



Chandler Sports Precinct

Project Validation Report Summary

May 2024

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1 PROJECT OVERVIEW

1.1 Background

Completed for the Commonwealth Games in 1982, the Chandler Sports Precinct (also known as the Sleeman Sports Complex) is owned and operated by Stadiums Queensland. The Chandler Sports Precinct incorporates a number of venues which have been earmarked to host sporting events during the Brisbane 2032 Olympic and Paralympic Games. These venues include the Brisbane Aquatic Centre, Anna Meares Velodrome, Brisbane SX – International BMX Centre, and a proposed new Chandler Indoor Sports Centre.

The Chandler Sports Precinct is an established centre of excellence for the development of elite athletes, offering a variety of aquatic and fitness activities, sports medicine programs and services. The precinct also hosts state, national and world championships including the UCI BMX Racing World Cup in February 2024, and provides for concerts, functions, conferences, and trade shows. It attracts approximately 700,000 visits per annum.

The 27-hectare precinct is located approximately 15 kilometres from the Brisbane CBD. Facilities constructed for the 1982 Commonwealth Games provide for track cycling, swimming, diving, weightlifting, badminton and table tennis.

The precinct was nominated (through the IOC Future Host Commission Questionnaire Response) as the venue to host the following 2032 Olympic and Paralympic Games events:

- » cycling and paralympic cycling (track)
- » BMX racing
- » aquatics – diving, artistic swimming and water polo preliminaries
- » gymnastics – artistic, rhythmic and trampoline
- » wheelchair basketball.

In February 2023, the Australian and Queensland governments signed an Intergovernmental Agreement (IGA) agreeing to jointly invest \$1.87 billion in new and upgraded venues collectively referred to as the Minor Venues Program. The new Chandler Indoor Sports Centre and Brisbane Aquatic Centre upgrade are included, as two separate projects, in the Minor Venues Program.

International Olympic Committee (IOC) 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, of May 2021, 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.

1.2 Project Validation Report

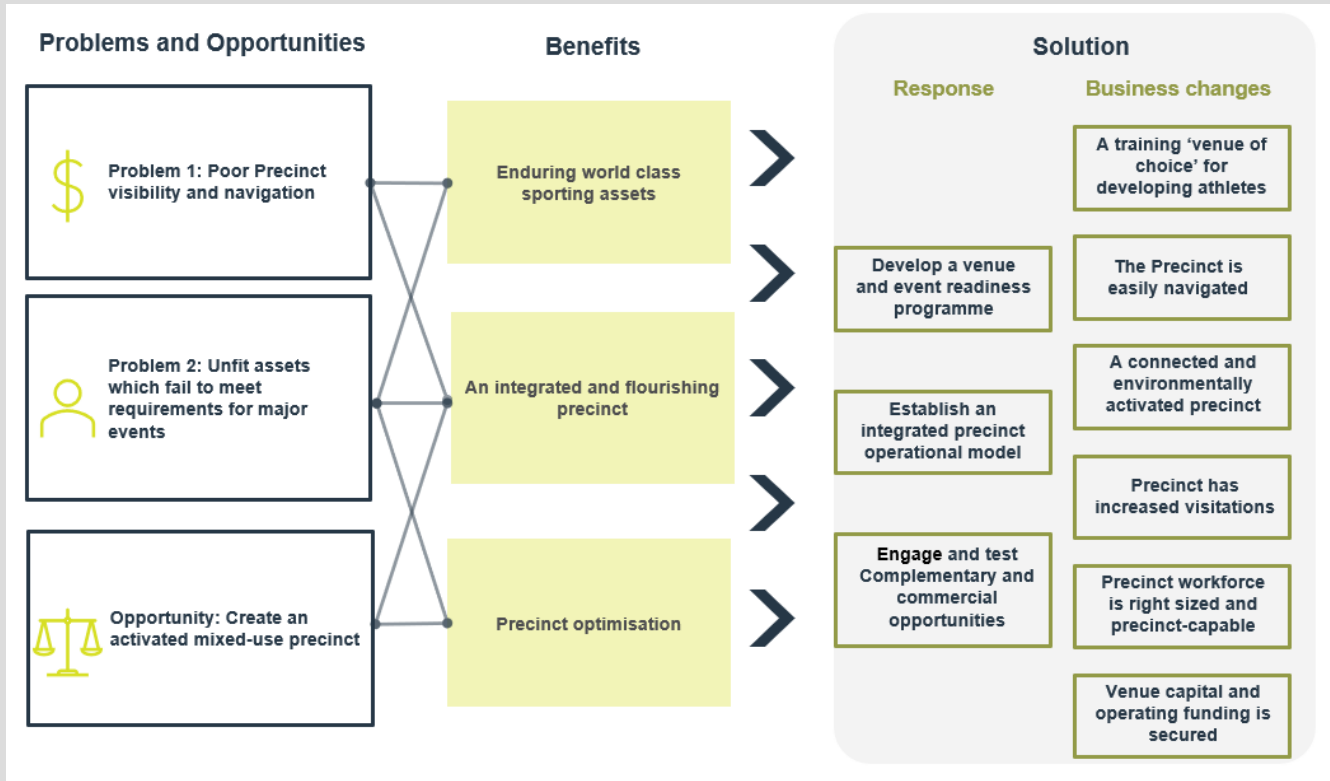
A Project Validation Report (PVR) has been developed incorporating both the Chandler Indoor Sports Centre and Brisbane Aquatic Centre upgrades. The PVR is designed to support the Queensland and Australian governments' decision-making processes and to ensure both development projects meet the approved budget and deliver on requirements for the Games and post-Games. This summary includes key findings from the PVR and the 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 as part of the Chandler Sports Precinct PVR, to understand the opportunities and benefits associated with both projects. A summary of Investment Logic Mapping outcomes is set out in Figure 1 (page 3).

Figure 1: Investment Logic Mapping summary



1.4 Future use

Chandler Indoor Sports Centre

National level gymnastics training and competition facilities are currently located on-site in the Chandler arena and gymnastics training hall. These facilities have reached the end of their useful life and are no longer suitable for international standard competition or training.

A new Chandler Indoor Sports Centre will accommodate Games requirements and expand facilities for ongoing community and high-performance sports development use. The Chandler Indoor Sports Centre will be built to a standard suitable to permanently host Queensland and Australian high-performance gymnastics programs and will be suitable for state, national and international events, both pre and post-Games.

The new indoor centre will be a multipurpose venue designed for elite level basketball, community volleyball and netball, with scope to accommodate other community sports, such as badminton, futsal, and pickleball. The centre will become the main hub of community indoor sport for east Brisbane, a region stretching from south of the Brisbane River to Moreton Bay and Logan.

Brisbane Aquatic Centre

Refurbishing the Brisbane Aquatic Centre will enhance the legacy value of the venue, which is home to numerous high-performance programs both at state level (Swimming Queensland) and nationally (Diving Australia).

The facility attracts significant community use, with over 400,000 users annually through the pool and associated facilities.

The venue is also frequently used for school aquatic sports carnivals and local, regional and state competitions. National championships, for a variety of aquatic disciplines, are regularly hosted at the aquatic centre.

2 CHANDLER SPORTS PRECINCT

2.1 Overview

Chandler is an outer suburb to the south-east of Brisbane City. The suburb is semi-rural, consisting largely of bushland and residential properties on acreage, and is close to the major commercial precincts of Carindale and Capalaba. Chandler was brought to prominence by the sports precinct which was purpose-built to host the 1982 Commonwealth Games and has since hosted the 1994 Masters Games, 2001 Goodwill Games and 2018 Commonwealth Games.

Located on the corner of Old Cleveland and Tilley Roads, at 1763 Old Cleveland Road, the precinct is approximately 15 kilometres from the Brisbane CBD and 15 kilometres from Brisbane Airport.

The site covers 27.4 hectares, much of which is vegetated with trees, and includes three lakes set in the natural landscape. The landscape has an undulating topography which presents a challenge for both building position and equitable pedestrian access across the site.

There are three entries to the precinct – two along Tilley Road and one along Old Cleveland Road. The facility is accessible via a Translink bus stop at the northern end of the ring road. A park-and-ride area supports public transport access to the Carindale shopping centre and the Brisbane CBD.

The sports precinct has 1,100 parking bays in three carparks including dedicated disabled car parking spaces. Additional car parking is provided along Chandler Road. A network of roads and pathways across the site connects the various venues, however, not all pathways are easily accessible and there is no equitable pathway from one end of the precinct to the other.

Since Stadiums Queensland acquired the site in 2002, there has been significant investment in maintenance and enhancement to existing sporting facilities, and new sporting facilities constructed, including:

- » 2011: international-standard BMX Supercross track
- » 2012: second 50-metre pool with movable bulkhead to support water polo and depth and bubble system to support aerial ski jump practice
- » 2016: Anna Meares Velodrome
- » 2020: Geoff Henke Olympic Winter Training Facility.

2.2 The options

The Chandler Sports Precinct PVR explored two Precinct Master Plan options. Both options allowed for a new multipurpose indoor sports centre, refurbishment of the existing Brisbane Aquatic Centre, and a program of precinct improvements, including parking, pedestrian walkways and public transport hubs.

2.3 Options analysis

The options considered different locations for the new Chandler Indoor Sports Centre.

- » Option 1 proposed constructing the centre on the site of the existing sports centre on the western side of the precinct.
- » Option 2 proposed constructing the centre on the underutilised outdoor velodrome site on the southern side of the precinct.

Table 1 (page 5) outlines the criteria used in a multi-criteria assessment and the specific considerations given.

Table 1: Multi-criteria assessment

Criteria	Description
Flourishing precinct	<ul style="list-style-type: none"> » Create an integrated and flourishing precinct » Create an equitable and accessible precinct heart » Enhance venue operational efficiency and sustainability through improved infrastructure, technology and workforce
Games readiness	<ul style="list-style-type: none"> » Achieve requirements for the 2032 Olympic and Paralympic Games » Enable effective transport and security » Ensure initial stage can be completed by 2026
Legacy environment	<ul style="list-style-type: none"> » Improve precinct reputation and attraction for community, complementary uses and commercial opportunities » Become the venue of choice for hosting world-class events post-Games
Future proof	<ul style="list-style-type: none"> » Potential for further expansion and redevelopment in future stages
Implementation	<ul style="list-style-type: none"> » Minimise disruption during implementation
Affordability	<ul style="list-style-type: none"> » Ability to deliver the initial stage within budget

Note: In considering Games readiness, the multi-criteria assessment scored each site on the basis of whether the initial stage of works could be completed by 2026. Following the Queensland Government's Sport Venue Review, the forecast date for achieving practical completion for the Indoor Sports Centre and Precinct Works is now 2027.

2.4 Options assessment outcome

Option 2 (constructing the centre on the underutilised outdoor velodrome site) was the preferred choice against the agreed evaluation criteria based on the following:

- » site topography would minimise earthworks, reducing project costs
- » demolition of redundant infrastructure (i.e. the old outdoor velodrome) would improve accessibility throughout the precinct
- » location would avoid the immediate need and cost of demolishing active facilities like the arena and elite gymnastics training hall (outlined in Figure 2), allowing them to continue to be used as training facilities during construction and providing more options for the Games and future use
- » minimised the need for vegetation removal
- » provided for closer functional relationships with the existing Brisbane Aquatic Centre.

Option 2 scored higher than Option 1 against the following criteria:

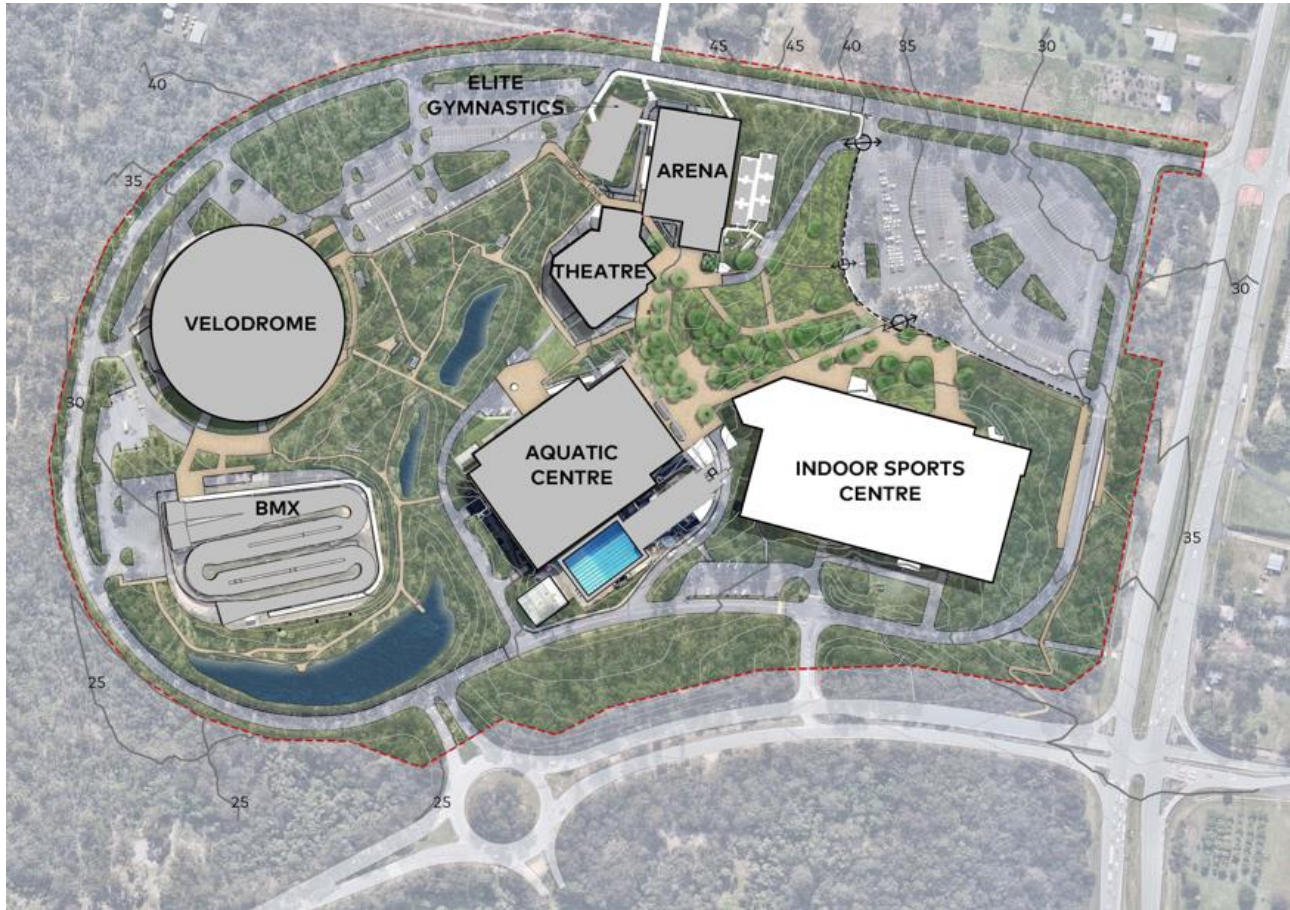
- » *Flourishing precinct* - Create an integrated and flourishing precinct
- » *Games readiness* - Enable effective transport and security
- » *Legacy environment* - Become the 'venue of choice' for hosting world-class events after the Games.

2.5 Chandler Sports Precinct key features

The precinct upgrades (shown in Figure 2 on page 6) include the following:

- » a new Chandler Indoor Sports Centre with legacy value for basketball and gymnastics training and events, as well as community facilities for volleyball and other sports
- » refurbishment of the Brisbane Aquatic Centre to bring it up to Games standards and to enhance its legacy value, with upgrades to amenities and supporting facilities, including replacement of seating, external cladding, acoustic ceiling and insulation, roof remediation, lighting and public announcement system upgrades and pool deck remediation
- » the creation of a new public space, with hardstand areas for pop-up food, merchandising and amenities, including additional integrated seating, new and upgraded pathways improving accessibility through the precinct, and enhancement of on-site vegetation.

Figure 2: Chandler sports precinct (the design prepared for the Chandler Sports Precinct PVR will be further developed in the delivery phase)

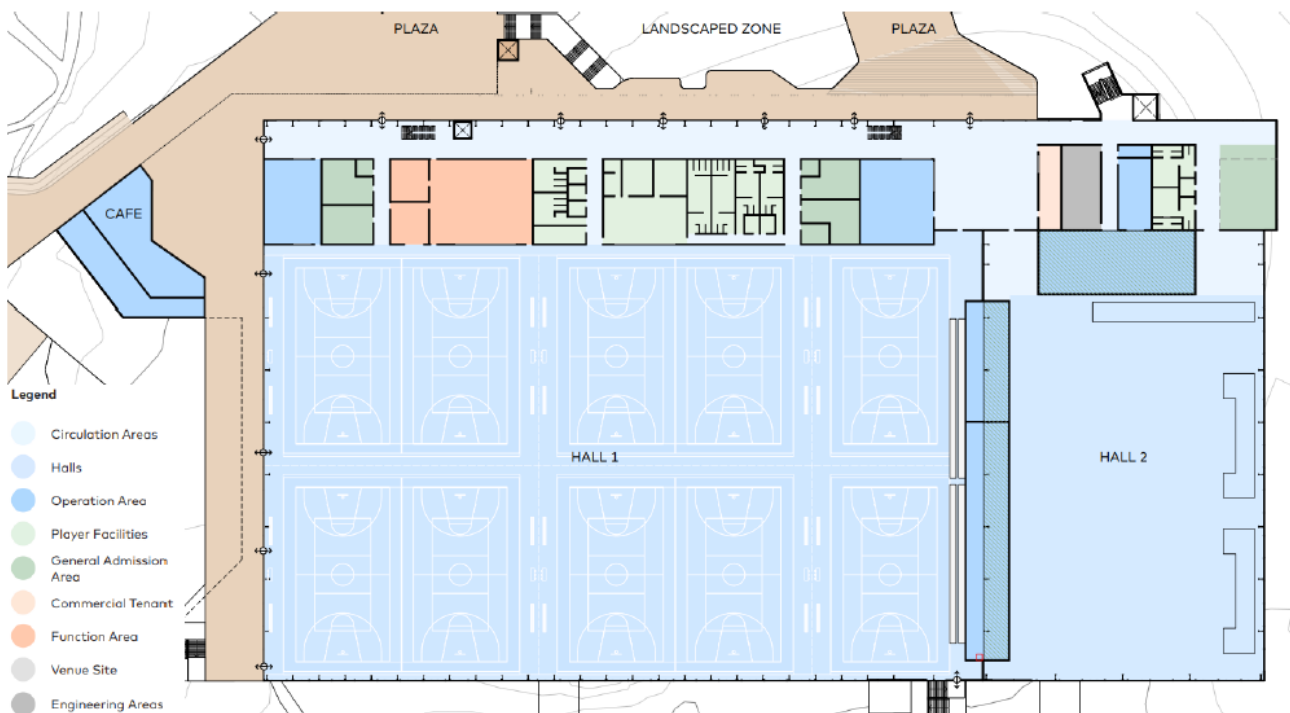


Grey: existing venues **White:** new venues

The indicative design and artistic impression of the Chandler Indoor Sports Centre, shown in Figure 3, provides:

- » **Hall 1:** configured as 10 basketball courts, or 10 other multi-sport courts, including volleyball, with storage for a future 2000-seat retractable seating system
- » **Hall 2:** a 2400sqm gymnastics facility.

Figure 3: New Chandler Indoor Sports Centre indicative floorplan



2.6 Transport linkages

Development of the Chandler Sports Precinct would enhance access and connectivity to the network of venues for pedestrians, cyclists and public transport users and improve accessibility.

The Master Plan establishes three main transport hubs, including two temporary hubs to be used during the Games and one permanent hub to improve site access after the Games.

Key features include:

- » Old Cleveland Road / Ring Road Transport Hub (Bus Zone 3-4) will form part of the permanent works for the Games and a legacy for the precinct. The hub is located within 30 metres of the planned indoor sports centre.
- » Tilley Road Transport Hub (Bus Zone 5-6) will form part of the temporary Games infrastructure. An area of Tilley Road will be shut during the Games to minimise the amount of vegetation that needs to be removed.
- » A temporary bus exchange will also be established enabling spectators to travel to the adjacent Belmont Shooting site. This allows pedestrian screening for both sites to be established at the precinct.
- » Four additional bus routes will operate during the Games:
 - Olympic family bus route – stopping along the Ring Road
 - North, south and west bound - stopping at bus zones 1-4 via the Ring Road
 - East bound – stopping at bus zone 5-6 via Tilley Road
 - Belmont route – an exchange stop inside the precinct secure zone for passengers arriving via other routes
 - A secondary shuttle between bus zones 5-6 and 1-4 may be needed for passengers requiring assistance.

The Master Plan establishes an equitable pedestrian spine as the main thoroughfare on the site and incorporates more than 200 additional car parking bays.

2.7 Key outcomes and benefits

Table 1: Objectives and key outcomes of the Chandler Sports Precinct

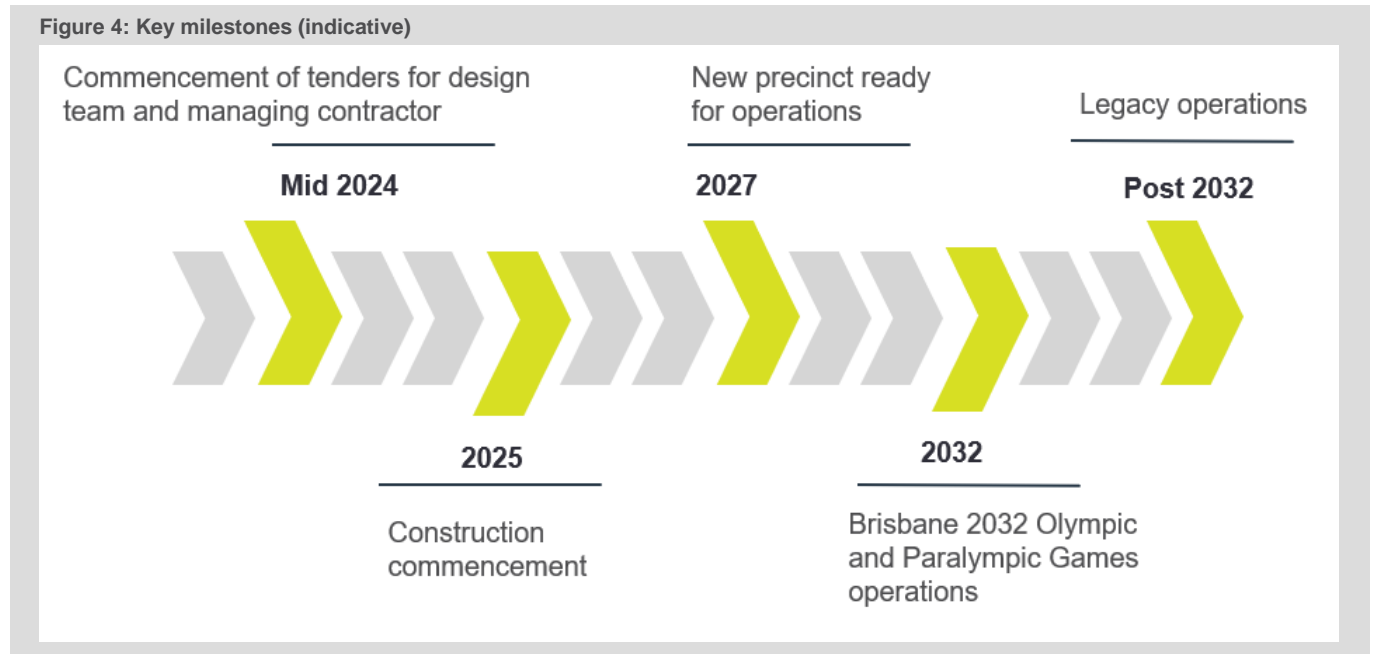
Objectives	Key outcomes
Create an integrated and flourishing precinct with enduring world-class sporting assets	<ul style="list-style-type: none"> » The new Chandler Indoor Sports Centre will comprise two halls designed to meet growing community need. Hall 1 will be configured for 10 basketball courts, or 10 other multi-sport courts, including volleyball, with storage for a future 2,000-seat retractable seating system. Hall 2 will house a 2,400sqm gymnastics facility. » Refurbishment of the Brisbane Aquatic Centre, with new acoustic ceiling, new cladding, seating, lighting and amenities, to deliver a better experience for patrons
Enhance venue operational efficiency and sustainability through improved infrastructure, technology and workforce	<ul style="list-style-type: none"> » Structural and engineering services design ensures the centre can be readily configured for the Games and legacy needs » Improvements to equitable access and universally designed pathways through the precinct (compliant with the <i>Disability Discrimination Act 1992</i>) » Replacing floor tiles throughout ground-level wet areas and pool deck to improve user safety at the aquatic centre » Replacing lighting, speakers and installing large fans to improve patron/visitor experience at the aquatic centre
Improve precinct reputation and attraction for the community, complementary uses and commercial opportunities	<ul style="list-style-type: none"> » Adjustments to the dive tower to improve safety and meet Games competition requirements » Improvements to lighting, CCTV, signage etc to enhance safety/visibility and connectivity throughout the precinct » Significant hard landscaping to create new gathering and meeting spaces within a green hub » Improvements to services and inter-building connectivity to expand capacity to manage concurrent events » New footpaths to support the movement of large crowds during the Games and in legacy mode

2.8 Indicative program

The construction timeline and indicative milestones for the project are identified in Figure 4. The program is based on the Chandler Sports Precinct development being procured in two discrete packages, under two different variations to the Two Stage Design and Construction Management contract:

- » Package A: indoor sports centre and precinct works
- » Package B: aquatic centre

The proposed procurement approach is in accordance with the Queensland Procurement Policy, Best Practice Principles and Building Policy Framework.



3 SOCIAL AND ECONOMIC IMPACTS AND BENEFITS

The Chandler Sports Precinct project provides the opportunity to create an integrated and flourishing precinct with enduring world-class sporting assets and improve the precinct's reputation, providing increased capacity for community use, complementary uses and other commercial opportunities.

A Social Impact Evaluation (SIE) 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 development. These impacts have been quantitatively and qualitatively assessed below.

3.1 Social Impact Evaluation

Overall, the SIE identified social impacts anticipated by the delivery of the Chandler Sports Precinct project.

The benefits of delivering both the new indoor sports centre and an upgraded aquatic centre include improvements to training and competition facilities for sporting clubs, improved safety and operation of facilities for gymnastic participants, and greater opportunity to host Olympic and Paralympic trials and other state, national and international competitions.

Impacts were identified related to uncertainty of tenancy arrangements after the Games, and displacement of diving high-performance athletes and coaches at national and state level.

The Queensland Government will work with Stadiums Queensland to minimise disruption to stakeholders, specifically in relation to the Brisbane Aquatic Centre works.

3.2 Economic analysis

The benefits of the project were expected to extend beyond standard economic benefits, such as employment generation, to 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 Chandler Sports Precinct project comprised:

- » Quantitative analysis – based on an estimate of full-time equivalent jobs directly supported by construction of the project.
- » Qualitative analysis – based on the socio-economic benefits achieved by the project, informed by the Investment Logic Mapping and SIE process, aligned with broader benefit assessment of the Games.

3.2.1 Employment benefits

Queensland Treasury guidelines were used to quantify employment benefits. During construction, proposed from 2025-2027, the Chandler Sports Precinct projects are expected to support 210 full-time equivalent jobs. There would also be an increase in operational jobs to cater for increased capacity, patronage and opportunities to host more events.

3.2.2 Civic pride and destination branding

Based on the findings in the SIE, Brisbane residents are likely to place a civic pride value on the upgraded precinct which will encourage increased participation at all levels of sport including community, club and high-performance pathways.

3.2.3 Operational and environmental impacts

The precinct project is planned to be constructed as a sustainable venue and will target a 6-Star Green Star building rating with the Green Building Council of Australia which aligns with the International Olympic Committee's sustainability and legacy agenda.

The project would be designed to maximise sustainability outcomes by reusing materials where possible, reducing construction operations carbon footprint, and using green materials and other technologies for construction.

There would be enhancements to on-site vegetation and improvements to services and inter-building connectivity that will enhance accessibility and provide greater capacity to manage concurrent events.

The Chandler Sports Precinct PVR process includes detailed ecological studies (including koala habitats at the site) to inform the planning and siting of the built form within the precinct.

The ecological studies will inform a referral of the project to the Australian Government under the Environment Protection and Biodiversity Conservation Act.

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 to consider project complexities, stakeholder landscape, timing, and the objectives of the Chandler Sports Precinct PVR. Figure 5 (page 10) provides an overview of the financial analysis methodology.

Figure 5: Steps of the financial analysis methodology



4.2 Analysis summary

A financial and affordability analysis considered the financial implications of the precinct project for the Australian and Queensland governments, incorporating revenue and costs over an evaluation period of 25 years. It compared those costs to the scenario in which the precinct did not undergo redevelopment and continued to host the same events.

A \$256.5 million precinct project budget has been established to deliver the indoor sports centre, aquatic centre refurbishment and precinct works.

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 project, such as lifecycle and maintenance costs, utilities, staffing, security, insurance and event-related costs were included in an affordability analysis.

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 Chandler Sports Precinct PVR, risk was identified for the project through multiple risk workshops, with the unplanned and contingent risks and inherent and planned risks confirmed by the PVR team.

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 Plan¹, the Queensland Energy and Jobs Plan² and the Homes for Queenslanders Plan³. 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 project. Market availability and resource pressures will be considered as the projects move into the delivery phase.

5.2 Market sounding

An external market sounding process was initially undertaken for the whole Minor Venues Program to be funded under the IGA. This led to targeted sessions to inform the delivery model assessment. A targeted engagement approach was adopted to ensure relevant and informed responses were received from 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 was noted that participation in the market sounding process has no influence on any future procurement process for the project, 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 Chandler Sports Precinct PVR was to identify and confirm the preferred delivery model to procure and deliver the project. The market sounding and delivery model assessment methodology used is consistent with relevant state and national guidelines. The delivery model assessment involved workshops with representatives from Queensland and Australian government and Stadiums Queensland.

A procurement evaluation workshop was held to:

- » discuss the factors that may influence the procurement strategy
- » discuss the project in the context of the wider program of Games projects
- » agree to the key objectives and constraints of the preliminary procurement strategy
- » evaluate the project 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.

The delivery and operating strategy considered procurement packaging and delivery models and made recommendations on preferred procurement methods, operating strategy, and further considerations to inform the next stage and procurement planning for the Chandler Sports Precinct project. The delivery and operating strategy development considered:

- » a preliminary overview of the market
- » potential procurement packaging options and delivery models
- » appropriate identification and management of procurement risks
- » programmatic and project-specific market sounding outcomes.

¹ Source: The Queensland Health and Hospitals Plan, [The Queensland Health and Hospitals Plan](#)

² Source: Queensland Energy and Jobs Plan <https://www.epw.qld.gov.au/energyandjobsplan>

³ Source: [Homes for Queenslanders \(housing.qld.gov.au\)](#)

6.2 Assessment outcomes

The delivery and operating strategy determined the preferred procurement approach for the Chandler Sports Precinct project was to procure two discrete packages under two different variations of the Two Stage Design and Construction Management contract:

- » Package A: Chandler Indoor Sports Centre and precinct works
- » Package B: Brisbane Aquatic Centre.

This arrangement is preferred because it its capacity to:

- » achieve target timeframes for procurement and delivery of critical path elements
- » better mitigate interface risks between the indoor sports centre and surrounding precinct works
- » reduce integration inefficiencies and interdependency delays between the two packages
- » achieve value for money outcomes through appropriately allocated early contractor involvement
- » create opportunities for increased competitive tension and market participation in the aquatic centre works
- » enable market participants to be involved in both packages.

The managing contractor model is preferred for Package A as involving the contractor from the end of the concept design phase, enables the design to be optimised and greater value to be captured through early contractor involvement.

The managing contractor model, with contractor involvement from the end of the schematic design phase, is best suited for Package B as it enables the further investigation and scope definition before seeking contractor involvement.

6.3 Operating strategy

Stadiums Queensland will be the operator of the precinct and intends to directly manage Chandler Indoor Sports Centre Hall 1 (ensuring equitable access between basketball, volleyball, netball, and other court users), while leasing Chandler Indoor Sports Centre Hall 2 to Gymnastics Queensland, who will implement an operating model that enables high performance and community use.

Stadiums Queensland will also manage tenancies and shared facilities to ensure optimal utilisation of the precinct. Stadiums Queensland will establish and manage leases with a new café operator and catering service provider and new sports tenants, and will manage cleaning, security and booking services for shared spaces, to ensure that these spaces meet the needs of precinct users.

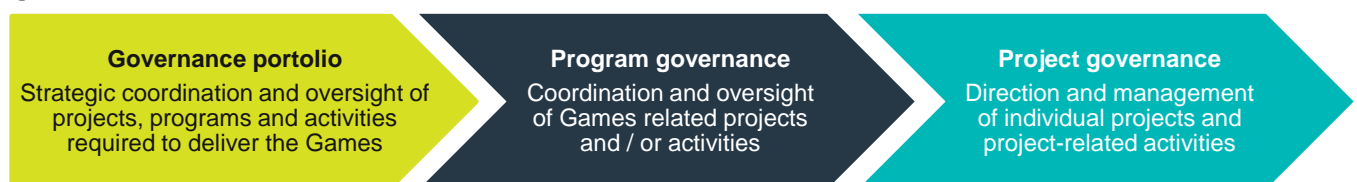
7 PROJECT GOVERNANCE AND OVERSIGHT

7.1 Project governance

The Chandler Sports Precinct PVR was developed within the governance arrangements established by the Queensland Government, and in a manner consistent with the Intergovernmental Agreement to ensure the successful planning and delivery of infrastructure projects related to the Games.

The governance arrangements are set out in Figure 6.

Figure 6: Governance



7.2 Project assurance

The Chandler Sports Precinct 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 setting out assurance activities and identifying how they would be integrated into the design of governance arrangements, project resourcing strategy, program timeframe and budget. Figure 7 sets out the process for establishing assurance activities.

Figure 7: Process for establishing assurance activities



The Chandler Sports Precinct PVR was subject to an assurance review by an independent panel under Queensland's Gateway process. The purpose of the review was to:

- » assess the proposed approach for its ability to deliver the project's objectives and benefits
- » consider whether the project was ready to invite proposals or tenders from the market
- » provide assurance that the selected delivery approach was appropriate for the precinct project.

The outcome of the review highlighted the strength of the analysis underpinning the Chandler Sports Precinct PVR and considered that the delivery approach was both informed by current market conditions and appropriate to the risk profile of the project.

8 IMPLEMENTATION PLANNING

8.1 Overview

The Queensland Department of State Development and Infrastructure is the program sponsor and provides program governance and coordination for the planning and delivery of the Chandler Sports Precinct projects.

8.2 Procurement approach

A procurement strategy was prepared as part of the Chandler Sports Precinct PVR and incorporates:

- » 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 is to be planned in accordance with the Queensland Procurement Policy, Best Practice Principles, 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 Indigenous participation and employment, including three 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 to be undertaken by apprentices and trainees or through other workforce training
- » prepare Gender Equality Action Plans to ensure a minimum of six 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 Chandler Sports Precinct PVR, consultation was undertaken with stakeholders including accessibility groups.

A Communications and Stakeholder Management Plan will be used to engage with project stakeholders through the delivery phase of the project.

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.

A Connecting to Country Strategy will inform the design and delivery of venues and villages and serve as a critical framework for new and upgraded venues being used for the Games. It will set a precedent for incorporating the principles of connecting with Country and engaging with Traditional Custodians in the design process within Queensland.

The Queensland Government is committed to engaging First Nations peoples throughout planning and delivery of Games venues, including for the Chandler Sports Precinct project.

8.5 Accessibility and inclusion

The Queensland Government is committed to making Games venues fully accessible. An Accessibility and Inclusion Strategy will be used to inform the design of the venues and villages and outline best practice inclusive design principles.

