

Logan Indoor Sports Centre Detailed Business Case Summary September 2024

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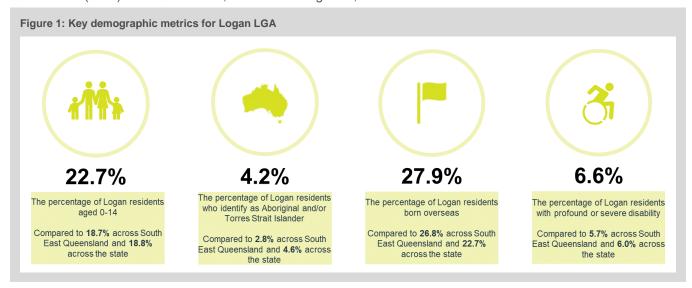
1 PROJECT OVERVIEW

1.1 Background

On 17 February 2023 the Queensland and Australian Governments signed the Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games (IGA).

As part of the IGA, both governments have recognised the need for investment in new or existing venues through the Minor Venues Program, which includes a commitment to provide a brand new, multi-use community sports centre within the City of Logan.

Logan is currently home to over 350,000 people and over the coming two decades is projected to grow by an average of 1.7 per cent per year, higher than the state average of 1.4 per cent. In overall terms this will see the population increase by a further 176,000 persons, to close to 540,000 by 2046, an increase of approximately 48 per cent from 2021. In addition to being a fast-growing region, Australian Bureau of Statistics census data shows that Logan's population is relatively young, multicultural and socially diverse when compared to both South East Queensland (SEQ) and Queensland, as shown in Figure 1, below.



Logan City Council (Council) currently provides 12 indoor sports courts across the council area, however these are fragmented across the Logan area, and are currently at capacity and unlikely to meet future demand. Based on Council's recommended level of service, there already exists a shortfall of approximately five indoor courts, and the aforementioned growth means that without further investment this shortfall will increase to 10 courts by 2031, and to 15 courts by 2046.

In January 2024, the Sport Venue Review, a 60-day independent review to assess the suitability of current sports venue projects identified for the Brisbane 2032 Olympic and Paralympic Games (the Games), found that "the Logan Indoor Sports Centre will service one of the fastest growing areas in South East Queensland. It will help to address the significant current and projected shortfall in indoor courts and provide great legacy benefits for the Logan community" and recommended to continue with planning and delivery of the Logan Indoor Sports Centre. This recommendation, accepted by the Queensland Government in March 2024, builds on the previous identification by Council of a shortfall of indoor sports courts across the City of Logan.

The Logan Indoor Sports Centre will provide nine indoor sports courts and is anticipated to be completed well ahead of the Games and service the community for future decades. This new venue will provide the local community with a range of indoor sports, as well as community and recreation opportunities, including an events space for hire. The Logan Indoor Sports Centre design has included test fits to accommodate a range of events if required to be either a training or competition venue during the Games.

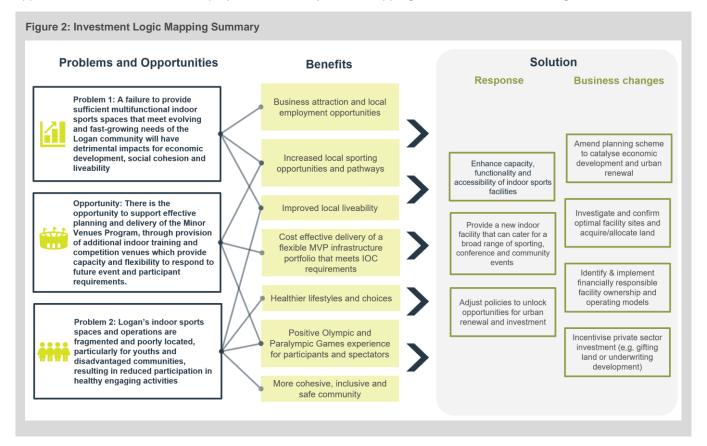
1.2 Detailed Business Case

A Detailed Business Case (DBC) has been developed for the Logan Indoor Sports Centre to support the Queensland and Australian Governments' investment decision-making process. The DBC identifies a preferred site, assesses the capital and operating costs associated with delivering and managing the venue, and ensures the venue delivers on requirements for the Games and post-Games legacy. This summary includes key findings from the DBC.

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 Logan Indoor Sports Centre DBC to understand the opportunities and benefits of the project. A summary of the mapping outcomes is set out in Figure 2.



1.4 Future Use

The Logan Indoor Sports Centre has been designed with a primary focus on meeting community need with a greater access for community sports including netball, basketball, volleyball, futsal and badminton, all to a national standard. The new centre may also address any future venue requirements as part of hosting Brisbane 2032 Olympic and Paralympic Games.

2 LOGAN INDOOR SPORTS CENTRE

2.1 Overview

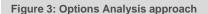
Council currently provides 12 indoor sports courts across the City of Logan, however these courts are fragmented across the Logan area, and are currently at capacity and unlikely to meet future demand. There are also no Major District level indoor sports centres, defined as having a minimum gross floor area of 7,500m², in Logan and residents are currently having to travel to Nathan (Brisbane) or Coomera (Gold Coast) for the nearest Major District venue.

Based on Council's recommended level of service for indoor sports courts across Logan, there is currently a shortfall of at least five indoor courts across Logan. State Sporting Organisations, including for volleyball, basketball, netball and futsal, have confirmed strong growth in participation in Logan in recent years and report that a lack of courts is limiting their ability to adequately service existing demand and cater to projected growth. Based on Queensland Government Statistician's Office population projections, the demand for indoor courts is forecast to continue to grow, with an annual growth rate of 1.7 per cent resulting in a shortfall of 10 courts by 2031 and further to 15 courts by 2046 when Logan's population is forecast to reach close to 540,000.

Delivering a brand new, multi-use nine court indoor sports centre within the City of Logan will address the currently identified shortfall in courts and significantly enhance the provision of indoor courts in Logan. In doing so, the Logan Indoor Sports Centre will increase the local sporting opportunities and pathways for Logan residents.

2.2 The options

The DBC explored a wide range of locations across Logan, with a comprehensive two-stage approach taken to identify and assess the preferred site option and site master plan option to deliver the Logan Indoor Sports Centre, see Figure 3 below. For each assessment, potential options were identified and evaluated against agreed criteria to assess their viability prior to shortlisting and selection of the preferred location for the Logan Indoor Sports Centre. The Multi Criteria Analysis (MCA) process and outcomes are summarised in Sections 2.3 and 2.4 respectively.



Stage One:
Site Options
Assessment

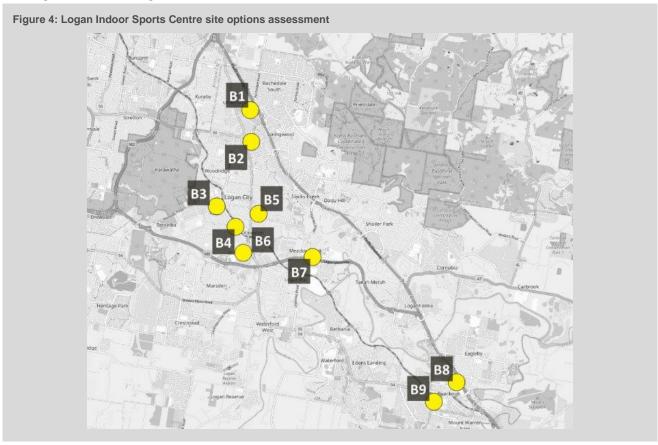
- 1.Agree site identification attributes and site options assessment approach
- 2.Identify site options longlist and shortlist
- 3. Detailed assessment of shortlisted site options
- 4. Identify preferred site

Stage Two: Site Master Plan Assessment

- 5. Agree criteria and site master plan assessment approach
- 6.Develop site master plan options longlist and identify shortlist
- 7. Detailed assessment of shortlisted site master plan options
- 8. Identify preferred site master plan

2.3 Options analysis

The options analysis started with an initial screening process, conducted using contemporary and reliable spatial data, to identify land parcels within the Council area that achieved an agreed set of minimum attributes. The nine shortlisted sites that best met these initial criteria relating to land size, transport connectivity, land use zoning and flooding, are shown in Figure 4.



The MCA process was used to compare the sites against a defined set of criteria reflecting the objectives of the project. Table 1 outlines the criteria used in the assessment, and the specific considerations used to assess the design options.

Table 1: Stage 1 Multi-Criteria Analysis criteria

Criteria	Description
Land use integration	The ability of the venue to integrate with existing or planned land uses and urban context
Environmental considerations	Level of sensitive habitat and/or restrictions imposed on the design by the environment, including flora, fauna, water quality, and environmental offset areas
Community benefit and urban amenity	Ability of the venue to provide a catalyst for improved community benefit and urban amenity
Loss/relocation of existing facilities	Impact on existing facilities, including the need for existing uses to be relocated, existing buildings to be demolished, and the impact on existing lessees or landowners
Site accessibility and transport connectivity	Ability of the site to meet universal design principles to enable a venue that is accessible, as well as the level of connectivity with public transport
Achievement of Games requirements	Ability to address Games requirements, including for spectators, athletes, traffic and transport, and security operations should it be required

2.4 Options assessment outcome

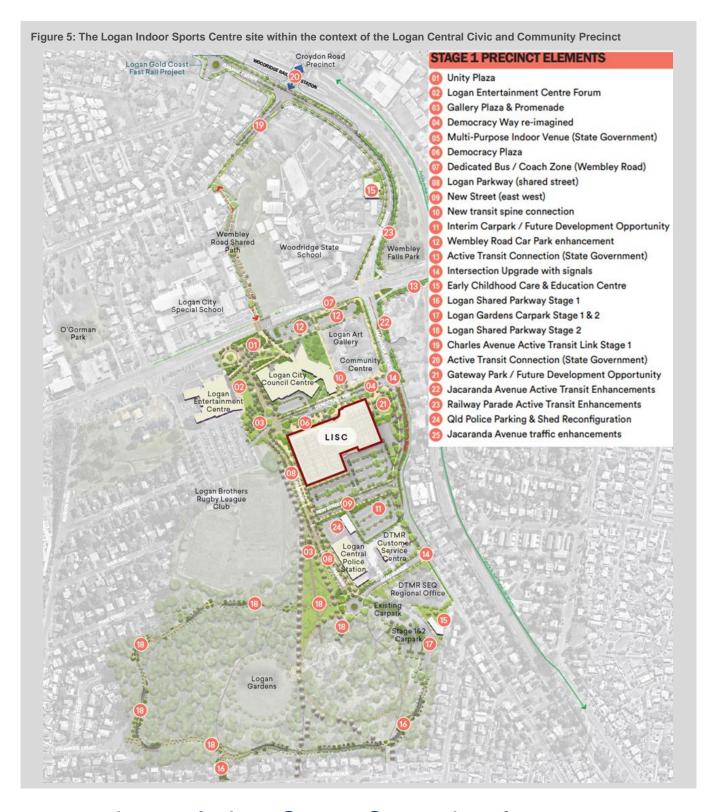
The Logan Central site scored highest overall during the first stage assessment that was used to identify the preferred location. Key opportunities and benefits of the site include:

- » alignment with Council's Civic and Community Precinct Plan, allowing for the opportunity to leverage existing facilities, including its close proximity to several schools
- » it is complementary to surrounding uses, including community and recreational uses, with minimal noise impacts expected
- » improvement to the urban amenity in a low socio-economic area, with opportunity to bolster patronage of existing proximate entertainment and retail facilities and improve pedestrian movement in the vicinity
- » is easily accessible to a broad population base, including via main roads, multiple bus drop off points and Woodridge train station
- » its width, which is of a sufficient size to allow for any potential Games overlay requirements.

The Logan Indoor Sports Centre site will be situated within the existing Logan Central Civic and Community Precinct (Precinct), planned by Council to provide an integrated and staged long-term vision for Logan Central, as shown below in Figure 5. The Precinct is intended to support the development of a safe and healthy community and contribute to the development of a strong local economy through investment stimulus and attraction over the next 10 - 30 years. By locating the venue within the Precinct it will provide a catalyst to achieve the intended benefits of the Precinct.

Each of the proposed Precinct elements will be subject to separate planning, consultation, design and approval processes that are outside the scope of the Logan Indoor Sports Centre and will be led by Logan City Council.

The second stage assessment considered five site master plan design options developed for the Logan Central site through a second MCA process. The preferred option was for a split-hall configuration with at-grade carpark and capacity for 7,000 people in Games mode. The option was selected based on its ability to deliver superior legacy user experience and accessibility and achievement of Games Overlay requirements.



2.5 Logan Indoor Sports Centre key features

The Logan Indoor Sports Centre reference design delivers a venue with nine courts across two halls, creating a flexible venue that will provide the local community with access to a range of community indoor sports including badminton, basketball, futsal, netball and volleyball, all of which to a national standard. As well as indoor sports, the venue will provide community and recreation opportunities including events hosting.

While the Logan Indoor Sports Centre has been primarily designed for legacy use, the design and layout of facilities and infrastructure on the site also adheres to the specific guidelines required for the Games. The Logan Indoor Sports Centre design provides the flexibility and functional capability to host a range of events, supporting effective planning and delivery of the Games.

The venue is provided with food and beverage facilities and a 300-person Function Room on ground and level 1, including a café which faces into the Entry Plaza to the north. While the venue is designed for a 600-person capacity as a community sports centre, the amenities on ground floor have been sized based on a design

occupancy of 3,000 persons, and the arrangement of the halls and concourse spine has been carefully planned to allow separate events to operate concurrently within each of the halls.

The Logan Indoor Sports Centre, illustrated in Figure 6, comprises the following key features:

- » community sports venue accommodating up to 600 people
- » nine multipurpose indoor courts, six in Hall 1 and three in Hall 2
- » a clear height ceiling of 12.8m in both halls (plus 1m clear zone for rigging)
- » 1.5m deep storage spaces along the concourse facing walls in both halls
- » a function room for 200 person banquets or 300 person cocktail events
- » an ability to accommodate up to 7,000 spectators through temporary stadium seating
- » fully accessible and universally designed
- » 252 car parks (across the new and existing carparks) to meet community requirements
- » change rooms and amenities that have been sized to be able to cater for up to 3,000 people
- » associated support facilities including a café for 120-150 persons, kiosk, bar and an administration office for 6-7 staff
- » designed to target a 6 Star Green Star standard.



2.6 Transport linkages

The Logan Indoor Sports Centre will be serviced by both bus routes on Jacaranda Avenue and Wembley Road, as well as rail, with Woodridge Station approximately 750m walking distance from the venue.

Vehicle access to the site is from Jacaranda Avenue, with a new car park being provided to the south of the venue, and the existing car parking off Democracy Way will be retained.

Traffic and transport planning for the Logan Indoor Sports Centre has been considered as part of the design process, with the intended use in legacy mode allowing for venue access to be generally maintained as per existing conditions.

2.7 Key outcomes

Table 2 identifies the key objectives which underpinned the design process for the Logan Indoor Sports Centre, and the outcomes achieved in support of these objectives.

Table 2: Objectives and key outcomes of the Logan Indoor Sports Centre

Objectives	Key outcomes
Increased local sporting opportunities and pathways	The Logan Indoor Sports Centre will significantly increase the number of indoor sports courts in Logan and provide Logan with its first Major District sports venue, with nine indoor sports courts across two halls allowing for bigger competitions and championships.
Healthier lifestyles and choices, providing improved local liveability	The Logan Indoor Sports Centre will provide improved access to indoor sports courts for communities experiencing significant disadvantage, providing opportunities for healthier lifestyles and choices. The venue has been designed for an array of sports, enabling improved choice and opportunity to participate in different sports.
More cohesive, inclusive and safe community	The Logan Indoor Sports Centre will activate the Logan Central Civic and Community Precinct, providing local opportunities for the community to meet and interact in a safe environment.
Business attraction and local employment opportunities	The Logan Indoor Sports Centre will provide the City of Logan with additional events hosting capability to attract more diverse and larger events to the area, such as representative sport events and business functions. This is expected to attract investment to the area and increase employment opportunities associated with hosting these events. The venue itself will also create local employment opportunities throughout construction, operation and maintenance phases.
Positive Brisbane 2032 Olympic and Paralympic Games experience for participants and spectators	The Logan Indoor Sports Centre has been designed in a way which could accommodate a range of Olympic and Paralympic sports. This provides flexibility for future changes to the sports to be included in the Brisbane 2032 Games, including once the International Olympic Committee confirms the Brisbane 2032 sport program anticipated in 2025. The Logan Indoor Sports Centre may also be utilised as a training venue in the lead up to the Games.
Cost effective delivery of the Minor Venues Program that meets International Olympic Committee requirements	The Logan Indoor Sports Centre has been designed to be within the Minor Venues Program budget established by the Queensland and Australian governments, supporting the effective planning and delivery of the Minor Venues Program and the Games.

2.8 Indicative program

The construction timeline and indicative milestones identified in Figure 7 have been programmed on the basis that the Logan Indoor Sports Centre will be procured through the following processes:

- » single package encompassing all scope of works (early works, construction of the venue including Halls 1 & 2, the plaza, car park and landscaping)
- » two-stage managing contractor delivery model.



3 SOCIAL AND ECONOMIC IMPACTS AND BENEFITS

A Social Impact Evaluation was undertaken to identify the impacts that stakeholders were likely to experience as a result of the Logan Indoor Sports Centre being developed, and any enhancement or mitigation opportunities that should be considered for the Project.

3.1 Social Impact Evaluation

The Logan Indoor Sports Centre provides the opportunity to substantially enhance Logan Central and the broader City of Logan and is expected to have significant positive social impacts when compared to the current state. The key impacts include:

- » improved access to and participation in indoor sports for the Logan community, including sporting development pathways
- » Provision of a landmark venue enhancing the city's sense of identity, improving civic pride and adding to the sense of belonging
- » improved community safety through increased visitation to the area, including during night-time hours
- » improved sense of business, recreational and community connection
- » a building designed to target 6 Star Green Star building standards, at the forefront of sustainable design and construction, that may help promote an increased focus on sustainability for other projects in Logan
- » improved economic and employment opportunities in the City of Logan through construction, operation and maintenance of the venue
- » improved opportunities for investment in the Precinct and to further develop Logan's night-time economy
- » enhancing Queensland's ability to host the Games.

3.1.1 Impact on adjacent users

Located adjacent to the Logan Indoor Sports Centre site is the Deadly Kindy Burragah kindergarten. Council leases the site to the kindy, and the site is proposed for future development as part of Council's Logan Central Civic and Community Precinct. The kindy management has indicated a desire to increase the capacity of its service. Council has been working collaboratively with the kindy on future relocation options and a suitable site and facility has been identified.

3.2 Economic analysis

The benefits of the Logan Indoor Sports Centre are 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 an increased participation in sport and community events.

The economic analysis for the Logan Indoor Sports Centre 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 Social Impact Evaluation process, aligned with the broader benefit assessment of the Games.

3.2.1 Employment benefits

During construction, the Logan Indoor Sports Centre is expected to support an average of 192 full-time equivalent jobs across the two years from 2026 to 2028. Once opened, the Logan Indoor Sports Centre will also lead to the creation of local jobs to operate and maintain the venue.

3.2.2 Quality of life

Based on the findings in the Social Impact Evaluation, the Logan Indoor Sports Centre will be the largest community sport centre in the City of Logan. The venue will be extensively utilised for community sports and provide the opportunity to attract state and national level competitions, as well as other events of interest for the Logan community.

These factors will help contribute to an increase in civic pride amongst Logan residents, with access to the venue and participation in its activities resulting in a heightened sense of place as well as a perception of belonging.

The Logan Indoor Sports Centre is expected to enhance the Logan Central area, providing business opportunities by attracting representative sport events and small functions. This in turn could lead to broader economic impacts relating to increased visitation and spend in the area.

3.2.3 Operational and environmental impacts

Achievement of sustainability objectives has strongly informed the Logan Indoor Sports Centre reference design during the development of the DBC, in line with the 6 Star Green Star Building standard.

Sustainability considerations throughout the reference design range from the minimisation of earthworks required to construct the venue and the incorporation of translucent sheeting to minimise lighting requirements to the orientation of the building combined with the use of louvres to allow for passive cooling. Potential sustainability initiatives for future consideration relate to the minimisation of embodied carbon within the design (primarily through material selection) and the use of renewable energy during operations.

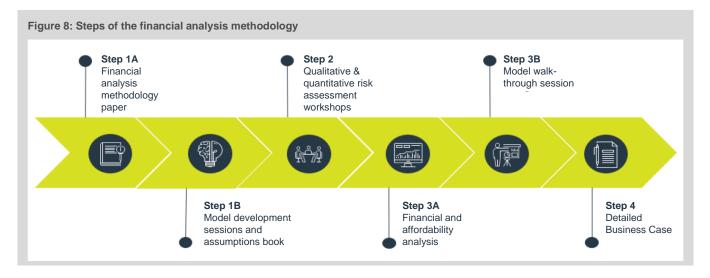
Detailed ecological studies of the site have been undertaken on the surrounding vegetation. Considerable work was undertaken during the reference design process to refine the project scope and boundaries to minimise the impact on the surrounding vegetation including areas of sensitive koala habitat.

Informed by detailed ecological studies, the project will be submitted as a referral through the *Environment Protection and Biodiversity Conservation Act 1999*. Following the outcomes of the referral process, Australian Government recommendations will be addressed.

4 COST, RISK AND FINANCIAL ANALYSIS

4.1 Financial assessment methodology

A financial assessment methodology was developed, informed by relevant state and national guidelines. The methodology was tailored to consider project complexities (including stakeholder understanding and timing requirements). Figure 8 provides an overview of the financial analysis methodology.



4.2 Analysis summary

The financial and affordability analysis assessed the financial implications of the Logan Indoor Sports Centre for the Queensland and Australian governments as joint funding partners of the capital costs. It also assessed the costs for Council, as it is responsible for ongoing operational and maintenance costs. The assessment has considered revenue and costs over an evaluation period of 25 years.

A \$142.1 million project budget has been established to deliver the new Logan Indoor Sports Centre. The construction phase of the venue is projected to commence in early 2026 and conclude by mid-2028.

A cost advisor developed capital, maintenance and lifecycle costs for the Logan Indoor Sports Centre, along with risk adjustments and escalation values.

Ongoing revenues and costs associated with the operation of the Logan Indoor Sports Centre, such as lifecycle and maintenance costs, utilities, staffing, room and court hire have been included in an affordability analysis for the venue. Benchmarking analysis of other relevant indoor sports facilities indicates that the anticipated cost recovery from the operation of the Logan Indoor Sports Centre aligns with industry benchmarks observed in similar facilities.

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 and unexpected site contamination and/or geotechnical conditions, and external market constraints.

As part of the DBC, risks to the project and appropriate mitigations were identified through multiple risk workshops. This informed the quantitative risk assessment undertaken as part of the capital cost estimate development.

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

Australia is currently experiencing an unprecedented boom in infrastructure investment. Queensland is in the biggest decade of infrastructure delivery as part of Queensland's Big Build¹. Queensland's pipeline for major public infrastructure projects has continued to grow, including various investment initiatives from the Queensland Health and Hospitals Plan², the Queensland Energy and Jobs Plan³ and the Homes for Queenslanders Plan⁴. As a result, the construction market is experiencing capacity constraints, 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 project moves into the delivery phase.

5 DELIVERY AND OPERATING STRATEGY

5.1 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 key delivery considerations, the delivery models shortlisted, as well as packaging options, procurement and construction program, risk allocation, and market capacity and appetite. This feedback has been used to support the selection of a project delivery model and development of the cost estimate.

It is noted that participation in the market sounding process has no influence on any future procurement process for the Logan Indoor Sports Centre.

5.2 Delivery model assessment methodology

An important component of the DBC 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 the Queensland Government, Australian Government, Council and project advisors.

The procurement evaluation workshops were 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 Logan Indoor Sports Centre scope, components and characteristics
- » evaluate and identify the preferred packaging approach for asset procurement
- » evaluate and identify the preferred delivery model/s for asset procurement.

¹ Source: Queensland's Big Build, <u>Queensland's Big Build | State Development and Infrastructure</u>

² Source: The Queensland Health and Hospitals Plan, <u>The Queensland Health and Hospitals Plan</u>

³ Source: Queensland Energy and Jos Plan, <u>Queensland Energy and Jobs Plan | Department of Energy and Climate</u>

⁴ Source: Homes for Queenslanders Plan, <u>Homes for Queenslanders (housing.qld.gov.au)</u>

5.3 Assessment outcomes

The procurement evaluation workshops determined that the preferred packaging approach was to comprise:

- » a single package encompassing all scope of works (site preparation, earthworks, construction of the venue including plaza and car park, landscaping)
- » two-stage managing contractor delivery model.

It was found that a single package encompassing all scope of works was preferable as it would remove interface risks between packages, provide greater time and cost certainty, and minimise costs by having a single head contractor controlling the site and optimising delivery.

The managing contractor delivery model was the preferred approach as it meets Queensland Government and project-specific requirements and will provide improved quality outcomes arising from increased collaboration. The model also provides the greatest time-effective delivery as the initial construction packages can be progressed while the broader Logan Indoor Sports Centre design is being completed. The model also allows for early-stage involvement (two-stage variants) and would be better suited to the constrained delivery market. It allows for collaboration throughout the process (advantageous for stakeholder and scope management) and provides a single reference point for managing the entirety of the scope, which can allow for early commencement and completion of the Logan Indoor Sports Centre.

5.4 Operating strategy

Post completion of construction (currently expected in 2028), the Logan Indoor Sports Centre asset will be transferred to Council who will own, operate and maintain the venue.

Council has demonstrated the capability to own and operate the Logan Indoor Sports Centre through the ongoing management of their existing portfolio of indoor sports facilities. In addition to its demonstrated capability, Council has been a strong advocate for the project and the potential social and economic impacts it can deliver.

With the Logan Indoor Sports Centre being owned, operated and maintained by Council, it will be well placed to achieve the following legacy benefits targeted by the project, through its localised understanding of, and ability to engage with, the community:

- » increased local sporting opportunities and pathways
- » healthier lifestyles and choices, providing improved local liveability
- » a more cohesive, inclusive and safe community
- » business attraction and local employment opportunities.

6 PROJECT GOVERNANCE AND OVERSIGHT

6.1 Project governance

The DBC was developed within the governance arrangements established by the Queensland Government, and in a manner consistent with the IGA to ensure the successful planning and delivery of infrastructure projects related to the Games.

The governance arrangements are set out in Figure 9.

Figure 9: Governance arrangements

Governance Portolio

Strategic coordination and oversight of the projects, programs and activities required to deliver the Games

Program Governance

Coordination and oversight of Games related projects and / or activities

Project Governance

Direction and management of individual projects and project-related activities

6.2 Project assurance

The DBC 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 timeline and budget. Figure 10 summarises the process for establishing assurance activities.

Figure 10: Process for establishing assurance activities



The Logan Indoor Sports Centre DBC underwent a review by an independent gateway review panel. The purpose of the review was to:

- » assess the proposed approach for delivering the project's objectives and benefits
- » determine whether the Logan Indoor Sports Centre project was ready to invite proposals or tenders from the market
- » provide assurance that the selected delivery approach was appropriate for the project.

The review highlighted the strength of analysis underpinning the DBC, noting that there is a compelling need for additional indoor sports courts across the City of Logan and the scope of the design developed as part of the DBC scope is appropriate for the community and for use during the Games.

7 IMPLEMENTATION PLANNING

7.1 Overview

The Games Venue and Legacy Delivery Authority is the project sponsor and will provide program governance and coordinate planning and delivery of the Logan Indoor Sports Centre.

7.2 Procurement approach

A procurement strategy was prepared as part of the Logan Indoor Sports Centre DBC 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 and the Building Policy Framework. Additionally, as agreed between the Australian and Queensland governments in the Minor Venues Program, the Games Venue and Legacy Delivery Authority 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 15 per cent 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 four per cent of trade apprentice and trainee labour hours, are undertaken by women.

7.3 Stakeholder management

As part of the DBC, consultation was undertaken with stakeholders including key legacy, Government and Brisbane 2032 Games stakeholders and accessibility groups. Council are the proposed owner and operator for the Logan Indoor Sports Centre and were consulted extensively throughout the DBC development to ensure that the Indoor Sports Centre achieves the legacy outcomes required for the venue.

Stakeholder engagement will be undertaken through the delivery of the project in line with the project's Communications and Stakeholder Management Plan.

7.4 First Nations engagement

The City of Logan has the second highest proportion of First Nations peoples in South East Queensland, representing a strong opportunity to engage with First Nations peoples throughout the project.

The Logan Indoor Sports Centre will focus on highlighting First Nations peoples in a culturally respectful and responsive way through partnership, collaboration, and engagement. This will include First Nation's people's involvement during design and construction of the venue (i.e. through planting/landscaping, wayfinding, art, storytelling in landscape and built form).

More broadly, a Connecting with Country Strategy for venues to be used for the Games will help inform engagement with First Nations peoples for the Logan Indoor Sports Centre.

Construction of the Logan Indoor Sports Centre is also likely to provide economic and employment opportunities for First Nations people in the City of Logan and surrounds.

7.5 Accessibility and inclusion

A key objective in the development of the reference design was to achieve an indoor sport venue that is accessible and inclusive for the entire community. The Logan Indoor Sports Centre reference design incorporates design elements such as:

- » level access from the front plaza through the venue and through to the car park
- » ramps that have been strategically placed from various directions with low gradients to ensure accessibility for all
- » a minimal 1:40 gradient slope for the southern carpark, allowing pedestrian movement
- » accessible change rooms with increased space for wheelchair access
- » multiple movement corridors from the central concourse to the courts
- » access to the level one concourse.

More broadly, an Accessibility and Inclusion Strategy for venues to be used for the Games will help inform the design of the project and ways in which to incorporate best practice inclusive design principles.