Review used "delivery partner" as the private sector entity engaged by the Authority for procurement and delivery of the venues – setting the stage.

To avoid any confusion for stakeholders and the broader community, the Bill's definition of "games delivery partners" could be "games governance partners".

### **Recommendations**

LOR recommends the Committee:

- Quirk Review recommended the Government “considers a multitrack approach to project development and considers a delivery partner approach to procurement and delivery” and the Government has accepted this recommendation;
- Note the delivery partner for London 2012 was appointed by its Olympic Delivery Authority within months of that Authority's establishment in 2006;
- The Bill, like the London 2012 equivalent legislation, require the Authority to have “desirability of maximising the benefits to be derived after the London Olympics from things done in preparation for them” and “contribute to achieving sustainable development”;
- The Bill's definition of “delivery partners” be amended to be “games governance partners” avoid confusion with the entity to manage procurement and construction of the venues;
- The Bill be passed by the Parliament as soon as possible.

Yours sincerely,

**Umesh Ratnagobal**  
**Head of Government Relations**  
**Laing O'Rourke**

