


# G. Lessons learnt from other major infrastructure projects

In Chapter 2, we discussed the need for agencies to learn from the experiences of past projects. We have captured these key learnings below for agencies to consider when planning or delivering future projects.

**Figure G1**  
**Strong governance arrangements**




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We encourage entities to continue to assess their governance frameworks to ensure:

- all agencies and external partners align their risk assessment processes to reduce risk management gaps, confusion about who ‘owns’ risks, overlapping responsibilities, or inappropriate risk management practices
- all levels of government implement robust coordination mechanisms to ensure roles and responsibilities are clear
- performance monitoring systems are suitably designed to identify and report issues relating to timeliness, cost, quality, and scope during the project delivery
- governance arrangements adapt to each phase of the project – planning, construction, and completion – and include clear protocols for transitioning between them.

Source: Compiled by the Queensland Audit Office.

**Figure G2**  
**Effective cost management processes**



**Effective cost management processes**

We encourage entities to continue to assess their cost management processes to ensure:

- significant decisions impacting the scope, cost, or timing of infrastructure projects are discussed and agreed upon before implementation, with justifications properly recorded
- cost forecasts are regularly updated to reflect the latest data and assumptions
- the decision-making process for changing project budgets and contingencies (amounts held to allow for any risks or extra costs to be addressed as they arise), as well as accessing program contingencies, is tailored to suit the project's complexity
- actual costs and contingencies are regularly reviewed against budgets, with significant variances investigated and resolved appropriately
- root causes for discrepancies in cost forecasts and actual expenditures are identified and used to guide future decision-making.

Source: Compiled by the Queensland Audit Office.

## Figure G3 Effective project management



### **Time management and coordination between entities**

We encourage entities to continue to assess their project management processes to ensure:

- coordination among contractors is implemented to better manage multiple work programs and minimise delays
- clear communication channels are established to facilitate collaboration and provide timely updates on project progress
- long-term risks such as weather disruptions, supply chain delays, and labour shortages are identified and effectively managed through each phase of construction
- regular project timeline reviews are conducted to identify potential bottlenecks and make necessary adjustments.

*Source: Compiled by the Queensland Audit Office.*

