

Committee
for Brisbane



Committee for Brisbane Strategic
Partner, Games Legacy & Growth



Digital Advocacy Plan

2026

Introduction

Our Brisbane city-region is experiencing an unprecedented mix of change, growth and opportunity.

The 2032 Olympic and Paralympic Games will only accelerate this trend, enabling us to shine on the global stage. Leveraging opportunities will require leadership to ensure we have the critical elements in place to thrive before, during and after the Games.

Key to success will be fully embracing the power of data and optimising digital infrastructure.

The Committee for Brisbane is proud to advocate for a digital legacy that translates our potential into meaningful outcomes for all Brisbians.

From digital leadership and refined analytics, to service inclusion and improved data literacy, our digital

priorities are designed to influence action and policy-making to drive community good, improve liveability and catalyse economic benefit at this critical time for our city-region.

It also means building upon and unifying around the SEQ Digital Plan, talking as one region, acting as one region and being open for investment as one region.

The concept of a world-class digital Brisbane city-region is not a distant dream. Our shared digital goals need work. But the journey is underway.



Jen Williams
Chief Executive Officer



Committee for Brisbane acknowledges the First Nations People of the region and their continuing connection to and care of the land, waters and community. We also pay our respects to their Elders past, present and emerging.

What is digital?

'Digital' refers to technologies and systems that enable the creation, transmission, processing, storage and delivery of data, applications and digital services. These technologies and systems are critical for our modern digital economy, and support governments, businesses, individuals and communities to operate digitally.¹

Why is digital important?

Digital connectivity, and especially digital infrastructure, is not only essential for a modern economy - it enhances our entire way of life.

Digital infrastructure enables transformation, innovation, accessibility, remote work, and economic growth, and supports efficient and secure services in healthcare, construction, agriculture, finance and education. It is essential for connectivity in the 21st century.

With advancements in Artificial Intelligence (AI), the Internet of Things (IoT), and 5G and 6G underway or on the horizon, digital infrastructure will only be in greater demand across a growing Brisbane city-region.²

¹ 'What is Digital Technology?', *Knowledge Academy*, 22 December 2025.

² *Department of Industry, Science and Resources*, 25 June 2025.

How does digital improve our liveability?



01.

Business

Digital tools: Cloud computing, AI, automation, data analytics

- Automates repetitive tasks.
 - Improves processes.
 - Reduces manual or handling errors.
 - Enables time-savings to focus on other business priorities.
-

02.

Consumer

Digital tools: Social media, AI assistants, generative AI

- Connects to 24/7 shops, store information, assistance.
 - Enables access to products interstate and from around the world.
 - Compares prices across multiple retailers and suppliers.
-

03.

Vulnerable people

Digital tools: Telemedicine, mobile apps, cognitive training

- Improves social connection across a range of platforms.
 - Enables service access, from banking to government support.
 - Promotes independence and safety through assistive technologies.
 - Reduces barriers due to location or physical limitations.
-

04.

Environment

Digital tools: AI, machine learning, IoT sensors, GIS, Remote sensing

- Promotes practices such as energy efficiency and low emissions design.
 - Reduces need for travel through digital connectivity.
 - Mitigates need for hard waste.
-

05.

Infrastructure Productivity

Digital tools: 5G/6G, fiber optics, digital twins, IoT, edge computing

- Improves lifecycle management and maintenance.
- Enables real-time data on asset condition and performance.
- Creates virtual models for smarter planning and design.

Our Digital Environment

The Brisbane city-region has several strengths, competitive pressures and opportunities that can support a thriving digital environment.

When benchmarked against ten peer city-regions.³

Emerging Strengths



- Second fastest growth in venture capital in the last 10 years.
- 2x the range of globally rated university programs.
- 3x faster pace of growth over the next 20 years.
- 52% more international students.
- Data centre land availability.

Challenges



- 23% less productive.
- Below the global average for download speeds.
- Other peer regions are innovating faster and outpacing SEQ.
- More exposed to climate change.
- 38% less public transport frequency between the region's largest centres.
- Limited public cloud providers, limiting data residency.

Considerations



- Fastest aging population.
- Political stability, proximity to growing markets, and access to cost-competitive renewable energy.
- Affordability advantage is diminishing.
- Limited university collaboration.
- Fragile and fragmented governance.

³ *Benchmarking South East Queensland 2025*, The Business of Cities, 2025.

Key Priorities

Six priority areas are proposed to drive digital outcomes and enhance our region's current and future digital environment.



Digital Leadership



Data & Insights



Services



Infrastructure



Planning



Inclusion





Digital Leadership

At the very top, there is a clear need for government and industry to enhance their leadership role in embracing data and driving digital outcomes.

Government has an essential role - along with industry - in setting standards and creating the frameworks for digital to thrive. This will be evidenced by delivering on a vision for world class public services and creating a funding and regulatory framework that encourages - rather than shies away from - digital experimentation, adaptability and creativity.

Government empowering industry through better use of Public Private Partnerships (PPPs) and a progressive funding model is one example. Embedding digital governance standards by clear privacy, security, ethics and governance frameworks is another.

Continuing to build on the foundations and roadmap of the SEQ Digital Plan will be critical. This sends a strong message to the private sector that the State and Brisbane city-region is open for business by leveraging industry-led digital opportunities, while being clear on digital standards and 'rules of the game'.

1

Establish a Chief Digital Infrastructure Officer: coordinating and setting connectivity and digital standards across the Brisbane city-region.

2

Refresh *Queensland's Digital Economy Strategy* and *Action Plan*.

3

Create an environment that supports Public Private Partnerships (PPPs) and similar funding models, that enables industry to invest in long-term and sustainable digital infrastructure assets.

4

Publish an annual digital scorecard that communicates savings measures and community outcomes from digitally and data-enhanced service delivery.



Data & Insights

Data is the lifeblood of modern policy making, and better decision making.

Treating and managing data as a critical public asset is essential, thus requiring the necessary infrastructure to do so. Establishing a common data environment is central to this pursuit.

This will ensure and improve data consistency, analytics, and support governance, especially in the context of the 2032 Olympic and Paralympic Games. As seen during the Paris 2024 Games, digital twin standards - and the data systems that support them - were essential to planning, construction and preparation.

Games preparation will also demand a data-driven approach, based on a robust data

environment, to improve collaboration among private, domestic, and international proponents and to prepare world-class connective infrastructure ahead of and beyond the Games. It'll also be critical to the visitor experience when we're on the world stage.

A robust data environment supports needed improvements to our city-region's transport connectivity. This is through improving Intelligent Transport Systems (ITS), Digital Transport Infrastructure (DTI), and integrating with IoT, and 5G/6G connectivity. The use of AI and data analytics to further enhance the efficiency, safety and sustainability of all transport networks and modes across the Brisbane city-region will be essential.

1

Form sector-specific public-private data sharing agreements between tourism, transport, and emergency services before 2030.

2

Invest in real-time sensor networks across venues, transport hubs, and public spaces to enable dynamic decision-making.

3

Establish a Data Hub - a dedicated platform that establishes State Government with a key governance framework on data sharing, and as the owner of a platform on data collection, shared industrial data and reusable digital twins.

4

Establish a permanent regional data observatory to continue evidence-based planning after 2032 Games operations conclude.



Services

From government services to major event attendance, user experience is critical. And smartly integrating user experiences into personalised agendas is only enhanced by a streamlined digital environment.

Health and social support services, for example, thrive on connecting consumers with patient care and health information. International and

interstate visitors to our city-region equally rely on services that connect instantly with real-time information on tourism, dining, accommodation, event, transport and other experiences.

All users share a desire to connect with and leverage digital networks that are trusted, easy to use and deliver consistent reliable outcomes.

1

Establish core common digital platforms across the Queensland Government (including e-invoicing, forms, Application Programming Interfaces (APIs), cloud, secure data sharing).

2

Support a 2032 pilot 'digital customer app' for visitors to the 2027 Rugby World Cup and/or other mass Brisbane visitor events.

3

Trial and establish a digital government services hub at Brisbane's Central Station.



Infrastructure

Investing up front and embedding smart digital solutions in existing and new infrastructure is not just common sense but good business - it reduces long-term costs, saves the need for retrofitting and can smooth maintenance and future upgrades.

We recognise there are multiple black spots, or dead zones, in digital connectivity across our city-region, limiting access to fast, reliable networks. This will be a major reputational issue for the region if not addressed ahead of

the 2032 Games. It is critical that we have a permanent and sustainable legacy solution to this challenge, not just for the Games.

Conversely, we recognise the role digital infrastructure plays in resilience and disaster recovery, and being prepared for events that could limit digital access such as major weather and cyber disruptions. Appropriate safeguards and frameworks are a key part of our city region's digital future.

1

Create a Smart Infrastructure Framework that specifies minimum technology and data enablers for projects with a total capital value of more than \$10 million (covering water, energy, transport, telecommunications, social infrastructure, sustainability and resilience).

2

Introduce state-level planning controls that establish a single, consistent approval pathway for small cell and base station deployment across the Brisbane city-region.

3

Brisbane City Council to continue to expand pilot developments (e.g. inspection robots, autonomous maintenance tools) through its industrial and infrastructure activities, from waste management to parks maintenance.



Planning

Digital tools are essential to meeting our city region's mounting housing pressures. But they're vastly underutilised.

Leveraging relevant tools - such as AI - to improve supply, and efficiency and consistency of planning outcomes, utilises the power of big data to improve productivity and reduces administrative burden, time and cost.

Applying digital tools to city urban planning also enables individuals and communities to visualise complex designs and supports

decision-makers to make informed decisions.

The New South Wales Government has adopted AI in its planning process by investing in councils to enhance their local development application process, particularly in the prelodgement phase.

Given our increasing housing pressures, a similar approach has the potential to produce similar and much-needed outcomes in the Brisbane city-region, especially at the local level.

1

Create, fund and implement, by the end of 2027, a Queensland Government AI Solutions Panel. This will enable local councils to procure from the panel to enhance their development assessment workflows.

2

Fund an AI supply chain assessment trial to predict construction material shortages.

3

Support an AI driven interface for residents and developers to understand and interpret compliance requests related to building and construction in Queensland.



Inclusion

Digital inclusion means focusing on affordable digital home connectivity, promoting digital skills and supporting measures to close the digital divide. Participating in the economic and social benefits of a digitally-enabled environment is an outcome that all residents of our city-region should enjoy.

We also recognise that digital inclusion sits alongside other important digital principles such as security, privacy, responsibility, transparency and ethics. And we further

recognise that many residents of our city region may prefer non-digital options such as accessing in-person services or hard copy content.

Promoting a digitally inclusive future for our city-region does not mean disposing of these elements but enhancing their functionality - on the 'back end' - through digitally-led intelligent, anticipatory systems that better serve all residents.

1

Support measures that increase digital inclusion through:

- Availability and affordability of internet and devices.
- Improved online content that is fit-for-purpose for diverse audiences.
- Boosting the skills, literacy, knowledge and ability of residents to participate in the digital world
- Creating a formal digital inclusion plan as part of the Queensland Government's new Digital Economy Strategy and Action Plan.

SEQ Smart Region Digital Plan

The Smart Region Digital Plan is a key commitment under the South East Queensland (SEQ) City Deal, a long-term partnership between the Australian Government, Queensland Government, and Council of Mayors (SEQ) to boost regional growth, connectivity, and competitiveness.

Funded at \$0.75 million (shared equally among partners), the plan identifies digital requirements to enhance productivity, embed smart solutions across industries and communities, and elevate SEQ's global standing. It focuses on addressing connectivity gaps, prioritising investments in smart

digital infrastructure and data technologies, promoting data sharing, inter-operability, standard practices, and digital leadership to cut public service costs, boost efficiency, support businesses, and create high-skilled local jobs.

Building on assets like the National Broadband Network and the Sunshine Coast international submarine cable, it aligns with broader goals to establish SEQ as Australia's leading smart digital region, leveraging real-time data, advanced tech, and innovations for economic uplift and quality of life.



Digital and Paris 2024 Olympic and Paralympic Games

The Paris 2024 Games showcased unprecedented and first-class digital services in both planning and event delivery.

- Digital twinning: used for the first time in Olympic and Paralympic Games preparation for the accurate visualisation of venues.
- A unified authentication system was established to validate all Games-related apps used by event attendees and the general public.
- Implemented fully digital ticketing.
- IT represented only between 5% and 7% of the Games' carbon footprint.
- The Paris Organising Committee created a 'Digital fresco' briefing and other digitally distributed information for suppliers, partners and employees.

The digital services utilised in the Paris 2024 Games provide a starting point for SEQ to learn from other cities' Games experiences and shape a localised digital legacy that will benefit the city-region for decades to come.



To find out more about the Committee for Brisbane, our digital advocacy plan or how your organisation can be involved:

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