

The Gabba Stadium Redevelopment

Project Validation Report Summary



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1 PROJECT OVERVIEW

1.1 Background

First established in 1895, the Brisbane Cricket Ground (The Gabba) has been home to sport and events in Queensland for over 100 years. Located within the Woolloongabba precinct, The Gabba will not have received a major upgrade and/or capital enhancement work for more than 30 years by 2032.

In 2018, before the successful bid for the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032), the Stadium Taskforce Report found that The Gabba is a 'tired' venue and that it would come to the end of its useful life by 2030, indicating a rebuilt Gabba should be considered irrespective of the Games. Further assessment of The Gabba has identified that it:

- » is an ageing asset and requires a rebuild to ensure it meets today's building and engineering codes and standards, including accessibility
- » has limited flexibility in accommodating different types of event and non-event day uses due to operational issues. For example, vehicle and delivery access is challenging as a result of the venue having a single main loading dock, lack of an internal service ring road and limited vehicle access to the main field
- » does not offer sufficient female or gender-neutral facilities for professional athletes. The lack of female or gender-neutral facilities limits The Gabba's ability to schedule a women's game immediately after a men's game (or vice versa) on an event day. Given the growing popularity in showcasing women's sports at major sporting grounds, this makes The Gabba less attractive to event promoters
- » has limited public transportation options for spectators on event days, lacks "station to stadium" connectivity and accessibility and results in several road closures on event days
- » limited in its ability to attract premium content. The Gabba does not regularly host events such as concerts, exhibitions, and other special events due to site accessibility and operational issues. In particular, the field of play has restrictions with respect to the weight of event overlay it can support and must be protected in order to maintain its integrity for sporting requirements such as Test Cricket standards and AFL venue guidelines.
- » does not meet the requirements for hosting track and field events and lacks sufficient space for holding areas and security areas.

In April 2021, the Queensland Government announced its intent to rebuild The Gabba ahead of Brisbane 2032 where it is earmarked to host the opening and closing ceremonies as well as the track and field events.

As part of candidature documentation submitted to the International Olympic Committee, major upgrades were identified for The Gabba to "future proof" the stadium for its intended post-Games use, which includes:

- » minimum capacity of 50,000 seats to be the largest oval stadium in South-East Queensland (SEQ)
- » new seating bowl and field of play
- » direct connection to the new Cross River Rail (CRR) station and Woolloongabba Metro station designed to support a full capacity crowd.

A rebuilt Gabba will provide a positive and enduring legacy and enhanced urban outcome for the community. It will provide improved integration of the stadium into the broader Woolloongabba precinct, and increase public and community use of the area. This is likely to encourage further development, regeneration and renewal activities and visitation across the broader Woolloongabba precinct and generate social and economic benefits for local businesses and the community.

1.2 Project Validation Report

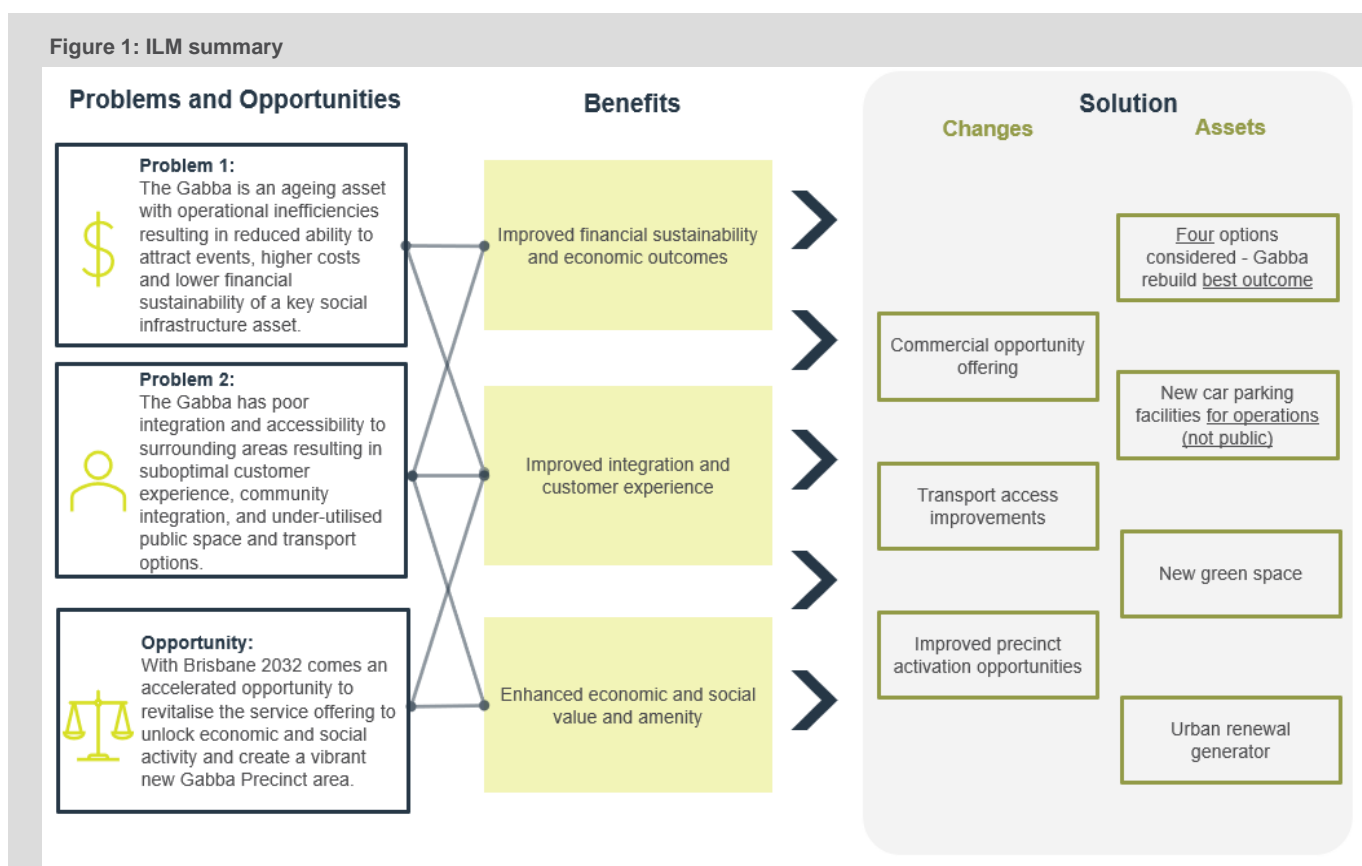
A Project Validation Report (PVR) has been developed for the Project (Gabba PVR) to support the Queensland Government's decision-making process to ensure projects scheduled for use during Brisbane 2032 meet the approved budget, are optimally scoped and deliver on Games and post-Games requirements.

The objective of a PVR Summary Report is to summarise the analysis undertaken and the key outcomes.

1.3 Investment Logic Mapping

Investment Logic Mapping (ILM) is an early-stage investment technique that assists in developing and documenting the logic that underpins a potential investment, prior to an investment decision being made.

An ILM process was undertaken during the PVR to understand the problems, opportunities and benefits associated with The Gabba. A summary of the ILM outcomes is set out in Figure 1.



1.4 Future state and event schedule

An indicative event schedule was developed by Stadiums Queensland (SQ) to reflect the potential future state of The Gabba which outlines the types and frequency of events that could be held once The Gabba is rebuilt. The indicative event schedule indicates a potential increase in men's and women's cricket, major concerts, and other events as depicted in Table 1 below comparing the Legacy Mode Event Schedule with the Current State.

Table 1: Legacy Mode Event Schedule

Event	Current State (Baseline)	Legacy Mode Event Schedule
Test Cricket (Men)	1 event every second or third year	1 event per year
International Cricket (Men)	1 event every second year	1 to 2 events per year
Domestic Cricket (Men)	8 events per year	12 events per year
International Cricket (Women)	No Events	2 to 3 events per year
Domestic Cricket (Women)	No Events	2 events per year
AFL Fixture (Men)	11 events per year	11 events per year
Major Concerts and Special Events	No events	2 to 3 events per year
Community Events	1 event per year	1 event per year

Suncorp Stadium has a temporary concert cap of up to 12 major events per year for 2023 and 2024. A rebuilt Gabba would provide an alternative stadium to Suncorp to share or put on for major events, allowing more content to come to Brisbane.

2 REBUILT GABBA

2.1 Options analysis

A preliminary assessment process was undertaken that identified four options for The Gabba aimed at creating a 'station to stadium' concept. A summary of these options was released to the public in August 2023.

The preliminary assessment included:

- » qualitative assessment of each option against the objectives for the rebuilt Gabba
- » qualitative assessment of each option to determine whether it would achieve the functional requirements identified for the rebuild Gabba in legacy mode as well as achieve the requirements to host the ceremonies and track and field events for Brisbane 2032
- » preliminary cost and risk assessment for each option.

The preliminary assessment was used to identify a preferred redevelopment option to determine the budget and provide a platform for the completion of the more detailed Reference Design.

2.2 The options

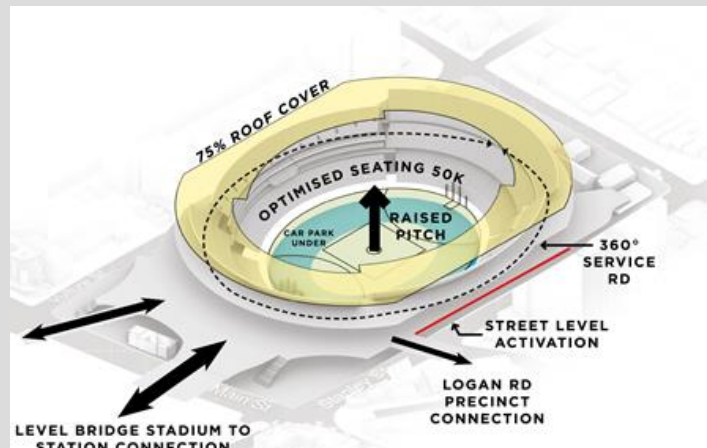
2.2.1 Option 1 – Full Rebuild

Option 1 involves deconstructing The Gabba and reconstructing it with a new minimum 50,000 gross seating capacity for the stadium in Olympic mode and potential to increase this in legacy mode. It is intended that the design of this option would aim to reuse, recondition, or recycle as much of the existing material of The Gabba as possible and be as materially efficient as feasible to reduce reliance on additional materials and resources to achieve Government sustainability objectives.

Capital cost: \$2.71 billion

Key Features:

- » Full deconstruction and rebuild of The Gabba
- » New elevated field of play
- » Meets legacy and Games requirements.



Source: Reference Design Report, Populous

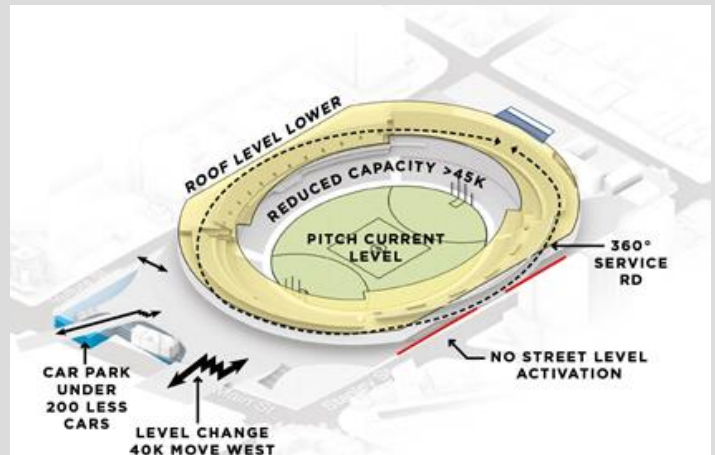
2.2.2 Option 2 – Value Managed Full Rebuild

Option 2 requires deconstructing The Gabba and replacing it with a new value-managed (scope reduced) stadium. A number of features in this option have been removed from the scope of the stadium. The reduction in the scope would impact on the operations of the rebuilt Gabba and reduce the operational efficiency relative to Option 1.

Capital cost: \$2.23 billion

Key Features:

- » Full deconstruction and rebuild of The Gabba
- » Field of play at existing level
- » 45,000 gross seat capacity during Games mode and marginally more in legacy mode
- » Does not meet Brisbane 2032 Games requirements.



Source: Reference Design Report, Populous

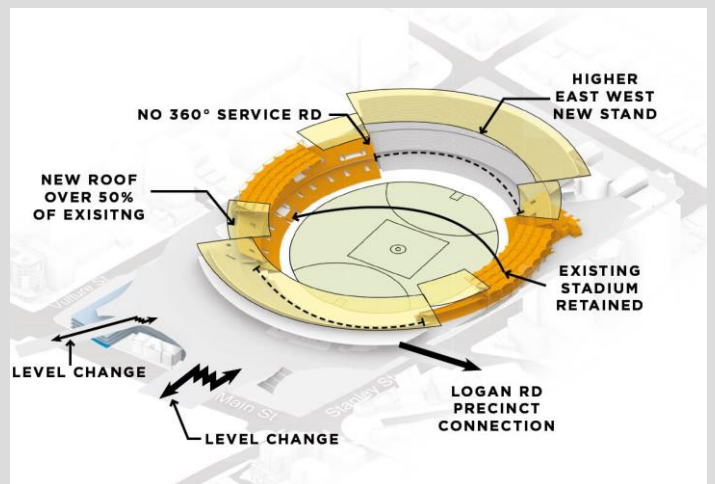
2.2.3 Option 3 – Partial Rebuild and Refurbishment

Option 3 is an alternative to a complete rebuild of The Gabba and requires deconstructing the east and west stands of The Gabba and retaining the existing north and south stands. This option did not meet the Reference Project objectives to deliver on the key outcomes and benefits anticipated relative to Option 1.

Capital cost: \$2.55 billion

Key Features:

- » Removes East and West portions
- » Retains North and South portions
- » Field of play at existing level
- » Does not meet all Brisbane 2032 Games requirements or legacy requirements such as 360-degree stadium circulation.



Source: Reference Design Report, Populous

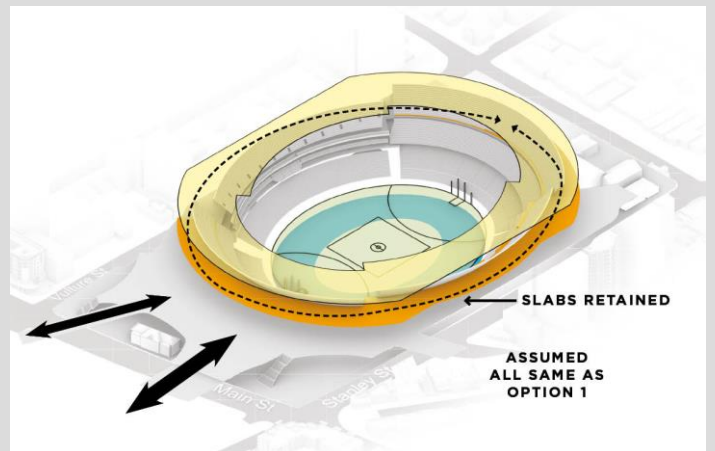
2.2.4 Option 4 – Rebuild and Refurbishment with existing concrete slab

Option 4 represents an alternative to Option 1, where a significant portion of the existing structure is retained, and a new bowl is built to connect with the retained concrete slabs with an increased seating capacity of 50,000 seats (gross).

Capital cost: \$3.17 billion

Key Features:

- » Removes existing seating bowl, roof and walls
- » Retain concrete slabs where possible
- » New elevated field of play
- » Meets Brisbane 2032 and legacy requirements
- » Higher project cost due to design complexity from reusing older footings and slab for a larger stadium footprint



Source: Reference Design Report, Populous

2.3 Options assessment outcome

Option 1 was the best option for the following reasons:

- » Option 1 and 4 each qualitatively achieve the requirements and meet the design outcomes and objectives for Brisbane 2032.
- » Option 1 and Option 2 provide greater Value for Money, noting that Option 2 is a value managed (reduced scope) option that does not meet the legacy or Brisbane 2032 requirements (such as reduced seating capacity in Games mode at 45,000 seats, reduced opportunities for activation in the precinct, and poor circulation resulting in compromised experiences for guests and users.
- » Option 3 failed to meet the project objectives and requirements for Brisbane 2032 for the following key reasons:
 - a refurbished stadium would not deliver an accessible and connected stadium within the Woolloongabba precinct
 - further refurbishment work to the stadium would be required internally to achieve the operational requirements required by the International Olympic Committee to host the ceremonies and track and field events at The Gabba
 - to accommodate a running track, the location of the new east and west stands in Option 3 means that the seating bowl is further away from the nearest touchline and would compromise the spectator experience.
- » Option 4 would not provide Value for Money as the cost estimate is the highest of the four options due to its complex deconstruction, requirement for more supporting piers, and the increased risk to building on an old concrete slab.

The analysis carried out during the options assessment confirmed that Option 1 was the best design approach (and carried forward as the Reference Project) for the rebuild of The Gabba with budget of \$2.71 billion.

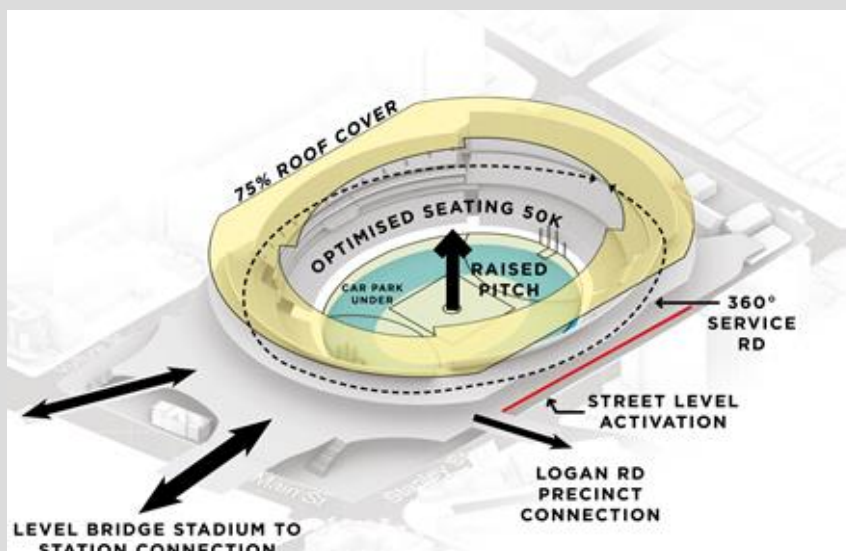
2.4 Rebuilt Gabba key features

The rebuilt Gabba (Figure 2) requires deconstructing and rebuilding it with a new 50,000 gross seat stadium (in Games mode and greater in legacy mode). The rebuilt Gabba will be approximately 2.5 metres above the existing field of play, to allow construction of an internal service, ring road that will improve venue operations and accessibility. The design of this option would aim to reuse, recondition, or recycle as much of the existing material of The Gabba as possible and be as materially efficient as feasible to reduce reliance on additional materials and resources to meet the Queensland Government's sustainability objectives. Other key features of the rebuilt Gabba that serve to improve operations, guest experiences and commercial outcomes include (not exhaustive):

- » fully accessible stadium
- » complete 360-degree circulation to internal and external concourses
- » removal of the need to change levels and rely on stairs to circulate around the external concourse
- » two pedestrian bridges over Main Street to connect the stadium to the CRR site to the east
- » bridge over Stanley Street to improve pedestrian movement to the south
- » internal service ring road for efficient operations of the stadium
- » up to 500 car park(s) to service operational and guest needs including accessible parking
- » new and improved general admission and premium product areas that provide a wide range of experiences at varying price-points
- » increased retail facilities for merchandise, catering and other offerings
- » contemporary team and officials facilities that are gender neutral and provide access for all
- » administration and event day facilities in locations that will improve day-to-day operations.

The rebuilt Gabba responds to a design objective to ensure the Gabba is a catalyst for neighbourhood renewal and investment. This includes the use and activation of the rebuilt Gabba to support a thriving mixed-use precinct that supports the local economy, such as retail and / or dining facilities within the footprint of the rebuilt Gabba available to the public on both "event" and "non-event" days. As the design for the rebuilt Gabba is finalised by Government, retail and/or commercial opportunities will be further investigated and confirmed for The Gabba. This may include commercial opportunities based on "fan experiences" such as stadium tours or dining precincts in and around the rebuilt Gabba.

Figure 2: Preferred option



Source: Reference Design Report, Populous

The rebuilt Gabba meets the requirements for a venue for track and field and ceremonies events proposed to be hosted during Brisbane 2032. Consultation with OCOG will continue through the planning and delivery of the project in the lead up to Brisbane 2032.

The development and improved integration of the rebuilt Gabba in the broader Gabba precinct and public transport system will increase connectivity and activation. The investment in the CRR station and Woolloongabba Metro Station will activate the precinct and provide an opportunity for the rebuilt Gabba to support the accessibility and amenity of the area. Traffic design will be subject to further modelling during the implementation and delivery phase of the project.

To support the hosting of the track and field events at The Gabba, temporary warm-up facilities comprising a 4-lane with 6-lane straight temporary athletics warm-up track and facilities will be constructed at Raymond Park – without resuming houses – for athletes to warm up prior to an event. Raymond Park is approximately 500 metres from The Gabba. For comparison, the distance between Raymond Park and The Gabba is approximately the same distance between the warm-up facilities and the stadium for the 2012 London Games. Early designs and fit testing of Raymond Park is ongoing and will be completed in collaboration with OCOG.

After the conclusion of Brisbane 2032, a new football clubhouse will be built, more trees will be planted, and the overall park will be improved for the future enjoyment of local residents.

2.5 Rebuilt Gabba key outcomes and benefits

Table 1 identifies the Reference Project objectives and the key outcomes and benefits of the rebuilt Gabba.

Table 1: Key outcomes and benefits of the rebuilt Gabba

Rebuilt Gabba objectives	Key outcome and benefits
The Gabba will enable operational optimisation to support economic resilience	<ul style="list-style-type: none"> » Improves event day operations associated with stadium management and activities. » Enhances the stadium offering to support year-round use beyond the lifespan of the existing stadium. » Meets sustainability targets to support reduced lifecycle costs including ongoing maintenance, asset replacement, energy, and water consumption costs.
The Gabba will enhance user experiences	<ul style="list-style-type: none"> » Improves amenity to ensure the site is a welcoming and safe place for people of all ages, abilities, genders, and ethnicities. » Provides exceptional experiences that attract and increase visitation and patronage. » Improves the attraction of the stadium by showcasing Brisbane's unique climate, culture, and heritage through the rebuilt Gabba.

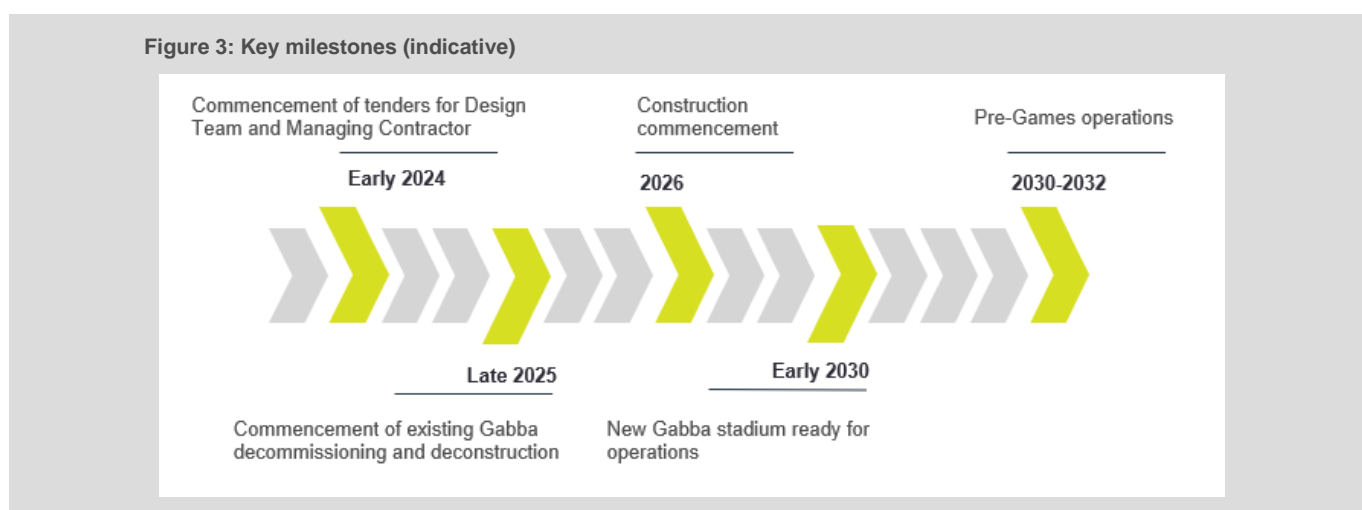
Rebuilt Gabba objectives	Key outcome and benefits
The Gabba will be a catalyst for neighbourhood renewal and investment	<ul style="list-style-type: none"> » Improves connectivity to, in and around the stadium (including pedestrian, cycling and public transport accessibility). » Improves the public realm offering, including interfaces with The Gabba precinct, to create an active and engaging place for the community. » Increases the use and activation at The Gabba to support a thriving mixed-use precinct that supports the local economy.
The Gabba will attract new events	<ul style="list-style-type: none"> » Meets the requirements of legacy hirers (AFL and cricket) and potential future sport's hirers. » Meets the needs of event hirers (concerts and specific events). » Meets 2032 Games commitments and venue requirements.

2.6 Indicative program

The construction timeline is programmed on the basis that the Project to rebuild The Gabba will be procured through the following processes:

- » design tender for architectural and engineering experts to further develop the design of the rebuild of the Gabba
- » two stage Managing Contractor (Two Stage MC) delivery model to construct the rebuilt Gabba.

Indicative milestones are identified in Figure 3.



3 SOCIAL AND ECONOMIC IMPACTS AND BENEFITS

The rebuild of The Gabba provides an opportunity for The Gabba to be integrated into the urban context and support the Government's development intent for the Woolloongabba precinct and achieve the urban legacy outcomes (being more housing, including social and affordable housing, more jobs and better connectivity). The Project will leverage the investment in the development of Cross River Rail and Woolloongabba Metro stations to increase connectivity with Woolloongabba. The integration of The Gabba with the public transport system will also increase activation of the broader precinct to create uplift opportunities around The Gabba through additional retail, dining and entertainment in and around the rebuilt Gabba.

In addition, the rebuilt Gabba creates opportunities for the public to make use of the Woolloongabba precinct whether that be through cultural and arts events, exhibitions, community events and so on.

The purpose of the Social Impact Evaluation (SIE) and the economic analysis is to identify economic and social impacts as a result of the rebuilt Gabba. These impacts have been assessed quantitatively and qualitatively as described below. For the purposes of PVR, a baseline has been established that represents The Gabba operating in its current state whereby The Gabba will not undergo major redevelopment and continue to host the same events, to assess the social and economic impacts of the rebuilt Gabba.

3.1 Social Impact Evaluation

The SIE identified and evaluated the positive and negative social impacts anticipated to be delivered by the construction and legacy Mode operation of the rebuilt Gabba. The SIE found the rebuilt Gabba is expected to deliver a world class stadium that seamlessly integrates with the surrounding suburb delivering significant ongoing positive social impacts as well as short term benefits in terms of construction phase employment opportunities. Impacts were mainly identified in the economics, community, health and wellbeing and stadium use categories.

Key positive social impacts include:

- » enhanced stadium that provides improved facilities and accessibility for spectators and athletes
- » improved operational environmental footprint through the new stadium design supporting goals of reduced water and energy consumption
- » ongoing and skilled employment opportunities
- » improved integration to public transport (and co-located active transport facilities) as a result of improved stadium design and connectivity
- » enhanced incorporation of heritage elements and representation of First Nations cultural heritage, creating cultural representation (e.g., visual displays) and educational opportunities for the community within and around the stadium.

Impacts, primarily during the construction phase include:

- » the relocation of East Brisbane State School
- » construction noise and dust
- » disruption to road and active transport and pedestrian movement.

Mitigation strategies were identified that are anticipated to reduce the magnitude of the impact, including advanced and ongoing community engagement and liaison with other development leads.

3.2 Economic analysis

The rebuilt Gabba is anticipated to provide a positive economic impact to the Brisbane economy as well as the broader Queensland economy. The construction phase of the rebuilt Gabba, the operation, and the increased capacity and capability to host new major events at The Gabba after Brisbane 2032 will support ongoing, sustainable economic benefits. The economic analysis assessed the economic impact attributable to the rebuilt Gabba's ability to attract new major concerts and events, relative to the existing Gabba Stadium.

3.2.1 Employment benefits

QT guidelines were utilised to quantify employment benefits. During construction, the rebuilt Gabba is estimated to support an annual average of 837 FTE jobs across eight years of planning, design, and construction, and up to 2,589 FTE jobs during peak construction (2029). There will also be an increase in operational jobs resulting from the Project due to additional patronage resulting from the increased capacity and opportunities to host more events.

3.2.2 Civic pride and destination branding

Based on selected previous international studies and the anticipated events to be held at the rebuilt Gabba in legacy mode, Brisbane residents could place a civic pride value on the rebuilt Gabba attracting and retaining major events.

Additionally, there is a benefit to be perceived from Brisbane and Queensland hosting Brisbane 2032 (“destination branding”). This report does not quantify and monetise this effect, however, it is expected that during legacy mode, there will be induced tourism from the destination branding and recognition of being an Olympic and Paralympic location. This benefit is not limited to The Gabba but applied to all venues used for Brisbane 2032 across the State. As such, there will be lasting induced tourism attributable to the rebuilt Gabba in its legacy mode.

3.2.3 Operational and environmental impacts

More sustainable operational systems and practices, for example the 360-degree circulation ring road within the stadium footprint, will improve operational efficiencies (e.g., cost-effective operational expenditure) thereby supporting economic resilience and reducing the operational environmental impact, such as through more sustainable energy and water consumption within the stadium.

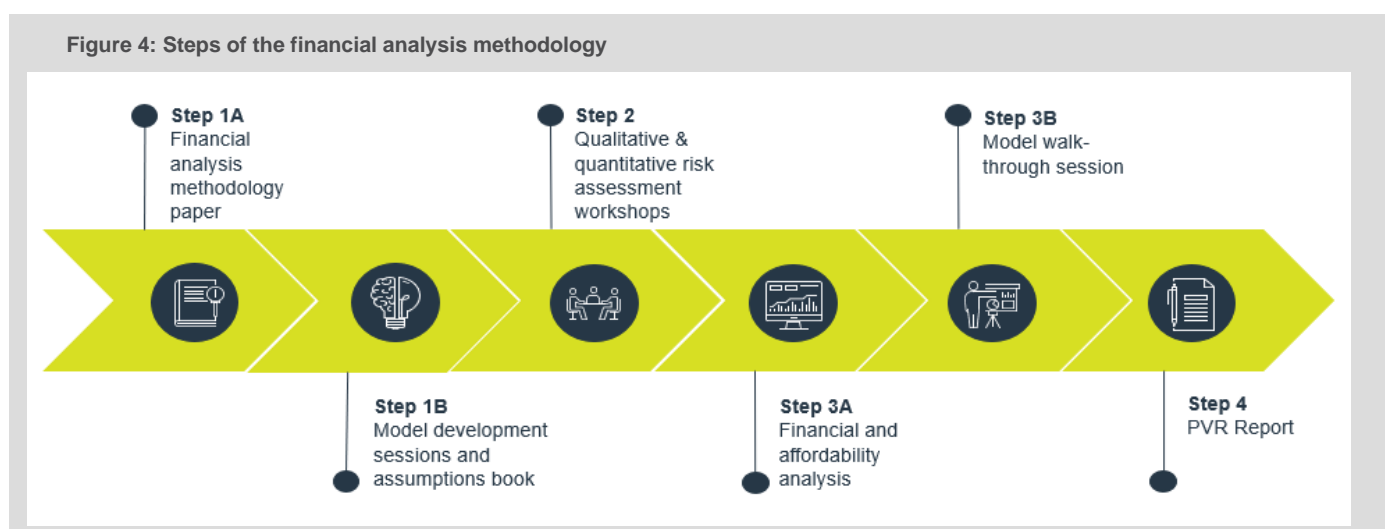
3.2.4 Other benefits

Economic benefits may be provided through consumer surplus from the value spectators place on attending a major event at a new, enhanced venue. Amenity and placemaking benefits are likely to be derived through the development of open and green spaces, connections with public transport and activation of the public realm in the immediate surrounding area with retail and commercial offerings and heritage building refurbishments.

4 COST, RISK AND FINANCIAL ANALYSIS

4.1 Financial assessment methodology

The financial assessment methodology was developed with consideration of relevant State and National Guidelines. The methodology has been tailored for the PVR, having regard to its complexities, stakeholder landscape, timing, and the objectives of the PVR. Figure 4 provides an overview of the financial analysis methodology.



4.2 Risk assessment methodology

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

- » **Planned risks:** Risks that relate to the potential for the cost of the construction and operating phases to differ from the base estimates, such as the likely variances in quantity and unit rate or price for the construction, and operating phases.
- » **Unplanned risks:** Risks that relate to potential changes in a 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.

4.3 Analysis summary

The financial and affordability analysis assesses the financial implications of the rebuilt Gabba for the Queensland Government, taking into account revenue and costs over the Evaluation Period (25 years from construction completion of the redeveloped stadium), and comparing them to a scenario whereby The Gabba will not undergo major redevelopment and continue to host the same events.

The Cost Advisor developed capital, maintenance and lifecycle costs, along with the 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 (PV) terms.

The total P90 risk adjusted nominal capital cost for the rebuilt Gabba is \$2.716 billion. The majority of the capital costs are expected to be incurred between FY2027 and FY2029 during peak construction.

Ongoing costs associated with the operation of the redeveloped stadium such as lifecycle and maintenance costs, utilities, staffing, security, insurance and event-related costs have been included in the assessment of the operating costs for the rebuilt Gabba.

5 MARKET CONSIDERATIONS

5.1 Current market overview

Australia is currently experiencing an unprecedented boom in infrastructure investment. In the last 12 months, the five-year infrastructure pipeline of major public projects has continued to grow, including a strong pipeline of infrastructure projects in Queensland arising from various investment initiatives including the Queensland Health and Hospitals Plan¹ and the Queensland Energy and Jobs Plan.² As a result, the market is heated which may lead to resource constraints and limited availability of skilled labour during the delivery phase of the Project. Market availability and resource pressures are areas for the Project team to consider as the Project moves into implementation and delivery.

5.2 Market Sounding

An external market sounding process for the Project was undertaken to inform the delivery model assessment for the Project. A targeted engagement approach was adopted to ensure relevant and informed responses were received from the market sounding participants (Participants) while protecting the confidentiality of project-related information.

Feedback was sought from Construction Contractors, Consultants (engineers and architects) and Financiers on the shortlisted delivery models 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 Project, but participants were given the opportunity to raise questions and provide feedback that was used to support the selection of a project delivery model and development of the cost estimate.

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>

6 DELIVERY AND OPERATING STRATEGY

6.1 Delivery model assessment methodology

An important component of the PVR is identifying and confirming the preferred delivery model to procure and deliver the Project. The market sounding and delivery model assessment methodology is consistent with relevant State and National Guidelines. The delivery model assessment involved a series of collaborative workshops with key Queensland Government representatives. Figure 5 provides an overview of the process.

Figure 5: Delivery model assessment methodology



6.2 Assessment outcomes

A qualitative Public Private Partnership (PPP) Value for Money assessment concluded that the Availability Design, Build, Finance and Maintain (DBFM) PPP model was not likely to offer better Value for Money when compared to traditional publicly funded delivery models. Two traditional delivery models were shortlisted and assessed in detail including the Two Stage Managing Contractor (MC) and the Two Stage Design and Construct (D&C) with Dual Early Contractor Involvement (ECI).

The Two Stage MC model scored higher than the Two Stage D&C (with Dual ECI) model for the following reasons:

- » While the shortlisted delivery models allow early risk identification and investigation to de-risk the Project, the Two Stage D&C (with Dual ECI) model may result in less collaboration as tenderers may hold back design intellectual property (IP) and innovative ideas to avoid sharing information with competitors. In addition, the Two Stage MC contract allows risks to be shared and/or allocated to the party most suitable to manage that risk, which results in reduced risk pricing.
- » While both models ensure constructability inputs are included in the design solution, the Two Stage MC model fosters greater collaboration between the Queensland Government, the MC and design consultant due to the nature of the relationship. This is anticipated to facilitate innovation and design excellence. Additionally, the Two Stage MC model allows greater input from key stakeholders to ensure legacy needs are met.
- » Market feedback favours the Two Stage MC model, and the model is also well understood in the Queensland market. The market has a clear preference for a collaborative model and noted the Two Stage MC was most suitable for this Project given its complexities, scope and scale.
- » A Two Stage MC model can be undertaken more quickly than a Dual ECI process, and the additional time spent on investigations and de-risking in a collaborative manner may result in time savings during construction.
- » The Dual ECI process is more resource-intensive, requiring the Queensland Government to oversee and engage with two bid teams from the Expressions of Interest (EOI) phase to contract award. There is also a greater impact on the market for the Dual ECI compared to the Two Stage MC.

6.3 Operating strategy

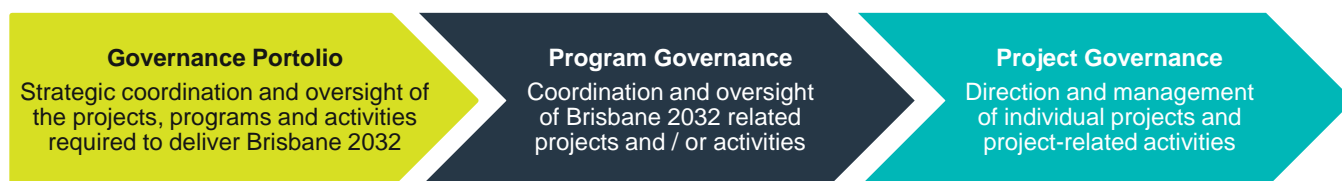
SQ will be the operator of the rebuilt Gabba, and the operating strategy will be further developed and refined as part of the implementation phase. A focus will be attracting additional events and concerts.

7 PROJECT GOVERNANCE AND OVERSIGHT

7.1 Project Governance

The PVR was developed within the governance arrangements established by the Queensland Government to ensure the successful planning and delivery of infrastructure projects related to Brisbane 2032. The governance arrangements for the delivery of Brisbane 2032 are set out in Figure 6.

Figure 6: Governance



7.2 Project oversight

The Gabba PVR was developed in accordance with various frameworks including the Queensland Government's Project Assessment Framework (PAF) and the Business Case Development Framework (BCDF), as well as the Infrastructure Governance Framework, Infrastructure Proposal Assurance Framework, and Infrastructure Australia's (IA) Assessment Framework (IAAF). An assurance plan was developed which set out the assurance activities and identified how they were integrated into the design of the 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 Gabba PVR underwent a review process with an independent review panel. The purpose of the review includes:

- » assessment of the proposed approach for achieving delivery of the Project's objectives and benefits
- » consideration of whether the Project is ready to invite proposals or tenders from the market
- » assurance that the selected delivery approach is appropriate for the Project.

The outcome of the reviews highlighted the strength of the analysis of the PVR and considered that the delivery approach is both informed by current market conditions and appropriate to the risk profile of the Project.

8 IMPLEMENTATION PLANNING

8.1 Overview

The Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) will remain the Program Sponsor and provide program governance and coordination for the Gabba planning and delivery of the infrastructure and venues required for Brisbane 2032.

8.2 Procurement approach

The Project procurement approach has advanced and will be delivered using a Design Team tender and Two Stage MC delivery model. This approach addresses market feedback and supports transparency regarding constructability and cost inputs into the design process and vice versa. It also provides the opportunity for the Queensland Government to secure the services of consultants and subcontractors at an early phase of the Project, with the ability to select the best consultants and subcontractors for each trade discipline.

Work has been undertaken in relation to risk management, procurement and prequalification requirements, stakeholders, resourcing, probity, assurance and reporting.

8.3 Stakeholder management

A Community and Stakeholder Management Plan for the delivery phase of the Gabba will be developed and used to engage with project stakeholders.

8.4 Project integration

The Government is considering the establishment of new urban renewal framework governance arrangements within the *Economic Development Act 2012* to enable EDQ to lead the broad urban renewal of Woolloongabba and achieve the Government's priorities for this area including integration of The Gabba into the broader precinct. This approach ensures that the Government, through EDQ, is best placed to proactively influence integration and coordination outcomes in this area.

