



Sunshine Coast Stadium Upgrade

Project Validation Report Summary

May 2024

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1 PROJECT OVERVIEW

1.1 Background

Supporting a population of more than 330,000 people, and the second highest forecast population growth rate in Queensland through to 2041, Sunshine Coast Council (SCC) has an ambition to develop a stadium that will have the capacity to stage major sporting, recreational and entertainment events.

The existing Sunshine Coast Stadium, owned and operated by the SCC, has successfully hosted various sporting teams and events. During the COVID-19 pandemic, for example, the Sunshine Coast Stadium hosted the 2020 NRL Women's State of Origin. The Melbourne Storm NRL team also relocated to the Sunshine Coast and played six of their 2020 season 'home' games at the stadium.

In addition to sport, the Sunshine Coast Stadium hosted two Sir Elton John concerts, in 2020, attended by more than 35,000 people. If the field is available to accommodate patrons, the stadium can support crowd sizes larger than 10,000. Other forms of entertainment previously hosted at the Sunshine Coast Stadium include Monster Thrillmasters and Nitro Circus.

However, existing amenities and stadium infrastructure are constrained when it comes to hosting major events. Seating capacity is capped at 1046 permanent seats, with few options for shelter, and a limited amenity for athletes, media and match officials, and people with disability.

The Queensland Government recognises the need to upgrade the Sunshine Coast Stadium and has made development of the facility an election commitment.

The Kawana Sports Precinct site, incorporating the Sunshine Coast Stadium expansion and adjacent construction of a new Sunshine Coast Indoor Sports Centre (SCISC), presents a key legacy opportunity. It has the potential to hold additional sports and entertainment events, creating a network of experiences across the Sunshine Coast region, and supporting growing demand for a contemporary sporting venue to benefit the local community and economy.

Development of the stadium will create a regional and national sporting venue to support the 2032 Olympic and Paralympic Games and provide long-term, sustainability and legacy benefits for the community. The proposed stadium development site in the Kawana Sports Precinct, offers associated commercial opportunities beyond the Games, and a greater social return on investment for government.

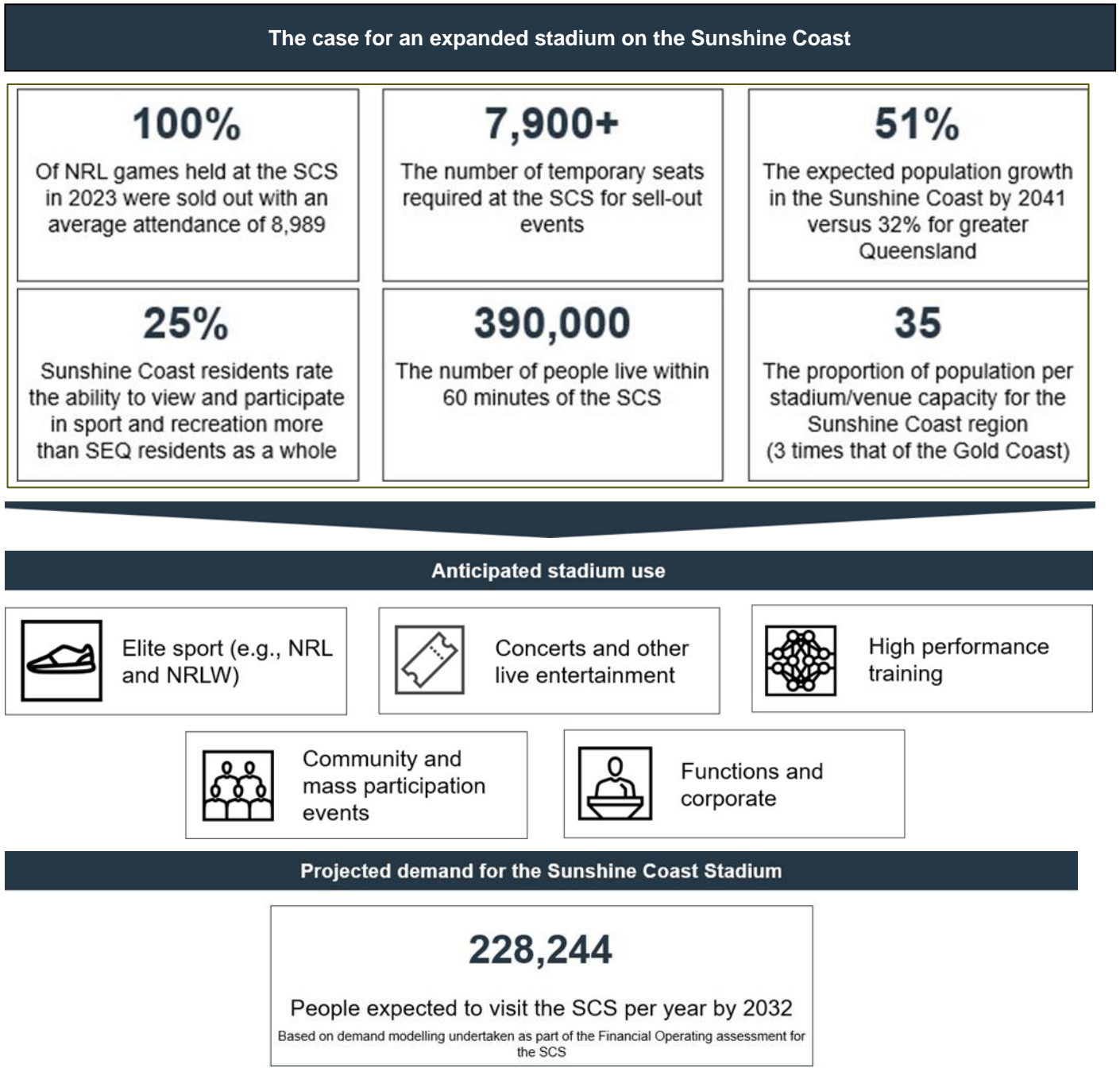
The International Olympic Committee Future Host Commission Questionnaire Response for the 2032 Olympic and Paralympic Games, in May 2021, proposed that the upgraded Sunshine Coast Stadium would host Olympic football preliminaries and quarter final events. These were anticipated to bring significant crowds and increase demand on venue facilities.

Sunshine Coast Stadium expansion is planned to be a significant upgrade, with more seating (upgraded to 10,680 permanent seats) and improved access for people with disability, bringing long-lasting benefits for the Sunshine Coast and Queensland communities while meeting requirements for the Games.

In February 2023, the Australian and Queensland governments signed an Intergovernmental Agreement (IGA) to jointly invest \$1.87 billion in new and upgraded venues, collectively referred to as the Minor Venues Program. The expanded Sunshine Coast Stadium is an upgraded venue under the Minor Venues Program. The SCC has also committed funding towards the stadium upgrade.

International Olympic Committee reforms, known as 'The New Norm', aim to create a more flexible, cost-effective Games aligned to long-term planning and legacy outcomes and require venues to have a focus on sustainability. The IOC Future Host Commission Questionnaire Response also included a focus on sustainability, accessibility, inclusion and engagement with First Nations peoples, all of which will be considered during the delivery of Games-related infrastructure. Figure 1 outlines the legacy opportunities for expanding the Sunshine Coast Stadium.

Figure 1: The case for an expanded stadium on the Sunshine Coast



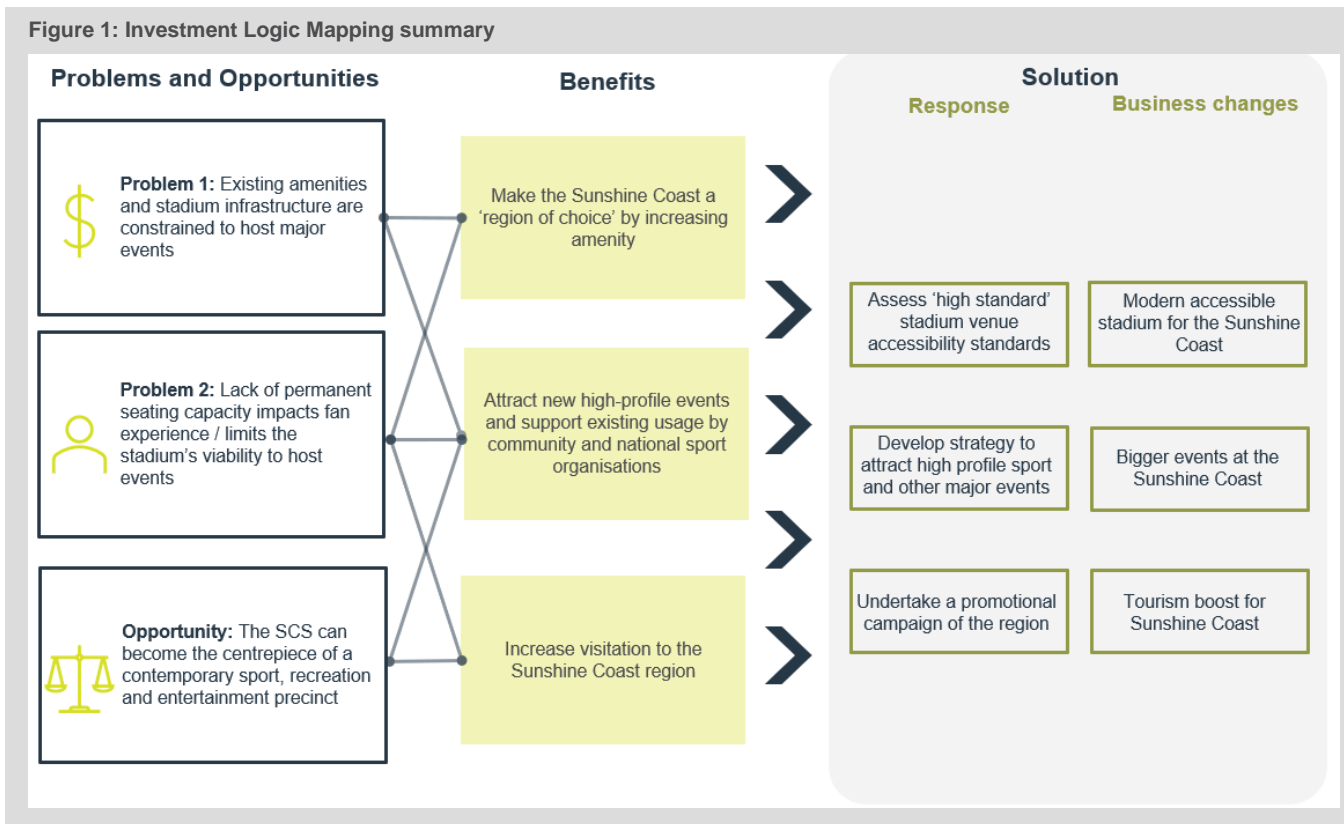
1.2 Project Validation Report

A Project Validation Report (PVR) has been developed for the Sunshine Coast Stadium expansion to support the Queensland and Australian governments’ decision-making process, ensuring the project meets the approved budget and delivers on requirements for the Games and post-Games. This summary includes key findings from the PVR and the associated commercial analysis that has been undertaken.

1.3 Investment Logic Mapping

Investment Logic Mapping is an early-stage technique that assists in developing and documenting the case for a potential investment before a final investment decision is made.

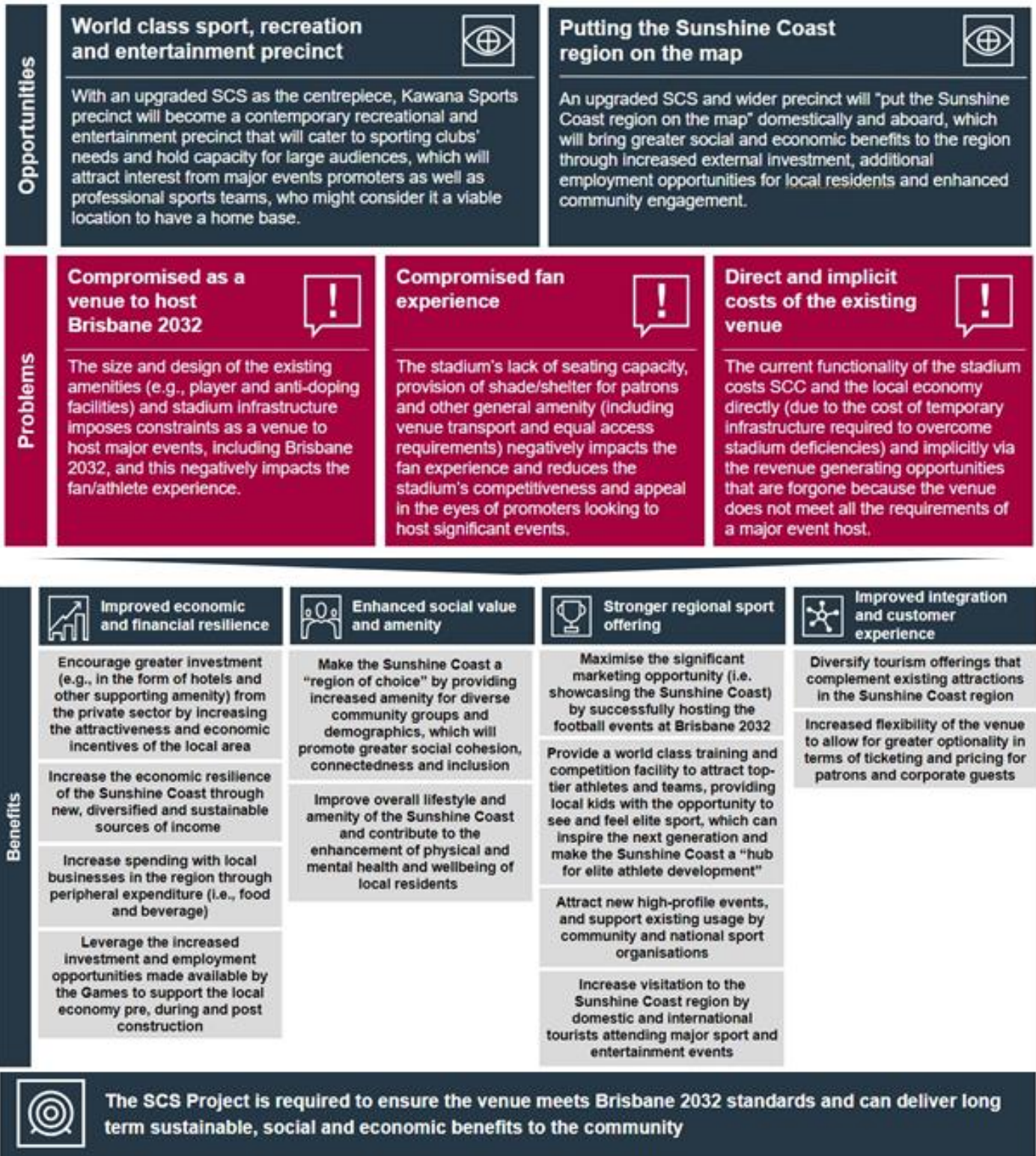
Investment Logic Mapping was undertaken during the Sunshine Coast Stadium PVR to understand the opportunities and benefits of the stadium expansion. A summary of the mapping outcomes is set out in Figure 2.



1.4 Future use

The Sunshine Coast Stadium is the only outdoor stadium servicing the Sunshine Coast. Despite the region being home to more than 330,000 people, the capacity of the current stadium is limited to 1,046 permanent seats, with a total capacity (using temporary seating) of approximately 10,000. The stadium often achieves sell-out crowds suggesting that the venue does not currently meet regional demand. The stadium expansion project is designed to address this issue and lead to the creation of additional opportunities for the region. The rationale for expansion and potential benefits, which were identified in collaboration with key stakeholders, are summarised in Figure 3.

Figure 3: Sunshine Coast Stadium expansion opportunities



Analysis was undertaken with the SCC and other key stakeholders during the development of the Sunshine Coast Stadium PVR which found it was reasonable to expect, at a minimum, three major events (e.g. concerts and festivals), nine mid-tier events (e.g. NRL and Super Rugby matches) and two low-tier events (e.g. Australian Rugby Union Sevens matches), would be hosted each year once the stadium upgrade was completed.

2 UPGRADED SUNSHINE COAST STADIUM

2.1 Overview

Sunshine Coast Stadium, located at 31 Sportsmans Parade, Bokarina, is the only outdoor sports stadium in the Sunshine Coast primary catchment (defined as within 60-minutes travel time) capable of hosting significant crowd sizes. The existing grandstand has permanent seating for 1,046 spectators, with mounds to the north, east and south, and temporary seating infrastructure, raising total venue capacity to approximately 10,000.

The existing Sunshine Coast Stadium is primarily constrained, both now and in the future, by its lack of permanent seating and patron amenity. This is supported by recent 2023 ticketing data which showed that the Sunshine Coast Stadium was able to regularly sell out significant events at the venue. The current permanent grandstand seating capacity limits the stadium's ability to comfortably support large crowd sizes, which adversely impacts the quality and quantity of events that the stadium can attract and host. This is largely due to a compromised fan experience which reduces the stadium's competitiveness in comparison with other venues.

Furthermore, the Sunshine Coast Stadium currently does not meet the desired standards as a host venue for football preliminary and quarter final events during the Olympic Games. Beyond its constrained permanent seating capacity, the venue also falls short in key areas including facilities for players, officials, media and VIPs.

The primary constraints of the existing stadium include:

- » lack of permanent seating capacity
- » limited shelter for patrons attending events
- » sub-optimal facilities for stakeholders including athletes, media and match officials.

The location of the Sunshine Coast Stadium is shown in Figure 4.

Figure 4: Location of the Sunshine Coast Stadium



The stadium lies between Lake Kawana and the proposed Sunshine Coast Indoor Sports Centre (SCISC) to the north-east. The Kawana Aquatic Centre and Kawana Waters Police Station are part of the precinct and positioned to the south and south-east, respectively. The Kawana Waters State College is located south of the aquatic centre and has several sports fields within the precinct.

The stadium project, in conjunction with the adjacent proposed SCISC, aligns with the Sunshine Coast Council's Kawana Sports Precinct Master Plan. Development of a new stadium will enhance the existing hub of community and elite sport at the Kawana Sports Precinct and, more broadly, across the Sunshine Coast.

There is strong potential to attract additional international and major sport events, create a network of experiences across the region, and support growing demand for a high calibre sporting venue to benefit the local community and economy. The proposed site lends itself to developing a contemporary standard sporting complex that will facilitate commercial opportunities beyond the Games, delivering economic benefits and a greater social return on investment for government. Development of the stadium will create a regional and national sporting asset to support the Games and provide long-term, sustainability and legacy benefits for the community.

2.2 The options

The PVR explored a range of options to increase capacity and functionality of the Sunshine Coast Stadium, to ensure it would meet requirements as a host venue for Olympic football events, and to maximise pre and post-Games opportunities.

Figure 5 depicts the Sunshine Coast Stadium in its current state.

Figure 5: Sunshine Coast Stadium in its current state



2.3 Options analysis

The initial stage of the PVR reference design development process involved benchmarking a number of similar regional stadiums including:

- Dolphins Stadium (Kayo)
- Cbus Super Stadium
- Metricon Stadium (now People First Stadium).

The benchmarking resulted in the development of six design options for the Sunshine Coast Stadium expansion involving various structural, capacity, amenity, functional and accessible characteristics. Included in the six options were designs that contemplated the retention and expansion of the existing western stand.

A multi-criteria analysis process was used to compare the six options against a defined set of criteria reflecting the objectives of the project. A series of workshops was undertaken with project stakeholders to help inform the criteria development, weightings and scoring.

Figure 6 outlines the criteria used in the multi-criteria assessment and the specific considerations used to assess the various expansion options.

Figure 6 Multi-Criteria Assessment

Olympic sporting needs	» Achieve Games' requirements (including event requirements, transport, security, and media needs).
Urban development	» Contribute to an integrated Sports Precinct at Kawana » Improve connectivity and accessibility between venues and public realm spaces » Create a space with equitable access throughout » Future-proof the space for further development opportunities, including other sporting codes or mass participation events including music, arts and culture needs.
Social	» Improve liveability and attractiveness of the Sunshine Coast region through provision of a high-quality sports and community venue » Improve the health of the Sunshine Coast community through provision of sports and recreation spaces.
Affordability and constructability	» Affordability of capital construction costs » Ease of construction and minimisation of construction related risk » Affordability of operation and maintenance costs.
Economics	» Maximises economic benefits to the community pre, during and post the Games » Attract new usage and commercial opportunities (mass participation events, sporting events, concerts etc) » Enable flexibility of operations to maximise operational efficiency and functionality.
Environmental	» Minimise environmental impacts of construction (e.g. noise or drainage issues) » Minimise environmental impacts of venue operation (e.g. maximise natural ventilation) » Future proof for climate change risk.

2.4 Options assessment outcome

The multi-criteria assessment concluded that Option 3A (a new and enlarged west stand plus a new 'Metricon-style' east stand) would be the best option to maximise the benefits sought from the Sunshine Coast Stadium expansion in the most cost-effective way.

Option 3A was found to provide:

- » enhanced ability to promote connectivity and optimise equitable access
- » greater ability to attract events and commercial opportunities through its operational flexibility and functional capacity
- » opportunity to leverage sustainable construction practices as well as the integration of sustainable operating technologies.

2.5 Upgraded Sunshine Coast Stadium key features

The Sunshine Coast Stadium expansion upgrades, shown in Figures 7, 8 and 9, consist of the following:

- » permanent seating capacity for 10,680 spread across two new¹ grandstands (4,042 in the west stand and 6,638 in the east stand)
- » universal amenities including diverse seating options spanning premium and general admission, with access for people of all abilities
- » new and improved general admission and premium product areas that provide a wide range of experiences at varying price-points
- » new function rooms and office space for future tenants
- » increased retail facilities for merchandise, catering and other offerings
- » enhanced facilities for players and match officials and contemporary media and broadcast facilities
- » administration and event day facilities in locations that will improve day-to-day operations
- » sustainable infrastructure and a future proof design, accounting for both potential future climate risk and allowing for future expansion of the stadium.

¹ The detailed assessment undertaken during development of the PVR determined that it was more economical to replace, rather than extend the existing west stand of the SCS.

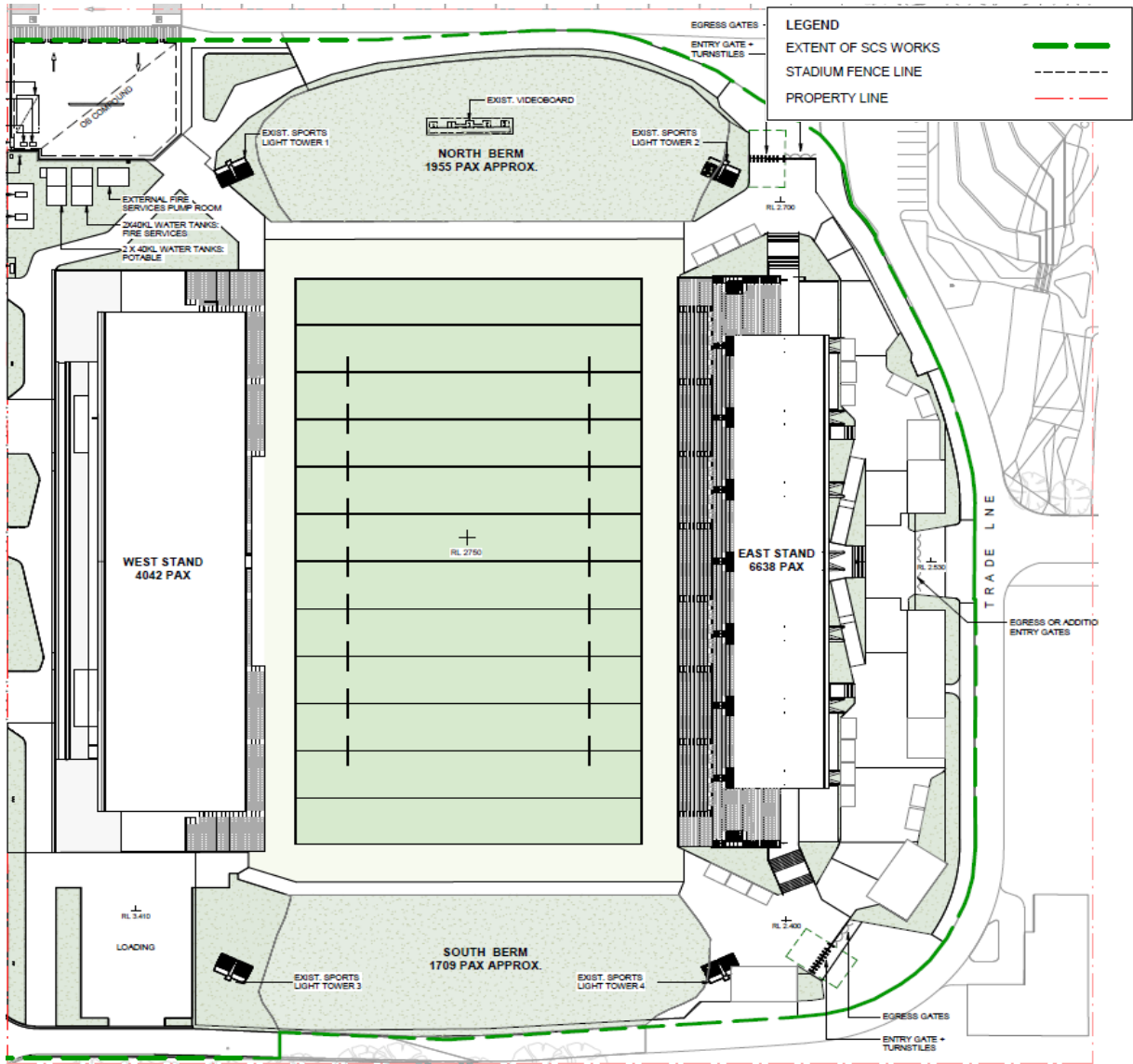
Figure 7: West Stand – western elevation (height of buildings and structure overlay is 21 metres)



Figure 8: West Stand – eastern elevation (height of buildings and structure overlay is 21 metres)



Figure 9: Sunshine Coast Stadium indicative site plan (Option 3A in legacy phase)



2.6 Transport linkages

The Kawana Sports Precinct is close to activity centres in Maroochydore and Caloundra, with connecting bus routes such as the 611, 600, 602 servicing the Sunshine Coast Stadium. Bus routes from Maroochydore also connect to the rail network at Nambour, which provides services to and from Brisbane.

Vehicle access to the site is from Nicklin Way (arterial road) and Sportsmans Parade (neighbourhood collector street), with four access points currently provided to the site.

The Direct Sunshine Coast Rail Line will extend the South East Queensland rail network from the North Coast Line. The first stage will see a 19-kilometre dual track built from Beerwah to Caloundra, providing faster, more reliable and environmentally sustainable connections between the Sunshine Coast, Moreton Bay and Brisbane.

The Queensland Government is also working on high frequency bus connections between Caloundra and the Games Venues.

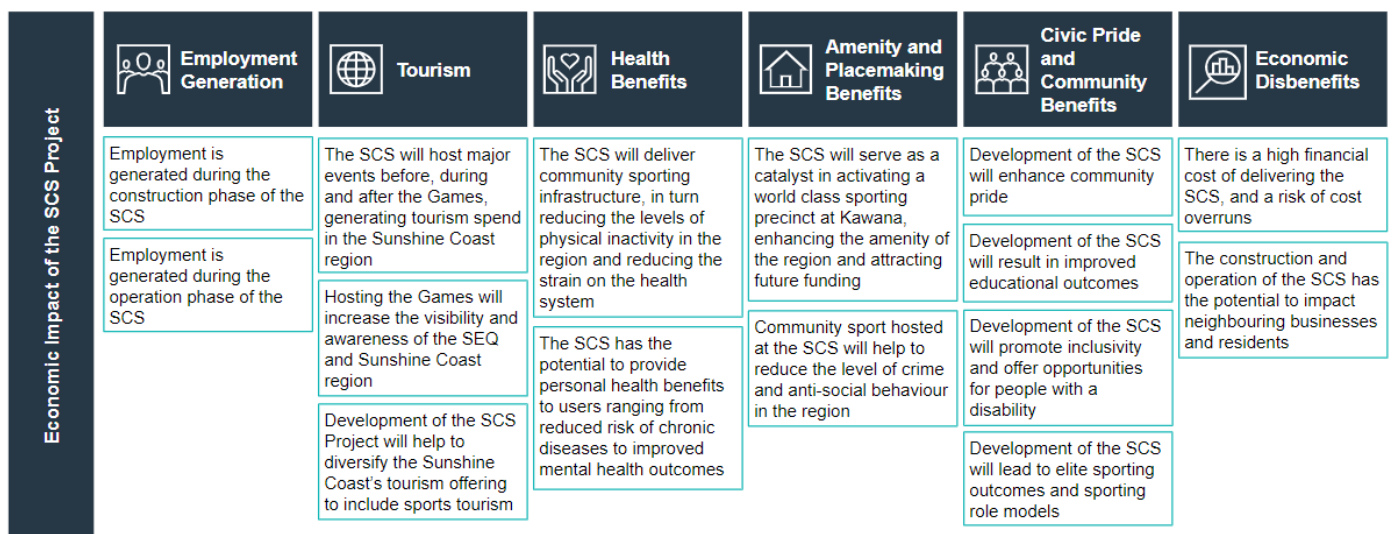
Traffic and transport planning for the Sunshine Coast Stadium expansion and wider sports precinct operations has been considered as part of the design process. Under the proposed site masterplan, access arrangements for the Kawana Sports Precinct will generally be maintained as per existing conditions, with the main access from Nicklin Way and minor accesses via Trade Lane and Sportsmans Parade.

A Sunshine Coast Venues Transport Working Group has been established, with representation from all levels of government, to focus on transport planning and operations to support the Games.

2.7 Key outcomes

Figure 10 identifies the objectives, key outcomes and benefits of the Sunshine Coast Stadium expansion project.

Figure 10: Sunshine Coast Stadium economic benefit framework



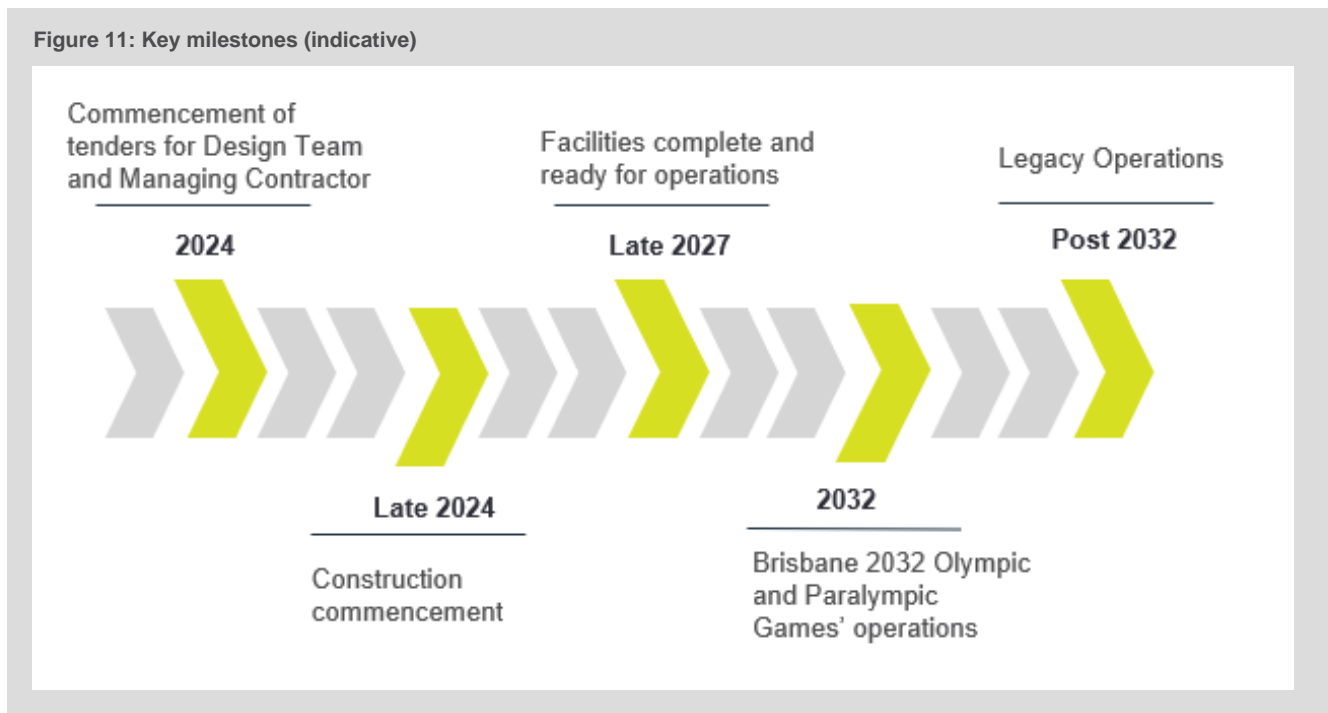
2.8 Indicative program

The construction timeline and indicative milestones identified in Figure 11 have been programmed on the basis that the Sunshine Coast Stadium expansion will be procured through the following processes:

- » single package encompassing all scope of works (early works, construction of the venue and fit-out)
- » two-stage managing contractor delivery model.

The Department of State Development and Infrastructure has also developed a procurement approach in accordance with the Queensland Procurement Policy, Best Practice Principles and Building Policy Framework.

Figure 11: Key milestones (indicative)



3 SOCIAL AND ECONOMIC IMPACTS AND BENEFITS

The Sunshine Coast Stadium expansion provides the opportunity to improve accessibility for users with a disability, generate revenue from major sporting events, and provide for bigger and better community events that contribute to improved community health and wellbeing.

A Social Impact Evaluation (SIE) identified the changes stakeholders were likely experience and provided a robust methodology to evaluate the project.

The purpose of the SIE and associated economic analysis was to identify economic and social impacts resulting from the stadium upgrade. These impacts have been quantitatively and qualitatively assessed, as described below. For the purposes of the Sunshine Coast Stadium PVR, a baseline has been established that represents operations in the stadium's current state. This has been used to compare the social, environmental and economic impacts of an upgraded stadium.

3.1 Social Impact Evaluation

The SIE identified impacts that could be expected in delivering the Sunshine Coast Stadium expansion.

The benefits of the upgrade included opportunities to improve accessibility for users with a disability, improved community wellbeing, ongoing and skilled employment opportunities, and diversified revenue from major sporting and community events.

The stadium expansion is also expected to generate benefits across all categories within the defined economic benefit framework, including:

- » Employment: generate both short- and long-term employment
- » Tourism: diversify the Sunshine Coast's tourism offering and capitalise on the \$20.2 billion tourism uplift forecast between 2020 and 2036
- » Health benefits: serve as a community sporting asset that will contribute to the growth in net health benefits to society
- » Amenity and placemaking benefits: activate the surrounding Kawana Sports Precinct and help to turn it into a hub for community sport and elite athlete development.

3.2 Economic analysis

The upgraded stadium is expected to provide a positive economic impact to the Sunshine Coast economy as well as the broader South East Queensland region. In addition to the economic uplift, such as employment generation and tourism, its benefits include a notional sense of 'value' related to personal and community wellbeing fostered by experiencing live entertainment events and an increased participation in sport.

The economic analysis for the Sunshine Coast Stadium expansion comprises:

- » Quantitative analysis – based on an estimate of full-time equivalent jobs directly supported by construction of the expanded stadium
- » Qualitative analysis – based on the socio-economic benefits achieved by the expansion project, informed by the SIE and desktop research, to ascertain the broader social and economic impact of sport and its enabling infrastructure.

3.2.1 Employment benefits

Queensland Treasury guidelines were used to quantify employment benefits. During construction, the Sunshine Coast Stadium expansion is expected to support an annual average of 665 full-time equivalent construction jobs across three years of planning, design, and construction. There will also be an increase in operational jobs at the stadium to support additional patronage resulting from increased seating and the venue's capacity to host more and larger events.

3.2.2 Civic pride and destination branding

Based on an economic analysis undertaken as part of the Sunshine Coast Stadium PVR, it is anticipated that the Sunshine Coast Stadium expansion would contribute to enhanced community pride, improved educational outcomes and assist in reducing anti-social behaviour and community issues².

Research from the Australian Institute of Criminology demonstrates that sport and physical activity programs can provide a useful vehicle through which personal and social development may occur and positively impact anti-social behaviour. The findings were based on a survey of over 600 sport and physical activity programs. It found that providing an activity, rather than the specific type of activity, may be more important as a mechanism for diverting youth away from anti-social behaviour.

Additionally, recognition and visibility of the Sunshine Coast region and Queensland as host of the Games is perceived to have benefit for the location's branding as a world class "destination" for both elite sport and tourism. This report does not quantify and monetise this impact, however, it is expected that there will be increased tourism resulting from enhanced destination branding and recognition after the Games. This benefit is not limited to the Sunshine Coast Stadium but applies to all venues used for Games activities. As such, there will be lasting induced tourism benefits to the Sunshine Coast.

3.2.3 Operational and environmental impacts

The Sunshine Coast Stadium expansion would be designed using innovative and sustainable operating technologies and to meet flood mitigation requirements. Deconstructing the existing west stand would also enable more sustainable materials to be used in constructing the new stands.

Additionally, to align with the International Olympic Committee's New Norm, the expanded Sunshine Coast Stadium is planned to be constructed as a sustainable venue targeting a 6-Star Green Star Building rating from the Green Building Council of Australia.

This would be achieved through a host of initiatives, including the reuse of materials where possible, reduced construction operations carbon footprint, use of green materials for construction, and the incorporation of other technologies used during construction and operations to maximise sustainability outcomes.

3.2.4 Other benefits

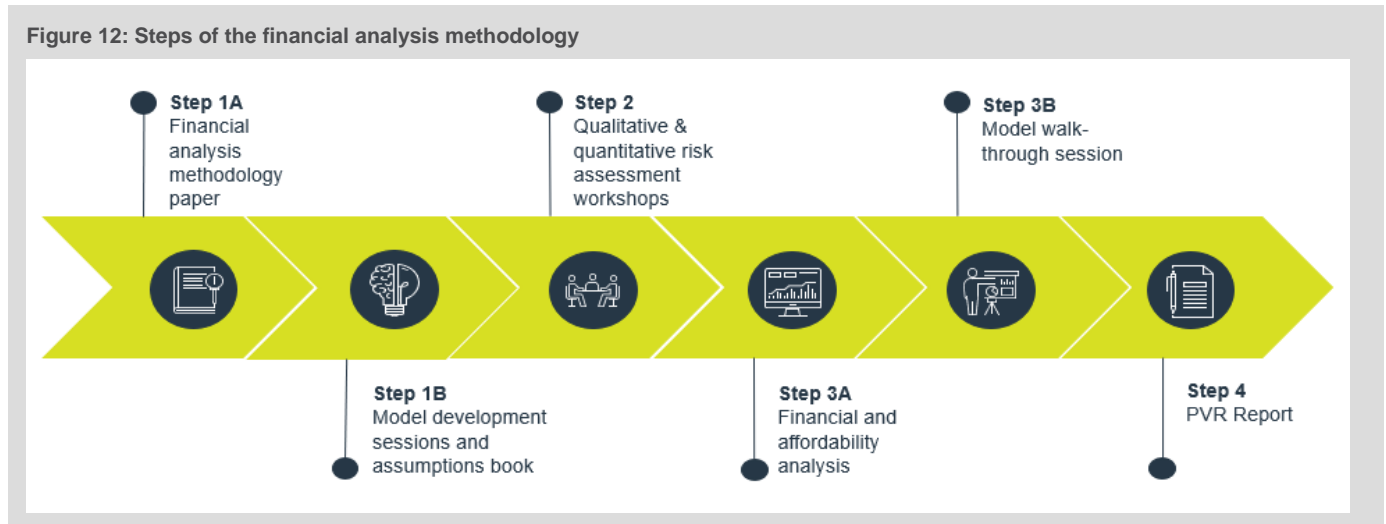
The Sunshine Coast Stadium expansion project provides the catalyst for activating a world class sporting precinct at Kawana, enhancing the amenity of the region and helping to attract future investment.

² Australian Institute of Criminology. (2003). Sport, physical activity and antisocial behaviour in youth. Trends & issues in criminal justice no. 249. Canberra: AIC

4 COST, RISK AND FINANCIAL ANALYSIS

4.1 Financial assessment methodology

A financial assessment methodology was developed incorporating all relevant state and national guidelines. The methodology was tailored for the Sunshine Coast Stadium PVR, taking into account the complexities of the project, stakeholder landscape, timing and PVR objectives. Figure 12 provides an overview of the financial analysis methodology.



4.2 Analysis summary

The financial and affordability analysis assessed the financial implications of the Sunshine Coast Stadium expansion for the Queensland, Australian and local governments that are providing joint funding to cover capital costs, and the Sunshine Coast Council, which is responsible for ongoing costs once operational. The assessment has taken into account revenue and costs over an evaluation period of 25 years. It has also compared those costs with the scenario in which the stadium does not undergo major redevelopment and continues to host the same events.

The stadium expansion will be funded within a \$147 million budget envelope established by the Intergovernmental Agreement between the Queensland and Australian governments, and a \$17 million contribution from SCC.

A cost advisor developed capital, maintenance and lifecycle costs, along with risk adjustments and escalation values to inform the modelling of both the non-risk adjusted and risk adjusted costs in FY2023 real, nominal, and present value terms.

Ongoing costs associated with the operation of the expanded stadium, such as lifecycle and maintenance costs, utilities, staffing, security, insurance and event-related costs, have been included in an affordability analysis and will be the ongoing responsibility of SCC.

4.3 Risk assessment methodology

Risk is an inherent part of any project and can be categorised into the following groups:

- » **Planned risks:** Risks that the cost of construction and operation differ from base estimates, such as likely variances in quantity and unit rate, or price, for the construction and operating phases.
- » **Unplanned risks:** Risks that relate to potential changes in the project's intended development, procurement, implementation, financing, and operations. This may include risks related to inclement weather, unexpected site and/or geotechnical conditions, and hyperinflation.

As part of the Sunshine Coast Stadium PVR, risk was managed for the Sunshine Coast Stadium expansion through multiple risk workshops.

During the design and construct phases of the project, risk will be actively managed through a collaborative process aligned the Queensland Government's Risk Management Framework.

5 MARKET CONSIDERATIONS

5.1 Current market overview

Australia is currently experiencing an unprecedented boom in infrastructure investment. In the past 12 months, Queensland's pipeline of major public infrastructure projects has continued to grow, including various investment initiatives from the Queensland Health and Hospitals Plan³, the Queensland Energy and Jobs Plan⁴ and the Homes for Queenslanders plan⁵. As a result, the construction market may be at capacity which could lead to resource constraints and limited availability of skilled labour during the delivery phase of the Sunshine Coast Stadium expansion. Market availability and resource pressures will be considered as the stadium expansion moves into implementation and delivery.

5.2 Market sounding

An external market sounding process for the Sunshine Coast Stadium expansion was undertaken to inform the delivery model assessment for the stadium development. A targeted engagement approach was adopted to ensure relevant and informed responses were received from the market sounding participants, while protecting the confidentiality of project-related information.

Feedback was sought from construction contractors and consultants (engineers and architects) on the delivery models shortlisted, as well as packaging options, procurement and construction program, risk allocation and market appetite. It is noted that participation in the market sounding process has no influence on any future procurement process for the Sunshine Coast Stadium expansion, but participants were given the opportunity to raise questions and provide comment. This feedback has been used to support the selection of a project delivery model and development of the cost estimate.

6 DELIVERY AND OPERATING STRATEGY

6.1 Delivery model assessment methodology

An important component of the Sunshine Coast Stadium PVR was identifying and confirming the preferred delivery model to procure and deliver the project. The market sounding and delivery model assessment methodology was aligned with relevant state and national guidelines. The delivery model assessment involved a series of collaborative workshops with representatives from Queensland Government, Stadiums Queensland and the Australian Government.

A procurement evaluation workshop was held to:

- » discuss factors that may influence the procurement strategy
- » discuss the project in the context of a wider program of Games projects
- » agree to the key objectives and constraints of the preliminary procurement strategy
- » evaluate the Sunshine Coast Stadium expansion scope, components and characteristics
- » evaluate and identify the preferred packages for asset procurement across the Precinct
- » evaluate and identify the preferred delivery models for asset procurement for each package.

³ Source: The Queensland Health and Hospitals Plan, [The Queensland Health and Hospitals Plan](#)

⁴ Source: Queensland Energy and Jobs Plan <https://www.epw.qld.gov.au/energyandjobsplan>

⁵ Source: [Homes for Queenslanders \(housing.qld.gov.au\)](#)

6.2 Assessment outcomes

The delivery model analysis determined that taking the Sunshine Coast Stadium expansion project to market on its own, rather than in a combined package with the other Sunshine Coast projects (Sunshine Coast Indoor Sports Centre and Sunshine Coast Mountain Bike Centre⁶), was preferred due to market constraints and the need to progress the stadium expansion works ahead of the other venues.

It also found that a single package encompassing all scope of works (early works, construction of the venue, and fit-out) was preferable as it would support bidding from a wider range of construction market participants and enable an efficient management of interface risks, while presenting greater opportunity for early commencement of construction and the potential to reuse materials.

The managing contractor delivery model was the preferred approach as it meets Queensland Government and project-specific requirements and has been successfully used to deliver projects of a similar nature and scale. The model also provided the greatest opportunity for collaboration in design, and risk sharing provisions could be built in to ensure efficient transfer of pricing and delivery risks to the contractor. The model also allowed for early-stage involvement (two-stage variants) and would be better suited to the constrained delivery market. It provided a single reference point for managing the entirety of the scope, which could allow for early commencement and completion of the Sunshine Coast Stadium expansion.

6.3 Operating strategy

The Sunshine Coast Stadium is owned by the Sunshine Coast Council, which also maintains and operates the existing venue.

The development of the PVR included a detailed demand analysis to inform the future use and event profile and help shape an appropriate operating strategy for the upgraded facility. A summary of the anticipated future use and event content is captured in section 1.4.

The intended operating strategy involves the SCC continuing to operate and maintain the upgraded stadium as well as retaining demand and operational risk. SCC is committed to the Sunshine Coast Stadium expansion and has demonstrated this with a funding contribution to support delivery.

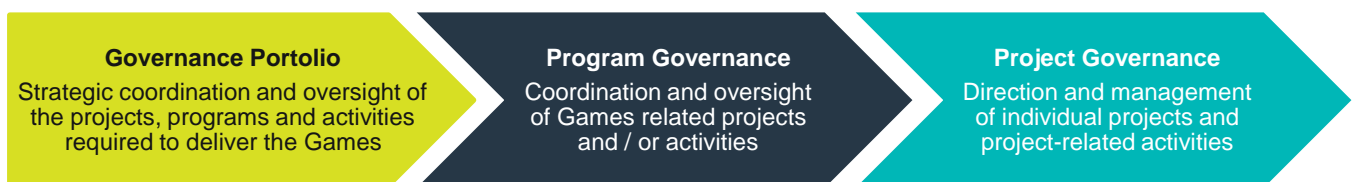
7 PROJECT GOVERNANCE AND OVERSIGHT

7.1 Project governance

The Sunshine Coast Stadium PVR was developed within the governance arrangements established by the Queensland Government, and consistent with the Intergovernmental Agreement, to ensure the successful planning and delivery of infrastructure projects related to the Games.

The governance arrangements for delivery of the Games are set out in Figure 13.

Figure 13: Governance



⁶ These venues are included in the Intergovernmental Agreement signed by the Queensland and Australian Governments [Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games between the Commonwealth of Australia and the Queensland Government | Federation](#)

7.2 Project assurance

The Sunshine Coast Stadium PVR was developed in accordance with various frameworks including the Queensland Government's Project Assessment Framework, Business Case Development Framework, Infrastructure Governance Framework, Infrastructure Proposal Assurance Framework, and Infrastructure Australia's Assessment Framework. An assurance plan was developed which sets out the assurance activities and identified how they would be integrated into the design of the governance arrangements, project resourcing strategy, program timeframe and budget. Figure 14 summarises the process for establishing assurance activities.

Figure 14: Process for establishing assurance activities



The Sunshine Coast Stadium PVR underwent two reviews by an independent gateway review panel. The purpose of the reviews were to:

- » assess the proposed approach for achieving delivery of the Sunshine Coast Stadium expansion objectives and benefits
- » determine whether the Sunshine Coast Stadium expansion was ready to invite proposals or tenders from the market
- » provide assurance that the selected delivery approach was appropriate for the Sunshine Coast Stadium expansion.

The reviews highlighted the strength of analysis underpinning the Sunshine Coast Stadium PVR and found that the delivery approach was both informed by current market conditions and appropriate for the risk profile of the stadium expansion project.

An initial risk workshop was conducted in March 2023 to:

- » confirm the Sunshine Coast Stadium expansion risk register, including overall risk coverage, ratings, controls and treatments
- » discuss key risks and treatments for 'extreme' and 'high' rated risks
- » update any 'likelihood' and 'consequence' ratings, where required
- » determine risk quantification ranges for risk assessment, where required.

The outcomes of this workshop informed the overall risk management approach for the Sunshine Coast Stadium expansion options, as well as the risk quantification process for cost estimates.

The Sunshine Coast Stadium expansion team has incorporated risk management into all project activities to ensure a robust, whole-of-project approach.

Project risk will be actively managed during the design and construct phases of the project including development of a risk management plan, risk register and regular risk workshops.

8 IMPLEMENTATION PLANNING

8.1 Overview

The Queensland Government is the program sponsor and provides program governance and coordination for the planning and delivery of the Sunshine Coast Stadium expansion. Initially, procurement will be led by the Department of State Development and Infrastructure and will transition to the delivery authority once the authority is operational.

8.2 Procurement approach

A procurement strategy was prepared as part of the Sunshine Coast Stadium PVR and provides:

- » an investigation of preliminary procurement strategies that could achieve the best procurement outcomes, taking into consideration project and program objectives and market knowledge
- » appropriate identification and management of risks
- » determination of the most appropriate methodology for the formal market approach
- » development of procurement planning activities.

Procurement will be planned in accordance with the Queensland Procurement Policy, Best Practice Principles and the Building Policy Framework.

Additionally, as agreed between the Australian and Queensland governments in the Minor Venues Program, the Queensland Government will:

- » source at least 30 per cent of procurement from Queensland 'small and medium enterprises' and maximise opportunities for Australian businesses more generally
- » target opportunities for First Nations participation (employment), including 3 per cent of 'addressable spend' being with Aboriginal and/or Torres Strait Islander businesses
- » target a minimum of 10 per cent, for projects valued between \$10 million and \$100 million, and 15 per cent, for projects valued over \$100 million, of total labour hours being directed to apprentices and/or trainees and other workforce training
- » prepare Gender Equality Action Plans and ensure a minimum of 6 per cent of apprentice and trainee labour hours, and a minimum of 4 per cent of trade apprentice and trainee labour hours, are undertaken by women.

8.3 Stakeholder management

As part of the Sunshine Coast Stadium PVR work, the Queensland Government oversaw consultation with stakeholders including accessibility groups and affected venue tenants including the Sunshine Coast Falcons.

A Communications and Stakeholder Management Plan for the delivery phase of the Sunshine Coast Stadium expansion is being developed and will be used to engage with project stakeholders.

8.4 First Nations engagement

The Brisbane 2032 Olympic and Paralympic Games presents a unique platform to highlight to a global audience the significant contribution of Aboriginal and Torres Strait Islander peoples.

The Queensland Government is developing a Connecting to Country Strategy to inform design and delivery of venues and villages which serves as a critical framework and policy for new and upgraded venues being used for the Games. It sets a precedent for incorporating the principles of connecting with Country and engaging with Traditional Custodians in the design process.

The Queensland Government has committed to engaging First Nations peoples throughout planning and delivery of Games venues, including the Sunshine Coast Stadium expansion.

8.5 Accessibility and inclusion

The Queensland Government has committed to making Games venues fully accessible, including the expanded Sunshine Coast Stadium.

In collaboration with Games partners, the government is developing an Accessibility and Inclusion Strategy to incorporate best practice inclusive design principles.

8.6 Project integration

The Sunshine Coast Stadium expansion aligns with the Sunshine Coast Council's Kawana Sports Precinct Master Plan (shown in Figure 15). The Kawana Sports Precinct covers an area of approximately 5.3 hectares bounded to the east by Nicklin Way and to the west by Sportsmans Parade adjoining Lake Kawana. The northern boundary is defined by row of industrial buildings along Main Drive.

The Sunshine Coast Stadium expansion will enhance the existing hub of community and elite sport at the Kawana Sports Precinct and more broadly across the region.

Figure 15: Kawana Sports Precinct Master Plan

