



City of  
**Ipswich**

**IPSWICH  
CITY  
COUNCIL**

**AGENDA**

*of the*

**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE**

**Held in the Council Chambers  
2<sup>nd</sup> floor – Council Administration Building  
45 Roderick Street  
IPSWICH QLD 4305**

**On Thursday, 11 March 2021  
At 10 minutes after the conclusion of the Environment and Sustainability Committee**

<b><u>MEMBERS OF THE IPSWICH CENTRAL REDEVELOPMENT COMMITTEE</u></b>	
Deputy Mayor Marnie Doyle ( <b>Chairperson</b> ) Councillor Nicole Jonic ( <b>Deputy Chairperson</b> )	Mayor Teresa Harding Councillor Kate Kunzelmann Councillor Russell Milligan

**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE AGENDA**  
*10 minutes after the conclusion of the Environment and Sustainability*  
*Committee on Thursday, 11 March 2021*  
Council Chambers

Item No.	Item Title	Page No.
	<b>Declarations of Interest</b>	
	<b>Business Outstanding</b>	
	<b>Confirmation of Minutes</b>	
1	Report - Ipswich Central Redevelopment Committee No. 2021(01) of 11 February 2021	9
	<b>Officers' Reports</b>	
2	**Tender Consideration Plan - Retail Leasing Agent	12
3	**Tender Consideration Plan - Program Management Services	23
4	Nicholas Street Precinct Executive Report No. 25 to 28 February 2021	35
5	Retail Sub-Project Steering Committee Report No. 8 - February 2021	61
6	Nicholas Street Precinct Communications, Engagement and Activation Monthly Report	68
	<b>Notices of Motion</b>	
	<b>Matters Arising</b>	

\*\* Item includes confidential papers

**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2**

**11 MARCH 2021**

AGENDA

**DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

**BUSINESS OUTSTANDING**

**CONFIRMATION OF MINUTES**

1. **REPORT - IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2021(01) OF 11 FEBRUARY 2021**

This is the report of the Ipswich Central Redevelopment Committee No. 2021(01) of 11 February 2021.

**RECOMMENDATION**

That the Minutes of the Meeting held on 11 February 2021 be received and noted.

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**OFFICERS' REPORTS**

2. **\*\*TENDER CONSIDERATION PLAN - RETAIL LEASING AGENT**

This is a report concerning the procurement of a retail leasing agent for the Ipswich Central CBD Transformation Project, without first inviting written quotes or tenders. Section 230 of the *Local Government Regulation 2012* allows a local government to enter into medium and large contractual agreements, through the preparation and adoption of a Tender Consideration Plan.

**RECOMMENDATION**

- A. That Council resolve to prepare a Quote or Tender Consideration Plan for Retail Leasing Services in accordance with section 230(1)(a) of the *Local Government Regulation 2012*.
- B. That Council resolve to adopt the Quote or Tender Consideration Plan for Retail Leasing Services as outlined in the report by the Acting Goods and Services Category Manager dated 23 February 2021 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.

- C. That Council resolve to enter into a contract with Ranbury Property Services Pty Ltd for the provision of retail leasing agent services on the terms described in the report by the Acting Goods and Services Category Manager dated 23 February 2021.
  - D. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with Ranbury Property Services Pty Ltd to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.
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3. **\*\*TENDER CONSIDERATION PLAN - PROGRAM MANAGEMENT SERVICES**

This is a report concerning the procurement of Program Management Services for the delivery of the remaining scope of the works in the Ipswich Central CBD Transformation Project, including the defects liability period, without first inviting written quotes or tenders.

Section 230 of the *Local Government Regulation 2012* allows a local government to enter into medium and large contractual agreements, through the preparation and adoption of a Tender Consideration Plan.

A Tender Consideration Plan has been prepared, setting out the background to this matter, the options considered, market and supplier capability analysis, risk analysis and the preferred option recommended to the Council.

The report recommends that Council resolve to adopt the Tender Consideration Plan for Program Management Services for Ipswich Central CBD Transformation and enter into a contract with Ranbury Management Group Pty Ltd for a period of two (2) years for an estimated total cost of one million, seven hundred and nine thousand, eight hundred and thirty two dollars (\$1,709,832.00).

**RECOMMENDATION**

- A. That Council resolve to prepare a Tender Consideration Plan for Program Management Services for the Ipswich Central CBD Transformation in accordance with section 230(1)(a) of the *Local Government Regulation 2012*.
- B. That Council resolve to adopt the Tender Consideration Plan for Program Management Services as outlined in the report by the Acting Goods and Services Category Manager dated 22 February 2021 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.
- C. That Council enter into a contract with Ranbury Management Group Pty Ltd for Program Management Services for a period of two (2) years for an estimated total cost of one million, seven hundred and nine thousand, eight hundred and thirty two dollars (\$1,709,832.00), details provided in the report by the Acting Goods and Services Category Manager dated 22 February 2021.

- D. That under s257 (1) of the *Local Government Act 2009*, Council delegate the power to the Chief Executive Officer to be authorised to negotiate and finalise the terms of the contract with Ranbury Management Group Pty Ltd to be executed by Council (including authorisation to exercise any annual options) and to do any other acts necessary to implement Council's decision.
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4. NICHOLAS STREET PRECINCT EXECUTIVE REPORT NO. 25 TO 28 FEBRUARY 2021

This is a report concerning Executive Report No. 25 on the Nicholas Street Precinct Program of Works to 28 February 2021.

RECOMMENDATION

That the Nicholas Street Precinct Executive Report No. 25 to 28 February 2021 be received and the contents noted.

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5. RETAIL SUB-PROJECT STEERING COMMITTEE REPORT NO. 8 - FEBRUARY 2021

This is a report concerning Report No. 8 (February 2021) from the Retail Sub-project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas Street Precinct redevelopment.

RECOMMENDATION

That the Retail Sub-project Steering Committee Report No. 8 for February 2021 be received and the contents noted.

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6. NICHOLAS STREET PRECINCT COMMUNICATIONS, ENGAGEMENT AND ACTIVATION MONTHLY REPORT

This is a report concerning the communications, engagement and activation activity undertaken and planned for the Nicholas Street Precinct between January and February 2021.

RECOMMENDATION

That the Nicholas Street Precinct: Communications, Engagement and Activation Monthly Report be received and the contents noted.

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**NOTICES OF MOTION**

**MATTERS ARISING**



**IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2021(01)**

**11 FEBRUARY 2021**

MINUTES

**COUNCILLORS' ATTENDANCE:** Deputy Mayor Marnie Doyle (Chairperson); Mayor Teresa Harding, Councillors Kate Kunzelmann, Russell Milligan and Nicole Jonic

**COUNCILLOR'S APOLOGIES:** Nil

**OFFICERS' ATTENDANCE:** Chief Executive Officer (David Farmer), Acting General Manager Infrastructure and Environment (Sean Madigan), General Manager Community, Cultural and Economic Development (Ben Pole), Project Manager (Greg Thomas), Economic and Community Development Manager (Cat Matson), Media and Communications Manager (Darrell Giles) and Theatre Technician (Harrison Cate)

**OTHER ATTENDANCE:** Advisor to the Minister (Steve Greenwood)

**DECLARATIONS OF INTEREST IN MATTERS ON THE AGENDA**

Nil

**BUSINESS OUTSTANDING**

Nil

**CONFIRMATION OF MINUTES**

1. **REPORT - IPSWICH CENTRAL REDEVELOPMENT COMMITTEE NO. 2020(07) OF 3 DECEMBER 2020**

This is the report of the Ipswich Central Redevelopment Committee No. 2020(07) of 3 December 2020.

**RECOMMENDATION**

Moved by Councillor Russell Milligan:  
Seconded by Councillor Nicole Jonic:

**That the report of the Ipswich Central Redevelopment Committee No. 2020(07) of 3 December 2020 be received and noted.**

AFFIRMATIVE

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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**OFFICERS' REPORTS**

2. **NICHOLAS STREET PRECINCT EXECUTIVE REPORT NO. 24 TO 31 JANUARY 2021**

This is a report concerning Executive Report No. 24 on the Nicholas Street Precinct Program of Works to 31 January 2021.

**RECOMMENDATION**

Moved by Mayor Teresa Harding:

Seconded by Councillor Nicole Jonic:

**That the Nicholas Street Precinct Executive Report No. 24 to 31 January 2021 be received and the contents noted.**

AFFIRMATIVE

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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3. **RETAIL SUB-PROJECT STEERING COMMITTEE REPORT NO. 7 - JANUARY 2021**

This is a report concerning Report No. 7 (January 2021) from the Retail Sub-project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas Street Precinct redevelopment.

**RECOMMENDATION**

Moved by Councillor Russell Milligan:

Seconded by Councillor Nicole Jonic:

**That the Retail Sub-project Steering Committee Report No. 7 for January 2021 be**

**received and the contents noted.**

AFFIRMATIVE

Councillors:

Doyle

Harding

Kunzelmann

Milligan

Jonic

NEGATIVE

Councillors:

Nil

The motion was put and carried.

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**NOTICES OF MOTION**

Nil

**MATTERS ARISING**

Nil

**PROCEDURAL MOTIONS AND FORMAL MATTERS**

The meeting commenced at 11.58 am.

The meeting closed at 12.07 pm.

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Doc ID No: A6813349

ITEM: 2

SUBJECT: TENDER CONSIDERATION PLAN - RETAIL LEASING AGENT

AUTHOR: ACTING GOODS AND SERVICES CATEGORY MANAGER

DATE: 23 FEBRUARY 2021

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## EXECUTIVE SUMMARY

This is a report concerning the procurement of a retail leasing agent for the Ipswich Central CBD Transformation Project, without first inviting written quotes or tenders. Section 230 of the *Local Government Regulation 2012* allows a local government to enter into medium and large contractual agreements, through the preparation and adoption of a Tender Consideration Plan.

## RECOMMENDATION

- A. That Council resolve to prepare a Quote or Tender Consideration Plan for Retail Leasing Services in accordance with section 230(1)(a) of the *Local Government Regulation 2012*.
- B. That Council resolve to adopt the Quote or Tender Consideration Plan for Retail Leasing Services as outlined in the report by the Acting Goods and Services Category Manager dated 23 February 2021 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.
- C. That Council resolve to enter into a contract with Ranbury Property Services Pty Ltd for the provision of retail leasing agent services on the terms described in the report by the Acting Goods and Services Category Manager dated 23 February 2021.
- D. That the Chief Executive Officer be authorised to negotiate and finalise the terms of the contract with Ranbury Property Services Pty Ltd to be executed by Council and to do any other acts necessary to implement Council's decision in accordance with section 13(3) of the *Local Government Act 2009*.

## RELATED PARTIES

Ranbury Property Services Pty Ltd

## **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

### **PURPOSE OF REPORT/BACKGROUND**

Ranbury Property Services Pty Ltd (Ranbury) are currently engaged by Council for the provision of retail leasing services for over 45 retail tenancies contained within the Ipswich CBD redevelopment project. The current 'Property occupations Form 6 -Appointment and reappointment of a property agent, resident letting agent or property auctioneer' (Form 6) expires on 31 March 2021, there is no option to extend this agreement.

It is recommended that Council utilise Section 230 of the *Local Government Regulation 2012* and through the adoption of a Tender Consideration Plan (Attachment 1), enter into a new agreement with Ranbury for a nine (9) month period with one (1) x twelve (12) month option to extend, commencing 1 April 2021.

The engagement of a retail leasing agent is required for Council to efficiently and effectively implement and deliver the retail strategy for the Ipswich Central CBD Transformation Project. The retail leasing agent provides a specialised service to engage with prospective tenants, gather an understanding of tenancy requirements and negotiate suitable lease agreements on behalf of Council. Council does not have in-house suitable skilled resources to deliver this service, as it is not Council's core business.

Ranbury has achieved 11 Heads of Agreements (non-binding) for the retail tenancies, which are currently in varying stages of lease negotiation/finalisation. Advanced discussions have occurred with a number of other prospective tenants in a difficult retail environment due to COVID-19 impacts.

A continued engagement with Ranbury will ensure consistency in the delivery of the leasing strategy and maintain market confidence and momentum in relation to the leasing opportunities and the broader CBD Redevelopment Project.

It is anticipated a majority of tenancies will be engaged under Agreements for Lease by 31 December 2021, subject to the completion of works in the Precinct.

The proposed engagement will be on Council's standard Professional Services Contract supported by an executed Form 6, as required by the *Property Occupations Act (Qld) 2014*.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*  
*Local Government Regulation 2012*

### **RISK MANAGEMENT IMPLICATIONS**

A detailed risk analysis has been undertaken in the attached Tender Consideration Plan.

## FINANCIAL/RESOURCE IMPLICATIONS

The recommended arrangements with Ranbury are detailed in confidential Attachment 2.

Funding for the retail leasing agent services over the proposed period of the new arrangement is not covered under the existing Project budget. The associated additional funding is to be requested as part of an upcoming Project budget adjustment.



## COMMUNITY AND OTHER CONSULTATION

There was no community consultation in the preparation of this report.

## CONCLUSION

To ensure consistency in the delivery of the leasing strategy, it is recommended that Council utilise Section 230 of the *Local Government Regulation 2012* and through the adoption of a Tender Consideration Plan, enter into a Professional Services Contract and Form 6 with Ranbury Property Service's Pty Ltd for a nine (9) month term, from 1 April 2021 to 31 December 2021, with one (1) x twelve (12) month extension option if required.

## ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Retail Leasing Agent Tender Consideration Plan  
	CONFIDENTIAL
2.	Ranbury Property Services Engagement

Shyanne Ward

**ACTING GOODS AND SERVICES CATEGORY MANAGER**

I concur with the recommendations contained in this report.

Greg Thomas

**PROJECT MANAGER**

I concur with the recommendations contained in this report.

Richard White

**MANAGER, PROCUREMENT**

I concur with the recommendations contained in this report.

Sonia Cooper

**GENERAL MANAGER CORPORATE SERVICES**

I concur with the recommendations contained in this report.

Sean Madigan

**ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT**

***“Together, we proudly enhance the quality of life for our community”***



IPSWICH CITY COUNCIL

## TENDER CONSIDERATION PLAN (TCP)

Our Values:



Collaboration



Communication



Integrity



Efficiency



Leadership

TOGETHER WE PROUDLY ENHANCE THE QUALITY OF LIFE FOR OUR COMMUNITY

# TENDER CONSIDERATION PLAN (TCP)

## 14214

### Retail Leasing Agent

### Ipswich Central CBD Transformation Project

Prepared by:

Shyanne Ward, Goods and Services Category Specialist  
23 February 2021

*(Note: To be attached to a council memo in InfoCouncil)*

IPSWICH CITY COUNCIL | Tender Consideration Plan

## 1. OBJECTIVE

This Tender Consideration Plan is for the appointment of a retail leasing agent for the Ipswich Central CBD Transformation Project. It is intended to identify that it is not advantageous to call for tenders, as required under the Ipswich City Council (Council) Procurement Code of Practice for the provision of a retail leasing agent for the Ipswich Central CBD Transformation Project

For such situations, the *Local Government Regulation 2012* Section 230 allows a local government to enter into medium and large contractual agreements, without first inviting written quotes or tenders, through the preparation and adoption of a Quote or Tender Consideration Plan.

This Tender Consideration Plan provides the information required to comply with the regulation and to justify the use of the plan as an effective and appropriate alternative to seeking quotes or to calling for open tenders.

The objectives of the Tender Consideration Plan are to:-

- Support the role of project team to deliver the Ipswich Central CBD Transformation Project
- Provide an approach for the procurement of the retail leasing agent
- Demonstrate how the procurement will have regard for five (5) sound contracting principles, of
  - o Open and effective competition;
  - o Best value for money;
  - o Enhancement of the development of local business and industry;
  - o Environmental protection; and
  - o Ethical behaviour and fair dealing.

## 2. BACKGROUND

Ipswich City Council is redeveloping the Nicholas Street Precinct into a vibrant, mixed-use development which will ultimately incorporate civic functions, retail, commercial, cultural, entertainment and public spaces. There are 46 retail tenancies in the Ipswich Central CBD Redevelopment Project, Ranbury Property Services Pty Ltd ("Ranbury") are currently appointed as the retail leasing agent.

Ranbury were initially engaged by Ipswich City Properties Pty Ltd (ICP) on 19 December 2018 to provide retail leasing services.

On 27 June 2019, following the wind up of operations of ICP, Council resolved to adopt a Tender Consideration Plan to appoint Ranbury as the leasing agent on an exclusive basis, from 27 June 2019 to 30 March 2020, with the details (commission and scope etc.) of the agreement between Council and Ranbury to remain the same as the previous engagement by ICP.

For the period 1 April 2020 to 30 June 2020, Ranbury was engaged in accordance with normal Council procurement rules (being under \$15k, requiring a single quote) given the limited options available and the need to provide continuity of retail leasing activities with existing

contacts and potential tenants. This engagement solely related to the negotiations and discussions with potential tenants of the retail redevelopment, and did not address remuneration/commission associated with transaction success fees.

Since then, Ranbury's engagement has been extended on two separate occasions exercising the genuine emergency provision of section 235(c) of the *Local Government Regulation 2012*. The first extension being from 1 July to 30 September 2020, the latest extension commenced on 1 October 2020 and expires on 31 March 2021. On each of these occasions, the arrangement was formalised through an executed Form 6.

The agreed fee of the original agreement between Council and Ranbury allowed for a monthly retainer and a commission of the gross annual rent payable when the Heads of Agreement were signed. In the most recent extension, the commission structure of the agreement was changed to part payable at the Heads of Agreement execution and the remainder payable at Agreement for Lease execution.

To date, Ranbury have achieved 11 Heads of Agreements (non-binding) for the retail tenancies, which are currently in varying stages of lease negotiation/finalisation. Advanced discussions have occurred with a number of other prospective tenants in a difficult retail environment due to COVID-19 impacts.

The continued engagement with Ranbury has ensured consistency in the delivery of the leasing strategy and maintained market confidence in relation to the leasing opportunities and the broader CBD Redevelopment Project.

### 3. OPTIONS CONSIDERED

The following procurement options have been considered in the development of this Tender Consideration Plan.

OPTION 1 –Tender Consideration Plan, pursuant to s230	
Council resolves to prepare and adopt a Tender Consideration Plan to enter into a large-sized contractual arrangement with Ranbury Property Services Pty Ltd, without first inviting written tenders	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Ability to negotiate with one supplier</li> <li>• Allows for continuity and consistency of services</li> <li>• Current negotiations with prospective tenants for the precinct can continue uninterrupted</li> <li>• Stability of services, the community know what to expect</li> <li>• Ranbury was independently recommended by Whittaker Property</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived lack of transparency and accountability in the process</li> <li>• Risk of costs above current market rates by negotiating with one supplier</li> <li>• Interested suppliers not provided with the opportunity to provide a submission</li> </ul>

<p>Group as the most suitable leasing agent based on</p> <ul style="list-style-type: none"> <li>- Experience</li> <li>- Track Records</li> <li>- Resourcing</li> <li>- Approach</li> <li>- Fees and Costs</li> <li>- Commitment</li> </ul>	
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Ranbury have been market sounding and engaging with prospective tenants for two years and will be able to continue to leverage on this experience and knowledge</li> <li>• Ranbury has developed strong commercial relationships with prospective tenants who have currently signed Heads of Agreement, this will make the transition to Lease Agreement less arduous</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of transparency and accountability damaging Council's reputation</li> </ul>
OPTION 2 – Request for Tender pursuant to s228	
Release a Tender to the open market	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Provide Council the opportunity to test the market</li> <li>• Provide a good indication on interested suppliers</li> <li>• Council may receive submissions from a large pool of suppliers</li> <li>• Open market approach complies with default contracting principles</li> <li>• Strengthens community's interest and involvement in locally planned facilities</li> <li>• Community and supplier satisfaction that Council is following transparent and open processes</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of costs above current forecasts</li> <li>• Risk of inexperienced or incapable respondents providing submissions</li> <li>• Time constraints to RFT process, evaluation and contract negotiations</li> <li>• Interruption in current negotiations and potential loss of interested tenants due to Council not having a leasing agent for the tender and negotiation period</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>Suppliers able to bring innovations to the operation of the precinct, within the scope of the RFT</li> <li>Suppliers may have a different approach / methodology than is currently being conducted</li> <li>Create and sustain local networks, with the ability for local suppliers to respond to the request</li> <li>Utilise performance requirements to enable supplier driven methodology to deliver their product.</li> </ul>	<ul style="list-style-type: none"> <li>Occupancy of retail spaces could be delayed having an adverse effect on the overall delivery of the project and its success</li> <li>Council transparency requirements may expose Council commercial position</li> <li>Changing leasing agents having an adverse effect on market confidence in the projects ability to deliver the agreed leasing strategy</li> <li>Leasing contacts being lost</li> <li>Loss of intellectual property and knowledge being transferred to Council</li> </ul>

There are no Local Buy or Whole of Government arrangements Council can access for the provision of retail leasing services

#### 4. MARKET AND SUPPLIER CAPABILITY ANALYSIS

ICP appointed the Whittaker Property Group to provide recommendations on the most appropriate leasing agent and strategy for the Ipswich Central CBD Transformation project.

The Whittaker report, dated 6 June 2018, assessed a range of opportunities to achieve the goals of Council. It identified the state of the current retail leasing market, noting common practice for 'main-stream' real estate agencies which would not necessarily be consistent with Council's objectives in developing a space with retailers that are complimentary with remainder of the redevelopment. The report also noted a general lack of resources and experience in the 'main-stream' real estate agencies to undertake a project of this nature due to the majority of project leasing work handled 'in-house' by the major retail owners / developers.

Due to there being limited demand for the strategy Council is attempting to deliver, there are a limited number of agencies with the necessary track record, experience or resources to deliver projects the size and nature of the Ipswich Central CBD Transformation project, much less understand the governance requirements of a local government.

At the time of the initial engagement, Whittaker approached five groups and shortlisted three groups with the ability and capacity to deliver the project. After reviewing all three proposals and meeting with the teams, Ranbury was recommended to ICP as the company with the most experience and represented the best value for money for Council.

Ranbury continue to represent value for money for Council and have negotiated their fee structure to be more suitable to Council's requirement, from 100% of applicable commission payable on signing the Heads of Agreement, to 31% payable on the signing of Heads of Agreement and 69% payable on execution of the Agreement for Lease by both parties.

## 5. PREFERRED OPTION

This engagement with Ranbury Property Services Pty Ltd shall be undertaken by evoking s230 *Local Government Regulation 2012*, which operates as an exception to inviting quotes or written tenders for medium and large-sized contractual arrangements.

A Tender Consideration Plan is the preferred option for the following reasons:-

- The proposed appointment of the existing retail leasing agent for the CBD redevelopment will enable the timely continuation of the redevelopment and retail leasing strategies
- The appointment ensures there are no delays or periods of time in which a leasing agent is not appointed, momentum is maintained in relation to current possible tenant activity generated and there is no market uncertainty created if Council was to put out a new open tender to procure a retail leasing agent
- Ranbury were recommended from a shortlist of agencies as having the most experience and being best value for money, while this was not an open tender process it still aligned with the Sound Contracting Principles

## 6. RISK ANALYSIS

The key risks identified when assessing the market from which the services are obtained is the ability for the project to continue without further delay. If the project is delayed, then the overall net cost to Council would escalate.

In addition, if the current retail leasing agent is not appointed by Council, then the risk of not successfully delivering the project on schedule would be higher as the project knowledge and market confidence in relation to the leasing of the redeveloped retail spaces could be lost.

The following general risks and mitigation strategies have been identified in relation to Council appointing a retail leasing agent under this Tender Consideration Plan

Risk Category	Rating	Description
Political and Reputational	High	<ul style="list-style-type: none"> <li>• If project is delayed and the leasing strategy not delivered, the community will be impacted and complaints raised to Councillors</li> </ul>
Legal and Governance	Low	<ul style="list-style-type: none"> <li>• The engagement will be on Council's Standard services agreement accompanied by a standard Queensland Government <i>Form 6 – Appointment and reappointment of a property agent, resident letting agent or property auctioneer.</i></li> </ul>

Financial	Low	<ul style="list-style-type: none"> <li>Ranbury Property Services attempt to re-negotiate the fee, this is unlikely as there has recently been a fee restructure</li> </ul>
Service delivery	High	<ul style="list-style-type: none"> <li>Delay in the delivery of the Ipswich Central CBD Transformation Project and opening of tenancies if the current retail leasing agent is not re-appointed</li> </ul>
Information management	Medium	<ul style="list-style-type: none"> <li>The engagement of the existing retail leasing agent ensures consistency of information and knowledge</li> </ul>
<b>OVERALL CONTRACT RISK RATING</b>		<b>Strategic</b>

## 7. EVIDENCE OF ACHIEVEMENT OF OBJECTIVE

The achievement of objectives of this Tender Consideration Plan will be measured by

Objective	Measurement
Support the role of project team to deliver the Ipswich Central CBD Transformation Project	Successful achievement of the leasing strategy, the level of interest generated and the leasing terms agreed
Provide an approach for the procurement of the retail leasing agent	Acceptance of this plan
Consideration of the five (5) sound contracting principles	The delivery of services by the retail leasing agent as part of the Ipswich Central CBD Transformation Project will be managed and monitored by the project team in accordance with the agreed retail strategy.

## 8. PROPOSED TERMS OF THE CONTRACT

Ranbury Property Services Pty Ltd is currently engaged under a 'Property occupations Form 6 - Appointment and reappointment of a property agent, resident letting agent or property auctioneer' (Form 6).

It is proposed the new agreement will be under Council's Standard Services Contract terms and conditions, accompanied by the Form 6. It is proposed the engagement will be for a nine (9) month term, from 1 April 2021 to 31 December 2021, with one (1) x twelve (12) month extension option if required.

## 9. CONCLUSION

Due to the requirement for continuity in the delivery of the retail leasing strategy and the need to maintain market confidence in relation to the leasing opportunities, this Tender Consideration Plan has been compiled in preparation for its adoption under s230 of the *Local Government Regulation 2012*. This Tender Consideration Plan recommends the engagement of Ranbury Property Services Pty Ltd to continue to provide Retail Leasing Services for the Ipswich Central CBD Transformation Project.

Doc ID No: A6810839

ITEM: 3

SUBJECT: TENDER CONSIDERATION PLAN - PROGRAM MANAGEMENT SERVICES

AUTHOR: ACTING GOODS AND SERVICES CATEGORY MANAGER

DATE: 22 FEBRUARY 2021

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### EXECUTIVE SUMMARY

This is a report concerning the procurement of Program Management Services for the delivery of the remaining scope of the works in the Ipswich Central CBD Transformation Project, including the defects liability period, without first inviting written quotes or tenders.

Section 230 of the *Local Government Regulation 2012* allows a local government to enter into medium and large contractual agreements, through the preparation and adoption of a Tender Consideration Plan.

A Tender Consideration Plan has been prepared, setting out the background to this matter, the options considered, market and supplier capability analysis, risk analysis and the preferred option recommended to the Council.

The report recommends that Council resolve to adopt the Tender Consideration Plan for Program Management Services for Ipswich Central CBD Transformation and enter into a contract with Ranbury Management Group Pty Ltd for a period of two (2) years for an estimated total cost of one million, seven hundred and nine thousand, eight hundred and thirty two dollars (\$1,709,832.00).

### RECOMMENDATION

- A. That Council resolve to prepare a Tender Consideration Plan for Program Management Services for the Ipswich Central CBD Transformation in accordance with section 230(1)(a) of the *Local Government Regulation 2012*.**
- B. That Council resolve to adopt the Tender Consideration Plan for Program Management Services as outlined in the report by the Acting Goods and Services Category Manager dated 22 February 2021 in accordance with section 230(1)(b) of the *Local Government Regulation 2012*.**
- C. That Council enter into a contract with Ranbury Management Group Pty Ltd for Program Management Services for a period of two (2) years for an estimated total cost of one million, seven hundred and nine thousand, eight hundred and thirty two dollars (\$1,709,832.00), details provided in the report by the Acting Goods and Services Category Manager dated 22 February 2021.**

- D. That under s257 (1) of the *Local Government Act 2009*, Council delegate the power to the Chief Executive Officer to be authorised to negotiate and finalise the terms of the contract with Ranbury Management Group Pty Ltd to be executed by Council (including authorisation to exercise any annual options) and to do any other acts necessary to implement Council's decision.**

#### **RELATED PARTIES**

Ranbury Management Group Pty Ltd

#### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

#### **PURPOSE OF REPORT/BACKGROUND**

Ranbury Management Group Pty Ltd (Ranbury) are currently engaged by Council for the delivery of Program Management Services for the Ipswich Central CBD Transformation Project, the current Management Services Agreement (MSA) expires on 28 April 2021, with no available extension options.

Under the current MSA there is a scope of services still to be delivered by Ranbury and to ensure continuity of such services to ensure the Project's successful delivery, it is recommended that Council utilise Section 230 of the *Local Government Regulation 2012* and through the adoption of a Tender Consideration Plan (Attachment 1), enter into a new MSA with Ranbury for a two (2) year period with two (2) x one (1) year options, commencing 29 April 2021.

A Tender Consideration Plan has been prepared, setting out the background to this matter, the options considered, market and supplier capability analysis, risk analysis and the preferred option recommended to the Council.

The current contract status of the MSA is detailed in Confidential Attachment 2.

While the civic component of the Project is largely delivered with Practical Completion of the new Administration Building likely mid-March 2021, the associated Defect Liability Period (DLP) does not end until March 2022. Given the time delays on investment decisions with the Project's retail components due to COVID-19 impacts on retail leasing, recently approved works on both the Eats and Metro B buildings will likely not be completed until December 2021 (with the associated DLP ending December 2022).

The Venue building (former cinema) is the remaining asset within the Project's scope requiring significant capital works, the timing of which relates to the cinema EOI/tender process. Should the outcomes of this process achieve Council's expectations, it is forecast that the associated refurbishment works would be completed by June 2022 and the DLP by mid-2023. The time extension options proposed in the new MSA will provide Council with the flexibility to ensure coverage of these timelines should it be necessary to extend.

Ranbury have significant background and operating knowledge of the Ipswich Central CBD Transformation Project and will be able to leverage off this knowledge in the final construction and DLP.

The proposed MSA will be for “time only” and will cover the scope of services which have not yet been delivered under the existing MSA. It does not include any additional financial commitments for Council, nor does it increase the contract sum.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:

*Local Government Regulation 2012*

*Local Government Act 2009*

### **RISK MANAGEMENT IMPLICATIONS**

The Tender Consideration Plan includes options available to Council in this matter. A detailed risk analysis has been undertaken in the attached Tender Consideration Plan.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The current contract status with Ranbury is detailed in confidential Attachment 2. The scope of proposed services is allowed for under the existing Project budget. There will be no impact to the Project budget due to the recommendations of this report.

### **COMMUNITY AND OTHER CONSULTATION**



There was no community consultation in the preparation of this report.

Council’s Legal Services branch were engaged to review this matter, providing advice with respect to the recommendations of this report.

### **CONCLUSION**

To ensure continuity of works in relation to the Project’s delivery, it is recommended that Council utilise Section 230 of the *Local Government Regulation 2012* and through the adoption of a Tender Consideration Plan, enter into a Management Services Agreement with Ranbury Management Group for two year period with two one-year options, with a commencement date of 29 April 2021.

### **ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	Tender Consideration Plan Program Management Services  
	CONFIDENTIAL
2.	Program Management Partner Engagement

Shyanne Ward

**ACTING GOODS AND SERVICES CATEGORY MANAGER**

I concur with the recommendations contained in this report.

Greg Thomas

**PROJECT MANAGER**

I concur with the recommendations contained in this report.

Richard White

**MANAGER, PROCUREMENT**

I concur with the recommendations contained in this report.

Anthony Dunleavy

**MANAGER, LEGAL AND GOVERNANCE (GENERAL COUNSEL)**

I concur with the recommendations contained in this report.

Sonia Cooper

**GENERAL MANAGER CORPORATE SERVICES**

I concur with the recommendations contained in this report.

Sean Madigan

**ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT**

***“Together, we proudly enhance the quality of life for our community”***



IPSWICH CITY COUNCIL

## TENDER CONSIDERATION PLAN (TCP)

Our Values:



Collaboration



Communication



Integrity



Efficiency



Leadership

TOGETHER WE PROUDLY ENHANCE THE QUALITY OF LIFE FOR OUR COMMUNITY

# TENDER CONSIDERATION PLAN (TCP)

## Program Management Services Ipswich Central CBD Transformation Project

Prepared by:  
Greg Thomas  
Project Manager  
23 February 2021

*(Note: To be attached to a council memo in InfoCouncil)*

IPSWICH CITY COUNCIL | Tender Consideration Plan

## 1. OBJECTIVE

The objective of this Tender Consideration Plan is to inform and seek adoption by Council of the engagement of Ranbury Management Group under a Management Services Agreement (MSA) for the provision of Program Management Services for the delivery of the remaining scope of the Nicholas Street Precinct Redevelopment (the Project) without first inviting written quotes or tenders.

Section 230 of the *Local Government Regulation 2012* allows a local government to enter into medium and large contractual agreements, through the preparation and adoption of a Tender Consideration Plan.

This TCP provides the information required to comply with the regulation and to justify the use of the TCP as an effective and appropriate alternative to seeking quotes or to calling for open tenders. The objectives of the TCP are to:

- Support the role of project team to deliver the Ipswich Central CBD Transformation Project;
- Provide an approach for the procurement of Program Management Services; and
- Demonstrate how the procurement will have regard for five (5) sound contracting principles, of
  - Open and effective competition;
  - Best value for money;
  - Enhancement of the development of local business and industry;
  - Environmental protection; and
  - Ethical behaviour and fair dealing.

## 2. BACKGROUND

Ranbury Management Group Pty Ltd (Ranbury) are currently engaged by Council for the delivery of Program Management Services for the Ipswich Central CBD Transformation Project, the current Management Services Agreement (MSA) expires on the 28 April 2021, with no available extension options.

A public Request for Tender (RFT) was issued in May 2016 for a Program Management Partner, the associated process was managed by Council's Corporate Procurement unit. Sixteen RFT responses were received by the RFT closing date of 31 May 2016. A Council Evaluation Panel reviewed these responses with four tenderers shortlisted. Following a further pricing evaluation, on 27 July 2016 the Evaluation Panel recommended that the offer of Ranbury Management Group Pty Ltd ('Ranbury') be accepted. A formal MSA was executed between Council and Ranbury on 22 September 2016.

Due to the significant amount of works being delivered by Ipswich City Properties Pty Ltd (ICP) as part of the project, a 'mirror' agreement was executed between ICP and Ranbury on or around 28 April 2017. As ICP (a Council wholly owned subsidiary) was at that time responsible for delivering the redevelopment of the CBD, the MSA between ICP and Ranbury became the primary agreement for Program Management Services for the redevelopment. The original

MSA dated 22 September 2016 between Council and Ranbury was allowed to expire on 22 September 2019 as it was no longer being required for other non-CBD Transformation Program works.

The MSA with ICP had a term of 36 months (expiring on or about 28 April 2020) with one (1) x twelve (12) month extension option. Following a Council resolution dated 27 June 2019 to wind up ICP's operations and integrate its assets and business operations into Council, to ensure project continuity the MSA was novated to Council effective 18 June 2019. As a result of the 12 month option being exercised on 27 April 2020, the MSA expires on 28 April 2021.

Due to the quantum of the Project outstanding together with scope of Project Management Services still required and to ensure continuity in the provision of such services to ensure the Project's successful delivery, it is recommended that Council enter into a new contract with Ranbury Management Group for a two (2) year period, with two (2) x one (1) year options to extend, commencing 29 April 2021.

The Proposed MSA will be for "time only" and will cover the scope of services which have not yet been delivered under the existing MSA. It does not include any additional financial commitments for Council, nor does it increase the contract sum.

The procurement of a Project Management Partner will assist the Council's project team deliver the Project through an integrated approach. Council does not have suitable skilled resources to deliver this Project (which is not core Council business). The Project Management Partner will provide skilled resources to the Project on a full or part time basis to suit the timing of the works. It is considered that Council will receive the greatest value by re-engaging Ranbury Management Group due to their extensive knowledge and experience with the Project's delivery to date.

Refer to the supplementary Program Management Partner Engagement for additional background information on both the engagement and the detailed scope of activities to be delivered under the proposed MSA.

### 3. OPTIONS CONSIDERED

The following procurement options have been considered in the development of this TCP.

OPTION 1 –Tender Consideration Plan, pursuant to s230	
Council resolves to prepare and adopt a TCP to enter into a large-sized contractual arrangement with Ranbury Management Group Pty Ltd, without first inviting written tenders	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Ability to negotiate with one supplier</li> <li>Allows for continuity and consistency of services and Project methodology</li> <li>Stability of project delivery and no loss of intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>Perceived lack of transparency and accountability in the process</li> <li>Risk of costs above current market rates by negotiating with one supplier</li> <li>Interested suppliers not provided with</li> </ul>

Item 2 / Attachment 1.

<ul style="list-style-type: none"> <li>Ranbury was initially selected through a competitive RFT process managed by Council's Corporate Procurement adhering to the Sound Contracting Principles</li> <li>No delay or interruption of services while a new Program Management Service provider is procured</li> </ul>	the opportunity to provide a submission
Opportunities	Threats
<ul style="list-style-type: none"> <li>Ranbury have been engaging with the project for two years and will be able to leverage on this experience and knowledge in the final construction works and the Defect Liability Period</li> <li>Ranbury has developed strong relationships with the current builders which is allowing the project's components to be delivered on time and on budget</li> </ul>	<ul style="list-style-type: none"> <li>Lack of transparency and accountability damaging Council's reputation</li> </ul>
<b>OPTION 2 – Request for Tender pursuant to s228</b>	
Release a Tender to the open market	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Provide Council the opportunity to test the market</li> <li>Provide a good indication on interested suppliers</li> <li>Council may receive submissions from a large pool of suppliers</li> <li>Open market approach complies with default contracting principles</li> <li>Strengthens community's interest and involvement in locally planned facilities</li> <li>Community and supplier satisfaction that Council is following transparent and open processes</li> </ul>	<ul style="list-style-type: none"> <li>Risk of costs above current forecasts</li> <li>Risk of inexperienced or incapable respondents providing submissions</li> <li>Time constraints to RFT process, evaluation and contract negotiations</li> <li>Interruption in current project delivery and potential loss of intellectual property, project knowledge etc.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Suppliers able to bring innovations to the operation of the precinct, within the scope of the RFT</li> <li>Suppliers may have a different approach / methodology than is currently being</li> </ul>	<ul style="list-style-type: none"> <li>Project not delivered on time</li> <li>Changing project managers mid-project would have an adverse effect on the current builders' and the community's confidence in delivering</li> </ul>

<p>conducted</p> <ul style="list-style-type: none"> <li>• Create and sustain local networks, with the ability for local suppliers to respond to the request</li> <li>• Utilise performance requirements to enable supplier driven methodology to deliver their product.</li> </ul>	<p>agreed project outcomes</p> <ul style="list-style-type: none"> <li>• Loss of intellectual property and knowledge being transferred to Council</li> </ul>
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#### 4. MARKET AND SUPPLIER CAPABILITY ANALYSIS

The number of potential firms capable of providing the high-quality professional Program Management Services is broad, comprising local and national firms. The majority of these firms are multi-disciplinary consultancies offering potential clients the advantage of 'end to end' project capability – meaning that many services relating to project/program delivery can be delivered in-house or sourced external to the consultancy on behalf of the client.

Therefore any number of private sector consultancies could be capable of meeting Council's requirements for a Program Management Partner in terms of their multi-disciplinary capabilities. However given the high level of political and community interest and scrutiny surrounding the Project, it is considered beneficial that the Program Management Partner possess knowledge and experience (that is have a proven track record) of successfully and sensitively operating in local government.

While there are a number of suitable suppliers, the high profile and history of the Project together with the longevity of the current provider may result in a lack of interest in any request for tender process. The current provider has shown an ability to provide and coordinate effective and efficient multi-disciplinary services to Council.

#### 5. PREFERRED OPTION

The preferred Procurement option is to engage with Ranbury Management Group Pty Ltd by utilizing a Tender Consideration Plan in accordance with s230 *Local Government Regulation 2012*, which operates as an exception to inviting quotes or written tenders for medium and large-sized contractual arrangements.

A Tender Consideration Plan is the preferred option due to the:-

- Time delays in undertaking an associated RFT process for Program Management Services resulting in project delays;
- Significant time delays in an alternate provider from the above process integrating into the project and 'coming up to speed' resulting in project delays and risks;
- Minimised project risk profile by retaining the existing contractor, with project continuity ensured and retention by council of intellectual property, project history, knowledge etc. due to the contractor's longstanding project involvement; and
- Retention of the working relationships with service providers especially with the head contractors Hutchinson Builders and Built.

## 6. RISK ANALYSIS

A TCP for the engagement of a Project Management Partner to deliver Program Management Services for the Project is the preferred procurement option due to the risk minimisation it delivers for the Project together with the resulting benefits from retaining the existing contractor. The appointment will ensure there are no delays or periods of time in which a Project Management Partner is not appointed, with momentum maintained in the Project's delivery.

The ongoing engagement, through a TCP will minimise financial and economic risk as it will reduce the need for Council to issue a related request for tender which will also save time and money and reduce administration costs. It is proposed that the existing fee structure will be retained for the proposed maximum four year period of the new arrangement.

The key risks identified when assessing the market from which the services are obtained is the ability for the project to continue without further delay. If the project is delayed further, then the overall net cost to Council would escalate and community expectations would need management.

In addition, if the provider of Program Management Services is not appointed by Council, then the risk of not successfully delivering the project on schedule on time and on budget would be significantly higher together with the resulting impacts on the delivery of the retail development.

The following general risks and mitigation strategies have been identified in relation to Council appointing a provider of Program Management Services under this Tender Consideration Plan.

Risk Category	Rating	Description
Political and Reputational	High	<ul style="list-style-type: none"> <li>If project is delayed and as a result the leasing strategy not delivered or delayed, the community will be impacted and complaints raised to Councillors</li> </ul>
Legal and Governance	Low	<ul style="list-style-type: none"> <li>The engagement will be on a similar Management Services Agreement to the current arrangement, which will be reviewed by the Legal Services department prior to execution</li> </ul>
Financial	Low	<ul style="list-style-type: none"> <li>Ranbury Management group attempt to re-negotiate the fee, this is unlikely as there is an agreement in place regarding the fee restructure</li> </ul>
Service delivery	High	<ul style="list-style-type: none"> <li>Delay in the delivery of the Ipswich Central CBD Transformation Project and opening of tenancies if the current project manager is not re-appointed</li> </ul>

Information management	Medium	<ul style="list-style-type: none"> <li>The engagement of the existing provider of Program Management Services ensures consistency of information and knowledge</li> </ul>
<b>OVERALL CONTRACT RISK RATING</b>		<b>Strategic</b>

## 7. EVIDENCE OF ACHIEVEMENT OF OBJECTIVE

To date Ranbury Management Group have effectively managed the Project outcomes, at the time of writing the Project was on time and on budget with Practical Completion of the new Administration Building ahead of time. Given the length of Ranbury Management Group's involvement in the Project's delivery and their detailed understanding of the project's history and scope, their ongoing engagement through a TCP will ensure the final Project scope will be delivered on time and budget and achieve Council's goals of an activated Ipswich CBD.

The achievement of objectives of this TCP will be measured by:

Objective	Measurement
Support the role of project team to deliver the Ipswich Central CBD Transformation Project	Successful achievement of the project deliverables on time and on budget
Provide an approach for the procurement of the Program Management Services	Acceptance of this plan
Consideration of the five (5) sound contracting principles	The delivery of services by the provider of Program Management Services as part of the CBD redevelopment will be managed and monitored by the project team in accordance with the CBD strategy.

## 8. PROPOSED TERMS OF THE CONTRACT

It is proposed that the new MSA will reflect the terms and conditions in the existing MSA.

The proposed term of the MSA with the Ranbury Management Group is for two (2) years commencing 29 April 2021 with two (2) x one (1) year options. The extension options will provide flexibility to the engagement due to the current uncertainty as to the timing of the commencement of refurbishment works on the Venue building. These options will also ensure coverage of each asset's Defect Liability Period.

## 9. CONCLUSION

Due to the criticality of ensuring the redevelopment on the Project continues, this TCP has been compiled in preparation for its adoption under s230 of the *Local Government Regulation 2012*. This TCP recommends the engagement of Ranbury Management Group under a Management Services Agreement two (2) year engagement with two (2) x one (1) year options to continue to provide Program Management Services for the Nicholas Street

Precinct.

#### 10. ATTACHMENTS

Attachment Name
CONFIDENTIAL - Program Management Partner Engagement

-  
Doc ID No: A6804452

ITEM: 4  
SUBJECT: NICHOLAS STREET PRECINCT EXECUTIVE REPORT NO. 25 TO 28 FEBRUARY 2021  
AUTHOR: PROJECT MANAGER  
DATE: 18 FEBRUARY 2021

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### **EXECUTIVE SUMMARY**

This is a report concerning Executive Report No. 25 on the Nicholas Street Precinct Program of Works to 28 February 2021.

### **RECOMMENDATION/S**

**That the Nicholas Street Precinct Executive Report No. 25 to 28 February 2021 be received and the contents noted.**

### **RELATED PARTIES**

Ranbury Management Group - Program Management Partner  
Ranbury Property Services – Retail Leasing Agent  
Councillor Fechner may have a potential conflict of interest in relation to this matter.  
Councillor Madsen may have a potential conflict of interest in relation to this matter.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

### **PURPOSE OF REPORT/BACKGROUND**

This is a status report on the construction component of the redevelopment of the Nicholas Street Precinct. The works are being delivered by Hutchinson Builders, the contract containing five separable portions (SP) which include the administration building, the library, Tulmur Place (the civic space), the car park upgrade and works to the existing lift in the Eats building. In February 2021, council executed a variation to the existing Design and Construct contract with Hutchinson Builders for the refurbishment of the Eats and Metro B buildings together with façade and adjoining streetscape works.

Works to both the interior and exterior of the administration building (SP1) continued in February 2021. Forecast practical completion of the administration building remains mid-March 2021 with the building's occupation by council staff likely from June 2021.

The final options and cost estimates to widen Bottle Alley between Nicholas and Ellenborough Streets were received in February 2021 and are currently under review. It is proposed that a detailed briefing on the Bottle Alley options will form part of the agenda for a Councillor Workshop scheduled for 30 March 2021.

Work on the Commonwealth Hotel continued in February 2021 with the remainder of the existing façade panels facing Union Place being installed. The building's roof framing has been completed in anticipation of the installation of the roof sheeting. Forecast practical completion remains April 2021.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:

*Local Government Act 2009*

*Local Government Regulation 2012*

### **RISK MANAGEMENT IMPLICATIONS**

COVID-19 potential impacts on Hutchinson Builders construction activities continue to be managed effectively. Refurbishment of the Venue building remains dependant on the securing of a key anchor tenant.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The current budget for the CBD's redevelopment (including the retail project but excluding associated incentives) is \$239.1M. This budget includes funding for the recently approved retail variation for the Eats and Metro B buildings. At the time of writing, final project expenditure for the civil works is forecast to meet project budget.



### **COMMUNITY AND OTHER CONSULTATION**

No consultation was undertaken in the preparation of this report.

### **CONCLUSION**

Overall the construction works program remains on budget and on time. The variation to undertake construction works associated with the retail redevelopment (excluding the Venue building) and streetscape works has been awarded and is forecast to be completed in late 2021.

### **ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	Nicholas Street Precinct Executive Report No. 25 to 28 February 2021  
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Greg Thomas  
**PROJECT MANAGER**

I concur with the recommendations contained in this report.

Sean Madigan

**ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT**

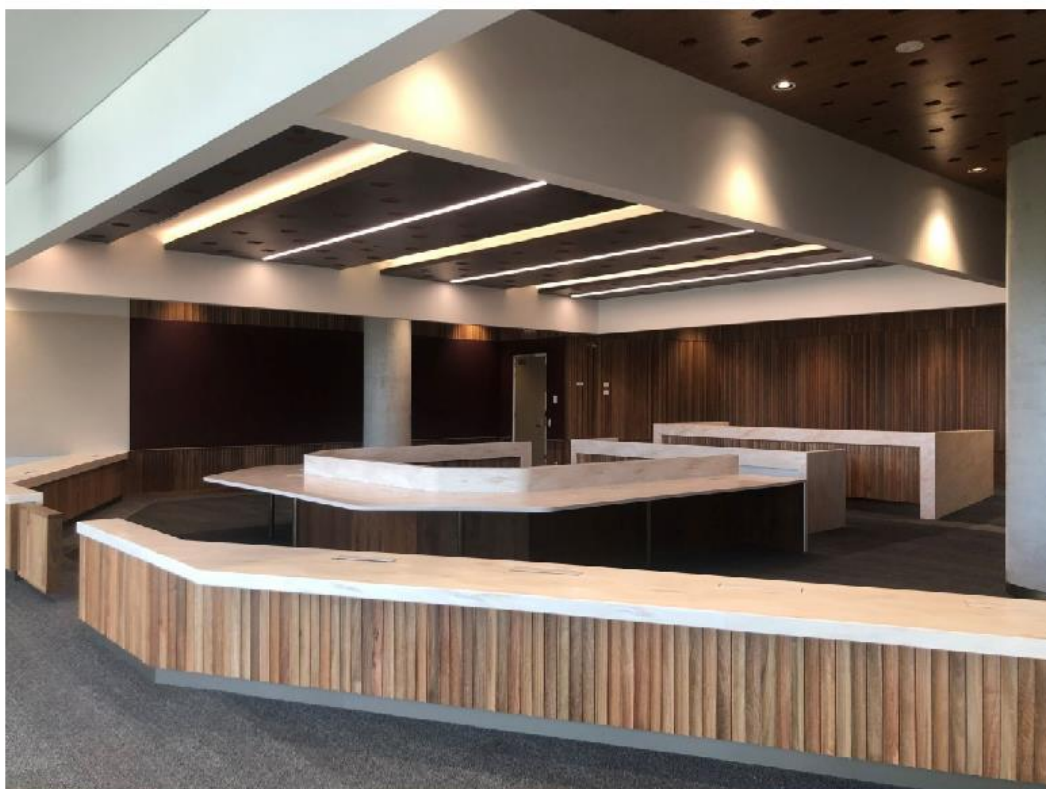
***“Together, we proudly enhance the quality of life for our community”***



## Nicholas Street, Ipswich Central

### Executive Report No.25

To 28<sup>th</sup> February 2021



# NICHOLAS<sup>ST</sup>

IPSWICH CENTRAL

## DOCUMENT INFORMATION

**Title:** Nicholas Street, Ipswich Central  
**Subtitle:** Executive Report

VERSION	DATE	PREPARED BY
1	28 February 2021	CBD Redevelopment Project Team

## Distribution

Ipswich City Council

## IPSWICH CENTRAL - PROJECT WIDE - DASHBOARD - FEB 2021

**\$239.1M**

Budget

**\$206.7M**

Commitments

**\$183.7M**

Actuals

**\$32.4M**

Forecast Commitments

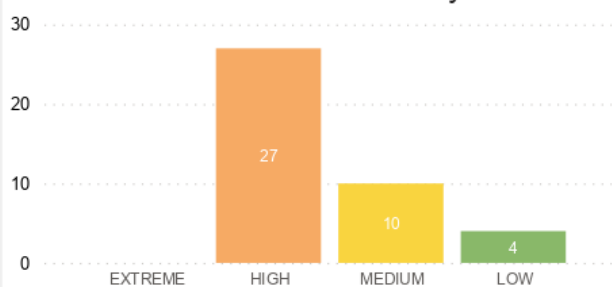
**\$239.1M**

Forecast Final Cost

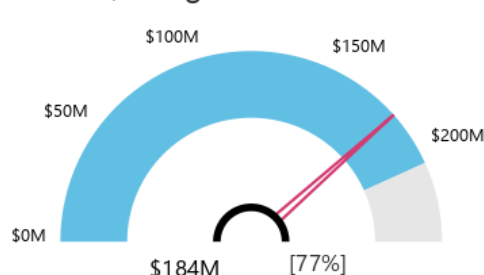
Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Ipswich Central Civic Project	\$170.47	\$162.72	\$9.02	\$171.75	\$1.28	\$155.78
Commonwealth Hotel	\$6.26	\$6.13	\$0.12	\$6.26	\$0.00	\$6.03
Nicholas St	\$9.65	\$8.50	\$0.00	\$8.50	(\$1.16)	\$8.49
Retail & Entertainment	\$45.06	\$21.79	\$23.27	\$45.06	\$0.00	\$5.88
Demolition Works	\$7.25	\$7.13	\$0.00	\$7.13	(\$0.12)	\$7.13
Safe Cities	\$0.38	\$0.38	\$0.00	\$0.38	\$0.00	\$0.38
<b>Total</b>	<b>\$239.07</b>	<b>\$206.65</b>	<b>\$32.41</b>	<b>\$239.07</b>	<b>\$0.00</b>	<b>\$183.70</b>

General & Admin	\$0.00	\$2.55	(\$2.55)	\$0.00	\$0.00	\$2.55
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### Risk Count Summary



### Actuals, Budget and Commitments



### Main Risks

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Risk of covid-19 impact on supply chain including furniture and equipment	Monitor ongoing impact and create strategies to mitigate the impact (eg use existing equipment or chairs etc).	MEDIUM	HIGH
Project Site Wide	Risk of project contingency being used on elective variations in lieu of being reserved to cover variations for unforeseen issues.	All variations and additional costs to be approved by Council's single point of responsibility.	HIGH	HIGH
Project Site Wide	Risk of procurement delays impacting the program for supply of furniture and equipment.	Detailed program to be developed including contract dates for furniture and equipment delivery.	HIGH	MEDIUM
Retail & Entertainment	Risk of delays with engaging a cinema operator.	Proceed with Eats and Metro B construction and complete Union Place to enable vehicle traffic.	HIGH	MEDIUM

^ Collapse All

Oct 2019 Jan 2020 Apr 2020 Jul 2020 Oct 2020 Jan 2021 Apr 2021 Jul 2021 Oct 2021

- ☒ Project Wide
- 01. Admin Building
- 02. Admin Building FF&E
- 03. Library
- 04. Civic Plaza
- 05. Civic Car Park
- 06. Eats
- 07. Metro B
- 08. Venue
- 09. Commonwealth Hotel



1

Monthly Safety Incidents

5

Total Safety Incidents

## IPSWICH CENTRAL - CIVIC - DASHBOARD - FEB 2021

**\$170.5M**

Budget

**\$162.7M**

Commitments

**\$155.8M**

Actuals

**\$9.0M**

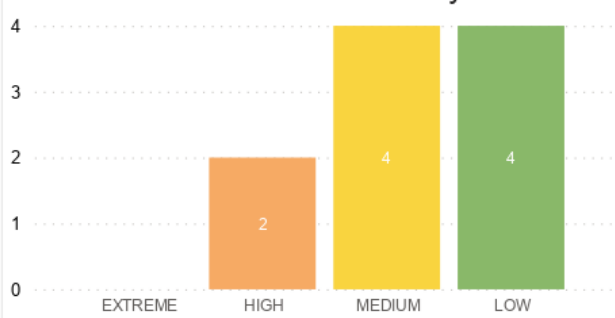
Forecast Commitments

**\$171.7M**

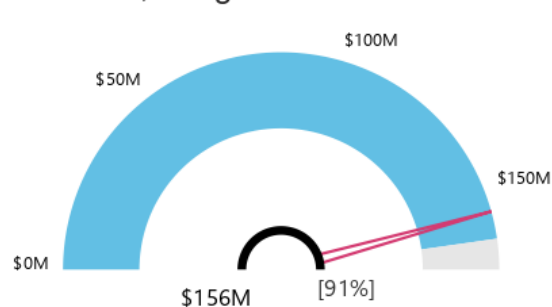
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Ipswich Central Civic Project	\$170.47	\$162.72	\$9.02	\$171.75	\$1.28	\$155.78
<b>Total</b>	<b>\$170.47</b>	<b>\$162.72</b>	<b>\$9.02</b>	<b>\$171.75</b>	<b>\$1.28</b>	<b>\$155.78</b>

### Risk Count Summary



### Actuals, Budget and Commitments



### Main Risks

Work Area Name	Risk Event_1	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Risk of covid-19 impact on supply chain including furniture and equipment	Monitor ongoing impact and create strategies to mitigate the impact (eg use existing equipment or chairs etc).	MEDIUM	HIGH

^ Collapse All

Jan 2020 Apr 2020 Jul 2020 Oct 2020 Jan 2021 Apr 2021

☒ Civic

01. Admin Building

02. Admin Building FF&E

03. Library

04. Civic Plaza

06. Civic Car Park

07. Library Move in Allo...

08. Admin Move in Allow...

1

Monthly Safety Incidents

3

Total Safety Incidents

## IPSWICH CENTRAL - COMM HOTEL - DASHBOARD - FEB 21

**\$6.3M**  
Budget

**\$6.1M**  
Commitments

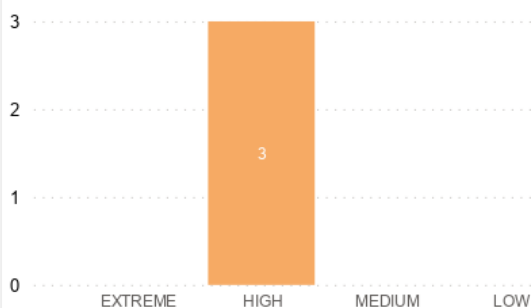
**\$6.0M**  
Actuals

**\$0.1M**  
Forecast Commitments

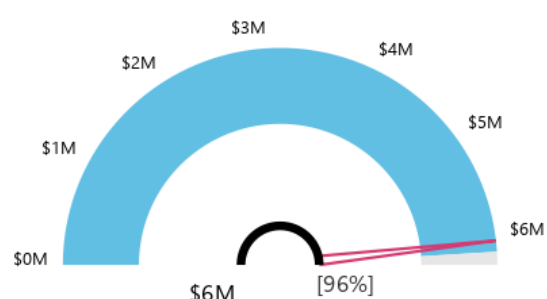
**\$6.3M**  
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Commonwealth Hotel	\$6.26	\$6.13	\$0.12	\$6.26	\$0.00	\$6.03
<b>Total</b>	<b>\$6.26</b>	<b>\$6.13</b>	<b>\$0.12</b>	<b>\$6.26</b>	<b>\$0.00</b>	<b>\$6.03</b>

### Risk Count Summary

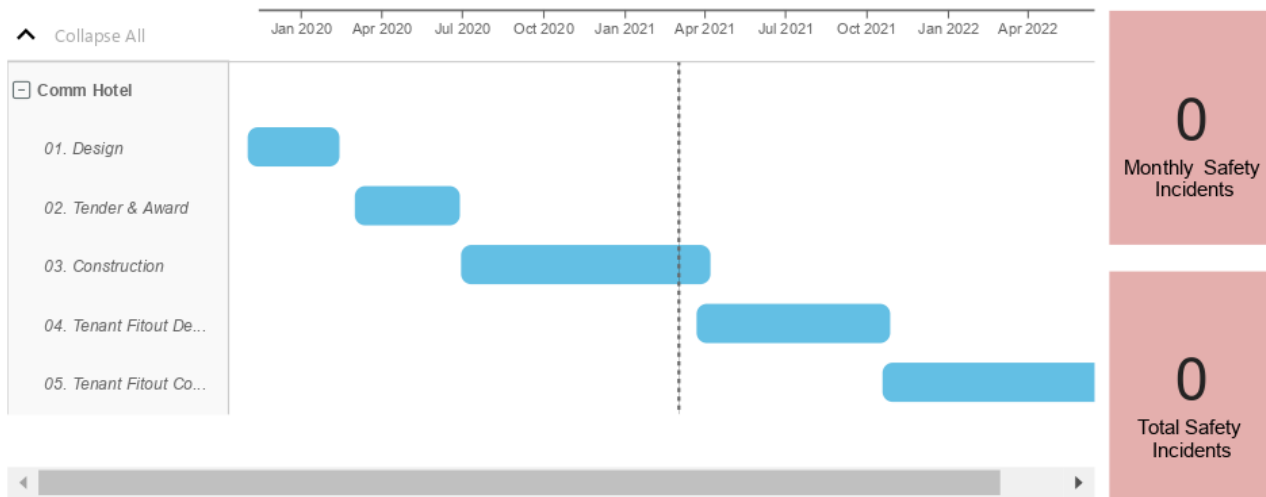


### Actuals, Budget and Commitments



### High Risk Items

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Commonwealth Hotel	Risk of program delay impacting use of Union Place for pedestrian access during Metro B construction	Review option for increased access of site via Bell Street Green	HIGH	MEDIUM



## IPSWICH CENTRAL - RETAIL - DASHBOARD - FEB 2021

**\$45.1M**

Budget

**\$21.8M**

Commitments

**\$5.9M**

Actuals

**\$23.3M**

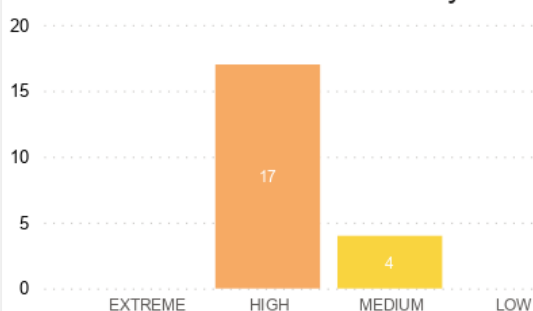
Forecast Commitments

**\$45.1M**

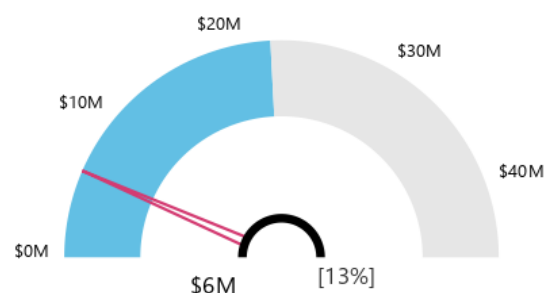
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Retail & Entertainment	\$45.06	\$21.79	\$23.27	\$45.06	\$0.00	\$5.88
<b>Total</b>	<b>\$45.06</b>	<b>\$21.79</b>	<b>\$23.27</b>	<b>\$45.06</b>	<b>\$0.00</b>	<b>\$5.88</b>

### Risk Count Summary

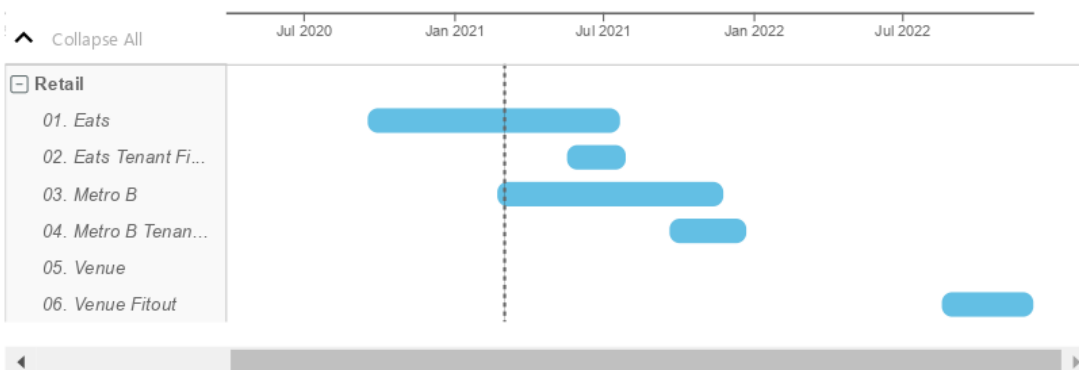
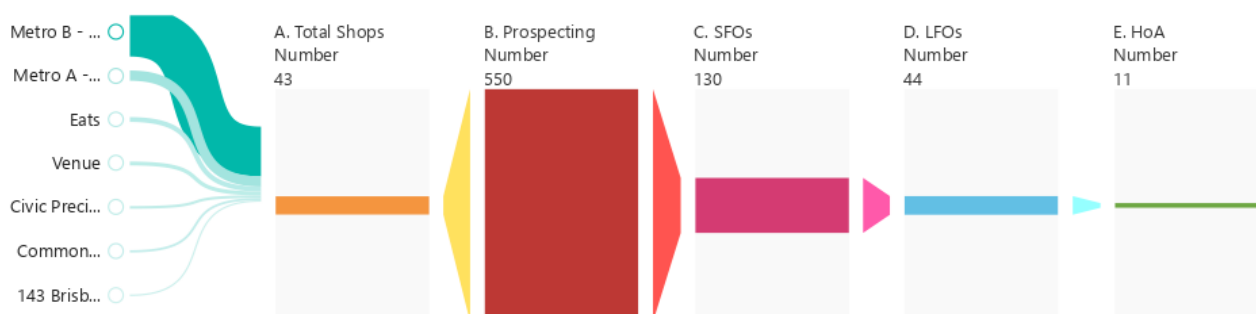


### Actuals, Budget and Commitments



### High Risk Items

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Retail & Entertainment	Risk of delays with engaging a cinema operator.	Proceed with Eats and Metro B construction and complete Union Place to enable vehicle traffic.	HIGH	MEDIUM



**0**  
Monthly Safety Incidents

**0**  
Total Safety Incidents



## Contents

1.	PROGRAM .....	4
1.1	SUMMARY .....	4
2.	FINANCIAL .....	5
2.1	FINANCIAL SUMMARY .....	5
2.2	CASH FLOW .....	5
2.3	VARIATIONS – CIVIC PROJECT .....	6
3.	DESIGN & CONSTRUCTION .....	7
3.1	CIVIC PROJECT .....	7
3.2	COMMONWEALTH HOTEL .....	7
3.3	NICHOLAS / UNION .....	7
3.4	RETAIL .....	7
3.5	AV PROJECT .....	8
3.6	DEMOLITION WORK .....	8
3.7	SAFE CITY RELOCATION .....	8
4.	SAFETY & ENVIRONMENT .....	9
4.1	PUBLIC SAFETY .....	9
4.2	SAFETY IN DESIGN .....	9
4.3	ENVIRONMENT .....	9
4.4	SAFETY CONSULTANT .....	9
5.	MARKETING .....	10
5.1	RETAILER ENGAGEMENT .....	10
5.2	COMMUNITY ENGAGEMENT .....	10
6.	RISK .....	11
7.	SUMMARY .....	12

APPENDIX A – SUMMARY PROGRAM  
APPENDIX B – RISK DASHBOARD  
APPENDIX C – SITE PHOTOS



## 1. Program

### 1.1 SUMMARY

The program has been updated with data date on 28 February 2021. A summary Gantt chart is included at **Appendix A** of this Report which focusses on activities for the Administration Building to be completed following practical completion which is anticipated for mid-March 2021.

**Table 1 – Program Status Summary**

Ref	Project	Current Status	Target Completion
1.1	Admin Building	In Construction	Q2 2021
1.2	Library	Complete	Q4 2020
1.3	Civic Plaza	Complete	Q4 2020
1.4	Car Park Upgrade	Complete	Q3 2020
1.5	Existing Lift in Eats Building	Complete	Q4 2020
2.3	Commonwealth Hotel (Reconstruction)	Complete	Q2 2021
3.1	Nicholas St	Complete	Q4 2019
3.2	Nicholas St (in front of Eats)	Complete	Q4 2020
4.1	Metro A (Bells St Link)	Approved to Proceed	TBD
4.2	Metro B (2 Bell Street)	Approved to Proceed	Q4 2021
4.3	Eats (Food & Bev)	Approved to Proceed	Q3 2021
4.4	Venue (Entertainment Bldg)	On Hold	TBD
5.1	AV Project (Nicholas / Union)	Approved to Proceed	Q4 2021
6.0	Demolition works	Complete	Q2 2018
7.0	Safe City Relocation	Complete	Q2 2018

The forecast date for construction practical completion of the Administration Building is mid-March 2021. The Contractor has issued a notice to Council requesting that Council be prepared to take possession of the Administration Building on **11-March-2021**.

Furniture and IT installation will follow this with Council occupancy expected to commence in June 2021. The target completion date above is therefore described as Q2 of 2021.



## 2. Financial

### 2.1 FINANCIAL SUMMARY

The table below summarises the current budget and forecast final cost. Final forecast costs are within the budget.

**Table 3 – Financial Summary**

	Project	Current Budget	Committed Contracts and Variations	Forecast Contracts and Variations	Forecast Final Cost
1	Civic Project	170,471,339	162,722,260	9,024,695	171,746,955
2	Commonwealth Hotel	6,255,741	6,133,965	121,776	6,255,741
3	Nicholas / Union	9,653,680	8,498,107	0	8,498,107
4	Retail & Entertainment	45,059,180	21,791,677	23,267,503	45,059,180
5	Demolition Works	7,250,069	7,130,026	0	7,130,026
6	Safe Cities	377,616	377,616	0	377,616
	<b>TOTAL</b>	239,067,625	206,653,652	32,413,974	239,067,625
	General & Admin	0	2,554,690	-2,554,690	0

### 2.2 CASH FLOW

The recent cash flow is presented below and covers all project expenditure including contractors and other fees and charges. Actual costs reported below include \$183.7M of costs that fall within the original scope definition of the project plus \$2.55M of general and administrative costs that are outside the parameters of the original budget scope. It is therefore recommended that these costs be reallocated to other cost centres.

**Table 4 – Cash Flow**

Month	Monthly Expenditure	Cumulative Total
October 2020	\$9,650,093	\$163,188,159
November 2020	\$10,224,571	\$173,412,730
December 2020	\$4,777,012	\$178,189,742
January 2021	\$5,325,389	\$183,515,131
February 2021	\$2,735,813	\$186,250,944



## 2.3 VARIATIONS – CIVIC PROJECT

Variations for the Civic Project are summarised below.

**Table 5 – Civic Project Variations Summary**

	Previous Period		This Period	
Status	Qty	Value (\$)	Qty	Value (\$)
Original Contract		\$128,750,332		\$128,750,332
Approved Civic Project Variations	170	\$7,462,143	176	\$7,524,134
<b>SUBTOTAL CIVIC PROJECT</b>		<b>\$136,212,475</b>		<b>\$136,274,466</b>
2020 Approved Retail Variations	3	\$2,278,642	3	\$2,278,642
2021 Approved Retail Variation	1	\$15,234,051	1	\$15,234,051
<b>GRAND TOTAL</b>	<b>174</b>	<b>\$153,725,168</b>	<b>180</b>	<b>\$153,787,159</b>



## 3. Design & Construction

### 3.1 CIVIC PROJECT

Practical completion and building handover of the final separable portion of the original Civic Project is expected to be achieved on **11-March-2020**. The practical implications of this date for Council are:

1. Utilities will be paid by Council (electricity, gas, water).
2. Insurance and public liability will be the responsibility of Council.
3. Security of the building will be the responsibility of Council. As agreed with Council re-keying and issue of access cards will be undertaken by Council's subcontractors.
4. Workplace health and safety within the building will be the responsibility of Council. The building will be safe for employees and members of the public to occupy without the need for personal protective equipment (subject to Council's policies and what activities are being conducted).

The program in Appendix A is focussed on the tasks within the Administration Building that will be undertaken following practical completion to enable occupancy in June 2021. Photos in Appendix C supplement this information.

#### 3.1.1 Public Art

All public artwork included in the original scope has now been completed. The bronze wallaby sculptures, and cultural garden located north of the Children's Library have been completed and will be viewable by the public in mid-March 2021 when the temporary fencing is removed that separates the Administration Building from Tulmur Place.

#### 3.1.2 Fixtures, Furnishings and Equipment (FF&E)

Administration Building FF&E design has been completed and submitted to Council. Major FF&E packages have been awarded and the program in Appendix A is based on the initial dates provided by these vendors.

### 3.2 COMMONWEALTH HOTEL

The Commonwealth Hotel reconstruction works have been formally awarded to Built QLD Pty Ltd. Work is well progressed on site and is scheduled to be completed by April 2021.

The scope of work is limited to rebuilding of the historic building shell. The current Commonwealth Hotel scope of work does not include tenant fit-out or building extension. The budget for the Commonwealth Hotel does not include tenant fit-out contribution.

The Commonwealth Hotel contingency has been drawn on to cover variations arising due to latent conditions. It is anticipated that by completion of the project the Commonwealth Hotel contingency will be fully utilised.

### 3.3 NICHOLAS / UNION

Jmac Constructions achieved practical completion on 19/12/2019 of their scope of work. This date was one day prior to their contract completion date and enabled Nicholas Street to be opened to the public prior to the 2019 holiday period. The defect liability period has now expired. It is proposed that future work in Nicholas Street (if required) is completed by Hutchinson.

### 3.4 RETAIL

The following retail scope of work has been approved to proceed and is currently being designed and procured by Hutchinson Contractors in anticipation of commencing construction work in mid-March 2021:

Metro A- Bell Street Link (facades only with an add-alternate price for demolition)

Metro B – 2 Bell Street (facades and streetscape only, with an option to proceed with internal work if leasing targets are met)

# NICHOLAS<sup>ST</sup>

## IPSWICH CENTRAL

### Eats – Food & Beverage Building

The project team are providing input into budgeting, programming and scoping for the Venue project which is currently seeking an operator.

### 3.5 AV PROJECT

The AV work is an important element of the public domain and is included for the following reasons:

- Deloitte and Urbis reports both recommend that the AV component is important in activating the space and providing a point of difference for the precinct.
- The AV components have been featured heavily in promotion of the precinct.
- Tenants have been advised that these AV works will be proceeding, and this has been instrumental in securing these tenants and will assist in marketing the precinct to future tenants.

There are several AV elements that comprise the work in the precinct as summarised below:

- Image projections on Metro B façade facing the intersection of Nicholas Street / Union Place.
- 6m wide LED screen at the northern perimeter of the Civic Plaza.
- Programmable LED façade lighting on Administration Building.
- LED screen to the Venue Building on the Ellenborough Street façade.

Funding has been included for the capital cost of the AV work. Some initial digital contents is being provided as part of the public art strategy, however, the ongoing management of the AV content will be the responsibility of the precinct management team. Remaining AV elements will be procured now that the scope of the Metro B façade has been confirmed.

### 3.6 DEMOLITION WORK

Demolition work was completed in 2018 and included lot creation to facilitate construction of the Administration Building and adjacent Civic Project elements.

### 3.7 SAFE CITY RELOCATION

The Safe City Relocation project has been completed.



## 4. Safety & Environment

### 4.1 PUBLIC SAFETY

The Civic Plaza and Eats Streetscape were made available for public use in November 2020. Pursuant to feedback received following the opening event street furniture and modifications and kerb painting has been undertaken to mitigate the risk of the public tripping on the Nicholas Street curb in front of the Eats Building.

### 4.2 SAFETY IN DESIGN

The handover process currently underway for the Administration Building presents an important opportunity to identify safety issues that weren't apparent on plans. Council staff have been invited to attend handover meetings with the Contractor and participate in review of the work prior to Council taking possession.

### 4.3 ENVIRONMENT

There are currently no environmental issues requiring the Principal's action.

### 4.4 SAFETY CONSULTANT

GCG has been appointed as Safety Consultant covering all projects in Nicholas Street. Their scope of work includes:

- Review and comment on Contractors Safety Management Plan
- Attendance at Safety-InDesign workshop
- Monthly inspection and reporting
- Attendance as required during the course of construction to inspect critical issues
- Design review of safe access submission

The monthly safety review on site has been completed for February 2021. The safety consultant attended site on 26/3/2021 following testing of the generators on 25/3/2021 which resulted in a call-out to the fire department.



## 5. Marketing

### 5.1 RETAILER ENGAGEMENT

The Stakeholder Relations team continues to work with the traders and building owners located in the redevelopment 'impact zone' by providing detailed project updates, ongoing marketing and media support and activation.

- Weekly update on the project on Shape Your Ipswich platform – link sent to all traders and building owners
- Face-to-face meetings as needed
- Comms on project impacts to traders/building owners via email, update to council call centre, post to Facebook, uploaded to the Wire, emailed to Ipswich First, added to weekly project update

### 5.2 COMMUNITY ENGAGEMENT

The first months of 2021 have included significant public events held in Tulumur Place. Details of events are on the link below:

<https://www.nicholasst.com.au/events/>



## 6. Risk

The risk summary table below is taken from **Appendix B: Risk Dashboard** of this report, which also shows further details including the items from the risk register.

**Table 8: Residual Risk by Project**

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4		6
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	1		3
1.3	Civic Square	2				2
1.4	Car Park Upgrade	1				1
2.3	Commonwealth Hotel	1	1	1		3
3.1	Nicholas St / Union PI Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue		1	1		2
4.3	Eats		1	5		6
<b>Total</b>		<b>6</b>	<b>15</b>	<b>20</b>		<b>41</b>

Current risks to the project include:

- Covid-19 impact on supply and installation of fixtures, furniture and equipment that has been ordered.
- Procurement delays for fixtures, furniture and equipment that has not yet been procured.
- Connection timing of fibre optics to the Administration Building to enable full functionality for Council's security and information technology systems.



## 7. Summary

Key actions required for the coming month are summarised below:

### 7.1.1 Administration Building

- Council to ensure preparations are in place to take possession of the Administration Building as described in Section 3.1 of this report.
- Council ICT Department to arrange connection of fibre optic link.
- Procurement of remaining fixtures, furnishings and equipment to proceed.

### 7.1.2 Library

- Defect management
- Library team to be involved in the signage and wayfinding improvement activity

### 7.1.3 Civic Plaza

- Defect management
- Installation of remaining signage and wayfinding

### 7.1.4 Car Park

- Defect management
- Various council stakeholders to be involved in the signage and wayfinding improvement activity

### 7.1.5 Eats Streetscape and Lift

- Work to commence on completion of Eats to enable fit-out and occupancy by tenants.

### 7.1.6 Commonwealth Hotel

- Southern façade installation to be completed.

### 7.1.7 Nicholas / Union

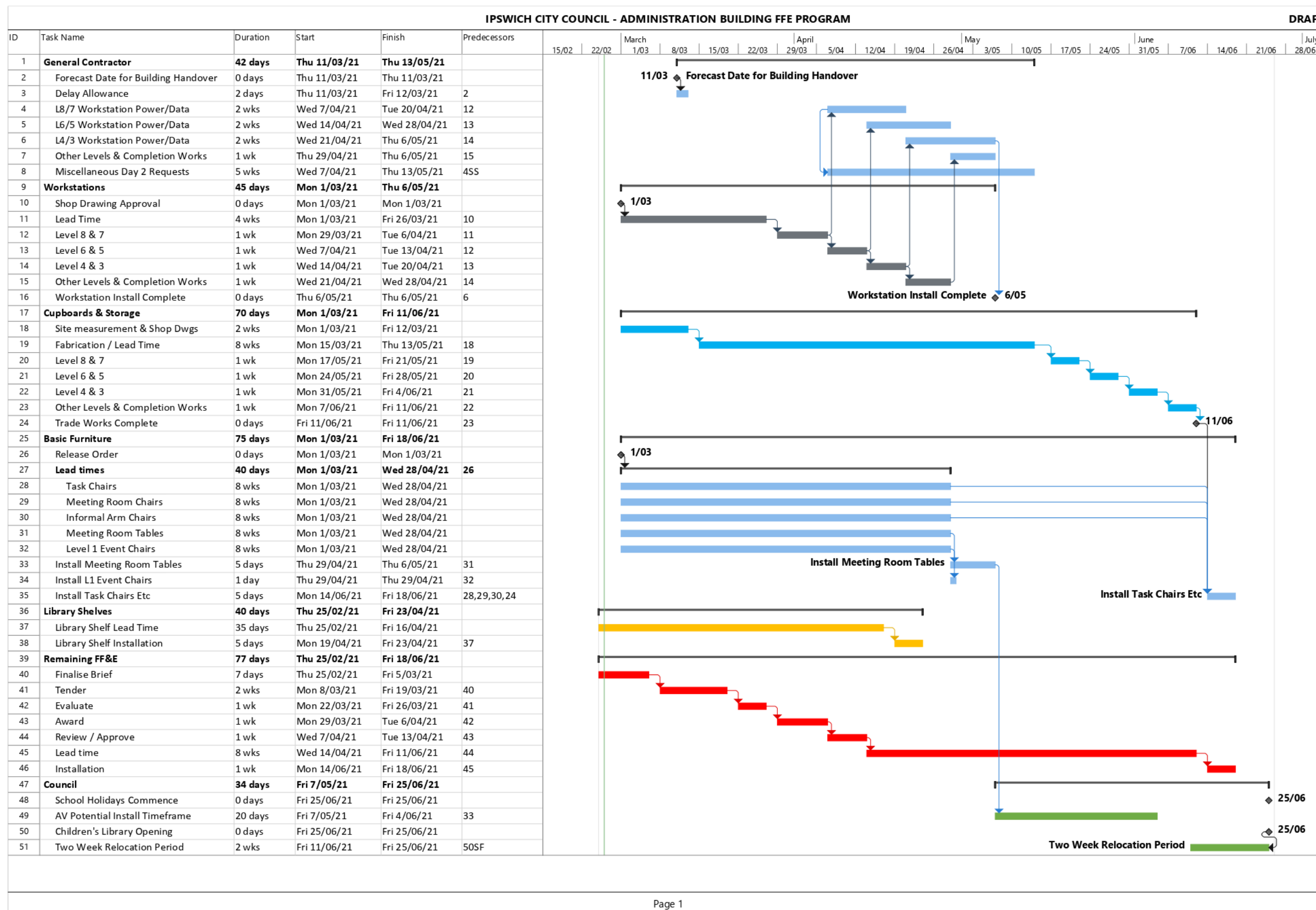
- Security to be returned.

### 7.1.8 Retail

- Council to grant site possession to Hutchinson Builders for Eats, Metro B and Metro A.
- Work to commence on Metro A and B facades and streetscape works.
- Leasing to obtain commitments sufficient to enable Council to instruct Metro B internal and services work to proceed.
- Council to arrange for 2 Bell Street tenants to vacate from Ground and Lower Ground floor by first week of April 2021



**APPENDIX A – MASTER PROGRAM**





## APPENDIX B – RISK REGISTER

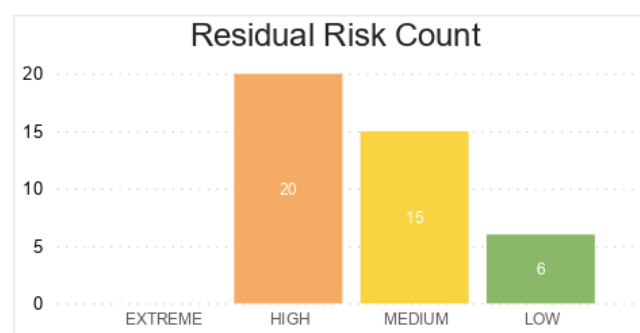
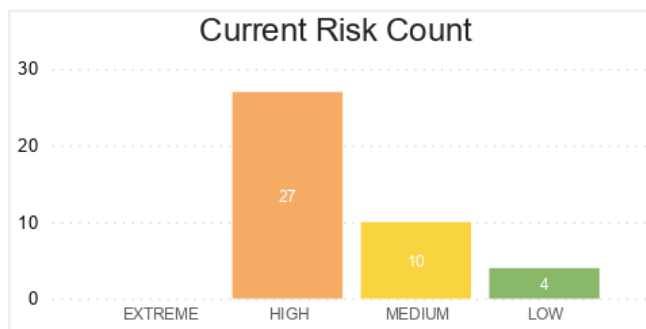
## APPENDIX B - RISK DASHBOARD - FEB 2021

HIGH &  
EXTREME  
RESIDUAL RISKS  
LAST MONTH  
**20**

HIGH &  
EXTREME  
RESIDUAL RISKS  
THIS MONTH  
**20**

### Risk Rank

	INSIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
ALMOST CERTAIN	11	16	20	23	25
LIKELY	7	12	17	21	24
POSSIBLE	4	8	13	18	22
UNLIKELY	2	6	9	14	19
RARE	1	3	6	10	15



### Residual Risks

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4		6
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	1		3
1.3	Civic Square	2				2
1.4	Car Park Upgrade	1				1
2.3	Commonwealth Hotel	1	1	1		3
3.1	Nicholas St / Union PI Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue		1	1		2
4.3	Eats		1	5		6
<b>Total</b>		<b>6</b>	<b>15</b>	<b>20</b>		<b>41</b>

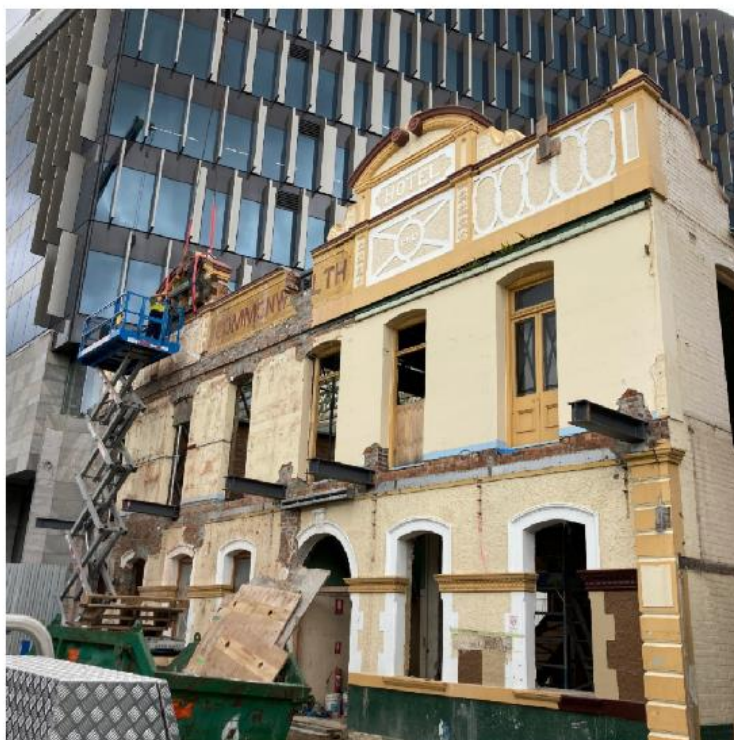
### MAIN RISKS (based on Risk Residual Rank)

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Commonwealth Hotel	Risk of program delay impacting use of Union Place for pedestrian access during Metro B construction	Review option for increased access of site via Bell Street Green	HIGH	MEDIUM
Project Site Wide	Risk of procurement delays impacting the program for supply of furniture and equipment.	Detailed program to be developed including contract dates for furniture and equipment delivery.	HIGH	MEDIUM
Project Site Wide	Variations to the Project scope increase the budget and reduce contingency.	All variations and additional costs to be approved by Council's single point of responsibility.	HIGH	HIGH
Retail & Entertainment	Risk of delays with engaging a cinema operator.	Proceed with Eats and Metro B construction and complete Union Place to enable vehicle traffic.	HIGH	MEDIUM



**APPENDIX C – SITE PHOTOS**

**APPENDIX C – SITE PHOTOS**

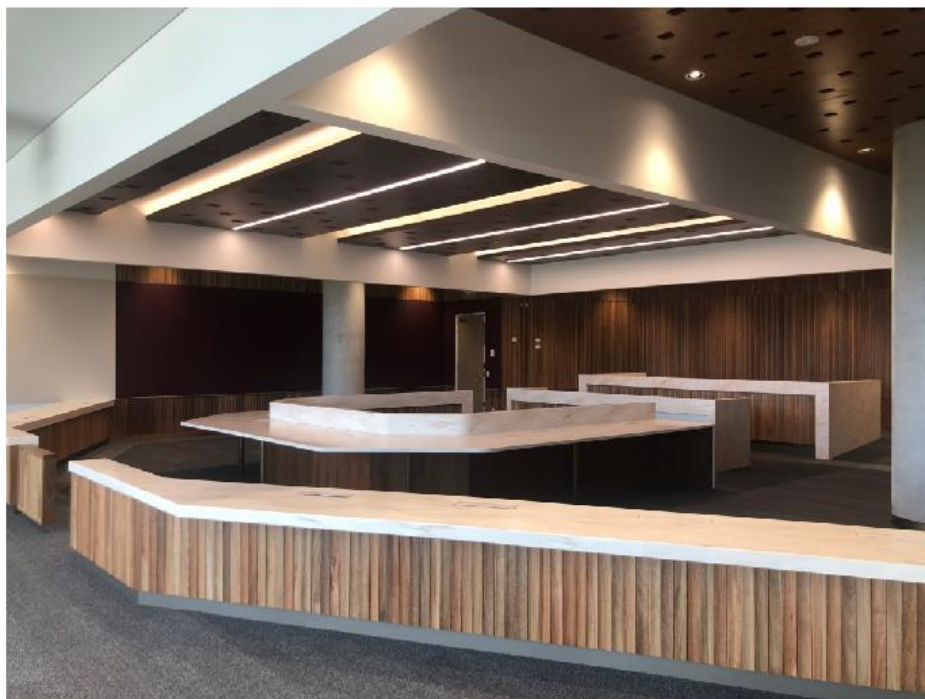


**Commonwealth Hotel: Front façade restoration**



**Commonwealth Hotel: Rear facade**

## APPENDIX C – SITE PHOTOS



**Administration Building:** Council Chambers



**Administration Building:** Southern entrance

Doc ID No: A6805176

ITEM: 5

SUBJECT: RETAIL SUB-PROJECT STEERING COMMITTEE REPORT NO. 8 - FEBRUARY 2021

AUTHOR: PROJECT MANAGER

DATE: 18 FEBRUARY 2021

---

### **EXECUTIVE SUMMARY**

This is a report concerning Report No. 8 (February 2021) from the Retail Sub-project Steering Committee on the status of the leasing program and associated developments with the retail component of the Nicholas Street Precinct redevelopment.

### **RECOMMENDATION/S**

**That the Retail Sub-project Steering Committee Report No. 8 for February 2021 be received and the contents noted.**

### **RELATED PARTIES**

Ranbury Management Group - Program Management Partner Ranbury Property Services – Retail Leasing Agent

Councillor Fechner may have a potential conflict of interest in relation to this matter.

Councillor Madsen may have a potential conflict of interest in relation to this matter.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

### **PURPOSE OF REPORT/BACKGROUND**

The Retail Sub-project Steering Committee (RSPSC) supports the Ipswich Central Redevelopment Committee (ICRC) in delivering the Nicholas Street Precinct redevelopment. The RSPSC reports monthly to the ICRC on the planning, development, delivery and operations of the Nicholas Street Precinct's retail and commercial assets.

The 16 February 2021 meeting of the RSPSC discussed the progress of retail leasing, the timing of works associated with the retail variation, development of the 2021-2022 operational budget and the cinema Expression of Interest (EOI) (refer Attachment 1 for draft minutes).

As at 28 February 2021, eleven non-legally binding Heads of Agreement (HOA's) had been endorsed. Of the eleven endorsed HOA's, legal documentation has been provided to six

prospective tenants and documentation is currently under preparation for the remaining five parties. Legal documentation associated with the key anchor tenant is currently on hold. The three most recent HOA's were received by council in December 2020 and have had their commercial terms reviewed by council's independent industry expert. These were subsequently endorsed and the process commenced to the associated legal documentation. Discussions also continued with other prospective tenants during the month.

At its meeting on 28 January 2021, council endorsed an EOI process for the procurement of a suitably qualified and experienced cinema complex operator for the management and operations of the cinema complex within the precinct. In February the EOI was released to the marketplace in conjunction with a marketing campaign to raise awareness of the commercial opportunity and the redevelopment of the precinct and its associated opportunities. The EOI campaign will close in March 2021 and will be followed by a detailed assessment of responses. An established accountancy firm have been engaged through a RFQ process to provide financial analysis of the differing cinema offers so that both leasehold and management agreements structures can be compared.

Queensland Treasury Corporation have been engaged to assist the precinct management team in formulating the total returns financial modelling.

In the first quarter of 2021, the focus has been on creating an activation plan for the Nicholas Street Precinct for the remainder of the 2021 calendar year, as well as finalising the first communications, engagement and activation budget for the Precinct (2021-2022).

From an activation perspective, the following events have been run/planned:

- Staged event: Valentine's Day with the Ipswich City Orchestra's Chamber Ensemble: a successful event with positive feedback from attending locals (estimated 350 plus in attendance);
- Staged event: Public art formal media launch with local artists – positive media coverage achieved in all local media;
- Staged event: Arts Alive program – involving local artists and a "Draw-In" event, encouraging locals to try drawing. Feedback was exceptionally positive and future events will be arranged with Arts Alive;
- Event planning: Organisation of the first Tulum Tapas supported by a local brewing company to be held the first Friday of event month, starting March;
- Event liaison: Return of the Handmade Expo Market, which will be held the second Saturday of every month, starting March;
- Evening planning: Food Flavour Food Trucks and Markets, which will be held the third Saturday of the month, starting March (local vendor);
- Proposed event liaison: Discussions with potential Farmers' Market operators who would operate the second and fourth Saturday of each month (starting April) and potentially the first and third Wednesday of the month (targeting Council and office staff in the Admin building), to be finalised by the end of February;
- Event planning: Easter school holidays with the first week supporting Ipswich Youth Advisory Committee (IYAC) and the second week targeting primary school-aged children;

- Proposed event: Major national gin festival (with involvement by a number of local restaurants, cafes and not-for-profits);
- Community event support: Harmony Week, Bike in Ipswich, Youth Week, DV awareness project; and
- Event planning: Working with the Library team in regards to the launch of the Children's Library.

The Precinct team has also been busy supporting the retail leasing team, working on an update of the website, refinement of the Precinct's social media channels, ongoing stakeholder liaison, formalising a media plan for the year, supporting the rollout of the Precinct's cinema EOI and exploring key community partnerships.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:

*Local Government Act 2009*

*Local Government Regulation 2012*

### **RISK MANAGEMENT IMPLICATIONS**

The retail leasing program continues to face significant challenges including but not limited to COVID-19 impacts, the pace of the retail market rebound, the securing of anchor and other tenants and the attractiveness of the offer from the lessor (council) in the current market conditions. The conversion of endorsed HOA's into legally binding Agreements for Lease (AFL) remains a critical component in the precinct's success.

Council's activation program needs to meet community expectations and establish Tulumur Place as a 'must do' location.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The retail precinct's short-term commercial success is dependent on identifying, attracting and securing a commercially viable tenancy mix. Commercial success in the medium to longer term will require a comprehensive activation and management strategy to support tenants and deliver a revitalised and activated precinct.

The precinct management team are well advanced on the development of the operational budget to manage the precinct over the next financial year.



### **COMMUNITY AND OTHER CONSULTATION**

The contents of this report did not require any community consultation.

### **CONCLUSION**

Retail leasing continues to progress according to plan. The approval of the retail variation for works to the Eats and Metro B buildings (including façade and streetscape works) will result in improved precinct's aesthetics and ready both assets for tenant fit-out.

**ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

1.	Retail Sub-project Steering Committee Draft Minutes Mtg 8 <a href="#"></a> 
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Greg Thomas  
**PROJECT MANAGER**

I concur with the recommendations contained in this report.

Sean Madigan  
**ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT**

***“Together, we proudly enhance the quality of life for our community”***



## IPSWICH CITY COUNCIL RETAIL SUB-PROJECT STEERING COMMITTEE (RSPSC) MINUTES

**Meeting:** Retail Sub-Project Steering Committee – No 8.

**Venue:** Level 7 Conference Room, 2 Bell Street

**Date:** 17 February 2021 (11:00AM – 12:00PM)

<b>Members:</b>	James Hepburn (Chair) (JH); Sean Madigan (GM C&P) (SM); Greg Thomas (Project Manager) (GT)	
<b>Observers:</b>	Councillor Marnie Doyle, Nicole Denman, Brent McKay	
<b>Apologies:</b>	Allison Grant	
<b>Chair / Minutes:</b>	Chair – James Hepburn	Minutes – Nicole Denman
No.	OFFICER	DESCRIPTION
1.	JH	Attendance / Apologies
2.	JH	Previous Minutes & Actions Arising
3.	JH	<p>Councillor Workshops</p> <ul style="list-style-type: none"> <li>Workshop 3 – <b>ACTION:</b> ND to schedule for 30 March 2021</li> <li>Additional Agenda Item – <b>ACTION:</b> GT to include Bottle Alley</li> </ul> <p>Status of precinct valuation (Colliers)</p> <ul style="list-style-type: none"> <li>Colliers finalised - final report imminent.</li> <li>JH provided comparison between Colliers' valuation and Savills' historic valuation</li> <li>JH to circulate final analysis to be circulated to RSPSC members</li> </ul> <p>Status of precinct cost to complete (RLB)</p> <ul style="list-style-type: none"> <li>GT provided breakdown of headline figures</li> </ul> <p>Status of EFY reporting and operational budgets</p> <ul style="list-style-type: none"> <li>BM progressing forecasting model</li> <li>Further liaison with finance department required re: employee expenses</li> <li>Precinct budget development progressing well</li> </ul>

4.	JH	<p>Retail Leasing</p> <ul style="list-style-type: none"> <li>• Retail PCG meeting outcomes 16.2.21</li> <li>• Leasing update – Cinema EOI released, advertising campaign over next month to reach industry operators</li> <li>• KPMG engaged to assist in Cinema EOI evaluation process</li> </ul> <p>Leasing</p> <ul style="list-style-type: none"> <li>• 11 Heads of Agreement endorsed</li> <li>• Well advanced with other tenancy options</li> <li>• Ongoing process to deliver executed leases (50% threshold for Metro B)</li> <li>• Tulumur Place Bar lease discussions ongoing</li> <li>• Metro B tower – JH outlined options under consideration</li> <li>• Discussion occurred on tenancy options for Level 2 Administration Building</li> </ul>
5.	GT	<p>Retail Redevelopment</p> <ul style="list-style-type: none"> <li>• Hutchinson Builders – retail contract variation proceeding</li> <li>• Management of existing tenants within Metro B and 2 Bell Street</li> <li>• Proposed changes to Metro B thoroughfare access due to upcoming construction works</li> <li>• <b>ACTION:</b> ND to coordinate tour of proposed retail offerings under consideration, timing TBC</li> </ul> <p>Bottle Alley - options and costs</p> <ul style="list-style-type: none"> <li>• GT outlined estimated constructions and consultancy costs</li> <li>• Briefing note drafted for wider consultation</li> <li>• Mural artwork /public discussed</li> </ul>
6.	JH	<p>Precinct Management and Activation</p> <ul style="list-style-type: none"> <li>• Activation strategy/resourcing (2021 calendar and budget development)</li> <li>• Precinct Management Budget and Precinct Strategy Overview</li> <li>• Resourcing requirements</li> </ul>
7.	GT	<p>Commonwealth Hotel</p> <ul style="list-style-type: none"> <li>• Status of potential lessee discussions</li> <li>• GT discussed complex scope of activities required to achieve desired outcome</li> </ul>
8.	GT	<p>Procurement Activities</p> <ul style="list-style-type: none"> <li>• Retail Design Manager engaged</li> </ul>
9.	JH	<p>Financials</p> <ul style="list-style-type: none"> <li>• 2021/22 Budget build approach/status</li> </ul>
10.	JH	<p>ICRC/Council Reports</p> <ul style="list-style-type: none"> <li>• TCP - Ranbury Management Group - Material Services Agreement (MSA)</li> <li>• TCP - Ranbury Property Services – Retail Leasing Services</li> </ul>
11.	GT	<p>Ministerial Exemptions</p> <ul style="list-style-type: none"> <li>• Next quarterly report due – late March 2021</li> <li>• July 2021 Half Yearly update to Minister for Local Government (due late July 2021)</li> </ul>

**Item 4 / Attachment 1.**

No.	OFFICER	DESCRIPTION
12.	JH	<p>General Business</p> <p>Smokers Alley</p> <ul style="list-style-type: none"> <li>• Commencement of access solution imminent, lighting of alley mural to be included in scope</li> <li>• Report to Council on alley naming</li> </ul> <p>Other Matters</p> <ul style="list-style-type: none"> <li>• ACTION: ND to arrange meeting with Cr Doyle re: utilisation of remaining heritage rail pieces</li> <li>• Status of car park discussions with State agency re an ongoing agreement</li> <li>• JH discussed inclusion of the new ICC Waste Initiative Policy Directive and Solar opportunities in the precinct's business plan</li> <li>• Tenure discussion re 2 Bell, Metro B and Eats buildings</li> <li>• State Owned Bell Street Assets <ul style="list-style-type: none"> <li>○ Overbridge – status of discussions on its future/opportunities for its removal</li> <li>○ Awning linking railway station and Metro B – awning asset condition report discussed, implications to Council on its ownership and the proposal to enter into a licence agreement with the State for the co-location of Council services such as street lighting</li> </ul> </li> </ul>
13.	JH	Next Meeting – 17 March 2021

Doc ID No: A6809317

ITEM: 6

SUBJECT: NICHOLAS STREET PRECINCT COMMUNICATIONS, ENGAGEMENT AND  
ACTIVATION MONTHLY REPORT

AUTHOR: ENGAGEMENT MANAGER

DATE: 22 FEBRUARY 2021

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### **EXECUTIVE SUMMARY**

This is a report concerning the communications, engagement and activation activity undertaken and planned for the Nicholas Street Precinct between January and February 2021.

### **RECOMMENDATION/S**

**That the Nicholas Street Precinct: Communications, Engagement and Activation Monthly Report be received and the contents noted.**

### **RELATED PARTIES**

The Acting General Manager of Infrastructure and Environment has declared a conflict of interest in relation to the Handmade Expo Markets due to being in a relationship with the owner of the markets. The conflict of interest was declared to the CEO and the General Manager has had no involvement in relation to this aspect of the program.

### **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

Caring for the community

### **PURPOSE OF REPORT/BACKGROUND**

The purpose of this report is to provide an overview of activity in the January to late February period.

### **Highlights: Pillars of Communications, Engagement and Activation**

In the first quarter of 2021, focus has been on creating and finalising an activation plan for the Nicholas Street Precinct for the 2021 calendar year, as well as finalising the first communications, engagement and activation budget for the precinct (2021-2022).

Highlights achieved under the 12 program pillars (media and comms, events and activation, leasing and asset support, advertising, retail marketing, precinct marketing, stakeholder engagement and partnerships, digital and online, brand and reputation management, community engagement, council co-delivery program, and governance and delivery) during January and February were as follows:

**1. Media and communications**

- Delivery of the media plan – milestones and opening events/launch activities, including event-based publicity (ie Swich Summer Sounds and Valentine’s Day), last stages of the Commonwealth Hotel redevelopment update, the launch of the cinema EOI etc (with ongoing support provided by the media and communications team)
- Official launch of the public art in Tulumur Place (media launch staged) – coverage achieved in all local outlets
- Engaging support of the Internal Communications Officer to help encourage staff to visit the new precinct – stories on the Wire
- Ongoing stakeholder communications and impact updates, with focus on stakeholders in the Nicholas Street Precinct
- Liaison with industry press re upcoming project milestones
- Started work on a 2021 media plan

**2. Events and activation**

Completed events:

**Swich Summer Sounds**

On Saturday 30 January 2021, Tulumur Place hosted the first Swich Summer Sounds – a celebration of Aussie music event. The NSP team partnered with the Rotary Club of Ipswich City and the Ipswich Hospital Foundation who ran the Great Aussie BBQ to raise money for important local causes (with \$3000 raised), while the city’s award-winning local brewery – Four Hearts Brewing Company, hosted the Tulumur Deck Bar, and local ice-creamery Ungermann Brothers, popped up with a special ‘Pavlova’ sundae.

The program featured a mix of local entertainers (singers and bands), Those Tap Guys, Bethany Fisher (a children’s entertainer), Jack Jones from Southern Sons and Kevin Mitchell/Bob Evans from Jebediah. Ben “Dobbo” Dobbin emceed the event, which was extremely well-received and went off without a hitch.

With Covid Safe plans in place, attendee numbers were limited to no more than 1,500 (including staff, volunteers, artists and vendors). Approximately 1,300 free tickets were booked via the IHF website (using the Eventbrite platform) with approximately 700 attendees on the day. While it was hoped that attendance would be higher, the hot day and sun may have prevented people from coming to the event.

It is proposed that Swich Summer Sounds become an annual event, with attendance expected to grow annually as more stages of the Nicholas Street Precinct project are delivered and as awareness of the event (and Precinct) continues to grow within the

community. A post-event review has been completed and a meeting will soon be held with key stakeholders to discuss the 2022 event.

**Valentine's Day with the Ipswich City Orchestra's Chamber Ensemble:**

This was an incredibly successful event targeting a slightly different market within our community, with a lot of positive feedback received from locals who attended (350 plus in attendance – estimated numbers). Four Hearts Brewing Company again popped-up, as did Carlos Tacos who did very well from a sales perspective. The event attracted a lovely, broad cross section of the community, from families through to couples and even groups of friends – lots of picnics enjoyed on the grass. The Chamber Ensemble was brilliant – definitely a professional quality concert enjoyed by all (and supported by DJ Nex). All attendees were presented with a rose and heart-shaped chocolate, which was incredibly well-received.

Positive feedback (from emails to council and social media) included:

- "We thoroughly enjoyed this concert. Thanks so much ICC and the Ipswich City Orchestra. The DJ was great too."
- "Would love to see more events like this. Great experience in Ipswich. Well done to all involved."
- "We loved the live sounds of music under the broody Ipswich skies ..."
- "Was my first time seeing Tulumur Place – very impressive."

**Arts Alive "Draw-In"**

Tulumur Place was proud to host Arts Alive's first "Draw-In" event in early February. The community was invited to Tulumur Place to learn to draw, with Arts Alive group members on-hand to provide guidance and advice. Feedback from Arts Alive was extremely positive and the Precinct team is currently in discussions about holding several more "Draw-Ins" throughout the year. Arts Alive was also featured as part of the media launch of the Tulumur Place public art to reinforce Council's position as a strong supporter of local arts and culture.

**2021 Events Calendar**

As noted, an events calendar for 2021 has almost been completed, with the following highlights planned from March to June:

- Farmers' Markets – twice-monthly
- Handmade Expo Market – monthly
- Future Flavour Food Trucks and Market – monthly
- School holiday activities (Easter and June/July)
  - o Supporting Youth Week – week one
  - o Primary school-aged activities – week two
- Inclusion of the Ipswich Circus in the April food truck event
- Faces of Ipswich initiative support (photographic display) – Harmony Week
- Nicholas Street Precinct events in support of the Anywhere Festival, and Planes, Trains and Automobiles
- Big screen events (including an outdoor cinema)
- Working with the Ipswich Show on supporting events
- Official Children's Library opening events

Beyond June, the following events have been explored:

- Tulumur Tapas – to launch after the opening of the Admin Building

- Gin Festival with a series of supporting events
- Monthly Secret Laneway Series
- Support of the Spark Festival
- Opening of the Administration Building
- Creation and launch of a Heritage Walking Tour – in conjunction with Galvanised
- Opening of Eats
- The return of Kitch in the Swich
  
- School holiday activities
  
- The launch of Metro B
  
- Christmas events and involvements in Christmas in Ipswich
  
- Launch of the Commonwealth Hotel and Tulmur Place bar / café
  
- Launch of a summer outdoor movies series
  
- Extension of other community partnerships

*Third party contractor engagement and procurement:*

In support of Council's commitment to transparency, as follows is a summary of organisations involved in the launch, with focus, where possible, placed on working with local businesses:

- Handmade Expo Markets
- Four Hearts Brewing Company
- Millennium Cleaning
- Ben Dobbin (Dobbo)
- Ipswich Hospital Foundation
- Rotary Clubs of Ipswich
- Arts Alive Ipswich
- Ipswich City Orchestra
- Flower Lovers
- Vicki Martin – local food truck operator
- Rhino café operators
- Candytime
- Dee Bradley – musician
- Taleena Peck – musician
- DJ Nex
- DJ Gavs
- 1300 Medics
- Nigel Coates (Sparky Do Dah)
- Triangle House
- Tahlitha Rice Photography
- Carlos Tacos
- Stowe Electrical
- Ipswich Local Magazine

- Limelight Cinemas
- Ben Ruhland Videography
- Verifact (Traffic Management)
- The Pool Shop
- West Moreton Health
- Ipswich City Orchestra
- Top Office Personnel
- IZIT Entertainment
- Those Tap Guys
- Parker Music Co
- Kaydee Promotions
- Bremer Cleaning
- Ipswich Civic Centre
- Ig and Char – local musicians
- Gling Hunt – local musician
- Taylor Wilton – local musician
- Premier Artists – Jack Jones and Bob Evans
- Bethany Fisher
- Ipswich Nissan
- Old Girls on the Road car club
- NSP stakeholders – Bill and Andy Rawlings, Mike Swantston, Mary Smith
- NSP business owners – Terry White Chemmart, Dominique’s Bakery, Trottie Becke
- BUPA – pop-up NSP service

**3. *Leasing and asset support***

- Ongoing liaison with potential leasing leads
- Creation of new/updated collateral to support the leasing team
- Cinema EOI marketing support

**4. *Advertising***

- Outdoor signage campaign – billboards and digital signage
- 2021 campaign being developed

**5. *Retail marketing***

- Started work on 2021 retail calendar and campaign

**6. *Precinct marketing***

- Assisted with creation of new carpark signage
- Assisted with delivery of directional and wayfinding signage

**7. *Stakeholder engagement and partnerships***

- Creation of not-for-profit program for 2021 – tied in with Laneway Series
- Ongoing liaison with key Precinct stakeholders – address key issues
- Arrange meetings with landlords and project partners

**8. Digital and online**

- Plan for 2021 website update to make the website more customer and precinct focussed
- Ongoing social media campaign (earned, shared and paid), in support of all activations and events
- Campaign focused on increasing the number of page likes

**9. Brand and reputation management**

- Ongoing work on issues and crisis management plan – liaison with relevant Council stakeholders (more detailed plan to be created in 2021)
- Ongoing liaison with WMH in regards to COVID checklists and plans

**10. Community engagement**

- Liaison with Council re naming of places and spaces – with supporting delivery, February meeting, with remaining names to be allocated at the March meeting

**11. Council co-delivery program**

- Meetings with key Council partners held in early 2021 to explore collaboration opportunities and partnerships
- Start work on a program to support the operation of the LED panels on the new Council Administration Building

**12. Governance and delivery**

- Liaison re bookings, permits and licences as required
- Draft 2021-2022 budget
- Participate in and/or chair working groups, as required
- Prepare and present reports, as required

**LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:

*Local Government Act 2009*

**RISK MANAGEMENT IMPLICATIONS**

There are several risks associated with activation of the Nicholas Street Precinct, as follows (please note, this list has not been updated as it's still current):

RISK	MITIGATION
COVID-19: adhering to current (and new)	COVID-19 plans will be in place for all events, with West Moreton Health to approve these plans. In addition to this, the Precinct

restrictions, potential outbreak/lockdown, new restrictions (should there be another outbreak)	<p>Guidelines and Conditions of Use references social distancing, COVID-19 plans and that Council has the right to cancel an event due to COVID-19. Registration tables will be set up at all events with both app and hard copy options. The Precinct team will stay up-to-date with new restrictions and regulations as they are rolled out by the state government.</p> <p>Should there be an outbreak or lockdown, the Precinct Team will be guided by WMH in regards to actions.</p>
Storms, severe rain or dangerous weather	The Precinct Guidelines and Conditions of Use notes that Council has the right to cancel any event in the precinct due to weather. As such, the decision was made to cancel or postpone several events due to weather. The Precinct team is currently liaising with procurement and legal to look at adding new clauses to contracts with entertainers and suppliers to cover off cancellations due to government restrictions.
Precinct-based issues and crises	A basic issues and crisis plan was drafted for the precinct, to support the emergency management plan. This plan covered such issues as a lost child, accident or injury etc. Note, 1300 Medics has been engaged to attend the major events.
Electrical, AV or maintenance issues during an event	There will be an electrician and ops officer onsite at all key events, as well as an experienced AV technician, in case of electrical issues or problems with the AV system.
Anti-social behaviour	Additional security will be present at all events.
The perception that local businesses and organisations cannot partner with or work in the NSP space.	Any local organisation or business can register their interest in using the precinct for events and activations (via the website). However, it is not a bookable space, and approval from the Precinct Team will be needed. Considerable communications will be put out via all Council channels over the next 12 months to reinforce this message to ensure NSP has the local community at its heart. That said, to ensure the ultimate success of the precinct, securing events, festivals and partner organisations from across the country will be crucial to its successful activation. Council will list all “engaged” organisations in this monthly report to ensure complete transparency.

## FINANCIAL/RESOURCE IMPLICATIONS

A budget for 2021-2022 for the delivery of the communications, engagement and activation program has been drafted.

## COMMUNITY AND OTHER CONSULTATION

A considerable amount of internal and external consultation has taken place during January and February.

- The NSP team presented to the Ipswich Youth Advisory Council (IYAC) in February, in relation to a joint youth-week initiative.
- Ongoing consultation has taken place with key precinct stakeholders (landlords and business owners), project partners and contractors (Ranbury, Hutchinsons, event organisers etc), potential tenants, other councils and similar public plazas (for research purposes), potential community and corporate partners, event partners etc.
- Internally, the following functions have been consulted on the creation and delivery of the Communications, Engagement and Activation program: Property Services, Legal Services, City-Wide Events, Ipswich Civic Centre, Ipswich Art Gallery, Marketing, Economic Development, Safe City, the Nicholas Street Precinct Project Team, Planning and Regulatory Services, Compliance, all relevant working groups, Ipswich Central, Libraries and Studio 188.

## CONCLUSION

This report features a summary of the communications, engagement and activation activity undertaken throughout the months of January and February in support of the Nicholas Street Precinct, with the goal of encouraging as many people as possible to “come and explore” their new city heart.

Allison Grant

**ENGAGEMENT MANAGER**

I concur with the recommendations contained in this report.

Sean Madigan

**ACTING GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT**

*“Together, we proudly enhance the quality of life for our community”*