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Variation Agreement

VARIATION OF PARTICIPATION AGREEMENT

Between

Central SEQ Distributor-Retailer Authority trading as
Queensland Urban Utilities

Brisbane City Council

Ipswich City Council

Lockyer Valley Regional Council

Scenic Rim Regional Council

Somerset Regional Council



Variation Agreement

This Deed of Variation is made on

2019

PARTIES

Central SEQ Distributor-Retailer Authority trading as Queensland Urban Utilities ABN 86 673 835
011 of Level 2, 15 Green Square Close, Fortitude Valley, Brisbane, Qld 4006 (QUU)

Brisbane City Council of 266 George Street, Brisbane, Queensland 4000 (BCC)

Ipswich City Council of 45 Roderick Street, Ipswich, Queensland 4305 (ICC)

Lockyer Valley Regional Council of 26 Railway Street, Gatton, Queensland 4343 (LVRC)

Scenic Rim Regional Council of 82 Brisbane Street, Beaudesert, Queensland 4285 (SRRC)

Somerset Regional Council of 2 Redbank Street, Esk, Queensland 4312 (SRRC)

RECITALS:

- A. QUU, BCC, ICC, LVRC, SRRC and SRC are parties to the Participation Agreement.
- B. The Parties have agreed to vary the Participation Agreement on the terms expressed in this agreement.

NOW THE PARTIES AGREE AS FOLLOWS:

1. INTERPRETATION

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- 2.1 The variations to the Participation Agreement referred to in this clause 2 come into effect on and from the Effective Date.
- 2.2 The Participation Agreement is amended in accordance with the amended Participation Agreement at **Appendix 1**.

3. GOVERNING LAW

This agreement will be governed by and construed according to the law of the State of Queensland and the parties agree to submit to the exclusive jurisdiction of the Courts of the State of Queensland.

Variation Agreement – Participation Agreement



Variation Agreement

4. COSTS

Each Party will pay its own costs of and incidental to the negotiation, preparation and execution of this agreement.

5. NO WAIVER

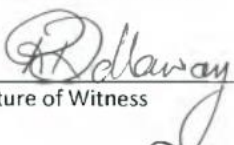
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Signed as an Agreement

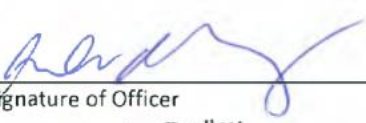
Signed for and on behalf of **Central SEQ Distributor-Retailer Authority** trading as **Queensland Urban Utilities ABN 86 673 835 011** by its duly authorised officer, in the presence of:



Signature of Witness



Name of Witness



Signature of Officer

Louise Dudley
Chief Executive Officer
Queensland Urban Utilities

Name of Officer

Date: 19/7/19

SIGNED for and on behalf of **Brisbane City Council** by its duly authorised delegate in accordance with the *City of Brisbane Act 2010* (Qld)

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date:

Variation Agreement – Participation Agreement



Variation Agreement

SIGNED for and on behalf of **Ipswich City Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

SIGNED for and on behalf of **Lockyer Valley Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

SIGNED for and on behalf of **Somerset Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

Signature of Delegate

Name of Delegate

Date: _____

Signature of Delegate

Name of Delegate

Date _____

Variation Agreement – Participation Agreement



Variation Agreement

SIGNED for and on behalf of **Scenic Rim Regional Council** by its duly authorised delegate
in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____



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This Deed of Variation is made on

2019

PARTIES

Central SEQ Distributor-Retailer Authority trading as Queensland Urban Utilities ABN 86 673 835
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Variation Agreement

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5. NO WAIVER

Nothing in this agreement affects or limits any rights or obligations of a Party accrued as at the date of this agreement.

Signed as an Agreement

Signed for and on behalf of Central SEQ Distributor-Retailer Authority trading as Queensland Urban Utilities ABN 86 673 835 011 by its duly authorised officer, in the presence of:

Signature of Witness

Signature of Officer

Name of Witness

Name of Officer

Date:

SIGNED for and on behalf of Brisbane City Council by its duly authorised delegate in accordance with the *City of Brisbane Act 2010* (Qld)

MAKITA HEATH

Signature of Witness

[Signature]

Signature of Delegate

MAKITA HEATH

Name of Witness

Name of Delegate

Date:

Variation Agreement – Participation Agreement



Variation Agreement

SIGNED for and on behalf of **Ipswich City Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

SIGNED for and on behalf of **Lockyer Valley Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

Variation Agreement – Participation Agreement



Variation Agreement

SIGNED for and on behalf of **Somerset Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

SIGNED for and on behalf of **Scenic Rim Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

Variation Agreement – Participation Agreement



Variation Agreement

This Deed of Variation is made on

2019

PARTIES

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011 of Level 2, 15 Green Square Close, Fortitude Valley, Brisbane, Qld 4006 (QUU)

Brisbane City Council of 266 George Street, Brisbane, Queensland 4000 (BCC)

Ipswich City Council of 45 Roderick Street, Ipswich, Queensland 4305 (ICC)

Lockyer Valley Regional Council of 26 Railway Street, Gatton, Queensland 4343 (LVRC)

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Variation Agreement – Participation Agreement



Variation Agreement

4. COSTS

Each Party will pay its own costs of and incidental to the negotiation, preparation and execution of this agreement.

5. NO WAIVER

Nothing in this agreement affects or limits any rights or obligations of a Party accrued as at the date of this agreement.

6. COUNTERPARTS

This agreement may be executed in counterparts. Delivery of a counterpart of this agreement by email attachment constitutes an effective mode of delivery.

Signed as an Agreement

Signed for and on behalf of **Central SEQ Distributor-Retailer Authority** trading as **Queensland Urban Utilities ABN 86 673 835 011** by its duly authorised officer, in the presence of:

Signature of Witness

Signature of Officer

Name of Witness

Name of Officer

Date:

SIGNED for and on behalf of **Brisbane City Council** by its duly authorised delegate in accordance with the *City of Brisbane Act 2010* (Qld)

Signature of Witness

Signature of Delegate

Name of Witness

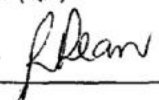
Name of Delegate

Date:

Variation Agreement – Participation Agreement



SIGNED for and on behalf of **Ipswich City Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*



Signature of Witness

Roxanne Carol Dean

Name of Witness

SIGNED for and on behalf of **Lockyer Valley Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

SIGNED for and on behalf of **Somerset Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Variation Agreement



Signature of Delegate

David Farmer

Name of Delegate

Date: 10 June 2019

Signature of Delegate

Name of Delegate

Date: _____

Signature of Delegate

Name of Delegate

Date: _____

Variation Agreement – Participation Agreement



SIGNED for and on behalf of **Scenic Rim Regional Council** by its duly authorised delegate
in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Variation Agreement

Signature of Delegate

Name of Delegate

Date: _____

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Signature of Officer

Name of Witness

Name of Officer

Date:

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Signature of Witness

Signature of Delegate

Name of Witness

Name of Delegate

Date:

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Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

SIGNED for and on behalf of **Lockyer Valley Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

A handwritten signature in black ink, appearing to read "Kayla More Gill", written over a horizontal line.

Signature of Witness

Kayla More Gill
Name of Witness

A handwritten signature in black ink, appearing to read "Ian Church", written over a horizontal line.

Signature of Delegate

IAN CHURCH
Name of Delegate

Name of Delegate

Date: 5/6/2019

SIGNED for and on behalf of **Somerset Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date _____

Variation Agreement – Participation Agreement



Variation Agreement

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Name of Witness

Name of Officer

Date:

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Signature of Witness

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Signature of Delegate

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Date: _____

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Name of Delegate

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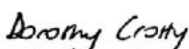
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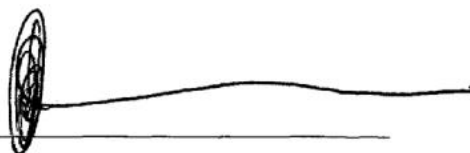


Signature of Witness



Name of Witness

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Signature of Delegate



Name of Delegate

Date: 19.06.2019.

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2019

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Signature of Witness

Signature of Officer

Name of Witness

Name of Officer

Date:

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Signature of Witness

Signature of Delegate

Name of Witness

Name of Delegate

Date:

Variation Agreement – Participation Agreement



Variation Agreement

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Signature of Witness

Name of Witness

SIGNED for and on behalf of **Lockyer Valley Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

SIGNED for and on behalf of **Somerset Regional Council** by its duly authorised delegate in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

SUSAN JAYME PITKIN

Name of Witness

Variation Agreement – Participation Agreement

Signature of Delegate

Name of Delegate

Date: _____

Signature of Delegate

Name of Delegate

Date: _____

Signature of Delegate

Signature of Delegate

JASON ADAM BRADSHAW

Name of Delegate

Date 4/6/2019



Variation Agreement

SIGNED for and on behalf of **Scenic Rim Regional Council** by its duly authorised delegate
in accordance with the *Local Government Act 2009 (Qld)*

Signature of Witness

Name of Witness

Signature of Delegate

Name of Delegate

Date: _____

Variation Agreement – Participation Agreement



Variation Agreement

Appendix 1 – Amended Participation Agreement

A complete copy of the amended Participation Agreement follows

Final Version: 3 June 2019

Operative Date: 25 June 2010

Amendment Date: June 2019

Participation Agreement

Central SEQ Distributor-Retailer Authority

Brisbane City Council

Ipswich City Council

Lockyer Valley Regional Council

Scenic Rim Regional Council

Somerset Regional Council

Central SEQ Distributor-Retailer Authority

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Participation Agreement dated

Parties

Brisbane City Council of 266 George Street, Brisbane, Queensland 4000;

Ipswich City Council of 45 Roderick Street, Ipswich, Queensland 4305;

Scenic Rim Regional Council of 82 Brisbane Street, Beaudesert, Queensland 4285;

Lockyer Valley Regional Council of 26 Railway Street, Gatton, Queensland 4343;

Somerset Regional Council of 2 Redbank Street, Esk, Queensland 4312; and

Central SEQ Distributor-Retailer Authority ABN 86 673 835 011, trading as Queensland Urban Utilities of Level 2, 15 Green Square Close, Fortitude Valley, Queensland, 4006.

Background

- A. QUU was established under the Distribution and Retail Restructuring Act.
- B. Section 20 of the Distribution and Retail Restructuring Act requires the Parties to enter into a Participation Agreement.
- C. The Parties have entered into this Agreement as their Participation Agreement, and it has been approved by the Minister, as the Participation Agreement of QUU, for the purposes of Chapter 2, Part 3 of the Distribution and Retail Restructuring Act.
- D. The Agreement contains amendments made in accordance with clause 4 and sections 28(1) and (3) and 29(1) of the Distribution and Retail Restructuring Act with effect from the Amendment Date.
- E. As section 30 of the Distribution and Retail Restructuring Act requires the Minister to table this amended Agreement in Parliament, this Agreement will be a public document.

Operative Provisions

1. Definitions and Interpretations

1.1 Definitions

In this Agreement:

Annual Operational Plan means the plan described in clause 15.2.

Amendment Date means the date the amendments to this Agreement took effect in accordance with the Distribution and Retail Restructuring Act.

Board means QUU's board.

Board Appointment Protocol means any protocol for the appointment of Board Members that is agreed to in writing by the Participants from time to time.

Board Member means a person who is appointed as a member of the Board in accordance with the Distribution and Retail Restructuring Act and this Agreement.

Board Remuneration Policy means a policy setting out the terms on which remuneration and benefits will be paid to Board Members.

Business Day means a day except a Saturday, Sunday or public holiday in the place:

- (a) in which the relevant act is to be or may be done; or
- (b) to which the communication is posted, sent or delivered.

Concurrency Agency Delegation means a delegation required to be made under clause 8 of the South-East Queensland Water (Distribution and Retail Restructuring) and Other Legislation Amendment Act 2010.

Distribution and Retail Restructuring Act means the South-East Queensland Water (Distribution and Retail Restructuring) Act 2009.

Financial Benefit includes:

- (a) giving or providing finance or property;
- (b) buying an asset or selling an asset;
- (c) taking a lease or granting a lease;
- (d) supplying services or receiving services;
- (e) issuing Participation Rights or rights to Participation Rights;
- (f) taking up or releasing an obligation.

Independent Member has the same meaning as in the Retail and Restructuring Act.

Legal Costs means all legal costs incurred in defending, resisting, responding to or otherwise in connection with any proceedings or investigations (whether criminal, civil, administrative or judicial, actual or threatened) where that proceeding, appearance or response relates to a Liability of that person.

Liability means any liability to any person including negligence (except a liability for Legal Costs) incurred by that person in or arising out of the discharge of duties as a Board Member or in or arising out of the conduct of the business of QUU, including as result of appointment or nomination by QUU or a subsidiary as a trustee or as a Board Member, of another body corporate.

Majority Participant means a Participant holding more than 50% Participation Rights.

Minister means the Minister administering the Distribution and Retail Restructuring Act.

Minority Participant means a Participant other than a Majority Participant.

Notice means a notice given pursuant to, or for the purposes of, this Agreement.

Operative Date means 25 June 2010, being the date this Agreement first took effect in accordance with the Distribution and Retail Restructuring Act.

Participants means the entities listed in Schedule 1.

Participating Local Governments means the entities set out in section 5(1)(b) of the Distribution and Retail Restructuring Act.

Participation Return means distributions to each Participating Local Government from the profits of QUU in accordance with the Participation Return Policy.

Participation Return Policy means the policy approved by Participating Local Governments in 2018 and approved by the Board on 19 March 2018, as amended by written agreement between QUU and a Special Majority of Participants from time to time.

Participation Rights, for a Participant, means the entitlement to participate in the profits of QUU in the proportion set out next to the name of the Participant in Schedule 1 as amended from time to time in accordance with this Agreement.

Parties means each of the Participating Local Governments and QUU.

Profit has the meaning given by the Accounting Standard AASB101 - Presentation of Financial Statements.

QUU means the Central SEQ Distributor-Retailer Authority, trading as Queensland Urban Utilities, established under section 8 of the Distribution and Retail Restructuring Act.

RAB or Regulatory Asset Base means the value of QUU's fixed assets that the economic regulator recognises for the purposes of earning a regulated return to capital.

Related Party of QUU means:

- (a) a Participant;
- (b) a Board Member;
- (c) a Wholly Owned Entity of the entity referred to in paragraph (a) above;
- (d) a body corporate that is controlled by the entity referred to in paragraph (a) above;
- (e) a Participating Local Government;
- (f) a Senior Executive of a Participant;
- (g) a councillor or Senior Executive of a Participating Local Government;
- (h) a spouse, de facto spouse, parent or child of the person referred to in paragraph (b);
- (i) a spouse, de facto spouse, parent or child of any person referred to in paragraph (f) or (g); or
- (j) any additional persons or entities that are specified as being a related entity in relation to a body corporate pursuant to the provisions of the Corporations Act.

Senior Executive means:

- (a) the Chief Executive Officer; or
- (b) an employee:
 - (i) who reports directly to the chief executive officer; and
 - (ii) whose position ordinarily would be considered to be a senior position in the local government's corporate structure.

Special Majority, in favour of a decision, means:

- (a) if there is a Majority Participant:
 - (i) the Majority Participant; and
 - (ii) 50% of the Minority Participants; or
- (b) if there is no Majority Participant, 75% of the Minority Participants.

Special Majority Matter means a matter referred to in clause 8.1(a).

Statement of Strategic Intent means the Statement of Strategic Intent referred to in clause 15.

Term for a Board Member, means the period of their appointment to office as a Board Member in accordance with clause 9.5.

Unanimous Matter means a matter referred to in clause 8.2(a).

Wholly owned Entity, in relation to a Participating Local Government, means a body corporate, whose only member is the relevant Participating Local Government or a nominee of the relevant Participating local government.

1.2 Interpretation

Headings are for convenience only and do not affect interpretation. Unless the context indicates a contrary intention, in this Agreement:

- (a) a word importing the singular includes the plural (and vice versa);
- (b) a word indicating a gender includes every other gender;
- (c) if a word or phrase is given a defined meaning, any other part of speech or grammatical form of that word or phrase has a corresponding meaning;
- (d) the word "includes" in any form is not a word of limitation;
- (e) "person" includes an individual, the estate of an individual, a corporation, an authority, an association or a joint venture (whether incorporated or unincorporated), a partnership and a trust;
- (f) a reference to a Party includes that Party's executors, administrators, successors and permitted assigns;
- (g) should from time to time the trading name of QUU be changed, then any references in this Agreement to QUU will be replaced by a reference to the new trading name;
- (h) a reference to something being "written" or "in writing" includes that thing being represented or reproduced in any mode in a visible form;
- (i) a reference to a statute includes its delegated legislation and a reference to a statute or delegated legislation or a provision of either includes consolidations, amendments, re-enactments and replacements;
- (j) unless otherwise expressly defined, a word or phrase used in this Agreement which is defined in the Distribution and Retail Restructuring Act will have the same meaning as set out in that Act; and

- (k) in the case of any inconsistency, the Distribution and Retail Restructuring Act prevails.

2. Enforcement and Effect

2.1 Enforcement

- (a) Each Party submits to the non-exclusive jurisdiction of the courts of Queensland, the Federal Court of Australia and the courts competent to determine appeals from those courts with respect to any proceedings that may be brought at any time relating to this Agreement.
- (b) If at any time any provision of this Agreement is or becomes illegal, invalid or unenforceable in any respect pursuant to the law of any jurisdiction, then that does not affect or impair:
- (i) the legality, validity or enforceability in that jurisdiction of any other provision of this Agreement; or
 - (ii) the legality, validity or enforceability pursuant to the law of any other jurisdiction of that or any other provision of this Agreement.

2.2 Takes Effect

This Agreement takes effect on the day the Minister gives the Participants a notice that the Minister has approved it.

3. Objectives

3.1 Objectives of QUU

QUU must carry out its functions in a way that aims to:

- (a) comply with the Distribution and Retail Restructuring Act and all other applicable statutory requirements;
- (b) perform business or other functions it considers appropriate;
- (c) operate on a sustainable basis and to generate returns to Participants in accordance with the Participation Return Policy;
- (d) be an innovative organisation that delivers sustainable and responsive outcomes for customers;
- (e) engage with the communities it serves;
- (f) maintain customer service standards;
- (g) support both the Participating Local Governments' and QUUs' social, environmental and economic objectives;
- (h) provide infrastructure consistent with the needs of its geographic area under the Distribution and Retail Restructuring Act;
- (i) support both the South East Queensland regional plan and the Participating Local Governments' land use planning objectives; and
- (j) do all things necessary and incidental or conducive to attaining the above objectives.

4. Amendment of Participation Agreement

4.1 Amendment of Participation Agreement

- (a) This Agreement may be amended by written Agreement between all the Parties.
- (b) A Participating Local Government may agree to the amendment only if it has passed a resolution to that effect.

4.2 Ministerial Approval Required for Change in Particular Matters

Clause 4.1 is subject to section 29 of the Distribution and Retail Restructuring Act.

5. Participants and Participation Rights

5.1 Participants

- (a) The Participants are the entities listed in Schedule 1.
- (b) No entity, other than the entities mentioned in Schedule 1 shall be eligible to be Participants in QUU without the prior written approval of the Minister.

5.2 Participation Rights

- (a) The proportion of Participation Rights held by each Participant is set out next to the Participant's name in Schedule 1.
- (b) Only a Participant may hold a Participation Right.
- (c) Where, after the Operative Date, in the reasonable opinion of all other Participants, a Participant (**Defaulting Participant**) breaches any of its obligations under clause 7 (**Liability Amount**), the Defaulting Participant agrees that the proportion of Participation Rights held by all Participants set out next to the Participant's name in Schedule 1 may, without limitation and in the absolute discretion of QUU, be adjusted by QUU and may reference the RAB calculated at the time of the claim, in settlement of payment of the Liability Amount to QUU.
- (d) In adjusting the Participation Rights under clause 5.2(c) the same methodology that was applied to determine the Participation Rights listed in Schedule 1 as at the date of execution of this Agreement will be reapplied.
- (e) Each Participant agrees to do all things reasonable, necessary to give effect to such re-adjustment of the Participation Rights.

6. Sale or Transfer of Participation Rights

6.1 Sale or Transfer Process

Subject to clauses 6.2 and 6.3 a Participant may sell or transfer (transfer) all or part of the Participation Rights of the Participant to another Participant.

6.2 Completion of Transfer of Participation Rights

- (a) The transfer of Participation Rights in accordance with this clause 6 shall be evidenced in writing by an agreement between the Participant disposing of all or a portion of their Participation Rights and the Participant acquiring the Participation Rights (**Transfer Agreement**).

- (b) A copy of the duly executed Transfer Agreement shall be delivered to QUU.
- (c) Subject to clause 6.3 and receipt of a duly executed Transfer Agreement, QUU will in accordance with clause 6.4 execute and deliver on behalf of each Participant and as agent of each Participant an agreement to amend Schedule 1 as a consequence of a transfer made in accordance with clause 6.

6.3 Ministerial Approval

Any change to the Participants or the Participation Rights held by relevant Participants contained in Schedule 1 shall be of no effect unless the Minister has:

- (a) been given a copy of the proposed amendment to Schedule 1; and
- (b) by notice to QUU approved the change.

6.4 Appointment as Agent to execute amendment

By signing this Agreement, each Party irrevocably appoints and authorises any Board Member to execute and deliver on behalf of the relevant Party and as the agent of the relevant Party any Agreement to amend Schedule 1 as a consequence of a transfer made in accordance with this clause 6.

7. Participant Obligations

7.1 Concurrence Agency Delegation Indemnity

Each Participant indemnifies QUU against all liability, loss, costs and expenses (including legal fees, costs and disbursements) arising from or incurred in connection with a failure by the relevant Participant to act in accordance with the Concurrence Agency Delegation or a breach by the relevant Participant of a condition of the Concurrence Agency Delegation.

8. Participant Decisions

8.1 Participant Decisions by Special Majority

- (a) Subject to clause 8.2, the Board may not approve QUU undertaking any of the following matters without the Special Majority of Participants signing a document stating that they are in favour of QUU undertaking the matter:
 - (i) any action which could reasonably be perceived by the Participants as a material departure from the Statement of Strategic Intent approved under clause 15;
 - (ii) a change to the Participation Return Policy; or
 - (iii) any other matter stated in this Agreement as requiring the Special Majority of the Participants.
- (b) Subject to the Distribution and Retail Restructuring Act, any resolution or decision made by the Board on a Special Majority Matter, other than in accordance with clause 8.1(a), will have no effect.

8.2 Unanimous Participant Decisions

- (a) The Board may not approve QUU undertaking any of the following matters without all of the Participants signing a document stating that they are in favour of QUU undertaking the matter:

- (i) the creation of any different class of Participation Rights;
 - (ii) the issuing of any additional Participation Rights; or
 - (iii) any other matter stated in this Agreement as requiring the agreement of all of the Participants.
- (b) Subject to the Distribution and Retail Restructuring Act, any resolution or decision made by the Board on a Unanimous Matter, other than in accordance with clause 8.2(a), will have no effect.

9. The Board

9.1 Role of the Board

- (a) The Board is responsible for the way QUU performs its functions and exercises its powers.
- (b) The Board's role is as specified in the Distribution and Retail Restructuring Act, and includes:
 - (i) deciding the strategies and the operational, administrative and financial policies to be followed by QUU; and
 - (ii) ensuring that QUU performs its functions and exercises its powers in a proper, effective and efficient way; and
 - (iii) ensuring, so far as practicable, that QUU complies with its planning and reporting.

9.2 Board Membership

- (a) The Board of QUU is to consist of a minimum of five and maximum of eight persons (including the Board chairperson).
- (b) All Board Members (including the Board chairperson) must be Independent Members.

9.3 Appointment of Board Members

- (a) Subject to the Distribution and Retail Restructuring Act and clause 9.4, the Special Majority of Participants may appoint any person as a Board Member, including the Board chairperson by signing a document stating that they are in favour of the appointment of the Board Member and/or Board chairperson.
- (b) The appointment of a person as a Board Member will:
 - (i) Comply with the requirements of the Distribution and Retail Restructuring Act; and
 - (ii) Be in accordance with the Board Appointment Protocol.

9.4 Criteria for Appointment

- (a) A person cannot be appointed as a Board Member if the person is disqualified from being a Board Member under the Distribution and Retail Restructuring Act.
- (b) In considering whether to appoint a person as a member of a Board, regard must be had to the person's previous experience and ability to:

- (i) contribute to the carrying out of the Board's role under clause 9.1;
 - (ii) contribute to the strategic oversight of QUU's functions; and
 - (iii) bring an independent judgment to bear on the Board's decision-making.
- (c) Subsection 9.4 does not limit the matters that may be considered.

9.5 Term

Subject to the Distribution and Retail Restructuring Act and this Agreement, each Board Member will hold office for the term stated in the person's appointment, but a term cannot exceed five years.

9.6 Consecutive Terms for Board Members

A person may, in accordance with this Agreement, serve more than two consecutive terms as a Board Member where:

- (a) A Special Majority of Participants agrees in writing to the Board Member serving more than two consecutive terms; or
- (b) Where permitted by the Board Appointment Protocol.

9.7 Termination of Office

A person ceases to be a Board Member if the person:

- (a) fails to attend monthly Board meetings for a continuous period of 3 months without the consent of the Board;
- (b) resigns by notice in writing to QUU;
- (c) is removed from office in accordance with clause 9.9;
- (d) becomes of unsound mind or a person whose property is liable to be dealt with pursuant to a law about mental health;
- (e) is disqualified from managing a corporation, pursuant to the Corporations Act 2001; or
- (f) otherwise ceases to be qualified to act as a member of the Board under the Distribution and Retail Restructuring Act.

9.8 Retirement of Board Members

- (a) Subject to clause 9.6 a Board Member must retire from Office on expiry of his or her Term.
- (b) A Board Member who retires is, if not disqualified, eligible for reappointment as a Board Member.

9.9 Removal of Board Members and Chairperson of the Board

Subject to the Distribution and Retail Restructuring Act, a Special Majority of Participants may remove any Board Member from holding office as a Board Member, and the chairperson of the Board from holding office as the chairperson, by signing a document stating that they are in favour of the removal of the Board Member and/or the chairperson of the Board from holding such positions.

9.10 Remuneration and Benefits of Board Members and the Chairperson

- (a) A Board Remuneration Policy must be approved by a notice in writing signed by the duly authorised delegates of a Special Majority of Participants.
- (b) Each Independent Member, including the Chairperson, will be remunerated by QUU in accordance with the approved Board Remuneration Policy.
- (c) QUU must pay all reasonable travelling, accommodation and other expenses that a Board Member properly incurs in attending Board Meetings or otherwise in connection with the business of QUU.
- (d) Board Members, including the Chairperson, will not receive any fees or benefits in addition to those approved under clause 9.10 and 9.11.

9.11 Indemnity and insurance

- (a) To the extent permitted by law, QUU must indemnify each Board Member against a Liability of that person and the Legal Costs of that person.
- (b) The indemnity pursuant to clause 9.11(a):
 - (i) is enforceable without the Board Member having first to incur any expense or make any payment; and
 - (ii) is a continuing obligation and is enforceable by the Board Member even though the Board Member may have ceased to be a Board Member of QUU.
- (c) To the extent permitted by law, QUU may:
 - (i) enter into, or agree to enter into; or
 - (ii) pay, or agree to pay, a premium for,

a contract insuring a Board Member against a Liability of that person and the Legal Costs of that person provided that such contract does not insure a Board Member against a Liability arising out of conduct involving a wilful breach of duty in relation to QUU.
- (d) To the extent permitted by law, QUU may enter into an agreement or deed with a Board Member, pursuant to which QUU must do all or any of the following:
 - (i) keep books and records of QUU and allow either or both that person and that person's advisers access to those books and records on the terms agreed;
 - (ii) indemnify that person against any Liability and Legal Costs of that person;
 - (iii) make a payment (whether by way of advance, loan or otherwise) to that person in respect of Legal Costs of that person; and
 - (iv) keep that person insured in respect of any act or omission by that person while a Board Member, on the terms agreed (including as to payment of all or part of the premium for the contract of insurance).

9.12 Execution of documents

- (a) The chairperson of the Board or the Chief Executive Officer of QUU may only execute a document on behalf of QUU if authorised to do so by the Board in accordance with an approved delegation policy.
- (b) The Board may determine the manner in which and the persons by whom cheques, promissory notes, bankers' drafts, bills of exchange and other negotiable or transferable instruments in the name of or on behalf of QUU, and receipts for money paid to QUU, must be signed, drawn, accepted, endorsed or otherwise executed.

9.13 Attorney or agent

- (a) The Board may appoint any person to be attorney or agent of QUU for any purpose, for any period and on any terms (including as to remuneration) as the Board resolves.
- (b) Subject to the terms of appointment of an attorney or agent of QUU, the Board may revoke or vary that appointment at any time, with or without cause.

9.14 Chairperson of the Board

- (a) The Participants will appoint the Board chairperson in accordance with clause 9.3 . The initial Board chairperson may be appointed for a period of up to 5 years.
- (b) The Board chairperson must be an Independent Member.
- (c) The Participants may remove the Board chairperson at any time in accordance with clause 9.9.
- (d) Where possible, the Board chairperson will chair each Board meeting.
- (e) If at a Board meeting the office of Board chairperson is vacant, the Board chairperson is not present within 15 minutes after the time appointed for the holding of a Board meeting or the Board chairperson is not willing or able to chair all or part of that meeting, the Board Members present must elect one of their number to chair that meeting or part of the meeting.
- (f) The Board chairperson or acting chairperson under clause 9.14(e), has a casting vote in the case of an equality of votes on a resolution at a Board Meeting, provided that the chairperson is entitled to vote on the resolution.

10. Board Meetings

10.1 Board Meetings

- (a) Subject to clause 10.2, the Board chairperson shall endeavour where reasonable, to convene at least 10 Board Meetings every calendar year and give reasonable notice of the date and agenda of each meeting.
- (b) The Board chairperson may at any time call a meeting of the Board.
- (c) The Board chairperson must call a meeting of the Board within a reasonable time (and in any event within 1 month) if asked in writing to do so by at least two Board Members. Any two Board Members may require that particular business to be considered at the meeting be included in the notice convening the Board Meeting.

- (d) The Board may hold meetings or allow Board Members to take part in its meetings by using any technology (for example, teleconferencing) that reasonably allows members to hear and take part in discussions as they happen.
- (e) A Board Member who takes part in a meeting under sub-clause (d) is taken to be present at the meeting.

10.2 Notice of Board Meetings

- (a) Notice of a Board meeting must be given to each Board Member. Notice of a Board meeting may be given in person, or by post or by telephone, fax or other electronic means.
- (b) Anything done (including the passing of a resolution) at a Board meeting is not invalid because either or both a person does not receive notice of the meeting or QUU accidentally does not give notice of the meeting to a person.

10.3 Conduct of Board Meetings

- (a) The Board chairperson is responsible for the general conduct of that meeting and for the procedures to be adopted at that meeting.
- (b) The Board chairperson may determine any dispute concerning the admission, validity or rejection of a vote at the meeting.
- (c) The Board chairperson may at any time terminate discussion or debate on any matter being considered at the meeting and require that matter be put to a vote.
- (d) The Board chairperson may delegate any power conferred by clause 10.3 to any Board Member.
- (e) Nothing contained in this clause limits the powers conferred by law on the Board chairperson.

10.4 Minutes

- (a) The Board chairperson must cause minutes of each Board Meeting to be promptly prepared and circulated to Board Members.
- (b) Board Members are to promptly communicate their comments, if any, in writing after circulation of the draft minutes.
- (c) The draft minutes are to be finalised at either the next Board meeting, or if the next Board meeting is greater than 30 calendar days after the conclusion of the previous meeting then within 30 calendar days of the previous meeting.
- (d) If approved, the chairperson is to sign those minutes which then are prima facie evidence of the proceedings and decisions of the Board meeting to which they relate. The Board chairperson must cause a summary of the business conducted at a Board meeting to be circulated to the Participants.

10.5 Quorum of the Board

- (a) Until otherwise determined by the Participants by Special Majority, a quorum for a Board meeting is 50% of Board Members entitled to vote on a resolution that may

be proposed at that meeting. If there are an odd number of Board Members then the quorum is 50% of the next nearest even number.¹

- (b) If, other than for the fact that a Board Member has disclosed an interest under section 42 of the Distribution and Retail Restructuring Act, there would have been a quorum, the remaining Board Members present will represent a quorum.
- (c) A quorum for a Board meeting must be present at all times during the meeting.

10.6 Valid Proceedings

An act at any Board meeting or a committee of the Board or an act of any person acting as a Board Member is not invalidated by:

- (a) a defect in the appointment or continuance in office of a person as a Board Member, a member of the committee or of the person so acting; or
- (b) a person so appointed being disqualified or not being entitled to vote,

if that circumstance was not known by the Board, committee or person (as the case may be) when the act was done.

11. Powers of the Board

11.1 Decisions

- (a) The Board has full powers of management, control and direction of the activities of QUU, upon and subject to the provisions of this Agreement and the Distribution and Retail Restructuring Act.
- (b) A power of the Board can only be exercised by a resolution passed at a meeting of the Board, a written resolution, or in accordance with a delegation of power pursuant to this Agreement.

11.2 Powers of the Board

The Board has overall responsibility for the governance of QUU. Where a matter is a Special Majority Matter or Unanimous Matter, no Board resolution in relation to these matters or any decision by the Chief Executive Officer of QUU has any effect until the relevant approval is obtained in accordance with clause 8.1 or clause 8.2.

11.3 Prohibition on Financial Benefits to Related Parties

Without limiting clause 9.10, QUU must not give a Financial Benefit to a Related Party of QUU unless:

- (a) it has been approved under a policy of QUU; or
- (b) all Participants approve in writing of the giving of the Financial Benefit; or
- (c) the giving of the Financial Benefit is on terms no more favourable to the Related Party of QUU than would be reasonable in the circumstances if QUU and the Related Party of QUU were dealing at arm's length; or

¹ For example if the Board comprises seven Board members, then the next nearest even number of eight so the quorum would be four Board members.

- (d) the giving of the Financial Benefit is remuneration to a Board Member under clause 9.10; or
- (e) the giving of the Financial Benefit is an indemnity, payment in respect of Legal Costs or insurance premium payable by QUU in accordance with clause 9.11; or
- (f) the Financial Benefit is given to the Related Party of QUU in their capacity as a Participant and the giving of the benefit does not discriminate unfairly against the other Participants.

11.4 Voting Rights of Board Members

For the purposes of voting at a Board meeting, each Board Member is entitled to one vote. The Board chairperson or acting chairperson has a casting vote under clause 9.14(f).

12. Disclosure of Interests of Board Members

- (a) Any interests of Board Members shall be disclosed and dealt with in accordance with section 42 of the Distribution and Retail Restructuring Act.
- (b) Without limiting clause 12(a), the Board may establish protocols to assist with the identification, disclosure and recording of interests of Board Members.

13. Reserve Powers of Participants

- (a) Under section 49 of the Distribution and Retail Restructuring Act, Participants may give QUU a written direction about the way QUU is to perform its functions. Such direction may only be given with the written agreement of all Participants.
- (b) Under section 49A of the Distribution and Retail Restructuring Act, a Participant may give QUU a written direction about the way QUU is to perform certain functions relating to the Participant's local government area. The required period for the Board to give any written opinion about the direction is 20 Business Days.

14. Good faith

14.1 Good Faith

QUU and each Participating Local Government must:

- (a) act in good faith in its dealings with each other in connection with matters dealt with under this Agreement and the Distribution and Retail Restructuring Act;
- (b) not unlawfully impede or restrict the exercise of each other's rights under any Document or related policies;
- (c) not unlawfully impede or restrict the performance by any other of them of its obligations under any Document or related policies;
- (d) act reasonably and honestly;
- (e) do all things required by the Distribution and Retail Restructuring Act, and this Agreement and by any contract, agreement or document related to the Distribution and Retail Restructuring Act, or this or related policies (**Documents**);
- (f) not intentionally do or omit to do anything that would cause or be likely to cause a breach by a party of its obligations under any law, including any law relating to the exercise of the functions the subject of the Water Approval Delegation.

14.2 No Fetter on Statutory Obligations

Nothing in this Agreement shall fetter or restrict a Participating Local Government or QUU from exercising a statutory or regulatory duty, power or discretion granted to, or expressly imposed upon or conferred on QUU or that Participating Local Government.

15. Strategic Planning

15.1 Statement of Strategic Intent

- (a) The Board must provide a Statement of Strategic Intent to Participants about the future strategic direction of QUU covering a five year period.
- (b) The initial Statement of Strategic Intent will take effect from 1 July 2019, and extend to 30 June 2024.
- (c) The Statement of Strategic Intent, both initial and subsequent versions, must be approved by the Special Majority of Participants. The approved Statement of Strategic Intent must be adopted by the Board, and provided to each Participant within 20 business days of adoption by the Board.
- (d) QUU will review the Statement of Strategic Intent annually, or as directed by a Special Majority of Participants. Where any amendments are considered by the Board to not change the intent of the statement, the Board will determine if an updated statement is provided to Participants and any updated statement will be provided by the end of the relevant financial year. Where the amendments are considered by the Board to change the intent of the statement, a new five year Statement of Strategic Intent will be issued as per clause 15.1(a)
- (e) In the final year of the Statement of Strategic Intent, QUU will provide Participants with a new five year statement, by three months prior to the end of the expiry of the current statement, for approval by each Participant as per clause 15.1(c).
- (f) The Statement of Strategic Intent must include QUU's:
 - (i) operating objectives, based on those outlined under clause 3.1;
 - (ii) purpose and vision;
 - (iii) strategic priorities, both financial and non-financial, and strategies to delivery, including how successful delivery will be measured;
 - (iv) forecast infrastructure investment;
 - (v) five-year financial forecasts and supporting key financial metrics, including any key assumptions used to determine the financial forecasts; and
 - (vi) strategic risks.

15.2 Annual Operational Plan

- (a) The Board must, prepare an Annual Operational Plan that covers the relevant financial year and is consistent with the Statement of Strategic Intent. The Plan must include:
 - (i) initiatives for the relevant financial year to deliver the strategic priorities;

- (ii) service standards for the services to be delivered consistent with QUU's operating objectives;
 - (iii) key operational risks;
 - (iv) forecast Participation Returns for the relevant financial year consistent with the Participation Return Policy; and
 - (v) a five year financial forecast ('Profit and Loss', 'Balance Sheet', cash flow statement and summary of transactions with Participants) to help provide Participants with an insight into gross Participation Returns.
- (b) The Board must approve and provide a copy of the Annual Operational Plan to each Participant by the end of the first month of the new financial year to which it applies.

16. Reporting to Participants

16.1 Provision of Information to Participants

- (a) Each year, QUU will provide Participants with the following:
- (i) a half yearly report by the end of February each year, or such longer period as may be agreed by the Participants; and
 - (ii) an annual report within 2 weeks of the report being tabled in the Queensland Parliament, containing a copy of the audited annual financial statement of QUU.
- (b) The half yearly report and annual report must be consistent with the Statement of Strategic Intent and the relevant financial year's Annual Operational Plan, be prepared in accordance with the Queensland Government's annual reporting requirements for Queensland Government Agencies, and must contain such information that the Participants require to make an informed assessment of:
- (i) the operations of QUU and its subsidiary entities (if any) being consistent with its operating objectives;
 - (ii) the financial performance and position of QUU and its subsidiary entities showing actual compared to budget, including information about—
 - A. revenue and expenses;
 - B. assets and liabilities; and
 - C. cash flow.
 - (iii) achievement of and progress towards strategic priorities;
 - (iv) the impact of any material written directions received from Participants, pursuant to clause 13, on QUU's strategic priorities; and
 - (v) details of any emerging issues that may have an impact on performance and/or capacity to make a Participation Return.
- (c) QUU will not disclose any information regarding QUU, that is required to be provided under this clause 16, to a Participant unless the information is simultaneously disclosed to all other Participants.

17. Profit Distribution

17.1 Participation Returns

- (a) Participation Returns (whether interim, final or additional) will be approved and paid in accordance with the Participation Return Policy.
- (b) As from the 2018/19 Financial Year, the Participation Return Policy is the policy that was approved by Participants in 2018 and approved by the Board on 19 March 2018.
- (c) Interest is not payable on a Participation Return.
- (d) A Participation Return approved under clause 17.1(a) shall be distributed to the Participant in accordance with their Participation Rights.

17.2 Entitlements on Transfers

If a transfer of Participation Rights occurs after the time determined for entitlements to a return on that Participation Right but before the Participation Return is paid, the person transferring that Participation Right is entitled to that Participation Return.

18. Tax Equivalents

QUU must, as required under a tax equivalents manual pursuant to section 100 of the Distribution and Retail Restructuring Act, pay tax equivalents to a Participating Local Government in proportion to its Participation Rights.

19. Confidentiality

19.1 Confidentiality

Each Party (**recipient party**) agrees not to disclose information of another Party (**disclosing party**), which is made known to them in connection with this Agreement, except:

- (a) to employees, legal advisers, auditors and other consultants of the recipient party who require the information for the purposes of this Agreement (including proceedings in relation to this Agreement) and who have agreed to keep such information confidential;
- (b) to relevant responsible Ministers or Councils;
- (c) with the consent of the disclosing party;
- (d) if the information is required to be disclosed by law; or
- (e) if the information is or becomes generally and publicly available other than through a breach of this Agreement.

20. Auditor

20.1 Auditor General

The Auditor-General of Queensland will be the auditor of QUU.

21. Dispute resolution

21.1 Notice of Dispute

- (a) If a difference or dispute (**Dispute**) between the Participants (**Disputing Parties**) arises in connection with the subject matter of this Agreement, including a Dispute concerning:
- (i) its interpretation;
 - (ii) any right or liability of any party under this Agreement; or
 - (iii) the performance of any action by any party under or arising out of this Agreement, whether prior or after its termination; or
 - (iv) a claim:
 - A. in tort;
 - B. under statute;
 - C. for restitution based on unjust enrichment or other quantum meruit; or
 - D. for rectification or frustration;
 - E. or like claim available under the law governing this Agreement,

then any party shall give the other parties to this Agreement a written notice (**Notice of Dispute**) adequately identifying and providing details of the Dispute.

21.2 Procedure to settle disputes

- (a) The procedure that is to be followed to settle a Dispute is as follows:
- (i) first, negotiation under clause 21.3; and
 - (ii) second, determination of the dispute under clause 21.4 (if agreed).
- (b) A party may not commence Court proceedings in relation to a Dispute until it has exhausted the procedures in this clause 21, unless the party seeks appropriate injunctive or other interlocutory relief to preserve property or rights or to avoid losses that are not compensable in damages.
- (c) Each party must continue to perform any of its liabilities under this Agreement relating to any issue in dispute or otherwise, despite and during any Dispute resolution being conducted under this provision.
- (d) A party is not required to comply with this clause in relation to any Dispute where all other parties to the Dispute are in default under clause 21 in relation to that Dispute.

21.3 Dispute Negotiation

- (a) Within ten (10) Business Days of service of a Notice of Dispute, an officer of each party to the Dispute must confer at least once to attempt to resolve the Dispute or to agree on methods of resolving the Dispute by other means.

Item 2 / Attachment 1.

- (b) If the Dispute has not been resolved within ten (10) Business Days of service of the Notice of Dispute, it will escalate to the second level (**Second Level**). The relevant Chief Executive Officers of the parties must confer at least once to attempt to resolve the Dispute or to agree on methods of resolving the Dispute by other means.
- (c) If the Dispute has not been resolved within ten (10) Business Days of escalation to the Second Level i.e. 20 Business Days after the Notice of Dispute, the chairperson must meet with the parties at least once to attempt to resolve the Dispute or to agree on methods of resolving the Dispute by other means.
- (d) If the Dispute has not been resolved within ten (10) Business Days of escalation to the chairperson i.e. 30 Business Days after the Notice of Dispute, the Mayors of the parties must confer at least once to attempt to resolve the Dispute or to agree on methods of resolving the Dispute by other means.
- (e) A party in compliance with this provision may terminate the Dispute resolution process being conducted under this clause 21.3 by notice in writing to the other party at any time after forty (40) Business Days following the Notice of Dispute.

21.4 Independent Expert

- (a) If the Disputing Parties agree that a dispute is best resolved by an independent expert, the Parties will submit to the following procedure before any other course of action is taken to resolve the dispute:
 - (i) the Disputing Parties will choose and appoint an independent expert;
 - (ii) in the absence of agreement by the Disputing Parties as to the independent expert within 5 Business Days after the decision to appoint an independent expert), the independent expert will be appointed on the application of any Disputing Parties by the President of the Institute of Arbitrators Australia;
 - (iii) the independent expert must make a determination or finding on the issues in dispute as soon as practicable and in any event within 15 Business Days, or such longer period as may be agreed between the Disputing Parties;
 - (iv) the independent expert will act as an expert and not as an arbitrator and may adopt such procedures as he or she sees fit;
 - (v) the independent expert's decision will be final and binding on the Disputing Parties; and
 - (vi) the costs of the independent expert will be borne by the Disputing Parties equally or as the independent expert may otherwise determine having regard to the merits of the dispute and each Disputing Party will bear its own costs relating to the independent expert's decision.

22. Notices

22.1 Notice to Board Members

QUU may give notice to a Board Member by:

- (a) delivering it to that person;
- (b) sending it by pre-paid post to the usual residential address of that person or the alternative address (if any) nominated by that person for that purpose;

- (c) sending it to the fax number (if any) nominated by that person for that purpose;
- (d) sending it to the electronic address (if any) nominated by the Board Member for that purpose; or
- (e) any other means agreed between QUU and that person.

22.2 Notice to Parties

A Party may give notice to another Party by:

- (a) addressing the notice to the relevant chief executive officer;
- (b) delivering it or sending it by pre-paid post to the main business office of that Party;
- (c) delivering it or sending it by pre-paid post to a place nominated by the Party for that purpose;
- (d) sending it to the fax number at the main business office of the Party nominated by the Party for that purpose; or
- (e) sending it to the electronic address (if any) nominated by the Party for that purpose.

22.3 Time of service

- (a) A notice is taken to be received by the addressee:
 - (i) (in the case of prepaid post) on the third day after the date of posting;
 - (ii) (in the case of fax or email) at the time in the place to which it is sent equivalent to the time shown on the transmission confirmation report or receipt confirmation produced by the fax machine or computer from which it was sent; and
 - (iii) (in the case of delivery by hand) on delivery,but if the communication is taken to be received on a day that is not a Business Day or after 5.00pm, it is taken to be received at 9.00 am on the next Business Day.

22.4 Notice Requirements

The Board may specify, generally or in a particular case, requirements in relation to notices given by any electronic means, including requirements as to:

- (a) the classes of, and circumstances in which, notices may be sent;
- (b) verification (whether by encryption code or otherwise); and
- (c) the circumstances in which, and the time when, the notice is taken to be given.

Schedule 1 – Participants

Participant	Participation Rights as at the Operative Date
Brisbane City Council	85.007%
Ipswich City Council	12.222%
Lockyer Valley Regional Council	0.903%
Scenic Rim Regional Council	1.042%
Somerset Regional Council	0.826%

Signed as an Agreement

Signed for and on behalf of **Brisbane City Council** by **Greg Evans, Chief Financial Officer** as its duly authorised Council delegate in accordance with the *City of Brisbane Act 1924* in the presence of:

Dated thisday of2010

Signature of Delegate

Print name of Witness

Signature of Witness

Signed for and on behalf of **Ipswich City Council** by **Carl Wulff, Chief Executive Officer** as its duly authorised Council delegate in accordance with the *Local Government Act 1993* in the presence of:

Dated thisday of2010

Signature of Delegate

Print name of Witness

Signature of Witness

Signed for and on behalf of **Lockyer Valley Regional Council** by **Derek Sellers, Chief Executive Officer** as its duly authorised Council delegate in accordance with the *Local Government Act 1993* in the presence of:

Dated thisday of2010

Signature of Delegate

Print name of Witness

Signature of Witness

Signed for and on behalf of **Scenic Rim Regional Council** by **Patrick Murphy, Chief Executive Officer** its duly authorised delegate in accordance with the *Local Government Act 1993* in the presence of:

Dated thisday of2010

Signature of Delegate

Print name of Witness

Signature of Witness

Signed for and on behalf of **Somerset Regional Council** by **Robert Bain, Chief Executive Officer** as its duly authorised Council delegate in accordance with the *Local Government Act 1993* in the presence of:

Dated thisday of2010

Signature of Delegate

Print name of Witness

Signature of Witness

Signed for and on behalf of **Central SEQ Distributor-Retailer Authority** by its duly authorised Chief Executive Officer, Noel Faulkner

Dated thisday of2010

Signature of Chief Executive Officer



A GLOBAL-STANDARD SPORT & ENTERTAINMENT PRECINCT IN IPSWICH

Strategic Business Case



PR143741-1
A GLOBAL-STANDARD
SPORT & ENTERTAINMENT
PRECINCT IN IPSWICH
FINAL
February 2020

rpsgroup.com

STRATEGIC BUSINESS CASE

Document status					
Version	Purpose of document	Authored by	Reviewed by	Approved by	Review date
DraftA	Initial draft of Benefits, Risks and Issues for preliminary client review	MW	LB, CE	MW	22/11/2019
DraftB	Draft Business Case	MW	LB, CE	MW	4/12/2019
DraftC	Updated draft Business Case incorporating feedback on Benefits, Risks and Issues	MW	LB, CE	MW	04/02/2020
FinalA	Final full draft Business Case	MW	LB, CE	MW	02/03/2020

Approval for issue

Mark Wallace



2 March 2020

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STRATEGIC BUSINESS CASE

EXECUTIVE SUMMARY

This report represents the Strategic Business Case by Ipswich City Council for a **Global Standard Stadium and Entertainment Precinct at the North Ipswich Reserve**.

The concept of a national standard rectangular stadium for the Ipswich region has a long and extensive history, dating back to 2004 reviews of sporting facility requirements. This Strategic Business Case builds upon previous research, concepts, stakeholder engagement and planning.

Context and Need

The Stadium concept recognises the role of Ipswich as a growth area in SEQ, as the anchor of the wider Western sub-region and home to a young population demographic in a city with a long and cherished sporting history.

Recent feedback on both NRL and A-League national sporting franchise bids have indicated **the lack of a Tier 2 national standard rectangular stadium as a constrain to otherwise strongly supported applications**. Ipswich has been consistently identified nationally by both leagues as a destination of choice for a new national franchise.

The stadium concept is not only required to support a national franchise but is also **identified as a planned facility in the SEQ 2032 Olympics Feasibility Study** by Council of Mayors SEQ, which was endorsed and accepted by the Queensland and Federal Governments in December 2019.

Finally, the stadium concept is **required to meet the needs of a growing critical mass of residents in the City and wider Western sub-region**, meeting the requirements and criteria of the Stadiums Taskforce.

Case study analysis as well as research into stadia best practice confirm the **need to progress the stadium concept as part of an integrated entertainment precinct** that helps to delivery the North Ipswich Open Space Master Plan as well as realise the potential of sport, tourism and entertainment to generate positive returns to the community and economy.

Investment Logic Map and Benefits

The Project Investment Logic Mapping Workshop, facilitated by Rukus Consulting involved senior executive representatives of Council. The result of the Workshop was a preliminary Investment Logic Map which **established and reinforced the logic for the proposed global standard stadium and entertainment precinct at North Ipswich**.

A diverse range of quadruple bottom line benefits of the project were identified in the Business Case for the project. These include:

- Increased Non-Residential Rates Revenue to Council;
- Positive Cash Flows from the Successful Operation of the Centre;
- Improved Economic Activity and Contribution;
- Major Project Construction Activity;
- Local Employment Generation;
- Enhanced Economic and Investment Brand for Ipswich;
- Leveraged Investment in Transport Infrastructure;
- Increased Social Pride and Capital;

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- Local Event Offering;
- Improved Liveability;
- North Ipswich Open Space Master Plan Implementation;
- Improved Access to the Bremer River;
- Social and Community Facility Enhancement;
- Increased Youth Engagement and Civic Participation;
- Socio-Economic Revitalisation;
- Improved Transport Choice to Ipswich Central;
- Increased Public Transport Usage to Major Events in Ipswich;
- Incorporation of Passive and Green Energy Options; and
- Bremer River North Bank Environmental Remediation.

A likelihood and consequences based risk assessment confirmed a number of Medium and High risks associated with the project, namely involving the relationship between the concept and required public and pedestrian transport infrastructure investment, environmental remediation work and general stadium performance and activation issues. All risks have appropriate mitigation actions.

Conclusions

The research, analysis and assessments within this Strategic Business Case **confirm that the concept of a Global-Standard Sport and Entertainment Precinct in Ipswich has merit and is founded on a robust, evidence-based rationale**. A latent opportunity to elevate Ipswich through the attraction and retention of a national sporting franchise in rugby league and/or football (soccer) exists and is likely to realise in the short-to-medium term if a commitment is made to major regional outdoor stadium capacity of 20,000-25,000 seats.

There are a number of risks identified with the specific concept, particularly the need for investment in public and pedestrian transport to realise the full potential of the Global-Standard Sport and Entertainment Precinct. However, such investment will likely be required in the medium term in response to the extensive population growth in Ipswich and the wider western sub-region is realised.

Recommendations

It is recommended that Ipswich City Council progress to the preparation of a Preliminary Business Case for under the Queensland Government's Project Assessment Framework and Building Queensland's Business Case Development Framework.

The Preliminary Business Case development should note that:

- The Global-Standard Sport and Entertainment Precinct is aiming to achieve the following objectives:
 - Attract and support a national sporting franchise to anchor the proposed stadium component;
 - Hosting non-sporting events to maximise stadium utilisation;
 - Integrate the Precinct with Ipswich CBD, other aspects of the North Ipswich Open Space Master Plan area and key public and pedestrian transport infrastructure;
 - Generate increased employment opportunities in the inner city of Ipswich; and

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- Diversify local economic activity.
- Any new stadium development in Ipswich must be considered as part of a wider sport and entertainment precinct;
- The precinct should be targeted at meeting global standards, particularly if SEQ is successful in securing the 2032 Olympics;
- Previous analysis has indicated a number of potential locations for a stadium development within Ipswich, with the North Ipswich Reserve consistently identified as a preferred location. Consideration should be given to a number of potential sites as part of the Options development and Cost Benefit Analysis in the Preliminary Business Case;
- Stadium staging is a key success factor of stadium developments nationally; and
- The Preliminary Business Case is an optimal time for Council to re-engage with stakeholders and the general community regarding the development of the Global-Standard Sport and Entertainment Precinct, ensuring the continued relevance of previous comprehensive consultation and engagement efforts dating back to 2000.

STRATEGIC BUSINESS CASE

1 INTRODUCTION

This section provides scope and context for the Strategic Business Case for a Global-Standard Sport and Entertainment Precinct in Ipswich.

1.1 Broad Project Concept

Ipswich City Council is seeking to facilitate the establishment of a sport and entertainment precinct of a global standard in Ipswich (The Project).

The North Ipswich Reserve (54 The Terrace, North Ipswich QLD 4305) has been identified in previous research and stakeholder engagement as the preferred location for a **stadium-centric sport and entertainment precinct**, supporting an Ipswich-based National Rugby League and/or A-League franchise.



Figure 1 North Ipswich Reserve Stadium Concept

1.2 Strategic Business Case Methodology

A Strategic Business Case is the first document in the business case suite of the Building Queensland Business Case Development Framework (BCDF). It aims to ensure the problems and service need are substantiated and effectively articulated and that the benefits sought are likely to be achieved through the proposed initiatives. Furthermore, completing a robust Strategic Business Case underpins the integrity of the deliverables under the future stages of the BCDF, being a Preliminary Business Case (PBC) and Detailed Business Case (DBC) which progressively fine tune the options.

The development of this Strategic Business Case has been led by Ipswich City Council because Council considers the Project as potentially transformational and catalytic to the Ipswich economy and urban form and will generate employment and community welfare benefits.

The delivery of new stadia and sport and entertainment precincts generally have long been a tripartite responsibility of Local, State and Federal Governments. Major regional and nationally significant stadia are recognised contributors to local and national economies, driving both local revitalisation and economic dynamism as well as providing much needed modern capacity for attracting international visitors from around the world.

The purpose of a Strategic Business Case is to conceptualise the Project, articulate service needs and identify intended benefits. In short, a Strategic Business Case should establish the “why” of a Project. Questions of “what” and “how” are explored and answered in subsequent Business Cases.

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	STRATEGIC BUSINESS CASE	PRELIMINARY BUSINESS CASE	DETAILED BUSINESS CASE
Purpose	Conceptualisation: <ul style="list-style-type: none">▪ articulates the service need to be addressed▪ identifies intended benefits	Options consideration: <ul style="list-style-type: none">▪ re-confirms service need▪ generates possible options▪ analyses options▪ identifies preferred option/s▪ confirms whether to invest in a DBC	Preferred option/s analysis: <ul style="list-style-type: none">▪ develops evidence for investment decision making
PAF stage	<ul style="list-style-type: none">▪ Strategic Assessment of Service Requirements (SASR)	<ul style="list-style-type: none">▪ SASR (Shortlist Options)▪ Preliminary Evaluation	<ul style="list-style-type: none">▪ Business Case
Supporting documents	<ul style="list-style-type: none">▪ Benefits Management Framework▪ Investment Logic Mapping Guide	<ul style="list-style-type: none">▪ Benefits Management Framework▪ Social Impact Evaluation Guide▪ Cost Benefit Analysis Guide	<ul style="list-style-type: none">▪ Benefits Management Framework▪ Social Impact Evaluation Guide▪ Cost Benefit Analysis Guide

Figure 2 Building Queensland Business Case Purpose

At the time this Strategic Business Case was being completed, Council had proceeded to market for the preparation of a Preliminary Business Case for the project in line with Building Queensland Guidelines. The decision to progress to a Preliminary Business Case was announced by Council in September 2019¹.

1.3 Analysis to Support the Strategic Business Case

This Strategic Business Case builds upon a comprehensive history of research and analysis, as well as supporting stakeholder engagement activity, design, policy, planning and strategy activities by and for Ipswich City Council.

Key supporting analysis includes:

- Report on a Major Regional Outdoor Sports Stadium | 2004
- Ipswich Regional Centre Strategy Master Plan | 2008
- North Ipswich Reserve Stadium Business Plan | 2009
- Ipswich Rectangular Stadium Location Analysis | 2011/12
- Ipswich Woollen Mills Conservation Management Plan | 2016
- Queensland Woollen Mill North Terrace Revitalisation Plan Concept Design | 2016
- North Ipswich Open Space Master Plan Report | 2017

This analysis includes both contextual reports and research, as well as assessments specifically related to the Project itself.

¹ As report in Ipswich First, entitled Council progresses North Ipswich Reserve Stadium plan accessed at <https://www.ipswichfirst.com.au/council-progresses-north-ipswich-reserve-stadium-plan/>

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1.4 Guidance for Development of this Strategic Business Case

In addition to the Building Queensland BCDF, this Strategic Business Case has been developed in accordance with the requirements and guidance material under:

- Queensland Treasury's Project Assessment Framework (PAF);
- Building Queensland's Cost Benefit Analysis Guide – Supplementary Guidance (December 2016);
- Building Queensland's Social Impact Evaluation Guide – Supplementary Guidance (December 2016); and
- Infrastructure Australia's Assessment Framework.

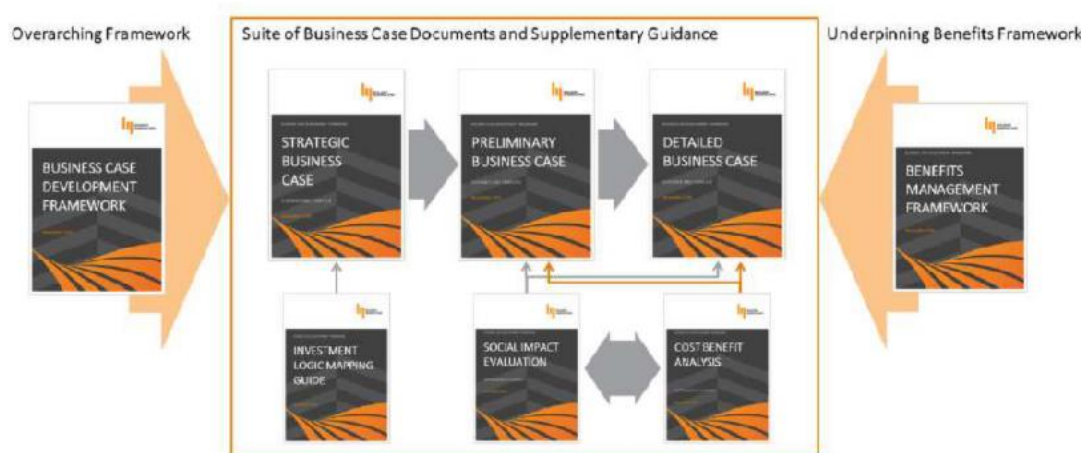


Figure 3 Building Queensland Business Case Development Framework

1.5 Governance Arrangements for this Strategic Business Case

Governance arrangements have been established for Strategic Business Case to guide and inform decision-making and to facilitate a transparent and accountable reporting framework. The Project Owner for this phase is Ipswich City Council, represented by Andrew Hornery, Planning Officer (Built Environment), Infrastructure and Environment Department.

RPS are the primary authors of the Strategy Business Case responsible for the compilation of all evidence and analysis within the Business Case document in partnership with Ipswich City Council.

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1.6 Strategic Business Case Structure

This Strategic Business Case is comprised of the following key sections:

- **Introduction** – overview of the methodology, governance and structure of the Strategic Business Case;
- **Project Context** – summary of background service needs, strategic priorities, issues and impacts requiring Government intervention and the importance of taking action;
- **Service Need** – overview of the need for the Project and associated services including Investment Logic Mapping outcomes;
- **Preliminary Stakeholder Analysis** – summary of previous and recent stakeholder analysis undertaken as part of the development of the Strategic Business Case;
- **Benefits Sought** – outline of the benefits sought for the Project (including Benefits Register in Appendix A);
- **Proposed Initiative** – summary of previous and recent design and conceptualisation work for the North Ipswich Reserve Stadium concept and its alignment with service need and benefits identification and analysis;
- **Risk Assessment** – outlined of potential Strategic Responses and Potential Initiatives for further examination;
- **Preliminary Business Case Planning** – Outlined of Preliminary Business Case requirements and directions;
- **Assurance** – outline of the Gateway and assurance process for future Business Cases;
- **Conclusions and Recommendations** – summary of the conclusions reached in the Strategy and recommendations on the progression of the project to the Preliminary Business Case phase.

1.7 Glossary and Abbreviations

The following terms and abbreviations are utilised throughout the Business Case.

Term/Abbreviation	Description
BCDF	Business Case Development Framework
DBC	Detailed Business Case
ICC	Ipswich City Council
ICN	Industry Capability Network
ILM	Investment Logic Map
FFA	Football Federation Australia
LGA	Local Government Area
NRL	National Rugby League
PAF	Project Assessment Framework
PBC	Preliminary Business Case
SBC	Strategic Business Case
SEQ	South East Queensland
SEIFA	Socio-Economic Index for Advantage

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2 PROJECT CONTEXT

This section provides context for the proposed Project.

2.1 Background on Service Needs and Issues

This Strategic Business Case addresses economic and social needs and opportunities within the Ipswich City Council region, leveraging an extensive local history in sport to catalyse investment, urban regeneration and economic prosperity and dynamism. The area of interest is focussed on the Ipswich City Council Local Government Area (LGA) which is located approximately 42km kilometres west of the State's capital, Brisbane and covers an area of 1,204 sq.km.

2.1.1 One of Australia's Fastest Growing Regions

Ipswich is recognised as one of Australia's fastest growing regions. In 2018, the City of Ipswich had a population of over 213,000 people. This is expected to grow and accelerate over the next 20+ years, doubling by 2035 and approaching 550,000 people by 2041.

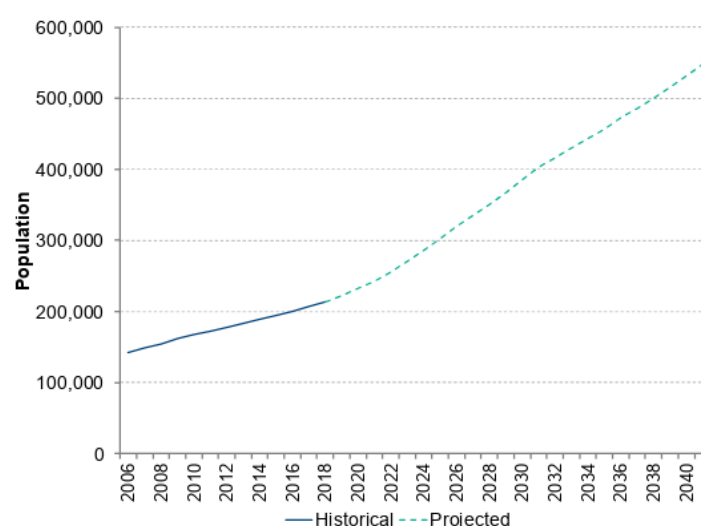


Figure 4 Historical and Projected Population, Ipswich LGA, 2006 to 2041²

This growth is being driven by a combination of the intensification and development of established parts of the City, coupled with strong new residential growth along the "Centenary Highway Corridor" including major developments such as Springfield and Ripley.

Ipswich is the anchor of a wider residential and economic sub-region in the western part of South East Queensland. According to ShapingSEQ: South East Queensland Regional Plan 2017, the Western Sub-Region (including Ipswich, Lockyer Valley, Somerset, Scenic Rim and urban parts of Toowoomba) was home to almost 440,000 residents (or almost 2.5 times that of Ipswich LGA alone) in 2016, growing to 861,000 by 2041. This wider sub-region represents the secondary catchment of services and facilities based in Ipswich and represents an integrated socio-economic structure within the wider SEQ region.

South East Queensland (SEQ) is also the most rapidly growing part of the State. The region contains 3.5 million people and is easily the most populated part of Queensland, which contains 5 million residents overall

² ABS (2019) Estimated Residential Population Cat No. 3218.0, Australian Bureau of Statistics, Canberra and

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in 2018. The SEQ region is growing at about 2.2% per annum³, faster than the State as a whole (1.7% per annum)⁴. As a result, both SEQ and Queensland are becoming more central to the growth and prosperity of Australia with each year.

2.1.2 Need for Socio-Economic Intervention

The Ipswich region has experienced a significant improvement in local household socio-economics and residential quality of life in recent years. However, according to indexes from the ABS Census periods, the socio-economic improvements in Ipswich have grown slower than the broader socio-economic trends for Australia as a whole. This is reflected in the Socio-Economic Index for Advantage (SEIFA) and associated sub-indices – composite indices that provide an overview of the socioeconomic and equity characteristics of the region.

Overall, Ipswich continues to have a below average level of socio-economics in the population, which has worsened relative to Australia. All major SEIFA indices experience a decline against the national average between 2011 and 2016, the exception being the Index of Education and Occupation (i.e. skills) indicating that Ipswich workers are upskilling at a faster rate than Australia as a whole.

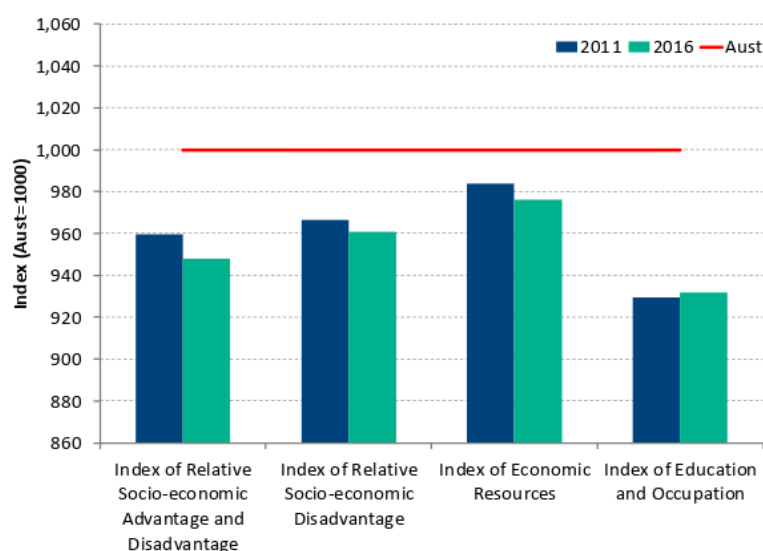


Figure 5 SEIFA Indices, Ipswich LGA, Compared to Australia (1000), 2011 and 2016⁵

However, these indices are not necessarily representative of the socio-economic composition of Ipswich. While the region continues to have pockets of more structurally disadvantaged households, the prevailing driver of lower socioeconomic indices is the continued younger age profile of the region. While Australia and Queensland as a whole are experiencing rapid ageing, Ipswich continues to be an overwhelmingly young region, with above average shares of population aged below 45⁶. Younger households are more likely to

³ id Profile (2019) Population, Australia, accessed at <https://profile.id.com.au/australia/population-estimate?WebID=330>

⁴ QGSO (2019) Population Growth Highlights and Trends Qld 2019, Queensland Government Statisticians Office, Queensland Government, accessed at <http://www.qgso.qld.gov.au/products/reports/pop-growth-highlights-trends-qld/pop-growth-highlights-trends-qld-2019-edn.pdf>

⁵ ABS (2018) Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2016, Cat No. 2033, Australian Bureau of Statistics, Canberra

⁶ ABS (2019) Population by Age and Sex, 2018 Cat No 3235.0 Australian Bureau of Statistics, Canberra

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include fewer workers (with a higher chance of households having one parent not in the workforce due to parenting responsibilities) and workers are more likely to be in the early stages of their respective careers.

Despite this, new residents and workers are better educated and more skilled than 5 years earlier, suggesting that the region may experience an acceleration in overarching socio-economic status in the future as these workers and households mature. However, this will be contingent on new workers and households having access to a diverse range of high-quality employment opportunities, underpinned by a dynamic and prosperous economy.

2.1.3 Economic Potential

The City of Ipswich is a connected community, full of ideas, energy and innovation. Leading the way means embracing new ways of working, new ways of learning and new ways of living. Ipswich is open for business and actively encourages growth, investment and strategic repositioning.

The Ipswich economy is underpinned by regionally significant health and education capacity (including private and public hospitals and university campuses), which represent two of the largest employing sectors in the economy. This is being supported by current and proposed investments in the health and education sectors including:

- \$178m Stage 1a redevelopment of Ipswich Hospital, including new mental health, MRI, community health and health administration capacity⁷; and
- \$64m in private investment is funding the construction of new facilities at St Andrews Hospital in the Ipswich health precinct, which will in turn attract new specialists and new healthcare professionals to the city⁸.

Additionally, Ipswich remains a major industrial and manufacturing hub in SEQ, with 1 in 8 jobs in Ipswich in 2016 in the manufacturing sector. Growth in manufacturing and industrial activity in Citiswitch Industrial Park on the Warrego Highway is complementing existing clusters of activity in the South West Industrial Gateway.

Ipswich also leverages its role as a regional service hub for the wider Western sub-region of SEQ, helping to drive retail and public administration and safety as major employing sectors.

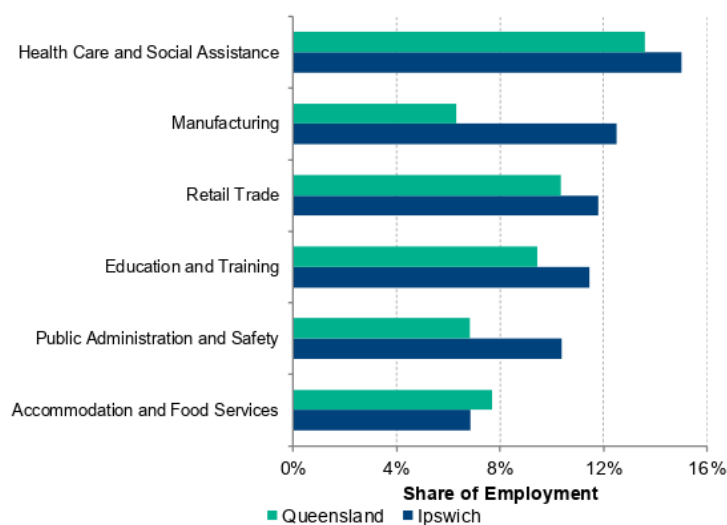
Future growth in these sectors will be complemented and supported by the \$150m redevelopment of the Ipswich Mall. This will include a new Council administration building, a new library, an open space hosting major public events, markets, artisans and food experiences will revitalise the city's heart⁹.

⁷ BQ (2019) Ipswich Hospital Redevelopment Stage 1a Detailed Business Case Summary accessed at http://buildingqueensland.qld.gov.au/wp-content/uploads/2019/11/Ipswich_Hospital_Redevelopment_CBA_summary.pdf

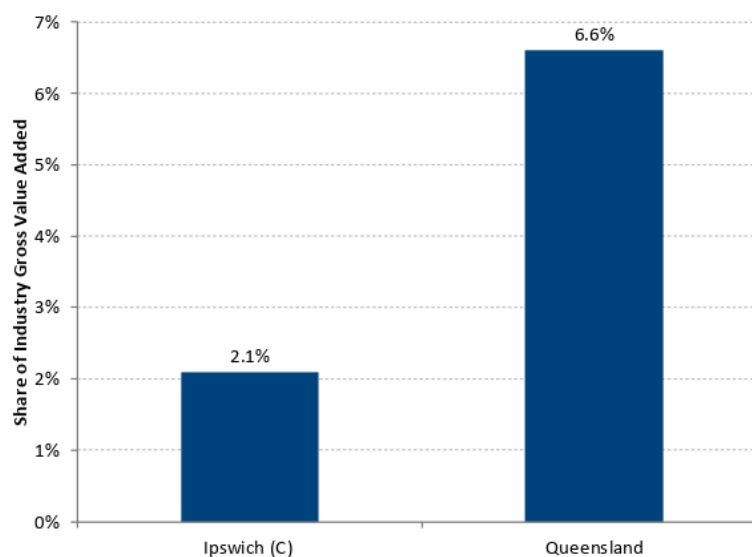
⁸ ICC (2019) Attraction and Investment accessed at <https://www.ipswich.qld.gov.au/business/business-attraction-and-investment>

⁹ ICC (2019) Attraction and Investment accessed at <https://www.ipswich.qld.gov.au/business/business-attraction-and-investment>

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**Figure 6 Share of Employment, by Industry by Place of Work, Ipswich LGA, 2016¹⁰**

Despite this, the major economic sector of tourism is under-represented in Ipswich compared to other regionally significant economies in South East Queensland. Accommodation and Food Services account for a below average share of local employment while data from the Tourism Satellite Account for Ipswich shows the sector contributes on 2.1% to local industry Gross Value Added, less than a third of tourism's contribution to the Queensland economy in 2017/18 (at 6.6%)¹¹. This reinforces the current role and function of Ipswich as a regional service centre for the Western Sub-Region of SEQ, rather than an outwardly focused service economy attracting visitors from around Australia and the world.

**Figure 7 Tourism Share of Industry Gross Value Added, Ipswich LGA and Queensland, 2017/18**

¹⁰ ABS (2017) Census of Population and Housing 2016, Australian Bureau of Statistics, Canberra

¹¹ ID (2019) Economy.ID – Ipswich: Tourism Satellite Account 2017/18, accessed at <https://economy.id.com.au/ipswich/tourism-value>

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2.1.4 Sport as an Economic Driver

Sport and Recreation are increasingly recognised as major drivers of the Queensland and Australian economy. The Queensland Sport and Active Recreation Strategy 2019-2029 Discussion Paper acknowledges that:

Tourism generated by major sporting events is also significant. Spectators, competitors, officials and journalists at these events mainly represent new visitors to Queensland. The events themselves also create employment and regeneration for the destination. Outdoor recreation and nature-based tourism all benefit local economies, so we need to invest in active and outdoor recreation as well as organised sport.¹²

Similarly, the Queensland Government's Our Active8! 2019-2022 Activate! Queensland Action Plan establishes the following success factor:

Invest in public infrastructure that benefits the broader visitor economy and improves community experience including precincts of importance and sport infrastructure.¹³

The most recent estimate of the value of sport in Australia was the analysis by the Boston Consulting Group in 2017 for the Australian Sport Commission. The report entitled; Intergenerational Review of Australian Sport 2017 found that sport contributes:

- \$12b is spent annually on sport and sports infrastructure;
- Contributes \$39b to the Australian economy or 2-3% of Australian GDP;
- Employs over 220,000 people; and
- Draws on the support of over 1.8 million volunteers (worth \$3b annually)¹⁴.

2.1.5 Revitalising North Ipswich

North Ipswich possesses a diverse range of revitalisation and redevelopment opportunities that leverage the natural amenity of the Bremer River, extensive riparian open space and the proximity of the suburb to both the proposed Ipswich CBD redevelopment and local cultural and historical heritage assets.

The North Ipswich Open Space Master Plan, prepared by Ipswich City Council in 2018, sets out the vision and intent to guide future design and development of key open space along the Bremer River.

Over a number of years Council has been securing key sites along both sides of the Bremer, to realise a greater vision of opening the city back up to the Bremer River and establishing a vibrant public linear open space network.

The North Ipswich Reserve is part of a key precinct – the Sports Precinct – of the North Ipswich Open Space Master Plan, which includes the collocation of a Stadium with a community oval and redevelopment of the Woollen Mills. The Sport Precinct is the closest Precinct to the Ipswich CBD and major public transport

¹² HPW (2018) Queensland Sport and Activate Recreation Strategy 2019-2029 Discussion Paper accessed at https://www.hpw.qld.gov.au/__data/assets/pdf_file/0015/6225/discussionpaperqueenslandsportactiverecreationstrategy.pdf

¹³ HPW (2018) Queensland Government's Our Active8! 2019-2022 Activate! Queensland Action Plan https://www.hpw.qld.gov.au/__data/assets/pdf_file/0021/6177/active8sportrecreationstrategyactionplan.pdf

¹⁴ Boston Consulting Group (2017), Intergenerational review of Australian sport 2017. Australian Sports Commission, Canberra accessed at https://www.clearinghouseforsport.gov.au/__data/assets/pdf_file/0009/752733/Intergenerational_Review_of_Australian_Sport_2017.pdf

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infrastructure, and is expected to be the largest attractor of visitors (both local and interstate/international across the wider Master Plan area.



Figure 8 Sports Precinct, North Ipswich Open Space Master Plan

The delivery of the Sports Precinct is therefore a critical component of the implementation and realisation of the North Ipswich Open Space Master Plan. Implementing the master plan will revitalise inner city Ipswich, create a high amenity destination of choice within the Ipswich region and improve the attractiveness of the location and wider city to new residents, business and investors alike.

2.2 Strategic Priorities

While the Project has the potential to address structural and demographically driven socio-economic imbalances in the Ipswich community, it more importantly represents a positive and proactive economic development opportunity that will catalyse the inner city of Ipswich and diversify the regional and SEQ economies.

The following sections describe the relevant policies and priorities of all three spheres of government relating to community development and economic growth of the Ipswich region. These policies and priorities have driven the core analysis presented in this Strategic Business Case, including:

- providing guidance in ensuring an investment in global-standard sport and entertainment facilities in Ipswich aligns with key policies and frameworks from all levels of government, as presented in this section;
- identifying and assessing problems and service needs that in turn provide the foundation for identifying the benefits sought, project objectives and potential initiatives to these problems and service needs; and
- defining and assessing potential initiatives that may address the identified problems.

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2.2.1 Alignment with Ipswich City Council Policies and Priorities

The following table summarises the key policies and priorities of Ipswich City Council and their relationship to the proposed Project.

Table 1 Ipswich City Council Policies and Priorities

Document	Description	Strategic Priorities
5 Year Corporate Plan, Ipswich City Council	Council's Corporate Plan 2017-2022 sets the strategic direction for the city. Whilst Advance Ipswich (the Plan) is a shared vision with the community, the Corporate Plan enjoys the title of 'Making it Happen'. Combined with other strategic Council documents, Council allocates resources over a 5 year period to achieve specific outcomes.	<ul style="list-style-type: none"> Goal 1 – Strengthening Our Local Economy and Building Prosperity (Jobs) Goal 2 – Managing Growth and Delivering Key Infrastructure Goal 3 – Caring for Our Community Goal 4 – Caring for Our Environment Goal 5 – Listening, Leading and Financial Management
City of Ipswich Destination Management Plan, 2019-2023	The City of Ipswich Destination Management Plan aligns with the complimentary development of attractions and activities as described in the Brisbane Visitor Economy 2014–2020 of doubling the value of tourism by 2020. The Destination Management Plan is a critical part of the overarching Economic and Workforce Development Plan which prescribes the path to deliver quality corporate services, profiling the growth for the City of Ipswich and measure development of key industries.	<p>Priority actions include:</p> <ul style="list-style-type: none"> Investment, Planning and Advocacy; Attractions and Experience; Tourism Industry Cluster Development; Events; Marketing; and Transport and Access.
Ipswich City Council Office of Economic Development,	The Office of Economic Development (OED) is a driver, facilitator and catalyst for economic development in the City of Ipswich. The mission of the OED is to attract new business and investment, and build industry capability to compete locally, nationally, and internationally, creating better jobs for more people. The guiding vision over the next 25 years is to grow in excess of 100,000 local jobs across the city's key industry sectors.	<p>A series key industry sectors have been identified by OED and Council:</p> <ul style="list-style-type: none"> Energy and environment; Food and agribusiness; Defence and aerospace; Advanced manufacturing; Education and training; Transport and logistics; and Property and construction.
City of Sport, Ipswich City Council	The City of Ipswich is the second-oldest local government area in Queensland after Brisbane and also Queensland's fastest growing city. With its rich, well-preserved heritage and burgeoning culture of innovation, Ipswich is renowned not only as one of the world's most intelligent and liveable communities, but also as a region of spectacular natural beauty and open spaces.	<p>Key focus areas of the "City of Sport":</p> <ul style="list-style-type: none"> Major Event Hosting; Athlete Training Destination; Sporting Stars and Accolades; Superior Sporting Facilities; Sports Science Expertise; and Open Spaces and Natural Environment.
North Ipswich Open Space Master Plan	<p>The North Ipswich Open Space Master Plan is a consolidation of various individual studies and specialist, technical input concerning the planning and design of the Open Space network on the north banks of the Bremer River.</p> <p>The North Ipswich Open Space Master Plan (NIOSMP) will sets strategic direction for the future sustainable development of the Open Space network on the banks of the Bremer River, with consideration to the opportunities for key sites such as the Woollen Mill, Boral</p>	<p>There are a number of key objectives that have guided the NIOSMP focussed around the following key areas:</p> <ul style="list-style-type: none"> Connected linear Open Space Network; Integrated Pedestrian & Cycle Network; Unlocking Key Community Development Sites; Integration of a signature Sports Precinct; Public Transport; Vehicle Connectivity; and

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Document	Description	Strategic Priorities
	Hancock Site (former) , Ipswich Rail Yards and Sports Precinct. Over a number of years Ipswich City Council (ICC) has been securing key sites along both sides of the Bremer, to realise a greater vision of opening the city back up to the Bremer River and establishing a vibrant public linear open space network.	<ul style="list-style-type: none"> Protecting and enhancing the banks of the Bremer River.

The Project aligns with a number of Council's key policies and priorities. It is an anchor activity of the North Ipswich Open Space Master Plan, will help to strengthen the local economy and build prosperity, will reinforce and elevate Ipswich's profile as a City of Sport and will help to diversify the economy.

2.2.2 Alignment with Queensland Government Policies and Priorities

The Queensland Government plays a central role in sports stadium and facilities planning, investment and operation. Additionally, the State Government is one of the primary economic development agencies and proponents in the State. Key policies and priorities of the Queensland Government are listed below.

Table 2 Queensland Government Policies and Priorities

Document	Description	Strategic Priorities
Queensland Government's South East Queensland Regional Plan – Shaping SEQ 2017	Recognising the need to sustainably manage the region's growth, the Queensland Government through the 2017 South East Queensland Regional Plan (ShapingSEQ) set clear directions for the future development of Ipswich and the Western Sub-Region. ShapingSEQ identifies the need for balanced and managed growth including setting targets for consolidated (i.e. infill development) and expansion (i.e. greenfield) development. This includes an additional 111,700 dwellings in Ipswich and 167,572 dwellings across the wider Western Sub-Region to 2041. Ipswich is recognised as an emerging Regional Economic Cluster and Clustering around the Ipswich regional activity centre includes priority sectors of commercial and professional services, health and tertiary education complemented by a retail and civic heart.	<ul style="list-style-type: none"> Grow – sustainability accommodating a growing population Prosper – a globally competitive economic powerhouse Connect – moving people, products and information efficiently Sustain – promoting ecological and social sustainability Live – living in better designed communities
State Infrastructure Plan (Department of State Development, Manufacturing, Infrastructure and Planning) 2016	The State Infrastructure Plan (SIP) sets out the Queensland Government's strategic direction for infrastructure by identifying what is required from infrastructure (objectives) and how these objectives can be best achieved (directions). These objectives and directions seek to address the high-level challenges Queensland will face over coming decades.	<p>The SIP outlines the following four objectives to guide infrastructure priorities:</p> <ul style="list-style-type: none"> improving prosperity and liveability; infrastructure that leads and supports growth and productivity; infrastructure that connects communities and markets; and improving sustainability and resilience
Stadium Task force Report 2018/19	In April 2018, the Stadium Taskforce (the Taskforce), chaired independently by experienced sports administrator John Lee, began a review of SQ. The Taskforce was established to investigate hirer concerns associated with the cost of hiring SQ	This Final Report indicates that taxpayers and the Queensland Government will receive the maximum benefit from investment in stadiums by focusing on:

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Document	Description	Strategic Priorities
	<p>venues, primarily on the Gold Coast and to undertake a review of SQ's and Queensland Government's management and planning for stadiums.</p> <p>The Taskforce has identified that there is no immediate need for the development of any new stadiums in Queensland. The five stadium assets held by SQ each have capacity to host additional one-off and regular events, including new sporting franchises in south east Queensland.</p> <p>There is significant potential for the existing SQ venue portfolio to remain relevant and useful for the next 20 years in Queensland subject to moderate mid-lifecycle capital investment. This maintain, enhance and maximise use policy approach to capital investment is significantly cheaper for the taxpayer than the option of building new venues.</p>	<ul style="list-style-type: none"> community expectations associated with ticket and food prices, community access and ensuring a home for our national sporting teams, management to ensure proper maintenance and upgrades for events and usage, effective management of hirers expectations, venue specific considerations, future infrastructure needs, and governance arrangements and financial sustainability of SQ.

Ipswich plays a central and prominent role in the SEQ economy and is a residential destination of focus and choice in the medium-term. It also anchors an extensive peri-urban region that hosts over 860,000 people by 2041.

The Stadium Taskforce Final Report 2018/19 didn't identify a general need for additional stadium capacity in SEQ. The report presumes that Ipswich residents are broadly serviced by Brisbane-based venues. This is despite the Ipswich "catchment" having a population that exceeds regional stadium locations across Queensland and fails to consider the transport and accessibility penalty that such an approach inflicts upon Ipswich residents.

2.2.3 Alignment with Australian Government Policies and Priorities

A number of major Australian Government policies and priorities are directly relevant to the Project.

Table 3 Australian Government Policies and Priorities

Document	Description	Strategic Priorities
Sport 2030 – National Sport Plan	The Australian Government has a clear and bold vision for sport in Australia — to ensure we are the world's most active and healthy nation, known for our integrity and sporting success. Sport 2030 has four key priority areas which will, when fully implemented, create a platform for sporting success through to 2030 and beyond.	<ul style="list-style-type: none"> Build a more active Australia — More Australians, more active, more often; Achieving sporting excellence — National pride, inspiration and motivation through international sporting success; Safeguarding the integrity of sport — A fair, safe and strong sport sector free from corruption; and Strengthening Australia's sport industry — A thriving Australian sport and recreation industry.
Department of Health Corporate Plan 2018/19 – Reshaping Australian sport	The Department of health is aiming for Australia to be the world's most active sporting nation, known for its integrity, sporting success and world leading sports industry.	<p>Measuring performance against key measures including:</p> <ul style="list-style-type: none"> Whole-of-government leadership and coordination of major international sporting events in Australia is provided, including the development and implementation of related policies and strategies to support each event.

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Document	Description	Strategic Priorities
Tourism Australia, Tourism 2020	<p>Tourism 2020 is a whole-of-government and industry long-term strategy to build the resilience and competitiveness of Australia's tourism industry and grow its economic contribution.</p> <p>Tourism 2020 focuses on improving the industry's performance and competitiveness by pursuing new opportunities for growth and addressing supply-side factors.</p> <p>The Tourism 2020 goal is to achieve more than \$115 billion in overnight spend by 2020 (up from \$70 billion in 2009).</p> <p>Tourism Australia shares this goal with the Australian tourism industry and federal, state and territory governments in an effort to maximise tourism's economic contribution to the Australian people.</p>	<p>Tourism ministers from the Australian and State and Territory Governments have identified four policy priorities under Tourism 2020:</p> <ul style="list-style-type: none">• encourage high-quality tourism experiences, including Indigenous tourism• limit the tax, red tape and other regulatory burden industry faces• undertake coordinated and effective marketing campaigns to drive demand• work with industry to support the development of tourism infrastructure that can drive demand.

Nationally, sport is recognised as a major economic industry in its own right, that generates employment and business activity as well as enhances the wellbeing and welfare of the community. The Sports 2030 plan identifies strengthening Australia's sporting industry as a key strategic priority, with key stadium capacity critical to supporting the growth of national and community sporting sectors.

Sporting events are also recognised as a major contributor to national and international tourism activity and events attraction features prominently in the tourism industry support activity and initiatives by the Federal Government. Stadiums are essential to provide the necessary sporting event hosting capacity, particularly for multi-venue events.

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3 SERVICE NEED

This section provides an overview of the service need for A Global-Standard Sport and Entertainment Precinct in Ipswich, specifically relating to a potential stadium-based initiative.

3.1 Problem and Service Need Definition

Identifying problems is critical to understanding the scope of issues that a project can address. Developing a sound understanding of the extent, scale, cause and effect of these problems, and the service needs resulting from these problems provides a strong evidence-based foundation for developing a project solution, and ultimately investing in that project solution.

Failure to clearly understand and articulate the problems and service needs being addressed may result in a mismatch of problems/opportunities and solutions, or solutions that do not adequately or effectively alleviate problems in the long-term.

The identification and preliminary analysis of the problems and service needs outlined in this section have been developed through the consideration of the information presented in section 2, namely the Council vision, as well as the numerous studies, strategies and proposals developed by the Australian Government, Queensland Government and Council.

The long-term demographic forecasts and emerging national franchise and international sporting events bids also provide context for the problem and service need analysis.

3.2 Rectangular Field Sports Demand

3.2.1 History of Rugby League in Ipswich

Ipswich has long been a mecca for Rugby League. The North Ipswich Reserve is the birthplace of Rugby League in Ipswich, with the first game kicking off on October 9th, 1909. The Ipswich team was selected from an existing rugby union team which was not fluent in the language of league as Ipswich lost 43 points to 10. The following year rugby league was instituted, and an annual competition was initiated, Ipswich recovered from their maiden game loss to win the grand final in 1910¹⁵.

Widely considered the father of rugby league in Ipswich, J.G. Stephenson, was instrumental in its formative years. In 1913 he was appointed to the Queensland Rugby League management committee and two years later became a patron. In 1930 he was elected president, a position he held until his death. He also held the position of President for Ipswich Rugby League. Mr. Stephenson's volunteer work was considered instrumental in allowing rugby league to flourish in Ipswich¹⁶.

The Ipswich rugby league tournament established after the inaugural game was in affiliation with Queensland Rugby League. In 1972 the Ipswich Junior Rugby League was established and was responsible for administrating all junior aged rugby league. In 1992 Ipswich Rugby League was established under incorporation and administrated all senior rugby league. On November 13, 2016 the previous system would dissolve, and the two existing leagues would form Rugby League Ipswich (RLI). Currently the RLI is comprised of 18 teams.

3.2.2 Western Corridor NRL Bid

Launched in August 2010, the Western Corridor NRL bid is an official proposal for the establishment of a new National Rugby League team at Ipswich as part of a future expansion of the NRL competition. The bid notionally covers "western corridor" of Greater Brisbane, but the club's catchment will practically include

¹⁵ SPORTSTG, Accessed 8/11/19, http://websites.sportstg.com/assoc_page.cgi?c=0-2250-0-0-0&SID=21859

¹⁶ Barnett, M. (2015), *For the Love of the Game*, Boolarong Press, Accessed 7/11/19

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Logan as well as the rest of the Western Sub-Region of SEQ (including Lockyer Valley, Somerset, Scenic Rim and Toowoomba).

The bid was initiated following comments from then NRL Chief Executive Officer David Gallop in 2009, when he stressed the importance of establishing an NRL side in the "Ipswich-Logan corridor" due to a desire to increase audience reach for the sport in Brisbane and South East Queensland¹⁷. The bid centres around the elevation of the Ipswich Jets from the Queensland Cup State rugby league competition¹⁸.

Ipswich Jets

The premier Ipswich team, the Ipswich Jets compete in the Queensland (Intrust) Cup Tournament. The Jets first competed in the 1982 KFC Statewide competition; at this time the Jets were controlled by Ipswich Rugby League, they continued competing in the KFC Statewide Competition until 1985. The Jets won their first game in 1983 against Redcliffe, 22 to 14. In 1986 they joined the Brisbane competition, the Winfield State League, with A Grade, B Grade and Colt teams. In the same year forming their own committee and board, the club would be renamed the Ipswich Jets Rugby League Football Club. In 1988 the Jets entered an under 17 team into the same Brisbane competition, which won the premiership undefeated.

Before the Club moved to Briggs road and in 1993 all Jets home games were played at the Ipswich North Reserve. In 1996 the Jets saw their first CEO, Craig Taylor, and in the same they moved back to the Ipswich Reserve, the clubs current home ground. During 1997-1999 the Jets only fielded one team but saw the Reserve undergo many name changes, in 199 it was First Provincial Oval, in 2005 it was Bendigo Bank Stadium and in 2005 it was the Queensland Group Stadium. Between 2008-2009 the Jets returned to Briggs Road but returned to the North Ipswich Reserve in 2010 which had been upgraded to state league standards. The procurement of the Cecil Hotel in 1998 as the Jets clubhouse helped establish their home at the North Ipswich Reserve.

The Jets have produced many great rugby league players, most notably Allan Langer, who was selected to play half-back for the Queensland State of Origin side whilst playing for the Jets. Simultaneously Langer and Ipswich brothers Kerrod and Kevin Walters played in the NRL for the Brisbane Broncos and would come to be known as "the Ipswich Connection".

More recently, there has been an increase in attention and focus on the desired addition of a second NRL team in the Greater Brisbane region. Specifically, coverage in The Daily Telegraph indicated a desire from the national free-to-air broadcaster of the NRL (Channel 9) for the inclusion of a second Greater Brisbane NRL team prior to the next TV rights deal in 2023¹⁹.

¹⁷ QT (2014), Starts Align for Ipswich Team in NRL, 3 September 2014, accessed at <https://www.qt.com.au/news/stars-align-for-ipswich-team-in-nrl/2373238/>

¹⁸ Ipswich Jets Football League Club, Accessed 8/11/19, <http://football.ipswichjets.com.au/jets-history>

¹⁹ As cited in Ipswich First (September 3 2019) *Ipswich NRL bid in spotlight as footy finals fever ramps up* accessed at <https://www.ipswichfirst.com.au/ipswich-nrl-bid-in-the-spotlight-as-footy-finals-fever-ramps-up/> and further clarified in The Sydney Morning Herald (September 2, 2019) *Nine sports boss rejects claim network wants Sydney club axed* accessed at <https://www.smh.com.au/sport/nrl/nine-sports-boss-rejects-claim-network-wants-sydney-club-axed-20190902-p52n6p.html>

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Several options have been floated to support to inclusion of the second Greater Brisbane team including:

- Establishment of a second Brisbane team (e.g. the Brisbane Bombers NRL bid);
- Relocation of the Gold Coast Titans;
- Relocation or closure of a Sydney-based NRL club; and
- Expansion of the league to accommodate new teams.

3.2.3 A League Competition Expansion

Recently, Ipswich was one of 8 locations across Australia nominated for the expansion of the A-League in the 2019/2020 season announced by the Football Federation Australia in February 2018²⁰.

Ipswich Pride FC was one of 15 bids submitted to the FFA as part of the process and was later shortlisted to the last 8 bids during which time consortiums made their formal submissions to the FFA in August 2018²¹. In October 2018, Ipswich and Wollongong were eliminated from contention.

A number of challenges were raised with the Ipswich Pride FC bid, though the main concern was the lack of a suitable stadium for the team from day one and the potential implications for club financial viability and sustainability from a lack of a critical mass of ticket sales and match attendance capacity.

The short timeframe between the call for bids (early 2018) and the proposed commencement of Club participation in the League (2019-2020) means that the existence of an appropriate stadium capacity in the successful bid locations was an essential pre-requisite.

3.2.4 Impacts of a Lack of Suitable Stadium

Current expectation is that any future Ipswich-based NRL team would be unable to play anywhere in the city as their home ground due to a lack of appropriate facilities. Instead, the team would likely be based at Suncorp Stadium, as a temporary shared home ground with the Brisbane Broncos until an appropriate Ipswich stadium would be available. This would represent a significant challenge and economic opportunity cost to this reality, adding further event-based congestion to Milton and inner city Brisbane while resulting in minimal economic and social benefits to Ipswich.

Similarly, recent feedback to the Ipswich Pride FC bid was that the lack of a suitable national standard facility to accommodate a viable and financially sustainable A-League franchise in Ipswich was the primary reason for the bid not progressing past full submissions in August 2019.

Historically, the facility-linked failures of both NRL and A-League bids has not translated to success elsewhere in Queensland, with opportunities instead directed to alternate locations in Sydney and Melbourne. As such, the loss of opportunity in Ipswich has and will continue to represent a loss for Queensland as a whole.

Key Issue/Problem

The lack of a national standard Tier ½ rectangular stadium in Ipswich is impeding the competitiveness of Ipswich and Queensland in attracting national franchises in either Rugby League or A-League.

²⁰ FFA (2018) Hyundai A-League Expansion Announcement accessed at <https://www.ffa.com.au/news/ffa-puts-hyundai-a-league-expansion-congress-resolution-top-2018-agenda>

²¹ A-League (2018) FFA receives eight final bids for Hyundai A-League Expansion, accessed at <https://www.a-league.com.au/news/ffa-receives-eight-final-bids-hyundai-a-league-expansion>

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3.3 Impact of SEQ Olympic Bid

In July 2016, the Council of Mayors SEQ released *The Pre-Feasibility Analysis of a Potential South East Queensland Bid for the 2028 Olympic Games*²². Specifically, the Analysis determined there are sufficient economic, social and cultural benefits to warrant further investigation. The Report also highlighted the need for the region to be better equipped to meet its future growth challenges, regardless of an Olympic bid.

An optimal venue footprint will be in the range of 36 to 40 venues overall, and it is anticipated these could be successfully accommodated within SEQ through the adaptation of existing venues, development of new permanent venues and temporary venues.

Ipswich is identified as a potentially secondary location for events (following Brisbane and the Gold Coast) with new temporary and permanent venues in Ipswich identified as a potential solution to addressing the approximately gap in the venues in the region.

In February 2019, Council of Mayors (SEQ) released the full *2032 Olympic and Paralympic Games Feasibility Study*²³ (with the revised date of 2032). The Study indicated the region has the potential to mount a competitive bid based on the use of existing and planned facilities to keep costs at a minimum.

Venue Category	2019 Venue status (41 venues required)		Recommended 2021 status (start of IOC Bid engagement)	
	Number of venues	% of overall venue footprint	Number of venues	% of overall venue footprint
Existing (including venues requiring upgrades to meet IOC / IF requirements)	25	60%	29	70%
Planned (to be built irrespective of a Games with initial planning underway)	4	10%	8	20%
Legacy opportunity (planning not currently underway but legacy need identified)	8	20%	-	-
Additional (Games dependent)	-	-	-	-
Temporary (venues which would typically be delivered primarily as temporary)	4	10%	4	10%

Figure 9 Existing, Planned and Proposed Venues, SEQ Olympics 2032 Bid

The Study confirmed that SEQ already has 60% of the venues needed for the 2032 Olympic Games, with the potential for 30 percent more to be delivered as the region continues to grow. A 'planned' 20,000 seat venue

²² Accessed at <https://firebasestorage.googleapis.com/v0/b/seqmaps-25ef7.appspot.com/o/publications%2Fh7SSIJGtm9650MqfJqzI?alt=media&token=27753201-134b-4251-9339-b4e5f0765f66>

²³ Accessed at <https://seqmayors.qld.gov.au/initiatives/2mfHY5whV6uNpagYpw2v>

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in Ipswich is expressly identified in the Feasibility Study and associated indicative Master Plan, which would be used to accommodate Football preliminaries.


Olympic sport / discipline and / or facility	Venue status	Venue capacity
Ipswich		
Football (prelims)	 Planned	20,000
Weightlifting	 Legacy Opportunity	5,000

Figure 10 Ipswich Venues, SEQ Olympics 2032 Bid

As In December 2019, the Queensland Government accepted the outcomes of the Feasibility Study and confirmed it would support a formal bid for the 2032 Olympic Games²⁴. The announcement was also supported by the Federal Government.

Key Issue/Problem

The SEQ 2032 Olympic Feasibility Study expressly identifies planned stadium capacity at Ipswich as part of the overall venue capacity and requirements of the region.

3.4 Favourable Demographic and Sporting Profile

As highlighted in section 2, Ipswich has a favourable demographic and population profile to support community and franchise activation of a Global-Standard Sport and Entertainment Precinct in Ipswich. In addition to comprehensive and accelerating population growth in Ipswich and the Western Sub-Region of SEQ, Ipswich is home to a structurally younger population than the rest of Queensland.

²⁴ News.com.au (December 2019) Queensland 2032 Olympic Games bid explained accessed at <https://www.news.com.au/sport/more-sports/queensland-2032-olympic-games-bid-explained/news-story/f13a9c1aef043e46d8590e0c002f7982>

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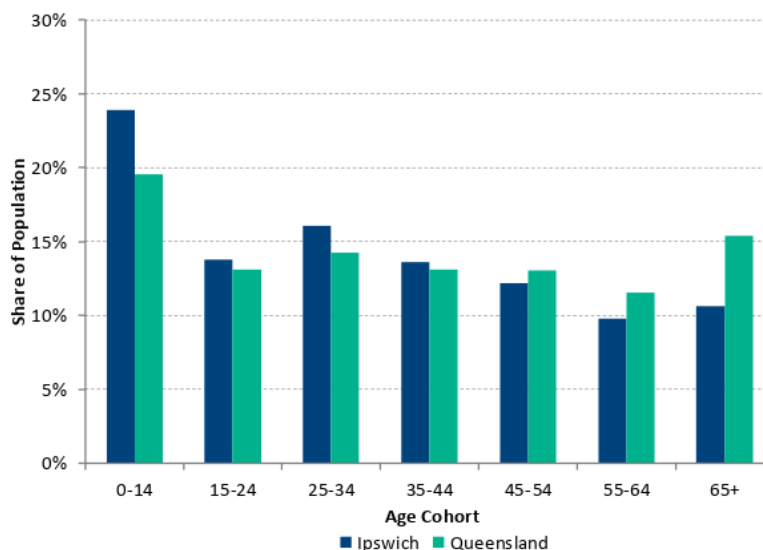


Figure 11 Age Profile, Ipswich LGA and Queensland, 2018²⁵

This age profile is important in understanding the propensity of the population to participate and attend rectangular field sports like Football/Soccer and Rugby League. The most recent data for Queensland confirmed that 14.0% of children and 2.6% of adults currently participate in Football/Soccer, with a further 4.7% of children and 2.0% of adults participating in Rugby League.

Table 4 Participation in Sport, Children and Adults, by Sport, Queensland, 2018²⁶

Sport	Children	Sport	Adults
Swimming	30.4%	Fitness/Gym	27.7%
Football/soccer	14.0%	Swimming	6.2%
Gymnastics	9.4%	Yoga	3.8%
Dancing (recreational)	9.2%	Athletics, jogging and running	3.4%
Netball	6.8%	Golf	3.3%
Tennis	6.5%	Touch football	3.3%
Athletics, jogging and running	5.0%	Football/soccer	2.6%
Rugby league	4.7%	Pilates	2.5%
Cricket	4.4%	Netball	2.4%
Basketball	4.2%	Tennis	2.2%
		Rugby league	2.0%

Apart from those who directly participate in sports, attendance at major sporting events, matches and games is a significant feature of Australian society and culture. It is also The National Rugby League has the 16th highest average attendance of League sports around the world, averaging 16,074 attendance in 2019 (AFL was number 4 with 36,687 attendees). Similarly, the NRL Grand Final in 2018 was the sixth largest domestic club championship event attendance (82,688 attendees) of all time (AFL Grand Final 2019 is number 1 at

²⁵ ABS (2019) Population by Age and Sex, Cat No 3235.0 Australian Bureau of Statistics, Canberra

²⁶ AusPlay (2019) AusPlay Statistics, 2018, Queensland, Sports Australia, Australian Government, Canberra

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100,014) while the State of Origin series in 2019 had the largest average attendance of any regular representative matches in the world in 2019 (with an average attendance of 64,826).

Football/Soccer dominates the world in terms of international club competitions. The UEFA Champions League, UEFA Europa League, the Copa Libertadores (South America) and the Copa Sudamericana (South America) represent four of the top 5 most attended international club competitions in the world in the past 5 years. In fact, Rugby Union (Super Rugby and the European Rugby Championships) is the only other sport in the top 8 international club competitions.

Rugby Union and Football also dominates international tournament attendance levels. The latest FIFA World Cup in 2018 secured over 3.03 million attendees over 64 matches making it the largest attended international tournament in recent years and the fourth largest in terms of average event attendance levels.

In Australia, attendance data at Australian stadiums is collected and tracked by Austadiums.com. Key data and indicators on a range of sporting event attendance is summarised below:

- Rugby League – over the last 50 Rugby League games/events hosted across Australian Stadiums during this period had a total attendance of 910,000 people or an average of 18,200 attendees. Removing the Grand Final and international events, this average attendance figure reduces to just under 17,000;
- Football/Soccer – over the last 35 A-League fixtures to November 2019, there was a total attendance of 352,870 with an average attendance of 10,082;
- Rugby Union – Super Rugby (where attendance data was available) in 2019 had an average an attendance of 11,300 over 19 recorded matches. This excludes national Rugby tests and other international competitions.

This shows a relative comparability between football codes that use a rectangular playing surface – average attendances between 10,000-15,000 per match. Nevertheless, Rugby League consistently secures larger average crowds nationally of the three football codes.

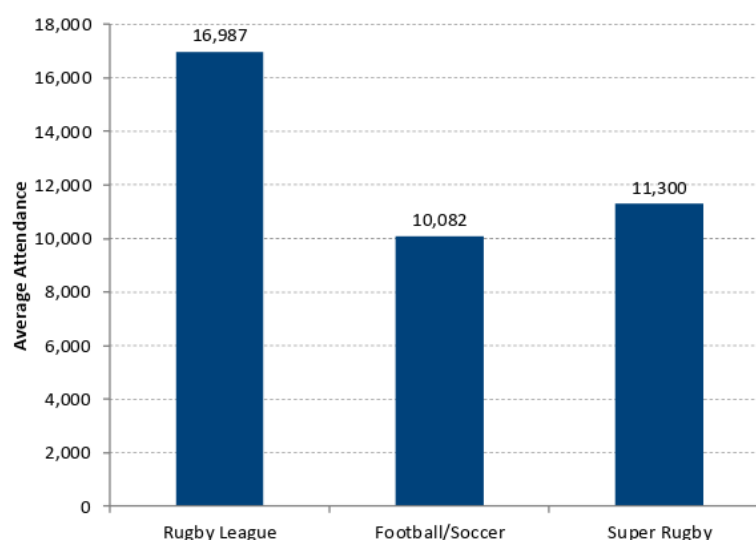


Figure 12 Average Attendance Levels, Rectangular Field Football Codes, Sample Fixtures/Events in 2019

Further information on stadium utilisation and event capacity is included in section 3.6.

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In Ipswich, attendance at organised sporting events varies considerably year on year. According to data from Tourism Research Australia, there were over 90,000 visitors to Ipswich who attended an organised sporting event in the year to January 2019. This is up steadily from recent years from the low of over 40,000 visitors in the year to January 2016 but remains below levels between 2013 and 2015. This is illustrated below.

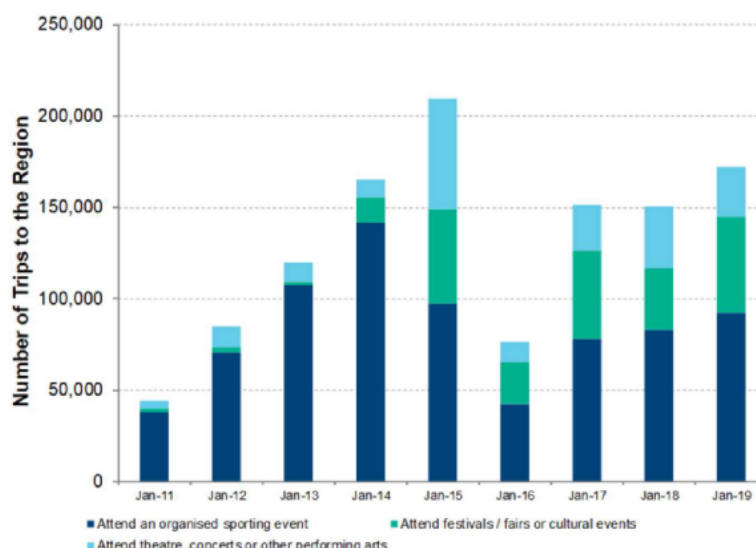


Figure 13 Visitors to Ipswich, by event/activity, 2011 to 2019²⁷

This excludes attendance by local residents as well as visitation from people outside of the LGA but live within 20km of the event location (this is the formal definition of a tourist visitor by TRA). As such, it is not representative of total attendance at sporting events in Ipswich. However, it is representative of trends in the number of people who visit Ipswich for such events.

A telling change in recent years has been the increase in the number of visitors who have been attracted to Ipswich for non-sporting events. This includes festivals, fairs and cultural events as well as theatre, concerts and other performing arts. These categories also represent types and forms of events that a stadium and sport and entertainment precinct could host.

Key Issue/Problem

Ipswich sporting event visitation is constrained by a lack of major facilities while at the same time, the visitation profile of Ipswich is changing and diversifying to include more cultural, concert and festival type events.

These events saw a substantial increase in the year to January 2015 and have increased as a share of the visitor activities assessed since that time. This diversity of activity is important given the role that sport, and entertainment precincts play in hosting non-sporting events like concerts.

Overall, this level of sport and event related visitation to Ipswich is regarded as low. Potential exists to accelerate the growth of visitation to Ipswich through the attraction of more sporting, cultural and community events in the area.

²⁷ TRA (2019) National and International Visitor Surveys, Online Tablebuilder (unpublished), Tourism Research Australia, Canberra

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3.5 Lessons in Stadium Development

3.5.1 Stadium Ownership and Operation

Stadiums are, at heart, pieces of community sport and tourism infrastructure and facilities. As such, they fall within the domain of economically enabling infrastructure that requires investment and support by Local, State and Federal Governments.

They have the potential to yield significant and transformational benefits to local economies. However, if not appropriately positioned or tailored with the end users in mind, stadiums can become a financial burden to owners, offsetting their economic benefit through low utilisation.

A recent review by KPMG²⁸, confirmed that over 95% of Tier ½ stadiums are either wholly or majority Government owned. This includes ownership by State Government's as well as capital contributions to construction and investment.

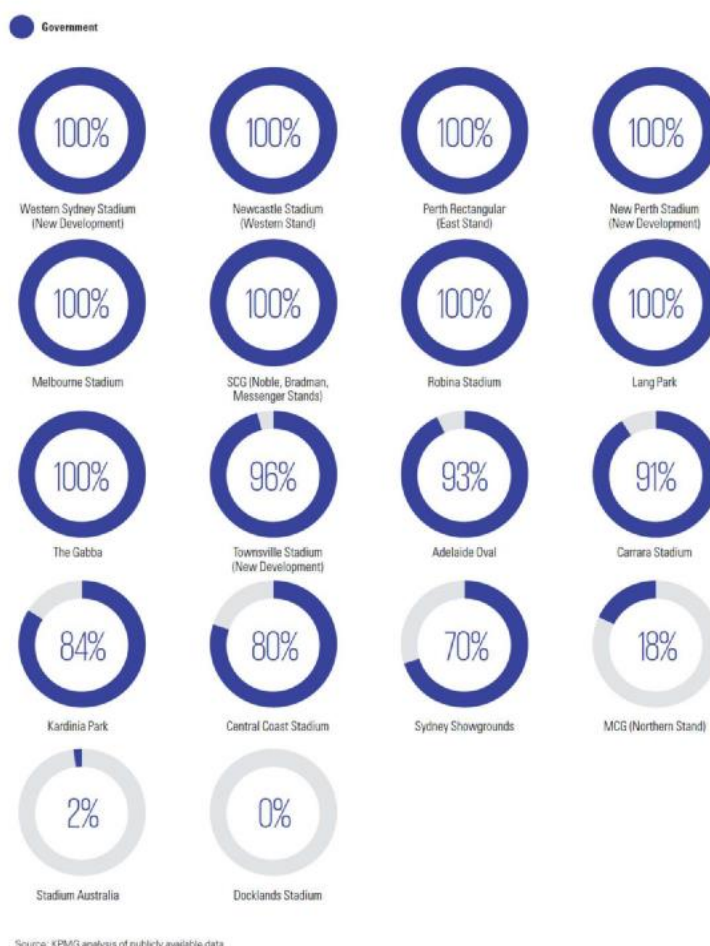


Figure 14 Stadium Ownership, Major Stadium Venues across Australia, as of 2018

²⁸ KPMG (2019) Stadium Ownership – competitive edge or unwanted burden, KPMG, Sydney

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In fact, only three stadiums were owned by non-Government entities, with Docklands Stadium (also known as Marvel Stadium) the only stadium 100% by a non-Government party (the AFL).

Key Issue/Problem

Stadiums are, at their core, a piece of public sector infrastructure and are facilities that support event attraction and associated tourism development.

Part of the challenge with stadium developments is marrying the benefits to Government and the community of multi-use and multi-purpose facilities in terms of maximising utilisation and minimise activity risks, with the loss of control by primary users over the end fan experience.

The degree to which these factors are balanced appears to be a major driver of end facility utilisation.

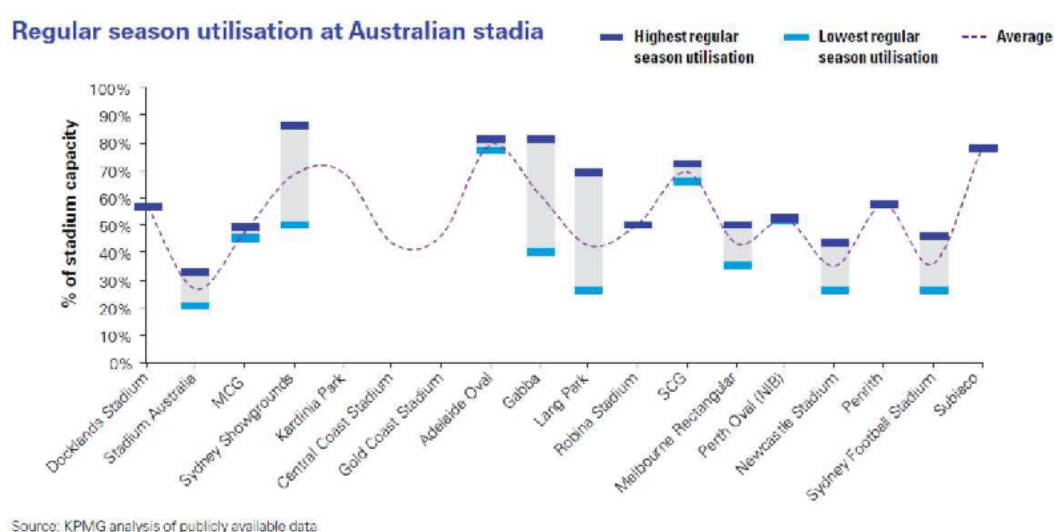


Figure 15 Stadium Utilisation Levels, Select Stadiums, Australia²⁹

Utilisation rates for major stadiums during “regular seasons” typically range between 40-50% but can be as low as 25% even for stadiums with a national sporting franchise.

The analysis by KPMG also highlighted a number of risks and misconceptions regarding major stadium facilities. These include:

- **Overcapitalisation** – stadium owners and developers regularly over-capitalise stadium capacity to cater for peak rather than average utilisation levels. This reality underpins lower utilisation rates;
- **Use Conflicts** – timing/scheduling and facility conflicts can exist when two teams or major users are based at the facility;
- **Inappropriate Community Use** – community engagement with major stadiums outside of events are minimal and designed to be heavily restricted due to use conflicts and security issues. The degree of community engagement and interaction with the stadium outside of events is typically dependent on the level of activation within the wider precinct; and

²⁹ KPMG (2019) Stadium Ownership – competitive edge or unwanted burden, KPMG, Sydney

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- **Limited Event Calendar** – the pool of potential non-sporting events for major stadiums in Australia is limited with very few concert or event acts capable of filling stadiums to a sufficient capacity. Stadium success, particularly outside of the regular season of the relevant code, is therefore often contingent on the utilisation of non-field stadium facilities such as conference centres and corporate areas.

3.5.2 Stadium Taskforce Final Report

In 2018, the Queensland Government's Stadium Taskforce released its final report into Stadiums Queensland, its operation of key Government owned venues across the State and the future stadium requirement³⁰.

The Taskforce found that the stadium profile of Stadiums Queensland was unique with the high proportion of stadiums in regional cities. This in part reflects Queensland's unique population distribution with regional cities playing a more central role in the State population and economy than in other States.

Specifically, the Taskforce found no immediate need for new stadiums in the State, due to lower utilisation of some existing facilities and their capacity to host one off events. This need assessment was principally based on qualitative analysis of existing facility capacity, rather than fundamental population and demographic drivers. No consideration was given to future population projections, with only current population critical mass considered.

Analysis of current population was also a challenge as it narrowly defined the catchments of several regions. Ipswich for example is said to have a population catchment of 342,386 in 2017, though the extent of this catchment is unknown. Logan is presented separately, and it is likely this catchment does not include Toowoomba. Both of these locations have historically been linked with Ipswich in terms of new sporting franchises, including NRL and A-League club opportunities.

Key Issue/Problem

The need assessment in the Stadium Taskforce report was based on existing stadium capacity, not underlying population and franchise-based requirements. It is biased towards existing stadiums in Brisbane and the Gold Coast at the expense of residents in Ipswich and the wider Western sub-region.

³⁰ Stadium Taskforce (2018), Stadium Taskforce Report accessed at https://www.hpw.qld.gov.au/__data/assets/pdf_file/0011/5015/stadiumtaskforcereport.pdf

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Region	Estimated Population (30-Jun-17)	Venues (Tier 1 / 2)	Franchises	Comments
Hunter, NSW	645,679	McDonald Jones Stadium (33,187)	Knights (NRL) Jets (A-League)	Nil
Gold Coast, QLD	607,282	Cbus Super Stadium (27,400) Mettricon Stadium (25,000)	Titans (NRL) Suns (AFL)	Nil
Moreton Bay, QLD	454,138	Nil	Nil	Largely serviced by venues in Greater Brisbane
Australian Capital Territory, ACT	410,301	GIO Stadium (25,011)	Raiders (NRL) Brumbies (Super Rugby)	Nil
Sunshine Coast, QLD	366,276	Nil	Nil	Largely serviced by venues in Greater Brisbane
Ipswich, QLD	342,386	Nil	Nil	Largely serviced by venues in Greater Brisbane
Central Coast, NSW	337,798	Central Coast Stadium (20,059)	Mariners (A-League)	Nil
Logan, QLD	334,217	Nil	Nil	Largely serviced by venues in Greater Brisbane
Illawarra, NSW	307,335	WIN Stadium (23,916)	Dragons (NRL)	Dragons currently play 5 regular season games at the venue
Mornington Peninsula, VIC	303,859	Nil	Nil	Nil
Wide Bay, QLD	294,522	Nil	Nil	Nil
Geelong, VIC	292,943	GMHBA Stadium (34,000)	Cats (AFL)	Nil

Figure 16 Australian Regions, by Population and Stadium/Franchise Coverage

As highlighted in section 2.1.1 the Western Sub-Region of SEQ had a population of over 440,000 people excluding Logan – and with Logan exceeds 780,000 people. This is by far and away the largest regional catchment in Australia not serviced by a local stadium.

The commentary in the report that new national sport franchises would utilise and share existing facilities runs contrary to feedback from national sporting codes of the need for dedicated venues to ensure appropriate levels of guaranteed match fees to support club financial viability and sustainability. It also suggests that sports fans and patrons living away from the centre of Brisbane should incur travel time and cost penalties to watch their national sporting franchise, when compared to Brisbane residents.

It is also important to note that the existence of capacity at existing facilities and venues is not necessarily a reflection of a lack of demand. Specifically, the availability of capacity at Suncorp Stadium is not justification unto itself for a second NRL franchise to be located at the stadium. Operational model issues and locational factors also play an important role. This is reflected in the case study analysis in section 3.6 below.

Finally, the task force report does establish a criteria for assessing the appropriateness of new stadium developments. Particular criteria of note include:

- **Catchment population exceeds 500,000 people** – the Ipswich and Western Corridor population exceeds this when Logan and Toowoomba are included in line with previous national sporting franchise and code definitions. Independent of Logan, the Western sub-regional population exceeds 500,000 in the mid-2020s.
- **Stadium capacity** – stadium capacity is benchmarked at less than 5% of the catchment population. Based on the current population of the Western sub-region of SEQ (excluding Logan), the Ipswich catchment could support a stadium of 22,000 person capacity.

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- **Transport Connectivity** – dealing with public transport options and car parking. The preferred location at North Ipswich Reserve is uniquely located with strong access to both rail and bus public transport hubs as well as existing local parking which could be augmented by in-precinct parking.
- **Location** – the proximity to entertainment amenities is regarded as important. The proposed Global-Standard Sport and Entertainment Precinct at North Ipswich Reserve would be located in close proximity to entertainment amenities in Ipswich CBD, Riverlink Shopping Centre as well as delivered as part of the precinct itself.

This preliminary review of the Stadium Taskforce new stadium criteria indicates there is a prima facie justification for a new stadium-based Global-Standard Sport and Entertainment Precinct in Ipswich to be examined in further detail.

3.6 Stadium Case Studies

Stadium investment in Australia in recent decades – both in terms of new stadia and redevelopment and expansions – provides an opportunity for key lessons to be learnt in the development of a Global-Standard Sport and Entertainment Precinct in Ipswich. Case studies are critical to:

- Providing illustrative examples that address development risk (i.e. **it's been done before**);
- Identifying key lessons learnt (i.e. **what worked and what didn't**); and
- Benchmarking performance and underpin assumptions (i.e. **what can be expected**)

3.6.1 Identified Case Studies

The following locations/case studies have been identified. These locations/facilities were selected based on a number of criteria:

- Principally Tier 2 stadiums;
- New stadium developments or existing stadiums that have undergone recent development;
- Rectangular stadiums;
- Stadiums that host a national sporting franchise; and
- Stadiums that have been constructed or are currently under construction.

Based on this criteria, the following stadium development/facilities have been identified.

- Perth Oval/NIB Stadium/HBF Park;
- North Queensland Stadium;
- Wyndham Stadium;
- The Reserve Springfield;
- Metricon Stadium;
- Cbus Super Stadium;
- Central Coast Stadium; and
- GMHBA Stadium.

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3.6.2 Stadium Case Study Profiles and Lessons

The following table summarises the key features and attributes of the case study stadiums. Information in each stadium has been principally sourced from Austadiums.com supplemented by desktop research and reviews were required.

Table 5 Case Study Stadium Profiles, 2019

Stadium	Location	Status	Franchises/ Sports	Capacity	Profile	Development/Redevelopment	Key Lessons
Perth Oval/NIB Stadium/HBF Park	Perth (WA)	Existing (Redeveloped)	Perth Glory Previously Western Force	22,500	<p>HBF Park (formerly nib Stadium) is Western Australia's premier rectangular sports venue and home of the Perth Glory and Western Force. Originally known as Perth Oval, the ground is covered in history as WAFL-side East Perth's former home ground.</p> <p>When Perth Glory entered the National Soccer League in the 1990's, Perth Oval was decided on as the club's home ground. During summer, temporary grandstands were erected on two sides of the playing pitch to create a rectangular venue which attracted crowds in excess of 15,000 – then a benchmark in the former league.</p>	<p>Perth Oval underwent a major redevelopment in 2003 to become a modern purpose-built rectangular venue and was again upgraded in 2012/13. The existing main grandstand, which is heritage listed, was retained and revamped, however the rest of the ground has been completely re-built.</p> <p>The new era of Perth Oval also included the naming rights of the ground, sold to Members Equity Bank/ME Bank and then nib Stadium in 2010. As of 2019, the venue is known as HBF Park.</p> <p>The most recent redevelopment of the stadium was completed in March 2013 and included the construction of a new two-tiered Eastern Grandstand, Southern Grandstand, improved corporate facilities, new lighting and two video screens. The Shed has been retained as the only standing-room area and the capacity of the stadium is now 20,500.</p>	<ul style="list-style-type: none"> The stadium was redeveloped based on the needs of two sporting franchises but since then one of the franchises has ceased playing raising questions regarding the return on investment of redevelopment. The stadium is located within a principally low density residential environment with some minor service commercial offering. Minimal entertainment activities are accessible from the site.
North Queensland Stadium ³¹	Townsville, Qld	Under Construction	North Queensland Cowboys (NRL)	25,000	<p>North Queensland Stadium is a centrally located, 25,000 seat, best-practice, multi-purpose regional stadium that is currently being built in Townsville and is on track to be operating by the start of the 2020 National Rugby League Premiership Season. The stadium will be home to the</p>	<p>North Queensland Stadium's design embraces the project's vision to attract visitors and investment, celebrate Townsville's climate, value the water edge environment, deliver high quality public spaces and support urban regeneration.</p>	<ul style="list-style-type: none"> The stadium was constructed as the new home ground of a major national sporting franchise that has been in operation for a number of years, thereby providing certainty of base utilisation.

³¹ North Queensland Stadium (2019) About the Stadium accessed at <https://northqueenslandstadium.com.au/>

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Stadium	Location	Status	Franchises/ Sports	Capacity	Profile	Development/Redevelopment	Key Lessons
					<p>famous North Queensland Cowboys NRL Team.</p> <p>North Queensland Stadium is a joint project of the Queensland Government, Australian Government and Townsville City Council and is supported by the National Rugby League (NRL) and North Queensland Cowboys. The stadium forms part of the Townsville City Deal that was signed in December 2016.</p>	<p>North Queensland Stadium will feature generous plazas and landscaped green spaces. The grassed northern parkland and plaza will form part of the northern entry and provide a space for friends and family to meet before entering the stadium.</p> <p>The horseshoe-shaped, cantilever roof inspired by the tropical pandanus plant provides an elegant expression of the building while shading about 75% of the seating, with generous overhangs over the concourse and main entry.</p> <p>The modern look and feel of North Queensland Stadium has been enhanced by incorporating the sports lighting into the stand roofing, eliminating the need for light towers. On the sweeping nine (9) metre wide concourse patrons will be able to walk the full 600 metre circumference of the stadium without the use of stairs and be able to take in views to the field of play.</p>	<ul style="list-style-type: none"> The stadium is located within 2km of the Townsville CBD across Ross Creek (rated as having moderate accessibility according to the Stadium Taskforce Criteria). The Objectives of the stadium development include: <ul style="list-style-type: none"> Expanding North Queensland infrastructure; Supporting jobs and creating flow-on economic benefits; Fostering urban regeneration and improve liveability; and Raise the profile of North Queensland.
Wyndham Stadium	Tameit, Vic	Under construction	Western United FC (football)	15,000	<p>Wyndham Stadium is a new 15,000-seat purpose-built football stadium which will be built in Tameit. The venue will be the future home of new Melbourne A-League expansion side, Western United FC, who'll join the competition for the 2019/20 season. The club will play their first two seasons primarily at Geelong's GMHBA Stadium before the new stadium opens. Located 30km from Melbourne's CBD, the \$180 million facility will be privately-funded, and the renders show a smaller version of the new Bankwest Stadium. Fans will be close to the action, including behind the goals, and the stands will be some of the steepest in Australia.</p>	<p>Built by Probuild, the new facility will also feature training pitches, sports medicine facilities, a gymnasium, recovery facilities, sporting spaces for the community to enjoy, with residential and commercial development also planned for the surrounding area to fund the stadium.</p>	<ul style="list-style-type: none"> The new A-League side will utilise an existing facility in the short-term before transitioning to a purpose built facilities. The facility is privately funded, unlikely most stadium developments; The size of the stadium is intentionally restricted and constrained to only 15,000 seat capacity, with the collocation of sport medicine, training and community facilities planned.
The Reserve Springfield	Springfield, Qld	Under Construction	Brisbane Lions (AFL)	10,000	<p>The \$70 million project calling 'The Reserve' is located 26km south-west of the Brisbane CBD and includes a boutique 10,000-seat stadium to host</p>	<p>Renders of the ground show an oval with several rows of seating around the perimeter, administration building which includes grandstand seating for 1,000 and balconies</p>	<ul style="list-style-type: none"> The stadium separates franchise and community uses to manage use conflicts, particularly consider

Item 3 / Attachment 1.

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Stadium	Location	Status	Franchises/ Sports	Capacity	Profile	Development/Redevelopment	Key Lessons
					<p>AFLW and NEAFL home games as well as AFL pre-season and QAFL games. The Lions will mostly train at the new venue but continue to play AFL matches at the Gabba with the club close to finalising a new 20-year agreement with the stadium.</p>	<p>surrounding half the ground, grass hill at the other end, four light towers and a scoreboard. It'll also include technical infrastructure to broadcast major events.</p> <p>The development includes capacity for staged expansion to a 25,000 seat capacity if required.</p> <p>The facility includes a dedicated community oval, high performance training centre and landscaped grounds with plans for onsite entertainment.</p> <p>The location is adjacent to the Springfield Central train station (with direct pedestrian access) and is colour</p>	<p>collocation with major secondary school campus;</p> <ul style="list-style-type: none"> The stadium is fully integrated with both rail and bus public transport including dedicated pedestrian accessibility; The stadium precinct includes non-stadium sporting activities and facilities including high performance training centre to increase non-event utilisation. The stadium precinct has focused on creating a high amenity destination of choice for precinct through landscaping and the provision of café/restaurant offering.
Mettricon Stadium	Gold Coast, Qld	Operational	Gold Coast Suns	25,000 (40,000 temporary)	<p>Mettricon Stadium at Carrara on the Gold Coast re-opened in mid-2011 following a \$144 million major redevelopment into a 25,000-seat stadium for the Gold Coast Suns AFL expansion club. The venue also served as the main stadium for the 2018 Gold Coast Commonwealth Games, hosting the athletics, opening and closing ceremonies. Capacity was extended to 40,000 for the Games with the addition of a temporary grandstand at the scoreboard end.</p> <p>Construction of the original stadium began in 1986 and opened the following year after the Brisbane Bears were granted a license to play in the VFL. Then known as Carrara Oval, the highest crowd recorded in that era was in 1989 when 18,198 people watched the Bears play Geelong. However crowds dwindled and the Bears moved to the Gabba in Brisbane in 1993. The ground was left without a major tenant and was sold to the Gold Coast City Council. The ground occasionally played host to Rugby League games and in 1996, the Gold</p>	<p>All that remains of the old stadium are the six light towers with everything else flattened. Original plans were for two main grandstands on either side with uncovered seating behind both goals, however additional funding allowed for the roof to continue around the Southern end.</p> <p>The major redevelopment transformed the old Carrara Stadium into a world-class venue. As well as being home of the new Gold Coast Suns Football Club, the venue also plays host to occasional cricket fixtures and it also served as the main venue for the 2018 Gold Coast Commonwealth Games. The stadium is a Stadium's Queensland venue operated by the Gold Coast Suns and was designed by Populous and built by Watpac.</p>	<ul style="list-style-type: none"> The stadium was a redevelopment of an existing site which was located on local arterial roads to maximise private motor vehicle access. The site remains isolated from major entertainment activities and pedestrian accessibility from car parking remaining a challenge. The scalability of the site proved a boon during major international events, minimising capital outlays while optimising stadium capacity for long-term utilisation.

Item 3 / Attachment 1.

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Stadium	Location	Status	Franchises/ Sports	Capacity	Profile	Development/Redevelopment	Key Lessons
					Coast Chargers moved full-time to the stadium until 1998 when they were kicked out from the ARL. The venue had main grandstands on either side of the ground, and grassed areas and seating behind the goals, with a total capacity of around 18,000 including 5,300 undercover seats.		
Cbus Super Stadium	Robina, Qld	Operational	Gold Coast Titans (formerly Gold Coast United – football)	27,400	Cbus Super Stadium (originally known as Robina Stadium) is located in the suburb of Robina on the Gold Coast and was officially opened in March 2008. The venue is the home ground of NRL club Gold Coast Titans and previous home of former A-League club Gold Coast United. The multi-purpose sporting and entertainment stadium was constructed over a two-year period and includes seating for 27,400 spectators.	Designed to be suitable for all rectangular field sports including Rugby League, Rugby Union and Football, the stadium includes 100 open corporate boxes, 25 closed corporate suites, two 450 seat function rooms, 16 food and beverage outlets as well as management offices and associated facilities.	<ul style="list-style-type: none"> The stadium is a standalone sporting facility isolated from other land uses and activities (including entertainment). The stadium is well serviced by public transport (with a collocation train station) but accessibility to Robina Town Centre by public transport is poor. The stadium capacity was originally based on a two sporting franchise utilisation, but now only accommodates 1 franchise, raising questions regarding facility size.
Central Coast Stadium	Gosford, NSW	Operational	Central Coast Mariners (football)	22,000	<p>Central Coast Stadium was built to host the merged NRL club Northern Eagles who played half their home games at the stadium with the other half at Brookvale Oval, until mid-2002 when due to poor crowds in Gosford, all home games were played at Brookvale. The club later reverted back to the Manly Sea Eagles name, leaving Central Coast Stadium without an anchor tenant.</p> <p>Central Coast Stadium is home of foundation A-League club, Central Coast Mariners, and also hosts occasional season and trial matches for the NRL and Super Rugby. The stadium hosted several games for the 2003 Rugby World Cup held in Australia. Although currently known as its non-commercial name, the stadium has had three naming-rights sponsors since its opening in 2000 –</p>	<p>Located in Gosford NSW, Central Coast Stadium is one of Australia's most picturesque stadiums. Opened in 2000, the stadium sits on the site of the former Grahame Park. The 20,000-seat venue features two identical main grandstands on either side featuring two levels of seating and corporate facilities, seating at one end and no spectator facilities at the other than the scoreboard and palm trees to open up the view to the water.</p> <p>Recent improvements to the venue include a new large video screen and upgraded changeroom facilities for players.</p>	<ul style="list-style-type: none"> The stadium has aged over time though has benefited from a simple and accessible design. It has only recently had investment to add additional amenities and facilities. The stadium was developed for a merged national sporting franchise which subsequently departed due to poor attendance levels. The stadium has subsequently become the home of a A-League franchise, which leveraged the existence of the stadium as part of its bid. The site is isolated from other uses and activities and relies heavily on private motor vehicle access.

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Stadium	Location	Status	Franchises/ Sports	Capacity	Profile	Development/Redevelopment	Key Lessons
GMHBA Stadium	Geelong, Vic	Operational	Geelong Cats (AFL)	37,000	<p>North Power Stadium, Express Advocate Stadium, and most recently, Bluetongue Stadium.</p> <p>GMHBA Stadium (traditionally known as Kardinia Park) is the home of football in Geelong and is one of the largest regional stadiums in Australia. Following the recent completion of the new Brownlow Stand, the stadium now has a capacity of 36,000.</p> <p>Kardinia Park has had a number of names over the years following naming rights agreements including Shell Stadium, Baytec Stadium, Skilled Stadium and its current name, Simonds Stadium. As well as AFL, the venue has also played host to domestic cricket, pre-season rugby league, rugby union and soccer matches. As of 1st January 2018, the venue became GMHBA Stadium.</p>	<p>The stadium features six grandstands and the Gary Ablett Terrace. The Players Stand has seating for 9,340. Built prior to that was the Premiership Stand (4,714 seats) and the Reg Hickey Stand on the outer wing which seats 6,098. The final stage of the redevelopment will make the stadium an all-seater venue.</p>	<ul style="list-style-type: none"> The stadium is located within a lower density residential and commercial area with limited collocation and access to entertainment. The stadium has developed over the long-term (70+ years) with incremental capacity increases in response to demand. This has allowed the stadium to progressively upgrade facilities.

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3.6.3 Key Lessons from Stadium Developments

A number of key lessons are identified from these case studies. These are illustrated below.



Figure 17 Key Lessons from Case Study Stadiums

These key lessons are further examined below.

Lesson	Description
Staging	The redevelopment of several stadiums has demonstrated the importance of integrating both capacity and facility upgrades through incremental staging. This has been evident through both the staged upgrade of long-established facilities as well as the incorporation of staging potential into the design of new stadiums.
Economic Precinct	Stadiums operate optimally when part of a broader economic precinct. The model of stadium development has shifted from a traditional standalone development model (analogous to that of infrastructure delivery) to one that recognises the importance of stadium anchoring entertainment precincts. Newer stadium developments are integrating non-stadium sporting and entertainment uses within a high amenity environment to create a precinct of choice for event and non-event visitation.
National Sports Franchise	The cost and risk to capital, particularly to Government, make the development of new stadiums (particularly Tiers ½) unlikely in the absence of a national sporting franchise. However, the retention of such a franchise is as important as the initial attraction, with numerous case studies revealing the impacts of sporting franchises departing the stadium after their initial attraction.
Public Transport Integration	More modern stadium developments have sought to not only integrate stadiums with public transport but to maximise convenience and accessibility through direct pedestrian movement corridors from train and bus stations to the stadium. Private motor vehicle parking is becoming less prominent a

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Lesson	Description
	feature of newer stadiums while drop off, taxi and ride sharing related transport is heavily regulated and managed.
Value Management	Larger Tier 2 stadiums (above 25,000 seat capacity) have a higher operational and capital risk profile owing to a combination of higher utilisations requirements and reliance on multiple national sporting franchises. Successful larger Tier 2 stadiums have typically reached that capacity over the long-term, responding to incremental demand growth after establishment a clear and sustainable level of financial and operational viability.
Non-Sport Events	Focus is increasingly on the attraction of non-sport events (particularly concerts), as a way to increase stadium utilisation. The attraction of such events is challenging due to the small size of the events pool suitable for stadium locations, coupled with strong network competition particularly in metropolitan areas. Non-sport event attraction is aided by collocation and integration with public transport as well as entertainment uses, improving the amenity of the stadium as a destination precinct of choice.
Community Support and Buy-In	Use conflict between community and franchise/formal activity is a common facility management issue and community use and draw down of stadium facilities are regularly overstated. Newer stadiums are increasingly offering dedicated separate community ovals, fields and facilities to maximise community buy-in while allowing for the managed separation of uses.
Co-funding	Tripartite co-funding models remain the predominant approach to funding stadium developments. However, several newer stadiums have had elements of private investment and contributions, recognises the development and value uplift potential of the assets. Maximising private investment requires the adoption of economic precinct and value management principles, to ensure a return on investment (both direct and indirect) can be attained by all parties.

A critical lesson from the case studies is an understanding of how stadium development models have changed and evolved over time, shifting from standalone pieces of infrastructure to anchors of diversified, destination focused entertainment and economic precincts. As part of this evolution, collocation and integration with multiple modes of transport (including public transport and onsite car parking) has become central to stadium development planning.

3.7 Project Investment Logic Map

The Building Queensland Business Case Development Framework recommends the development of an Investment Logic Map (ILM) to support the process of conceptualising investment proposals.

Logic mapping is a technique to ensure that robust discussion and thinking is done upfront, resulting in a sound problem definition, to test and confirm that the rationale for a proposed investment is evidence-based and sufficiently compelling to convince decision makers to commit to invest in further investigation and planning.

The ILM supports the narrative of the SBC, as it provides an overview of:

- the problems facing the region;
- the benefits sought from a response to the problem; and
- measures for monitoring the realisation of benefits and key issues identified to address the problem and achieve some or all of the benefits sought.

The ILM for the Strategic Business Case was a collaborative output of an ILM workshop facilitated by Timothy Deakins of Rukus Consulting on 17 November 2019. The workshop involved representatives of Ipswich City Council across town planning, finance, urban design, natural environment, transport, infrastructure and economic development departments and agencies.

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The workshop did not include any external non-Council parties and focused on developing a consolidated and shared vision within Council for the establishment of a Global-Standard Sport and Recreation Precinct in Ipswich.

The focus of the ILM workshop and subsequent ILM itself was on Problem, Benefit and Response identification. These stages of the ILM are regarded as the most relevant and pertinent to the SBC phase. Further ILM work, including subsequent workshops, will be necessary as part of the PBC phase to identify, clarify and explore Business Change and Initiative requirements and align such initiatives with Queensland Government strategic objectives as outlined in section 2.0 of this business case.

3.7.1 Problem/Opportunity Analysis

The greater central area of Ipswich lacks facilities and venues of a critical mass necessary to position Ipswich as lifestyle destination of choice for residents and visitors alike. Such a strategic and market position is regarded as essential to transform and diversify Ipswich's economy, revitalise the inner city of Ipswich and generate employment, business and community value to help underpin an uplift in prosperity among local households.

Specifically, the current facilities at the North Ipswich Reserve are underutilised and below the required standards to enable Ipswich to host major national and international events. Such events and activity will help to elevate Ipswich's brand in national and global markets, supporting investment attraction, in-migration and business development.

The intensification of activity at the North Ipswich Reserve also presents a unique opportunity to anchor and catalyse the revitalisation of the North Ipswich area generally, helping to leverage the riparian nature of the area through increased open space, cultural and community events and other activation.

The project therefore represents both an opportunity to address structural and ongoing socio-economic and economic sustainability issues in Ipswich, as well as realise the economic and community potential of North Ipswich and the greater central area of the city in the long-term.

3.7.2 Investment Logic Map

The following figure outlines the Investment Logic Map that was prepared following the workshop on 17 November 2019.

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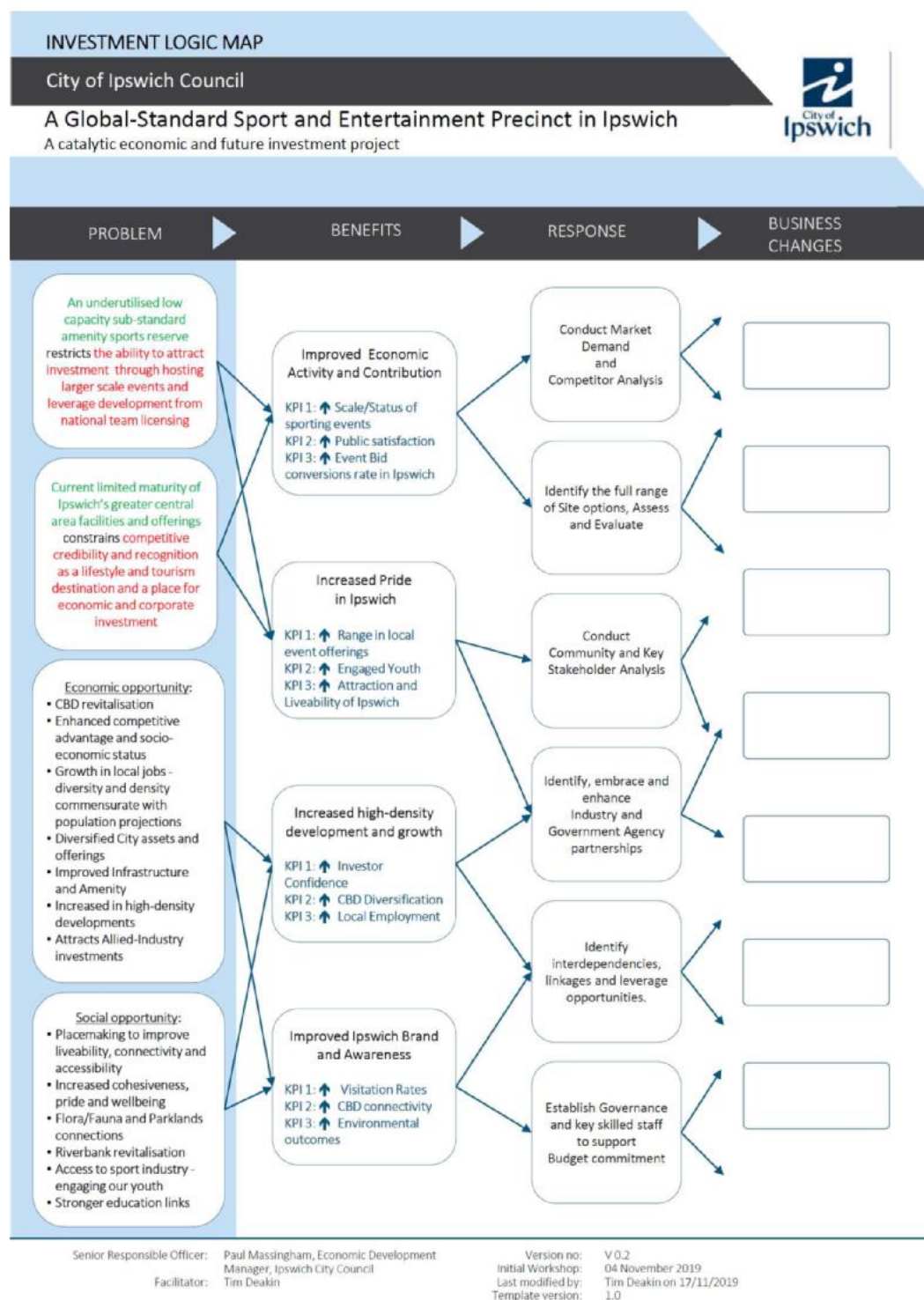


Figure 18 A Global-Standard Sport and Entertainment Precinct in Ipswich, Strategic Business Case Investment Logic Map

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4 PRELIMINARY STAKEHOLDER ANALYSIS

This section summarises the preliminary stakeholder analysis undertaken in support of the Business Cases.

4.1 Previous Community Consultation Completed

Stakeholder engagement and community consultation has been undertaken previously by and for Ipswich City Council on the concept of a major regional outdoor sport stadium (including consideration of the North Ipswich Reserve site) dating back to 2000. Examples of previous community consultation completed regarding this topic include:

- **Ipswich City Major Sport and Recreation Facilities Strategy (2000)** – consultation conducted as part of the Strategy development included engagement with Council and community representatives. This included:
 - Public notification and a call for interested groups and individual members, to become involved in the study;
 - A review of relevant Council files documenting all previous contact and discussions with sport and recreation organisations and individual members of the community in relation to the provision of sport and recreation opportunities;
 - One-on-one interviews with the Mayor and interested Councillors to discuss issues relevant to their particular Divisions and possible directions for the future provision of major sport and recreation facilities; and
 - A focus group workshop with Ipswich City Sport and Recreation Consultative Committee to discuss the need for major sport and recreation facilities in the City and to identify possible solutions.

The key issue to emerge from this consultation in relation to the provision of major regional outdoor stadium in Ipswich City was the identification of a need for a venue to cater for high-level competitions for a range of sports³².

- **Report on a Major Regional Outdoor Sports Stadium (2004)** – significant consultation was undertaken with Councillors, Council Officers and local regional and state sporting organisations. This informed the plan for the Stadium and the proposed location of the stadium at the North Ipswich Reserve.
- **Ipswich Sport and Events Capacity and Capability Assessment (2014)** – Surveys and direct consultation was undertaken with state and national sporting organisations to obtain facility requirements for sporting competitions, and requirements for hosting state level and above sporting events. Organisations were requested to provide information and documentation outlining their minimum and desired facility standards for both their local competition and sporting event needs.
- **State and National Headquarter Sports Facility Position Paper (2016)** – prepared for Ipswich City Council, the Position Paper included comprehensive stakeholder engagement and consultation with prospective state and national sports associations regarding having a presence in the Ipswich LGA. 28 organisations approached expressed an interest across a diverse range of sports, primarily expressing support for hosting events within the local area. The strongest interest was expressed at the time from Queensland Touch Football for a State administration and high performance centre. This was identified as Priority 1. Other priorities of note included AFL, Rugby League and cricket.
- **Draft North Ipswich Open Space Master Plan (2018)** – public submissions were requested for the Master Plan for a four week period over March and April 2018. The feedback and results from the public

³² This was summarised in Ipswich City Council (2009) Business Plan North Ipswich Reserve Stadium January 2009, Ipswich City Council, Ipswich

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display period, established that residents were positive towards and supportive of the draft masterplan. Over 80% of submissions were supportive of the Master Plan. The Sports precinct/stadium was identified as one of the top 3 features the community would like to use and the top feature the community would like Council to prioritise.

4.2 Engagement Activity During the Preparation of the Strategic Business Case

During the preparation of the Strategic Business Case, no formal external engagement with public and non-Council stakeholders was undertaken. Engagement was limited to informal requests for information from third party organisations with a history of association with the project. Engagement with Council officers was facilitated principally through the Investment Logic Mapping workshop and subsequent meetings and draft Business Case review opportunities.

4.3 Project Stakeholder Categories

A range of potential stakeholders for future engagement has been identified. This is a preliminary list of potential stakeholder organisations and their possible connection with the proposed Project. A more comprehensive list and targeted engagement strategies will be required as part of the development of the Preliminary Business Case and associated Stakeholder Management Plan.

Specific categories of stakeholders for engagement include:

- Various Ipswich City Council departments – including representatives of Council departments not directly represented on the Project Control Group;
- Various Queensland Government Departments – including Tourism and Events Queensland, Department of Housing and Works, Building Queensland and Stadiums Queensland
- Various Australian Government Departments and agencies – Australian Sports Commission, Infrastructure Australia and the Department of Health;
- State and National Sporting Organisations – Council of Mayors (SEQ) 2032 Olympics Bid team;
- Local and Regional Sporting Organisations – including Queensland Rugby League SEQ Division and
- Local Sporting Clubs – including Western Pride FC and Ipswich Jets.

This consultation and engagement should be supplemented by an updated round of community consultation, including public input forums and focus group workshops.

4.4 Potential Future Stakeholder Engagement

Based on section 4.3 above, it is apparent that there are a number of stakeholders that will require ongoing and, in some cases, targeted engagement as the Global-Standard Sport and Entertainment Precinct project progresses.

As part of the PBC, Council will focus its engagement efforts on clarifying the positions and interests of the identified stakeholders in relation to the precinct and project, and to clarify potential interests, impacts and requirements that need to be considered as the project progresses.

While comprehensive community engagement has been undertaken previously relating to this Project and the specific stadium initiative, the PBC represents an appropriate juncture for more current and comprehensive community engagement to be undertaken.

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5 BENEFITS SOUGHT

This section captures, explores and analyses the benefits sought from the Project.

5.1 Assessment of Benefits in the Strategic Business Case

Benefits sought articulate an initial concept of what the service needs for a project are aiming to achieve (i.e. the benefits to the community, enterprise or organisation that aim to be delivered as a result of any investment).

By documenting the benefits sought for the Project, a baseline can be provided for comparing the benefits expected to be achieved by the initiatives in section 6. The benefits sought identified in this section will also guide detailed analysis required for the Preliminary Business Case (PBC) to ensure that benefits claimed to be achieved by the ultimate project solution can be supported with quantitative evidence.

5.2 Identifying Benefits

Benefits have identified with consideration for the need in the PBC to prepare a Cost Benefit Analysis of the subsequent Project options. The CBA in the PBC will be prepared in line with the *Building Queensland Development Framework: Cost Benefit Analysis Guide* and will require a diverse range of benefits to be identified, quantified and compiled into the analysis.

A quadruple bottom-line approach is recommended for the structure of the CBA, ensuring coverage of benefits across four distinct categories:

- **Financial** – benefits that yield direct or indirect financial, revenue, cost saving or other monetary values to the client or other key stakeholders;
- **Economic** – benefits that generate quantifiable economic value added, outputs, incomes, investment or activity in the local, State or national economies;
- **Social** – benefits that yield positive impacts and contributions to the community and the way it functions, interacts and draws down on key social infrastructure and community facilities; and
- **Environmental** – benefits that impact the natural environment, including both remediation and enhancement of local environment or shifts towards more environmental impact neutral design and delivery of the project.

A range of benefits for review and consideration in the PBC for the Project have been identified and described in the table below. A full Benefits Register has been completed and included in Appendix A.

Table 6 Identified Benefits, Global-Standard

Bottom-Line	Benefit	Description
FINANCIAL	Increased Non-Residential Rates Revenue to Council.	The project has the potential to support an uplift in land values in and around the precinct and the North Ipswich area, particularly for business locations that will benefit from the proximity to and increased accessibility from the project and the Ipswich CBD. This will help to improve the sustainability of Council rates revenues by growing non-residential sources of rates.
	Positive Cash Flows from the Successful Operation of the Centre	Successful stadium operations have the potential to generate a positive operational cash flow that will facilitate ongoing investment in facilities, events and capacity at the precinct.
ECONOMIC	Improved Economic Activity and Contribution	The project will provide a major attractor of interstate and potentially international tourism visitation with associated expenditure. This can be facilitated by the improved potential of Ipswich to attract events

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Bottom-Line	Benefit	Description
	Major Project Construction Activity	The construction phase of the project will also provide significant major project construction jobs and activity for the local economy.
	Local Employment Generation	The project will generate ongoing direct employment opportunities in retail, food and beverage, accommodating and events management and supply chain sectors in the Ipswich economy. This will not only provide opportunities for meaningful employment for unemployed workers but provide greater access to a more diverse range of job opportunities for both existing and new entrants to the Ipswich labour market.
	Enhanced Economic and Investment Brand for Ipswich	The stadium precinct will provide a global standard piece of infrastructure that can be used as a centre piece in national and international branding and marketing activities and materials by Council. This also includes the benefits to Ipswich brand awareness from the televising of a national sporting franchise associated with the stadium development.
	Leveraged Investment in Transport Infrastructure	The development of the stadium at the North Ipswich Reserve site will require significant upgrades to public transport (namely passenger rail) infrastructure in Ipswich Central as well as enhancements to pedestrian and active transport infrastructure connecting Ipswich CBD and North Ipswich across the Bremer River.
	Decreased Travel Congestion through Increased Investment in Public Transport Infrastructure	The required investment in public transport infrastructure to support major events at the subject site will incentivise increased public transport usage to and from Ipswich Central. This will provide economic benefits to workers and businesses through in the form of decreased private motor vehicle usage and ownership and decreased congestion (relative). This will be further enhanced if the development and associated infrastructure investment helps to facilitate counter-peak flows in the road network (i.e. increased private motor vehicle to, rather than from, Ipswich during peak hours), increasing road network use efficiencies.
SOCIAL	Increased Social Pride and Capital	The attraction of a national sporting franchise in combination with the development of the stadium will generate significant social capital and pride in the community in Ipswich as a valued place for people to live, work and play.
	Local Event Offering	The global standard of the precinct will provide a high quality location for the hosting of local events, improving their operation, accessibility and ability to draw down on amenities and facilities of a high standard.
	Improved Liveability	The precinct will directly and indirectly improve the liveability of local residents, through improved access to global standard sport and recreation facilities as well as local retail, food and beverage and cultural and social assets. Local residents will also benefit from improved walkability, and accessibility to Ipswich Central and major business and public transport capacity.
	North Ipswich Open Space Master Plan Implementation	The Precinct is part of the North Ipswich Open Space Master Plan. The development of the stadium will therefore provide a catalyst to the implementation of the wider Master Plan.
	Improved Access to the Bremer River	Residents and workers will have improved access to a revitalised and regenerated north bank of the Bremer River, facilitated by both geo-technical and environmental investments. This will provide residents with access to riparian open space with associated physical activity and amenity benefits.
	Social and Community Facility Enhancement	Social and community facilities may be developed and integrated as part of the overall precinct. If delivered, these social facilities and assets will provide increased social service capacity as well as improved accessibility to services for local and regional residents.
	Increased Youth Engagement and Civic Participation	The project has the potential to anchor a sports-led engagement program with local youth, particularly those that are economically and socially disengaged. Sports participation is strongest amongst children and youth and is recognised as an effective tool/mechanism

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Bottom-Line	Benefit	Description
		for enhancing social engagement and building skills to improve future economic and employment participation.
	Socio-Economic Revitalisation	The proposed development will provide a level of investment and activity that will support general revitalisation and enhancement of the socio-economic attributes and characteristics of the local area. This may include improvements in economic and social participation, volunteering, household incomes and social disadvantage levels.
	Improved Transport Choice to Ipswich Central	The required investment in public transport infrastructure to support major events at the subject site will incentivise increased public transport usage to and from Ipswich Central. This will provide social benefits in the form of decreased private motor vehicle usage and associated reductions in urban separation, noise and travel time savings through decreased congestion.
ENVIRONMENTAL	Increased Public Transport Usage to Major Events in Ipswich	The required investment in public transport infrastructure to support major events at the subject site will incentivise increased public transport usage to and from Ipswich Central. This will provide environmental and emissions benefits.
	Incorporation of Passive and Green Energy Options	Incorporating passive and green energy generation into the development provides the potential to decrease the environmental impacts of power usage associated with major events and contribute to local power and energy security.
	Bremer River North Bank Environmental Remediation	The development of the project at the subject site will potentially require remediation of the north bank of the Bremer River. This will potentially entail both geotechnical and environmental remediation. The enhancement to the riverbank environment will not only provide local environmental benefits but will also have flow on impacts to the overall health of the Bremer River and associated fauna.

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6 PROPOSED INITIATIVE

This section summarises work to date on the North Ipswich Reserve Stadium and its alignment with the Global-Standard Sport and Entertainment Precinct Project.

6.1 Previous Analysis of Stadium Concept

The concept of a stadium facility in North Ipswich generally or specifically at the North Ipswich Reserve has existed for well over a decade and has been subject to previous analysis. The following table summarises the findings of the previous analysis, assessment and reports relating to the North Ipswich Reserve Stadium concept.

Table 7 North Ipswich Reserve Stadium Concept Analysis and Assessments

Report	Description and Relevance
Report on a Major Regional Outdoor Stadium Howell Facilities for Ipswich City Council 2004	<p>Ipswich City Council engaged Howell Facilities to determine if there was need/demand for a major outdoor regional stadium in Ipswich and the timing, minimum requirements and preferred location for the stadium.</p> <p>At the time of the report, the City had not been disadvantaged by the lack of a major outdoor stadium, but the rapid growth of the population projected (now eventuated) over in the short-to-medium term meant that such a facility would likely become required by 2014.</p> <p>A number of potential locations were considered for the stadium. Consultation with stakeholders at the time identified the North Ipswich Reserve as the preferred site.</p>
Ipswich Regional Centre Strategy Master Plan Urbis for Ipswich City Council, 2008	<p>The Master Plan for the Ipswich Regional Centre identified the requirement of a regional multi-sport stadium with a capacity to seat approximately 20,000 people. This was identified as a major Land Use Driver in the Master Plan.</p> <p>Five potential locations for the Stadium were considered:</p> <ul style="list-style-type: none">• North Ipswich Terrace• Limestone Park• Sandy Gallop Golf Course adjacent University of Queensland;• Cribb Park• QR Rail Yards. <p>The locational assessment identified the North Ipswich Terrace and the Sandy Gallop Golf Course adjacent to the University of Queensland Campus as the two most appropriate locations for the stadium.</p> <p>Specifically, a range of advantages and disadvantages were identified in the Master Plan for the subject site. Based on this analysis, the University adjacent site was identified as preferred, though likely a longer-term investment decision that would require investment in the North Ipswich Terrace as an interim and more locally focused facility.</p>
Business Plan – North Ipswich Reserve Stadium Ipswich City Council 2009	<p>The Business Plan was prepared as part of Council's BBRF application to allocate funds committed by the Australian Government in 2008/09 associated with the redevelopment of North Ipswich Reserve to the proposed regional stadium.</p> <p>The business plan confirms the North Ipswich Reserve stadium concept was based on a solid evidentiary foundation, had positive community support and aligned with Local, State and Federal Government strategic priorities.</p>
Ipswich Rectangular Stadium Location Analysis Study Project Team – Options Presentation. Coffey, September 2011	<p>The presentation by Coffey to Council examined a series of demand drivers, competition/case studies and financial and operational benchmarks.</p> <p>It also identified and examined four separate options:</p> <ul style="list-style-type: none">• Option 1 Upgrade Existing facility in Ipswich• Option 2 10,000 seats and 10,000 standing plus player, coaching, media and corporate amenity.• Option 3 16,000 seats and 4,000 standing.• Option 4 20,000 seats (no/minimal standing). <p>Overall, the analysis confirmed that there was likely insufficient demand for a new 25,000 seat stadium in Ipswich based on local demand alone, but that it would be viable if national code content across a combination of rugby league, rugby union and A-League was secured (with a total of 17 games).</p>

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Report	Description and Relevance
	<p>It also confirmed the current facilities are insufficient to attract and retain even a part of this national code content and that the new stadium with appropriate facilities and amenities would be required to support such activities.</p> <p>The options assessed all had a negative annual revenue shortfall of between \$1.8m and \$3.8m per year assuming Sinking Fund and Depreciation.</p>
<p>Ipswich Rectangular Stadium Study – Stage 1 Report</p> <p>Coffey, 2012</p>	<p>More detailed analysis and assessment from Coffey following the September 2011 presentation. The main amendments was a narrowing of the size of the annual revenue shortfall across the options with the delivery of an NRL team.</p> <p>Overall, the report identified Option 1 – a stadium 10,000 seating and 20,000 total capacity and dedicated function spaces, corporate service boxes and broadcast and medical/treatment facilities – as the preferred option. This Option was preferred as it was believed to deliver facilities of a sufficient standard to accommodate an NRL franchise, would capture a large share of the potential economic benefit to the city and had the lowest annual revenue shortfall of the options.</p> <p>A total of 8 sites were examined for the Rectangular Stadium. In terms of suitability, Springfield was identified as number one with North Ipswich Reserve and Limestone Park identified as second and third options.</p>
<p>Ipswich Sport Events and Capability Assessment</p> <p>City of Ipswich, 2014</p>	<p>This Capacity and Capability Assessment has been prepared to provide Ipswich City Council (ICC) with an understanding of the capacity and capability of Ipswich's sporting clubs and sporting facilities to host sporting events.</p> <p>The North Ipswich Reserve was identified as two showcase sport events precincts in Ipswich LGA at the time of the report. The report investigated the potential role that the North Ipswich Reserve could have played in the delivery of the Gold Coast 2018 Commonwealth Games but acknowledged that significant investment would be required to meeting international play standards (specifically for Rugby 7s).</p> <p>Other uses and activities associated with the North Ipswich Reserve include:</p> <ul style="list-style-type: none"> • In 2014, North Ipswich Reserve was regarded as a premier ICC leased facility, with a rugby league clubhouse, corporate function centre, operations centre, medical room, referees' room, four change rooms and lighting at a level which can host televised Queensland Cup rugby league games. • The Reserve has the capacity to host high level baseball to national standard though would require significant lighting upgrade; • North Ipswich Reserve hosted the Brisbane Roar in 2012 and 2013 against an Ipswich Invitational team as well as an A-League pre-season match between the Brisbane Roar and Melbourne Victory in 2013. • The Reserve hosts the Ipswich Jets in the Queensland Cup as well as host local rugby league and juniors club activities; • The Reserve also hosts the Western Pride (football)
<p>North Ipswich Open Space Master Plan</p> <p>City of Ipswich, 2018</p>	<p>A Sport Precinct/Stadium at North Ipswich was expressly identified and incorporated into the North Ipswich Open Space Master Plan. As highlighted in section 4, feedback from the community during submissions on the draft Master Plan in March-April 2018 indicated strong positive support for the sport precinct/stadium component of the master plan.</p> <p>The Sports Precinct is defined as featuring a new iconic stadium cantilevered over the natural reserve below, this precinct will activate the whole Ipswich Central on event days, attracting visitors and bringing the community together. Community Space and practice fields adjacent the stadium.</p> <p>To further activate economic drivers and recreational assets, create increased accessibility to the precinct via improved cross-river connections to the CBD, high quality public transport infrastructure at the stadium and the continuation of the 'North Ipswich Circulation Spine'.</p> <p>For the purpose of the Master Plan, a stadium size of approximately 15,000 capacity was identified, though a capacity up to 20,000 is also considered. This also included the need for:</p> <ul style="list-style-type: none"> • A feasibility assessment of the site; • Concept master plan and visualisations; • Cross river pedestrian connections; • Staged development plan; and • Cost estimates.

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Report	Description and Relevance
	Location options in North Ipswich within the Sports Precinct were also considered, with Option B of the Sports Precinct Master Plan showing the stadium on the North Ipswich Reserve site.

6.2 Current Stadium Concept

At the time of this SBC, work had been undertaken by Cox Architects on a potential stadium concept at the North Ipswich Reserve site. This concept (illustrated below) was prepared prior to the SBC and does not expressly respond to issues raised during the SBC development.

Key Issue/Problem

The current Cox Architects concept for the North Ipswich Reserve Stadium precedes the ILM and SBC. It is recommended that the Concept be comprehensively reviewed and updated as part of the PBC process.

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7 RISK ASSESSMENT

This section provides an overview of preliminary, conceptual risks for the Project.

7.1 Purpose and Types of Risks

At the Strategic Business Case stage, a full project delivery-based risk assessment is not required. Instead, the risk assessment and register focuses on risks relating to the concept. The purpose of this risk register is to identify risks known and identified at this stage of the assessment process and to flag their potential examination and assessment as part of the PBC.

7.2 Approach

A Likelihoods and Consequences-based matrix approach has been employed for assessing the risk profile of each Option, to identify the likelihood and potential consequences of any negative impacts. The risk assessment framework used identifies and ranks the likelihood of an impact occurring into relevant levels to inform key issues and impacts for avoidance, mitigation and measurement measures.

This approach considers both:

- The likelihood that a risk will occur; and
- The subsequent consequences to the project.

The table below contains the descriptors used to classify the likelihood and consequences used for the assessment.

Table 8 Risk Descriptors

Descriptor	Description
Likelihood	
Rare	The event may occur in exceptional circumstances
Unlikely	The event could occur in some time
Possible	The event may occur in some time
Likely	The event will probably occur in most circumstances
Almost Certain	The event is expected to occur
Consequence	
Insignificant	Possible impacts without noticeable consequences
Significant	Some limited impacts, but no significant changes
Severe	Significant changes, may be reversed with difficulty and changes
Major	Substantial and significant changes which may attract public concern, only partially able to be reversed
Catastrophic	Extreme permanent changes, major outrage with the consequences unknown

Using these descriptors, an assessment of project risk is undertaken, allowing for risks to be ranked in terms of their serious and management plan initiatives and actions appropriately targeted. An example of the risk assessment matrix is illustrated below.

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Table 9 Likelihood and Consequences Risk Assessment

Consequence	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
Insignificant	Negligible	Low	Low	Medium	Medium
Significant	Low	Low	Medium	Medium	High
Severe	Low	Medium	Medium	High	High
Major	Medium	Medium	High	High	Extreme
Catastrophic	Medium	High	High	Extreme	Extreme

Risk levels are categorised as Negligible, Low, Medium, High and Extreme.

1. **Negligible** – risks with an extremely low likelihood and consequence, risk is acceptable.
2. **Low** – risks with a low likelihood and consequence, risk is generally acceptable.
3. **Medium** – risks that have a more moderate likelihood/consequence combination, risk level is tolerable, effort to implement risk reduction measures is expected.
4. **High** – risks where both likelihood and consequences scores are moderate or high, risk level is unacceptable and risk reduction measures must be pursued.
5. **Extreme** – risks where both likelihood and consequences scores are very high, risk level is unacceptable and should not be continued unless mitigation measures are developed

The treatment of each of these risks categories varies. While it is generally sufficient to simply note Negligible and Low Risks, Moderate Risks usually require some form of ongoing monitoring. In contrast, High and Extreme Risks are usually the subject of target mitigation actions as part of a PBC.

7.3 Risk Register

Specific Process and Project Risks for the Project are to be identified and further analysed as part of the development of the PBC, building upon the

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Table 10 Risk Register

Risk	Description	Likelihood	Consequence	Risk Level	Explanation	Mitigation
Significant Public and Pedestrian Transport Investment Required	The proposed project may not be able to be delivered without significant capital investment in enabling public and pedestrian/active infrastructure.	Likely	Major	High	The inclusion of capital infrastructure investment in critical public transport and pedestrian access infrastructure may significantly impact the overall capital profile of the project.	Include consideration of public transport infrastructure investment in the definition of the project concept in the PBC and include a sensitivity test on the impact of this infrastructure costs on project and non-project benefits and costs.
Major Investment in Environmental Remediation and Riverbank	The proposed project may not be able to be delivered without major capital investment in riverbank geotechnical and environmental remediation.	Likely	Major	High	The inclusion of capital infrastructure investment in critical riverbank remediation and geotechnical engineering improvements to support the development of the subject site which may significantly impact the overall capital profile of the project.	Include consideration of capital riverbank environmental and geotechnical investment in the definition of the project concept in the PBC and include a sensitivity test on the impact of this costs on project and non-project benefits and costs.
The Preferred Site Proves Commercially Unviable	The inclusion of transport, environmental or other factors render the preferred site commercially unviable.	Possible	Major	High	The ILM confirmed that there was a fundamental logical framework supporting the development of a global standard sport and entertainment facility (i.e. stadium) in Ipswich but did not expressly confirm commercial viability.	Include investigation of commercial viability of the North Ipswich Reserve site as part of the Cost Benefit Analysis in the PBC.
The Concept Focuses Exclusively on Stadium Development	There is a risk that the concept assessed focuses solely on the development of a stadium and does not consider adjoining, integrated and collocation opportunities.	Possible	Severe	Medium	Several potential benefits of the project are contingent on the integration of social, community and other non-stadium uses and capabilities as part of the wider precinct.	Ensure the options assessed in the PBC include a stadium only and sports precinct scenarios to determine the extent to which non-stadium uses help to maximise benefits.
Limited Stakeholder Engagement	The SBC included no direct engagement with external stakeholders. It is unclear the extent and nature of the views of major stakeholders to the project, which could be negative or adverse to the concept.	Possible	Severe	Medium	The lack of stakeholder engagement as part of the SBC scope creates stakeholder perception and buy in risks that will require significant effort and focus in the PBC.	Includes a significant engagement task is required early in the preparation of the PBC, particularly with key decision makers at the State and Federal level.
Formal Need and Demand Analysis	The level and extent of stadium utilisation from national and local sporting franchises and non-sport events and activation is not fully understood and may impact the financial and economic viability of the development.	Possible	Major	High	The SBC includes a Service Need Overview as required by BQ guidelines. However, a more formal and comprehensive need and demand assessment for the stadium and associated uses and activities will be required.	Include a comprehensive formal need and demand analysis in the PBC stage to inform viability and Cost Benefit Analysis.
Alignment with SEQ Olympic Games Bid	The project is being progressed at a time when the State Government has formally approved the SEQ 2032 bid. The feasibility study includes reference to a new stadium in Ipswich. The level of alignment of this Olympics bid requirements with the stadium concept is not currently understood.	Possible	Severe	Medium	The extent to which the proposed project aligns with Council of Mayors and Stadium Queensland requirements for Olympic bid is unclear, though the need for a new stadium in Ipswich to support the bid is accepted. Olympics specific facility requirements must be considered as part of stadium and precinct design.	Engage with Council or Mayors and seek to integrate and incorporate the proposed project in the facilities requirements for the Olympics bid.
Parking and Accessibility Issues	The development of the subject site may create local parking and accessibility issues in the local area, particularly on major events.	Possible	Severe	Medium	The extent to which on site car parking, local congestion and traffic management issues generated by the proposed development will occur are not known.	A comprehensive transport plan and strategy, including identification of necessary on site transport and accessibility infrastructure is likely to be required during the PBC and DBC stages.
Success of Stadium Operations Contingent on Activation Program in addition to Sporting Program.	Sport stadium utilisation levels can be very low, particularly where activation is limited to sporting franchise activity only.	Possible	Major	High	The success of the stadium as a sporting and entertainment precinct is contingent on the establishment and implementation of a comprehensive facility activation program, particularly on	Establish a non-sport stadium and precinct activation program to facilitate non-sporting franchise utilisation of the facilities and precinct.
Accommodation Benefits Not Captured Locally	Benefits associated with overnight visitation associated with sporting and non-sport events at the stadium may not be fully captured by the Ipswich economy, particularly due to a lack of accommodation suitability and/or capacity.	Possible	Severe	Medium	Short and medium term losses of accommodation benefits are likely to be offset in the long-term but increased local accommodation capacity investment. Such investment however may require Council support.	Examine potential need for Council support to attract investment in increased accommodation suitability and capacity.
Major Public Transport Investment Outside of Council Control	The investment required in public transport is a State Government responsibility and is outside of the control of Council	Possible	Major	High	While the proposed stadium is expressly identified in the SEQ 2032 Feasibility Study – which is supported by the Queensland Government – there is currently no formal policy position by the State Government on funding capacity expansion and improved accessibility of major public transport infrastructure.	Engage with the State Government during the PBC to identify agency appetite for transport infrastructure investment supporting the stadium development.

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8 PRELIMINARY BUSINESS CASE PLANNING

This section outlines the plan to develop the Preliminary Business Case (PBC). The PBC represents the second stage in the Building Queensland Business Case Development Framework (BCDF) and is a critical step in the feasibility study cycle to confirm a preferred project solution to progress to detailed feasibility analysis.

8.1 Aim of the Preliminary Business Case

The PBC aims to transition the concepts documented in this Strategic Business Case (SBC) through an options generation and assessment process, to culminate in one or more preferred options for detailed analysis within the Detailed Business Case (DBC).

A key objective of the PBC is to enable project decision makers to reliably and confidently decide on whether to progress a preferred project solution/s for further analysis in a Detailed Business Case, which will then ultimately present a case for investment in the project. In order to maximise the success of the PBC, it is important that robust planning is undertaken with key project representatives for the PBC phase prior to its commencement.

8.2 Preliminary Business Case Timeframes and Milestones

8.2.1 Preliminary Business Case Activities

The level of confidence required for estimates in a PBC under the Building Queensland BCDF guidelines is P50, meaning a reasonable level of engineering investigation and design is required.

The PBC for the Global-Standard Sport and Recreation Precinct in Ipswich will be undertaken in accordance with a range of frameworks, including:

- The Queensland Government's Project Assessment Framework
- Building Queensland's Preliminary Business Case Template and Guide (December 2016)
- Building Queensland's Cost Benefit Analysis Guide (2016)
- Building Queensland's Social Impact Evaluation Guide (2016)
- Infrastructure Australia's Assessment Framework
- National Public Private Partnership (PPP) Guidelines
- The Department of Infrastructure and Regional Development's Australian Transport Assessment and Planning (ATAP) Guidelines.

Key activities and deliverables to be undertaken for the Global Standard Sport and Entertainment Precinct Project to inform the PBC and ensure its compliance with the above frameworks are outlined in the table below.

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Table 11 Preliminary Business Case Workstreams

Key Activity	Tasks
Review of Investment Logic Map (ILM) and service need and benefit sought analysis	<ul style="list-style-type: none"> Review and update of ILM where required. Review and update of service need and benefits sought analysis.
Detailed options analysis, including mass transit technology analysis	<ul style="list-style-type: none"> Review and update SBC options analysis outcomes where required. Develop options analysis process based on PBC scope, including alternative mass transit technology options such as bus rapid transit. Complete and document options analysis outcomes.
Considering whole of government policy issues including legal and legislative, regulatory, approvals, and other legal issues	<ul style="list-style-type: none"> Complete a preliminary assessment of any legal, regulatory and government policy considerations for the preferred project solution/s to identify any key risks to the project's scope, delivery and/or operations.
Economic appraisal	<ul style="list-style-type: none"> Undertake an economic analysis on the preferred project solution/s using a combination of Rapid Cost-Benefit Analysis and Multi Criteria Analysis.
Industry engagement and market sounding	<ul style="list-style-type: none"> Complete a desktop analysis of similar projects to understand funding models, delivery strategies, operational arrangements etc. Prepare for and undertake a market sounding exercise with relevant market participants. Participants may include constructors, operators, and/or financiers, depending on scope of market sounding. Preparation activities would include identifying participants, preparing questionnaires, arrangement of meetings, attending meetings and writing up outcomes.
Commercial analysis including delivery options analysis	<ul style="list-style-type: none"> Complete a commercial analysis on the preferred project solution/s, including a delivery options analysis to determine the merits of various delivery models. Analysis will include the applicability of a PPP model to the preferred project solution/s.
Financial analysis	<ul style="list-style-type: none"> Complete a preliminary financial analysis of the project's capital and operating costs, using a purpose-built financial model. The analysis will be informed by the risk and delivery options analysis.
Funding model including value capture	<ul style="list-style-type: none"> Complete an affordability and value capture assessment to determine potential alternative funding sources to assist with funding of the project.
PBC document	<ul style="list-style-type: none"> Develop the PBC document to align with relevant frameworks. Coordinate and collate inputs from other workstreams and draft PBC chapters. Manage internal project team and other stakeholder review and feedback of PBC chapters.

Additional workstreams will be required for:

- Engineering
- Design;
- Land use planning; and
- Stakeholder management and communication.

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8.2.2 Risk Management in the PBC

The Project Team will adopt an approach to risk assessment and management that enhances the inherent strengths of project teams by applying a whole of project focus to risk management. It will build on preliminary risk analysis outlined within section 6 of this Business Case.

There will be two primary categories of risk to be managed through the future phases of the Global-Standard Sport and Recreation Precinct Project:

- process risks
- project risks.

Process risks are risks that affect the process of developing the project through the current and future phases. Process risks do not necessarily have a direct impact on the outturn cost to deliver the infrastructure project, however they may have significant time, reputation and management cost impacts.

Process risks are temporal and change throughout the development of the project and therefore need to be continually reviewed and actioned.

A process risk register was developed for this SBC and this register will be reviewed and updated at the commencement of the PBC. The key process risks that will continue to be managed through PBC phase include:

- The risk around project governance, and any potential timing of a future transition of the Project to a Queensland Government-led project.
- The risk of lack of DBC funding (Queensland Government/Council) and conflicts with other projects.
- The risk of lack of co-location, and delays to the project around the establishment of a project team and office setup.
- The risk that the timing of planning or other investments that hinder value capture opportunities.

Project risks are risks that affect the outcomes of the project and have a range of potential impacts including time, cost, quality, health and safety, reputation and environment. The understanding of the project will change as the project proceeds and the assessment of project risks needs to be regularly reviewed and updated to reflect the current status of the project.

The focus of project risk management will also change as projects develop to reflect the roles that different parties play at different stages of the project. In the pre-procurement phase, as Council (and ultimately the Queensland Government) develops the project solution/s and prepares to formally engage the market and procure works packages, it will seek to contractually allocate risks to the contractors, however until works contracts are executed, the Council and the Queensland Government, are by proxy managing all of the project risks.

Given that at the SBC phase, a preferred project solution has yet to be confirmed, there are no project risks beyond broad concept-related risks.

During the PBC phase and subsequent DBC phase, project risks relating to the preferred project solution/s will be identified by the project team and managed by the project owners, whether they are Council representatives or project consultants.

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9 ASSURANCE

Depending on the capital costs or risk associated with a project, a project's progress and quality may be assessed via a series of gateway reviews by independent reviewers. These reviews help ensure that the project (and associated investment) meets strategic objectives and achieves value for money.

It is standard for a Gateway review to be undertaken at the completion of the PBC, prior to commencing the DBC. A Gateway review is not mandatory, however given that it is likely that the Queensland Government will manage the DBC, a Gateway review can provide assurance to the Queensland Government that the scope and purpose of the Global-Standard Sport and Recreation Precinct in Ipswich has been adequately researched, that there is a shared understanding of what is to be achieved by key stakeholders, that it fits within overall policy or management strategy and priorities.

It also provides assurances that there is a realistic possibility of securing the resources needed for delivery and that any procurement takes account of prevailing government policies.

The Gateway unit, within the Queensland Treasury Commercial Group, facilitates the establishment of review teams for projects, with the onus on project owners to contact the Commercial Group to discuss their requirements for a Gateway review.

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10 CONCLUSIONS AND RECOMMENDATIONS

This section summarises the conclusions and recommendations of the Strategic Business Case.

10.1 Key Findings of the Strategic Business Case

Ipswich is recognised as one of Australia's fastest growing region with a population expected to exceed 550,000 people by 2041. It also anchors a vast peri-urban western sub-region of SEQ – including the Lockyer Valley, Somerset, Scenic Rim and Toowoomba – which is expected to grow to over 860,000 people by 2041. This wider sub-region represents the secondary catchment of services and facilities based in Ipswich and represents an integrated socio-economic structure within the wider SEQ region.

Ipswich continues to have a below average level of socio-economics in the population, and this has worsened relative to Australia. All major SEFIA indices experience a decline against the national average between 2011 and 2016, the exception being the Index of Education and Occupation (i.e. skills) indicating that Ipswich workers are upskilling at a faster rate than Australia as a whole.

The Ipswich economy is underpinned by regionally significant health and education capacity (including private and public hospitals and university campuses), which represent two of the largest employing sectors in the economy. Despite this, the major economic sector of tourism is under-represented in Ipswich compared to other regionally significant economies in South East Queensland.

North Ipswich possesses a diverse range of revitalisation and redevelopment opportunities that leverage the natural amenity of the Bremer River, extensive riparian open space and the proximity of the suburb to both the proposed Ipswich CBD redevelopment and local cultural and historical heritage assets. The North Ipswich Reserve is part of a key precinct – the Sports Precinct – of the North Ipswich Open Space Master Plan, which includes the collocation of a Stadium with a community oval and redevelopment of the Woollen Mills.

Ipswich is defined by combination of favourable demographics and strong historical and community engagement and affinity with rugby league and rectangular field sports generally. At the same time, multiple national codes (NRL and A-League) have identified Ipswich as a future growth opportunity. However, recent attempts to realise this opportunity and attract a national sporting franchise have been constrained by the current lack of major outdoor sport stadium capacity in Ipswich. Similarly, current proposals and feasibility studies for the mooted SEQ Olympics 2032 bid have included a planned global-standard stadium in Ipswich as part of the bid venue capacity.

Lessons from recent and previous stadium development across Australia confirmed that national sporting franchise typically require a 25,000 seat stadium with an average occupancy of 10,000-11,000 for up to 17 games/matches a year. They also generate maximum economic and social benefits for the community when collocated with other uses and activities (such as entertainment) and are integrated with public transport (to maximise event-day accessibility).

There are a diverse range of economic and social benefits that a Global-Standard Sport and Recreation Precinct in Ipswich could yield for local businesses, industries, households and residents. Increased sport-based events will help to underpin a growing tourism sector, diversify the local economy and provide greater employment and economic engagement opportunities.

A stadium is regarded as a key component of the Global-Standard Sport and Entertainment Precinct, with several previous studies over the past 20 years identifying the North Ipswich Reserve as one of the primary potential locations for a stadium development. Recent design work by Cox Architecture has helped to articulate and define the features and attributes of the stadium concept including activation opportunities between the stadium and wider sport and entertainment precinct, as well as necessary investments in pedestrian and public transport accessibility.

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10.2 Conclusions

The research, analysis and assessments within this Strategic Business Case confirm that the concept of a Global-Standard Sport and Entertainment Precinct in Ipswich has merit and is founded on a robust, evidence-based rationale. A latent opportunity to elevate Ipswich through the attraction and retention of a national sporting franchise in rugby league and/or football (soccer) exists and is likely to realise in the short-to-medium term if a commitment is made to major regional outdoor stadium capacity of 20,000-25,000 seats.

There are a number of risks identified with the specific concept, particularly the need for investment in public and pedestrian transport to realise the full potential of the Global-Standard Sport and Entertainment Precinct. However, such investment will likely be required in the medium term in response to the extensive population growth in Ipswich and the wider western sub-region is realised.

10.3 Recommendations

It is recommended that Ipswich City Council progress to the preparation of a Preliminary Business Case for under the Queensland Government's Project Assessment Framework and Building Queensland's Business Case Development Framework.

The Preliminary Business Case development should note that:

- The Global-Standard Sport and Entertainment Precinct is aiming to achieve the following objectives:
 - Attract and support a national sporting franchise to anchor the proposed stadium component;
 - Hosting non-sporting events to maximise stadium utilisation;
 - Integrate the Precinct with Ipswich CBD, other aspects of the North Ipswich Open Space Master Plan area and key public and pedestrian transport infrastructure;
 - Generate increased employment opportunities in the inner city of Ipswich; and
 - Diversify local economic activity.
- Any new stadium development in Ipswich must be considered as part of a wider sport and entertainment precinct;
- The precinct should be targeted at meeting global standards, particularly if SEQ is successful in securing the 2032 Olympics;
- Previous analysis has indicated a number of potential locations for a stadium development within Ipswich, with the North Ipswich Reserve consistently identified as a preferred location. Consideration should be given to a number of potential sites as part of the Options development and Cost Benefit Analysis in the Preliminary Business Case;
- Stadium staging is a key success factor of stadium developments nationally; and
- The Preliminary Business Case is an optimal time for Council to re-engage with stakeholders and the general community regarding the development of the Global-Standard Sport and Entertainment Precinct, ensuring the continued relevance of previous comprehensive consultation and engagement efforts dating back to 2000.

In terms of the Preliminary Business Case, a range of potential development options should be considered as part of the concept design and cost benefit analysis tasks. These options should include:

- Development of a standalone stadium, a public transport integrated stadium and a full sport and entertainment precinct, with evaluation of the incremental benefits and costs of both; and

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- Development of different stadium and precinct models at the North Ipswich Reserve and an alternative Ipswich-based site, to determine site specific costs and benefits.

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Appendix A

Benefits Register

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BENEFIT REGISTER

Table 12 Benefits Register

Benefit Category	Benefit	Description	Related Stakeholders	Potential Beneficiaries	Dependencies	Realisation Risks	Potential Measures/KPIs	Relative Importance
FINANCIAL	Increased Non-Residential Rates Revenue to Council.	The project has the potential to support an uplift in land values in and around the precinct and the North Ipswich area, particularly for business locations that will benefit from the proximity to and increased accessibility from the project and the Ipswich CBD. This will help to improve the sustainability of Council rates revenues by growing non-residential sources of rates.	<ul style="list-style-type: none">Local businessesIpswich City CouncilLocal landholders	<ul style="list-style-type: none">Ipswich City Council, Queensland Government	Improved integration of the North Ipswich Reserve with surrounding businesses	The stadium precinct functions in isolation to the surrounding land uses and economic and residential activities in North Ipswich, decreasing the value uplift potential of the investment.	<ul style="list-style-type: none">Improved Ipswich Central and North Ipswich local business turnover (ABS).Non-Residential rates revenue to Council (Council).	Medium
	Positive Cash Flows from the Successful Operation of the Centre	Successful stadium operations have the potential to generate a positive operational cash flow that will facilitate ongoing investment in facilities, events and capacity at the precinct.	<ul style="list-style-type: none">Ipswich City CouncilStadium/precinct usersVisitors to the stadium/precinctStadium operator	<ul style="list-style-type: none">Ipswich City CouncilStadium/precinct usersVisitors to the stadium/precinct	Stadium operational performance is dependent not only on event attraction and activity levels, but also effective facilities management.	The stadium does not secure sufficient activity to be operationally viable without ongoing subsidy or is managed ineffectively to generate a surplus.	<ul style="list-style-type: none">Stadium operational cashflow performance and IRR (Detailed Business Case).	High
ECONOMIC	Improved Economic Activity and Contribution	The project will provide a major attractor of interstate and potentially international tourism visitation with associated expenditure. This can be facilitated by the improved potential of Ipswich to attract events	<ul style="list-style-type: none">Ipswich City CouncilIpswich tourism and accommodation providersLocal businesses	<ul style="list-style-type: none">Ipswich businesses and industry, particularly those in the tourism, accommodation, retail and food and beverage sectors.Workers in tourism, events, facilities and sport and recreation sectors.	The stadium precinct is developed in partnership with a national sporting franchise to maximise interstate and international visitation to Ipswich.	The stadium development progresses in the absence of a national franchise or is unable to secure national and international significant events to support non-regional	<ul style="list-style-type: none">Tourist expenditure from interstate and international sources related to sporting and other events hosted at the stadium. (TRA)	High
	Major Project Construction Activity	The construction phase of the project will also provide significant major project construction jobs and activity for the local economy.	<ul style="list-style-type: none">Ipswich City CouncilIpswich construction sectorICNQueensland Government	<ul style="list-style-type: none">Ipswich construction businessesIpswich construction workersLocal businesses operating as part of the Ipswich construction sector supply chain.	NA	Construction activity associated with the project and associated supply chains are not sourced locally.	<ul style="list-style-type: none">Employment impact of construction activity on the local economy (custom)	High
	Local Employment Generation	The project will generate ongoing direct employment opportunities in retail, food and beverage, accommodating and events management and supply chain sectors in the Ipswich economy. This will not only provide opportunities for meaningful employment for unemployed workers but provide greater access to a more diverse range of job opportunities for both existing and new entrants to the Ipswich labour market.	<ul style="list-style-type: none">Ipswich City CouncilIpswich residentsPeople that work in IpswichStudents/graduates entering the labour market.Local businessesEducation institutions in IpswichQueensland government	<ul style="list-style-type: none">People looking for work, including unemployed and underemployed workersNew entrants to the labour market including graduating students, new residents and younger workers.Local education institutions seeking to facilitate placement of students in gainful employment.	The type and mix of employment generated by the development is dependent on whether the development if of a standalone stadium or an integrated stadium and sporting precinct.	Local job generation, particularly indirect, may be limited if tourism and event supply chains and accommodation demand is met outside of the Ipswich economy.	<ul style="list-style-type: none">Employment impact of operational activity on the local economy (custom)	High
	Enhanced Economic and Investment Brand for Ipswich	The stadium precinct will provide a global standard piece of infrastructure that can be used as a centre piece in national and international branding and marketing activities and materials by Council. This also includes the benefits to Ipswich brand awareness from the televising of a national sporting franchise associated with the stadium development	<ul style="list-style-type: none">Ipswich City CouncilTrade and investment QueenslandAustradeLocal businessesIpswich-based national sporting franchise	<ul style="list-style-type: none">Ipswich City Council's investment attraction functions (office of economic development)Trade and investment Queensland and Austrade investment attraction functionsIpswich businesses and industries that can leverage place-focused branding and marketing.	Brand enhancement will be maximised by securing a national sporting franchise with associated television coverage.	Benefits will be impacted if the investment is the major sport and recreation facility is not effectively incorporated into Council and State/Federal Government investment attraction and branding activities and materials.	<ul style="list-style-type: none">References to "Ipswich" in national and international media coverage.	Medium

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Benefit Category	Benefit	Description	Related Stakeholders	Potential Beneficiaries	Dependencies	Realisation Risks	Potential Measures/KPIs	Relative Importance
SOCIAL	Leveraged Investment in Transport Infrastructure	The development of the stadium at the North Ipswich Reserve site will require significant upgrades to public transport (namely passenger rail) infrastructure in Ipswich Central as well as enhancements to pedestrian and active transport infrastructure connecting Ipswich CBD and North Ipswich across the Bremer River.	<ul style="list-style-type: none">Ipswich City CouncilDTMRTranslink	<ul style="list-style-type: none">Public transport users to and from IpswichLocal residents in Ipswich Central and North IpswichWorkers and customers moving in or between Ipswich Central and North Ipswich	Transport infrastructure is potentially required to support and facilitate the operation of the Stadium as well as to maximise its economic impacts.	Transport infrastructure investment may be cost prohibitive or impact overall project BCRs.	<ul style="list-style-type: none">Capital expenditure on transport-related infrastructure secured from State and Federal Governments associated with the project (Grants data)	Medium
	Increased Social Pride and Capital	The attraction of a national sporting franchise in combination with the development of the stadium will generate significant social capital and pride in the community in Ipswich as a valued place for people to live, work and play.	<ul style="list-style-type: none">Ipswich City CouncilPCYCIpswich social and community groups	<ul style="list-style-type: none">Ipswich residentsIpswich businessesIpswich social and community groupsIpswich sporting clubs and recreation groups.	NA	The stadium development does not include a national sporting franchise, minimising social and community pride associated with sporting club membership and support.	<ul style="list-style-type: none">Community and public survey on social pride/pride in Ipswich and the impact of the proposed stadium (custom)	High
	Local Event Offering	The global standard of the precinct will provide a high quality location for the hosting of local events, improving their operation, accessibility and ability to draw down on amenities and facilities of a high standard.	<ul style="list-style-type: none">Ipswich City CouncilLocal businessesIpswich social and community groupsIpswich tourism and accommodation providers	<ul style="list-style-type: none">Ipswich tourism and accommodation providersIpswich social and community groupsIpswich sporting clubs and recreation groups.	Requires an effective access management and use program to maximise local community use.	Local community and event use conflicts with national franchise activity, limiting community interface with the development.	<ul style="list-style-type: none">Local event share of total facility use (custom)	Medium
	Improved Liveability	The precinct will directly and indirectly improve the liveability of local residents, through improved access to global standard sport and recreation facilities as well as local retail, food and beverage and cultural and social assets. Local residents will also benefit from improved walkability (though both pedestrian bridge delivery and precinct-specific streetscaping), and accessibility to Ipswich Central and major business and public transport capacity.	<ul style="list-style-type: none">Ipswich City CouncilIpswich residents (particularly youth, young adults and young families)Local businesses	<ul style="list-style-type: none">Ipswich residents and familiesIpswich businessesLandholders and investors in IpswichWorkers in Ipswich	The extent of liveability improvements is dependent on the type and mix of uses as part of the stadium precinct.	The stadium development lacks interface and engagement opportunities with the local community, reducing direct liveability and quality of life benefits.	<ul style="list-style-type: none">Community and public survey on social pride/pride in Ipswich and the impact of the proposed stadium (custom)	High
	North Ipswich Open Space Master Plan Implementation	The Precinct is part of the North Ipswich Open Space Master Plan. The development of the stadium will therefore provide a catalyst to the implementation of the wider Master Plan.	<ul style="list-style-type: none">Ipswich City CouncilIpswich residents (particularly youth, young adults and young families)Local businesses	<ul style="list-style-type: none">Ipswich residents and familiesIpswich businessesLandholders and investors in IpswichWorkers in IpswichIpswich social and community groupsIpswich sporting clubs and recreation groups.	NA	The North Ipswich Open Space Master Plan changes or is not implemented.	<ul style="list-style-type: none">NA (policy only)	High
	Improved Access to the Bremer River	Residents and workers will have improved access to a revitalised and regenerated north bank of the Bremer River, facilitated by both geo-technical and environmental investments. This will provide residents with access to riparian open space with associated physical activity and amenity benefits.	<ul style="list-style-type: none">Ipswich City CouncilIpswich residents (particularly youth, young adults and young families)Local businesses	<ul style="list-style-type: none">Ipswich residents and familiesIpswich businessesLandholders and investors in IpswichWorkers in IpswichIpswich social and community groupsIpswich sporting clubs and recreation groups.	NA	The stadium development may not facilitate direct river access from the subject site or adjacent sites, focusing only on geotechnical issues.	<ul style="list-style-type: none">Pedestrian movements to and from rehabilitated Bremer River location (custom)	Medium
	Social and Community Facility Enhancement	Social and community facilities may be developed and integrated as part of the overall precinct. If delivered, these social facilities and assets will provide increased social service capacity as well as improved accessibility to services for local and regional residents.	<ul style="list-style-type: none">Ipswich City CouncilCommunity service providers in IpswichCommunity service and facility users in IpswichQueensland Government	<ul style="list-style-type: none">Community service providers in IpswichCommunity service and facility users in IpswichQueensland Government	Requires the project to include and integrate community and social facilities as part of the wider stadium development.	The development excludes social and community facilities and does not integrate with existing facilities in a meaningful way.	<ul style="list-style-type: none">Share of use/floor space for social and community facilities/services (custom)	Medium

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Benefit Category	Benefit	Description	Related Stakeholders	Potential Beneficiaries	Dependencies	Realisation Risks	Potential Measures/KPIs	Relative Importance
	Increased Youth Engagement and Civic Participation	The project has the potential to anchor a sports-led engagement program with local youth, particularly those that are economically and socially disengaged. Sports participation is strongest amongst children and youth and is recognised as an effective tool/mechanism for enhancing social engagement and building skills to improve future economic and employment participation.	<ul style="list-style-type: none">Ipswich City CouncilIpswich residents (particularly youth, young adults and young families)Community service providers in IpswichQueensland Police and PCYC	<ul style="list-style-type: none">Ipswich residents and familiesCommunity service providers in Ipswich	Youth engagement in project accommodated activities is dependent on the type and mix of activities supported by and integrated with the stadium development. Also requires the effective operation of youth engagement programs in a manner that create real tangible benefits to the cohort.	The stadium does not facilitate or include community facilities and services that target youth, or the service offered are ineffective.	<ul style="list-style-type: none">Rates of youth engagement and civic participation in Ipswich (custom)	Medium
	Socio-Economic Revitalisation	The proposed development will provide a level of investment and activity that will support general revitalisation and enhancement of the socio-economic attributes and characteristics of the local area. This may include improvements in economic and social participation, volunteering, household incomes and social disadvantage levels.	<ul style="list-style-type: none">Ipswich City CouncilIpswich residentsCommunity service providers in IpswichQueensland Police and PCYC	<ul style="list-style-type: none">Local and State Government service providers.Ipswich residents and families.Community service providers in Ipswich	The stadium development must be integrated with the surrounding community and location to facilitate a revitalisation of the wider North Ipswich and Ipswich inner regions.	The project is progressed as a stadium-only development that does not trigger or support public and private revitalisation of the North Ipswich and Ipswich Inner regions.	<ul style="list-style-type: none">Residential and non-residential building approvals (number of value) in North Ipswich and Ipswich inner regions (ABS)	High
	Improved Transport Choice to Ipswich Central	The required investment in public transport infrastructure to support major events at the subject site will incentivise increased public transport usage to and from Ipswich Central. This will provide social benefits in the form of decreased private motor vehicle usage and associated reductions in urban separation, noise and travel time savings through decreased congestion.	<ul style="list-style-type: none">Ipswich City CouncilDTMRTranslink	<ul style="list-style-type: none">Road users to and from Ipswich and BrisbaneTravellers by private motor vehicles to Ipswich for major sporting events.	Requires investment in supporting and facilitating public transport access to minimise incentives for use of private motor vehicles to access the precinct, particularly during major events.	The project may not trigger a transport mode shift and may see economic impacts of traffic congestion in the local area increase.	<ul style="list-style-type: none">Public and active transport shares (ABS)Per capita private motor vehicle ownership and registration data in North Ipswich and Ipswich inner regions (ABS)	Medium
ENVIRONMENTAL	Increased Public Transport Usage to Major Events in Ipswich	The required investment in public transport infrastructure to support major events at the subject site will incentivise increased public transport usage to and from Ipswich Central. This will provide environmental and emissions benefits.	<ul style="list-style-type: none">Ipswich City CouncilDTMRTranslink	<ul style="list-style-type: none">Road users to and from Ipswich and BrisbaneTravellers by private motor vehicles to Ipswich for major sporting events.Public transport users to and from Ipswich.Local residents and workers.	Requires investment in supporting and facilitating public transport access to minimise incentives for use of private motor vehicles to access the precinct, particularly during major events.	The project may not trigger a transport mode shift and may see economic impacts of traffic congestion in the local area increase.	<ul style="list-style-type: none">Public and active transport shares of event traffic (custom)Estimated emissions and CO2 savings from transport mode shift (custom, ATAP)	Medium
	Incorporation of Passive and Green Energy Options	Incorporating passive and green energy generation into the development provides the potential to decrease the environmental impacts of power usage associated with major events and contribute to local power and energy security.	<ul style="list-style-type: none">Ipswich City CouncilQueensland GovernmentEnergex and electricity providers	<ul style="list-style-type: none">Stadium operatorPrecinct tenants and users.	Requires the incorporation of passive and green power generation capacity as part of the development.	Passive and green power is not included as part of the development	<ul style="list-style-type: none">MWh production of passive/green energy by the subject development (custom, NEM)	Medium
	Bremer River North Bank Environmental Remediation	The development of the project at the subject site will potentially require remediation of the north bank of the Bremer River. This will potentially entail both geotechnical and environmental remediation. The enhancement to the riverbank environment will not only provide local environmental benefits but will also have flow on impacts to the overall health of the Bremer River and associated fauna.	<ul style="list-style-type: none">Ipswich City CouncilQueensland GovernmentNational sporting franchise	<ul style="list-style-type: none">Ipswich City CouncilIpswich residents and families.Ipswich businessesLandholders and investors in IpswichWorkers in Ipswich	The development of the project may be dependent on the remediation and revitalisation of the Bremer Riverbank, from a geotechnical perspective.	The riverbank remediation provides not to be required, meaning no investment is made in environmental remediation.	<ul style="list-style-type: none">Environmental riparian corridor values (custom)	High

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North Ipswich Sport and Entertainment Precinct

Options Analysis Report

December 2020

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Executive Summary

The development of a rectangular stadium located in Ipswich has been under consideration by Ipswich City Council (Council) for over a decade. Ipswich is the sixth most populous local government area (LGA) in Queensland, with its population projected to grow at 4.6% annually over the next 20 years to approximately 560,000 by 2041. Ipswich residents are overwhelmingly sports fans, with a recent survey finding 95% of respondents were active supporters of at least one team in a national sporting competition. However, as there are no opportunities to attend major sport or entertainment events in the local area, residents are commonly travelling outside of Ipswich to access these experiences. Within this context, Council has progressed investigations into the viability of a sporting venue development at North Ipswich Reserve, including the development of a Strategic Business Case (SBC) in 2019.

This Options Analysis (OA) report for the North Ipswich Sport and Entertainment Precinct project (the project) builds on previous investigations to reconfirm the service need for the project and to identify and interrogate the feasible solutions that meet that identified need and will deliver the greatest benefit to Ipswich and Queensland. Ultimately, the OA is designed to confirm that there are feasible solutions to address the service need and identify the preferred solutions for greater interrogation in a Detailed Business Case (DBC).

The OA has been developed in alignment with the Building Queensland (BQ) Business Case Development Framework (BCDF), the QLD Treasury Project Assurance Framework (PAF) and the Infrastructure Australia Assessment Framework. To assist with the development of the OA, Council engaged a KPMG-led consortium of consultants with various expertise relating to sporting infrastructure and business case development.

The Service Need

The service need that was explored in the SBC has been revisited in this OA report. The service need investigation identified three key problem statements that set the foundation for the options development and analysis processes:

- 1) **Events and experiences:** Local residents have limited access to high quality events and experiences across the region. This results in residents leaving the Council region to consume these events and experiences elsewhere, representing a leakage to the local economy.
- 2) **Brand:** Awareness of the 'destination brand' of City of Ipswich is limited. This results in under-investment from private organisations, low in-bound tourism and flow-on adverse impacts to tourism adjacent industries, particularly within the Ipswich Central.
- 3) **Capacity:** There is limited capacity to host major sporting and entertainment events in the region. This limits the region's ability to attract one-off content, and to support a bid for a national sporting franchise.

The exploration of the service need also canvassed the benefits that could be achieved through addressing the problem statements, and the high-level responses available to address the problems and generate the benefits. This broader service need is summarised in the following diagram.

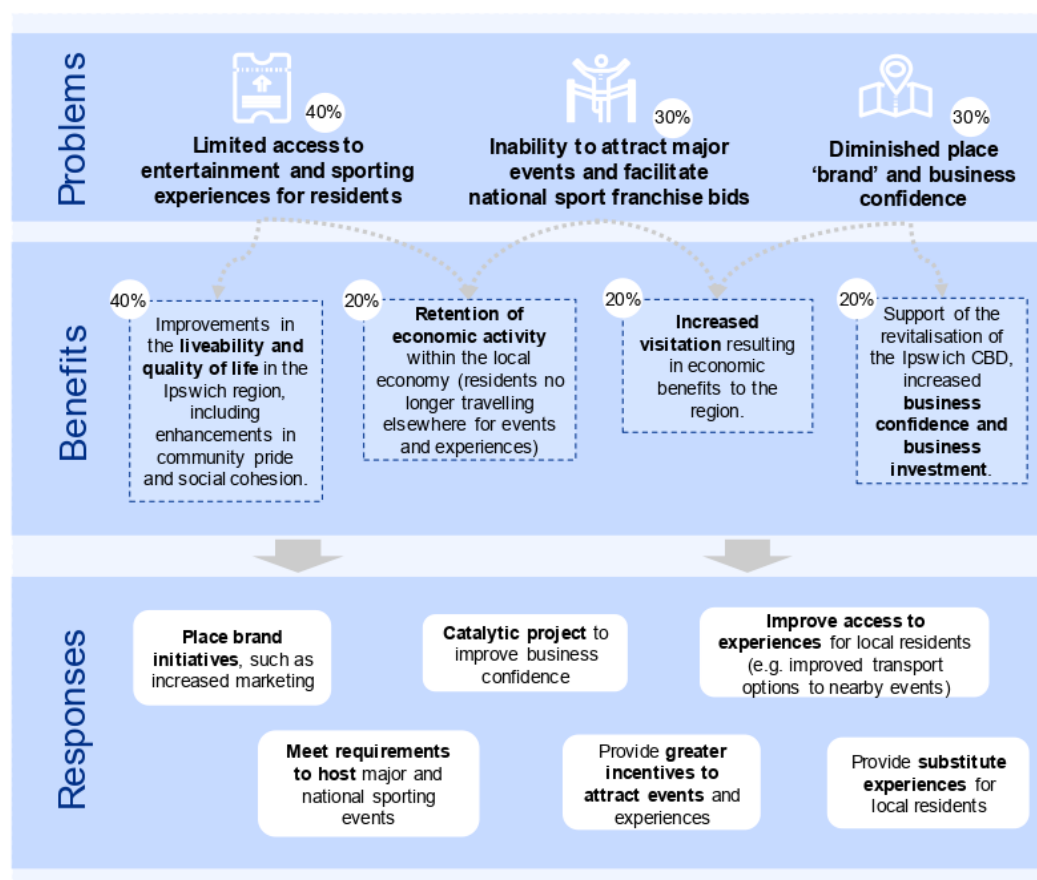
The development of the service need was also supported by a stakeholder consultation process, which included engagement with:

- Internal Council stakeholders;
- Local users such as the Ipswich Jets and Western Pride;
- Key sporting stakeholders including state and national sporting organisations (e.g. QRL, NRL, FFA);
- Other potential venue users such as concert promoters; and
- The broader Ipswich community (through a community survey).

The service need and the findings from the stakeholder consultation process are outlined within Section 5 of this report.



Figure 1: Identified service need



The Options

The problems, benefits and responses identified within the service need form the foundation of the options development process. A long-list of potential solutions was developed from the responses, along with evaluation criteria that focussed on the degree to which each solution addressed the service need, as well as consideration of other factors such as cost, risk profile and broader stakeholder considerations.

An Options Workshop was held with key project team members, technical experts and Council representatives to identify a preferred solution from the long-list, and to develop the project options to be analysed within the subsequent sections of this report. The workshop identified the preferred solution to be the development of a sporting and events precinct, focussed on meeting the requirements to host and broadcast national level sport and entertainment events.

This led to the development of the following options which are the subject of the detailed analysis within this OA.

Table 1: The options

Option	Description
Base Case	The Base Case in this OA does not see any alteration to the current North Ipswich Reserve, which is maintained as per the status quo to allow the venue to continue to operate across the project horizon.
Option 1	The development of a sporting and entertainment precinct at North Ipswich Reserve, including a 12,000-capacity rectangular stadium designed to meet the requirements to host national level sport and entertainment events.

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	The estimated capital cost for this option is \$209.48m (P50, source: RLB).
Option 2	<p>The development of a sporting and entertainment precinct at North Ipswich Reserve, including a 20,000-capacity rectangular stadium designed to meet the requirements to host national level sport and entertainment events.</p> <p>The estimated capital cost for this option is \$236.06m (P50, source: RLB).</p>

The image below shows an aerial view of the potential stadium and broader precinct (Option 2 shown).

Figure 2: Design render – Option 2



Source: COX Architecture

In addition to the stadium component of the project, the options development process identified several potential broader precinct inclusions that would provide greater utilisation of and benefit from the precinct, as well as key complementary or enabling projects. The pedestrian footbridge across the Bremer River has been identified as a key enabling project for the precinct.

Greater detail on the project options and broader precinct considerations is provided in Section 8 of this OA.

Options analysis

This report includes detailed analysis of Option 1 and Option 2, relative to the Base Case scenario. This incorporates the following:

- Demand projections, including the development of indicative event calendars for each option and attendance profiles for each event;
- Social impact evaluation, which identifies the impacts associated with the options, explores the materiality of each impact, and identifies any mitigation or enhancement strategies that should be considered;
- Economic analysis, which uses cost-benefit analysis to develop a quantified estimate of the costs and benefits of the options, and to explore net socio-economic outcomes; and
- Financial analysis, including operating financial projections and project investment analysis.

The table below summarises the project options and the results of the options analysis.

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Table 2: Option analysis summary

Option analysis summary	Option 1	Option 2
Capacity		
Total capacity	12,000	20,400
General admission capacity	11,264	19,382
Corporate capacity	736	1,018
Capital expenditure		
Capital cost (\$m, P50)	\$209.48m	\$236.06m
Demand projections (core scenario)		
Annual total events	37-41	26-29
Annual events excluding community events	25-28	24-27
Annual aggregate attendance	276,000 – 303,000	278,000 – 328,000
Financial appraisal		
Annual operating result (average year, \$m, \$FY21)	(\$1.35m)	(\$1.47m)
Annual operating result after LCC (average year, \$m, \$FY21)	(\$3.55m)	(\$3.94m)
Project NPV (\$m, FY21, 7%)	(\$192.22m)	(\$215.12m)
Incremental project NPV (\$m, FY21, 7%)	(\$187.18m)	(\$210.08m)
Economic analysis		
Economic cost (NPV, \$m, FY21, 7%)	(\$179.75m)	(\$202.34m)
Economic benefit (NPV, \$m, FY21, 7%)	\$78.28m	\$84.82m
Net benefit (NPV, \$m, FY21, 7%)	(\$101.47m)	(\$117.52m)
Benefit-cost ratio	0.44	0.42

As outlined above, the analysis of the two project options undertaken throughout this report indicates that similar outcomes are generated between the two. At a headline level:

- Option 1 delivers a 12,000-capacity venue for a capital cost of \$209.48m, resulting in an incremental financial project NPV of a loss of \$187.18m, an economic net cost \$101.47m and a benefit-cost ratio of 0.44.
- Option 2 delivers a 20,400-capacity venue for a capital cost of \$236.06m, resulting in an incremental financial project NPV of a loss of \$210.08m, an economic net cost of \$117.52m and a benefit-cost ratio of 0.42.

From a demand perspective, the key difference is that Option 2 opens the opportunity for a higher tier of event with the additional capacity (e.g. the hosting of Matildas matches), however becomes less suitable for local and community content which reduces the overall event calendar. The two options achieve similar aggregate attendances, with Option 1 achieving 276,000-303,000 and Option 2 achieving 278,000-328,000.

Both options result in an annual operating loss before accounting for lifecycle capital replacement costs, an annual loss of \$1.35m for Option 1 and \$1.47m for Option 2. When accounting for ongoing capital replacement, these annual operating results degrade further to losses of \$3.55m and \$3.94m, respectively. This is in line with the performance of comparable venues with similar event profiles.

Given the capital expenditure and ongoing operating losses, the project options also result in negative project NPVs when considered incremental to the base case, with Option 1 projected to record a loss of \$187.18m and Option 2 projected to record a loss of \$210.08m over the evaluation period.

From an economic perspective, the quantifiable benefits that were able to be included within the CBA do not outweigh the associated economic costs. Option 1 results in an economic net cost \$101.47m and a benefit-cost ratio of 0.44, and Option 2 results in an economic net cost of \$117.52m and a benefit-cost ratio of 0.42. There are benefits, such as the non-use benefits to local residents, that could be explored further within subsequent phases of the project that may improve these results. The sensitivity analysis identified that these results are most sensitive to changes in the capital costs of the project options.

Conclusions and recommendations

This OA has explored the service need and potential solutions for Ipswich, and the relative merits of developing a sporting and entertainment precinct at North Ipswich Reserve. The conclusions of the OA are as follows:

- **There is strong justification for the service need.** The OA has built upon previous analysis to explore and confirm the service need for Ipswich. Further, there is the potential for the generation of material benefits for Ipswich should the service need be appropriately addressed.
- **The development of a sport and entertainment precinct at North Ipswich Reserve has been identified as the preferred solution for the service need.** The option shortlisting process found that this solution best addressed the problem statements, and in particular is the only viable solution that can support the bid process for a national sporting franchise.
- **There is unmet demand for sport and entertainment events.** The community survey insights confirmed that local residents are supportive of the development of a sport and entertainment precinct, and would attend more events should they be hosted locally.
- **The demand analysis has confirmed a sport and entertainment precinct could host a strong event calendar.** Based on insights from stakeholder consultation and analysis of comparable venues, the OA has identified that a stadium could host between 25 and 40 events annually depending on the scenario and venue configuration, and between 276,000 and 328,000 total annual attendance.
- **The shortlisted project options are forecast to require ongoing subsidisation to cover an annual operating loss and ongoing capital replacement requirements.** While this is common of both stadia of this scale and of social infrastructure more broadly, it is an important consideration for the investment decision making process.
- **The quantifiable economic benefits that were included within the CBA do not outweigh the associated economic costs for both project options.** While the benefit-cost ratios for Options 1 and 2 of 0.44 and 0.42 respectively indicate a negative economic outcome from the project, these results are not uncommon for social infrastructure projects. There are further benefits that could be explored quantitatively should the project proceed to DBC.
- **The project and associated benefits are dependent on the attraction of national level sporting teams to Ipswich.** The core scenarios within the OA are based on the attraction of both an NRL and an A-league team to Ipswich. The scenario analysis highlights that the benefits of the project are lower should this not be achieved.

It is recommended that the project proceed to further analysis within a DBC. However, there are a number of other recommendations that should be considered prior to or during the DBC phase of the project:

- Council could consider a value-management exercise to refine the project options, and work with stakeholders to reconfirm the minimum requirements for the project. There may be the opportunity to deliver similar demand, financial and economic outcomes for lower intervention options that incur lower cost. The sensitivity and breakeven analysis within Section 11 of this OA highlight the material improvement in project outcomes should a similar event and benefit profile be achieved for lower capital costs.
- There are several additional considerations that are outlined in Section 14 of this OA that should be explored, particularly those that are critical enablers of this project, including the pedestrian footbridge, the broader precinct inclusions, the integration with the Woollen Mills, and the additional technical site investigations.
- The analysis of the demand scenarios highlights that the project relies heavily on the successful attraction of a national sporting franchise. Council should continue to engage with national sporting representatives and the local stakeholders involved in the bid processes to ensure that the project evolves with and continues to align to the requirements for those processes.
- Council should continue to engage with Stadiums Queensland to ensure that there is broad support for the DBC process, and that the appropriate ownership and management models can be considered within that analysis.
- Council should engage with Building Queensland prior to entering the DBC process, to ensure there is clarity of expectations and support for the approach to developing the DBC.

1 Introduction

Ipswich is the sixth most populous local government area (LGA) in Queensland, and is projected to grow faster than the state average over the next 20 years at 4.6% annually (compared to 0.8% for Queensland as a whole). Population growth and a focus on entertainment investment in nearby Brisbane and Gold Coast has resulted in Ipswich residents participating in cultural, arts, sporting and entertainment experiences outside of Ipswich. Of particular relevance is that the residents of Ipswich are overwhelmingly sports fans. A recent community survey found that 95% of respondents were active supporters of at least one team in a national sporting competition, despite there being no opportunity to attend live national level sport within the LGA.

This report represents the Options Analysis (OA) for the North Ipswich Sport and Entertainment Precinct project (the project). Following numerous previous investigations, a Strategic Business Case (SBC) was developed in 2019 that explored the service need for a sporting and entertainment precinct in the City of Ipswich, focussing on the lack of cultural, arts, sporting and entertainment events hosted within the City and the opportunity to facilitate the attraction of national level sports franchises to the region. The SBC was developed in alignment with the Building Queensland (BQ) Business Case Development Framework (BCDF) and led to Council approval to progress to Stage 2, the OA (this document).

The purpose of the OA is to revisit the service need and identify and interrogate the feasible solutions that meet that identified need and deliver the greatest benefit to Ipswich and Queensland. Ultimately, the OA is designed to confirm that there are feasible solutions to address the service need and identify the preferred solutions for greater interrogation in a Detailed Business Case (DBC).

The development of this report was commenced prior to publication of Release 3 of the BQ BCDF, and therefore was initially scoped to align with the Release 2 Preliminary Business Case (PBC) guidance. While the report endeavours to align with the Release 3 guidelines, much of the content was developed prior to their availability (particularly Sections A and B as outlined in the table below).

This report is structured as follows, and has been developed to align with BQ's BCDF, the QLD Treasury Project Assurance Framework (PAF) and the Infrastructure Australia Assessment Framework.

Table 1-1: Structure of the Options Analysis

Options Analysis Section	Description
A. Background and Service need	The first section of the report introduces the project and proposal background, and details the service need that is to be addressed through the project. This section incorporates Chapters 0-5.
B. Options Generation and Shortlisting	The second section of the report summarises the service need into project objectives, and details the options generation, filter and shortlisting processes for the project. This section incorporates Chapters 6-8.
C. Options Assessment	The third section presents the detailed analysis of the shortlisted project options, including the social, economic and financial analyses. This section incorporates Chapters 9-12.
D. Conclusions and Implementation	The final section of the report summarises the outcomes and findings of the OA, and details the implementation plan for the development of a DBC. This section incorporates Chapters 13-15.
E. Appendices	Attached to the report are several appendices providing additional supporting information, including the stakeholder management plan, the benefits register, the risk register and sensitivity and scenario tables supporting the economic analysis.

2 Project Governance

This section of the OA provides an overview of the governance arrangements for the Business Case development process. These governance arrangements largely reflect those arrangements already established in the Community, Cultural and Economic Development Department, and within the broader structure of Ipswich City Council (Council). In addition, a steering committee has been formed with representation from across key areas of Council.

The OA development has also involved participation from a broader landscape of stakeholders. The approach to stakeholder engagement and consultation is outlined in section 3.2 of this report.

2.1 Proposal Owner

The Proposal Owner is the General Manager of the Community, Cultural and Economic Development Department within Council. The project director is the Economic Development Manager who reports to the General Manager.

2.2 Steering Committee

A Project Steering Committee has been established to provide oversight and interim decision making for the project. The Steering Committee membership is outlined below.

Table 2-1: Project Steering Committee

Committee Member	Roles
Coordinator, Major Projects and Advocacy Community, Cultural and Economic Development Ipswich City Council	Project Director Committee Member
Project Officer, Major Projects and Advocacy Community, Cultural and Economic Development Ipswich City Council	Project Manager Committee Secretariat
Principal Planner (Strategic Planning) Planning and Development Ipswich City Council	Committee Member – Planning and City Design
Manager, Community and Cultural Services Community, Cultural and Economic Development Ipswich City Council	Committee Member – Facilities, Sport and Recreation
Manager, Infrastructure Strategy Infrastructure and Environment Ipswich City Council	Committee Member – Infrastructure and Transport

The role of the Steering Committee is to provide strategic direction across the project lifecycle, and to support the Project Manager and Project Director during the development of the OA and any subsequent stages of the project. For the duration of the OA development phase of the project, the Steering Committee met fortnightly, in addition to representing Council at special sessions, including the risk and options workshops.

2.3 Options Analysis Development

To assist with the development of the OA, Council engaged a KPMG-led consortium of consultants with various expertise relating to sporting infrastructure and business case development. This consortium and their associated roles included:

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- **KPMG**, lead consultant and responsible for the coordination of the development of all components of the OA. In addition, a KPMG branded Detailed Options Analysis report has been developed that incorporates the social, economic and financial analysis supporting this OA.
- **Cox Architects**, responsible for development of the specifications for the project options and the supporting design work.
- **RLB**, responsible for the development of the cost estimates and the risk analysis for the project options.
- **DHW Ludus Infrastructure**, responsible for the development of the demand projections and operating assumptions for the project options.

3 Methodology

This section describes the approach taken to developing this OA at a holistic level. More detailed information on the approaches taken for each section can be found in the relevant chapters (e.g. cost-benefit analysis approach can be found in the Economic Analysis chapter).

The approach to undertaking this OA was designed with several factors in mind, including (but not limited to):

- Timeframes associated with the delivery of this OA;
- Preliminary / prior work undertaken;
- Scale of the project;
- Relevant business case guidelines;
- Potential funding sources and audiences; and
- Other relevant parties.

In 2019, a SBC was developed for the project and, where appropriate and still applicable, this report relies and builds upon the documentation and investigations that have occurred to date. In developing the OA, however, the key assumptions, assertions, and proposed solutions have been revisited and refined to ensure the OA is fit-for-purpose and meets relevant guidelines for business case development.

At the time of writing, there has been no formal commitment of funding towards the project from sources external to Council. While the focus of this report is the City of Ipswich, key analyses have also considered the state-wide impacts and considerations, as well as those of national significance. As such, the approach has been structured to deliver a transparent and robust evidence base to assist Council in progressing the project as well as to deliver an OA that meets the BQ, Queensland Treasury, and Infrastructure Australia Business Case requirements. Whilst on one hand this is to align with the processes and requirements of potential funding sources, it is also intended to demonstrate to other parties (e.g. national sporting bodies) Council's commitment to progressing the project if a national franchise bid was made in the coming years.

The BQ BCDF is designed to be flexible in order to be tailored to an appropriate scale and scope for each individual investment decision. This report covers the OA requirements as outlined within Release 3 of the BCDF, however where suitable the approach has been tailored to ensure an appropriate time and resource commitment for this project. Analysis of preferred options would be undertaken in greater detail should the project proceed to a DBC.

3.1 Risk Approach

In developing the risk-management approach for a Business Case, it is important to provide a framework for identifying and assessing project and ongoing risks that might create, enhance, prevent, degrade, accelerate or delay the achievement of the objectives and outcomes for the investment proposal. Risk assessments are undertaken across all aspects of this project development, including:

- Proposal risks – risks associated with changes in the proposal background, service need, stakeholders, options generated, or strategic and political context;
- Business Case development risks – methodology, assumptions and practices underpinning the assessments (social, economic, environmental, financial), data reliability, accuracy and currency;
- Process risks – stakeholder engagement activities, timing etc. to ensure the process for developing the OA maximises its outcomes; and
- Potential project risks – timing, delivery, funding and governance arrangements.

This report has been developed in line with the Council risk-management framework, the *ICC Enterprise Risk Management Framework and Procedure*, in accordance with the principles outlined in the AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines. Any proposal risks and project risks are included within the Risk Register as presented in Appendix D attached to this report.

For Business Case development risks and process risks, these have been incorporated as part of a 'live' risk register that has been updated throughout the project.



3.2 Stakeholder Engagement Approach

As part of the stakeholder engagement approach, a Stakeholder Engagement Plan (SEP) was developed and was designed to support:

- Greater understanding of different stakeholders' perceptions of the service need to support the identification of appropriate initiatives;
- Effective identification of stakeholders' expectations regarding the potential project and the benefits they seek;
- Better outcomes and greater accuracy in the identification of public-interest considerations, refinement of options and options assessments;
- Establishment of 'social licence';
- Effective risk management; and
- Improved project outcomes resulting from improved liaison between Council departments and government agencies.

Specifically, the SEP considers the following:

- Key stakeholders who either influence the outcome of this process or are impacted by it;
- Proposed mechanisms for engaging with these stakeholders; and
- Risks associated with engaging or not engaging with identified stakeholders.

The SEP can be found in Appendix A.

4 Proposal Background

4.1 Project Background

A rectangular stadium located in Ipswich has been under consideration by Council for over a decade. During this time, Council has undertaken and commissioned a range of reports and studies to determine the need, feasibility and potential design of a stadium in the region.

Where appropriate and still applicable, the OA relies and builds upon the documentation and investigations that have occurred to date. In developing the OA, however, the key assumptions, assertions, and proposed solutions have been revisited and refined to ensure the OA is fit-for-purpose to reflect the current state of play and relevant guidelines for business case development.

The following section provides a brief summary of the key relevant documents that have been used as a reference point for the OA and which demonstrate the journey to date for this project.

Table 4-1: Reference Documents

Document	Year	Summary
Ipswich Regional Centre Strategy Master Plan	2008	The <i>Ipswich Regional Centre Strategy Master Plan</i> includes over 120 key actions, a master plan and business cases to support 14 projects including the requirement for a regional multi-sport stadium. The proposed stadium was identified as a major land use driver for the region and forms a key component for the master plan. The master plan investigated five potential locations for the stadium, with North Ipswich Reserve being identified as one of the two most appropriate locations.
North Ipswich Reserve Stadium Business Plan	2009	The <i>Business Plan</i> was developed in support of Council's <i>Building Better Regions Fund</i> application to the Commonwealth Government in order to allocate funds towards the North Ipswich Reserve regional stadium. The Business Plan provided a foundation of evidence for the development of the North Ipswich Reserve, including a North Ipswich Stadium.
Ipswich Rectangular Stadium Location Analysis	2011-2012	The <i>Ipswich Rectangular Stadium Location Analysis</i> was developed to assist Council to further develop project options for the proposed North Ipswich Stadium. The analysis undertaken included examining the demand drivers for a major stadium, compiling relevant case studies and presenting financial and operational benchmarks for the proposed development. The analysis developed and examined four separate options, ranging from minor upgrades to the existing facility to development of a 20,000 capacity stadium. The analysis and subsequent Ipswich Rectangular Stadium Study – Stage 1 Report identified the development of a 10,000 seat stadium, with standing capacity for a further 10,000 patrons (20,000 capacity in total), as the preferred option. This preference was made on the basis that it provided facilities of a sufficient standard to accommodate sporting events of a national standard, provided facilities sufficient to attract a NRL franchise to the region, would capture a large share of the potential economic benefit to the region, and provided the lowest annual revenue shortfall in comparison to the alternative options.
Ipswich Sport Events and Capability Assessment	2014 ¹	The <i>Capacity and Capability Assessment (Assessment)</i> was prepared to provide Ipswich City Council with an understanding of the capacity and capability of Ipswich's sporting clubs and sporting facilities to host regional, state, national and international sporting events. Additionally, the Assessment provides information on whether Ipswich's existing sporting facilities meet the competition needs of Ipswich's local sporting clubs. The assessment also compares Ipswich's sporting facilities against available local, regional, state, national and international sporting organisation facility standards. The Assessment details the current sports played within the region and provides insight into event opportunities within each sport. The analysis is based on the study of current club capacity and participation as well as current facility capability.

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Document	Year	Summary
		Basketball, cricket, hockey, netball, rugby league, softball and tennis were identified as sports with high level opportunity to host additional sporting events in Ipswich.
North Ipswich Open Space Master Plan	2017	<p>The <i>North Ipswich Open Space Master Plan</i> (NIOSMP) is a key strategic document that consolidates various individual studies relating to the north banks of the Bremer River in North Ipswich. The north banks area includes key local sites such as the Woollen Mills, Ipswich rail yards and the northern sports fields located at the North Ipswich Reserve. The NIOSMP highlighted the community support for a sports precinct (including a stadium) to be located at the current site of the northern sports fields.</p> <p>The proposed sports precinct / stadium was identified to form an integral component of the broader NIOSMP by activating the surrounding area on event days, by attracting visitors and by bringing the wider community together. Recommendations to further investigate the proposed North Ipswich Stadium include:</p> <ul style="list-style-type: none"> • To undertake a feasibility assessment of the northern sports fields site; • Concept master plan and visualisations; • Cross river pedestrian connections; • Staged development plan; and • Cost estimates.
North Ipswich Reserve Stadium – Concept design report	2019	<p>The <i>Concept design report</i> was developed to provide possible designs and staging options for a stadium located at the North Ipswich Reserve. The Concept design report provided preliminary estimated costing for the development of a rectangular stadium depending on two possible staged development options. Estimated cost range of the development was outlined to be between \$215m and \$219m.</p> <p>The report also developed analysis related to:</p> <ul style="list-style-type: none"> • Site analysis – includes identified constraints and planning scheme considerations; • Staging options – provides details of the scope of works included under the two alternative staging options; • Stadium concept designs – includes details of the alternate stadium designs and orientations; • Revenue opportunities – identifies high level opportunities for revenue generation including event hire, hospitality rights and naming rights; and • Benchmarking – includes high-level stadium benchmarking against boutique rectangular stadiums, including stadium design and capacity.

¹ The *Ipswich Sports Events and Capability Assessment* was reviewed and updated in 2019.

4.2 North Ipswich Stadium Strategic Business Case (SBC)

In 2019, Council commissioned the development of the *North Ipswich Stadium Strategic Business Case* (SBC). The SBC was developed to align with BQ's BCDF and to consider concepts such as the service need, benefits sought from addressing the service need, and potential strategic responses. Whilst the SBC aligned to the framework, it did not go through any gateway review process and was undertaken without external stakeholder consultation. The SBC identified six key recommendations that the development of the OA should consider, including:

1. The Global-Standard Sport and Entertainment Precinct's aim is to:
 - Attract and support a national sporting franchise to anchor the proposed stadium component;
 - Host non-sporting events to maximise stadium utilisation;
 - Integrate the Precinct with the Ipswich Central, other aspects of the North Ipswich Open Space Master Plan area and key public and pedestrian transport infrastructure;
 - Generate increased employment opportunities in the inner city of Ipswich; and
 - Diversify local economic activity.
2. Any new stadium development in Ipswich must be considered as part of a wider sport and entertainment precinct.

3. The precinct should be targeted at meeting global standards, particularly if South-East Queensland (SEQ) is successful in securing the 2032 Olympic and Paralympic Games.
4. Previous analysis has indicated several potential locations for a stadium development within Ipswich, with the North Ipswich Reserve consistently identified as a preferred location. Consideration should be given to a number of potential sites as part of the options development and Cost Benefit Analysis in the OA.
5. Stadium staging is a key success factor of stadium developments nationally.
6. The OA is an optimal time for Council to re-engage with stakeholders and the general community regarding the development of the Global-Standard Sport and Entertainment Precinct, ensuring the continued relevance of previous comprehensive consultation and engagement efforts dating back to 2000.

Based on the findings of the SBC, Council endorsed the development of an OA (this document).

While a considerable amount of the analysis, evidence and recommendations outlined in the SBC remain sound, it has been identified that the SBC did not sufficiently explore a broad enough range of potential alternative solutions and initiatives. On this basis, the OA aims to utilise and build upon the SBC, with a particular focus on ensuring appropriate investigation of alternative project options which may potentially address the identified service need. In order to achieve this, Chapter 5 of this Business report has revisited the Service Need, including the problems, benefits and potential strategic responses and initiatives from a solution agnostic perspective.

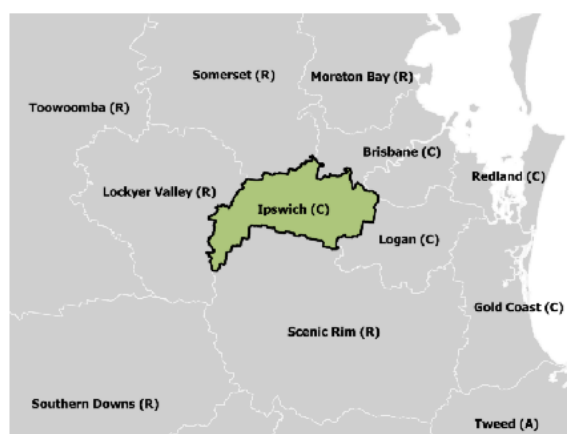
4.3 City of Ipswich - Regional Snapshot

This section aims to provide the reader with a high-level understanding of the history, current state, and future trajectory of the Ipswich region. The section considers the geographic, demographic, and economic characteristics of the region to place the City of Ipswich in a local, regional, and national context.

The City of Ipswich is the sixth largest LGA by population in Queensland, and borders Brisbane City Council and Logan City Council to the east, Scenic Rim Regional Council to the south, Lockyer Valley Regional Council to the west and Somerset Regional Council to the north. The LGA forms part of the SEQ region of Australia. The LGA has a population of approximately 213,638¹ and a land mass of 1,094 km².

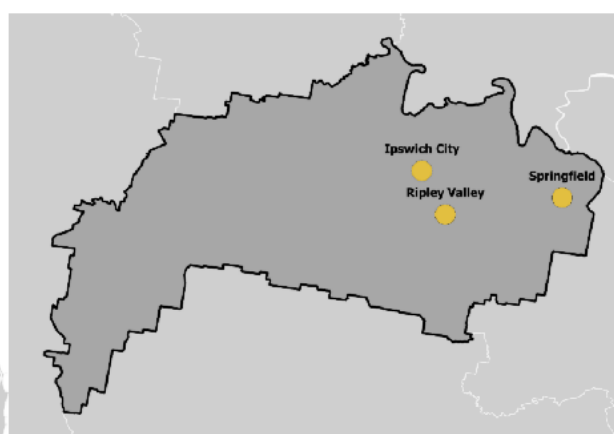
Within the Council area, Ipswich Central (or Ipswich CBD) is the central suburb and is situated on the Bremer River, approximately 40kms to the south-west of Brisbane. As at 2018, Ipswich Central itself had an estimated population of 6,866². In addition, there are a number of population hubs, such as Springfield and Ripley, that have driven (and continue to drive) population growth across the broader City of Ipswich LGA. The maps below outline the City of Ipswich's location relative to other LGAs in SEQ (Figure 2), and the relative location of the Ipswich Central and other hubs within the Council boundary (Figure 3).

Figure 3: City of Ipswich and surrounding LGAs



Source: KPMG modelling using ABS Local Government Area boundaries

Figure 4: Regional hubs within City of Ipswich LGA



Source: KPMG modelling using Google Maps data

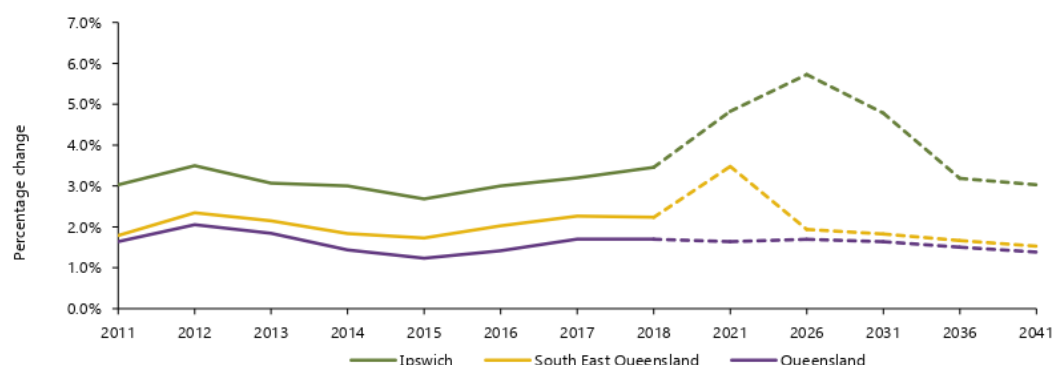
¹ Estimated resident population by local government area (LGA), Queensland, 1991 to 2018p, QGSO 2019

² Estimated resident population by statistical area, level 2 (SA2), Queensland, 2006 to 2018p, QGSO 2019

Population

The majority of the population base of the City of Ipswich resides towards the east of the region, with Redbank Plains (10%), Springfield Lakes (8%) and Brassall (6%) forming the three largest suburbs.³ The City of Ipswich's population growth rate has outgrown that of SEQ and Queensland since 2011, and is projected to grow at a compound annual growth rate (CAGR) in excess of the SEQ and Queensland rates into the future, notably at a CAGR of 5.4% from 2018 to 2026, and at a CAGR of 4.0% from 2026 to 2036.

Figure 5: Estimated population growth, 2011-2041



Source: Estimated resident population by local government area, Queensland, 1991 to 2018p, QGSO 2019;
Projected population (medium series), by local government area, Queensland, 2016 to 2041, QGSO 2019

The population growth (both historic and projected) is driven by a number of factors, including the specific designation of high growth land developments such as Ripley, and the identification of Regional Activity Centres (RACs)⁴ as per *Shaping SEQ*, which describes the *South East Queensland Regional Action Plan* (authored by the Department of Infrastructure, Local Government and Planning). The RACs across the City of Ipswich include Springfield Lakes and Ipswich City which will be the focus of employment and economic growth in the region. RACs are regions which are highly accessible and contain concentrated business, services and facilities for employment, research and education, as well as higher density residential development. These identified growth areas will drive the population increases outlined above and are described below:

- **Ripley Valley:** Declared a Priority Development Area (PDA) in 2010 by the Minister for Economic Development Queensland, Ripley Valley covers a total area of 4,680 hectares. It is located approximately five kilometres south-west of the Ipswich Central and south of the Cunningham Highway. It will include approximately 50,000 dwellings to house a population of approximately 120,000 people by 2036. The projected population growth rate in Ripley Valley is significantly higher – from 4,767 in 2016 to 45,153 in 2026 at a CAGR of 25% – than any other area in Queensland⁵.
- **Springfield:** Springfield is a significant residential and mixed-use community. With designation as a RAC, it is projected to accommodate expected growth through expansion related development. The development is represented by six suburbs – Springfield Central, Springfield Lakes, Brookwater, Augustine Heights, Spring Mountain and Springfield. The population growth in these suburbs is expected to increase from 37,421 in 2016 to 119,134 in 2036, representing a CAGR of 6%.⁵ Springfield includes priority sectors of health and tertiary education clusters, supported by higher order consumer activities such as retail and hospitality. A growing commercial and professional services sector is also starting to emerge and will help to diversify this centre.
- **Ipswich City:** Ipswich City is an emerging RAC as identified in *Shaping SEQ* and has the potential to develop into a major economic hub. The strength of Ipswich's industry base is in its diversity, which provides opportunities for economic growth and prosperity. Today, Ipswich comprises a diverse economy led by aerospace, manufacturing, education, health, transport and construction. Ipswich City is projected to record a population increase from 6,716 in 2016 to 14,742 in 2036 at a CAGR of 4%.⁵

³ Our Community: Demographic Profile of Ipswich (2016), Ipswich City Council, 2017

⁴ Shaping SEQ, South East Queensland Regional Plan, Department of Infrastructure, Local Government and Planning, 2017

⁵ Projected population (medium series), by statistical area level 2 (SA2), Queensland, 2016 to 2041, QGSO 2019

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Demographics

The following table provides an overview of the demographic profile of the region compared to the demographic profile of Greater Brisbane, Queensland and Australia respectively.

Table 4-2: Demographic comparison of regions

Category	City of Ipswich	Greater Brisbane	Queensland	Australia
Median age ⁶	32	35	37	38
Median weekly income ⁶	\$1,410	\$1,562	\$1,402	\$1,438
% population with post-secondary school qualifications* ⁶	42%	49%	45%	47%
Labour force participation rate ⁶	63%	63%	61%	60%
Unemployment rate ⁶	9.0%	7.4%	7.6%	6.9%
SEIFA socio-economic score	961 ⁷	1,013 ⁸	9,968	10,018
SEIFA socio-economic decile	5 ⁷	58	48	48

*% of population aged 15 years and over who have completed training or education post-secondary school (Certificate I-IV, Advanced Diploma and Diploma level or Bachelor Degree level and above)

The median age of residents in the City of Ipswich is lower than that of Greater Brisbane as well as that of Queensland and Australia more broadly. In contrast to the general trend experienced across the country, the median age in the region has decreased since 2006. This is driven by the high number of families in the region, with close to half of all families (46%) having children under the age of 15 – a higher proportion than most LGAs in SEQ with the exception of Logan (also 46%).⁹

The median weekly income of residents in the region (\$1,410) is similar to the Queensland average although below the national average. Residents in Ipswich earn \$152 less in median weekly income compared to the Greater Brisbane region average.

The 2016 Census revealed that 42% of Ipswich residents aged over 15 years stated they had obtained a post-secondary school qualification (inclusive of certificates, diplomas, Bachelor degrees and post-graduate qualifications). Of those with residents with post-secondary qualifications, almost half (46.1%) possess Certificate III and IV level qualification(s). However, since 2011 the number of residents who possess Bachelor and higher degrees and Diplomas has increased. Currently, over one-quarter (26.6%) of residents with post-secondary qualifications hold a Bachelor degree or higher, while 19.2% have a Diploma and 8.1% possess a Certificate I or II.¹⁰ From 2011 to 2016, Ipswich increased its proportion of residents enrolled in university/tertiary education by 13.9%.¹⁰

In 2016, 63% of the City of Ipswich population aged 15 years and over were participating in the labour force. Of the residents in the labour force, 91.0% were employed (59.2% full-time, 26.9% part-time and 4.9% reported that they were employed but did not state their hours worked), resulting in an unemployment rate of 9.0%. Ipswich has a higher proportion of full-time employees than Queensland but lower levels of part-time workers. The 2016 Census identified that Ipswich's unemployment rate (9.0%) was 1.4% higher than that reported across the state (7.6% for Queensland), and 2.1% higher than the national unemployment rate of 6.9%. From 2011-2016, the City of Ipswich's unemployment rose 1.8%, a greater increase than the Queensland average (1.5% increase).

Less than half of Ipswich's working population is employed in the region, with 47.5% living and working in Ipswich and 48.1% working elsewhere. An additional 4.4% have an occupation that is not specific to one area, meaning they travel regularly to different worksites or locations. Of the people who work in Ipswich, almost two-thirds are local residents (64%), while the remainder are people who travel from other areas for employment in the city. Brisbane supplies the majority of the workers coming into the city (18.8%), followed by Logan (5.7%). A study undertaken by *id Consulting Pty Ltd* projected that by

⁶ 2016 Census QuickStats, Local Government Areas; Greater Capital City Statistical Areas; State/Territory; Australia, 2017

⁷ 2033.0.55.001 Socio-Economic Indexes for Australia (SEIFA), 2016

⁸ Profile.id, City of Ipswich, SEIFA by profile area – Index of Relative Socio-economic Disadvantage, City of Ipswich's small areas and benchmark areas

⁹ Our Community: Demographic Profile of Ipswich (2016), Ipswich City Council, 2017

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2026, the local employment containment rate (i.e. the number of City of Ipswich residents employed in the LGA) would rise to 65.2%.¹⁰

The Australian Bureau of Statistics (ABS) produces a dataset labelled the *Socio-Economic Indexes for Areas* (SEIFA) - a suite of four indexes that have been created from social and economic Census information. Each index ranks geographic areas across Australia in terms of their relative socio-economic advantage and disadvantage. The SEIFA Index of Relative Socio-economic Disadvantage (IRSD) is one of these four indexes developed by the ABS, and is a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. A low score indicates relatively greater disadvantage in general. For example, an area could have a low score if there are:

- Many households with low income,
- Many people with no qualifications, or
- Many people in low skill occupations.

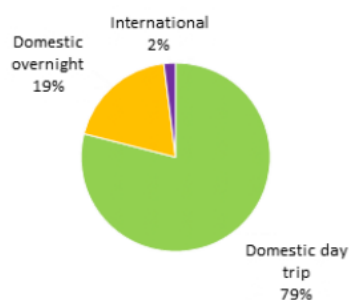
Ipswich City Council ranks in the 5th decile of all LGAs in Australia and is on par with its neighbouring LGAs, with the exception of Brisbane ranking in the 9th decile and Somerset ranking in the 6th decile. The City of Ipswich (961) scores lower than the Greater Brisbane area (1,103), Queensland (996) and Australia (1,001).¹¹

Economy and tourism

The three major employment industries across the City of Ipswich are Health Care and Social Assistance (13.2%), Retail (10.5%), and Manufacturing (10.0%)¹². From 2011-2016, traditional industry employment sectors, such as Manufacturing and Wholesale Trade, declined materially (21.6% and 14.2% respectively).¹⁰ These declines have been offset by strong absolute job growth in Health Care and Social Assistance, Education and Training, and Construction.

Ipswich is renowned for its architectural heritage, nature based recreation, challenge based adventure, spectator sports and emerging dining and café culture and, in September 2019, Tourism Research Australia (TRA) data estimated that the region hosted 2,011,000 annual visitors, making Ipswich one of the fastest growing tourism regions in Queensland, contributing approximately \$284 million to the local economy. The majority of visitors (79%) were domestic day trips, followed by domestic overnight visitors (19%), and the remainder were international visitors (2%). The average length of stay for international and domestic overnight visitors is 20.0 and 2.8 days respectively, and the primary reason for travel is to visit friends and family (73% and 53.5% respectively). The primary reasons of domestic day trip travel are for the purpose of holiday (34%) and Visiting Friends and Family (39%).¹³

Figure 6: Ipswich visitation by source, 2019 (Year ending September)



Source: Tourism Research Australia, September 2019

¹⁰ City of Ipswich: Economic and Workforce Development Plan, 2018-2019

¹¹ ABS: 2033.0.55.001 Socio-Economic Indexes for Australia (SEIFA), 2016

¹² Census of Population and Housing, 2016, TableBuilder, 2016

¹³ Tourism Research Australia, September 2019



Summary of section

A rectangular stadium has long been proposed for the Ipswich region, and has been the subject of a significant number of internal investigations as well as investigations undertaken by external consultants. The purpose of this document is to conduct a thorough assessment to identify the service need and to look at all options available to Council.

The regional snapshot of the City of Ipswich shows that the City of Ipswich is on the lower end of socio-economic measures, but has a rapidly growing population with a younger median age than neighbouring LGAs (as well as broader Queensland and Australian averages). The demographics of the region, as well as key industries of employment, are shifting with this growth.

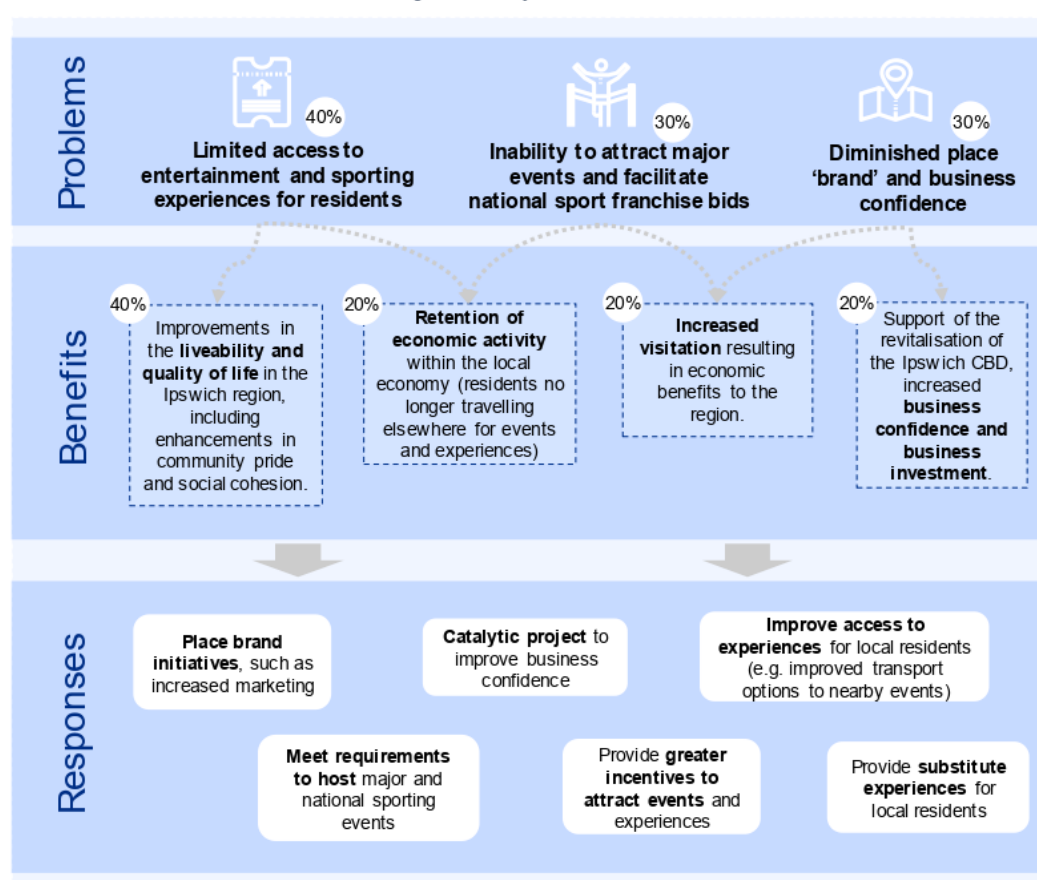
The remainder of this report is written within the above context.

5 Service Need

This chapter of the OA articulates the service need, which represents the supporting rationale for potential investment or change. Establishing a strong service need is a critical step in the Business Case process as it is the justification for progressing a project (i.e. the case for change) and represents the information that will be used to develop the potential responses or initiatives to solve the identified problems.

An investment logic workshop was conducted during the development of the SBC, which resulted in the development of an investment logic map (ILM). In developing this OA, the service need and the investment logic were revisited to strengthen the case for change. The diagram below summarises the revised service need, detailing the problems or opportunities that are looking to be solved or realised, the benefits that could be achieved by doing so, and the high-level responses that may be considered.

Figure 7: Identified service need



The remainder of this chapter explores the service need in greater detail, including investigation into the evidence supporting the problems, benefits and responses.

5.1 Problem statements

In understanding the service need, it is important to undertake preliminary research (including stakeholder consultation and data collection) to substantiate and clearly articulate the service need as well as to seek the agreement of key stakeholders about what the service need constitutes (e.g. through an ILM workshop). These problem statements focus on the problem itself and why it must be addressed, rather than through focusing on identifying potential solution/s.

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An ILM workshop was held as part of the SBC process, and several problem statements were identified. These problem statements have subsequently been reviewed and refined during the development of this OA and were tested with a range of relevant stakeholders through the stakeholder consultation process.

After having reviewed and tested the ILM and service need as articulated within the SBC, the problems Council seeks to address through this OA are identified as:

- 1) **Events and experiences:** Local residents have limited access to high quality events and experiences across the region. This results in residents leaving the Council region to consume these events and experiences elsewhere, representing a leakage to the local economy.
- 2) **Brand:** Awareness of the 'destination brand' of City of Ipswich is limited. This results in under-investment from private organisations, low in-bound tourism and flow-on adverse impacts to tourism adjacent industries, particularly within the Ipswich Central.
- 3) **Capacity:** There is limited capacity to host major sporting and entertainment events in the region. This limits the region's ability to attract one-off content, and to support a bid for a national sporting franchise.

5.1.1 Events and experiences

Problem statement: The City of Ipswich's local residents currently have limited access to high quality events and experiences across the region. This results in residents leaving the City of Ipswich region to consume these events and experiences elsewhere, representing a leakage to the local economy.

Access to cultural, sporting and other entertainment events can improve economic outcomes whilst promoting social progression and wellbeing through the provision of space for civic engagement, creativity and cohesion. This section considers the current major event profile of the region, a comparison against a set of LGAs with similar characteristics to the City of Ipswich, and consideration of local resident preferences to evaluate whether locals have limited access to these events and experiences.

City of Ipswich event profile

The City of Ipswich currently hosts a number of sporting, cultural, and other events throughout its boundaries. A summary of these events is provided below.

Table 5-1: Key events in City of Ipswich

Events	Type	Year	Venue	Attendance
New Years Thunder	Sporting	Annual	Willowbank Raceway	7,000
Earth Frequency Festival	Music	Annual	Ivorys Rock	5,000
CMC Rocks QLD	Music	Annual	Motorsport Precinct	20,000+
Amaroo Peace Festival	International	Every 2 years	Ivorys Rock	5,000
Planes, Trains Autos	Regional Significant	Annual new 2021	Workshops Rail Museum	5,000 – 7,000
Ipswich Show	Community	Annual	Ipswich Showgrounds	22,000
New Years Thunder	Sporting	Annual	Willowbank Raceway	5,000
The Gathering	Regional Significant	Annual	Ipswich Turf Club	5,000
Winternationals	Sporting	Annual	Willowbank Raceway	24,000
Ipswich Cup	Sporting	Annual	Ipswich Turf Club	20,000
Festival of Horsepower	Sporting	Annual new 2021	Multiple	50,000+ over 4 weekends
SPARK Ipswich	Cultural	Annual	City-wide	30,000+
All Ford Day	Recreational	Annual	Willowbank Raceway	5,000

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Galvanized – A festival of Heritage	Regional significant	Annual new 2021	Ipswich Central	5,000
Goodna Jacaranda Festival	Community	Annual	Evan Marginson Park, Goodna	10,000
Christmas Wonderland	Community	Annual	Queens Park	27,000
Netball State Age Championships	Sporting	2018 – periodic event	Limestone Park	10,000

Source: Ipswich City Council

Whilst the region hosts several major events, these tend to be events held annually rather than on a more regular basis.

Comparison to other Councils

When considering the City of Ipswich residents' ability to access high quality events and experiences within the region, benchmarking the Council against comparator councils can provide an insight into whether the City of Ipswich residents have limited access to such events and experiences within Council borders. In the analysis, social-infrastructure facilities that deliver these types of events and experiences have been utilised as a proxy for the availability of events and experiences.

Finding natural comparators across the country is challenging given a range of factors such as state / territory population distributions, differences in LGA structures / size amongst others. As a result, a list of comparators has been drawn based on a number of criteria, including:

- Population;
- Socio-economic standing; and
- Geographic location (i.e. proximity to a state capital).

For the initial identification of comparator council areas, LGAs were selected with a population variance of 10% below the City of Ipswich and up to 25% above the City of Ipswich (to reflect the strong projected growth within the City of Ipswich relative to other LGAs). This exercise produced a list of 20 LGAs (including the City of Ipswich).

Following this exercise, a further filter was applied over the comparator set by utilising the *SEIFA IRSD* index. Those LGAs that had a SEIFA score below that of the City of Ipswich were eliminated in order to compare against regions that are similar or better off than Ipswich, not areas that are worse off. This index utilises Census data to define people's access to material and social resources and their ability to participate in society. This eliminated two LGAs (Fairfield and Brimbank) from the dataset.

Table 5-2: Long list of comparator LGAs

LGA	Population (2016)	SEIFA Decile	LGA	Population (2016)	SEIFA Decile
Ipswich (C)	193,733	5	Lake Macquarie (C)	197,371	7
Fairfield (C)	198,817	2	Penrith (C)	196,066	8
Brimbank (C)	194,319	3	Wyndham (C)	217,122	8
Cumberland (A)	216,079	5	Wanneroo (C)	188,212	8
Hume (C)	197,376	5	Sydney (C)	208,374	10
Liverpool (C)	204,326	6	Stirling (C)	210,208	9
Wollongong (C)	203,630	8	Parramatta (C)	226,149	10
Townsville (C)	186,757	7	Monash (C)	182,618	10
Whittlesea (C)	197,491	7	Inner West (A)	182,043	10
Greater Geelong (C)	233,429	7	Sutherland Shire (A)	218,464	10

Source: 2033.0.55.001 Socio-Economic Indexes for Australia (SEIFA), 2016

To further refine the comparator set, a geographic filter was applied over the remaining LGAs. This process was intended to remove those 'metro' LGAs that are located within close proximity to a major state capital as they are not comparable to a council such as the City of Ipswich. A benchmark distance of approximately 30km from the CBD was used to determine whether a council was geographically comparable to Ipswich. This process eliminated the following councils:

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- Cumberland (proximity to Sydney CBD);
- Hume (proximity to Melbourne CBD);
- Liverpool (proximity to Sydney CBD);
- Whittlesea (proximity to Melbourne CBD);
- Wyndham (proximity to Melbourne CBD);
- Wannon (proximity to Perth CBD);
- Sydney (proximity to Sydney CBD);
- Stirling (proximity to Perth CBD);
- Parramatta (proximity to Sydney CBD);
- Monash (proximity to Melbourne CBD); and
- Inner West (proximity to Sydney CBD).

Based on this process of refinement, the following table presents the list of suitable comparator LGAs. It includes six remaining comparator councils, one each in Queensland and Victoria, with the remaining four from NSW. Of those, Townsville is the most isolated LGA from a capital city.

Table 5-3: Short list of comparator LGAs

LGA	State	Population (2016)	SEIFA Decile
Ipswich (C)	QLD	193,733	5
Wollongong (C)	NSW	203,630	8
Townsville (C)	QLD	186,757	7
Greater Geelong (C)	VIC	233,429	7
Lake Macquarie (C)	NSW	197,371	7
Penrith (C)	NSW	196,066	8
Sutherland Shire (A)	NSW	218,464	10

Source: ABS: 2033.0.55.001 Socio-Economic Indexes for Australia (SEIFA), 2016

Another consideration for Council is the provision of social infrastructure across other SEQ locations as these represent the most likely destination for a resident of the City of Ipswich to travel to for an event or experience. As such, the LGAs of Logan, Gold Coast, Moreton Bay, and the Sunshine Coast have been incorporated into the comparator set. Brisbane has been excluded from the analysis based on its size. On this basis, the set of comparator councils includes 11 LGAs (including the City of Ipswich).

The table below outlines a summary of the provision of selected social infrastructure types within the boundaries of each LGA whereby residents can access high quality events and experiences. The infrastructure types selected for analysis include stadia, entertainment centres, convention centres, museums, and art galleries. The criteria by which it was determined whether a facility was included in the table was as follows:

- Stadia: Capacity of over 15,000 (or seated capacity of 10,000);
- Entertainment Centres: Capacity of over 1,500 (or seated capacity 800);
- Convention Centres: Capacity of over 1,500 (or seated capacity 800);
- Museums: Regional, State or National Museums or a museum with five or more exhibitions per calendar year; and
- Art galleries: Regional, State or National Galleries or a gallery with five or more exhibitions per calendar year.

Table 5-4: Social infrastructure provision at comparator LGAs

	LGA	Population (2016)	SEIFA (decile)	Stadium	Entertainment Centre	Convention Centre	Museum	Gallery
	Ipswich (C)	193,733	961 (5)	-	-	-	1	1
Comparators	Wollongong (C)	203,630	989 (6)	1	1	-	-	1
	Townsville (C)	186,757	989 (7)	1	1	-	1	2
	Greater Geelong (C)	233,429	994 (7)	1	-	1	1	1

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SEQ comparators	Lake Macquarie (C)	197,371	996 (7)	-	-	-	1	-
	Penrith (C)	196,066	999 (7)	1	-	-	-	1
	Sutherland Shire (A)	218,464	1080 (10)	1	1	1	-	1
	Logan (C)	303,386	959 (4)	-	1	-	-	1
	Gold Coast (C)	555,721	1018 (8)	2	1	1	2	4
	Moreton Bay (R)	425,302	996 (7)	1	-	-	2	2
	Sunshine Coast (R)	294,367	1014 (8)	1	-	2	1	1

Source: ABS: 2033.0.55.001 Socio-Economic Indexes for Australia (SEIFA), 2016

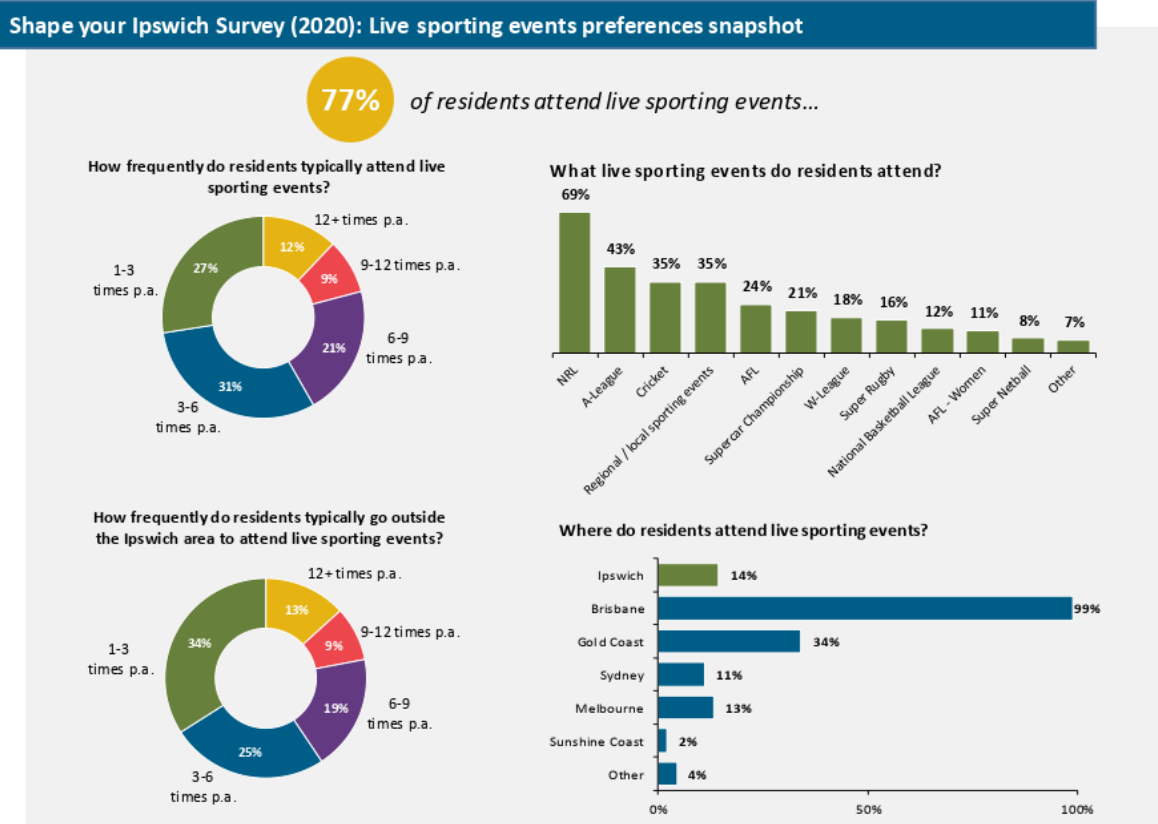
The analysis shows that whilst the City of Ipswich may have a comparable provision of cultural assets (such as museums and galleries), it appears to be under-provisioned in the facilities that are able to host major events for sporting and entertainment purposes (stadia, entertainment centres, convention centres). Lake Macquarie is the only LGA that also has an under-provision of these facilities. Of the comparator councils, only Logan and Lake Macquarie do not have a stadium with a capacity of 15,000. It is noted that a potential convention and exhibition centre is currently being investigated which is also occurring at the Ipswich Showgrounds.

Local resident preferences

A survey undertaken by the City of Ipswich, *Shape Your Ipswich (2020)*, asked residents of Ipswich a range of questions to identify preferences for event types across the region. The outputs below focus upon preferences for live sporting events and live entertainment events.

The snapshot below shows some of the outcomes of the survey, in particular those pertinent to the preferences of residents with regards to live **sporting** events.

Figure 8: Shape your Ipswich Survey (2020): Live sporting events preferences snapshot



Source: City of Ipswich, Shape your Ipswich Survey (2020)

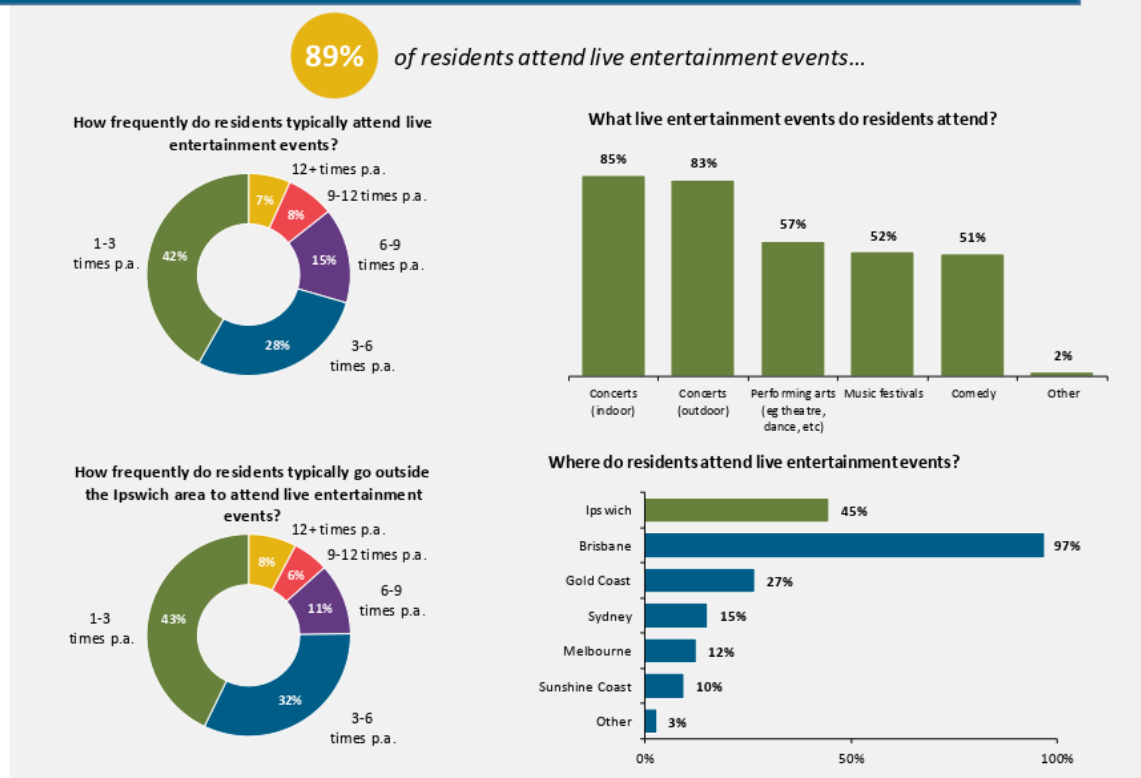
Some of the key outcomes include:

- 77% of respondents stated that they attend live sporting events;
- 58% of those respondents attend between 1-6 live sporting events per year, with the remainder (42%) attending more than six sporting events annually;
- The majority of respondents (69%) attend *National Rugby League (NRL)* events, followed by *A-League* (43%), and *Cricket* (35%);
- 35% of respondents indicated that they attend *regional / local sporting events*;
- When leaving Ipswich to attend live sporting events, 99% of respondents stated they go to Brisbane and 34% stated they go to the Gold Coast; and
- 24% of residents indicated that they travel to Sydney (11%) or Melbourne (13%) to attend live sporting events.

Residents of Ipswich are also highly inclined to attend live **entertainment** events. The snapshot below presents some of the outcomes of the survey pertinent to the preferences of residents with regards to live entertainment events.

Figure 9: Shape your Ipswich Survey (2020): Live entertainment events preferences snapshot

Shape your Ipswich Survey (2020): Live entertainment preferences snapshot



Source: City of Ipswich, Shape your Ipswich Survey (2020)

Some of the key outcomes include:

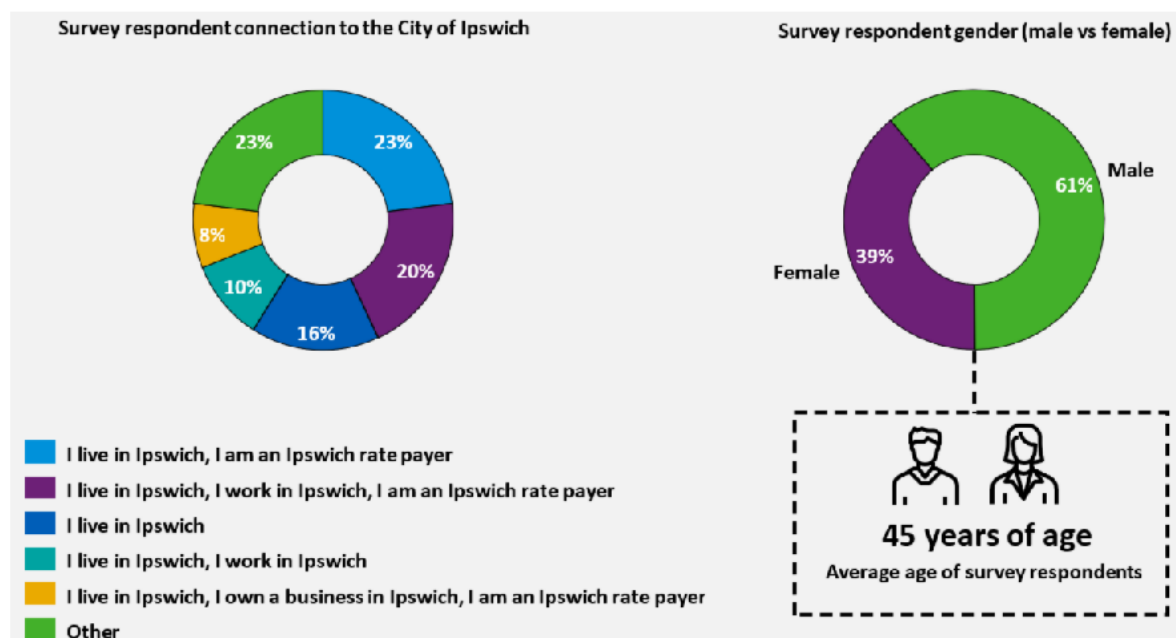
- 89% of respondents stated that they attend live entertainment events;
- 70% of those respondents attend between 1-6 live entertainment events per year;
- Between 83-85% of respondents who attend live entertainment events indicated that they attend *concerts* (both indoor and outdoor);
- Between 51-57% of respondents indicate they attend *music festivals, performing arts, and comedy*;
- When leaving Ipswich to attend live entertainment events, 97% of respondents stated they go to Brisbane and 27% stated they go to the Gold Coast; and
- 27% of residents indicated that they travel to Sydney (15%) or Melbourne (12%) to attend live entertainment events.

When analysing results at an individual level, it is possible to infer how often a resident is attending content outside of the region (i.e. of all of the events they attend, how frequently do they go outside the Ipswich area to attend sporting or live entertainment events). In the case of live **sporting** events, the results indicate that 82% of respondents attend all (or at least the vast majority) of their sporting event content outside of the City of Ipswich. For live **entertainment** events, the results indicate that 81% of respondents attend all (or at least the vast majority) of their entertainment events outside of the City of Ipswich. This represents a leakage / loss of economic activity from the region (i.e. into other Council areas or in some cases, interstate).

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Respondent information

A total of 116 individuals responded to the *Shape Your Ipswich (2020)* survey. Characteristics of survey responders include:



Summary of evidence

The problem statement stated at the beginning of this section highlighted that local residents have limited access to high quality events and experiences across the region. Conclusions drawn from the evidence provided indicates the following:

- The City of Ipswich hosts several major events on an annual basis, **although regular national events are limited.**
- The City of Ipswich is **under-provisioned in the facilities that can host major events for sporting and entertainment purposes** (stadia, entertainment centres, convention centres). Of the comparator councils, only Logan and Lake Macquarie do not have a stadium with a capacity of 15,000.
- **A significant proportion of City of Ipswich residents attend national sporting or live entertainment events**, with most of **these event patrons attending events in other council areas or interstate**, representing a leakage to the local City of Ipswich economy.

Implication:

Failure to address local residents' current limited access to high quality events and experiences will continue to result in significant leakages from the local City of Ipswich economy.

5.1.2 Destination brand

Problem statement: National awareness and the 'destination brand' of City of Ipswich is limited. This results in under-investment from private organisations, low in-bound tourism and flow-on adverse impacts to tourism adjacent industries, particularly within Ipswich Central.

The City of Ipswich, including Ipswich Central, has undergone a significant transitional period over many decades from a traditional industry base of mining, farming, rail, manufacturing and heavy industry towards a focus on defence, biofutures, advanced manufacturing, food production, transport and logistics, construction and health. Council is playing an active role in influencing positive economic and workforce outcomes.¹⁴

¹⁴ City of Ipswich, Economic and Workforce Development Plan 2019-2020

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With the rapidly expanding population, the economy of the City of Ipswich is also projected to grow over the coming years from \$8.84b in 2016 to \$12.24b in 2026, representing a CAGR of 3.31%.¹⁵ This growth is to be driven by an increase in local employment from 73,000 to 101,000 over the same period, and an improved employment containment rate of 65.2% in 2026 from 47.1% in 2016.

With the City of Ipswich's broad area, growth is being driven from certain areas of the Council region as highlighted in *Section 4.3*. For example, Greater Springfield has undergone a significant transformative process as the country's largest master-planned urban environment. This area has had a localised economy built around a residential development and lifestyle hub, and was privately developed. Ripley Valley is another key growth area, and it is being privately developed into a variety of master planned communities.

This growth story is not consistent across the region, and there remain legacy issues with the Ipswich brand. Ipswich Central in particular suffers from an inability to attract private investment, which is due to a lack of visitation to the area. This, in turn, has resulted in low business confidence throughout the CBD, and limits opportunities for industries and businesses in and adjacent to tourism (i.e. retail, food and beverage) to thrive. An example of this is the lack of available accommodation in the region with very few hotels (Quest, Oaks Aspire) located in the CBD.

The South East Regional Plan identifies that developing and promoting great places will support Ipswich's liveability, prosperity, sense of identity and community. The Plan highlighted five priority regional places as economic and community hubs, the first of which was the Ipswich City Centre being revitalised into a modern CBD. The Council has progressed the revitalisation initiative with the Nicholas Street redevelopment and co-location of the new Council administration building forming the foundation for further infrastructure development to establish a modern and highly utilised CBD. Council is committed to advocating for and progressing the highlighted regional places with state and federal governments as priorities for regional investment and activity.¹⁶

The City of Ipswich's external brand is analysed in this OA by the number of visitors that come to the region on an annual basis, particularly when compared to other regions. Hosting sporting and entertainment events is recognised to deliver economic benefits to the host region through increased visitation and activation of local economic activity. The table below presents visitation statistics and rankings for the comparator group of 11 LGAs as described in *Section 5.1.1 – Events and experiences*.

Table 5-5: Annual visitation across comparator LGAs

LGA	Visitation numbers (000s), and share of state visitation (%)				Ranking			
	Domestic daytrip	Domestic overnight	International	Total	Domestic daytrip	Domestic overnight	International	Total
Ipswich (C)	1,036 (2.4%)	325 (1.4%)	23 (0.8%)	1,383 (2.0%)	10	8	10	9
Wollongong (C)	2,955 (4.8%)	740 (2.2%)	65 (1.5%)	3,759 (3.7%)	4	6	4	4
Townsville (C)	1,070 (2.5%)	940 (4.2%)	123 (4.4%)	2,133 (3.1%)	8	4	3	6
Greater Geelong (C)	3,160 (5.6%)	1,120 (4.3%)	52 (1.7%)	4,332 (5.1%)	3	3	6	3
Lake Macquarie (C)	859 (1.4%)	355 (1.0%)	11 (0.2%)	1,225 (1.2%)	11	7	11	11
Penrith (C)	1,099 (1.8%)	293 (0.9%)	25 (0.6%)	1,417 (1.4%)	7	9	9	8
Sutherland Shire (A)	1,163 (1.9%)	250 (0.7%)	41 (0.9%)	1,454 (1.4%)	6	11	7	7
Logan (C)	1,043 (2.4%)	289 (1.3%)	40 (1.4%)	1,372 (2.0%)	9	10	8	10
Gold Coast (C)	6,952 (16.0%)	3,489 (15.4%)	982 (35.4%)	11,423 (16.6%)	1	1	1	1
Moreton Bay (R)	2,901 (6.7%)	765 (3.4%)	62 (2.2%)	3,729 (5.4%)	5	5	5	5
Sunshine Coast (R)	4,410 (10.2%)	2,161 (9.6%)	126 (4.6%)	6,698 (9.7%)	2	2	2	2

Source: *Regional Profiles, Tourism Research Australia 2018, NVS, IVS*

Key outcomes are as follows:

- The City of Ipswich ranks 9th out of the 11 LGAs in terms of overall visitation, representing 2.0% of overall Queensland visitations.

¹⁵ id Consulting Pty Ltd

¹⁶ City of Ipswich, Economic and Workforce Development Plan 2019-2020



- Ipswich has a greater proportion of daytrips relative to the Queensland total (2.4%) than domestic overnight (1.4%) and international visitors (0.8%).
- Against the comparator LGAs, Ipswich ranks 10th, 8th, and 10th for daytrips, domestic overnight, and international visits respectively.
- The City of Ipswich ranks relatively well in terms of average length of stay for domestic overnight (3rd of 11) and international (3rd of 11) visitors, but this is primarily driven by a high proportion of these travellers visiting the region for the purpose of 'visiting friends and relatives'.
- Ipswich has a low rate of visitation for the purpose of 'holiday' – the reason for travel is most commonly associated with events, with Logan the only council with a lower rate.

At a local government level, the City of Ipswich ranks poorly when compared to comparator LGAs. This goes some way to explain the lack of activation currently experienced in Ipswich Central.

The *City of Ipswich – Economic and Workforce Development Plan 2018-2019* includes a specific action for *Tourism and Events*. It states that "Council is actively engaged in destination marketing, industry development and major events with the purpose of increasing the region's visitor economy". Some of the more specific actions include:

- Deliver a clear and consistent destination marketing plan to increase visitation;
- Deliver a tourism infrastructure investment opportunities plan;
- Provide an enhanced visitor experience through services, information and facilities; and
- Support the attraction and maximisation of a portfolio of major events across the city.

Summary of evidence

The problem statement outlined at the beginning of this section highlighted that awareness and the 'brand' of the City of Ipswich is limited. Conclusions drawn from the evidence provided indicates the following:

- Whilst the population and economy of the City of Ipswich are growing and projected to continue to grow at a strong rate, the **growth is being driven by certain areas within the region** (i.e. Springfield and Ripley).
- Ipswich Central currently **lacks the necessary stimulus to support private investment**, particularly to drive tourism and tourism-related industries.
- Using visitation as a proxy for external brand, the **City of Ipswich ranks poorly when compared to comparator councils**. This goes some way to explain the lack of activation currently experienced in Ipswich Central.
- Council is actively seeking to **support the tourism industry** through a range of initiatives.

Implication:

If there is no intervention by government or the private sector, Ipswich Central will continue to suffer from under-investment and a lack of activation. This will limit the city's ability to grow and will diminish its standing within the broader Ipswich region, particularly given the expected future growth of other areas - such as Greater Springfield and Ripley - across the region.

5.1.3 Capacity

Problem statement: There is limited capacity to host major sporting and entertainment events in the region. This limits the region's ability to attract one-off content as well as a potential national sporting franchise.

The City of Ipswich has a proud sporting history, and is often regarded as a key "sporting nursery" of national importance, developing a range of talented sportspeople. Ipswich is home to numerous Australian sporting representatives, including Andrew Campbell (baseball), Jordyn Holzberger (hockey) and Deborah Aason (weightlifting), as well as a host of rugby league, rugby union, football and AFL players playing in the respective national competition. Of particular note, by birthplace, Ipswich has the largest proportion of Socceroos per head of population.¹⁷ Despite this, there is limited capacity to host national level sporting events within the local area and for local talent to play at the highest level in their hometown. Additionally, other councils across the country, such as Sunshine Coast and the Central Coast, have been successful in

¹⁷ Andrew Howe, Author: The Encyclopaedia of Socceroos, 2018

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targeting and hosting concerts to drive economic activity in their regions, utilising their existing stadia in order to do so. Ipswich lacks the facilities to host such an event.

Current facilities

To host a major event, a facility is required that must meet the minimum standards of the content owner. In the case of sport, minimum standards are usually as defined by the national or state sporting body (e.g. NRL, Queensland Rugby League (QRL)) and may vary depending on the content under consideration. The table below provides a summary of the current facilities within and around Ipswich Central.

Table 5-6: City of Ipswich venues

Venue	Type	Capacity	Description
Ipswich Civic Centre	Cultural/entertainment	760	The venue is a community-focused function centre and showcases a year-round program of performing arts ranging from live music, special events and theatrical performances.
North Ipswich Reserve	Rectangular Stadium	7,000 (1,000 seated)	The venue contains one rectangular field with a covered grandstand and is the current home to the Ipswich Jets. The venue occasionally hosts pre-season NRL games. The accompanying corporate centre caters to events and functions.
Ipswich Showgrounds	Cultural/entertainment	na	The venue contains an open space showground with two function rooms. The Ipswich Show Society recently completed a \$6.5 million redevelopment of their facilities, which has resulted in the ability to host trade exhibitions. Activities currently held at the venue include the annual Ipswich Show, weekly showplace markets and function room venue hire.
Springfield City Stadiums Precinct	Oval Stadium	10,000	The precinct will be home to the Brisbane Lions training facility and Brisbane Lions AFLW from the 2022 season. The precinct will also host other community and entertainment activities including concerts on occasion.
Briggs Road Sporting Complex	Rectangular Stadium	3,500	The venue is the current home to the Western Pride Football Club and contains three rectangular fields and a training area. The complex forms a larger sporting precinct with the neighbouring Ipswich Hockey Complex, which together have been used for sporting carnivals and regional trials.

The QRL provided information that to host a Grand Final for all QRL Major Competitions for the 2019-21 seasons, a minimum capacity of 8,000 persons is required.

A shift towards an increasingly competitive landscape for major events

Sport and entertainment event owners (national codes, state bodies, promoters) actively look to 'shop' their content around at a council and state level. This includes 'Tier 1' content such as the Wallabies, Socceroos, 'Tier 2' content such as the Matildas, through to state level grand finals such as the Intrust Super Cup. For example, recently, Tier 1 content (such as the Bledisloe Cup and State of Origin) were held at the new Optus Stadium in Perth. Tier 2 content, such as the Matildas, have played at more regional venues, such as Campbelltown, Penrith and Newcastle. Concert promoters seek to maximise the returns available for their artists and are driven primarily by the potential commercial outcomes available at particular locations.

Additionally, it is common for national franchise teams in the NRL, AFL, and A-League to take one or more pre-season or regular-season games to 'alternative' locations to their usual home ground. From the club's perspective, the rationale for doing this is a combination of factors, including:

- The commercial deal offered by the host council;
- The strategic importance of the region to the club (whether the club was originally formed in that region, strategic pathways for juniors, etc.); and
- Connecting with new markets and growing the club's membership base.

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At the same time, there are several limitations on the amount of content that might be able to be attracted to a region (particularly in the case of regular-season games), such as:

- Existing hiring agreements at 'home' venues which often stipulate a minimum number of games;
- A preference for teams (particularly the Football Department within a club) to play at their home ground to benefit from the 'home ground advantage'; and
- Impacts on members and corporate sponsors (and therefore revenue) of taking content to alternative venues.

A number of the comparator councils listed in *Section 5.1.1 Events and experiences* (and a number of councils across the country more broadly) are becoming more entrepreneurial with attracting content as they understand the economic contributions that major events can bring both for their residents and local businesses (as explored further in *Section 5.4 – Benefits sought*), as well as at a more strategic level for Council (relationship building, regional branding, etc.).

The table below highlights a number of examples of where councils have successfully attracted content to a major venue in recent years, other than the content that belongs to one of their core 'anchor tenants'.

Table 5-7: Examples of content attracted to various regional stadiums, 2019-2020

Location	Category	Type	Year	Event
Sunshine Coast Stadium	Pre-season	NRL	2019	Cowboys v Titans
	League	NRL	2019	Rabbitohs v Warriors
			2020	Sharks v Cowboys
			2020	Rabbitohs v Warriors
	Entertainment	Concert	2020	Elton John
		Other	2020	Nitro Circus
Dolphin Stadium (Redcliffe)	Pre-season	NRL	2020	Titans v Broncos
	League	A-League	2019	Brisbane Roar v Melbourne City
			2020	Brisbane Roar v Perth Glory
			2020	Brisbane Roar v Newcastle Jets
	League	QLD Cup	2019	QLD Cup Grand Final
Central Coast Stadium	Pre-season	NRL	2020	Roosters v Knights
	League	NRL	2019	Rabbitohs v Storm
			2019	Roosters v Cowboys
			2020	Roosters v Sea Eagles
			2020	Manly v Wests Tigers
			2020	Rabbitohs v Raiders
Queensland Country Bank Stadium (Townsville)	International	Rugby Union	2020	Wallabies v Fiji
	Exhibition	Football	2020	Brisbane Roar v Crystal Palace FC
	Entertainment	Concert	2020	Elton John
McDonald Jones Stadium (Newcastle)	Exhibition	Rugby League	2019	Legends of League
	League	Rugby Union	2020	Waratahs v Blues
	International	Football	2020	Maltidas v Vietnam

Source: Venue event calendars

It is important to note that these events may have been attracted as a result of additional funding from the individual councils or by their respective state governments. However, if there is no suitable venue in a region, the event will not be able to be attracted regardless of the commercial offer tabled.

The City of Ipswich is unable to compete in this market as it either does not have a venue that meets the minimum venue requirements of content owners, or it does not have a sufficiently large venue to make it commercially viable to host such events. As a result, the region is missing out on the potential visitation and economic benefits that major events can bring to a region.

National Sporting Franchise Bids

Over the course of the last decade, Ipswich has been the centre for a number of sporting code bids, seeking entry into national sporting competitions such as the NRL and A-League. In particular, the Western Pride (football) was part of the 2018 A-League expansion process, whilst the Western Corridor Bid Team (rugby league) has had an ongoing dialogue regarding an NRL franchise bid since 2010. The Western Pride and Western Corridor have had their bids rejected by the A-League and NRL respectively, with a major factor behind the decisions being that there is no suitable facility (or commitment to building a facility) in the region. This section outlines the history behind the failed bid processes and the key requirements to participate in either the A-League or NRL.

A-League

The A-League is Australia's premier football competition which was established in 2005 with the inclusion of eight teams across Australia. The competition expanded in the 2009/10 season with an additional two teams added to the competition. In order to guide the expansion process, Football Federation Australia (FFA) provided guidelines within an 'Invitation for Expression of Interest' document for interested parties to bid for a chance to enter the A-League competition. The competition has subsequently gone through additional expansion with a new team added in the 2019-20 season and a further team selected for entry into the 2020-21 season.

As part of phase one of the recent franchise bid evaluation process, respondents were evaluated against four evaluation criteria in order to identify shortlisted bidders: Vision, History and Culture, Financial Capacity, and Capability and Experience. A brief description of each category is provided in the table below.

Table 5-8 Phase one evaluation criteria

Evaluation criteria	Description
Vision	<ul style="list-style-type: none">• A compelling vision for the proposed club, including the ability to contribute positively to the growth of the A-League and football in Australia;• An understanding of the football landscape in Australia; and• The attitudes, ethics and mindset to underpin a successful long-term collaborative relationship with football stakeholders, including the fans, member federations, clubs, government and local communities in the bid team's region.
History and Culture	<ul style="list-style-type: none">• The extent to which the respondent demonstrates an understanding and appreciation of the history and culture of football in Australia and in the bid team's region, including clubs and players, national team representation and any participation or connection with that history and culture.
Financial Capacity	<ul style="list-style-type: none">• Existing financial strength or demonstration of the ability to raise finance sufficient to acquire the right to participate in the A-League and ensure sustainable participation that contributes to the growth of the A-League.
Capability Experience	<ul style="list-style-type: none">• The extent to which the respondent demonstrates the capability and experience to operate a professional football club.

Source: Football Federation Australia Limited "Invitation for Expression of Interest" 2018

Through the evaluation process outlined above, six shortlisted bidders were identified for expansion, with the Western Melbourne Group being successful in their bid to be included in the national competition for the 2019-20 season and South West Sydney entering the competition in 2020-21. The Western Pride were shortlisted to the top eight bidders under consideration for an A-League license but were unable to progress to the top six bids under consideration.

The national competition has stated that there will be continued expansion of the competition in the future, however, no timeframe for the next round of expansion has been provided.

Note: During consultation with the Western Pride, it was indicated that the feedback received regarding their license bid was that the key factor preventing them from being awarded a license was the lack of a suitable facility.

NRL

The NRL is the national sporting competition for rugby league, consisting of 16 teams. The majority of teams in the NRL are located on Australia's east coast with 10 teams located in NSW, three teams in Queensland, and individual teams in Canberra, Melbourne and New Zealand. Despite the fact that there are a number of NRL franchise bids in existence throughout Australia, the NRL have not confirmed that an expansion of the current competition will take place. Research and stakeholder consultation insights suggest that NRL franchise bids are expecting that an expansion of the competition will be made possible through the renewal of broadcasting rights which is set to take place in 2023. As the expansion of the competition is unconfirmed, there is no established criteria to evaluate franchise bids for the expansion of the competition.

Ipswich has been the centre of a 'Western Corridor' unsolicited NRL license bid since 2010. The Western Corridor bid includes the SEQ regions of Ipswich, Logan, Lockyer Valley, Toowoomba and the Darling Downs, with the bid receiving strong support from the local community including the Ipswich City Council. While there is strong support, without appropriate infrastructure including a stadium there is little hope of winning a national franchise bid.

Summary of evidence

The problem statement outlined at the beginning of this section highlighted that there is limited capacity to host major sporting and entertainment events within the City of Ipswich. Conclusions drawn from the evidence provided indicates the following:

- The region **does not have facilities of the capacity** required to attract and host significant sporting and entertainment events.
- **Comparator councils are becoming more entrepreneurial with attracting content** to their respective regions as they understand the economic contributions that major events can bring both for their residents and local businesses.
- Although the City of Ipswich is the base to a number of national sport franchise bids, the region has been unsuccessful in attracting a national franchise to the region due in part to the absence of requisite facilities.

Implication:

Failure to provide a venue capable of hosting major events limits the region's ability to attract one-off content, as well as a potential national sporting franchise.

5.2 Relevant Strategies, Plans and Projects

The following section provides a brief summary of the key relevant regional and state planning documents and strategies and how the planning documents align with the OA.

Table 5-9: Relevant Planning Documents

Document	Year	Document summary	Alignment to Business Case
Advance Ipswich Plan <i>Ipswich City Council</i>	2015	<p>The primary purpose and focus of the <i>Advance Ipswich Plan</i> was to provide a strategic framework and guide for the future development of the Ipswich region.</p> <p>The Plan is structured under five themes:</p> <ul style="list-style-type: none"> • Strengthening the local economy and building prosperity (Jobs); • Managing growth and delivering key infrastructure; • Caring for our community; • Caring for our environment; and • Listening, leading and financial management. 	<p>The goal of '<i>managing growth and delivering key infrastructure</i>', outlined in the <i>Advance Ipswich Plan</i>, aligns with the identified service needs of increasing access to events and experiences for local residents.</p> <p>The region is expected to experience significant population growth which will increase the demand placed on existing infrastructure and services. Increasing the provision of infrastructure (including social) in the region will become increasingly important as the region experiences further population growth.</p>

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Document	Year	Document summary	Alignment to Business Case
State Infrastructure Plan (part A) <i>Queensland Government</i>	2016	The State Infrastructure Plan (SIP) outlines the infrastructure priorities of the Queensland Government. Part A of the SIP was published in 2016 and outlines the challenges, objectives, infrastructure planning and infrastructure prioritisation for the state of Queensland. The SIP assist in the alignment of national, state, regional and local infrastructure plans.	The SIP recognises the high population growth Ipswich is expected to experience in the coming decade and the strain this will place on existing infrastructure. As previously outlined in this report, certain service needs currently exist in the region. Future population growth will continue to pressure the region's existing infrastructure and social offerings (including event and experience infrastructure).
State Infrastructure Plan (part B) <i>Queensland Government</i>	2019	Part B of the SIP outlines the infrastructure investment strategy and delivery program for the following four-year period. Part B identifies high value government supported projects across Queensland including the \$170 million Military Vehicle Centre of Excellence in Ipswich.	As with part A of the SIP, Part B recognises Ipswich as a growing community and highlights the importance of supporting economic growth in order to support an expanding regional population. The SIP also recognises the ' <i>Ipswich Football Stadium business case</i> ' (<i>Strategic Business Case</i>) as being part of the ' <i>Maturing the Infrastructure Pipeline Program</i> ' which supports local governments to develop a pipeline of infrastructure projects.
ShapingSEQ <i>Queensland Government</i>	2017	In 2017, the Queensland Government developed <i>ShapingSEQ</i> due to a requirement for a policy response to the challenges and opportunities presented by a growing population in the SEQ region. The government identified Ipswich as a <i>Regional Economic Cluster</i> (REC) within SEQ. <i>ShapingSEQ</i> outlines that accelerating economic growth within RECs will be supported by ' <i>identifying, protecting and growing economic opportunities</i> ' within the regions.	<i>ShapingSEQ</i> designated Ipswich as a REC in recognition of the economic opportunities that exist within the region. The importance of economic growth within the region is reflected in the OA through the exploration of what service needs are present in the region and identification of potential initiatives to address the identified needs.
Stadium Taskforce Report <i>Queensland Government</i>	2018	In 2018, the Stadium Taskforce began a review of Stadiums Queensland. The Final Report makes a number of recommendations which were developed to ensure the viability of the State's major sporting facilities. The Taskforce identified no requirement for additional stadiums in Queensland.	The Taskforce report is focused on stadia within Queensland and ensuring the viability of existing venues. The Taskforce report has been taken into consideration in the development of options when determining the size and capacity of potential initiatives.
Transforming SEQ <i>Queensland Government</i>	2019	<i>Transforming SEQ</i> is the <i>SEQ City Deal Proposition</i> , developed with the purpose of delivering the next step towards an overarching City Deal. The document outlines a number of opportunities a City Deal would aim to achieve.	As with other State planning documents, <i>TransformingSEQ</i> highlights Ipswich as a centre of growth, emphasising the importance of infrastructure (transportation) development and supporting economic growth in the region. The importance of developing economic growth and realising opportunities in the region is aligned with the OA.
Strategy for Social Infrastructure <i>Queensland Government</i>	2019	The purpose of the <i>Strategy for Social Infrastructure</i> is to identify the success factors associated with successfully implemented social infrastructure. It was developed by the Queensland Government to take forward the direction set out in the SIP.	The <i>Strategy for Social Infrastructure</i> is focused on social infrastructure such as hospitals, schools, fire stations and social housing. The document does not focus on infrastructure that would increase the capacity and capability to host events and entertainment as outlined in the OA. However, the document provides several learnings for the implementation of all social infrastructure such as ' <i>planning for the future</i> ', ' <i>locating infrastructure for access and convenience</i> ' and ' <i>repurposing for the community</i> '.

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The table below outlines projects that are proposed and under development in the Ipswich region that are significant to the OA.

Table 5-10: Related Projects in the Region

Project	Stage	Project summary
Ipswich Central Second River Crossing	Identified need	In order to address the congestion, cross river connectivity and network resilience in the Ipswich City Centre, Council is investigating options for a second Bremer River crossing. Two options will be progressed to a DBC, including a new all-modes second river crossing at Norman Street, and a new pedestrian, cycle and bus bridge utilising the existing David Trumpy Bridge location. This project is a key element of the future Orbital Road Network.
Woollen Mills redevelopment	Identified need	The Woollen Mills are a heritage listed site neighbouring North Ipswich Reserve. Concepts for development have included a youth and cultural hub, or a technology and innovation hub. Council is maintaining the site in alignment with heritage guidelines and will be investigating heritage sensitive development options in the future.
Ipswich to Springfield public transport corridor	Proposed development	The Department of Transport and Main Roads (TMR) have preserved a 25km public transport corridor between Ipswich Central and Springfield Central via Ripley. A mass transit solution will provide public transport and connectivity to over 130,000 residents and provide a catalyst to localised economic hubs and assist in achieving planned land use outcomes. Council has delivered the Strategic Assessment for this project with involvement from TMR, and has made a Stage 1 submission to Infrastructure Australia.
High density residential development	Planning stages	The land directly to the north of the North Ipswich Reserve site has been identified for High Density Residential use (RHD1 – Mixed Use) within the current planning scheme and draft Strategic Framework supporting the drafting of the new planning scheme.
River way cycle path	Under construction	The Brassal Bikeway Network is a seven-stage bikeway which connects North Ipswich, Brassall, Wulkuraka, Karrabin and Pine Mountain and Ipswich City Centre. The Queensland Government and Ipswich City Council have jointly invested in the construction of the Brassal Bikeway. This connection forms part of Council's broader iGO Active Transport Action Plan and the Queensland Government Principal Cycle Network, which seeks to increase safety and connectivity for pedestrians and cyclists across the city.
Nicholas street redevelopment	Under construction	In August 2019, Council began constructing the new CBD with a \$200 million redevelopment of Nicholas Street, including a new Council administration building, civic space and library. Nicholas Street redevelopment is partially complete, with delivery of civic space, library and administration building due to be completed in August 2021.
Springfield Stadium	Under construction	An oval stadium is currently under development in the Springfield region located in close proximity to the Springfield Central station. The stadium, known as The Reserve at Springfield, will be utilised by the Brisbane Lions AFL team as a training facility and to host AFLW matches. The Brisbane Lions are expected to relocate their training and administration headquarters to the new stadium by 2021, with AFLW matches to be hosted in 2022. The development will also include commercial space to be located within the stadium development, increasing the utilisation of the precinct.

5.3 Stakeholders

As part of the OA development, stakeholders were consulted regarding the identified service need and the potential initiatives for the Ipswich region. The following table provides a summary of the stakeholders consulted, the reason why they were consulted (interest, influence or impact), and the key risks and insights the stakeholders provided.

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Table 5-11: Stakeholders Consulted

Stakeholder group	Stakeholders	Interest, influence or impact	Risks	Insights
Council stakeholders	<ul style="list-style-type: none"> Planning Economic Development Infrastructure Sport and recreation Tourism 	<ul style="list-style-type: none"> Lead entity for Strategic Business Case Lead entity for Options Analysis Project likely to be developed within Council jurisdiction 	<ul style="list-style-type: none"> Divergent perspectives across Council 	<ul style="list-style-type: none"> Evidence of the service need Benefits of addressing the service need Likely impact on the region (tourism, economy) as a result of having a stadium Limitations / opportunities of current site Success factors and minimum requirements Interrelationships with other projects Key data / information in relation to the project / site Key risks and limitations of the project
Hirers / users – Local	<ul style="list-style-type: none"> Ipswich Jets Western Pride 	<ul style="list-style-type: none"> Potential user Potential to influence specifications 	<ul style="list-style-type: none"> Specifications / standards are excessive. Beneficiary without investment Lack of engagement impacts quality of demand analysis and venue specifications 	<ul style="list-style-type: none"> Current issues in delivering content in Ipswich Likely demand for / utilisation of a stadium in Ipswich Likelihood of securing an NRL / A-League license
Hirers	<ul style="list-style-type: none"> NRL FFA Concert promoter 	<ul style="list-style-type: none"> Potential user Potential to influence specifications 	<ul style="list-style-type: none"> No commitment to project Specifications / standards are excessive Beneficiary without investment Lack of engagement impacts quality of demand analysis and venue specifications 	<ul style="list-style-type: none"> Importance of a venue in obtaining a franchise license Hirer needs / wants and expectations (e.g. venue specifications) Learnings from other venues
Ipswich community	<ul style="list-style-type: none"> Ipswich community 	<ul style="list-style-type: none"> Potential patrons of a stadium Potential to exert political / social license' pressure 	<ul style="list-style-type: none"> Potential negative impacts if not consulted 	<ul style="list-style-type: none"> Community sentiment towards the project Community needs / wants and expectations (e.g. venue specifications)

5.3.1 Council Stakeholder Feedback

Perceptions of the region

Council stakeholders indicated that the City of Ipswich is currently experiencing low levels of economic activity, and a need has been identified to revitalise the CBD in addition to the existing Nicholas Street redevelopment. The expected growth in population across the Ipswich region is expected to be a direct result of the local and international investment into the hubs of Ripley Valley and Springfield. The City of Ipswich has historically struggled to attract the same type of investment. Council believe this was a result of a previous Council policy which encouraged the decentralisation of businesses from the CBD into renovated housing, which had the adverse effect of removing economic activity and investment away from the CBD. Currently, there is a lack of business confidence in the CBD, manifesting itself through a lack of investment from existing businesses as well as from outside investors into Ipswich Central.

A critical need identified by Council is for local resident expenditure to be retained within the Council area. Stakeholders stated that Ipswich residents travel to Brisbane for events such as concerts and sporting events as Ipswich does not have the infrastructure to attract and hold events of this type. As a result, Ipswich is unable to capitalise from events of any significant scale above those that can be held in small local venues (other than the CMC festival).

Council indicated that they are seeking to increase the pedestrian usage of the Ipswich City Centre, as per their *Through the Ipswich City Centre Revitalisation Strategy*. The Strategy identifies 14 projects in and around the CBD to help drive the Council's revitalisation agenda. One of the key elements of the Strategy is the desire of Council to reengage the CBD with the Bremer River to help activate the surrounding area.

Community perceptions of the region

Council identified the need to improve the social identity of Ipswich, in particular to drive a common vision and sense of belonging amongst the residents. Currently, there is an existing divide between the old (i.e. Ipswich Central) and new (i.e. Springfield) across the City of Ipswich. It was recognised by Council that the region is relatively well provisioned in terms of outdoor sport and recreation facilities (i.e. community sports infrastructure) as opposed to cultural facilities. Council believes this divide between old and new may be bridged with a community-focused development capable of hosting events, which residents from across the Council region can access and enjoy.

Limited capacity to host events

Ipswich currently does not have the capacity to host major events due to the limited size and / or condition of the current stock of infrastructure. Council noted that social infrastructure development in Ipswich has often lagged population growth, with a number of venues (particularly cultural venues) requiring redevelopment. As a result, Ipswich residents travel to Brisbane to access cultural and entertainment experiences due to the gap in arts and cultural spaces within Ipswich.

Additionally, Council raised concern around the region's limited supporting infrastructure such as the stock of accommodation to host major events. In particular, the shortage of hotel rooms in the area was identified as a key constraint that restricts the ability for Ipswich to host overnight visitors. Without investment in supporting infrastructure, the City's ability to maximise the benefits of hosting major events may be constrained.

Risks of delivering upon the stated service need

Council recognised that in a fiscally constrained environment, there are trade-offs between investment types. There are a number of other infrastructure projects that require investment (particularly when the region is expecting high population growth), such as transportation upgrades and education infrastructure, that are also a high priority for Council to deliver.

5.3.2 Event owner stakeholder feedback

Consultations were held with clubs and national / state bodies from football and rugby league codes as well as a concert promoter to develop an understanding of the level of interest by content owners in bringing major events to Ipswich.

The sporting bodies consulted indicated that despite very strong grassroots programs and participation levels, there was no venue within the region that was able to host significant sporting events. The rationale behind this included:

- No venue met the capacity requirements of the codes; and



- Venues lacked the adequate associated facilities necessary to host major events (corporate, change rooms, recovery facilities).

The sporting bodies indicated that there was an appetite for content to be brought to the region if a facility was in place capable of hosting such events.

The sporting clubs consulted are both local to the Ipswich region, and have historically both made bids to enter their respective national leagues (NRL and A-League). The clubs stated that one of the major barriers to their entering national competition was the lack of an adequate facility to host national league events. Both clubs indicated that a stadium would benefit their current state of operations as well as their chances in obtaining a license through the bid process in the future.

The clubs indicated that the success of NRL and / or A-League bid would provide more pathway opportunities across junior and senior teams for men and women in Ipswich and SEQ. One of the clubs stated a preference to play the majority of their fixtures in early years out of a venue with a large capacity (such as Suncorp Stadium) in order to help the financial sustainability of the club. In the club's formative years, it would like to utilise Ipswich as a training hub whilst hosting pre-season and some regular season games in Ipswich. In the future, the club could look to relocate to Ipswich, however for this to occur the club would require assurance (i.e. capacity) of attendance numbers at the stadium to ensure the club's financial sustainability.

The concert promoter believed that SEQ was well-provisioned with a range of existing entertainment venues in areas with access to a large population base. Depending on the facility available, it was indicated that Ipswich may be able to attract entertainment events if the right artist and commercial outcomes were available for all parties.

5.3.3 National league stakeholder feedback

Consultations with national league representatives from the NRL and FFA were held to ascertain appetite in establishing an Ipswich-based franchise for their respective leagues and the need for a stadium in the leagues' potential expansion.

The NRL expansion process is currently at the business case development stage. In the event of progressing with the NRL expansion, the 2023 season would present itself as the earliest opportunity due to its alignment with the new broadcasting rights deal. The NRL have been analysing various corridors (Western corridor, Northern corridor) in SEQ suitable for a franchise and are conscious that establishing another SEQ team may result in the cannibalisation of fan bases. It is known that a significant proportion of the Broncos fan base reside in Ipswich. By introducing an Ipswich based team, the NRL are concerned that it would be detrimental to the Broncos' operational position. In the situation where the NRL progresses with the SEQ bid, the NRL envisage the team playing out of Suncorp Stadium with pre-season / low-attendance games likely to be played out of the bid's home venue. The NRL stated that the inclusion of an elite training / high performance facility into the home venue would place the bid as a higher priority in the decision-making process.

The Canterbury-Bankstown Bulldogs were drawn as an appropriate comparator for the potential operations of a second SEQ team. Belmore Sports Ground (20,000 capacity, 10,000 seating) is the current home venue for the Bulldogs with the majority of their fixtures being played out of more commercial venues (Bankwest stadium, ANZ stadium). Currently, the ground hosts pre-season trial matches and approximately one NRL game per year. The co-located, high performance centre provides the Bulldogs with an appropriate training facility capable of hosting NRL games when required and is an appropriate comparator for an Ipswich based stadium development.

The A-League expansion process is estimated to commence between the 2023-24 and 2025-26 seasons. Following the most recent expansion in the 2019-20 season, the FFA noted that both Sydney and Melbourne were well catered for and a second Brisbane team is of interest along with a Canberra based team for the next expansion period. The FFA identified Ipswich as an attractive option due to its distinction from the Brisbane Roar. This distinction is driven by geographical location similar to the distinction between the Western Sydney Wanderers and Sydney Football Club. The FFA stated that a home venue is becoming increasingly more important in the bid consideration process - Western United have faced challenges in lacking a home venue. The Western Pride bid for the 2019-20 expansion round was unsuccessful largely due to the lack of commitment to a home venue which meets FFA minimum standards.

5.4 Benefits sought

Should the problems associated with the service need be addressed (or the opportunities realised), a number of benefits would be generated for Ipswich. This section provides an overview of these benefits, the associated beneficiaries, and how successful generation of those benefits could be measured. The intent is to provide additional evidence to support the relevance and priority of the service need. In addition, the successful generation of these benefits form a key foundational

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consideration for the option generation and evaluation process. The benefits associated with the project are explored in significantly greater detail with reference to the project options in the Social Impact (Section 10) and Economic Analysis (Section 0) chapters of this report.

The benefits of addressing the service need are generated by the changes that would eventuate as a result of solving the identified problems. These are explored for each problem statement in the table below.

Table 5-12: Addressing the problems

Problem	What happens if it is addressed?
Events and experiences: Local residents have limited access to high quality events and experiences across the region. This results in residents leaving Ipswich to access these events and experiences elsewhere, representing a leakage to the local economy.	More local residents would attend entertainment and sporting events to which they previously did not have access. Less local residents would travel outside of Ipswich for these experiences, retaining their expenditure within the region.
Destination brand: Awareness of the 'destination brand' of the City of Ipswich is limited. This results in under-investment from private organisations, low in-bound tourism and flow-on adverse impacts to tourism adjacent industries, particularly within Ipswich Central.	Higher numbers of visitors are attracted to Ipswich, resulting in greater visitation expenditure, higher demand for accommodation and hospitality services and other tourism adjacent industries. Stronger incentives are created for business investment in Ipswich and Ipswich Central.
Capacity: There is limited capacity to host major sporting and entertainment events in the region. This limits the region's ability to attract one-off content, as well as a potential national sporting franchise.	High demand events are hosted in Ipswich (e.g. major entertainment events, national level sporting events). Support is provided for the potential national sporting franchise bids.

The table below details the resulting benefits that may be generated by the changes listed above. The table identifies the associated beneficiaries as well as how the success in generating the outlined benefits may be measured.

Table 5-13: Benefits sought

Benefit	Description	Beneficiaries	Potential measurement
Increased liveability / quality of life in the Ipswich region	There is a broad category of benefits that are generated by local residents having access to quality entertainment, sporting and leisure experiences and the associated impact on quality of life. Greater access to these experiences is linked to increases in the liveability of a region, both through the benefits from actual attendance at these events, as well as the broader social and community changes that can occur, such as enhanced social cohesion, improved regional identity, and stronger community pride.	<ul style="list-style-type: none"> Local residents Council 	<ul style="list-style-type: none"> Increased generalised trust scores Aggregate event attendance in Ipswich Increased population growth / retention in Central Ipswich
New (or retained) economic activity	The attraction of visitors to Ipswich would bring new economic activity to the region. Visitors purchase goods and services in the local economy such as food and beverage, transport, accommodation and entertainment. This new expenditure represents a stimulus to the local economy, resulting in a number of benefits. Similarly, if fewer local residents are leaving Ipswich to attend events elsewhere, less economic activity is lost to other areas. These two sources of new economic activity would result in direct and indirect material benefits to Ipswich. Local business owners would be a beneficiary through the increase in demand for local goods and services. Local residents would also benefit from the increase in economic activity, as the benefits gained by local business owners could present additional jobs growth within the region. Both of these beneficial outcomes would result in flow-on benefits as the economic activity supports stronger upstream and downstream linkages within the economy.	<ul style="list-style-type: none"> Local business owners Local residents Council 	<ul style="list-style-type: none"> Number of visitors to the region Visitor nights and expenditure Local jobs supported

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Benefit	Description	Beneficiaries	Potential measurement
Increased business confidence and investment	<p>Attraction of new sources of economic activity, particularly where it is not displacing other activity, presents an opportunity to change the business landscape in Ipswich and provide greater incentives for business investment (both new enterprises and improvements to existing enterprises).</p> <p>The increase in economic activity as outlined above would be of benefit to the local business environment. Increased economic activity within the region could encourage existing local business owners to further invest in their business. The increase in investment could further benefit other local business by increasing demand for goods and services. This increase in business confidence could also provide local residents with the benefit of increased employment opportunities. The overall increase in economic activity could also attract investment from outside the region. This would further benefit local residents through increased employment opportunities and greater access to goods and services. The Council would also be a beneficiary of increased business confidence in the region through increased rates revenue and further economic rejuvenation in the region.</p>	<ul style="list-style-type: none"> Local business owners Council Local residents 	<ul style="list-style-type: none"> Number of new businesses to the region; Increase in investment for existing business owners.

5.5 Potential initiatives

As with the broader service need, a review of the SBC indicated that the potential strategic responses that were identified to address the service need were too limited in scope, focussing on a particular solution type. The OA has therefore revisited a broader range of potential strategic responses and initiatives in order to ensure the full scope of potential solutions have been explored.

The service need, as previously outlined within this section of the OA, leads to several potential high-level responses that could be implemented to address the problems or realise the associated opportunities. These strategic responses then lead to a range of specific initiatives that could be explored. The table below provides a description of the identified strategic responses from which specific potential initiatives will be identified and explored.

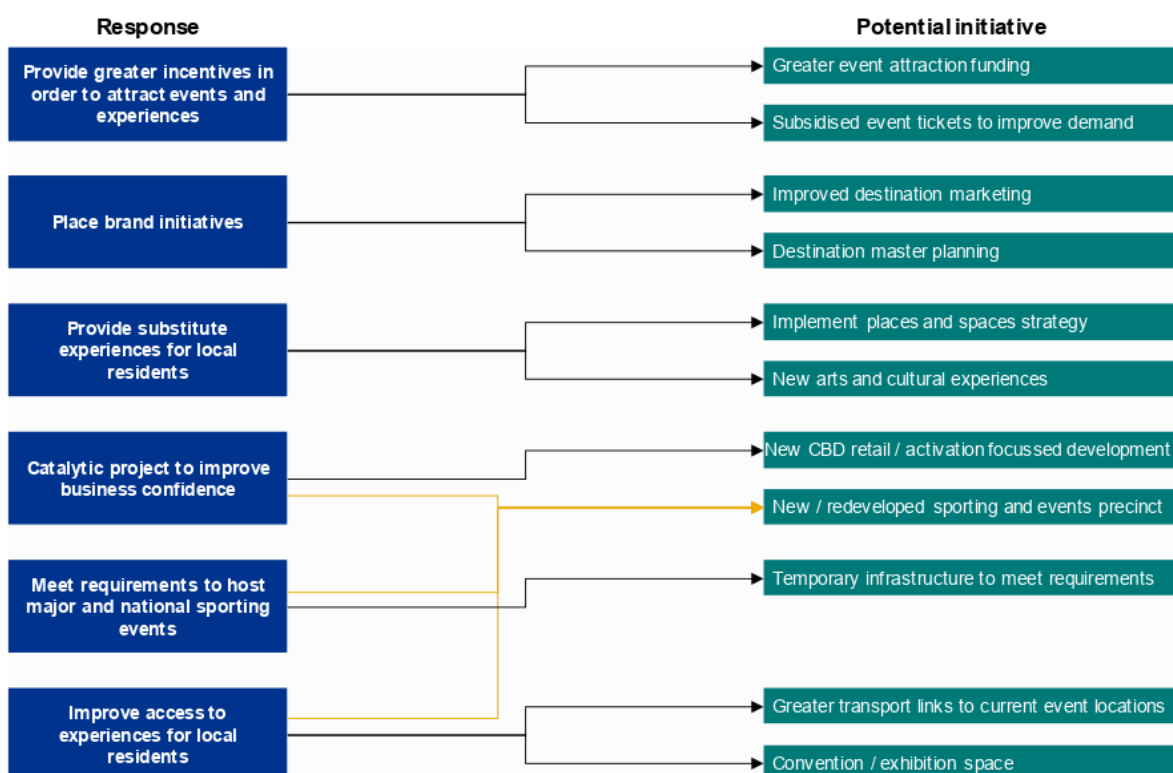
Table 5-14: Strategic responses

Response	Description
The provision of greater incentives in order to attract events and experiences	This response involves providing greater incentives to event organisers in order to attract events and experiences to Ipswich. This could be in the form of direct event attraction funding, or other measures to increase the financial yield to organisers (e.g. subsidising tickets to local residents).
Place / destination brand initiatives	This response would focus on improving the destination brand of Ipswich (i.e. the attractiveness of the region as a place to visit). This may include initiatives such as a place marketing campaign or a local ambassador program.
The provision of substitute experiences for local residents	The service need outlined a number of benefits that could be achieved by addressing the identified problems. This response would focus on addressing the service need through the provision of similar / substitute experiences that may generate the same benefits. For example, providing greater access to arts and cultural experiences may be an adequate substitute for entertainment and sporting events and experiences.
Undertaking a catalytic project within Ipswich	This response would involve targeting a significant project to be a catalyst for further development aimed at activating Ipswich Central. Initiatives could also involve supporting strategies to improve investor and local business confidence.
Address the requirements to host major and national sporting events	This response would focus on addressing the current barriers to hosting major entertainment and national level sporting events in Ipswich. An initiative could include meeting the infrastructure requirements for these events.
Improve access to experiences for local residents	This response would involve improving access to events and experiences for local residents, but not necessarily within Ipswich. An example of a related initiative would be to improve transport connectivity with locations where events are currently hosted (e.g. Brisbane).

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As part of the OA, potential initiatives have been developed and explored to support the above outlined strategic responses. The strategic responses provide a guide to be used to develop initiatives that would address the identified service need. The chart below provides a map linking strategic responses to potential initiatives.

Figure 10: Strategic response map



The potential initiatives outlined in the map above are described in greater detail in the table below. For the purpose of presentation within this report, several of the potential initiatives have been bundled together where they are sufficiently similar. For example, the 'New arts and cultural experiences' could involve new infrastructure solutions, new events, or other ways to deliver these experiences.

Table 5-15: Potential initiatives

Potential initiatives	Description
Event attraction funding	Improve access to event grant funding to attract events not normally based in Ipswich. This may also include a reduction in associated fees or cash incentives to attract events.
Subsidised event tickets to improve demand	Decreasing the associated cost to consumers with attending events. This initiative will aim to increase demand for events in the region through increased affordability, which in turn will improve the yield available to event organisers and provide greater incentive to deliver events in Ipswich.
Improved destination marketing	Marketing strategies directed towards improving and promoting Ipswich as a destination, with a view to increase the awareness of the visitation opportunities and encourage tourism to the Ipswich region.
Destination master planning	Developing a destination master plan that focusses on the identification and implementation of place-based strategies to improve the destination brand of Ipswich.
Implement places and spaces strategy	The initiative would establish a wider range of open space and recreational offerings for both local residents and visitors to the region.

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New arts and cultural experiences	Providing additional arts and cultural experiences in the region. As outlined above, this initiative encapsulates a wide range of potential solutions focussing on providing substitute experiences for local residents and visitors.
New CBD retail / activation focussed development	Developing infrastructure to support and encourage the broader activation of Ipswich Central. This initiative would aim to encourage private investment in the region through the provision of a catalytic centrally located project. [Note: Council is currently delivering the Nicholas Street development in the CBD, including a new library and administration building]
New / redeveloped sporting and events precinct	The development of a sports and events precinct to provide the necessary infrastructure to host events that the region is currently unable to host.
Temporary infrastructure to meet requirements	Temporary or 'bump-in' infrastructure to provide a temporary solution to hosting events that currently cannot be catered for within the Ipswich region.
Greater transport links to current event locations	Improving transportation infrastructure in the region to improve connectivity throughout the local and broader regional area.
Convention / exhibition space	The development of a convention / exhibition space in the region could act as an enabler to attract events and exhibitions to the Ipswich region.

The potential initiatives outlined above are further explored in subsequent sections of this report in order to identify the shortlisted project options that will progress through to be analysed in greater detail. It is worth noting that the potential initiatives listed above are not mutually exclusive, and a package of initiatives could be progressed to address the service need. Further, while this OA will only consider a shortlist of options in further details, the exclusion of certain initiatives does not specifically indicate those initiatives are not worth delivering in their own right, however, that they are not the initiatives most likely or best placed to deliver against the specific service need outlined in this report.

5.6 Base Case

The development and analysis of a Base Case is a fundamental element of a Business Case as it provides the counterfactual benchmark against which all other options are compared. Important considerations include:

- What will occur should the service need not be addressed, including implications for the expected level of service for the community; and
- The impacts of continuing with the status quo, including all relevant costs and benefits.

The Base Case in this OA considers what would happen if there is no intervention into the service need outlined within this chapter. The broad nature of the service need, the associated benefits and the potential response and initiatives, mean that the Base Case is also correspondingly broad.

The key assumption underpinning the Base Case is that there is no intervention from Council (or from other levels of Government) to address the service need. It is further assumed that there is no change in circumstances that would lead to private enterprise providing a solution to the service need. As a result, the problems outlined within this chapter continue unabated for the foreseeable future, or more specifically:

- There continues to be limited access to entertainment and sporting experiences for residents within Ipswich, and residents continue to travel outside of the region to access these experiences;
- There continues to be insufficient capacity to host major entertainment or national level sporting events in Ipswich, and the opportunities to support national sporting franchise bids remain unable to be realised; and
- There continue to be issues related to destination brand, business confidence and the broader image of Ipswich.

It is considered that the negative impacts of the continuation of these problems may grow in magnitude over time as population increases and other destinations increase their competitiveness in attracting / hosting events.

Greater detail on the specific assumptions underpinning the Base Case and the corresponding representation of it within the different analyses is outlined in later chapters of this OA.

6 Options generation

6.1 Approach

The previous section outlined the three problem statements that form the foundation of the service need, and explored the benefits sought through addressing that service need. This section of the report focusses on the generation and shortlisting process for specific solutions to the service need in order to develop project options to be analysed in greater detail throughout the OA.

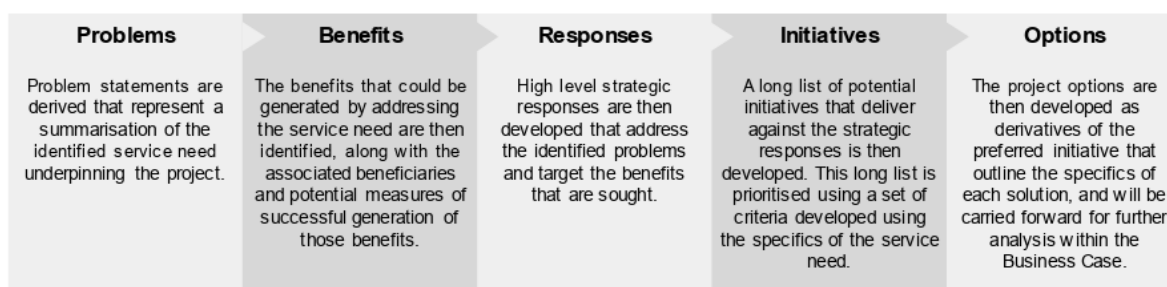
The service need has been re-framed as the project objectives set out below. The project is seeking to:

- Improve access to entertainment and sporting experiences for local residents of Ipswich;
- Improve capacity to host major entertainment or national level sporting events in Ipswich; and
- Improve the destination brand of Ipswich which would in turn encourage visitation to the region.

The outlined objectives form the basis for the framework through which the long list of initiatives identified previously will be shortlisted, in order to then generate specific project options that deliver against the preferred initiative(s).

The following sections outline the options generation and option shortlisting process in order to provide clarity and common understanding of the range of initiatives being considered and ultimately provide confidence that the preferred option will deliver the benefits sought.

The long listing process consists of developing the full range of realistic and possible options to address the service need. To develop this list, an Options Workshop was held with technical experts, key stakeholders and Council representatives to identify a range of initiatives and associated options. The diagram below provides an overview of the options generation and refinement processes, and the link back to the service need.



6.2 Initiatives long list

The long list of initiatives are represented below, but have also been classified in line with the four categories outlined in the *State Infrastructure Plan* as per the BQ BCDF. The four categories include:

- **Reform:** typically non-asset initiatives, such as changes to organisational culture.
- **Better use:** typically improving service performance, such as influencing user behaviour through pricing changes.
- **Improve existing:** typically asset-light solutions, such as low cost capital works.
- **New:** typically new assets.

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Table 6-1: Initiatives long-list

Initiatives long-list	Category (SIP)
Greater event attraction	Better use
Subsidised event tickets to improve demand	Better use
Improved destination marketing	Reform /better use
Destination master planning	Reform / better use
Implement places and spaces strategy	Reform
New arts and cultural experiences	New build
New CBD retail / activation focussed development	New build / Improve existing
New / redeveloped sporting and events precinct	New build / Improve existing
Temporary infrastructure to meet requirements	Improve existing
Greater transport links to current event locations	New build / Improve existing
Convention / exhibition space	New build

The process for shortlisting these initiatives is explored in the following section of the OA.

7 Option considerations

The purpose of the following section is to refine the long list of initiatives to a set of preferred initiatives, and then to develop project options that deliver that initiative, and which will proceed for further assessment. The shortlisting process has been designed by utilising the findings within the service need, ensuring any further assessment is focused on initiatives that are more likely to be successful and suited to generate the benefits that are being sought.

In order to refine the long list of initiatives, a set of criteria and considerations have been developed based on the project objectives and the broader service need, as well as several additional considerations relating to project feasibility. These criteria and considerations are outlined in the table below and are explored in greater detail later within this section of the OA.

Table 7-1: Project criteria and considerations

Project criteria and considerations	Criteria	Scoring
Project objectives criteria	<ul style="list-style-type: none"> Greater access to experiences Improved liveability Attraction of visitors Improved business confidence / investment Meet national / major event requirements 	Scored based on alignment to delivering against each criteria. A single tick (✓) indicates partial alignment with the criterion, and a double tick (✓✓) indicates strong alignment.
Project feasibility criteria	<ul style="list-style-type: none"> Cost Risk Public / stakeholder expectations 	Scored based on a scale of [low, med, high].
Other considerations	<ul style="list-style-type: none"> Strategic considerations Legal and regulatory considerations Market considerations Public interest considerations 	Non scoring considerations.

For the project feasibility criteria, scores of either low, med or high have been allocated based on the relative alignment to that criteria. For cost and risk, low is considered a better outcome than high. For public and stakeholder expectations, high alignment is considered a better outcome than low. While the scores were largely allocated relative to the set of potential initiatives (i.e. "high risk compared to the other potential initiatives"), the Cost criterion used the following broad guidance. Low rating has been applied where an initiative could largely be funded through current Council budget, Med rating has been applied where incremental budget would be required, and High rating has been applied where an initiative would require a dedicated investment decision making process.

The table below summarises the outcomes of the options workshop where each initiative was scored against the project criteria.

Table 7-2: Initiatives scoring against criteria

Initiatives (long-list)	Project criteria							
	Greater access to experiences	Improve liveability	Attraction of visitors	Improved business confidence / investment	Meet national / major event requirements	Cost	Risk	Public / stakeholder expectations
Event attraction funding	✓	✓	✓	✓		Med	Low	Low
Subsidised event tickets	✓	✓		✓		Low – Med	Low	Low
Destination marketing			✓	✓		Low – Med	Low	Low
Destination master planning		✓	✓	✓		Low	Low	Low

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Initiatives (long-list)	Project criteria							
	Greater access to experiences	Improve liveability	Attraction of visitors	Improved business confidence / investment	Meet national / major event requirements	Cost	Risk	Public / stakeholder expectations
Places and spaces strategy		✓✓				Low	Low	Low
Arts and cultural experiences	✓✓	✓✓	✓	✓		Med	Med	Med
New CBD development	✓	✓	✓	✓✓		High	High	Low
Sporting and events precinct	✓✓	✓✓	✓	✓✓	✓✓	Med – High	Med	High
Temporary event infrastructure	✓✓	✓✓	✓	✓	✓	Med	Med	Low
Improved transport links	✓	✓		✓✓		High	Med	Low
Convention / exhibition centre	✓	✓	✓	✓✓		Med – High	Med	Med

The result of the options workshop was that the 'Sporting and events precinct' initiative was identified as the preferred initiative for further consideration within the OA. The remainder of this section explores in greater detail the criteria and the associated considerations for the initiatives shortlisting process.

7.1 Project objectives criteria

The assessment of the long-listed initiatives was developed through two groups of criteria, project objectives and project feasibility. The project objectives have been previously developed throughout the OA and provide the basis for which the initiative long list was assessed. The following section provides further detail on the assessment of the long-listed initiatives against the set project objectives criteria.

7.1.1 Greater access to experiences

Providing greater access to experiences for local residents has been identified as a key service need for the region of Ipswich. Each of the potential initiatives were assessed as to whether they would enable an increased level of access to experiences and events for local Ipswich residents. The table below illustrates that the long-listed initiatives that are in strongest alignment to the criterion are those that address the lack of purpose-built infrastructure in the region and the specific initiative targeting arts and cultural experiences. The initiatives recognised as partially aligning to the criterion are those recognised to have a partial impact on increasing access to experiences (such as through decreasing associated price) but do not directly address the lack of infrastructure required to attract and host events and experiences. The reason as to why the convention / exhibition centre has been assessed to only partially align to the criterion is that this form of infrastructure is more tailored to attract business events rather than events and experiences that would be accessible to and benefit the broader local community.

The table below illustrates the outcomes of the initiative assessment in relation to increasing access to experiences in the region.

Table 7-3: Criterion 1: Greater access to experiences

Criterion 1: Greater access to experiences
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Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
✓	✓				✓✓	✓	✓✓	✓✓	✓	✓

7.1.2 Improved liveability

Improving the liveability in the region is a broad criterion, and as such, most of the long-listed initiatives are at least partially aligned to the improvement of liveability in the region. The initiatives which were deemed to provide the greatest improvement to the liveability in the region are those that significantly improve the capacity for social and cultural opportunities in the region which would contribute to the enhancement of social cohesion, improved regional identity, and stronger community pride. Using this criterion, initiatives related to developing infrastructure for the purposes of increasing capacity to host events, and therefore increasing social opportunities, have been assessed to strongly align with this criterion. The partially aligned initiatives are those that would either support the strongly aligned options or would impact upon the criterion but on a smaller scale. Destination marketing is not anticipated to improve liveability as it is primarily focussed at a population outside of the Ipswich region.

The table below illustrates the outcomes of the initiatives assessment in relation to improving the region's liveability.

Table 7-4: Criterion 2: Improve liveability

Criterion 2: Improve liveability										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
✓	✓		✓	✓✓	✓✓	✓	✓✓	✓✓	✓	✓

7.1.3 Attraction of visitors

The long-listed options were assessed as to whether their implementation would positively impact visitation to the Ipswich region. As the table below illustrates, none of the developed long list of initiatives were assessed to strongly align with this criterion. Several of the initiatives were assessed to be partially aligned with increasing visitation, however their impact would vary depending on the scale in which they are implemented. The region would continue to be in competition with surrounding regions in attracting visitation, and therefore it was assessed that any initiative would be required to be of significant scale to materially impact visitation to the region. Initiatives such as subsidised tickets (for local residents), places and spaces strategy, and improved transportation links were assessed not to align with the criterion of attracting visitors as they are primarily focused on benefiting Ipswich residents and do not directly incentivise visitation to the region.

The table below illustrates the outcomes of the initiative assessment in relation to increasing visitation to the region.

Table 7-5: Criterion 3: Attraction of visitors

Criterion 3: Attraction of visitors										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
✓		✓	✓		✓	✓	✓	✓		✓

7.1.4 Improved business confidence and investment

Creating an environment which would contribute to the improvement in business confidence and increase the level of investment is of significant importance to the Ipswich region. Initiatives such as the new CBD development would directly impact on existing businesses in the region by improving existing infrastructure as well as increasing the attractiveness of the region to potential investors. Other initiatives, such as a sporting and events precinct, improved transportation links as well

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as a convention / exhibition centre, would enable increased leisure and business-related visitation to the region which would, in turn, increase business confidence in the region. The majority of the remaining options are assessed as partially aligning to the improvement of business confidence and investment to the region by acting as enablers to increased visitation to the region, although on a smaller scale than the strongly aligned infrastructure related options.

The table below illustrates the outcomes of the initiative assessment in relation to improving business confidence and investment in the Ipswich region.

Table 7-6: Criterion 4: Improve business confidence / investment

Criterion 4: Improved business confidence / investment										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
✓	✓	✓	✓		✓	✓✓	✓✓	✓	✓✓	✓✓

7.1.5 Meet major and national event requirements

The specific criterion of meeting national event requirements is only applicable to two long listed initiatives. The development of a sporting and events precinct that would be designed to meet the requirements of national sporting bodies is, by design, strongly aligned with the criterion. The use of temporary or 'bump-in' infrastructure that would be used specifically on event days only partially aligns to the criterion as it does not meet the requirements of national sporting bodies, however it could be used on other event days such as hosting concerts and festivals. The sole reliance on temporary infrastructure would not assist with the attraction of events to the region in a competitive environment.

The table below illustrates the outcomes of the initiative assessment in relation to meeting national / major event requirements.

Table 7-7: Criterion 5: Meet national / major events requirements

Criterion 5: Meet national / major events requirements										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
							✓✓	✓		

7.2 Project feasibility criteria

An additional set of assessment criteria has been used with the focus on the feasibility of the long-listed initiatives. The feasibility has been assessed by the potential cost of initiatives, associated risk, and public or stakeholder expectations. Each of the criteria have been assessed using a Low, Med, High scale as a way of comparison.

7.2.1 Cost

Potential option cost was assessed on the likely cost of implementing each of the long-listed initiatives. The highest cost is attributed to the options requiring significant infrastructure development, such as transport, CBD development, sporting and events precinct, and a convention / exhibition centre. It is also noted, however, that many of the long-listed initiatives' associated cost can be implemented on a broad scale depending on the specific detail of the initiative.

The table below illustrates the outcomes of the initiative assessment in relation to potential initiative cost.

Table 7-8: Criterion 6: Cost

Criterion 6: Cost										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre

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Med	Low – Med	Low – Med	Low	Low	Med	High	Med - High	Med	High	Med - High
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7.2.2 Risk

The potential risk profile of the initiatives was also explored as part of the shortlisting process. While the initiatives are broad in nature, the following factors were considered drivers of higher risk profiles for some initiatives:

- Where initiatives involved reliance on, or decision by, other market participants (e.g. a new CBD development requiring complementary activity by the private sector);
- Where initiatives involved construction;
- Where initiatives required a longer timeframe for implementation;
- Where initiatives involved a higher cost, from either a financial cost or opportunity cost perspective (e.g. land); and
- Where initiatives had less certain outcomes (e.g. that substitute experiences would suffice and achieve the required demand to address the service need).

Those initiatives that scored a low risk rating are largely those with short implementation timeframes that could be trialled to test viability and have a low associated resource burden.

The table below illustrates the outcomes of the initiative assessment in relation to the potential risk profile.

Table 7-9: Criterion 7: Risk

Criterion 7: Risk										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
Low	Low	Low	Low	Low	Med	High	Med	Med	Med	Med

7.2.3 Public and stakeholder expectations

Initiatives were assessed to have a low, medium, or high rating depending on the associated public / stakeholder expectations. The public / stakeholder expectations were provided through the consultation process as outlined in *Section 5.3- Stakeholders*. The majority of the long-listed options have little associated expectations, as illustrated in the table below. The *sporting and event precinct* initiative was assessed to have high public / stakeholder expectations, as the potential for a development of this design was the focus of many of the stakeholders in the consultation process. National sporting bodies and event promoters consulted also outlined specific requirements for a precinct, therefore setting a level of expectations associated with the option. The *convention / exhibition centre* and *arts and cultural experiences* initiatives have been assessed to have medium public / stakeholder expectations as these initiatives have been identified and actively explored by Council and, as such, have a level of public expectation attached to their development.

The table below illustrates the outcomes of the initiative assessment in relation to public and stakeholder expectations.

Table 7-10: Criterion 8: Public / stakeholder expectations

Criterion 8: Public / stakeholder expectations										
Event attraction funding	Subsidised event tickets	Destination marketing	Destination master planning	Places and spaces strategy	Arts and cultural experiences	New CBD development	Sporting and event precinct	Temporary event infrastructure	Improved transport links	Convention / exhibition centre
Low	Low	Low	Low	Low	Med	Low	High	Low	Low	Med



7.3 Other considerations

In addition to the project objectives and project feasibility criteria, other considerations have also been used to assist in the assessment of the long-listed initiatives. The following section outlines additional considerations used to filter the long list of options to identify the preferred options to undertake further assessment.

The considerations included in the following section have not had a material impact on the assessment of long listed initiatives. The additional considerations have, however, provided guidance and informed overarching alignment of initiatives to key regional and state strategies, as well as identifying potential legal, market and public interest implications.

7.3.1 Strategic considerations

This section aims to explain how relevant federal, state and local government strategic documents informed the assessment of the long list options set out in Table 6-1 above. The documents below outline planning strategies to address the opportunities, challenges and service need of Ipswich. The strategic objectives highlighted within the documents provide a robust framework in assessing the long list of initiatives.

Advance Ipswich (2015)

Advance Ipswich was developed to inform and be reflective of Ipswich City Council's plans, strategies and community programs. In particular, the plan details the goal of managing growth and delivering key infrastructure. Within this goal the document details five key strategies:

- Develop a compact, sustainable, mixed use urban form that supports community and economic development;
- Provide adequate land and infrastructure to support community development and economic activity;
- Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes;
- Conserve the city's heritage; and
- Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

The *Advance Ipswich* plan assisted in the development and subsequent assessment of the long-listed initiatives through aligning initiatives to the key regional strategies outlined in the plan. Initiatives such as the *sports and event precinct*, *improved transport links*, and *new CBD development* are particularly aligned with the strategies outlined in the *Advance Ipswich* plan.

Open Space and Recreation Strategy (2014)

The *Open Space and Recreation Strategy* was developed by the Council and was triggered by the need to provide an overarching strategic document for recreation, sport and natural areas which incorporates and aligns with the current public parks network and planning framework in Ipswich. The strategy highlights the importance of open space and recreational facilities to Ipswich residents and visitors as these spaces contribute significantly to the City's character, lifestyle, health, biodiversity and economy. The strategy presents strategic directions for planning and accommodating the City's future recreation needs under three recreation themes:

- Outdoor and sustainable nature-based recreation;
- Recreation and physical activity; and
- Sport.

For each recreation theme the vision, current issues and opportunities, as well as guiding principles for additional infrastructure, were provided in detail. Collectively, the document assisted in assessing each initiative in its alignment with the Council strategy for recreational spaces. Initiatives such as the development of a *sport and event precinct*, and *places and spaces strategy* support and align with the *Open Space and Recreation Strategy*, through the recognition of the importance of sport and recreation in the region.

State Infrastructure Plan (2016)

The *State Infrastructure Plan (SIP)* sets a clear vision to guide infrastructure investment and provides a cohesive model for infrastructure planning and delivery throughout Queensland. It coordinates infrastructure planning across Queensland Government agencies to create jobs, grow the economy and keep communities thriving. The *SIP* provides insight into Queensland Government's strategic priorities for Ipswich and the potential 'new build/improve existing' initiatives for the Ipswich City Council region. Several long list initiatives are aligned with the *SIP* objectives, such as the CBD development, sports and events precinct, and improved transportation links, all of which entail significant infrastructure projects developed to support economic opportunities in the region.

Shaping SEQ (2017)

Shaping SEQ was prepared by the Queensland Government to provide a strategic response to the anticipated growth in population and urbanisation within the SEQ. *Shaping SEQ* identifies Ipswich as a Regional Economic Cluster (REC) in recognition of the economic opportunities that exist within the region. The document also details the current challenges Ipswich faces in terms of transport, location/geography and required revitalisation. The *Shaping SEQ* document highlights the importance of developing asset and non-asset strategies designed to address the current challenges in the Ipswich City Council region.

Strategy for Social Infrastructure (2019)

The *Strategy for Social Infrastructure* is a document produced by the Queensland Government and is one of five strategic infrastructure documents highlighted in the *SIP*. Although the *Strategy for Social Infrastructure* is tailored towards social infrastructure, such as hospitals, schools, fire stations and social housing, it provides overarching success factors that social infrastructure must take into consideration. These include:

- Planning for the future;
- Exploring the best mix of approaches (combining government and private sector to deliver projects);
- Encouraging partnerships through co-location;
- Locating for access and convenience;
- Repurposing for the community;
- Sharing and integrating facilities; and
- Designing for adaptability.

The key learnings from the *Strategy for Social Infrastructure* have assisted in framing the assessment of initiatives and highlighting the importance of social infrastructure and the key outcomes sought through its development. Only a small number of long listed initiatives are infrastructure related and have been assessed on their merits to deliver desired social outcomes.

7.3.2 Legal and regulatory considerations

The potential impact of any legal and regulatory considerations has been considered when assessing the long list of initiatives. The initiatives that are construction related would require additional approvals, such as building permits, in order to progress to development. Additional legislative and approval requirements, such as heritage considerations, may also be applicable as Ipswich is home to several heritage sites, including the heritage listed Woollen Mills located adjacent to the site of the proposed initiative *sports and events precinct*. Early recognition of possible legal and regulatory requirements related to any potential initiative is key in order to mitigate implementation lag and development delay. At this point, there is no evidence that such considerations pose a significant barrier to any of the initiatives identified.

7.3.3 Market considerations

The market considerations related to this project are focused on the construction industry and the ability of the industry to develop the potential infrastructure-related options. The construction industry in Australia is in a strong position having experienced 16.1% growth in 2019 (ABS). Factors which have contributed to this growth include continuing low interest rates as well as strong price growth, fuelling residential housing in Australia.



The Australian construction industry has demonstrated strong capability in developing social infrastructure, such as stadiums in recent times with several projects recently completed. Projects such as the redevelopment of the Adelaide Oval and the developments of Perth Stadium, Townsville Stadium and Western Sydney Stadium are all testament to the capability in design and construction of stadium infrastructure in Australia. The OA has leveraged expertise from parties that have been involved in the above-mentioned projects to ensure that the feasibility of potential developments is thoroughly tested.

7.3.4 Public interest considerations

Consultation with key stakeholders forms an important stage in the assessment of potential initiatives and options generation. The outcomes of the stakeholder consultation process is provided in *Section 5.3– Stakeholders*, which outlines key considerations highlighted by stakeholders which assisted in the development and subsequent assessment of potential options. In addition to the initial consultation process, a specific options workshop was held with Council stakeholders for the purpose of assessing potential options and ensuring the assessment is in the best interest of the public.

The key consideration for the assessment of the potential initiatives is to what extent the identified service need is being addressed. The service need previously outlined in the OA is centred on what is in the best interest of local residents. Increasing the public's access to events and entertainment, enhancing the destination brand of Ipswich and building capacity in the region to host major sporting and entertainment events are key criteria in which the assessment of potential initiatives has been based. The assessment was used to highlight the potential initiatives which best address the service need and therefore contribute to the interests of the public.

8 Options shortlist

The initiative filter process identified the development of a '*sporting and events precinct*' (project) as the preferred initiative to achieve the benefits sought through addressing the service need. The project has been further developed into two project options that will be further analysed as part of the OA.

The two project options have been developed through an options workshop that canvassed several key considerations for the project, the specifics of the service need and the requirements of the relevant business case guidelines. The workshop participants included relevant technical experts, the project steering committee and key Council project team members. In refining the project options, the workshop participants considered the following considerations.

Table 8-1: Project option considerations

Considerations	Sports and events precinct
Business Case Guidelines	The business case guidelines (and broader best practice project evaluation methodologies) outline the need to test different levels of 'intervention' to solve the problem. As a result, the project options are required to be sufficiently different that they test different scales of a solution. Through the options workshop, it was decided that a minimum solution and a maximum solution should be tested.
Site considerations	Several previous studies have been considered in determining the option details. The previous reports and studies that have been used to guide the development of options are outlined in <i>Section 4.1– Project Background</i> . The previous reports provided the following insights: <ul style="list-style-type: none"> • The North Ipswich Reserve location was identified as the preferred site for a potential development; • The size of the site would limit the capacity of a stadium to approximately 20,000 attendees; • Several potential orientations of the stadium have been previously analysed; • The site would require additional transportation infrastructure including a pedestrian bridge linking to the CBD; and • The site is located adjacent to the heritage listed Woollen Mills, which would be required to be taken into consideration as part of the design process.
User requirements	The consultation process provided insights into potential user requirements which have been taken into consideration as part of the options development stage. Stakeholders such as the NRL, QRL, FFA and event promoters provided varying requirements in order to host events which have been used to develop the two project options outlined in the following section.
Bid considerations	The NRL, FFA, Ipswich Jets and Western Pride were included as part of the consultation process. The consultation insights were used to inform stadium requirements for a successful national franchise bid under each of the national sporting bodies. The NRL and FFA have materially different facility requirements, with the FFA indicating that, ideally, a successful franchise bid team would have access to a 15,000 – 20,000 seat stadium. Whereas, the NRL and QRL had lower patron requirements with stadiums of 8,000 – 10,000 capacity of standard to host national and state rugby league games.
Public perceptions	Public perception has been taken into consideration in the course of the options development process. The consideration is of significance due to the previous studies and reports focusing on a possible future stadium development located at the North Ipswich Reserve site. This has generated a level of public expectation for what a future development might include.
Potential demand / utilisation	An initial demand assessment was developed through the consultation process with possible future venue users. This process provided the minimum standard that would be required in order to attract and host events as well as identifying the event types that could be hosted.
Comparable venues	Through the consultation process, several venues were put forward by stakeholders as comparisons to a possible future development of a North Ipswich stadium. The comparable venues included: <ul style="list-style-type: none"> • Sunshine Coast Stadium – capacity of 12,000 (1,050 seated); • Redcliff Dolphin Stadium – capacity of 11,000 (10,000 seated); and • Glen Willow Regional Sports Stadium – capacity of 10,000 (1,000 seated).

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Considerations	Sports and events precinct
Broader precinct considerations	<p>Ipswich City Council has undertaken several planning projects including the 'Open Space Master Plan' which outlines initial plans for a broader precinct in the North Ipswich Reserve location. Other considerations taken into account in relation to the stadium precinct option include:</p> <ul style="list-style-type: none"> • Requirement for enabling transportation infrastructure including a pedestrian footbridge; • Precinct traffic considerations; • Activation of the broader precinct and CBD • Impact of a possible development on the surrounding residential area.

The resulting outputs of the options workshop are the two project options summarised in the table below. The key differentiator between the two options is the size (capacity) of the two stadium options. The first option outlines the minimum standard required to host and broadcast national level events, which is considered the minimum solution that would address the service need. The second option is designed to meet all stakeholder requirements (and most stakeholder preferences), and is considered to be the maximum solution. The table below formed the guidance for the development of the detailed specification of the project options, which are outlined in the subsequent sections of this report.

Table 8-2: Overview of outputs from Options Workshop

Option 1	Option 2
Option designed to meet minimum requirements to host and broadcast national level sporting events.	Option designed to meet all stakeholder requirements and most preferences. Considered the maximum solution.
<ul style="list-style-type: none"> • Approximately 12,000 capacity stadium. • National standard western stand (player amenity, function space, media to a national level). • Similar in design and functionality to North Queensland Stadium in Townsville (i.e. horseshoe configuration, corporate / product breakdown). • Ability to reach 20,000 seated capacity in stages over time. • Function space (~200 banquet) to replace current venue. 	<ul style="list-style-type: none"> • Approximately 20,000 seated capacity stadium. • As per Option 1, but with greater seated capacity in the north, east and southern stands. • Similar in design and functionality to North Queensland Stadium in Townsville (i.e. horseshoe configuration, corporate / product breakdown). • Function space (~200 banquet) to replace current venue.
Considerations for the precinct (relevant to both project options) <ul style="list-style-type: none"> • Access – pedestrian bridge (required); • High performance centre; • Training field; • Allied health offerings; • Non-game day food and beverage options; • Sports education offering – possible university presence; • Childcare; • Links to CBD; connectivity and amenity (draws into CBD); • Riverside park; and • Urban precinct. 	

8.1.1 Considerations for the precinct

The considerations for the precinct outlined in the table above provide additional opportunities to consider in order to ensure adequate activation of the broader precinct in which the stadium development would be situated. As these considerations are not dependent on the size of the stadium, all the listed considerations are applicable to the two listed project options.

Sports related considerations, such as a training field, high performance centre and allied health offerings, would be predominately utilised by the direct users of the stadium. These precinct additions would support the use of a stadium development by providing sporting organisations with necessary infrastructure and services which would be required by a national level tenant of the venue. In the event of limited stadium use by a national franchise, the additional considerations such as a training field could provide community use opportunities by catering to local sporting organisations and the general public.



The precinct considerations also include enabling infrastructure that would assist in the activation of the precinct on both event days and non-event days. These considerations include transportation infrastructure, such as a pedestrian bridge across the Bremer River to the south of the site, additional links to the CBD as well as offerings to encourage community use such as food and beverage options, a riverside park, urban precinct, and childcare services. The considerations have been developed to ensure the precinct is utilised and valued by the broader community by increasing the precinct connectivity, including non-event activities and catering to the broader community.

As the project options outlined above were subject to several final considerations and investigations, subsequent work was undertaken by technical advisors to refine these options into specific solutions. These are outlined below.

8.2 Base Case

The Base Case in this OA does not see any alteration to the current North Ipswich Reserve, which is maintained as per the status quo to allow the venue to continue to operate across the project horizon.

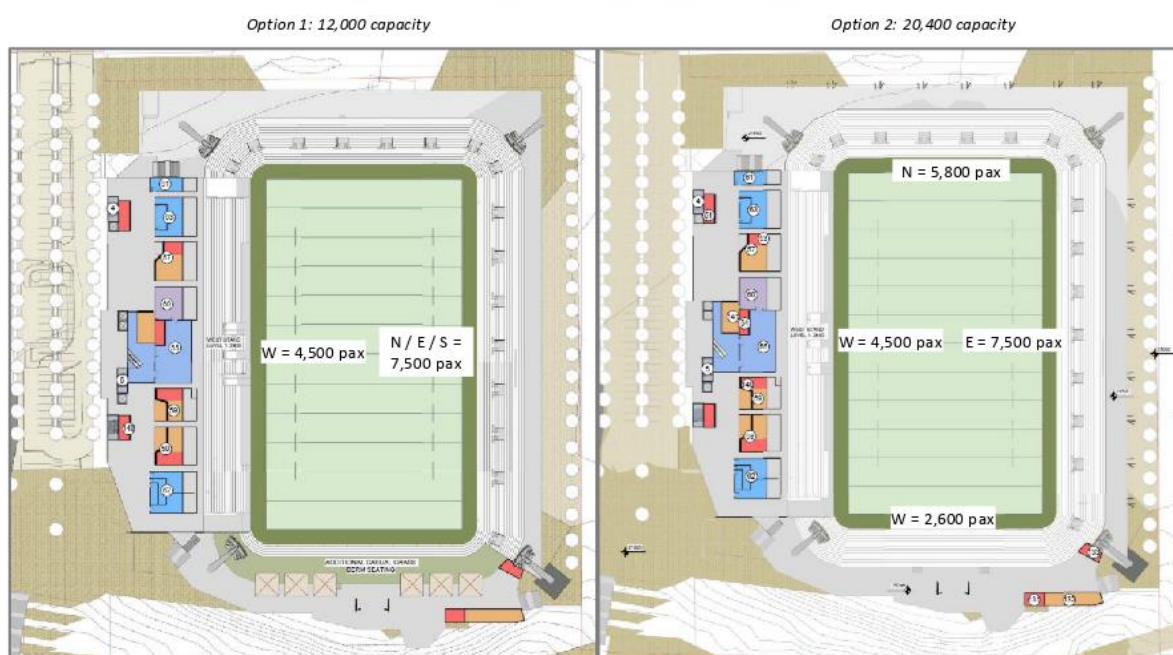
8.3 Project options

The two project options are of similar design and have been developed to meet the requirements for hosting national standard sporting and entertainment events. Additionally, both options meet the recommended requirements for hosting an A-League or NRL franchise, as per the stakeholder consultation outcomes.

8.3.1 Capacities

Option 1 has an overall capacity of 12,000 whilst Option 2 has a capacity of 20,400. A key similarity between the two options is the Western Grandstand, with a capacity of 4,500 patrons split across general admission and corporate attendees. The difference between the overall capacities of the two options lies in the differences between the North, East and South stands. Both options utilise a “horseshoe” design, allowing the southern end to remain relatively open with views towards the river. Option 1 features single tier, standalone North and East stands, complemented by minimal formal seating at the Southern end that features additional casual grass berm seating, allowing a capacity of ~7,500 pax across those three ends. Option 2 has larger North and East stands, as well as expanded formal seating in the Southern stand up to the elevated concourse level. These stands have capacities of 5,800, 7,500, and 2,600 respectively. To achieve this larger capacity of seated patrons for project Option 2, the North and East stands feature a continuous bowl design (i.e. seats are placed within the corners of the bowl) to maximise general admission provisions.

Figure 11: Architectural drawing comparison of project options



The Western Grandstand provides the same functionalities between the options, incorporating three levels on top of a ground floor. Across both options, the ground level provides the engine room for the stadium's operations and capabilities to host sporting and concert events, including corporate offerings (i.e. a *Tunnel Club*) and spatial allowances for larger kitchens and operational spaces needed to operate a larger stadium. Both options include player facilities, support facilities, a main kitchen, catering office, corporate entry, event management, pitch access vomitories, and a press conference room.

Across both options, Level 1 provides a mix of general admission and corporate function space, supported by a range of food and beverage / amenities. Level 2 features design elements such as a media centre, coaches' boxes, sky terraces, as well as function spaces with aspects across the city and the field of play, while Level 3 provides accommodation for the camera deck (located on top of the media centre).

8.3.2 Corporate offering

The corporate offering for both options is designed to appeal to a range of audiences. Due to the capacity and size of the stadium (and in anticipation of hosting one or more national franchises), it is more appropriate to have several price points of corporate offerings in line with other stadia nationally. The ground level provides a unique experience of a *Tunnel Club* where patrons can view players warming up and as they run through the tunnel to the field of play. Level 1 has a function room situated on the highly sought after, halfway line. This provides function space for VIP's at the highest price point. Level 2 maintains similar function and club lounge offerings as Option 1, and acts as the main function level for the stadium.

A summary of the corporate offering and function spaces, their capacities and suggested price point is presented in the table below.

Table 8-3: Corporate offering - project options

Project options – corporate offering					
Description	Area (sqm)	Capacity (Banquet)	Capacity (Cocktail)	Capacity (Theatre)	Price point
Function Room 1	144	96	144	131	\$\$\$
Function Room 2	168	112	168	153	\$\$\$
Club Lounge	188	125	188	171	\$\$

Project options – corporate offering					
Description	Area (sqm)	Capacity (Banquet)	Capacity (Cocktail)	Capacity (Theatre)	Price point
Sky Terrace	107	71	107	97	\$
Tunnel Club	242	161	242	220	\$\$\$
Centreline Club	155	103	155	141	\$\$\$\$
Total	849	668	1,004	913	

Source: Cox Architecture

8.3.3 Roof and stadium form

Option 1 features a simple roof on the West and East stands. The North stand remains uncovered, with the South stand featuring nominal provision of sun shading umbrellas to the top of the berm. The roof for Option 2 is simple and covers a large amount of the bowl seating and is designed to open up to the South. This open end connects directly back to Ipswich Central and provides a strong narrative for the inclusion of the events into the CBD and vice versa. With an open-ended stadium, there is a sense of inclusion into the event and a feeling of transparency and openness for community engagement into the stadium.

8.3.4 Other amenity

Using the internationally recognised 'Guide to Safety at Sports Grounds' (The Green Guide), the general admission seats in the stadium has been provided with a consistent C-75 sightline with a focal point at the boundary of the football pitch while the corporates in the Western stand enjoy a C-90 sightline. These scores measure the viewing angle and are used to indicate the viewing experience, with higher c-scores generally representing a better viewing experience. These values ensure uninterrupted viewing of the match and serves to enhance the overall spectator experience of the ground.

The stadium has been designed to optimise the viewing experience for stadium patrons with all seating options also having an unobstructed view of a LED video replay screen located in the Southern end of the stadium.

Design renders have been developed for the proposed design of project Option 2, showing the orientation of the stadium within the City, as well as broader potential project inclusions across the precinct.

Figure 12: Design renders - project Option 2



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Source: COX Architecture

The table below presents a comparison of the main features in the two project options.

Table 8-4: Project option comparison

Project option comparison		
	Project Option 1	Project Option 2
Capacities		
Total capacity	12,000	20,400
Western stand level GA	3,764	3,482
Western stand level corporate	736	1,018
Other GA	7,500	15,900
Roof		
Roof coverage	West, East	West, North, East
Sightlines		
Corporate	C-90	C-90
General admission	C-75	C-75
Corporate offering		
Range of facilities	Broad, several price points of corporate offerings in line with other stadia nationally.	Broad, several price points of corporate offerings in line with other stadia nationally.
Corporate function space (m ²)	849m ²	849m ²
Other		
National broadcast capabilities / requirements	✓	✓
Concert boneyard	✓	✓

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Project option comparison		
	Project Option 1	Project Option 2
Large LED replay screen	✓	✓

8.4 Capital costs

RLB have prepared the capital cost estimates for this project based on design provided by Cox Architects. Utilising the outputs of the risk workshop held by RLB with Council representatives, capital costs have been risk-adjusted to a P50 level (P50 indicates that there is a 50% likelihood the cost will not exceed this amount). A breakdown of cost for each project option is presented in the table below and are outlined in greater detail in Appendix D.

Table 8-5: P50 capital cost estimates

Capital cost estimates (\$m)		
Component of works	Project Option 1	Project Option 2
Enabling works	1.53	1.53
Stadium works	118.88	134.14
Margins & adjustments	55.24	62.19
Net estimated construction cost	175.65	197.86
On costs	14.61	16.45
Total project cost (P50) (excluding contingency)	190.26	214.31
Contingency	19.22	21.74
Total project cost	209.48	236.06

Source: RLB

9 Demand profile

While this chapter does not form part of the official BQ Guidelines, the demand profile is a critical input to the economic and financial performance of an asset such as a stadium. In particular, two key components of demand drive stadium performance, the event calendar (i.e. how often a stadium is utilised), and the corresponding attendance at those events. As this information is a key input into the forthcoming chapters of this report, it has been included as a standalone chapter.

9.1 Event calendar

The event calendar is perhaps the single most important driver of a venue's financial performance. The event calendar is the key driver behind average attendance levels and therefore key event day revenue streams such as ticketing and catering revenue. The number of event days (and annual event attendance) is also a key driver of several other revenue streams such as naming rights, sponsorship, signage and supply rights (i.e. the payment received from a supplier to secure them exclusive rights to supply the venue). The value of the majority of these non-event day specific revenue streams rests largely in the level of exposure to event day patronage (and broadcast levels) and therefore the event calendar.

The interplay between events, attendances and financial capacity

The operational performance of a stadium is complex, with significant relationships between events, attendance, financial capacity and annual revenue streams. It is not as simple as comparing an event calendar and attendance projections, and these flowing directly through to financial outcomes. Each hiring deal is different, and the broader revenue streams of the stadium, such as food and beverage revenues, annual corporate product sales or naming rights, are driven by the quality of the event calendar and overall annual attendance.

A key example is the financial capacity to attract marquee and one-off events. While partnerships with promoters and tourism bodies such as TEQ assist with this process, these events often still require event attraction funding out of the stadium profit and loss. It follows that, should the venue not be operating at a financially sustainable level, its ability to attract these events may be limited.

The key takeaway from this discussion is that there are flow-on impacts associated with the positive and negative performance of the stadium. A strong event calendar will support greater annual revenue streams and attendances. At the other end of the scale, a weak event calendar will lead to financial constraints, further affecting attendances and the ability to provide favourable hiring deals.

The importance of the demand projections

The demand projections drive the outcomes of the financial and economic appraisal of the project options and are considered to be the key assumptions within this OA. Due to this relative importance, they have also been a focus of the sensitivity testing within both the financial and economic appraisals.

9.1.1 Approach and methodology

The development of the North Ipswich Stadium is expected to facilitate an increase in the number of sporting and entertainment events compared to those currently held at the North Ipswich Reserve site. Given the proposed configuration of the stadium, the event calendar assumptions are primarily focused on rectangular field sporting codes, and comparable rectangular stadia. The event calendar assumptions adopted for the purpose of the OA have been prepared with consideration of several sources, including:

- Stakeholder consultation, including:
 - Sports;
 - Entertainment promoters;
 - City of Ipswich;
- Existing event profile at the site;
- Existing contractual arrangements at the site;
- Historical event data for the site; and
- Event calendars at comparable venues.

Item 3 / Attachment 2.

Critical to the assessment of the theoretical event calendar for the stadium was the likely availability and 'fit' of identified content. This process commenced through the development of an exhaustive potential 'long-list' of events which was filtered down to a more realistic event calendar for the region, informed by the aforementioned data sources.

In practice, the actual event calendar for the stadium will be subject to a range of factors including commercial arrangements, existing contract arrangements at the time, competition from comparable venues, propensity for content owners to stage events in Ipswich and the introduction of new sporting club franchises in Ipswich, particularly in the NRL and A-League (with supporting women's teams).

9.1.2 Franchise scenarios

Based on Council's desire to meet the requirements for both an A-League and NRL franchise, the core scenarios modelled throughout the demand, economic, and financial sections are presented under the assumption that both franchises are hosted at the stadium. As such, the following event calendars are the 'core scenarios' in this section.

Core scenarios

- Option 1: Both franchises included; and
- Option 2: Both franchises included.

This reflects some overarching assumptions related to 'triggers' for the development of the stadium and the projected event calendar based on stakeholder consultation.

- The development will not proceed in the absence of a franchise being attracted to the region.
- If the NRL franchise is awarded in the region, they would play most games at Suncorp Stadium (playing approximately two regular season NRL games at any potential Ipswich Stadium). This is based on insights from consultation with the NRL and the Western Corridor bid team.

While both codes are actively considering expansion of their leagues, there is no guarantee of both or either franchise being awarded to Ipswich. In order to test the sensitivity of results to these possibilities, the economic and financial analysis chapters include scenario analyses that analyse the impacts of these potential scenarios.

Alternative scenarios

- Option 1 - Alternative Scenario 1: A-League franchise only
- Option 1 - Alternative Scenario 2: NRL franchise only
- Option 2 - Alternative Scenario 1: A-League franchise only
- Option 2 - Alternative Scenario 2: NRL franchise only

9.1.3 Event calendar projections

The financial and economic models that underpin the forthcoming analysis are based on a demand model that considers events over a 30-year time period. To summarise this, an annual event calendar has been developed to show the low and high range of events in any given year. The table below splits this quantity into event type (e.g. Rugby League), and category (e.g. national level event or local / community event). A full event calendar that specifies the particular events within those categories can be found on in Table 9-2.

Table 9-1: Projected event calendar (summary)

Event type	Category	Base Case	Option 1	Option 2
		Base Case	Core	Core
Rugby League	National	-	6	6
	Local / community	10	10-11	-
	Exhibition	-	0-1	0-2
Football	National	-	16	15
	Local / community	-	2	2

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Event type	Category	Base Case	Option 1	Option 2
		Base Case	Core	Core
	Exhibition	-	0-1	0-1
Rugby Union	National	-	0-1	-
	Exhibition	-	0-1	0-1
Entertainment	Entertainment	-	3	3
Total		10	37-41	26-29
Total excl. local / community events		0	25-28	24-27

Note: These tables are not simply additive. They provide a range of event types. The 'total' events number is driven by the minimum number and maximum number of events that are held in any given year across the project horizon.

The above table outlines that the overall quantum of events for the 'core' scenario is projected as follows:

- Option 1 – 37-41 events per annum (25-28 events per annum when excluding local / community events).
- Option 2 – 26-29 events per annum (24-27 events per annum when excluding local / community events).

Key differences between the event calendars

There are some key differences between the event calendars that will drive the results in the economic and financial analysis. The design of Option 2 does not lend itself to hosting local / community sporting events due to the operational costs associated with opening a stadium of that size. However, while the Option 1 calendar projects a more expansive event calendar than Option 2, the primary driver of the difference between the number of events is the retention of the Ipswich Jets at the venue under Option 1.

Another difference between the event calendars is the type of event that is expected to be attracted based on the capacity of the stadium. In order to optimise their commercial return, content owners will often look to choose a venue that is 'right-sized' to the anticipated attendance of their event.

An example of this is in the category 'Rugby League – exhibition'. Under Option 1, the Women's NRL State of Origin is assumed to occur once every five years, with an attendance of 6,890. Under Option 2, the Women's NRL State of Origin is no longer hosted at the venue, but does attract higher attended events, such as Men's International Rugby League Games, or the NRL All Stars.

The Base Case, or status quo, keeps the event schedule as per the existing scenario whereby the reserve is utilised by the Ipswich Jets.

Alternative Scenarios: The event calendars for the alternative scenarios as described previously effectively toggle in and out certain events that are tied to either franchise. However, the absence of a home franchise does not preclude Council from procuring similar content. Table 9-2 indicates whether the content is attributed to an Ipswich-based franchise or whether it is procured content. In practical terms, the general difference between a home franchise and procured content is that, in the case of a home franchise attraction / appearance, fees are unlikely to be required. These differences are reflected in the event calendar by a yellow shading.



9.1.4 Detailed event calendar projections

The table below presents the detailed event calendar projections on an annual basis.

Table 9-2: Detailed event calendar projections

Event type	Category	Events	Base Case	Core		Alternative Scenario 1 A-League only		Alternative Scenario 2 NRL only	
				Option 1	Option 2	Option 1	Option 2	Option 1	Option 2
Rugby League	National	NRL Trial Matches	-	1	1	1	1	1	1
		Women's NRL Trial Matches	-	-	-	-	-	-	-
		NRL Regular Season	-	-	-	1	1	-	-
		Women's NRL Regular Season	-	-	-	-	-	-	-
		NRL Regular Season (Ipswich franchise)	-	2	2	-	-	2	2
		Women's NRL Regular Season (Ipswich franchise)	-	3	3	-	-	3	3
	Local / community	Intrust Super Cup (Jets) Regular Season	10	10	-	10	-	10	-
		Intrust Super Cup Grand Final	-	1 in 3	-	1 in 3	-	1 in 3	-
		Local Rugby League	-	-	-	-	-	-	-
		Community Representative Rugby League	-	-	-	-	-	-	-
	Exhibition	International Rugby League Games	-	-	1 in 3	-	1 in 3	-	1 in 3
		NRL 9's	-	-	1 in 5	-	1 in 5	-	1 in 5
		NRL All Stars	-	-	1 in 5	-	1 in 5	-	1 in 5
		Women's NRL State of Origin	-	1 in 5	-	1 in 5	-	1 in 5	-
		Other Events (e.g. Queensland 9's and Justin Hodges NRL 9's)	-	-	-	-	-	-	-
Football	National	A-League Trial Matches	-	1	-	1	-	1	-
		W-League Trial Matches	-	-	-	-	-	-	-
		A-League Regular Season	-	-	-	-	-	2	2
		W-League Regular Season	-	-	-	-	-	-	-
		A-League Regular Season (Ipswich franchise)	-	13	13	13	13	-	-
		W-League Regular Season (Ipswich franchise)	-	2	2	2	2	-	-
	Local / community	National Premier League - Men's	-	-	-	-	-	-	-
		National Premier League - Women's	-	-	-	-	-	-	-
		FFA Cup (Ipswich franchise)	-	2	2	2	2	-	-
		FFA Cup (Community Club)	-	-	-	-	-	-	-
	Exhibition	International Men's Football	-	-	1 in 5	-	1 in 5	-	1 in 5
		International Women's Football	-	1 in 5	1 in 5	1 in 5	1 in 5	1 in 5	1 in 5
Rugby Union	National	Super Rugby Trial Matches	-	1 in 2	-	1 in 2	-	1 in 2	-

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Event type	Category	Events	Base Case	Core		Alternative Scenario 1 A-League only		Alternative Scenario 2 NRL only	
				Option 1	Option 2	Option 1	Option 2	Option 1	Option 2
		Super W Rugby Trial Matches	-	-	-	-	-	-	-
		Super W Rugby Regular Season	-	-	-	-	-	-	
		National Rugby Championships	-	-	-	-	-	-	
	Exhibition	International Men's Rugby Union	-	-	1 in 5	-	1 in 5	-	1 in 5
		International Women's Rugby Union	-	1 in 5	-	1 in 5	-	1 in 5	-
Entertainment	Entertainment	Concerts	-	2	2	2	2	2	2
		Other Entertainment (including Boxing, Crusty Demons of Dirt, Nitro Circus, Monster Trucks)	-	1	1	1	1	1	1
Total			0	37-41	26-29	35-39	22-25	24-28	14-17
Total excl. local / community events			-	25-28	24-27	21-24	20-23	12-15	12-15

9.2 Attendances

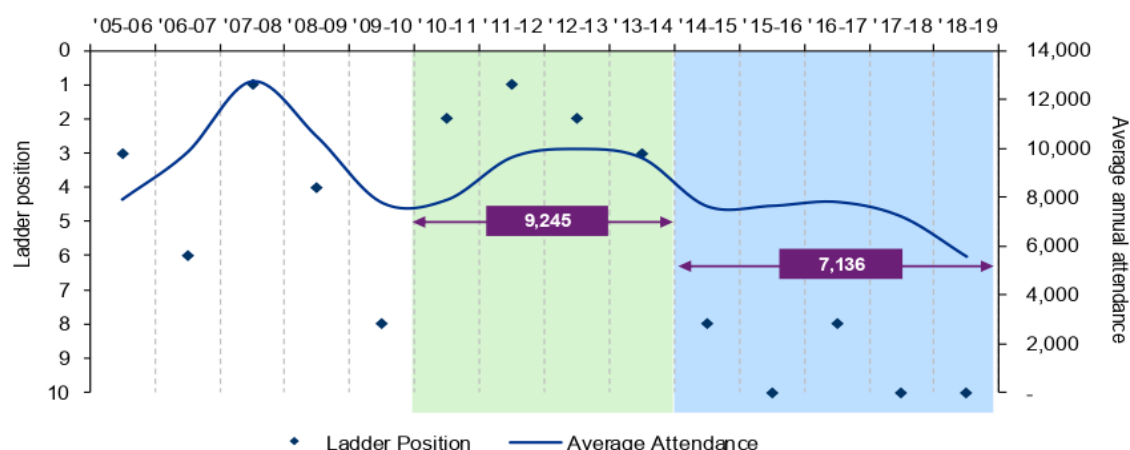
The methodology used for forecasting attendances for the OA is based on the use of an assumption for the average operating year over the 30-year evaluation period. This is important as the question to be answered in developing these assumptions is not 'what is the best indicator of attendance in the next operating year', but instead we are looking for the best indicator for the average over the next 30 years.

There are several factors that affect attendance at sporting and entertainment events, including:

- On-field performance of the teams (or quality of the entertainment event);
- Broader economic conditions;
- Complementary experiences (e.g. pre and post event offering, transport etc.);
- Competitive experiences (e.g. improvements in the home theatre experience, or increased competition from other entertainment products);
- Seasonal and weather impacts;
- Broader performance or attractiveness of the sporting competition; and
- The cost associated with attending the event.

Of these factors, the first two have a significant cyclical effect on attendances. A good example of this can be seen in the chart below, which shows the variation of attendance at Central Coast Mariners' (A-League) home matches alongside ladder position since the inception of the A-League (2005-06 season).

Figure 13: Central Coast Mariners - attendance vs ladder position



Source: Ultimate A-League, KPMG analysis

The variation in performance and resulting impact on attendances within sport in Australia is exacerbated by the equalisation measures (e.g. salary cap) that are commonplace within national competitions. It is because of this cyclical variability that we use an average year forecast for attendances over the evaluation period.

9.2.1 Approach and methodology

The attendance assumptions adopted for the purpose of the OA have been prepared with consideration of several sources, including:

- Stakeholder consultation;
- Historical event attendance data (where available) at the site; and
- Attendance data at comparable venues.

The assumptions, where appropriate, have been adjusted to align with the stadium proposal including venue capacity.



9.2.2 Attendance projections

The table below is presented in a similar manner to the event calendar in the previous section.

Table 9-3: Detailed attendance projections

Event type	Category	Events	Base Case	Core		Alternative Scenario 1 A-League only		Alternative Scenario 2 NRL only	
				Option 1	Option 2	Option 1	Option 2	Option 1	Option 2
Rugby League	National	NRL Trial Matches	-	10,200	10,200	10,200	10,200	10,200	10,200
		Women's NRL Trial Matches	-	-	-	-	-	-	-
		NRL Regular Season	-	-	-	12,000	13,260	-	-
		Women's NRL Regular Season	-	-	-	-	-	-	-
		NRL Regular Season (Ipswich franchise)	-	12,000	15,300	-	-	12,000	15,300
		Women's NRL Regular Season (Ipswich franchise)	-	4,080	4,080	-	-	4,080	4,080
	Local / community	Intrust Super Cup (Jets) Regular Season	1,000	1,800	-	1,800	-	1,800	-
		Intrust Super Cup Grand Final	-	7,200	-	7,200	-	7,200	-
		Local Rugby League	-	-	-	-	-	-	-
		Community Representative Rugby League	-	-	-	-	-	-	-
	Exhibition	International Rugby League Games	-	-	16,320	-	16,320	-	16,320
		NRL 9's	-	-	15,300	-	15,300	-	15,300
		NRL All Stars	-	-	17,340	-	17,340	-	17,340
		Women's NRL State of Origin	-	7,800	-	7,800	-	7,800	-
		Other Events (e.g. Queensland 9's and Justin Hodges NRL 9's)	-	-	-	-	-	-	-
Football	National	A-League Trial Matches	-	6,000	-	6,000	-	6,000	-
		W-League Trial Matches	-	-	-	-	-	-	-
		A-League Regular Season	-	-	-	-	-	10,800	12,240
		W-League Regular Season	-	-	-	-	-	-	-
		A-League Regular Season (Ipswich franchise)	-	10,800	12,240	10,800	12,240	-	-
		W-League Regular Season (Ipswich franchise)	-	2,040	2,040	2,040	2,040	-	-
	Local / community	National Premier League - Men's	-	-	-	-	-	-	-
		National Premier League - Women's	-	-	-	-	-	-	-
		FFA Cup (Ipswich franchise)	-	3,200	3,200	3,200	3,200	-	-
		FFA Cup (Community Club)	-	-	-	-	-	-	-
	Exhibition	International Men's Football	-	-	16,320	-	16,320	-	16,320
		International Women's Football	-	12,000	15,300	12,000	15,300	12,000	15,300

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Event type	Category	Events	Base Case	Core		Alternative Scenario 1 A-League only		Alternative Scenario 2 NRL only	
				Option 1	Option 2	Option 1	Option 2	Option 1	Option 2
Rugby Union	National	Super Rugby Trial Matches	-	6,000	-	6,000	-	6,000	-
		Super W Rugby Trial Matches	-	-	-	-	-	-	-
		Super W Rugby Regular Season	-	-	-	-	-	-	-
		National Rugby Championships	-	-	-	-	-	-	-
	Exhibition	International Men's Rugby Union	-	-	16,320	-	16,320	-	16,320
		International Women's Rugby Union	-	6,000	-	6,000	-	6,000	-
Entertainment	Entertainment	Concerts	-	18,360	18,360	18,360	18,360	18,360	18,360
		Other Entertainment (including Boxing, Crusty Demons of Dirt, Nitro Circus, Monster Trucks)	-	18,360	18,360	18,360	18,360	18,360	18,360
Total			10k	276-303k	278-328k	252-279k	248-298k	147-174k	133-183k
Total excl. local / community events			-	252-272k	271-321k	228-248k	242-292k	129-149k	133-183k

10 Social impact evaluation

The social impact evaluation chapter is contained with the KPMG Detailed Options Analysis report attached as Appendix C. A short summary of the chapter is included below for reference.

Methodology

Identification of impacts

The BQ SIE tool was used to capture the identified social impacts associated with the project options. The majority of the identified impacts (both positive and negative) are likely to occur during the operational phase of the project.

Impact Evaluation

Each of the identified impacts were evaluated against three key areas:

- Assess the likelihood and consequences of impacts occurring without the project (baseline);
- Assess the likelihood and consequences of impacts occurring with the project; and
- Asses the likelihood and consequences of negative impacts after mitigations and any enhancements for positive impacts.

Impact integration

The final step in the SIE process is to integrate the SIE outcomes into the applicable aspects of the OA. This process included identifying impacts to be included in the economic analysis, and the inclusion of relevant elements in other forms of analysis such as the risk register and financial assessment.

Key findings

Several positive social impacts were identified which could be further enhanced through the development of the project options. The material positive social impacts include.

- The retention of local resident's expenditure within the local economy;
- Improving access to sport and entertainment experiences for local residents;
- Increasing the 'destination brand' for the Ipswich region; and
- Supporting major events and national sport franchise bids.

Similarly, there were no material negative impacts identified that would result from the development of the project options that could not be mitigated.

11 Economic analysis

The economic analysis chapter is contained within the KPMG Detailed Options Analysis report as Appendix C. A short summary of the outputs has been included below for reference.

Key findings

The economic analysis has been undertaken using cost-benefit analysis (CBA), which is consistent with BQ guidelines and best practice project appraisal approaches. Only those impacts which were outlined as quantifiable within the SIE have been explored within this section of the OA. The table below summarises the outputs of the CBA.

Cost-Benefit Analysis Outputs (NPV, \$m, FY21)						
	Option 1			Option 2		
<i>Discount rate</i>	4%	7%	10%	4%	7%	10%
Costs						
Capital costs	179.72	160.86	144.46	202.24	180.84	162.26
Lifecycle costs	29.74	18.89	12.72	33.83	21.50	14.50
Total quantified costs	209.46	179.75	157.19	236.07	202.34	176.75
Benefits						
Consumer surplus	20.20	12.63	8.42	21.31	13.32	8.87
Producer surplus - Visitors	30.09	18.81	12.53	32.82	20.51	13.66
Producer surplus – Retained locals	21.67	13.55	9.02	23.66	14.79	9.85
Labour surplus – Visitors	25.79	16.13	10.74	28.13	17.58	11.71
Labour surplus – Retained locals	18.57	11.61	7.74	20.28	12.68	8.45
Terminal value	15.28	5.55	2.07	16.32	5.93	2.22
Total quantified benefits	131.61	78.28	50.53	142.52	84.82	54.76
Outputs – Economic Indicators						
Net benefit	(77.85)	(101.47)	(106.66)	(93.55)	(117.52)	(121.99)
Benefit cost ratio (BCR)	0.63	0.44	0.32	0.60	0.42	0.31
EIRR (%)	0.81%			0.53%		

Using the 7% real discount rate and the core demand scenarios, Option 1 results in a BCR of 0.44 and a net benefit of negative \$101.47m, and Option 2 results in a BCR of 0.42 and a net benefit of negative \$117.52m. The results are improved when using the 4% real discount rate to BCRs of 0.63 and 0.60 respectively, and drop to 0.32 and 0.31 respectively when using the 10% real discount rate.

The results would indicate that the project costs are not outweighed by the quantified project benefits that have been able to be included within this analysis. There are however further benefits outlined within the SIE that should also be considered in the decision-making process. Of these, the non-use values that are generated for Ipswich residents from the project, particularly from the successful attraction of Ipswich based national sporting franchises, should be explored in greater detail should this project progress to the DBC stage of analysis.

12 Financial and commercial analysis

The financial and commercial analysis chapter is contained within the KPMG Detailed Options Analysis report attached as Appendix C. A short summary of the outputs has been included below for reference.

Key findings – Operating return

The financial and commercial analysis of the OA has been developed to provide decision makers with the estimated whole-of-life costs for the project across the evaluation period. It shows the direct costs and revenues associated with the implementation of the project, and the ongoing operation of the stadium for the Base Case and the project options. The key findings of the financial analysis are presented below.

Operating profit & loss - average year (\$FY21, \$)		
	Option 1 Core	Option 2 Core
Revenue		
Venue hire fees	892,500	795,000
F&B revenue	508,104	556,812
Signage	360,000	345,000
Functions	36,604	36,604
Supply rights	158,313	172,925
Naming rights	175,000	250,000
Ticketing rebates	237,490	249,067
Total revenue	2,368,011	2,405,408
Expenses		
Event day costs	267,812	285,830
Salaries and wages	1,000,000	1,000,000
Turf maintenance	400,000	400,000
Administration / overhead costs	1,000,000	1,000,000
Maintenance	1,053,907	1,187,136
Total expenses	3,721,719	3,872,966
EBITDA	(1,353,708)	(1,467,558)
Lifecycle costs	2,195,639	2,473,200
Operating result	(3,549,346)	(3,940,758)
Number of events	40	28
Attendance (pax)	297,400	309,340

Both project options are projected to generate annual operating losses at the EBITDA level, and this position deteriorates after the application of lifecycle costs.

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Key findings – Financial impact

The table below details the projected total financial deficit to the proponent as a result of each of the options on an NPV basis.

Project investment analysis - (\$FY21, \$m)			
	Base Case	Option 1 Core	Option 2 Core
Operating result			
Revenue	-	70.55	73.47
Operating expenditure	(9.11)	(111.87)	(116.38)
Lifecycle costs	(5.07)	(65.87)	(74.20)
Total operating result	(14.18)	(107.19)	(117.11)
Capital expenditure	-	(209.48)	(236.05)
Net cash flow (total return)	(14.18)	(316.67)	(353.17)
Net present value (NPV)			
Low discount rate (4%)	(7.39)	(230.31)	(257.52)
Base discount rate (7%)	(5.04)	(192.22)	(215.12)
High discount rate (10%)	(3.69)	(165.10)	(184.82)
Incremental net present value (INPV)			
Low discount rate (4%)	-	(222.92)	(250.13)
Base discount rate (7%)	-	(187.18)	(210.08)
High discount rate (10%)	-	(161.41)	(181.13)

The total cumulative operating result over the project timeline (construction plus 30 years of operations) is projected to be negative under both project options. The NPV analysis suggests a negative NPV for both project options. The incremental NPV (INPV) represents the estimated net financial impact to the proponent of the project when considering the incremental impact between the Base Case and project options. Whilst the project options' INPVs present a slightly improved result (due to the negative projected cash flows under the Base Case), the project options continue to present a significant financial loss to the proponent.

13 Delivery model analysis

The purpose of this chapter is to outline a range of possible delivery models by which the shortlisted options could be procured and delivered and to identify the delivery model that is likely to provide the best value for money (VfM) in meeting the Project objectives. This chapter describes the:

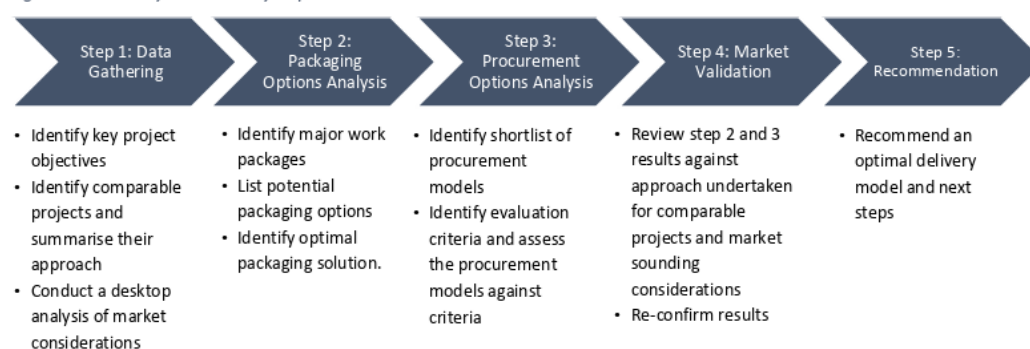
- Methodology used to evaluate the packaging and procurement model options;
- Project characteristics and considerations for the delivery model analysis;
- Packaging options assessment and outcomes;
- Procurement model assessment and outcomes; and
- Delivery model analysis summary and recommendation.

13.1 Delivery model analysis approach

13.1.1 Delivery model methodology

The methodology used to analyse the delivery model options follows the Queensland Government's Project Assessment Framework (PAF) Delivery Options Analysis and the BQ BCDF. The approach is summarised in the figure below.

Figure 14: Delivery model analysis process



13.1.2 Assumptions

The analysis and recommendations in this chapter assume that:

- The proposed Project will be either of the short-listed options below:
 - Option 1 – 12,000 capacity sporting and events precinct; or
 - Option 2 – 20,000 capacity sporting and events precinct.
- The optimal delivery model is the same for both options given their similarities.
- Several infrastructure projects will be required to be developed surrounding the proposed precinct in order to utilise the venue in a safe and effective manner including the pedestrian bridge to the City. These are not part of the analysis and it is assumed that these projects will be undertaken through a separate process and are subject to further traffic and transport analysis.
- Development opportunities adjacent to the precinct are not part of the analysis. Design, however, should not preclude future development opportunities e.g. commercial spaces or a hotel.

13.1.3 Project objectives

The delivery model should efficiently support achievement of the project and the following project objectives:

- Attract and support a national sporting franchise to anchor the proposed stadium component of the project;
- Host non-sporting events to maximise stadium utilisation;
- Integrate the precinct with Ipswich Central, other aspects of the North Ipswich Open Space Master Plan area and key public and pedestrian transport infrastructure;
- Generate increased local employment opportunities; and
- Diversify local economic activity.

13.1.4 Procurement objectives

The following procurement objectives have been identified for the project:

- Achieve desired timelines and realise schedule efficiencies during the procurement process;
- Minimise internal resources to deliver the project;
- Mitigate and manage relevant risks;
- Maximise VfM; and
- Achieve a fair, open and transparent procurement process.

13.1.5 Overview of works

To optimise the packaging of the project, the key work components are as shown in the table below:

Table 13-1: Project work components

Work component	Description
Demolition and Site Preparation	These works include demolition and site preparation which can include geotechnical investigations, earth works (including pre-loading), subsurface public utility investigations, gaining approvals and permits, and baseline monitoring.
Design	Design of the stadium facility and surrounding precinct including the pathways, access and transport interfaces around the venue.
Construction	Construction of a stadium that can hold premium sporting events and concerts which would include the approximate capacities and specifications outlined in the project options section of this report. Includes external roads, footpaths and landscaping.
Operations	Provide control of stadium precinct, event management, event procurement, promotional services including branding and advertising, catering, ticketing, patron management, management of booking schedule, sales and marketing, signage, stakeholder management and communications, cleaning, and reporting.
Maintenance	Hard facilities management activities including maintenance of building elements of the stadium and soft facilities management activities including providing playing surface maintenance, event support services, ICT and AV services, pest control, asset security and utilities management.

13.1.6 Key delivery risks

The project team has undertaken significant work in relation to identification of key project risks. From a delivery perspective, it is important to consider which specific risks are better managed by the public sector and which risks could (or should) be transferred to the private sector, and how this may influence the selection of the optimal delivery model. Key risks that were considered for the procurement models included:

- **Time:** risk of project delay;
- **Budget:** risk that the project will be over budget;
- **Internal capacity:** risk that the project proponent will not have sufficient resources to manage the procurement process;
- **Final design and functionality:** risk that the final design will not meet the needs of the community and stakeholders; and

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- **Interdependency:** risk that the transport infrastructure required to support and facilitate the operations of the facility will not be completed.

13.1.7 Procurement models considered

The table below provides an overview of the procurement models considered within this analysis.

Table 13-2: Procurement model overview

Delivery model	Description
Design & Construction (D&C)	<p>The project owner produces a performance specification document describing the desired outcomes of the project and the requirements it must meet. It then issues a call for tenders from the private sector D&C contractors to design and construct the project to the agreed specifications for a fixed price.</p> <p>The owner retains risk of scope of project brief, scope change, unknown or undiscoverable site conditions and whole-of-life asset ownership. The contractor assumes the risk of compliance of design and construction works with the brief, completion within timeframe and cost overruns.</p> <p>Payments are at set milestones and are based on lump sums.</p>
Design, Construct and Maintain (DCM)	<p>The DCM model is similar to the D&C model, with the inclusion of maintenance of the project for a specified period (usually between 10-30 years) in return for a largely fixed monthly fee. The fixed monthly fee covers planned maintenance activities. Unplanned maintenance, arising for reasons unrelated to the contractor, is typically paid for on a cost reimbursement basis.</p>
2-Stage Managing Contractor (2-Stage MC)	<p>The project owner appoints a head contractor who engages consultants and subcontractors to deliver the works.</p> <p>During stage 1, contractors are asked to tender all margins, preliminaries and management fees and confirm that they can deliver the project within the nominated target construction sum and target program. A leading contractor is then selected based on price and non-price selection criteria.</p> <p>The selected contractor further develops the design in consultation with the owner before submitting a detailed design and a Guaranteed Construction Sum (GSM).</p> <p>The GSM is then reviewed / audited by an independent quantity surveyor and negotiations occur to reach a final GSM before progressing to Stage 2 of the contract. Any savings identified during construction would be shared between the owner and the contractor.</p> <p>MC generally results in a lump sum contract, with ongoing payment of management fee, actual reimbursable costs to sub-contractors, generally up to a Guaranteed Maximum Price (GMP).</p>
Construction Only	<p>The owner engages a designer to develop a final design and detailed specification and invites contractors to provide their offers to construct the asset based on the final design requirements.</p>
Traditional Alliance	<p>Under a traditional alliance contract the owner, the contractor and the designer agree to collectively share all risks associated with the design and construction of the project.</p> <p>The contract includes a sophisticated cost plus remuneration regime where the owner reimburses the direct costs of the contractor and designer, and pays them a fee on account of profit margin and contribution to overheads that is adjusted upwards or downwards depending on the collective performance of the alliance members against agreed key performance indicators.</p>
Construction Management (CM)	<p>The project owner prepares a project brief, including a budget estimate and estimated completion time and engages a CM (contractor or consultant) to manage construction works on its behalf. The owner manages the scoping and engages the designer directly. The owner also engages the trade contractors directly, although these contracts are entered into by the CM as the principal's agent.</p> <p>The construction manager performs a purely management and co-ordination role (without delivery risk) and is generally paid a fee based on a percentage of the value of the works. The CM takes no cost risk or design risk although the CM may be paid to assist the client with cost control and design advice.</p>
Public-Private Partnership (PPP) – DBFOM/DBFM/DBF	<p>PPPs are a partnership between a government body and one or more private sector companies. In this partnership the private party provides a public service asset and assumes the financial, technical and / or operational risk of the project. Typically, a private sector consortium forms a special purpose vehicle (SPV) to design, build, maintain and operate the asset for a specified time frame after which it will be handed back to the end user in a good condition. The private sector assumes a major share of the responsibility in terms of risk and financing for the delivery and the performance of the infrastructure, from design and construction to long-term maintenance.</p> <p>PPPs are typically used where government is seeking whole-of-life innovation and efficiencies that the private sector can deliver in the design, construction and operating phases of the project. PPPs also have the</p>



	<p>potential to provide a greater degree of time and cost certainty than 'traditional' delivery approaches through the discipline of private finance but can be less flexible.</p> <p>There are various PPP models, ranging from design-build-finance (DBF) to fully integrated design-build-finance-operate-maintain (DBFOM). These models reflect a range of increasing private sector involvement.</p>
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13.1.8 Market considerations

Due to the preliminary nature of this report, no formal market sounding has been conducted. However, information has been drawn from recent market soundings of stadium projects. Key insights include:

- **Market interest and capacity:** There is general market interest and capacity for this type and size of project in Queensland.
- **Design:** Design innovation is seen as an important consideration when selecting the preferred procurement approach. While there would likely be design innovation benefits with a PPP model, benefits would likely not be significantly greater than other procurement approaches such as a 2-Stage MC model as the pool of architects and building contractors with stadium experience is relatively small and these contractors would also be available to the government under traditional procurement approaches.
- **Public Private Partnership:** A PPP model would likely not be the best option for a stadium of this size. There would be limited appetite from the market to undertake a PPP for a project of a value of less than \$500m, and there are limited recent examples of stadia developments through PPP arrangements in Australia. While a PPP would have the benefits of design innovation and risk transfer it would be inflexible, expensive and the procurement would take longer and require more resources from the project sponsor compared to other models.
- **Traditional procurement:** Of the traditional approaches, a 2-Stage MC model and a D&C model were considered. Both are considered suitable models for a stadium project, if no private financing is required. In comparing the two models, a 2-Stage MC model is considered to have the advantage of allowing for collaboration in the development of the design and then price certainty through a fixed lump sum. In a competitive market it was also considered that the MC model could potentially be secured with a lower risk premium and therefore provide better VfM than a D&C model. Models involving private sector operations and maintenance (O&M) were not considered in detail on the basis that this will likely be the subject of a separate stadium management arrangement consistent with other assets of this type in Queensland.

13.1.9 Precedent projects

A review of precedent projects was undertaken in order to gain an understanding of the approaches to procurement adopted on comparable projects, which may assist in assessing and confirming the most appropriate delivery model for the project. The table below summarises the approach adopted on precedent projects.

Table 13-3: Precedent stadium projects

Project	Description	Delivery Model	Capital Cost (\$m)	Construction Completion
North Queensland Stadium (Queensland Country Bank Stadium) (QLD)	New 25,000 seat stadium opened in February 2020.	MC – 2 stage	~300	2020
Carrara Stadium (Meticon Stadium) (QLD)	Stadium redevelopment to facilitate a home for Gold Coast Suns and to host the 2018 Gold Coast Commonwealth Games. Capacity of 27,000.	MC – 2 stage	~150	2013
Robina Stadium (CBUS Super Stadium) (QLD)	New stadium construction on the Gold Coast with a capacity of 27,400.	MC – 2 stage	~160	2008
Western Sydney Stadium (Bankwest Stadium) (NSW)	Development of the new Western Sydney Stadium after demolition of the old Paramatta Stadium. Capacity of 30,000.	D&C	~350	2019

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New Perth Stadium (Optus Stadium) (WA)	New 60,000 seat stadium with potential expansion to 70,000 seats, and associated transport infrastructure.	PPP (Design, Build, Finance and Maintain)	~1,200	2018
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As demonstrated in the table above, there is precedent for a 2-Stage MC model, with this model being used consistently for stadia projects of a similar scale and scope in Queensland.

The New Perth Stadium was delivered under a PPP model. The New Perth Stadium is of a far greater scale and scope than the other comparable projects, and, while historically the minimum capital size for a PPP was \$100m the trend has shifted upwards with minimal capital size of approximately \$500m. The procurement options analysis for the New Perth Stadium identified that a PPP model would best balance the control of project cost and risk with the achievement of project objectives while maximising VfM outcomes. Among the reasons the state decided to use the PPP model were adequate risk transfer, a robust maintenance regime tied to performance-based abatement, and sufficient market interest and capacity.

13.2 Packaging evaluation

Consideration was given to whether the project work components should be delivered as a single package or disaggregated and delivered as several separate packages. In this case, the work components include enabling works, design, construction, operation and maintenance.

Given the scale and scope of the project, there is likely to be limited benefit in disaggregation of works, although a separate enabling works package should be considered. A separate enabling works package can de-risk and prepare the site for the larger stadium construction package. Risk reduction enhances attractiveness and pricing of larger work packages and can reduce delivery times.

Operations and maintenance are typically separately managed for venues of this type and scale. For example, Stadiums Queensland has a strong advantage in terms of its existing workforce, experience with operating stadia in Queensland and economies of scale. Precedent would indicate that regardless of the governance and management model for the venue and precinct, operations and maintenance are unlikely to be packaged within project delivery (although early operator involvement is considered desirable).

13.3 Procurement model analysis

There are several traditional procurement models that could be tailored to deliver the project. The major distinguishing feature between the delivery models relates to how each model apportions risk between the owner and the contracted party throughout each of the three general project phases as follows:

- **Development:** including concept design and environmental and other assessments which are typically undertaken by the procuring authority.
- **Delivery:** including detailed design and construction which can accommodate varying degrees of risk and cost sharing between contractors and the project owner and early involvement by potential contractors in the design process.
- **Operations:** including routine and lifecycle maintenance, and operational control of the facility which can include transfer of some of these elements to a private party over a specific contract period.

A short-list of procurement models was determined, considering the project specific objectives and characteristics. The short-listed models are described below.

Note that the procurement model analysis applies for both short-listed precinct options and excludes the enabling works package. Given the preliminary nature of this exercise, a detailed analysis has not been done for the enabling work component however enabling works are best suited to flexible models such as a MC or bundled with larger contracts via Early Contractor Involvement (ECI).

Table 13-4: Shortlisted procurement models

Delivery model	Rationale for shortlisting
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Design & Construction (D&C)	This model is typically used where there is a desire for a level of innovation or risk transfer in design, the scope can be well defined, and where there is a desire for a reasonable level of cost certainty which can be developed under a competitive tender process. However, if design and operational requirements are not clearly articulated or contractually enforced, the model can lead to a strong focus on construction costs which may not necessarily best reflect a whole-of-life, VfM outcome.
Design, Construct and Maintain (DCM)	This model motivates the contractor to design and build the project in a manner that will minimise the combined design, construction and maintenance costs which will result in whole-of-life-cost management for the owner. It may be the case that a DCM approach is not suitable should there be a role for the State (i.e. Stadiums Queensland) in venue ownership and operations, however, this option is included for comparison purposes.
2-Stage Managing Contractor (2-Stage MC)	<p>This model is best suited to large, complex, fast moving or high-risk projects. It is of particular advantage where scope is uncertain, many of the project risk are undefined and the project owner has limited resources available to oversee the project.</p> <p>Potential for shorter design and construction program as construction can commence during design development and reduces demand of project owner resources.</p> <p>Allows the owner to retain control of the design development stage.</p>

The procurement models not considered suitable for this project and the associated rationale are outlined in the table below.

Table 13-5: Procurement models not shortlisted

Delivery model	Rationale for not shortlisting
Construction Only	<p>This model is generally used for smaller, less complicated projects when time is not a constraint and there is little incentive or need for innovation.</p> <p>This model can lead to potential claims and delays due to design deficiencies and separation of design from construction. The model also offers the least amount of risk transfer, and requires significant advancement of design from the owner resulting in longer lead times and longer project duration.</p>
Traditional Alliance	<p>The model is best suited for complex and high-risk projects where the solution may be unclear, innovation is required, risks are unpredictable, there are multiple interfaces, there is time pressure, and owner involvement is beneficial.</p> <p>There is less tender price competition and certainty in demonstrating VfM, and the cost to establish and maintain relationships (a critical factor for this model to work successfully) can be high.</p> <p>There is also relatively limited alliance experience to date for building projects in the public sector (for social infrastructure), and this model can lead to a lack of focus on lifecycle costs and considerations.</p>
Construction Management (CM)	<p>This is best suited when the owner needs to retain direct control and for complex staged projects where work must start on some elements before design can start on others.</p> <p>There is no single line of responsibility under this model and it can be administratively complicated. Under this model there is additional cost associated with the construction manager, limited cost certainty and a lack of focus on lifecycle costs and considerations.</p>
Public-Private Partnership (PPP) – DBFOM/DBFM/DBF	<p>PPP's are suitable for large capital projects where:</p> <ul style="list-style-type: none"> Investment is typically greater than \$500m; The project has a complex risk profile and there is opportunity for risk transfer; There is potential for innovation; There are measurable outputs; There is scope to integrate design, construction and operational requirements; and There are requirements for a competitive process. <p>There would be little market interest for a project of this scope and scale. In addition, a PPP model would be less flexible, have longer procurement timelines and is unlikely to achieve additional VfM as the procurement and financing costs would likely outweigh any of the other benefits.</p>

13.4 Qualitative evaluation criteria and framework

The qualitative evaluation criteria used to compare the different procurement models are shown in the table below.

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Table 13-6: Qualitative delivery model evaluation criteria

Criteria	Description
Owner design input and flexibility	The extent to which the procurement option allows, over time, the owner to manage and implement changes to the functional requirements of the project (particularly in relation to any variation in technology and in the required capacity of the infrastructure).
Risk transfer	The extent to which the procurement option facilitates the optimal allocation or management of project risks.
Innovation	The extent to which the procurement option can achieve innovation in design, construction methods and life-cycle design considerations.
Budget certainty	The extent to which the procurement option assists in providing earlier cost certainty.
Timeline and complexity of implementation	The ability of the procurement option to deliver in the required timeframes and appropriately deal with the complexity of implementation requirements and interface with other assets.
Value for money	The extent to which the procurement option facilitates a cost-effective outcome and delivers VfM (taking into account price and other value criteria such as design, installation and other innovation factors, whole-of-life cost considerations and risk allocation).

13.5 Assessment of shortlisted delivery model options

Each delivery model evaluation criterion was used to score each procurement model, as illustrated in the table below.

Table 13-7: Delivery model assessment rating scale

Scale	Description
✓✓✓	Procurement option is extremely effective in satisfying the requirements of the criterion.
✓✓	Procurement option is effective in satisfying the requirements of the criterion.
✓	Procurement option just satisfies the requirements of the criterion.
x	Procurement option does not satisfy the requirements of the criterion.

The shortlisted models (2-Stage MC, DCM and D&C) were assessed through the criteria with the results shown in the table below. The 2-Stage MC model ranked highest overall followed by the D&C model. As previously outlined, the DCM model is only relevant should there not be State Government involvement in the ongoing governance and management of the future venue, and therefore has been included in the evaluation for comparison. The key advantage of the 2-Stage MC model is its ability to incorporate owner input into the design and the lower cost due to retention of design risk.

Based on the analysis below it is recommended that the project be procured under a 2-Stage MC model, however this should be confirmed through a market sounding process once more detailed design, cost and programming information is available during the DBC phase.

Table 13-8: Delivery model assessment

Criterion	Delivery Model			Assessment
	2-Stage MC	DCM	D&C	
Owner design input and flexibility	✓✓✓	x	x	The MC model allows the greatest flexibility for owner design and input. The DCM and D&C do not meet this criterion as the design is controlled by the contractor.
Risk transfer	✓✓	✓✓✓	✓✓	All models are considered satisfactory in terms of risk transfer however the DCM model provides a slightly higher risk transfer due to its maintenance element encouraging the contractor to design and build the project

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				to minimise whole-of-life costs and transfers more risk to the contractor.
Ability to deliver requirements	✓✓✓	✓✓	✓✓	The MC model has the advantage of the project team being in control and leading the development of the design. This is considered to be an important requirement for the success of future stadium operations.
Budget certainty	✓✓	✓✓✓	✓✓	The DCM ranked slightly higher in terms of budget certainty due the cost certainty relating to the maintenance of the facility.
Timeline and complexity of implementation	✓✓	✓	✓	The MC model generally has a shorter and less complex procurement timeline compared to the D&C and DCM who require a longer time period to assess design risk.
VfM	✓✓✓	✓✓	✓	The models were similar in terms of budget certainty and VfM however the MC model scores higher due to the expectation that the D&C model could result in variation claims due to the nature of the works and associated uncertainties and would include a risk premium for design risk. The incorporation of a guaranteed maximum price and competitive sub-contracting provides a level of protection under the MC model, this may also include a share of savings regime.

13.6 Recommendations and next steps

The following table summarises the results of the delivery model analysis.

Table 13-9: Recommended delivery model

Work component	Recommendation	Further considerations
Stadium construction	2-Stage MC.	Progress analysis of the 2-Stage MC model, as well as D&C, through the DBC process.
Enabling works	Should the stadium construction be procured through a 2-Stage MC model, enabling works could be offered to the same contractor under a separate contract.	
Operations and maintenance	Subject to finalisation of the governance and management model for the venue.	Maintenance for a venue of this scale likely to be included in the remit of the venue operator.

Delivery model options for the project will need to be revised and further assessed as part of the DBC. This analysis should focus on traditional project delivery model options including 2-Stage MC and D&C. In particular, the stadium ownership and governance models will determine the final suitability of different models (i.e. the role of the State Government in the project).

It is important to note that while the MC model ranked the highest, the success of the project is contingent upon a range of key delivery success factors, including:

- **Governance:** a highly effective and efficient project governance structure that enables timely decisions to be made.
- **Resourcing:** a highly skilled and capable project team being established / continued, including particular skills in project management, stakeholder management and engagement (in particular, engagement with likely future stadium manager and users), design, engineering, quantity surveying, commercial and legal advisory.
- **Design brief:** the development, consideration and approval of a robust design brief that considers the functional, design and whole-of-life requirements of the stadium (now and into the future) and clearly articulates these in a contractually enforceable manner.

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- **Whole of life:** the development, consideration and approval of critical whole-of-life facilities management requirements, in the form of a facilities management brief, which is incorporated into the broader requirements of the design brief.

Finally, it is clear from precedent projects and the analysis within this chapter that there are no material market or procurement barriers to the progression of this project for further consideration within a DBC.

14 Implementation considerations

This section of the OA outlines several additional considerations for the future implementation of the project. This includes considerations for the future viability of the precinct, as well as any additional analysis that has been identified throughout the development of the OA as critical to be progressed either prior to or during the DBC phase of the project.

14.1 Transport considerations

The proposed project options to develop a stadium at the North Ipswich Reserve site will have several transportation implications. The site is well positioned to receive large numbers of patrons by foot and public transport from the rail station, bus interchanges, existing on and off-street parking and wider city pedestrian and cycling networks. The existing transport infrastructure's ability to cope adequately with major events will, however, be dependent on the proposed provision of the Norman Street Bridge, improved pedestrian links, bus stop facilities and street parking controls, subject to further traffic and transport analysis. The following insights have been informed by consultation with the Infrastructure and Transport team within Council.

Onsite parking

Parking at the proposed stadium should be limited to staff, players and ancillary users and not be offered to the wider public. For the purposes of event days, park and ride sites should be investigated to cater to the public who choose to drive their personal vehicle to attend events on site. Parking controls will be required to be investigated, such as time limited parking in the area surrounding the stadium as well as parking restrictions on event days. This will assist with the traffic flow on event days with increased levels of traffic in the area.

Bus and coach

A permanent bus set down and pick up area should be investigated to be included in close proximity to the stadium development. Bus and coach provisions should also integrate a number of park and ride sites to transport people to and from car parking facilities. There are currently two proposed park and ride facilities, the first being located at Dinmore Rail Station (upgrade) and one for the proposed Springfield rail line extension. The provision of such park and ride facilities can also cater to commuters and shoppers on non-event days.

Pedestrian access

The ability to close the David Trumpy Bridge to all traffic will be key to pedestrian access to the proposed site of the stadium. The development of the Norman Smith Bridge will be beneficial to allow the circulation of traffic around the city while the existing David Trumpy Bridge is closed to all traffic. Closing the David Trumpy Bridge to vehicles will allow large volumes of foot traffic to flow from the rail station, bus interchange, and those parking at offsite locations.


The extension of the existing cycleway which is located adjacent to the Riverlinks shopping centre should be investigated, as this will allow an additional pedestrian link to the stadium, particularly for the public who are travelling from the Riverlinks shopping centre and the adjacent bus interchange.

Previously opportunities have been investigated for a pedestrian bridge from Marsden Parade to the precinct. This project has been canvassed as part of broader master planning exercises, however, has not been progressed to the development of cost estimates. Without this footbridge, pedestrian access to the precinct would be materially compromised, and as such it is a critical enabler of this project.

Public Transport

The development of a stadium will require engagement with Translink and Queensland Rail to investigate Ipswich's capacity to accommodate higher frequency public transport on event days. This would include an investigation into the capacity of the Ipswich Rail Station in order to determine if it has the capacity to cater to higher frequency trains and large volumes of people in a safe manner.

Traffic Impact Assessment



A traffic impact assessment will be required to be undertaken if the project was to progress to a DBC. The traffic impact assessment will be required to include pedestrian modelling as well as traffic modelling to ensure the surrounding infrastructure to the proposed development is able to accommodate the additional traffic load likely to occur on event days.

Additional analysis of the current state and proposed future access considerations are outlined within the site investigation that is summarised in Appendix E.

14.2 Sustainability and environmental considerations

The sustainability of the proposed options is another key implementation consideration for the project. Key analyses within the OA have been undertaken using long-term averages and considerations over the thirty-year evaluation period to ensure that the assessment of options considers sustainability of outcomes through a social, economic and financial lens within the SIE, CBA and financial appraisal respectively. This section therefore focusses on the environmental considerations of the project.

Environmental considerations

Environmental sustainability should be considered throughout the project life cycle of the precinct development. As part of the preliminary considerations of the design work, ecologically sustainable development (ESD) considerations were explored for the project.

The intent of the ESD considerations is to ensure that sustainability in accordance with latest best practice has been incorporated into the design work for the project options. Sustainable outcomes are expected to generate significant environmental, social and economic benefits.

The ESD design strategy for the precinct is based around the principles of utilising passive design to reduce the energy demands. The use of shading devices and thermal mass work towards reducing the peak mechanical demand loads. Integrating daylighting strategies across the venue helps to reduce the reliance on artificial lighting. Increasing the thermal mass of the stadium structure assists with regulating the building temperature and also provides the option to utilise a thermal labyrinth system for pre-cooling air supply. The pre-cooled air could also be used for night-time purging to pre-cool the building prior to a hot match day. Designing the building fabric and structure to allow for natural ventilation and mixed mode strategies also provides options for utilising external conditions for free cooling when external conditions allow. The above passive design strategies have been investigated for the stadium as part of the ESD design strategy with the aim of designing a stadium which reduces its environmental impact.

Once all passive design techniques have been investigated, the next step is to target generating power on site. A Photovoltaic (PV) System is the ideal renewable energy technology for the stadium due to the large spatial nature of stadiums, providing potential for PV to be embedded at the heart of the building layout. The PV system can generate power for the stadium as well as provide options to sell power back to the grid. The PV system can also provide resilience in terms of allowing parts of the stadium to operate independently from the main grid.

On-site generation of water is also an important part of the design strategy through the use of rainwater harvesting systems and water efficient fixtures and fittings.

Through the process of using passive design techniques for reducing electrical demand and generating the required demand on site, the stadium can work towards becoming a self-sustaining building. In order for the building to operate at its optimum, the controls strategy for heating, ventilation and air-conditioning (HVAC) and lighting systems must be designed to avoid wastage and optimise energy efficiency. An on-going monitoring and building tuning strategy, alongside preventative maintenance, will allow the stadium to maintain and improve upon its ability to self-sustain and provide the building with the ability to be future ready.

Comfort and acoustics were also identified as critical factors to ensure the stadium and associated infrastructure and buildings (including non-event day functions) can provide excellence in terms of the end user's experience. Prior design work has explored problematic areas in terms of sun impact on spectators and players and this has been included within the determination of the location and orientation of the venue on the site.

A number of event day ESD considerations have also been identified, and are highlighted in the table below.

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Table 14-1: ESD considerations for event day

Stadium activity	Considerations
Travelling to the stadium	<ul style="list-style-type: none">• Encourage use of public transport - this could be achieved through offering preferred seats and entrance methodology to reward use of public transport to the stadium.• Provision of electric vehicle charging - investigate the opportunity to utilise solar powered vehicle charging.• Bicycle facilities.• Special parking provisions for families with young children.
Finding a seat	<ul style="list-style-type: none">• Introduce a paperless ticket system to reduce waste.• Colour coded seating zones to enable users to quickly track down their seating.
Getting food and beverage	<ul style="list-style-type: none">• Food waste - investigate options to donate leftover food to homeless shelters.• Healthy food options.• Utilisation of biodegradable packaging to reduce waste sent to landfill.• Provision of recycling facilities for beverages and reuse of cups for refills etc.• Provision of drinking water fountains to fill up bottles rather than buying packaged water.
Watching the game	<ul style="list-style-type: none">• To improve end user comfort, provision of shelter from direct sunlight and glare from low angle sun.• Provision of shelter from wind driven rain and wind.• Provision of seating layouts where spectators are connected and engaged with the playing field.
Using the amenities	<ul style="list-style-type: none">• Introduction of fixtures and fittings which assist with reducing water usage.• Provision of water recycling systems (such as rainwater, bore water or grey water) for irrigation, wash down and toilet flushing.• Provision of intelligent lighting control systems to reduce wasted energy.• Spectator awareness and education.• Onsite generation of power to light and power stadium amenities to reduce environmental footprint.

Function and design brief

Should the project proceed to DBC and beyond, the inclusion of ESD and broader environmental considerations within the detailed function and design brief for the precinct can ensure that the project is designed, constructed, maintained and operated to achieve a high level of environmental sustainability. The brief could require that the contractor develop baseline ESD targets and demonstrate that the stadium is capable of achieving and exceeding a set standard (e.g. a LEED Gold rating).

A functional and design brief could include requirements such as:

- Deliver the project with minimal environmental impacts during construction;
- Promote operational efficiency in all aspects of the design;
- Minimise environmental impacts during the service life through design that reduces greenhouse gas emissions;
- Provide infrastructure and building services that are adaptable to change and capable of supporting scheduled maintenance without significant alteration, and with minimal disruption to activities;
- Minimise vehicle dependency through provision of facilities for pedestrians and cyclists;
- Maximise energy efficiency and minimise energy consumption through the incorporation of design initiatives which target energy minimisation, such as daylighting, solar energy harvesting, provision of low energy demand fittings and equipment, use of mechanical ventilation (where feasible) and providing a high level of control for building services systems; and
- Incorporation of design initiatives which promote waste minimisation and recycling of waste during the works and service life.

Sustainability and environmental considerations should be explored in greater detail as part of the detailed design process during and post the DBC phases of this project.

14.3 Ownership and management model considerations

This section provides an overview of the considerations relating to the ownership and management of the venue that is proposed under the project options. For context, a high-level overview is provided of each of these two roles below.

Ownership

Ownership relates to the ultimate responsibility and rights for the stadium asset (i.e. the entity which has the asset on its balance sheet). The ownership model of major venues, as with other assets, is strongly linked to asset development funding which is in turn dependent upon the ability to generate a financial return from the asset. Typically, ownership of major venues in Australia has tended to rest with the public sector (at a state or local level) due to the fact that Australian venues have historically not been able to generate sufficient commercial returns to entice private sector development and ownership, particularly considering the significant lifecycle asset maintenance and replacement costs associated with venues of this nature and the volatility of operating cash flows which are dependent (amongst other factors) on the event calendar and attendance levels of venue hirers. Governments, however, have generally adopted the view that major venues are social assets and the wider economic and social benefits generated by major venues outweigh the lack of commercial returns.

Management

Management relates to the day-to-day operational responsibility for a venue. Typically, a venue manager will have responsibility for:

- Event management and planning;
- Negotiation of commercial arrangements;
- Security and emergency management;
- Risk management;
- Technology and event presentation;
- Asset management and turf maintenance;
- Management of service providers e.g. catering, cleaning etc.;
- Corporate facilities;
- Media facilities and technology;
- Commercialisation of the venue; and
- Broader event experience.

The key management models utilised within Australia are:

- In-house venue management by the owner of the venue;
- Outsourced venue management through a management agreement; or
- Lease agreement where the lessee of the venue has responsibility for venue management.

Comparator venues

The following analysis explores the ownership and management models of several comparator venues across Australia. Venues have been included based on their relevance to informing the considerations for this project. That is, the comparator venues have similar capacities, event calendars (i.e. host national events), or similar levels of regional significance.

The following table outlines these comparator venues.



Table 14-2: Comparator venues

Venue (naming rights)	Location	Capacity	Owner	Ownership model	Venue manager	Management model	Manager type	Tenant mix
Canberra Stadium (GIO Stadium)	Canberra, Australian Capital Territory	25,011	Territory Venues & Events (Leased from Sport Australia)	Government Agency	Territory Venues & Events	In-house	Government Agency	Multiple tenants
Newcastle Stadium (McDonald Jones Stadium)	Newcastle, New South Wales	33,189	Venues NSW	Trust/Authority	Venues NSW	In-house	Trust/Authority	Multiple tenants
Western Sydney Stadium (Bankwest Stadium)	Sydney, New South Wales	30,000	Venues NSW	Trust/Authority	VenuesLive	Management agreement	Private sector	Multiple tenants
Wollongong Stadium (WIN Stadium)	Wollongong, New South Wales	20,000	Venues NSW	Trust/Authority	Venues NSW	In-house	Trust/Authority	Single tenant
Sydney Showground (Spotless Stadium)	Sydney, New South Wales	25,000	RAS NSW (Leased from NSW Government)	Private sector	Royal Agricultural Society of NSW	Lease	Private sector	Multiple tenants
Jubilee Oval (Netstrata Jubilee Stadium)	Sydney, New South Wales	22,000	Georges River Council	Local Government	Georges River Council	In-house	Local Government	Single tenant
Penrith Stadium (Panthers Stadium)	Sydney, New South Wales	22,500	Penrith City Council	Local Government	Penrith Panthers	Lease	Sporting franchise / association	Single tenant
Central Coast Stadium	Gosford, New South Wales	20,059	Gosford City Council	Local Government	Gosford City Council	In-house	Local Government	Single tenant
Endeavour Field (PointsBet Stadium)	Sydney, New South Wales	20,000	Cronulla-Sutherland Leagues Club	Sporting franchise/association	Cronulla-Sutherland Leagues Club	In-house	Sporting franchise / association	Single tenant
Brookvale Oval (Lottoland Stadium)	Sydney, New South Wales	20,000	Northern Beaches Council	Local Government	Northern Beaches Council	In-house	Local Government	Single tenant
Campbelltown Sports Stadium	Sydney, New South Wales	20,000	Campbelltown City Council	Local Government	Campbelltown City Council	In-house	Local Government	Single tenant
Leichhardt Oval	Sydney, New South Wales	20,000	Inner West Council	Local Government	Inner West Council	In-house	Local Government	Single tenant
Carrara Stadium (Metricon Stadium)	Gold Coast, Queensland	25,000	Stadiums Queensland	Trust / Authority	AFL / Suns	Lease	Sporting franchise / association	Single tenant

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Townsville Stadium (1300SMILES Stadium)	Townsville, Queensland	26,500	Stadiums Queensland	Trust / Authority	Stadiums Queensland	In-house	Trust / Authority	Single tenant
Robina Stadium (Skilled Park)	Gold Coast, Queensland	27,290	Stadiums Queensland	Trust / Authority	Stadiums Queensland	In-house	Trust / Authority	Single tenant
York Park (University of Tasmania Stadium)	Launceston, Tasmania	21,000	Launceston City Council	Local Government	Launceston City Council	In-house	Local Government	Multiple tenants
Melbourne Rectangular Stadium (AAMI Park)	Melbourne, Victoria	30,050	MOPT	Trust / Authority	MOPT	In-house	Trust / Authority	Multiple tenants
Kardinia Park (GMHBA Stadium)	Geelong, Victoria	34,000	Kardinia Park Trust	Trust / Authority	Kardinia Park Trust	In-house	Trust / Authority	Single tenant
Perth Oval (HBF Park)	Perth, Western Australia	20,000	VenuesWest	Trust / Authority	VenuesWest	In-house	Trust / Authority	Multiple tenants
WACA Ground	Perth, Western Australia	20,000	WA Cricket Association	Sporting franchise / association	WA Cricket Association	In-house	Sporting franchise / association	Single tenant
Manuka Oval	Canberra, Australian Capital Territory	13,550	Territory Venues & Events	Government Agency	Territory Venues & Events	In-house	Government Agency	Multiple tenants
Hindmarsh Stadium (Coopers Stadium)	Adelaide, South Australia	17,000	Adelaide Venue Management Corporation	Government Corporation	Adelaide Venue Management Corporation	In-house	Government Corporation	Single tenant
Bellerive Oval (Blundstone Arena)	Hobart, Tasmania	19,500	Clarence City Council	Local Government	Tasmanian Cricket Association	Lease	Sporting franchise / association	Single tenant

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The table below summarises the findings for ownership of comparator venues.

Table 14-3: Ownership summary

Venue owner	Number of venues	% of venues	Average capacity
State Government	12	52.2%	25,133
Local Government	8	34.8%	20,632
Sporting Association	2	8.7%	20,000
Private Sector	1	4.3%	25,000

The majority of the comparator venues are owned by Government, with 20 of the 23 venues owned by either State or Local Governments. Of these, most venues in this category are owned by State Governments, approximately 52%, with approximately 35% owned by Local Governments.

There are a number of factors that influence the ownership of these venues:

- The type of events held at a venue and the significance of the venue to the State / Territory may lead to State Government interest in ownership.
- Venues over a certain size may present an ongoing financial burden to the owner, one which may present issues for Local Government balance sheets.
- State Governments may also have economies of scale through owning and operating multiple venues, enabling shared services and other efficiencies across the portfolio.

The table below summarises the findings for the management of comparator venues.

Table 14-4: Management summary

Venue manager	Number of venues	% of venues
State government	10	43.5%
Local government	6	26.1%
Sporting association	5	21.7%
Private sector	2	8.7%
Management models	Number of venues	% of venues
In-house	18	78.3%
Management agreement	1	4.3%
Lease	4	17.4%

As outlined in the table above, the management of the comparator venues is relatively similar to the breakdown of venue ownership. This is because the majority (18 of 23, or 78%) of venues are managed through an in-house management model, with only one venue managed through a management agreement.

That venue is Western Sydney Stadium, which is managed by a private operator on behalf of Venues NSW. Western Sydney Stadium has a large event calendar (>35 national level sporting events annually), is brand new with a variety of corporate product offerings, and plays a role in the major events strategy for NSW. In addition, the private operator also operates another nearby Venues NSW asset, Stadium Australia. As a result, Venues NSW saw benefit in the expertise of a private operator for Western Sydney Stadium.

Ultimately, the selection of a venue management model depends on several factors including:

- Venue management capability available within government / the owner entity;



- The projected financial viability of the stadium, including the projected ability of the venue to generate a financial return sufficient to cover life cycle costs;
- The projected event and key user profile of the venue;
- The availability of suitably experienced non-government stadium operators;
- The degree to which the government seeks to retain control of access and operations at the venue; and
- The value-for-money proposition of a management agreement or lease model.

Conclusions

There are two key conclusions for the ownership and management model for the proposed venue.

- The ownership of similar venues sits largely with State and Local Governments.
- The high proportion of in-house management models indicates that venue owners see little commercial or operational benefit from the prospect of private sector management.

Prior to and during the DBC phase of the project, Council should work closely with the State Government to ensure that, should the project proceed, the most appropriate ownership and management model is able to be achieved for a new venue and to promote financial sustainability and the greatest benefit to Ipswich and the State.

14.4 The precinct

The development of the broader North Ipswich Reserve offers opportunities to enhance the Sporting and Entertainment Precinct, delivery greater levels of activation and additional benefit to users and the broader community.

The following potential broader precinct developments and uses were identified in the options development process:

- High performance centre;
- Training field;
- Allied health offerings;
- Non-game day food and beverage options;
- Sports education offering – possible university presence;
- Childcare;
- Links to CBD; connectivity and amenity (draws into CBD);
- Riverside park; and
- Urban precinct.

In determining the most appropriate broader precinct developments to complete the sport and entertainment precinct and complement the event day use, the project objectives developed from the service need are a good reference point:

- Improve access to entertainment and sporting experiences for local residents of Ipswich;
- Improve capacity to host major entertainment or national level sporting events in Ipswich; and
- Improve the destination brand of Ipswich which would in turn encourage visitation to the region.

The design work supporting this business case has explored the alignment of the precinct with the venue development and adjacent developments and master plans.

Precinct opportunities – Design Report (Appendix E)

As a prominent and centralised site, the precinct offers tremendous opportunities for a wide array of services and opportunities on the site. With its close connection both physically and visually to the CBD, the site has varying development uses that can help provide non-event day activation as well as a capability of hosting a wide array of events across the stadium and precinct.

Dependant ambitions of council, it is anticipated that the proposed development locations could house opportunities for rehousing the existing sporting bodies being moved due to the new stadium and provide further sporting correlations. These offering may involve allied health, community sports and recreational activities, e-sports and others with a shared and well serviced space for all to use. With this sporting integration comes opportunity to attract commercial spaces for administration or hotel use for travelling sporting teams and fans.

The training field provides open green space for event use and community active space while also providing flexibility for a future centre of excellence development. The stadium provides a self-contained large sporting and entertainment offering however to capitalise on the infrastructure and services that are provided, the precinct can take advantage of this as a larger event and community base if needed.

A key driver to providing activation all year round, would be a provision of spaces that can be used in conjunction with the stadium. Opportunities such as:

- Community access to open space for informal training and health and fitness.
- Overlaying court sports on large plazas for non-event use by public.
- Community walking / running tracks throughout precinct.
- A strong connection to the river active transport options.
- Opportunities for skate parks, adventure parks, indoor training facilities and other popular community facilities.
- Developments to include food and beverage opportunities for pre and postgame as well as non-event days.

Careful consideration for the future western development should look to activate the site in a way that would not adversely affect the operation of the stadium.

The image below provides an overview of the potential precinct opportunities. The precinct and broader master planning considerations are outlined in greater detail in Section 3 of the Design Report attached in Appendix E.



14.5 Additional analysis

Throughout the development of this OA several additional or complementary investigations have been identified that could be considered prior to or during the DBC phase of this project, with a view to provide greater clarity on cost, options specification or outcomes. These are summarised in the following table.

Table 14-5: Additional analysis

Consideration / analysis	Overview
The precinct inclusions	While the precinct inclusions have been explored within the options development and precinct design processes, the detailed analysis within the OA has focussed on the stadium component

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	of the project. The preferred inclusions in the broader precinct should be determined prior to or during the DBC phase of this project so that they can be included in the detailed design work, cost planning and outcome evaluation.
Complementary projects	<p>There are several projects that are either complementary to the precinct development or are critical enablers of the success of the precinct. In addition to the transport projects outlined earlier within this section of the report, two key projects are a priority to progress planning for, and to ensure success of, the precinct.</p> <p>The first is the Woollen Mills on the site adjacent to the North Ipswich Reserve. Concepts for development have included a youth and cultural hub, or a technology and innovation hub. Council is maintaining the site in alignment with heritage guidelines and will be investigating heritage sensitive development options in the future. The design process as part of this OA has considered potential integration with the Mills, however the degree to which this is desirable will depend on the future use of the Mills.</p> <p>The second project is the pedestrian footbridge over the Bremer River, to the south of North Ipswich Reserve. This project has been canvassed as part of broader master planning exercises, however, has not been progressed to the development of cost estimates. Without this footbridge, pedestrian access to the precinct would be materially compromised, and as such it is a critical enabler of this project.</p>
Technical investigation	The design and cost planning supporting this OA have been developed based on the information currently available within Council regarding the North Ipswich Reserve site. There are some additional investigations, such as geotechnical surveying and transport modelling that would allow greater certainty in the development of the assumptions in the cost planning, and reduce the unplanned risk allocation in the cost estimates. These are outlined in greater detail in the risk register within the cost planning report that is attached in Appendix D.
Economic analysis	<p>The economic analysis undertaken for this OA has been based largely on secondary information sources to provide indicative estimates of the socio-economic impact of the project. As the benefits expected to be generated include several social (or more intangible) impacts, greater accuracy could be added to the economic analysis through primary research. There are two benefits that are of particular relevance to be considered for primary research.</p> <p>The first is the consumer surplus benefits that accrue to those who attend events at the venue. The estimate of this benefit is currently based off precedent case studies that highlight either the willingness-to-pay for patrons at similar venues and events, or indicators of higher demand for event experiences such as increases in attendances. Primary research could be used to develop estimates of the willingness-to-pay of Ipswich residents for event experiences instead of using case studies from other populations.</p> <p>The second is the non-use benefits that are accrued to residents of Ipswich. For example, if the development of the precinct allows the attraction of a national level franchise, there may be material benefits that are accrued to local residents who now have a home team to support. These benefits have not been estimated within this OA, but primary research could be undertaken to develop a quantified estimate of these benefits in subsequent stages of this project.</p>
Project staging	<p>The project options considered within this OA have been evaluated as one stage of works, with the full precinct development completed at once. There is also the possibility that the project could be staged over time, delivering components of the project as needed. This would allow the venue capacity to be expanded over time as the need was confirmed, and allows changes in potential hirers, consumer preference or technology to be incorporated in subsequent stages.</p> <p>The design and associated cost estimates of the project options considered in this OA have been developed with a view to allow staging should that be a preference, however it is noted that a staged approach may incur material additional costs compared to delivery as one stage of works. Should a staged option become the preference, Council could considered the development of a detailed staging program and updated cost estimates to develop an understanding of the timing and cost impacts.</p>
Communication and stakeholder engagement	The stakeholder engagement undertaken as part of the development of the OA was completed prior to the COVID-19 pandemic. Re-engagement with these stakeholders would be a valuable exercise as the landscape and key considerations may have changed. The list of stakeholders and proposed future engagement is outlined in Appendix A.

15 Conclusions and recommendations

15.1 Options analysis summary

The table below summarises the project options and the results of the options analysis.

Table 15-1: Option analysis summary

Option analysis summary	Option 1	Option 2
Capacity		
Total capacity	12,000	20,400
General admission capacity	11,264	19,382
Corporate capacity	736	1,018
Capital expenditure		
Capital cost (\$m, P50)	\$209.48m	\$236.06m
Demand projections (core scenario)		
Annual total events	37-41	26-29
Annual events excluding community events	25-28	24-27
Annual aggregate attendance	276,000 – 303,000	278,000 – 328,000
Financial appraisal		
Annual operating result (average year, \$m, \$FY21)	(\$1.35m)	(\$1.47m)
Annual operating result after LCC (average year, \$m, \$FY21)	(\$3.55m)	(\$3.94m)
Project NPV (\$m, FY21, 7%)	(\$192.22m)	(\$215.12m)
Incremental project NPV (\$m, FY21, 7%)	(\$187.18m)	(\$210.08m)
Economic analysis		
Economic cost (NPV, \$m, FY21, 7%)	(\$179.75m)	(\$202.34m)
Economic benefit (NPV, \$m, FY21, 7%)	\$78.28m	\$84.82m
Net benefit (NPV, \$m, FY21, 7%)	(\$101.47m)	(\$117.52m)
Benefit-cost ratio	0.44	0.42

As outlined above, the analysis of the two project options undertaken throughout this report indicates that similar outcomes are generated between the two. At a headline level:

- Option 1 delivers a 12,000-capacity venue for a capital cost of \$209.48m, resulting in an incremental financial project NPV of a loss of \$187.18m, an economic net cost \$101.47m and a benefit-cost ratio of 0.44.
- Option 2 delivers a 20,400-capacity venue for a capital cost of \$236.06m, resulting in an incremental financial project NPV of a loss of \$210.08m, an economic net cost of \$117.52m and a benefit-cost ratio of 0.42.

From a demand perspective, the key difference is that Option 2 opens the opportunity for a higher tier of event with the additional capacity (e.g. the hosting of Matildas matches), however becomes less suitable for local and community content which reduces the overall event calendar. The two options achieve similar aggregate attendances, with Option 1 achieving 276,000-303,000 and Option 2 achieving 278,000-328,000.

Both options result in an annual operating loss before accounting for lifecycle capital replacement costs, an annual loss of \$1.35m for Option 1 and \$1.47m for Option 2. When accounting for the ongoing capital replacement, these annual operating results degrade further to losses of \$3.55m and \$3.94m respectively. This is in line with the performance of comparable venues with similar event profiles.

Given the capital expenditure and ongoing operating losses, the project options also result in negative project NPVs when considered incremental to the base case, with Option 1 projected to record a loss of \$187.18m and Option 2 projected to record a loss of \$210.08m over the evaluation period.

From an economic perspective, the quantifiable benefits that were able to be included within the CBA do not outweigh the associated economic costs. Option 1 results in an economic net cost \$101.47m and a benefit-cost ratio of 0.44, and Option 2 results in an economic net cost of \$117.52m and a benefit-cost ratio of 0.42. There are benefits, such as the non-use benefits to local residents, that could be explored further within subsequent phases of the project that may improve these results. The sensitivity analysis identified that these results are most sensitive to changes in the capital costs of the project options.

15.2 Conclusions

This OA has explored the service need and potential solutions for Ipswich, and the relative merits of developing a sporting and entertainment precinct at North Ipswich Reserve. The conclusions of the OA are as follows:

- **There is strong justification for the service need.** The OA has built upon previous analysis to explore and confirm the service need for Ipswich. Further, there is the potential for the generation of material benefits for Ipswich should the service need be appropriately addressed.
- **The development of a sport and entertainment precinct at North Ipswich Reserve has been identified as the preferred solution for the service need.** The option shortlisting process found that this solution best addressed the problem statements, and in particular is the only viable solution that can support the bid process for a national sporting franchise.
- **There is unmet demand for sport and entertainment events.** The community survey insights confirmed that local residents are supportive of the development of a sport and entertainment precinct, and would attend more events should they be hosted locally.
- **The demand analysis has confirmed a sport and entertainment precinct could host a strong event calendar.** Based on insights from stakeholder consultation and analysis of comparable venues, the OA has identified that a stadium could host between 25 and 40 events annually depending on the scenario and venue configuration, and between 276,000 and 328,000 total annual attendance.
- **The shortlisted project options are forecast to require ongoing subsidisation to cover an annual operating loss and ongoing capital replacement requirements.** While this is common of both stadia of this scale and of social infrastructure more broadly, it is an important consideration for the investment decision making process.
- **The quantifiable economic benefits that were included within the CBA do not outweigh the associated economic costs for both project options.** While the benefit-cost ratios for Options 1 and 2 of 0.44 and 0.42 respectively indicate a negative economic outcome from the project, these results are not uncommon for social infrastructure projects. There are further benefits that could be explored quantitatively should the project proceed to DBC.
- **There is sufficient evidence to suggest that a 2-stage managing contractor delivery model would be the most appropriate for the project.** The delivery model analysis identified the 2-stage managing contractor model as the preference based on the objectives of this project and the models used for similar procurement processes across Australia. This should, however, be confirmed through additional market analysis should the project proceed to DBC.
- **The project and associated benefits are dependent on the attraction of national level sporting teams to Ipswich.** The core scenarios within the OA are based on the attraction of both an NRL and an A-league team to Ipswich. The scenario analysis highlights that the benefits of the project are lower should this not be achieved.

It is recommended that the project proceed to further analysis within a DBC. However, there are a number of other recommendations that should be considered prior to or during the DBC phase of the project:

- Council could consider a value-management exercise to refine the project options, and work with stakeholders to reconfirm the minimum requirements for the project. There may be the opportunity to deliver similar demand, financial and economic outcomes for lower intervention options that incur lower cost. The sensitivity and breakeven analysis within Section 11 of this OA highlight the material improvement in project outcomes should a similar event and benefit profile be achieved for lower capital costs.
- There are several additional considerations that are outlined in Section 14 of this OA that should be explored, particularly those that are critical enablers of this project, including the pedestrian footbridge, the broader precinct inclusions, the integration with the Woollen Mills, and the additional technical site investigations.

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- The analysis of the demand scenarios highlights that the project relies heavily on the successful attraction of a national sporting franchise. Council should continue to engage with national sporting representatives and the local stakeholders involved in the bid processes to ensure that the project evolves with and continues to align to the requirements for those processes.
- Council should continue to engage with Stadiums Queensland to ensure that there is broad support for the DBC process, and that the appropriate ownership and management models can be considered within that analysis.
- Council should engage with Building Queensland prior to entering the DBC process, to ensure there is clarity of expectations and support for the approach to developing the DBC.



Appendix A – Stakeholder Engagement Plan

This Stakeholder Engagement Plan (SEP) has been developed to support:

- Greater understanding of different stakeholders' perceptions of the service need to support the identification of appropriate initiatives;
- Effective identification of stakeholders' expectations regarding the potential project and the benefits they seek;
- Better outcomes and greater accuracy in the identification of public-interest considerations, refinement of options and options assessments;
- Establishment of 'social licence';
- Effective risk management; and
- Improved project outcomes resulting from improved liaison between Council departments and government agencies.

Specifically, the SEP considers the following:

- Key stakeholders who either influence the outcome of this process or are impacted by it;
- Proposed mechanisms for engaging with these stakeholders; and
- Risks associated with engaging or not engaging with identified stakeholders.

The table below details the list of key stakeholders identified for this project, along with their relevance to the project, any key risks associated with the stakeholder, the actions taken as part of the development of the OA, and proposed ongoing engagement over the next phase of the project.

Table A15-2: Stakeholder engagement plan

Stakeholder group	Specific stakeholders	Interest, influence or impact	Risks	Engagement during OA	Proposed ongoing engagement
Council stakeholders	<ul style="list-style-type: none"> • Planning • Economic development • Infrastructure • Sport and recreation • Tourism • Communities 	<ul style="list-style-type: none"> • Lead entity for Business Cases • Project likely to be developed within Council jurisdiction. • Provision of expertise to assist with OA and DBC development. 	<ul style="list-style-type: none"> • Divergent perspectives across Council 	<ul style="list-style-type: none"> • Individual consultation 	<ul style="list-style-type: none"> • Regular internal engagement through Steering Committee.
State Government	<ul style="list-style-type: none"> • Building Queensland • Stadiums Queensland 	<ul style="list-style-type: none"> • Potential funder. • Potential asset owner / manager. • Consideration of project relative to other Government activities. 	<ul style="list-style-type: none"> • Limited current appetite for additional stadium infrastructure in SEQ • Project does not align to current strategy 	<ul style="list-style-type: none"> • Consultation with Stadiums Queensland 	<ul style="list-style-type: none"> • Regular ongoing engagement prior to and during the DBC phase of the project.
Neighbouring Councils	<ul style="list-style-type: none"> • Scenic Rim Regional Council • Logan City Council • Brisbane City Council • Toowoomba Regional Council 	<ul style="list-style-type: none"> • Potential beneficiary of project. • Potential competitor. 	<ul style="list-style-type: none"> • Project may be competitive with priorities of neighbouring councils • Limited impact of not consulting 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • To consider engagement with specific Councils to ascertain potential alignment / benefits.

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Hirers / users – Local	<ul style="list-style-type: none"> Ipswich Jets Western Pride 	<ul style="list-style-type: none"> Potential user. Potential to influence specifications. 	<ul style="list-style-type: none"> Specifications and standards are excessive Lack of engagement and input may result in disenfranchised stakeholders 	<ul style="list-style-type: none"> Individual consultation 	<ul style="list-style-type: none"> Engagement post completion of OA to update on progress. Continued engagement during development of DBC.
Hirers / users – State	<ul style="list-style-type: none"> Queensland Rugby Union Football Queensland Queensland Rugby League 	<ul style="list-style-type: none"> Potential user. Potential to influence specifications. 	<ul style="list-style-type: none"> Specifications / standards are not appropriate No commitment to project Beneficiary without incurring investment 	<ul style="list-style-type: none"> Individual consultation 	<ul style="list-style-type: none"> Engagement post completion of OA to update on progress. Continued engagement during development of DBC.
Hirers – National	<ul style="list-style-type: none"> National Rugby League Football Federation Australia Concert promoters 	<ul style="list-style-type: none"> Potential user. Potential to influence specifications. 	<ul style="list-style-type: none"> Specifications / standards are not appropriate No commitment to project Beneficiary without incurring investment 	<ul style="list-style-type: none"> Individual consultation 	<ul style="list-style-type: none"> Engagement post completion of OA to update on progress. Continued engagement during development of DBC.
Local business / community groups	<ul style="list-style-type: none"> Ipswich Region Chamber of Commerce 	<ul style="list-style-type: none"> Represent potential beneficiaries of the project. 	<ul style="list-style-type: none"> Divergent perspectives across different entities 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> To consider engagement to ensure local business needs are taken into account in the DBC.
Ipswich community	<ul style="list-style-type: none"> Ipswich residents 	<ul style="list-style-type: none"> Potential patrons of the precinct. Potential to exert political / 'social licence' pressure. 	<ul style="list-style-type: none"> Expectations management required Risk of poor social licence 	<ul style="list-style-type: none"> Shape Your Ipswich Survey 	<ul style="list-style-type: none"> Public engagement to provide update post completion of OA. Additional survey engagement during DBC to ascertain greater insight into local benefits.



Appendix B – Benefits Register

The table below details the benefits register for this project, aligning with the BQ SIE Guidelines.

Table B15-3: Benefits Register

Impact category	Impact	Aspect	Description (baseline)	Project option elements	Impact assessment without project		Impact assessment with project		Enhancement	Impact assessment after enhancement	
					Consequence	Likelihood	Consequence	Likelihood		Consequence	Likelihood
Economic impact	Retention of local resident's expenditure through increased provision of sport and entertainment events in the Ipswich region	Operational	The lack of sport and entertainment events within Ipswich results in residents leaving the region to attend events and experiences elsewhere. This represents a leakage from the local economy.	The project options are designed to include necessary elements to attract and host sport and entertainment events which currently are unable to be hosted in the region due to lack of purpose-built infrastructure. The ability for Ipswich residents to attend events within the Ipswich region should lead to the retention of more economic activity within the region.	Unlikely	Significant	Likely	Significant	N/A	Likely	Significant
Community impact	Improving access to sport and entertainment events for local residents	Operational	The current lack of access to sport and entertainment events means that local residents travel outside of Ipswich in order to attend events, or alternatively do not attend events of this nature.	The development of a sport and entertainment precinct will provide opportunities for local residents to attend events in Ipswich (saving on travel time and cost), or to attend events they otherwise would have forgone seeing.	Unlikely	Significant	Possible	Significant	The development of a regional attraction strategy to bring incremental events and entertainment to the region.	Likely	Significant
Economic impact	Increase 'destination brand' for the Ipswich region	Operational	The 'destination brand' of the City of Ipswich is limited. This may be contributing to a lack of investment in the Ipswich region, and low in-bound tourism in comparison to surrounding regions.	The development of a sport and entertainment precinct will facilitate the hosting of events that will increase the attraction of visitors to the region. This will lead to flow-on investment in complementary parts of the visitor economy (e.g. accommodation), and provide a basis for rebuilding a destination brand for the region.	Unlikely	Moderate	Possible	Significant	Development of a comprehensive tourism marketing strategy to showcase the new project development and broader offerings in the Ipswich region.	Likely	Significant

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Impact category	Impact	Aspect	Description (baseline)	Project option elements	Impact assessment without project		Impact assessment with project		Enhancement	Impact assessment after enhancement	
					Consequence	Likelihood	Consequence	Likelihood		Consequence	Likelihood
Quality of Life / Economic impact	Support major events and national sport franchise bids	Operational	Ipswich is currently unable to support any major event that may be hosted in Queensland or Australia (e.g. Olympics), and does not have the infrastructure to support the attraction of national level sporting teams to the region.	A purpose-built stadium of the scale considered in the project options will provide the capacity for Ipswich to be involved in the planning for major events. In addition, the project options are designed to support the bids for both an A-League and an NRL team.	Unlikely	Moderate	Almost certain	Significant	As the project progresses, the requirements for both hosting major events, and supporting bids for national sport franchises should continue to be a key driver of design. The project team should partner with sporting organisations to ensure any bidding process is supported by the project, and that design reflects the requirements of the relevant stakeholders.	Almost certain	Significant
Economic impact	Increased employment	Implementation	Ipswich City Council is looking to explore opportunities to attract investment and employment to Ipswich.	Employment opportunities for Ipswich residents will be provided during the construction phase of the project, both directly through the construction activity, and indirectly through flow-on activity in the local economy.	Possible	Moderate	Likely	Moderate	As part of project approval, include a requirement to utilise a defined number of local contractors as part of the project options construction procurement plan.	Almost certain	Moderate
Economic impact	Increased economic prospects for local residents	Operational	Ipswich City Council is looking to explore opportunities to support local employment.	The project options will facilitate greater employment opportunities for local residents through the operations of the precinct itself, the increased visitation expenditure supporting the local visitor economy, or the flow-on effects of these impacts in the broader local economy.	Possible	Moderate	Almost certain	Moderate	N/A	Almost certain	Moderate

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Impact category	Impact	Aspect	Description (baseline)	Project option elements	Impact assessment without project		Impact assessment with project		Enhancement	Impact assessment after enhancement	
					Consequence	Likelihood	Consequence	Likelihood		Consequence	Likelihood
Community impact	Increased social cohesion	Operational	Ipswich City Council is looking to provide greater support for local community cohesion and social identity.	The attraction of sport and entertainment events and appropriately activated places and spaces can provide enhanced social networking opportunities. This is particularly relevant to the attraction of a national sporting franchise to Ipswich, which provides a sporting identity around which to develop a shared social connection.	Possible	Moderate	Likely	Moderate	N/A	Likely	Moderate
Community impact	Increased access to social infrastructure	Operational	There is an identified need for more public spaces and social infrastructure for community use in the Ipswich region.	A development of a sport and entertainment precinct will provide a gathering point for the wider community. The surrounding precinct will be developed to benefit all members of society with free to access walkways and parks (subject to master planning).	Possible	Moderate	Almost certain	Moderate	N/A	Almost certain	Moderate
Community impact	Improvement in liveability	Operational	Increased economic, recreation and social opportunities within the region is an identified need.	The development of a sport and entertainment precinct will increase the overall liveability of the region by enhancing the economy, providing access to a range of new events and experiences, and providing a catalyst for the attraction of further investment.	Possible	Moderate	Likely	Moderate	N/A	Likely	Moderate
Economic impact	Improvement in business confidence and investment	Operational	The region is seeking to attract increased levels of private investment particularly in the Ipswich Central region.	Increasing the economic activity within the region will enable business confidence to grow and encourage existing businesses to further invest in the region. The location of the precinct next to the CBD will provide additional incentive for business investment in the CBD.	Possible	Moderate	Likely	Major	Partner with local businesses on event days. This could include providing part of the precinct for local businesses on event days to set up temporary stalls. Local businesses located in the CBD could also be encouraged to include 'event day specials' to increase business activity on event days.	Almost certain	Major

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Impact category	Impact	Aspect	Description (baseline)	Project option elements	Impact assessment without project		Impact assessment with project		Enhancement	Impact assessment after enhancement	
					Consequence	Likelihood	Consequence	Likelihood		Consequence	Likelihood
Community impact	Protecting and incorporating local heritage sites into future developments	Operational	The heritage listed Woollen Mills is located adjacent to the North Ipswich fields. The Woollen Mills is currently unused, the Council is in initial planning stages to determine the future use of the site.	The stadium development and surrounding precinct can incorporate the heritage listed site into the precinct master planning. It is envisaged that the Woollen Mills will be a key part of the precinct, with the design of the stadium integrated into the Mills site.	Possible	Moderate	Almost certain	Major	Council should ensure the redevelopment of North Ipswich Reserve and the surrounding master planning exercises consider alignment with the activation of the Woollen Mills site, and that the investigation into potential uses of the Woollen Mills site looks to align with the broader sport and event precinct.	Almost certain	Major
Community impact	Increase 'internal brand' of the region	Operational	Ipswich is seeking to reinvigorate the CBD and surrounding region to benefit the wider community.	The development of a sport and entertainment precinct is likely to impact how residents value living in the Ipswich region and the level of community pride. The attraction of a national level sporting team would enhance this further, providing a stronger local identity.	Possible	Minor	Likely	Moderate	N/A	Likely	Moderate



Appendix C – KPMG Detailed Options Analysis



Appendix D– Cost Planning Report







Appendix E – Design Report



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May 2020

North Ipswich Reserve Stadium
Business case
Architectural report

C O X



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1.0
Introduction



1.1
Project Background

North Ipswich Reserve is cherished and long supported sporting precinct for the community of Ipswich and greater region. Previous studies have been conducted for the site to increase its capacity for a rectangular stadium. This scope of works acknowledges and looks to redefine and re-frame the core needs that would drive the significant upgrades and investment for the region.

An improved stadium to varying levels would provide economic and social benefits to Ipswich, providing a platform to attract elite sporting events and major non-sporting events such as concerts.

1.2 Proudly Supporting History

North Ipswich Reserve has a proud sporting history and is the home of the Ipswich Jets Rugby League Football Club. It was the former home (2013-2014) of the Western Pride Football Club which was set-up to represent the Greater Ipswich Region and surrounding Western Corridor.

The venue has played host to some NRL and A-League trial games in pre-season matches. It has also hosted some international representative football (soccer) teams in the 1920's.

The Jets who compete in the second best competition in Australia beneath the NRL have generated representative players for the state and national teams with 7 local players being picked in the Queensland team of the century. A glimpse of these players who have come through the ranks in Ipswich include the likes of Kevin and Kerrod Walters and Allan (Alfie) Langer.

In addition to its proud sporting lineage, the venue has a strong connection with community events which include the traditional Christmas Carols and Concerts.

1.3
Project Brief

Cox, working in conjunction with KPMG has set out to deliver a business case for the development of North Ipswich Reserve into a multi-use sporting and recreational precinct which includes a new stadium. The final brief of the stadium was to be developed into two main options that respond to the discussions and workshops had with stakeholders and consultants. These options were to be tested and have preliminary costing and risks assessed to help inform the overall business case process.

The project team set out to achieve two distinctly differing offerings with different final outcomes and staging capabilities rather than a single 'final' option with a secondary staging option. These options and the potential precinct opportunities and key criteria are outlined in this report. The stadium options are then broken down into their potential outcomes in further detail to give a clear guide to how the project may best move forward and the capabilities that each venue would have once completed

1.4
Project assumptions

As Cox has previously undertaken stadium studies for the site, it is important to note some of the valid rectangular stadium siting exploration. It is assumed that this work is still valid and hence the stadium siting has been retained from this decision-making process.

As well as the stadium siting assumption, there is also several precinct and contextual assumptions that have been agreed with stakeholders and project team to allow for a design to go ahead. These assumptions are addressed in this report

1.4.1 Stadium siting matrix

In order to determine the best location and orientation for the stadium, a comparison between the three options using a set criteria was established. The criteria is as follows: Site, stadium, connectivity, economic impact / site prominence, access & egress and cost with each category having a rating system from 1 (poor) to 5 (excellent). Through this, it is evident that N/S (option 2) is the best orientation and location for the stadium.

SITE: It is clear from the matrix that option 1 is rated the worst for site position due to its smaller size, lack of potential for future development, lack of flexibility and connection with the surrounding landscape. There is only a marginal difference between options 2 and 3 orientation, however option 2 is rated higher due to its existing infrastructure, site flexibility and compatibility with existing / proposed activities on the adjacent sites.

STADIUM: It is clear from the matrix that option 3s orientation is the least desirable due to the western sun, while it rates higher for the other sub-categories, orientation is a significant consideration in the location. With option 1 rating lower than option 3 in servicing ease, future expansion, impact on context, and space for event day, option 2 is the best location for the stadium.

CONNECTIVITY: It is clear from the matrix that option 2 or 3 is the desirable location for connectivity with pubic transport, off

street parking and food and bar facilities. With the mouth of the stadium facing the river, there is an opportunity to create a relationship with the beautiful surroundings and allow a cross flow between the Woollen Mills site and through to Alan Cummings Park.

ECONOMIC IMPACT/SITE PROMINENCE:

It is clear from the matrix that options 2 and 3 equally have the most potential for future development on the site and the neighboring Woollen Mills site. Further to this, the potential revenue to be generated is greater with options 2 and 3 which can contribute to further community events and development.

ACCESS AND EGRESS: It is clear from the matrix that option 2 and 3 are better located for match day ease of access to and from the stadium with the proposed pedestrian foot bridge. The foot bridge will also create a better quality experience to and from the stadium. In addition to this, with Pine street further away from option 2 and 3 there is an added element of protection from the main road and to mange crowd dispersal post matches.

COST: It is clear from the matrix that while option 1 has more competitive land user relocation costs, option 2 is the most efficient cost wise with the ability to stage develop with existing facilities.

Overall, with the total score of 185, OPTION 2 gives the best outcome throughout all the categories and will produce the most efficient and effective location for the success of the Ipswich Stadium.

NORTH IPSWICH RESERVE STADIUM		RATING KEY						
		Poor	1	2	3	4	5	Excellent
REVISION: DRAFT	ALAN CUMMING PARK (N/S)	NORTH IPSWICH (N/S)			NORTH IPSWICH (E/W)			
PURPOSE: Ipswich City Council to Verify / Endorse	OPTION 1	OPTION 2			OPTION 3			
DATE: 21.03.18								
CRITERIA								
Site								
Meets size requirements	3	5			5			
Site ownership status	5	5			5			
Current usage	4	5			5			
Planning and development constraints/opportunities	3	5			5			
Existing infrastructure	2	4			3			
Site flexibility	3	5			4			
Potential for adjacent training pitches	4	4			4			
Site geotechnical suitability	3	5			5			
Natural hazard impacts (flood plains, earthquake, climate)	3	4			4			
Impact on existing natural vegetation & significant trees	3	4			4			
Compatibility with existing/proposed activities adjacent site	3	5			5			
Extent impacted on contamination issues	TBC	TBC			TBC			
Ease of stadium construction on site	3	5			5			
Stadium								
Orientation of pitch	5	5			2			
Ease of stadium servicing	3	5			4			
Ability for stadium expansion	3	5			5			
Impact on surrounding context	3	5			4			
Shade coverage to patrons	5	5			4			
Suitable Space for event day overlay	3	5			5			
Connectivity								
Proximity to public transport	4	4			4			
Quantity/quality of public transport	3	3			3			
Proximity to off-street parking facilities	4	4			4			
Proximity to bars, restaurants, and other patron facilities	4	4			4			
Proximity to suitable space for event day public transport hub	2	5			5			
Proximity to temporary accommodation/Hotels	2	2			2			
Economic Impact/Site Prominence								
Partnership opportunities	3	4			4			
Potential as a catalyst for the development of nearby areas	3	4			4			
Potential as a future icon for Ipswich	4	5			5			
Connention with State Heritage wool mill	1	4			5			
Ability for site to generate additional revenue	3	4			4			
ability to maximise number of event day uses	4	5			5			
ability to maximise a number of non-event day uses	4	5			5			
impact of event day management on surrounding areas	3	5			5			
Access & Egress								
Ease of match-day access to the stadium	2	4			4			
Ease of post-match egress from stadium [assumes bridge]	3	5			5			
Proximity to pine street & crowd dispersal post match	1	4			4			
Potential quality experience to/from stadium	3	5			5			
Cost								
Land user relocation costs	5	3			3			
Site rectification costs	2	4			4			
Upgrade of existing infrastructure costs	3	4			4			
Ability to stage development within Council Budgets	3	5			5			
Ability to stage development with existing Corporate Centre	3	5			4			
TOTAL								
		130			183			



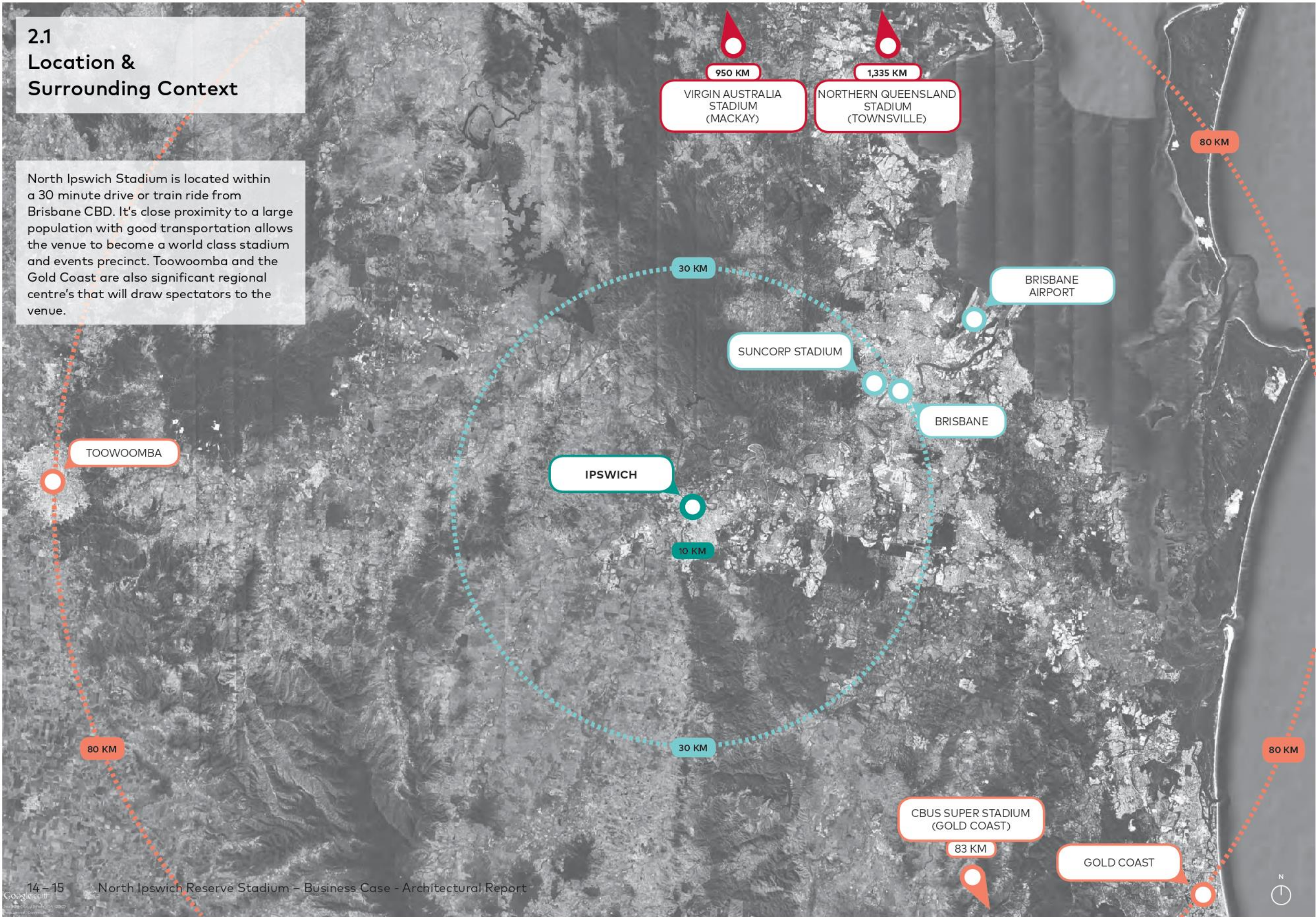
1.4.2
Precinct risks and assumptions

- Existing buildings can all be demolished, including function centre with potential decanting and staging strategies for new locations to be determined outside of this scope of works
- Former Mills to be retained/ integrated as heritage asset but not formal investigations as part of this scope of works. Stadium design to allow future integration as a priority
- Pedestrian bridge connecting to the city is assumed to occur within or before the stadium construction as a priority connection and enabling works. The bridge design and connectivity is considered but not formally part of the business case scope of works.

- Development suggestions for broader site and re-homing of existing stakeholders to be considered in masterplan
- Additional vehicular and pedestrian crossings allowing East-West movements across river to the North of the site are to occur but not fundamental to transport access strategy for stadium.
- Existing North Ipswich open space masterplan retained with amendments to suit stadium option selection and integration into plazas, transport and secure lines of new stadium.
- Stadium boneyard required for concerts / large events
- Additional transport and crowd modelling would be required upon selection of option further development of site and building options
- Future developments of site could be retail, commercial, or part of a broader sport precinct, including potential Centre of Excellence for an NRL franchise or A-league bid.

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2.0
Site analysis













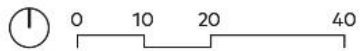
2.7
Development opportunities

With a site that is surrounded by multiple uses, there is an opportunity to build upon the historically sport-centred nature of the site and begin a new story, aligned with new opportunities. The site is uniquely situated between residential lots, large retail, the river, the CBD and the potential new stadium. Each of these could serve as new drivers to the potential new developments that can be allowed for on the site. These would then provide further activation to the site and encourage better use of the precinct as a community asset.

- Legend
- ① Connection to existing retail experiences
 - ② Connection to housing and triggering increased density
 - ③ Sport & recreation connectivity
 - ④ Heritage, retail, and commercial potential
 - ⑤ Strong connection to CBD
 - ⑥ Connection to active transport activation



Development Opportunities & Connections





C O X

3.0
Masterplan

3.1
Masterplan key considerations

Precinct access and egress – Multiple corner gates.

The stadium is designed to allow for significant public transport and CBD pedestrian access from the new Southern bridge. This, when combined with two northern gates provides a good distribution of pre-arrival spaces and will provide safe access to , from and around the precinct for large events.

Integrated North-South spine connection

As a key driver to the site, there is a natural desire line to extend the Pelican street alignment through to the new pedestrian bridge. This alignment provides clear and activated pedestrian and vehicle connectivity through the site. This spine through the stadium precinct serves as car parking and community event spaces depending on the mode of use.

Precinct arrival and pre-plaza designations

The arrival gates have been provided with sufficient pre plaza space to accommodate a bag check secure line and potential patron profile of similar stadium types of which the maximum space required would be with the following assumptions:

- 70 % South access, 30% North access
- Maximum arrival distribution of 60% in the last 1 hour before event start

Precinct permeability and access

The precinct allows for multi-directional flow and generous internal and external concourses for safe patron movement. With additional overflow plaza and green space that can be used as needed for additional safe capacity.

Training field and centre of excellence / sports precincts opportunities

By reducing the training field offering to 1 full size pitch, there is opportunity to include a centre of excellence for elite training combined on the stadium site as well as other sports-based assets such as indoor training, allied health, team administration etc.

Development opportunities

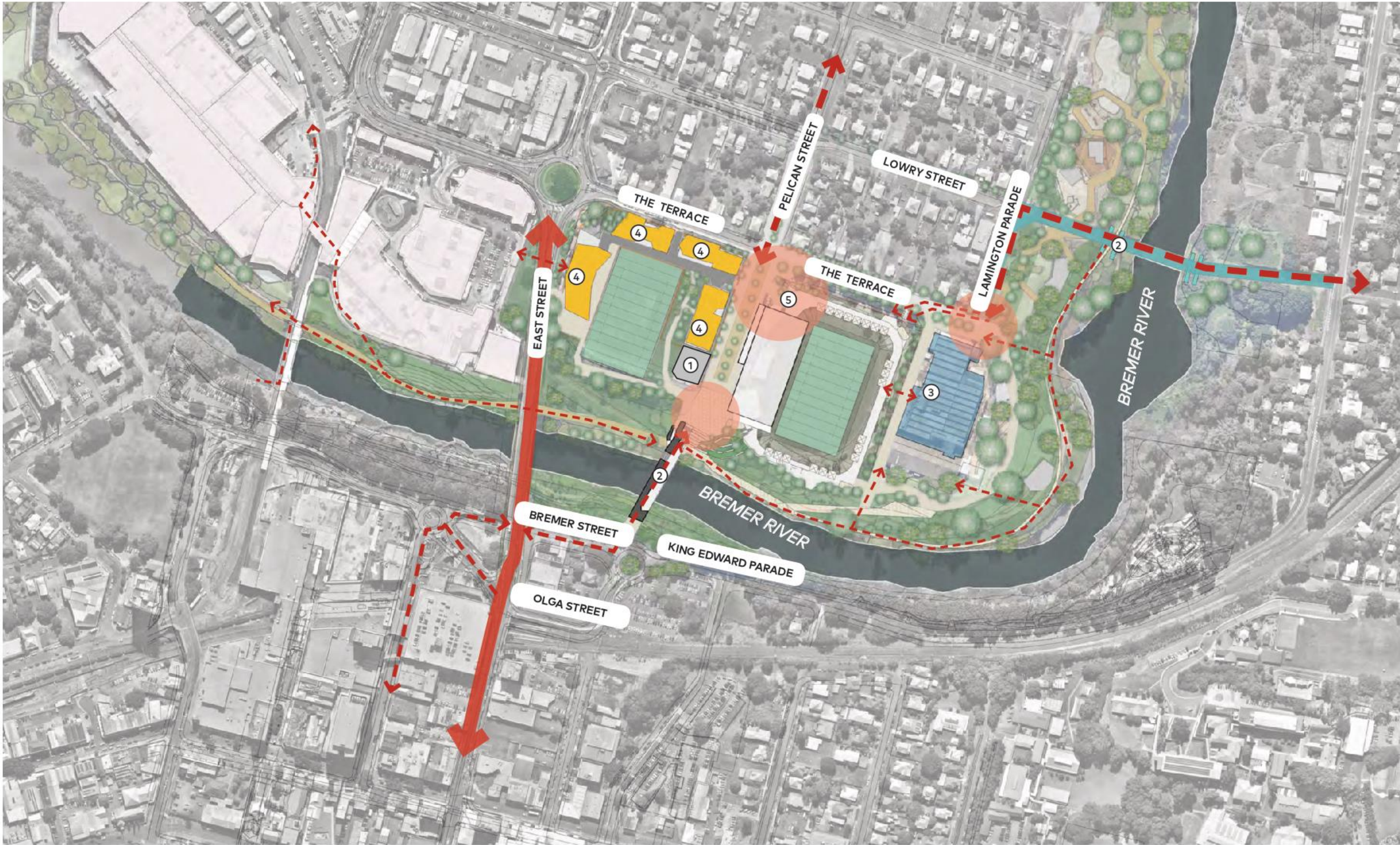
With a strong activation and connectivity, the precinct would be ideal for development of varying shapes and sizes which can be explored further into the future.

Integrating into River masterplan and activation

The connection to the active transport corridor would be key to providing a successfully integrated and community-oriented precinct. The area could efficiently capitalise on the extensive master planning and infrastructure investments to date and continue to expand upon these strong attributes.

Integration into heritage site

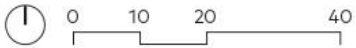
The stadium footprint and design should allow for easy integration into any future works that is considered in the heritage mills site adjacent. The two entities would be able to work hand in hand with stadium operations potentially being able to use the spaces or be a trigger for its own redefinition in the future.



LEGEND

- ① Courts
- ② Proposed pedestrian bridge
- ③ Former Woollen Mills
- ④ Potential Development
- ⑤ Plaza

● Key connections
↔ Access & Circulation



C O X

Option 1



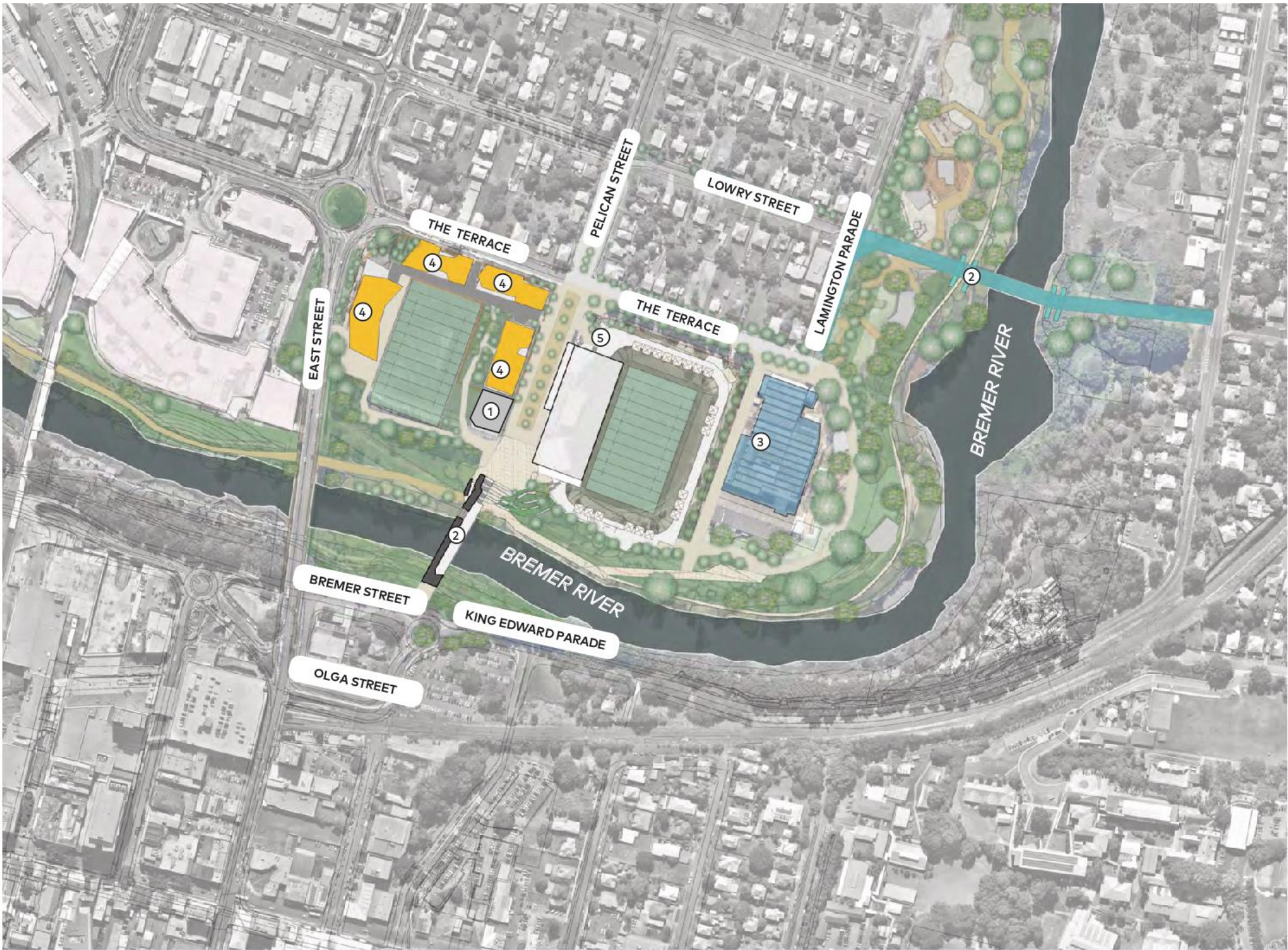
Option 2



3.1.1
Option 1

LEGEND

- ① Boneyard
- ② Proposed pedestrian bridge
- ③ Former Woollen Mills
- ④ Potential Development
- ⑤ Plaza



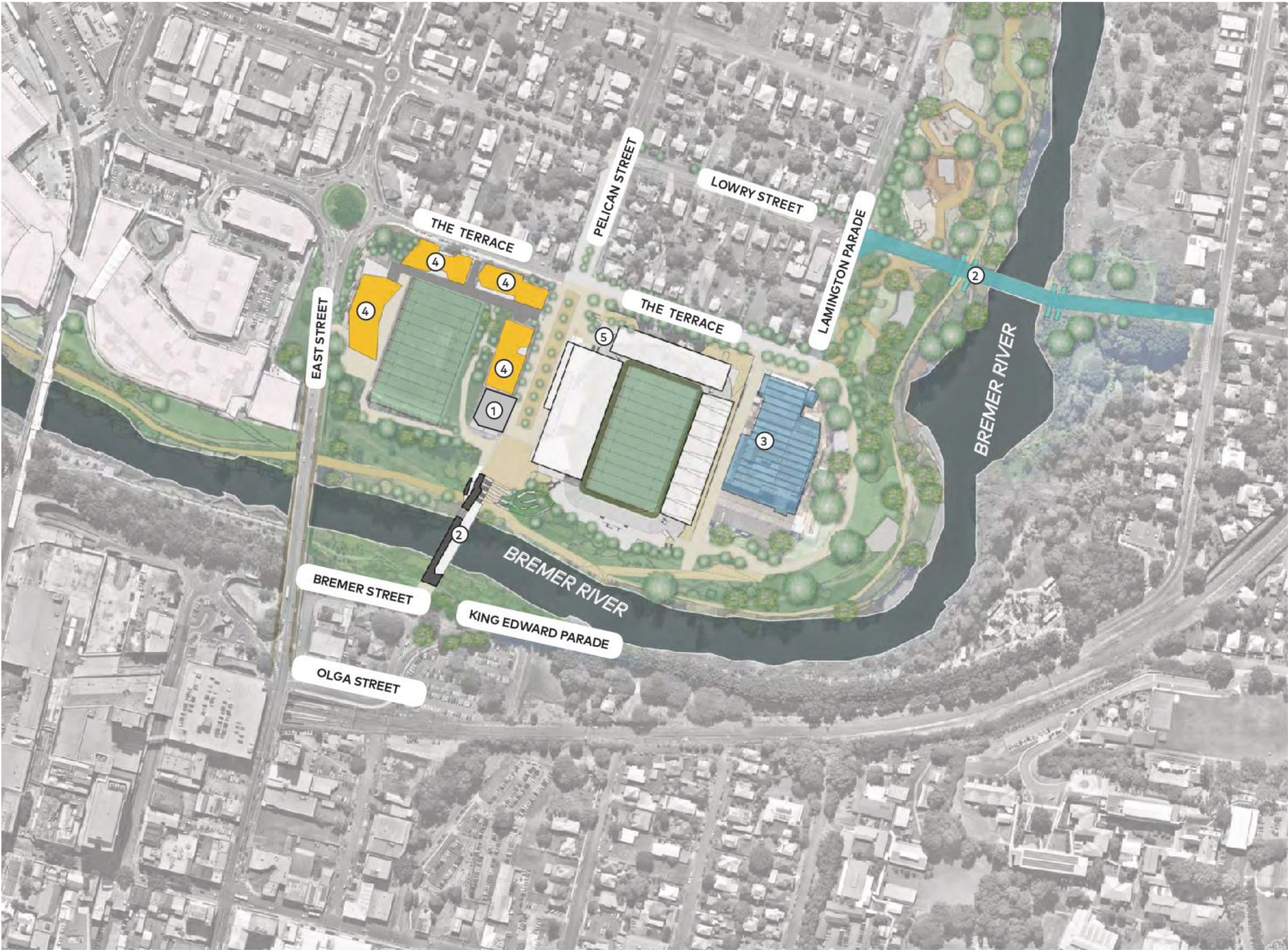
Option 1



3.1.2
Option 2

LEGEND

- ① Courts
- ② Proposed pedestrian bridge
- ③ Former Woollen Mills
- ④ Potential Development
- ⑤ Plaza



Option 2



3.2
Multi-use precinct
opportunities

As a prominent and centralized site, the precinct offers tremendous opportunities for a wide array of services and opportunities on the site. With it's close connection both physically and visually to the CBD, the site has varying development uses that can help provide non-event day activation as well as a capability of hosting a wide array of events across the stadium and precinct.

Dependant ambitions of council, it is anticipated that the proposed development locations could house opportunities for re-homing the existing sporting bodies being moved due to the new stadium and provide further sporting correlations. These offering may involve allied health, community sports and recreational activities, e-sports and others with a shared and well serviced space for all to use. With this sporting integration comes opportunity to attract commercial spaces for administration or hotel use for travelling sporting teams and fans.

The training field provides open green space for event use and community active space while also providing flexibility for a future centre of excellence development.

The stadium provides a self-contained large sporting and entertainment offering however to capitalise on the infrastructure and services that are provided, the precinct can take advantage of this as a larger event and community base if needed.

A key driver to providing activation all year round, would be a provision of spaces that

can be used in conjunction with the stadium. Opportunities such as:

- Community access to open space for informal training and health and fitness
- Overlaying court sports on large plazas for non-event use by public
- Community walking/running tracks throughout precinct
- A strong connection to the river active transport options
- Opportunities for skate parks, adventure parks, indoor training facilities and other popular community facilities
- Developments to include food and beverage opportunities for pre and post-game as well as non-event days

Careful consideration for the future Western development should look to activate the site in a way that would not adversely affect the operation of the stadium



C O X

C O X

4.0
Stadium options

4.1
The Pitch

4.1.1 Importance of the pitch
and size

The starting point for the design of a stadium is the size and orientation of the pitch. In this section we discuss the optimum size of the pitch and the orientation requirements to provide the best outcome for the ICC to host elite sporting events.

The rectangular configuration will be able to accommodate NRL, A-league, AFLX and ARU matches. Rugby Union pitches are typically longer and have a greater range in the try/dead ball area. The team has provided the shortest possible dimension to still comply to ARU guidelines.

By developing a pitch that is as tight as possible, we can bring the spectator closer to the action in the seated accommodation. We have provided a Colosseum lower bowl which provides a continuous viewing platform around the perimeter of the pitch.

A 5m perimeter from the field of play line is used to accommodate a safe zone for the run off of players and provide room for LED signage. The team facilities, players officials

and ground maintenance are located at pitch level to have ready access to the playing arena.

The following pages indicate the size of the pitches to host the relevant sporting codes at North Ipswich Reserve Stadium and the proposed size of the field of play that the concept has been designed to.

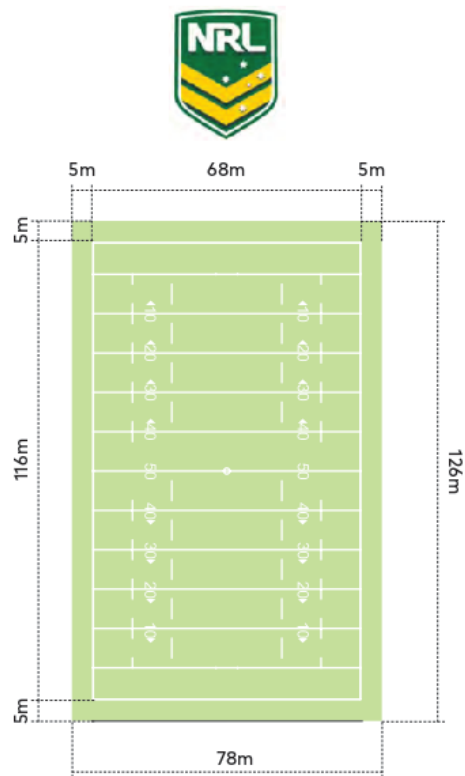
In addition to the size of the pitch, we have provided some diagrams of the optimum angles the pitches should be orientated for elite sports. We have indicated both southern [Australia] and north hemispheres min/max orientations as a comparison in the various ranges.

The proposed orientation along the north/south axis is within the ideal parameters of the angle to avoid the players vision being impaired by the setting sun.

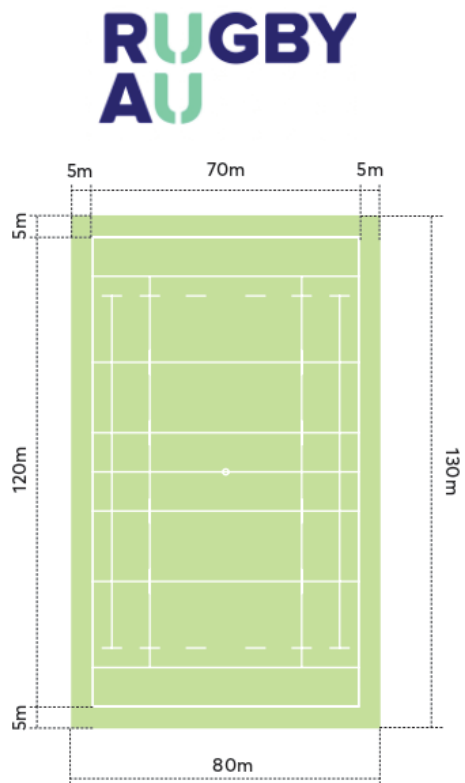


4.1.2 The field of play

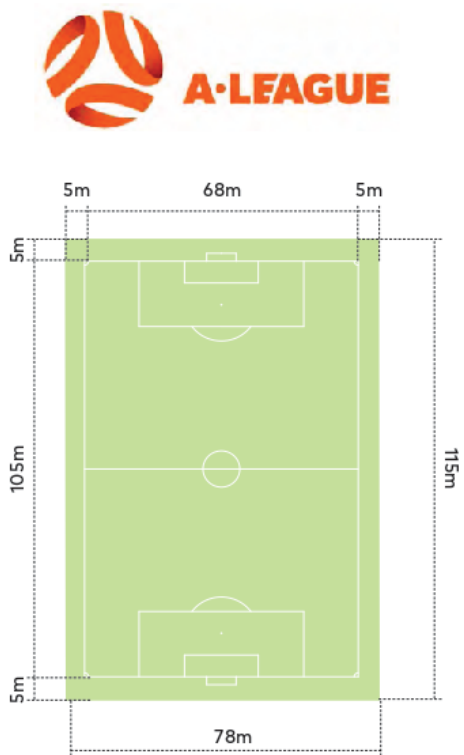
The proposed pitch will be sized to accommodate the various field of play dimension requirements of the rectangular sporting codes (noted below) whilst enabling use from grass roots to elite level capability. The overall dimensions (below) account for the field of play and also runoff safety zone. Beyond the runoff zone defines the area for spectators which allows fans to be to as close to the action as possible.



NRL
MINIMUM DIMENSIONS
(AS PER NRL GUIDELINES)



ARU
MINIMUM DIMENSIONS
(AS PER ARL GUIDELINES)



SOCCER
MINIMUM DIMENSIONS
(AS PER FFA GUIDELINES)

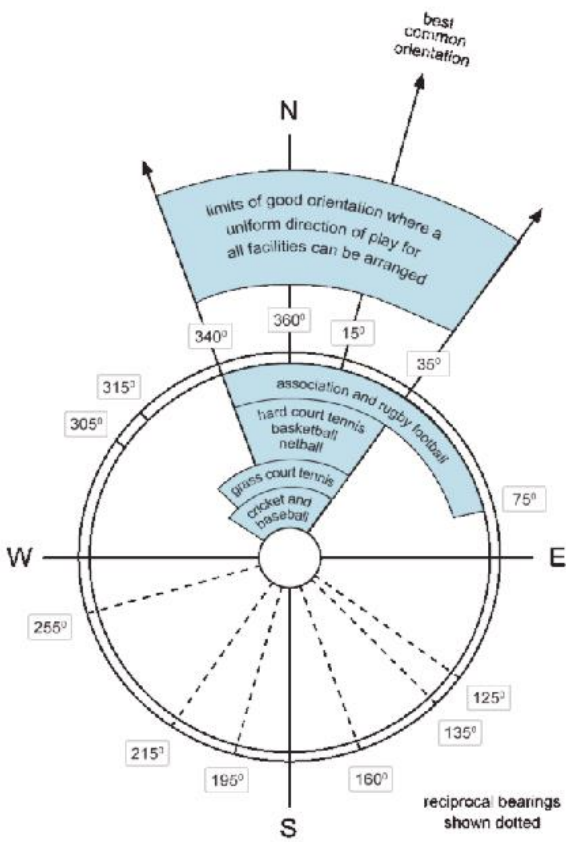
4.1.3 Optimum Orientation

The orientation of the playing surface depends on the type of sporting activities it will accommodate along with some main factors being:

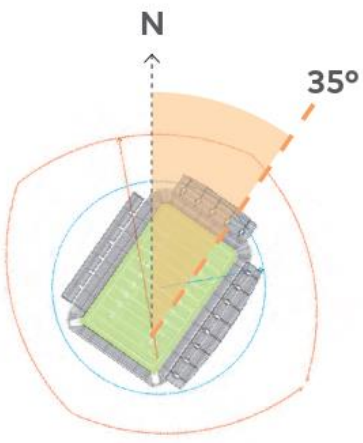
- The period of year the primary sport will be played
- The time of day the event will be played
- Specific local environmental conditions the ground is located including prevailing wind direction

The preferred orientation of the proposed stadium sits within the recommended orientation range, to ensure players avoid the late afternoon sun in their eyes (noting that popular times for rectangular sports are mid / late afternoon to early evening).

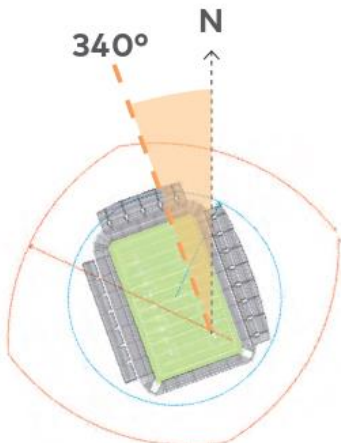
This is important for also for media / broadcasters and hospitality, who would be located within the western stands.



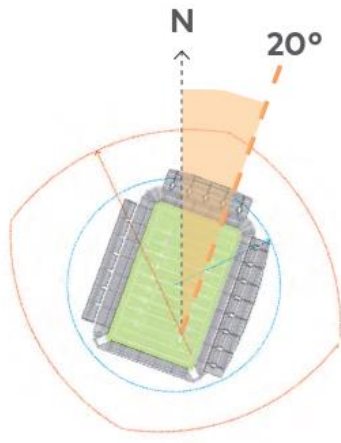
RECOMMENDED
ORIENTATION RANGE OF
PITCHES IN AUSTRALIA



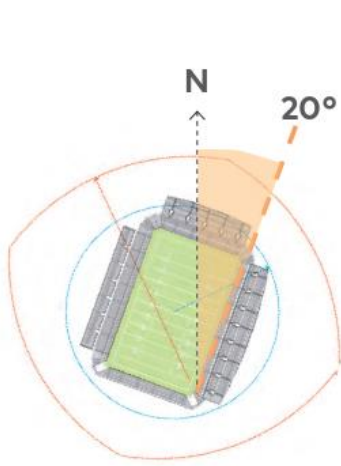
MAX 35° EAST ROTATION
(To maintain limits of good
orientation)



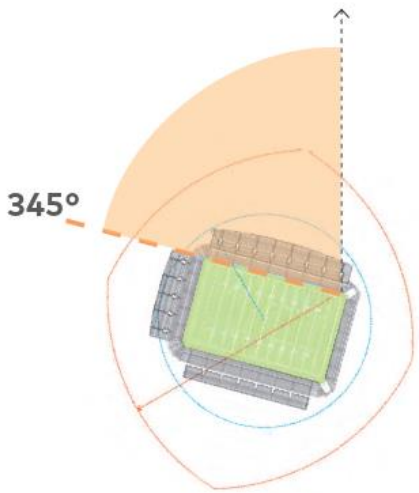
MAX 20° WEST ROTATION
(To maintain limits of good
orientation)



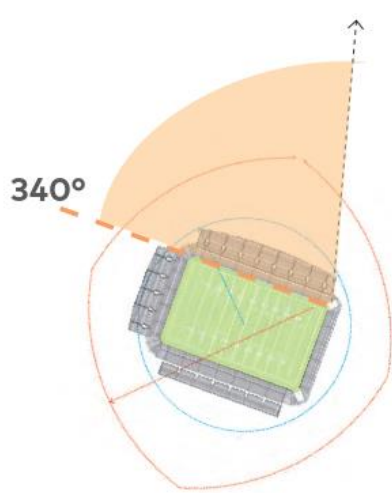
BEST FIT STADIUM FOOTPRINT
CURRENT ALIGNMENT
(Within the recommended
orientation range)



20° ROTATION
(To maintain limits of good
orientation)

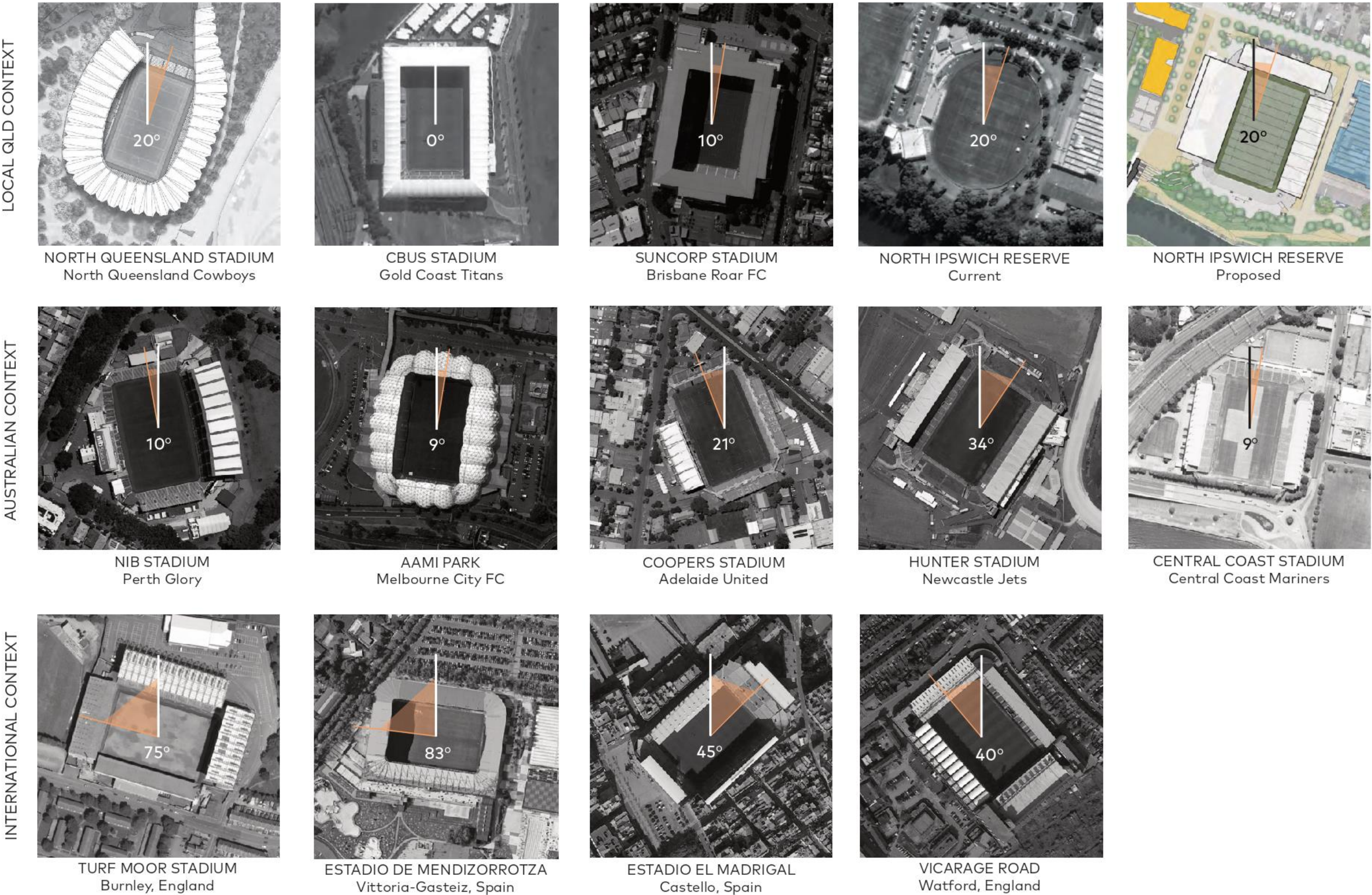


345° ROTATION
(To maintain limits of good
orientation)



ALTERNATIVE OPTION
FOOTPRINT
(Considered best for Northern
Hemisphere)

4.1.4 Field orientation benchmarks



4.2

Stadium option 1

Option 1 provides a stadium that can hold premium sporting events with a minimal outlay to achieve increased capacity and a more attractive regional sports setting than the existing centre. The major items that contribute to this option is a new Western Stand which would hold minimal amounts of corporate offerings and the only seated positions in the proposal. The upper level of the West stand would provide a replacement for the existing function room centre and include a broadcast and media centre. The general admission patrons would have access to bump-in food and beverage options and use of a grassed bank for seating.

The southern end is left open with the lower bowl. This provides the ability to provide a large replay screen that is visible to all patrons and views back to the CBD of Ipswich. Shaping the bowl and roof in this way will also focus the emanating crowd noise back towards the CBD to provide additional atmosphere of an activated precinct.

4.2.1 West Stand

Ground

The Ground level provides the engine room for the stadiums operations and capabilities to host sporting and concert events.

- Players facilities –
 - 2x Unisex main change rooms with NRL / A-league standard facilities.
 - 2x Unisex auxiliary change rooms for double headers or curtain raiser teams use
- Support facilities –
 - Referees + photographers + cheerleaders, ball boys etc.
 - Drug testing room
 - Medical rooms + Triage medical room
- Main Kitchen – supports corporate reserves + GA Food and beverage
- Catering office
- Corporate Entry
- Facilities management
- Event management
- Press conference room
- Pitch Access Vomitories from Western Spine road for ambulance / concert overlay / concert infield access / Groundskeepers' access
- Turnstiles for ticketed entry at SW, NW, NE.



Option 1 Ground

Level 1

In this option, level 1 is a General admission level for both the West stand and the N + S + E concourse. The West stand holds the permanent Food and Beverage and amenities for the Western seated patrons. These spaces could be used for members or more expensive ticketing points

- Permanent amenities
- Permanent F+B
- GA/Premium GA seating allocations

Level 2

Level 2 provides a media centre which includes broadcast, coaches boxes, media and other functional requirements. To the North and South, there is a provision of function capabilities for the stadium to replace and improve upon the existing function centre. The southern function room has views back to the city and to the game

- Seated capacity for function / club lounge patrons
- 2x function rooms or 1 larger function room
- Club Lounge – informal corporate offering
- Sky terraces

Level 3

Due to camera sightline requirements, the camera deck would be located on top of the media centre, covered by the main roof above.

- Camera deck
- Services and plant room zone



Option 1 Level 2



Option 1 Level 1

4.2.2 Seating bowl

Standards

An amazing atmosphere within a stadium relies on fan connection with the players. The stadium bowl has been designed to allow fans the best viewing experience possible.

Using the internationally recognized 'Guide to Safety at Sports Grounds' (The Green Guide), the General Admission seats in the stadium has been provided with a consistent C-75 sightline with a focal point at the boundary of the football pitch while the corporates in the Western stand enjoy a C-90 sightline. This ensures perfect viewing of the match and serves to enhance the overall spectator experience of the ground.

A World-Class Digital Viewing Experience

All seating positions have been designed to have an unobstructed view of an LED video replay screen located in the Southern end and NE corner of the stadium.

Video ribbon boards are located along the front of the lower tier, enhancing fan experience within the seating bowl and adding to the vibrant atmosphere.

Televisions and digital signage will also be distributed around the stadium concourse to ensure that fans never feel like they're disconnected from the action.



Option 1 Roof Plan

4.2.3 Capacity

Option 01

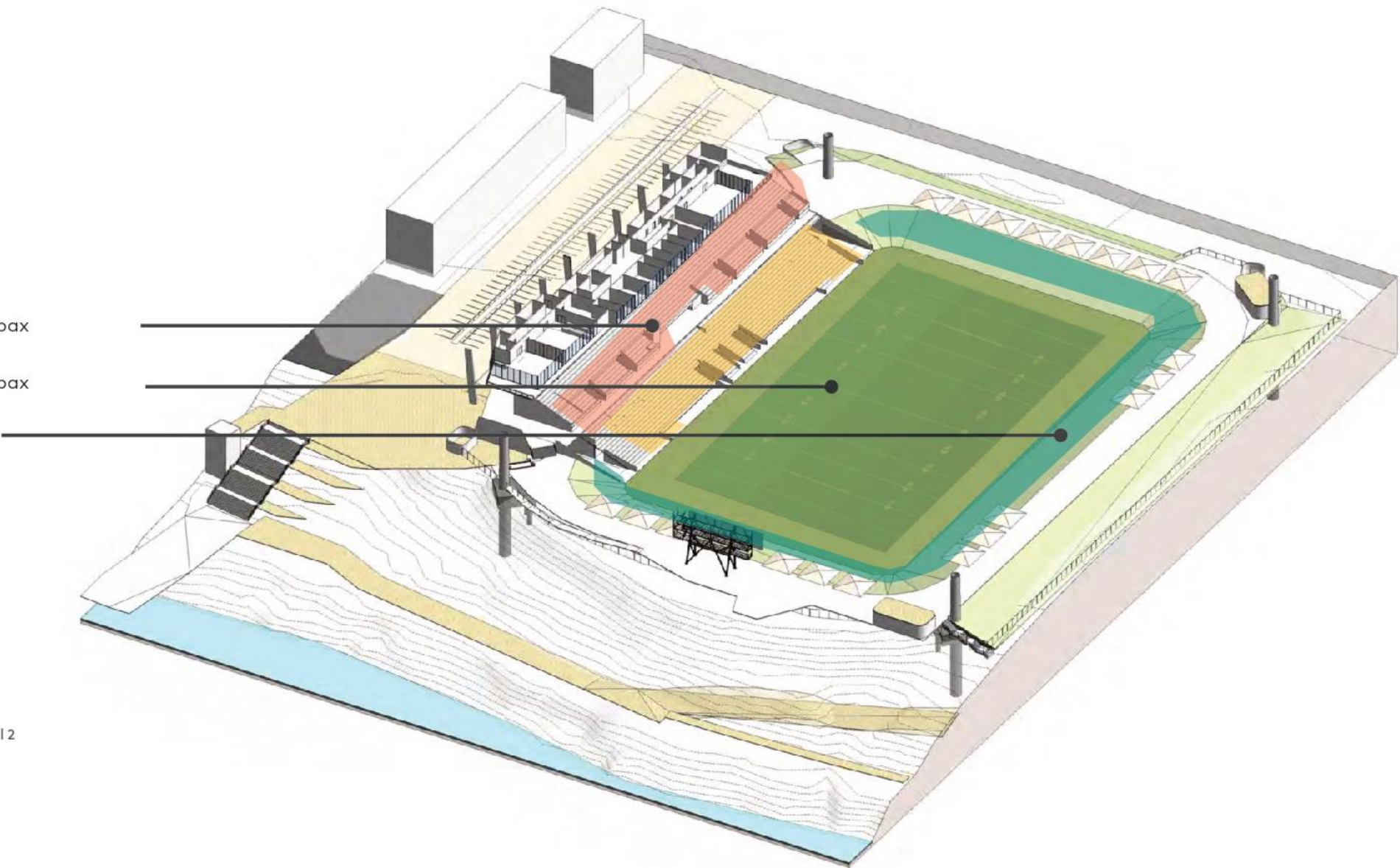
Stadium total Approx 10,600 pax

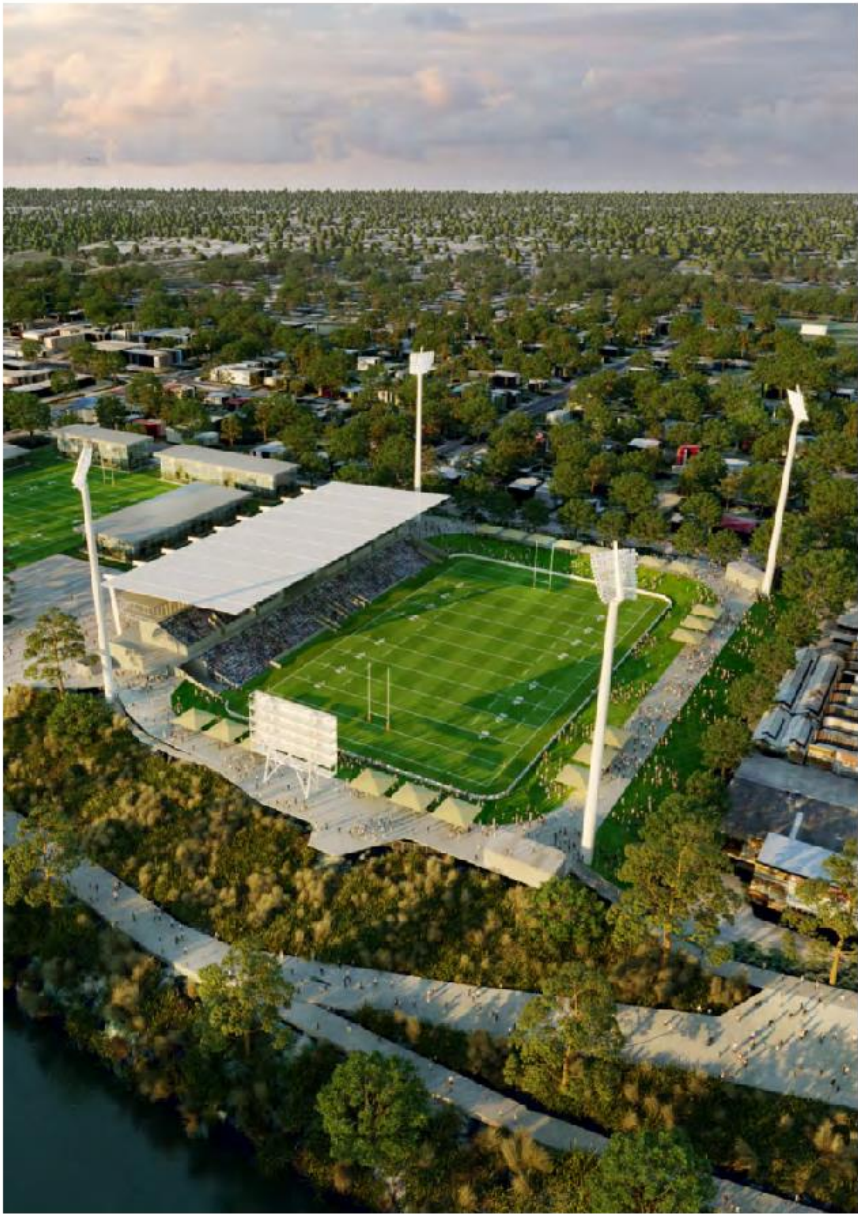
WEST STAND LEVEL 02 - 1800 pax

WEST STAND LEVEL 01 - 2800 pax

N/S/E GA BERM - 6100

Option 1 Level 2





4.2.4 Corporate offering

Option 1 is based around a minimum corporate offering for a stadium of it's size. The corporate offering is based around replacing the existing function centre and additional allowances to use the Western stand footprint and is all provided on Level 2 with outlooks to the pitch and the surrounds.

4.2.5 GA offering

The GA offering for this option requires event say bump-in depending on the size of the event. This can be flexible and efficient to reduce maintenance and cleaning of assets that are used a few times a year. There is provisions for permanent toilets to suit most expected capacities which can be locked down as needed when not in use or used by the community if appropriate. The Southern concourse overlooks the river and back to the CBD and will provide a dramatic space for patrons to gather under the large videoboard.

4.2.6 Roof and Stadium form

The roof is simple and provides protection to the seated patrons on the West stand and protection to the camera deck. The roof form can be developed further with detailed design progression. For the GA patrons, there is a nominal provision of sun shading umbrellas to the top of the berm and front of the concourse. This can provide shade to patrons on the berms or on the concourse depending on the time of day.

Option 01 Functions	Area	Pax (Banquet)	Pax (Cocktail)	Pax - Theatre	Price Point
Function Room 1 N (No.84)	144	96	144	131	\$\$\$
Function Room 2 s (No.77)	168	112	168	153	\$\$\$
Club Lounge (No.143)	171	114	171	155	\$\$
Sky Terrace (No.76)	107	71	107	97	\$
Total		393	590	536	

4.3.4 Corporate offering table

4.2
Stadium option 2

Like option 1, the Ground level provides the engine room for the stadiums operations and capabilities to host sporting and concert events. For option 2 however, there is additional corporate offerings and spatial allowances for larger kitchens and operational spaces to run a larger stadium

Ground

- Players facilities –
 - 2x Unisex main change rooms with NRL / A-league standard facilities including warmup room and recovery areas
 - 2x Unisex auxiliary change rooms for double headers or curtain raiser teams use
- Support facilities –
 - Referees + photographers + cheerleaders, ball boys etc.
 - Drug testing room
 - Medical rooms + Triage medical room
- Main Kitchen – supports corporate reserves + GA Food and beverage
- Catering office
- Corporate Entry
- Facilities management
- Event management

- Press conference room
- Tunnel Club
- Pitch Access Vomitories from Western Spine road for ambulance / concert overlay / concert infield access / Groundskeepers' access
- Turnstiles for ticketed entry at SW, NW, NE.

Level 1

In this option, level 1 is a mix of General admission and a centreline corporate function space with circulation. The West stand holds the permanent Food and Beverage and amenities for the Western seated patrons. These spaces could be used for members or more expensive ticketing points. The centreline club provides premium corporate facilities on the halfway line and is seen as one of the highest corporate offerings available.

- Permanent amenities
- Permanent F+B
- GA/Premium GA seating allocations
- Centreline Club
- Corporate circulation foyer



Option 2 Ground

Level 2

Level 2 provides similar provisions as Option 1, however with a larger footprint which includes media centre consisting of broadcast, coaches' boxes, media and other functional requirements. To the North and South, there is a provision of function capabilities for the stadium to replace and improve upon the existing function centre. The southern function room has views back to the city and to the game

- Seated capacity for function / club lounge patrons
- 2x function rooms or 1 larger function room
- Club Lounge – informal corporate offering
- Sky terraces

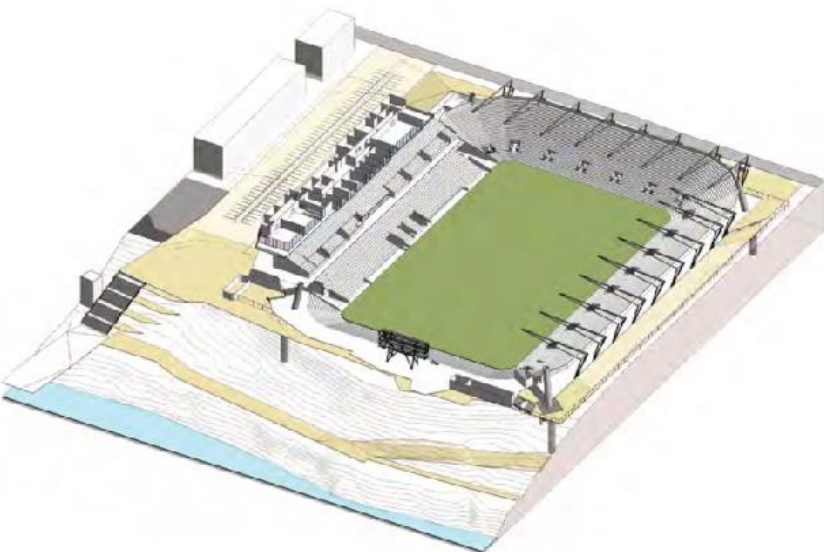
Level 3

Due to camera sightline requirements, the camera deck would be located on top of the media centre, covered by the main roof above.

- Camera deck
- Services and plant room zone



Option 2 Level 2



Option 2 Level 1

4.3.2 Seating bowl

Standards

An amazing atmosphere within a stadium relies on fan connection with the players. The stadium bowl has been designed to allow fans the best viewing experience possible.

Using the internationally recognized 'Guide to Safety at Sports Grounds' (The Green Guide), the General Admission seats in the stadium has been provided with a consistent C-75 sightline with a focal point at the boundary of the football pitch while the corporates in the Western stand enjoy a C-90 sightline. This ensures perfect viewing of the match and serves to enhance the overall spectator experience of the ground.

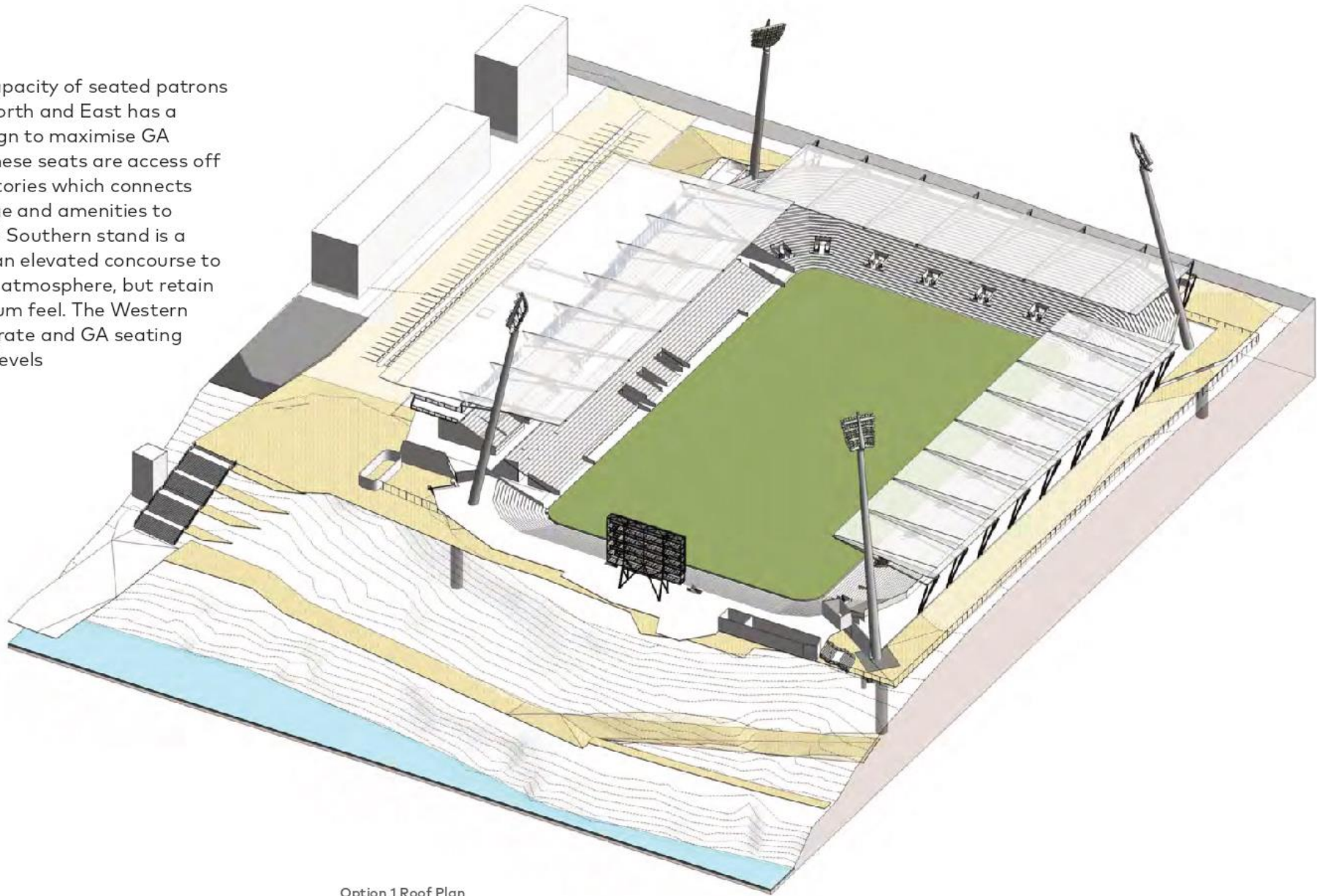
A World-Class Digital Viewing Experience

All seating positions have been designed to have an unobstructed view of an LED video replay screen located in the Southern end and NE corner of the stadium.

Video ribbon boards are located along the front of the lower tier, enhancing fan experience within the seating bowl and adding to the vibrant atmosphere.

Televisions and digital signage will also be distributed around the stadium concourse to ensure that fans never feel like they're disconnected from the action.

To achieve a larger capacity of seated patrons for this option, the North and East has a continuous bowl design to maximise GA seating provisions. These seats are access off a concourse via vomitories which connects the food and beverage and amenities to the seating bowl. The Southern stand is a single lower bowl to an elevated concourse to achieve capacity and atmosphere, but retain an open-ended stadium feel. The Western stand provides corporate and GA seating options across the 2 levels

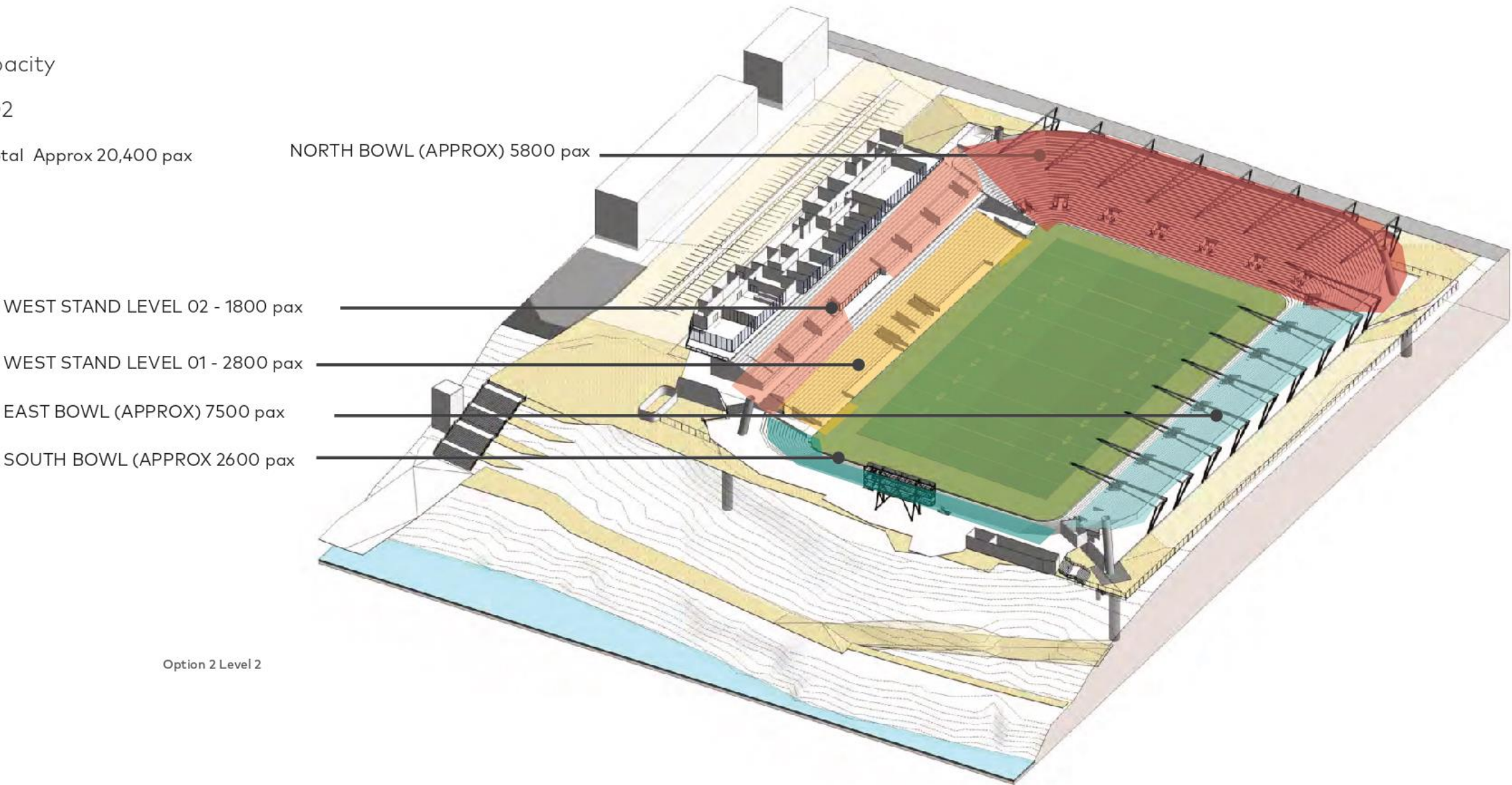


Option 1 Roof Plan

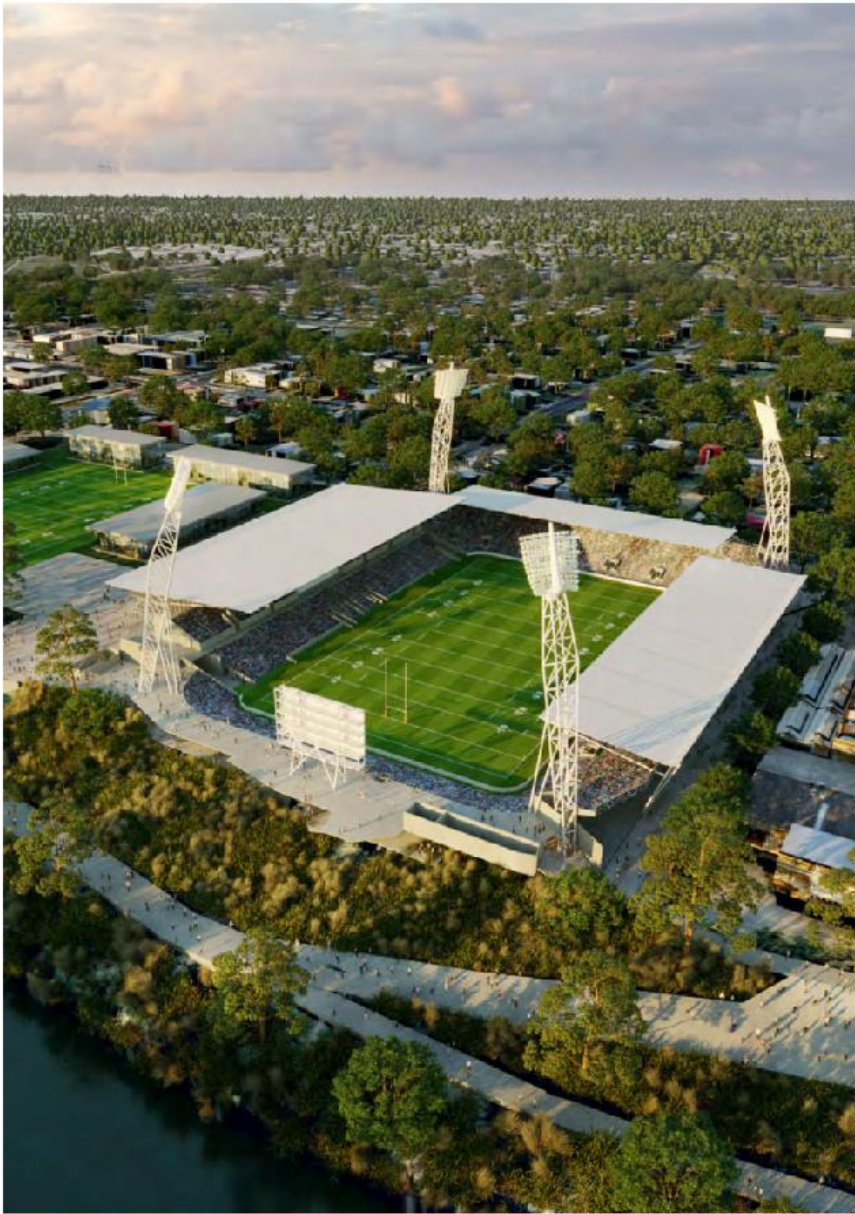
4.3.3 Capacity

Option 02

Stadium total Approx 20,400 pax



Option 2 Level 2



4.3.4 Corporate offering

The corporate offering for option 2 is of a higher value and more broad. Due to the capacity and size of the stadium, it is more appropriate to have several price points of corporate offerings in line with other stadia nationally. The Ground level provides a unique experience of a tunnel club where patrons can view players warming up and as they run through the tunnel to the field of play. Level 1 has a function room situated on the highly sought after, half way line. This provides function space for VIP's at the highest price point. Level 2 maintains similar function and club lounge offerings as option 1 acting as the main function level for the stadium.

4.3.5 GA offering

The GA offering for option 2 includes seated positions for patrons at a higher capacity. The seats are all covered by the roof for weather protection. Permanent F+B and amenities provided from the Concourse. With a single bowl, there is a correlation to the bowl design of CBUS stadium on the gold coast. This is a proven bowl system that provides great atmosphere and inclusion of all patrons to the event. The Southern concourse overlooks the river and back to the CBD and will provide a dramatic space for patrons to gather under the large videoboard.

4.3.6 Roof and Stadium form

The roof for option 2 is simple and covers a large amount of the bowl seating. The roof is designed to open up to the South. This open end connects directly back to the Ipswich CBD and provides a strong narrative for the inclusion of the events into the CBD and visa versa. With an open-ended stadium, there is a sense of inclusion into the event and a feeling of transparency and openness for community engagement into the stadium..

Option 01 Functions	Area	Pax (Banquet)	Pax (Cocktail)	Pax - Theatre	Price Point
Tunnel Club (No.7)	242	161	242	220	\$\$\$
Centreline Club (No. 55)	155	103	155	141	\$\$\$\$
Function Room 1 N (No.84)	144	96	144	131	\$\$\$
Function Room 2 s (No.77)	168	112	168	153	\$\$\$
Club Lounge (No.143)	188	125	188	171	\$\$
Sky Terrace (No.76)	107	71	107	97	\$
Total		669	1004	913	

4.3.4 Corporate offering table

C O X

5.0 Architectural drawings



DRAFT: Option 02





Project:
NORTH IPSWICH STADIUM

Drawing Title:
EXISTING CONTEXT PLAN

Drawing Number:
A-11-000

Revision: Date:

Scale:
1 : 2000 @ A1

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Project:
NORTH IPSWICH STADIUM

Drawing Title:
PROPOSED CONTEXT PLAN OPTION 2

Drawing Number:
A-11-200

Revision:
Date:

Scale:
1 : 2000 @ A1

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Project: **NORTH IPSWICH STADIUM**

Drawing Title: **SITE PLAN - OPTION 2**

Drawing Number: **A-11-201**

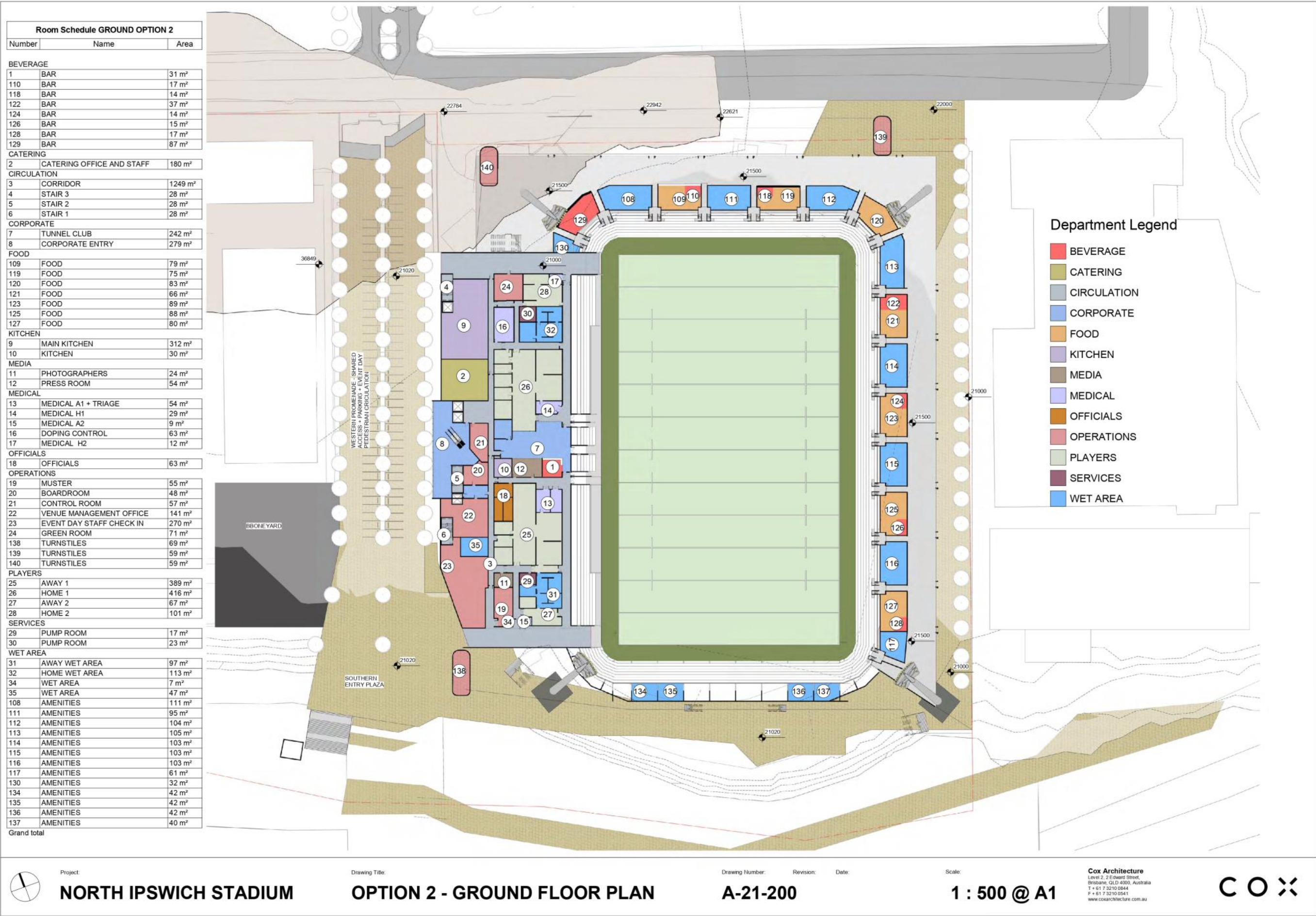
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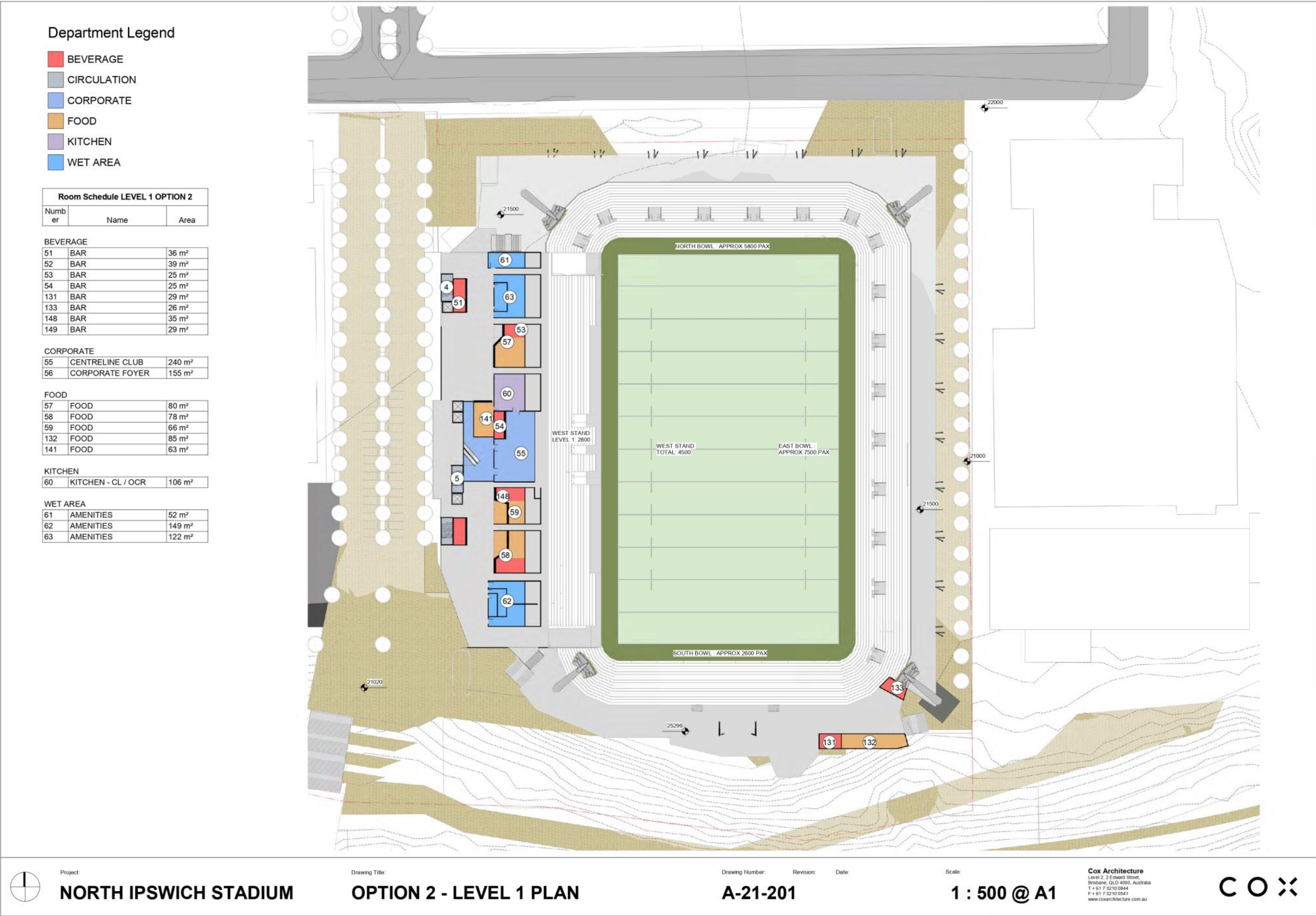
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Project:

NORTH IPSWICH STADIUM

Drawing Title:

OPTION 2 - LEVEL 1 PLAN

Drawing Number:

A-21-201

Revision:

Date:

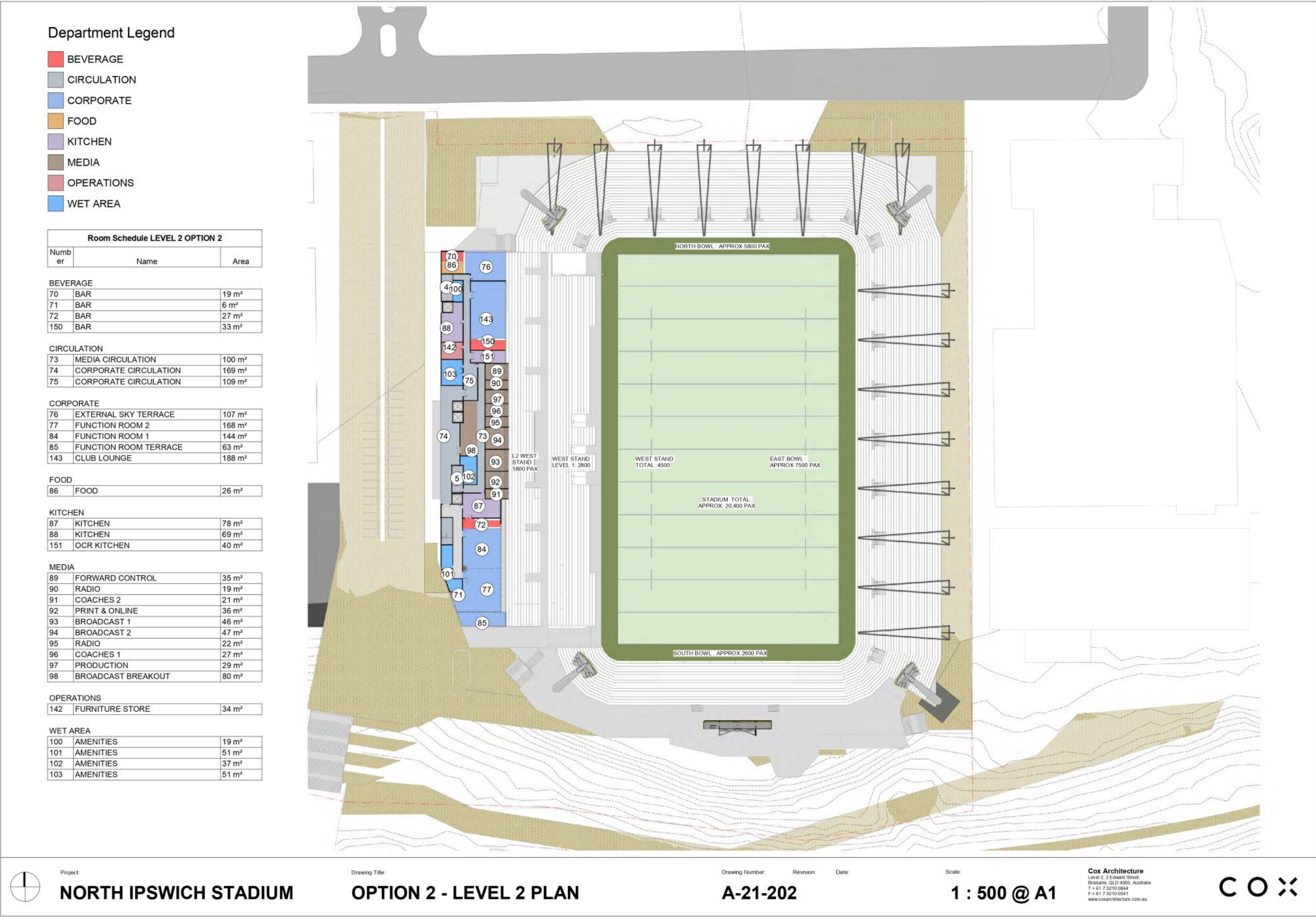
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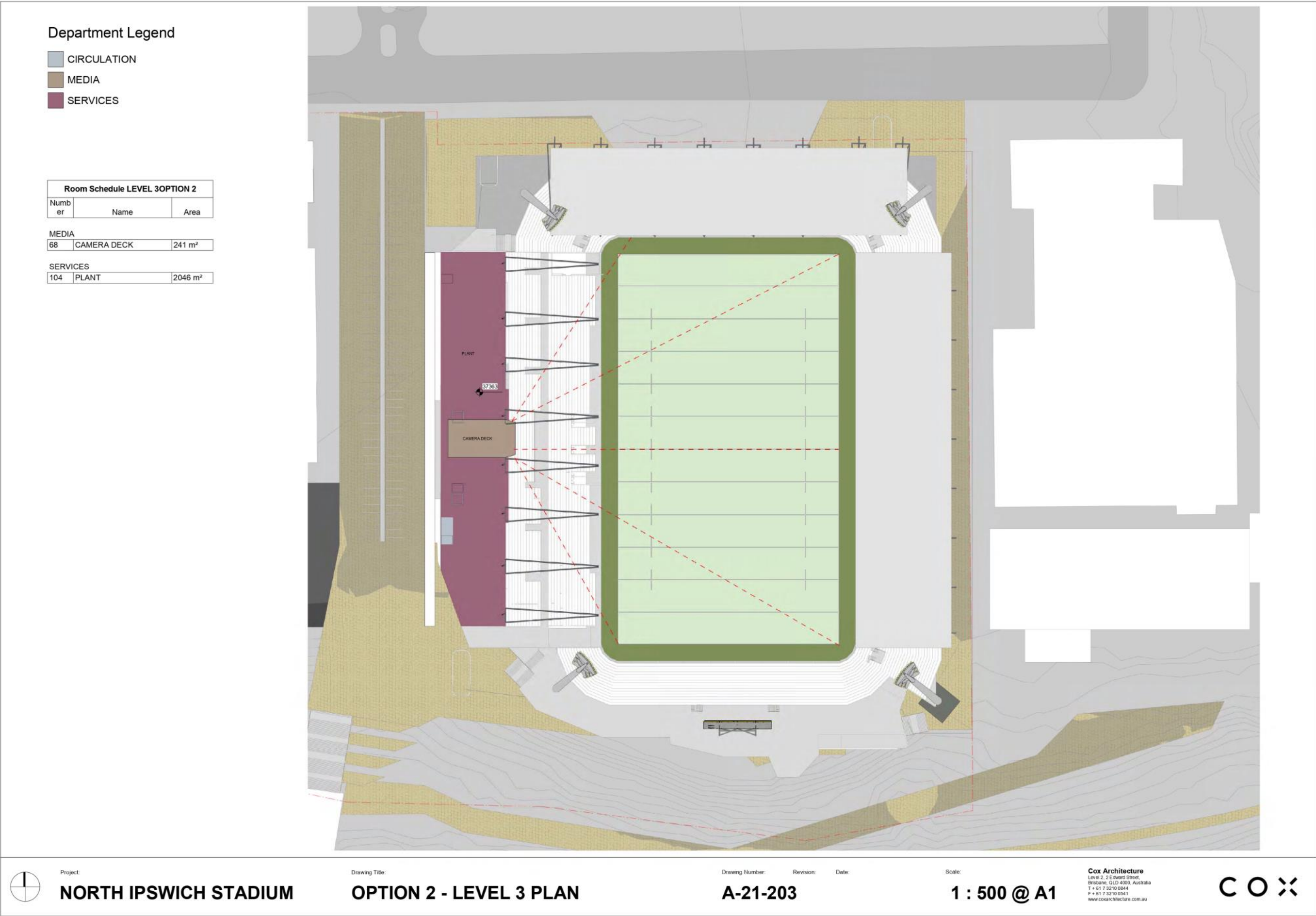
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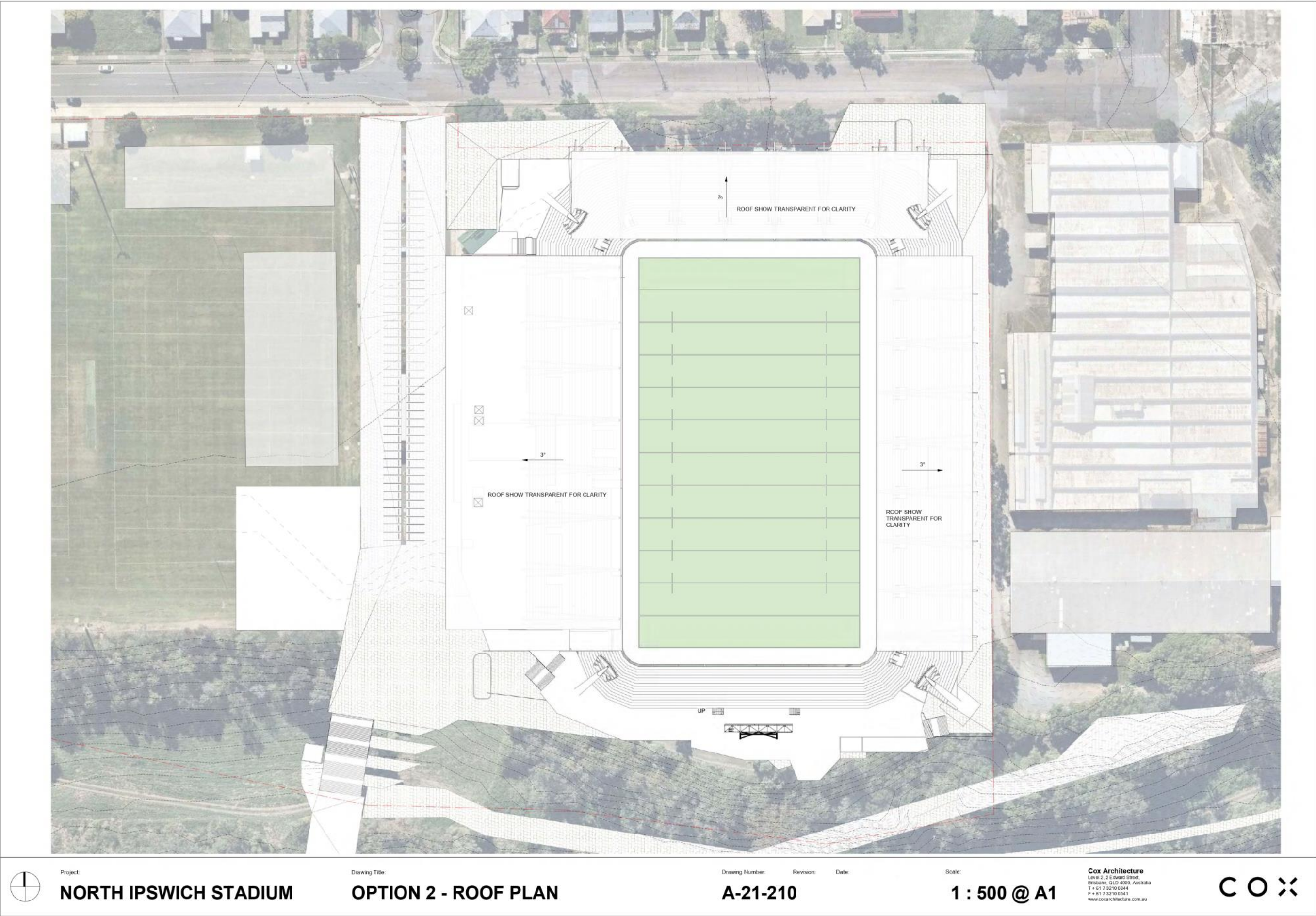
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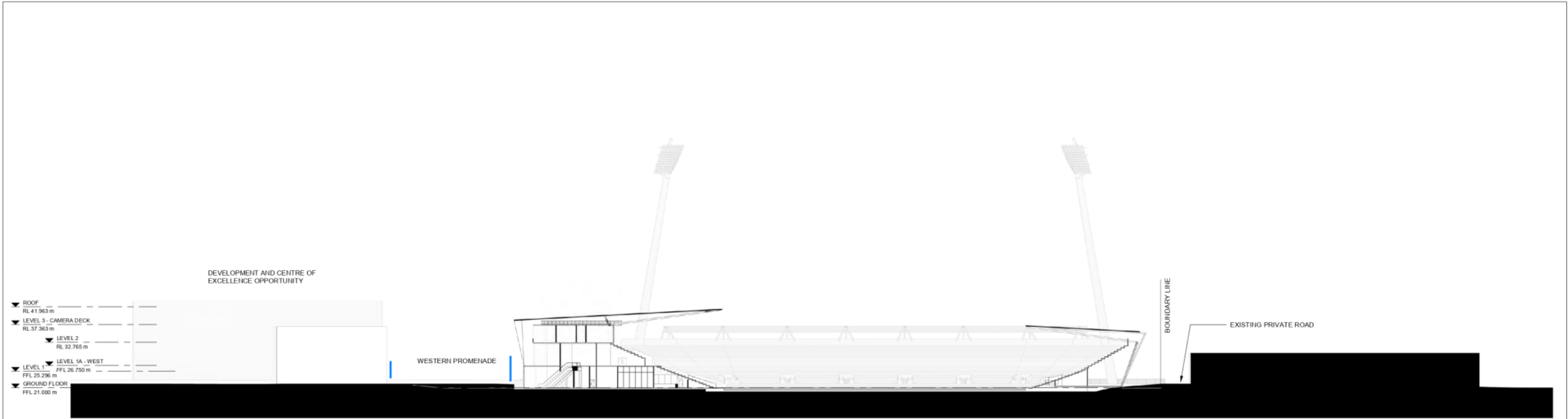
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C O X

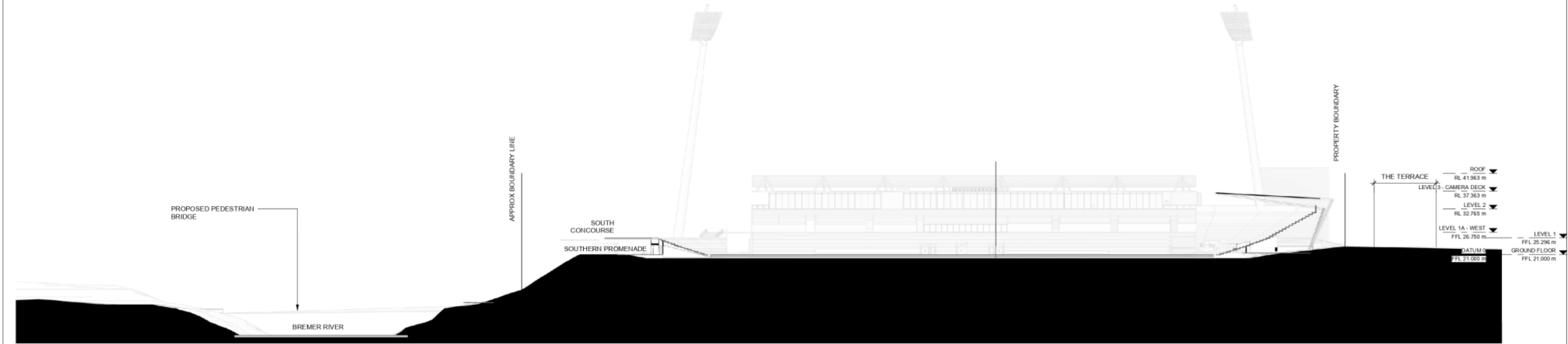








EAST WEST SECTION - OPTION 2 -



NORTH SOUTH SECTION OPTION 2 -



Project:
NORTH IPSWICH STADIUM

Drawing Title:
OPTION 2 - SECTIONS

Drawing Number:
A-40-200

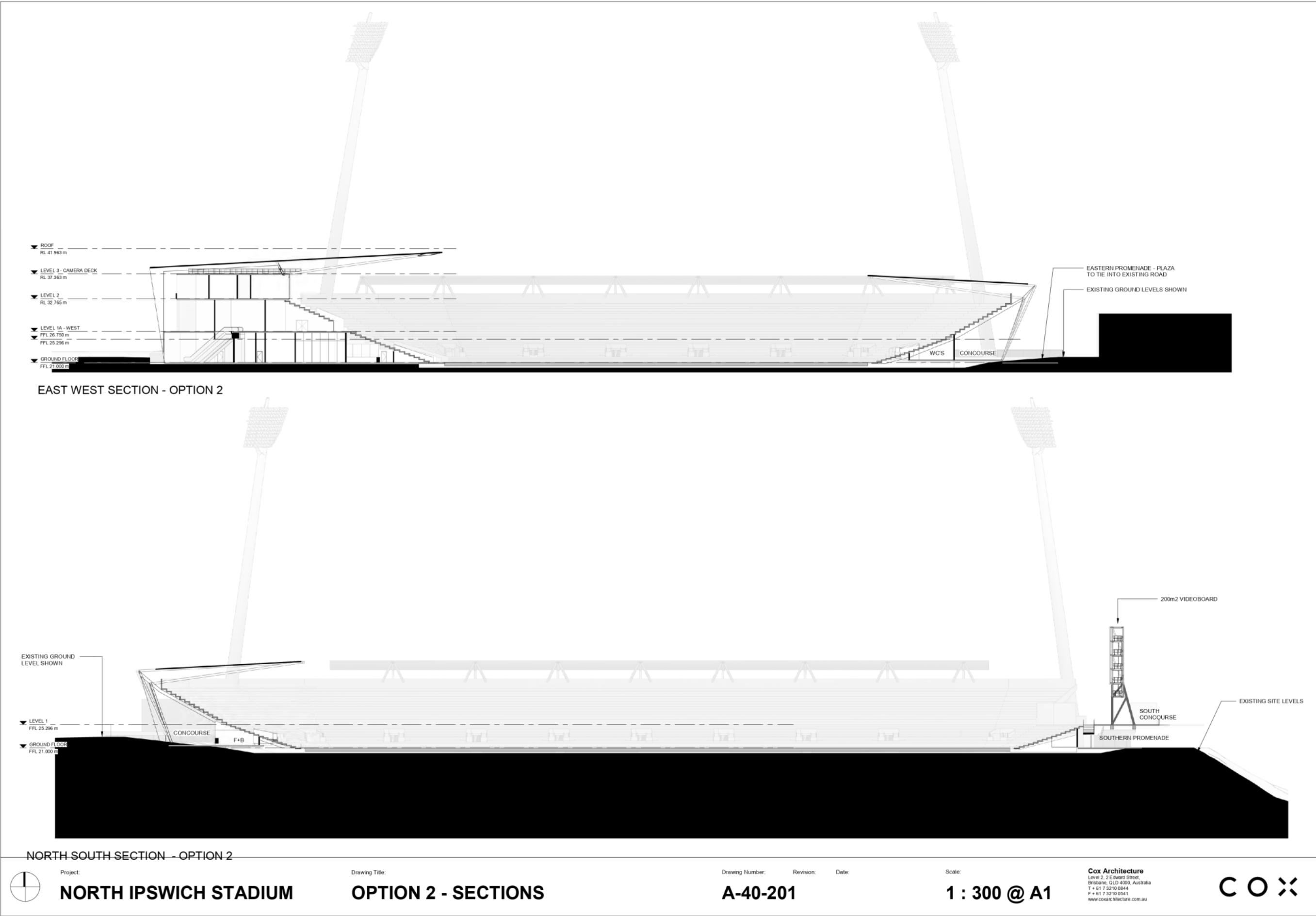
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Date:

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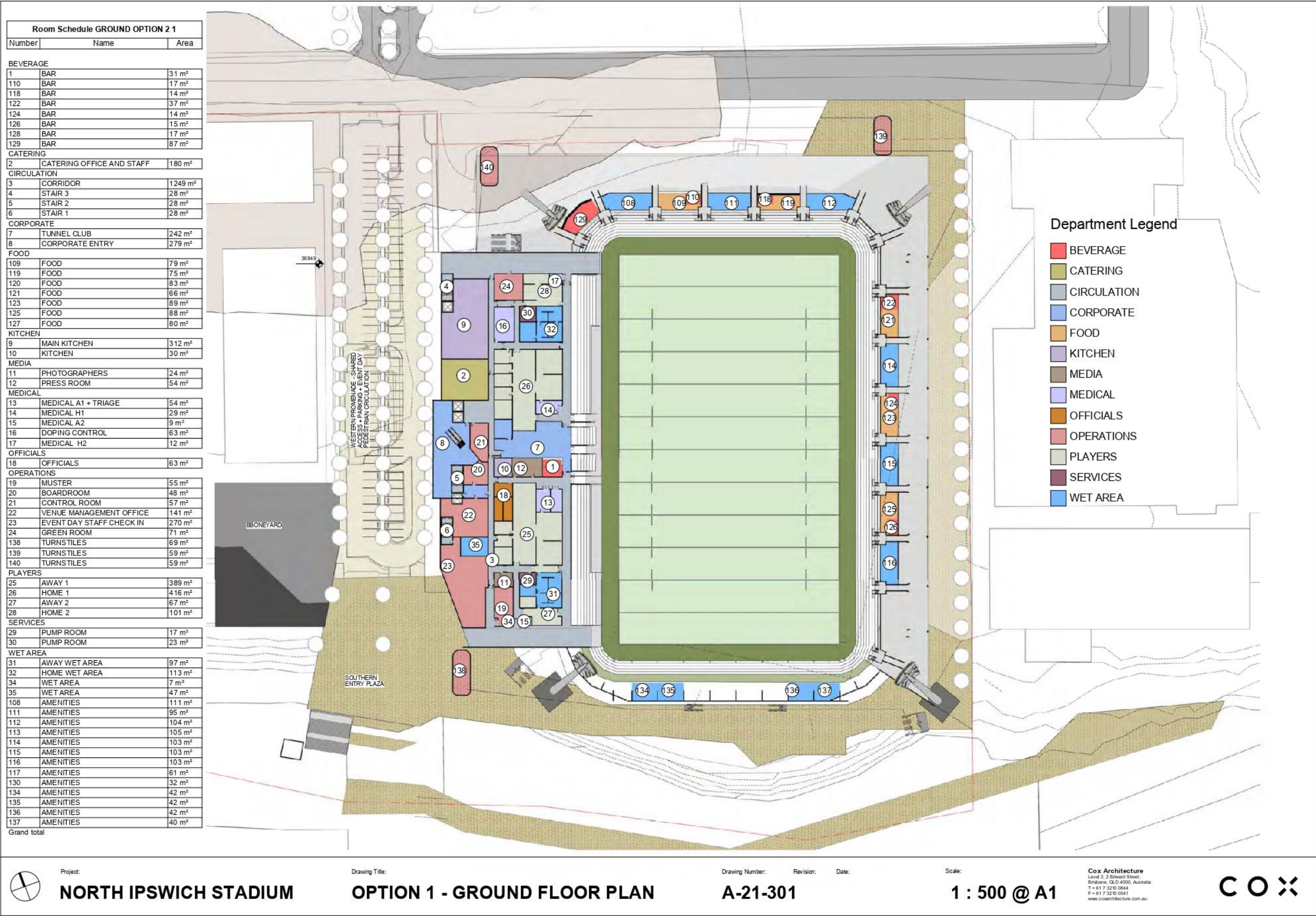


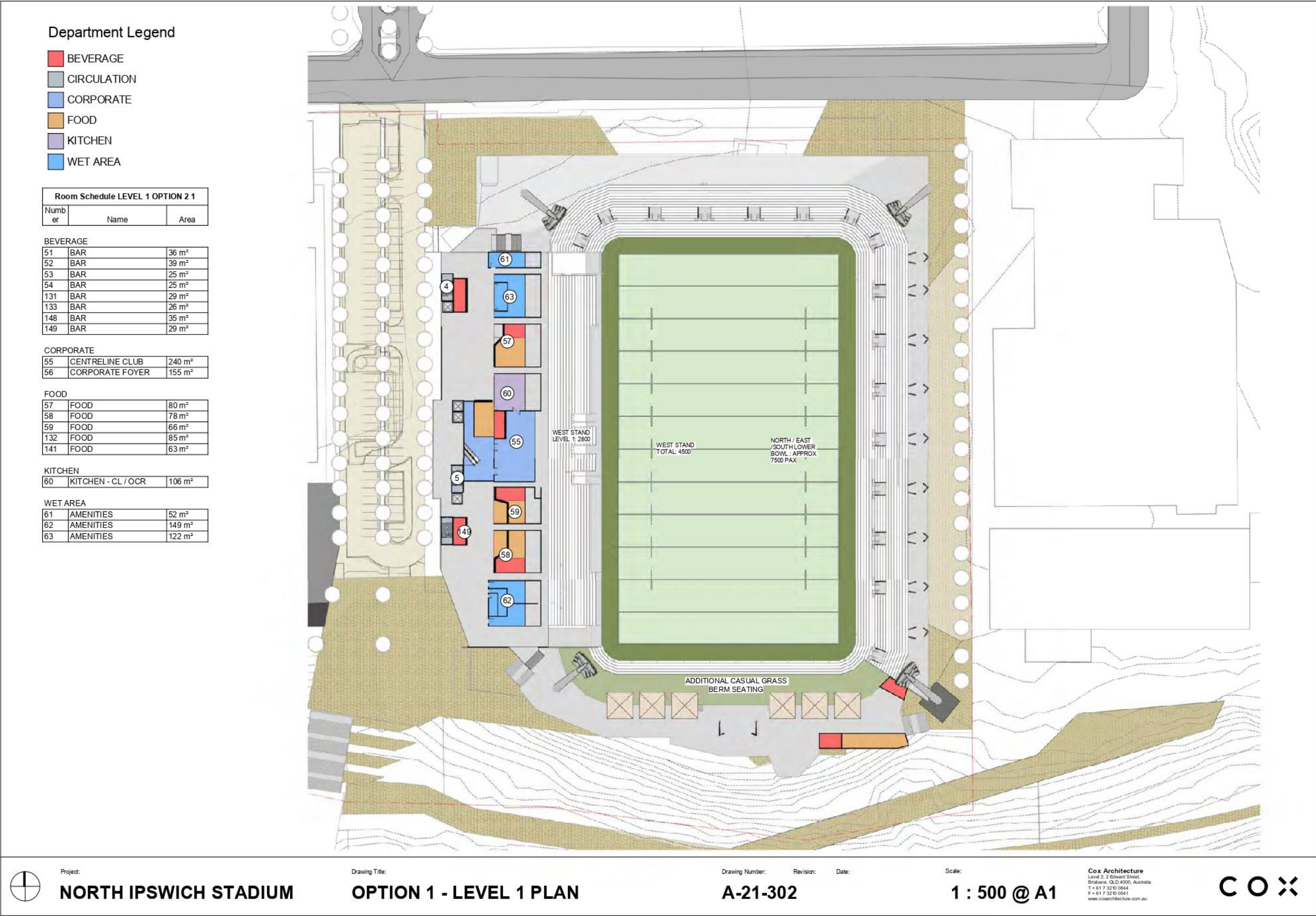




DRAFT: Option 02







Project:

NORTH IPSWICH STADIUM

Drawing Title:

OPTION 1 - LEVEL 1 PLAN

Drawing Number:

A-21-302

Revision:

Date:

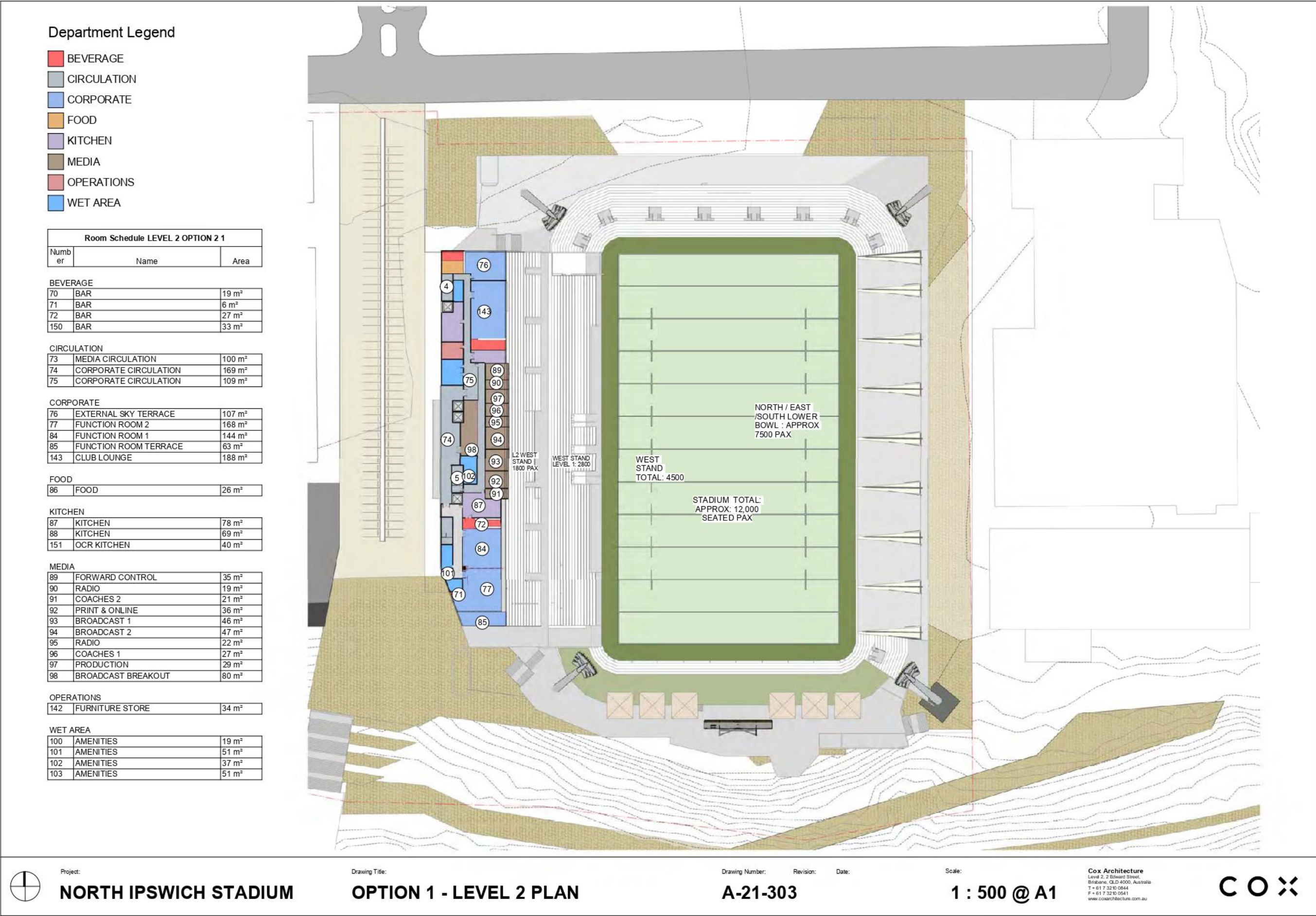
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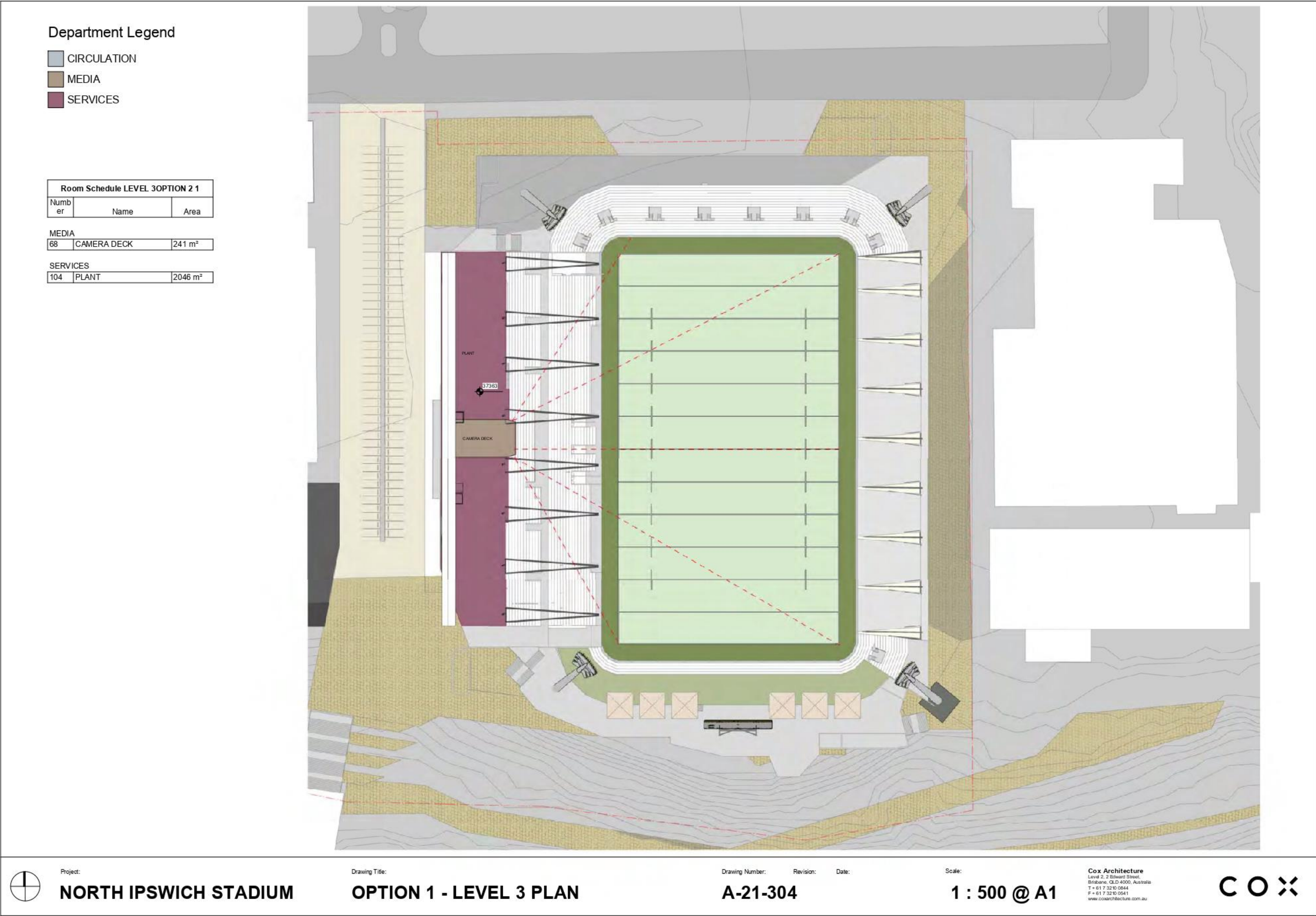
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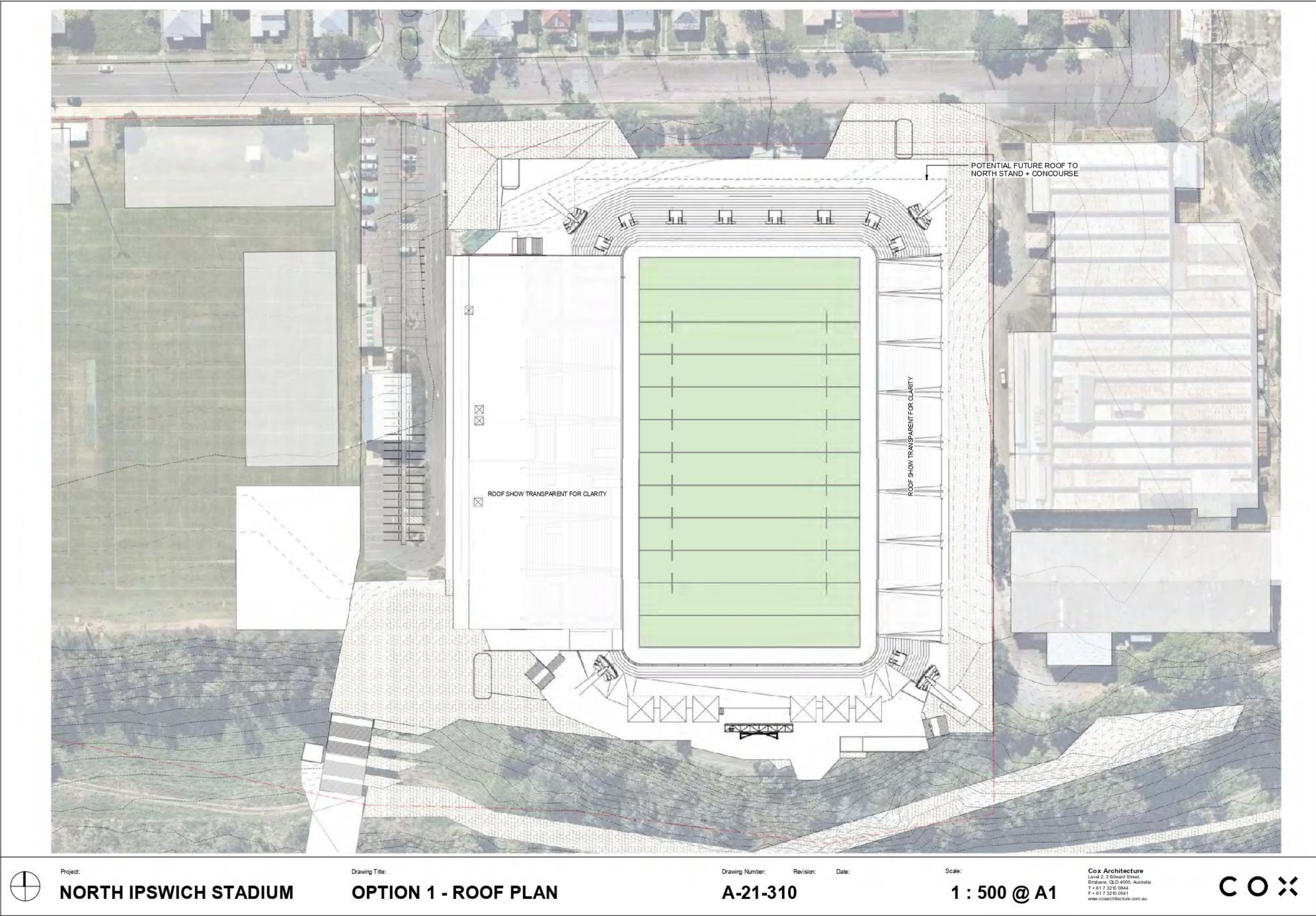
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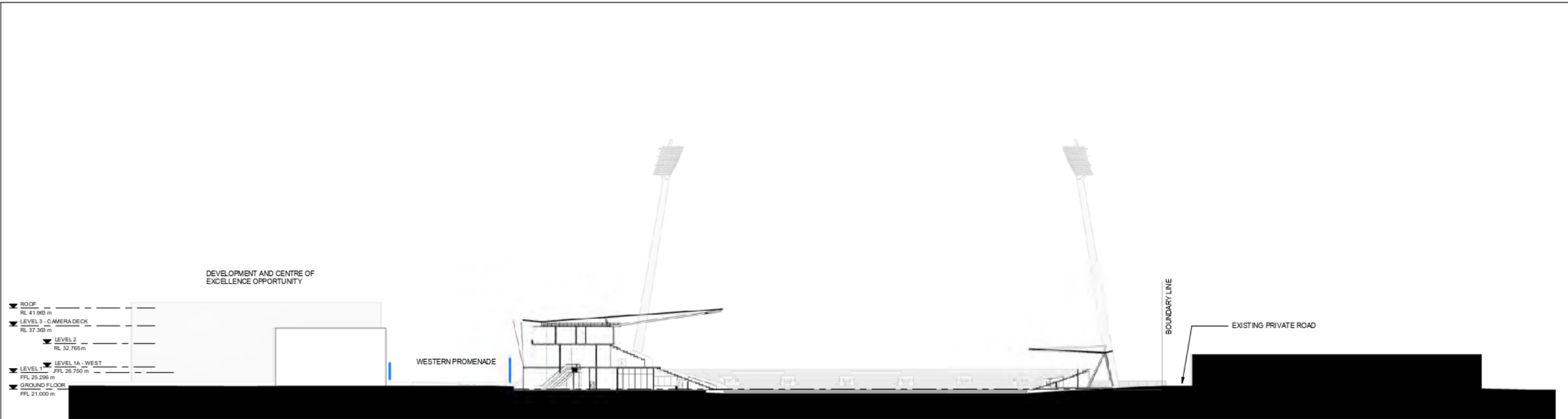
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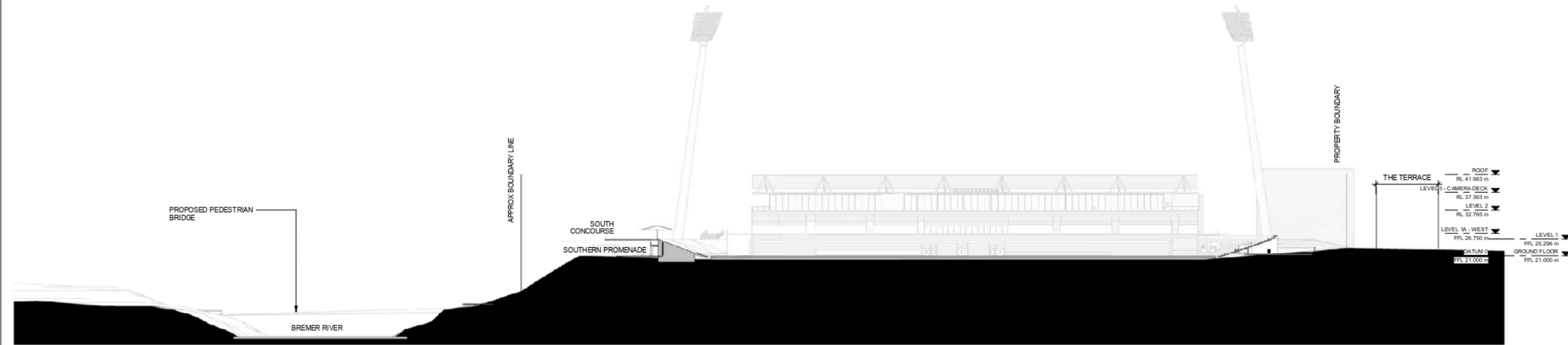








EAST WEST SECTION - OPTION 2 - 1



NORTH SOUTH SECTION OPTION 2 - 1



Project:
NORTH IPSWICH STADIUM

Drawing Title:
OPTION 1 - SECTIONS

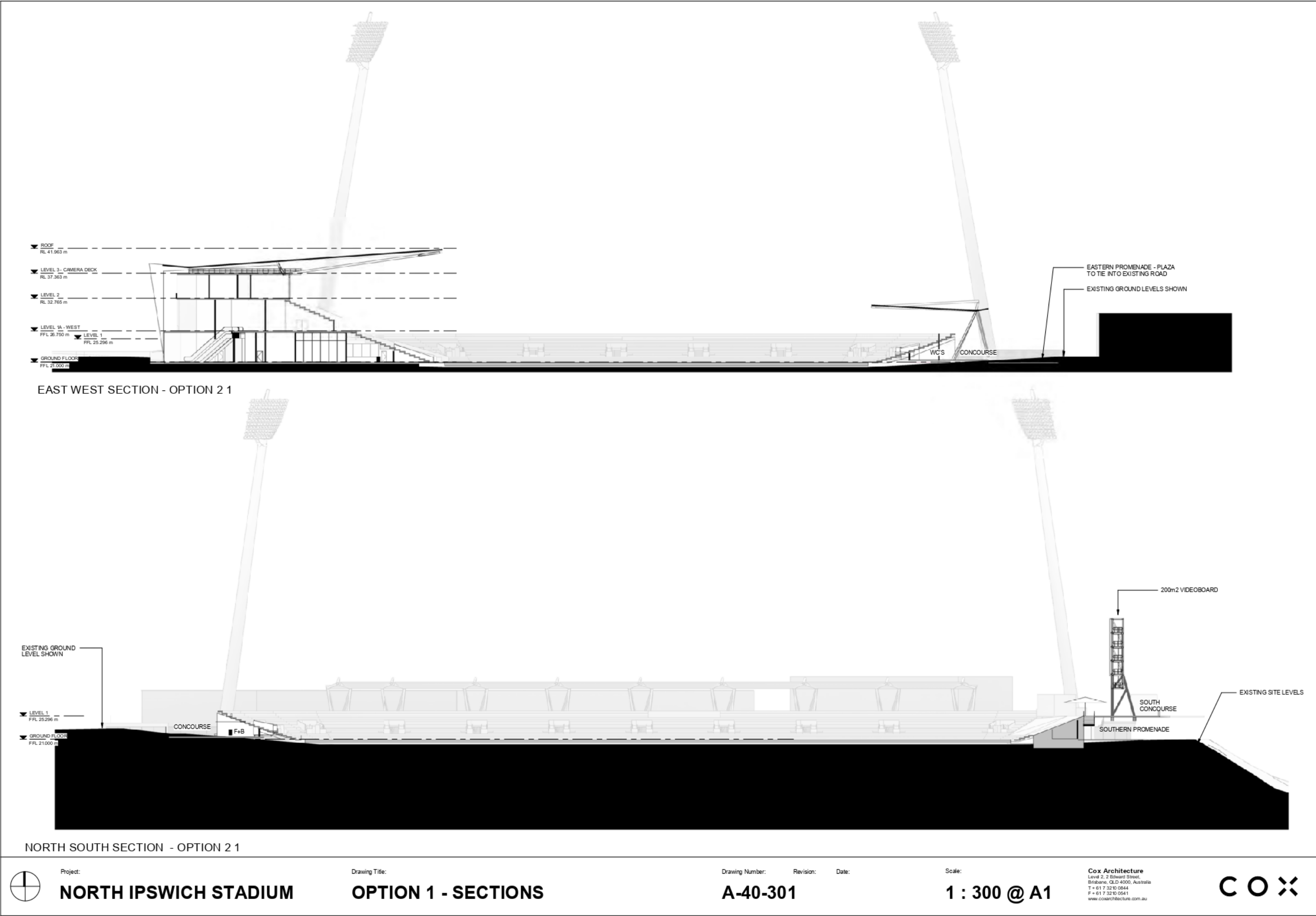
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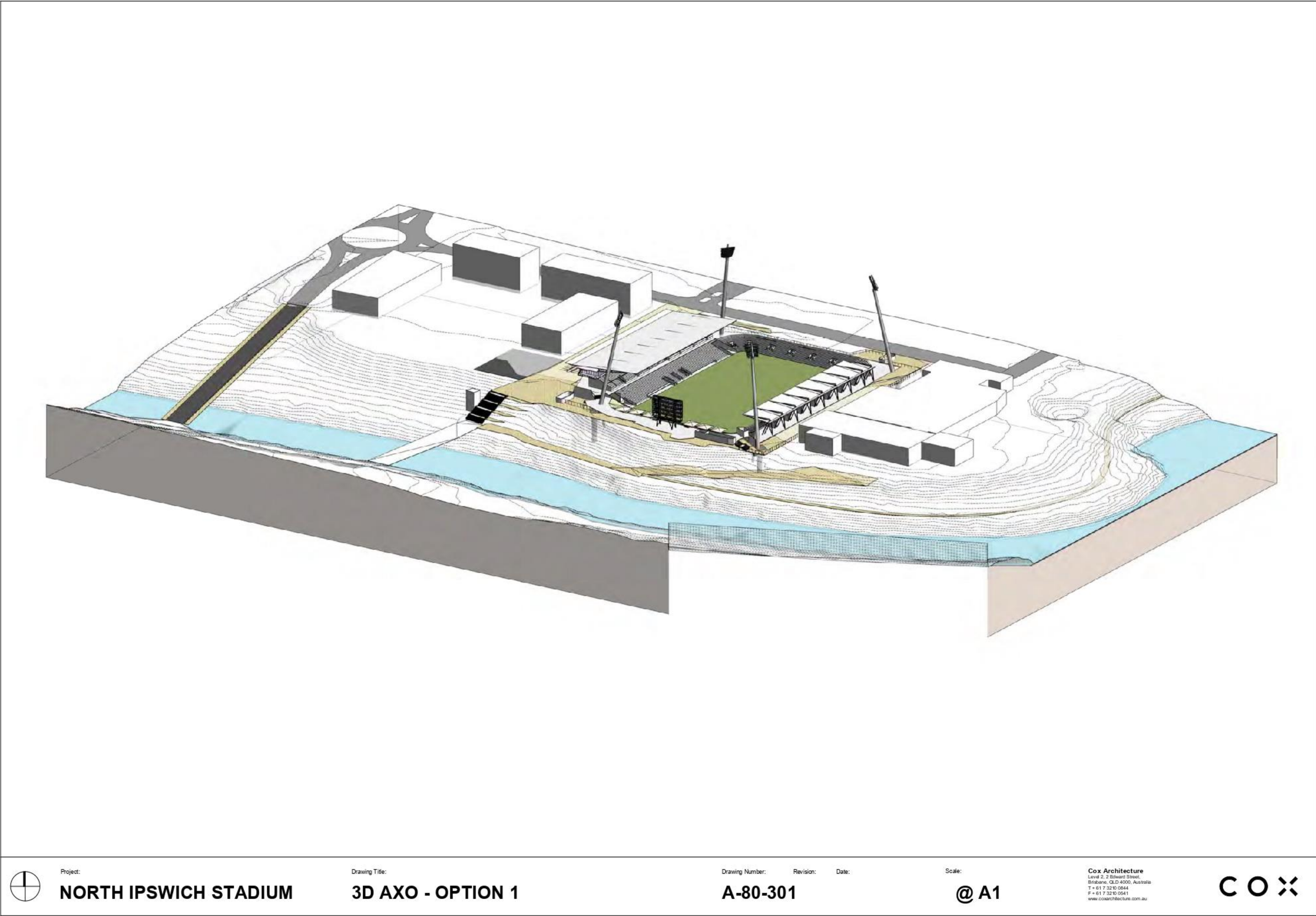
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Date:

Scale:
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	Project: NORTH IPSWICH STADIUM	Drawing Title: 3D AXO - OPTION 1	Drawing Number: A-80-301	Revision: @ A1	Date: @ A1	Scale: @ A1	Cox Architecture Level 2, 2 Edward Street, Brisbane, QLD 4000, Australia T + 61 7 3210 0844 F + 61 7 3210 0541 www.coxarchitecture.com.au 
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Your reference
Our reference 1516/2018/VA:GJ
Contact Officer Grant Johnson
Telephone (07) 3810 7540



Ipswich City Council

45 Roderick Street
PO Box 191
IPSWICH QLD 4305

Phone (07) 3810 6666
Fax (07) 3810 6731
Email council@ipswich.qld.gov.au

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Associated Equity Pty Ltd
C/- Just Planning
justplanning@hotmail.com

[decision date]

Dear Luke

Re: Development Application – Preliminary Approval that includes a Variation Approval
Application No: 1516/2018/VA
Proposal: Variation Request to vary the effect of the *Ipswich Planning Scheme 2006* to apply the provisions of the Residential Low Density Zone (RL2 Sub Area) in lieu of the Recreation Zone to part of the site
Property Location: 36 Child Street, RIVERVIEW QLD 4303

I refer to the above development application which was decided on [decision date].

Enclosed with this letter is the Decision Notice, including:

- ☐ Attachment A – Assessment Manager's Conditions
- ☐ Attachment B – Approved Plans
- ☐ Attachment C – Referral Agency Responses
- ☐ Infrastructure Charges Notice
- ☐ Appeal Rights

If you have any queries regarding this application, please contact Grant Johnson on the telephone number listed above.

Yours faithfully

Mitchell Grant
DEVELOPMENT ASSESSMENT CENTRAL MANAGER

CC.

Urban Utilities
development@urbanutilities.com.au

Queensland Government State Assessment Referral Agency (SARA)
ipswichSARA@dsdmip.qld.gov.au

Our Reference 1516/2018/VA:GJ
Contact Officer Grant Johnson
Telephone (07) 3810 7540



[Decision date]

DECISION NOTICE APPROVAL

(Given under section 63(2) of the *Planning Act 2016*)

Applicant details

Applicant name: Associated Equity Pty Ltd C/- Just Planning
Applicant contact details: justplanning@hotmail.com

Application details

Application number: 1516/2018/VA
Application type: Preliminary Approval that includes a Variation Request
Description of proposed development: Variation Request to vary the effect of the *Ipswich Planning Scheme 2006* to apply the provisions of the Residential Low Density Zone (RL2 Sub Area) in lieu of the Recreation Zone to part of the site

Date application received: 26 February 2018

Site details

Property location: 36 Child Street, RIVERVIEW QLD 4303
Real property description: Lot 45 RP 887270

Decision

Date of decision: [Decision date]
Decision Authority: Growth, Infrastructure and Waste Committee

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1. Decision Details:

Development	Approval Type	Decision	Currency Period
Variation Request to vary the effect of the <i>Ipswich Planning Scheme 2006</i> to apply the provisions of the Residential Low Density Zone (RL2 Sub Area) in lieu of the Recreation Zone to part of the site	Preliminary Approval that includes a variation approval	Approved in part subject to the conditions set out in Attachment A	5 years

2. Conditions of Assessment Manager (Ipswich City Council)

Refer to Attachment A for Assessment Manager conditions.

3. Approved Plans Specifications and Drawings

The approved plans, specifications and drawings for this development approval are:

- (a) The plans and documents referred to in the table below (including the amendments that are required to be made to those plans and documents); and
- (b) Where the amended version of the plans and documents referred to in the table below have been approved by the Assessment Manager, the amended version of those plans and documents.

The plans referenced below are included as Attachment B of this decision notice.

APPROVED PLANS				
Reference No.	Description & Revision No.	Prepared By	Date	Amendments Required
Aspect of development: all				
B070-C000	Riverview Development Areas Revision D	Bespoke Engineering Solutions	3 March 2021	The variation approval to the planning scheme to apply the Residential Low Density Zone (RL2 Sub Area) assessment categories and relevant assessment criteria to future development is only approved in the area nominated as 'Expanded RL2 Zone (southern boundary of area based on Bespoke Engineering Drawing C000, Revision A, dated 25 November 2020'

SPECIFICATIONS/DRAWINGS				
Reference No.	Description & Revision No.	Prepared By	Date	Amendments Required
Aspect of development: all				
2013/46	Desk-Top Mining Study at the Corner of Child Street and Old Ipswich Road, Riverview	Moreton Geotechnical Services	6 September 2013	In accordance with Condition 13(a) Geotechnical/ Slope Stability
2013/46/02	Mine Filling at the Corner of Child Street and Old Ipswich Road Riverview	Moreton Geotechnical Services	11 September 2013	N/A
115-17596	Geotechnical Investigation, Proposed Residential Subdivision Lot 45 Old Ipswich Road, Riverview Revision 2	Soil Surveys	25 February 2016	In accordance with Condition 13(b) Geotechnical/ Slope Stability
Report 14032	Environmental Noise Impact Assessment Proposed residential development 36 Child Street Riverview Revision 8	CRG Acoustics	2 March 2021	N/A
207402.0191 -Air-Reort-04-1.odt	Air Quality Assessment – Proposed Residential Development, Riverview Revision 04.1	Air Noise Environment	4 March 2021	N/A

4. Referral Agencies

The referral agencies for this application are:

Referral Agency	Referral Role	Aspect of Development Requiring Referral	Address
Queensland Government State	Concurrence	<u>State Transport Infrastructure</u> Schedule 10, part 9, division 4,	SEQ West (Ipswich) Post: PO Box 129,

Assessment Referral Agency (SARA)		subdivision 1, table 1, item 1 (Planning Regulation 2017)	IPSWICH QLD 4305 Email: IpswichSARA@dsd.mip.qld.gov.au Ph: (07) 3432 2413
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Refer to Attachment C for Referral Agency conditions.

5. Variation Approval

A preliminary approval which includes a variation approval is given and the Assessment Manager has approved a variation to the local planning instruments namely the *Ipswich Planning Scheme 2006*.

The variation to the local planning instrument approved is limited to the following:

- ☐ To treat the part of the land described as Lot 45 RP887270 which is nominated on the Approved Plans (as amended by the Assessment Manager and outlined in Part 3 of this development permit) as 'Expanded Residential Low Density Zone (RL2 Sub Area)' as if it were in the Residential Low Density Zone, RL2 Sub Area (Part 4, Division 5 of the *Ipswich Planning Scheme 2006*), rather than the Recreation Zone (Part 4, Division 17 of the *Ipswich Planning Scheme 2006*), with all other legislative provisions that would apply to future development remaining unchanged.

6. Further Development Permits

Further development permits, as required by the *Planning Act 2016*, must be obtained before the development can be carried out in respect of any material change of use, reconfiguring a lot, operational works, building works and plumbing works in relation to this approval prior to the commencement of works pursuant to the *Planning Act 2016*.

7. Environmental Authority

Not applicable to this decision.

8. Properly Made Submissions

There was one (1) properly made submissions about the application received from the following submitter.

Name of principal submitter	Residential or business address	Electronic address (if provided)
M Mowatt	3 Laura Street, Riverview QLD 4303	Maureen.Mowatt@superconcepts.com.au

9. Currency period for the approval (section 85 of the *Planning Act 2016*)

Not applicable to this decision.

10. When approval lapses if development started but not completed— variation approval

In accordance with section 88(2) of the *Planning Act 2016*, the variation approval for development lapses to the extent the development is not completed within 5 years after the approval starts to have effect.

11. Other requirements under section 43 of the *Planning Regulation 2017*

Not applicable to this decision.

12. Trunk Infrastructure

Not applicable to this decision.

13. Infrastructure Charges

- (a) No infrastructure charges have been levied by Council for the proposed development.
- (b) From 1 July 2014, the Central SEQ Distributor-Retailer Authority (QUU) will issue all Infrastructure Charges Notices for charges relating to water and wastewater. For further information, it is recommended that you contact QUU's developer customer service team on (07) 3432 2200.

14. Submitting Change Representations to Request a Negotiated Decision Notice

In accordance with section 75 of the *Planning Act 2016*, the applicant may submit change representations to request a negotiated decision notice, during the applicant's appeal period, about changing a matter in the development approval (other than a matter stated because of a referral agency response or a development condition imposed under a direction by the Minister).

The applicant's appeal period is 20 business days, and any change representations must be submitted and assessed during this time, unless the applicant suspends the appeal period. To ensure both the applicant and the assessment manager have sufficient time to consider the change representations, it is recommended that the applicant suspend the appeal period (refer to section 75(2) of the *Planning Act 2016*) prior to submitting their change representations. This will allow an additional 20 business days for the applicant to submit their change representations, if required, and up to 20 business days for the assessment manager to consider the representations from the date the change representations are received.

Ipswich City Council does not charge an application fee for the submission of change representations.

For more information, please refer to the State Government's fact sheet on Change Representations: <https://dilgpprd.blob.core.windows.net/general/factsheet-change-representations.pdf>.

15. Appeal Rights

Applicant's appeal rights

You have appeal rights in relation to this decision. An appeal may be made against, as applicable:

- ☐ the refusal of part of the development application; or
- ☐ a provision of the development approval; or
- ☐ if a development permit was applied for, the decision to give a preliminary approval.

An appeal must be started within 20 business days after this notice is given to you.

An appeal may be made to the Planning and Environment Court or, for certain matters which are identified in section 1(2) of Schedule 1 of the *Planning Act 2016*, to a development tribunal.

An appeal is started by lodging a notice of appeal with the registrar of the Planning and Environment Court or a development tribunal, as applicable. The notice of appeal must be in the approved form, succinctly state the grounds of the appeal and be accompanied by the required fee.

An appellant to the Planning and Environment Court must give a copy of the notice of appeal, within 10 business days after the appeal is started, to the persons identified in section 230(3) of the *Planning Act 2016*. A person who is appealing to the Planning and Environment Court must comply with the rules of the court that apply to the appeal.

Submitter's appeal rights

You have appeal rights in relation to this decision. An appeal may be made against, as applicable:

- ☐ the decision to give a development approval; or
- ☐ the decision to give an approval for a change application; or
- ☐ a provision of a development approval; or
- ☐ a failure to include a provision in the development approval.

An appeal may be made to the extent that the decision or matter relates to, as applicable:

- ☐ any part of the development application or change application that required impact assessment; or
- ☐ a variation request.

An appeal must be started within 20 business days after this notice is given to you.

An appeal may be made to the Planning and Environment Court. An appeal is started by lodging a notice of appeal with the registrar of the Planning and Environment Court. The notice of appeal must be in the approved form, succinctly state the grounds of the appeal and be accompanied by the required fee.

An appellant to the Planning and Environment Court must give a copy of the notice of appeal, within 2 business days after the appeal is started, to the persons identified in section 230(3) of the *Planning Act 2016*. A person who is appealing to the Planning and Environment Court must comply with the rules of the court that apply to the appeal.

Chapter 6, Part 1 and Schedule 1 of the *Planning Act 2016* sets out further information about appeal rights.

An extract from the *Planning Act 2016* about appeal rights is attached to this decision notice.

Attachment A
Assessment Manager's Conditions
File No: 1516/2018/VA
Location: 36 Child Street, RIVERVIEW QLD 4303
Proposal: Variation Request to vary the effect of the Ipswich Planning Scheme 2006 to apply the provisions of the Residential Low Density Zone (RL2 Sub Area) in lieu of the Recreation Zone to part of the site

Assessment Manager (Ipswich City Council) Conditions		
Conditions applicable to this approval under the Planning Act 2016		
No.	Condition	The time by which the condition must be met, implemented or complied with
1.	Basis of Approval	
	<p>This approval incorporates as a condition, the applicant's common material (as defined in Schedule 24 – Dictionary of the <i>Planning Regulation 2017</i>) for the application and adherence to all relevant Council Local Laws and/or the <i>Ipswich Planning Scheme</i> (including Planning Scheme Policies) unless otherwise varied by this approval or varied by a condition of this approval.</p> <p>Note: Any variation in the development from that approved herein may constitute assessable development pursuant to the <i>Planning Act 2016</i>.</p>	From the commencement of the of the development and at all times thereafter.
2.	Minor Alterations	
	Notwithstanding the requirements detailed in this approval, any other minor alterations accepted in writing by the assessment manager will suffice.	At all times after the approval is granted.
3.	Provisions applicable for Future Development	
(a)	The part of the land which is nominated on the Approved Plans (as amended by the Assessment Manager and outlined in Part 3 of this development permit) as 'Expanded Residential Low Density Zone (RL2 Sub Area)' must be considered as if it were in the Residential Low Density Zone, RL2 Sub Area (Part 4, Division 5 of the <i>Ipswich Planning Scheme 2006</i>), rather than the Recreation Zone (Part 4, Division 17 of the <i>Ipswich Planning Scheme 2006</i>). All other legislative provisions that would apply to future development remain completely unchanged.	At all times.
(b)	The nominated extent of the expanded Residential Low Density Zone (RL2 Sub Area) footprint may be reduced having regard to the ability for the applicant to demonstrate the suitability of the land for residential development from a flood immunity and ecological perspective in accordance with the conditions of this	At all times.

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	Preliminary Approval.	
(c)	To avoid any doubt, all future development is subject to the provisions of Part 11 – Overlays of the <i>Ipswich Planning Scheme 2006</i> , or equivalent provisions in any new local planning instrument, and all provisions, codes, policies, implementation guidelines and all other aspects of the planning scheme current at the time of determining any future development application.	At all times.

4.	Air Quality	
	The applicant must submit to the assessment manager a development plan overlaid with the “PM ₁₀ 50µg/m ³ buffer line”, as determined by the Air Quality Assessment listed in Part 3 of this development permit, demonstrating that all sensitive uses have been located outside of the PM ₁₀ 50µg/m ³ buffer.	In conjunction with the lodgement of all development applications made pursuant to this variation approval.

5.	Noise	
	The applicant must submit to the assessment manager for approval an acoustic assessment, prepared and signed by an appropriately qualified and practicing acoustic professional that demonstrates development has been designed to comply with the <i>Environmental Protection (Noise) Policy 2008</i> internal and external acoustic quality objectives, or the equivalent provisions in force at the time. The acoustic assessment must include certification that the report has considered the recommendations and outcomes of the Noise Impact Assessment Report listed at part 3 of this development permit.	In conjunction with the lodgement of the first application made pursuant to this variation approval.

6.	Ecology	
(a)	The applicant must submit to the assessment manager for approval an ecological assessment, prepared by an appropriately qualified Ecologist, which includes a detailed site specific ecological assessment of the ecological values on site, with recommendations in relation to the proposed development, including in relation to the extent of the development footprint which ensures the protection and enhancement of Matters of State Environmental Significance.	In conjunction with the lodgement of the first application made pursuant to this variation approval.
(b)	The assessment required by (a) must be consistent with the relevant State terrestrial fauna survey guidelines for Queensland and include the following: <ul style="list-style-type: none"> (i) nocturnal fauna surveys (including microbats, mega bats, mammals, birds); 	In conjunction with the lodgement of the first application made pursuant to this variation approval.

	<p>(ii) Targeted fauna surveys (and surveys of suitable habitat, hollows and nesting sites for Greater Glider, Powerful Owl, Spotted Tailed quoll and Koala (Vulnerable under the <i>Nature Conservation Act 1992</i>);</p> <p>(iii) Assessment of Koala in accordance with the SDAP Code 25, including thermal imaging to ensure inaccessible areas of the site are investigated;</p> <p>(iv) Fragmentation and loss of connectivity to the Six Mile Creek Corridor of areas of retained habitat within the site and the effects of fragmentation of areas of retained habitat on adjacent lots; and</p> <p>(v) A Vegetation Assessment Plan (VAP) in accordance with section 1.6(A) of the <i>Ipswich Planning Scheme 2006</i> Planning Scheme Policy 2 – Information Local Government May Request, detailing any proposed mature native vegetation to be retained and that to be removed as part of the development.</p>	
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7.	Utility Services	
	The applicant must submit an engineering services report that provides details of connection of the development to utility services, including reticulated water supply, sewer infrastructure, electricity supply and telecommunication utilities.	In conjunction with the lodgement of the first application made pursuant to this variation approval.

8.	Traffic – Road Network Upgrade	
	<p>The Milanovic Neale, Traffic Impact Assessment, 36 Child Street, Riverview dated 19 September 2019 is acknowledged. The applicant must submit a revised traffic impact assessment based on the proposed development layout.</p> <p>Preliminary design details of roadworks required in Old Ipswich Road, identified in the traffic impact assessment, must be included within the assessment.</p> <p>In addition, the following details must be provided:</p> <p>(i) Provision for the upgrade of the existing westbound bus stop (opposite Laura Street);</p> <p>(ii) Frontage roadworks along the development side of Old Ipswich Road that accord with Council Standard Drawing SR.04 for a Two Lane Two Way Road;</p>	In conjunction with the lodgement of the first application made pursuant to this variation approval.

	<p>(iii) Where direct property access is proposed along Old Ipswich Road, on-road parking must be provided;</p> <p>(iv) Auxiliary turn lane designs; and</p> <p>(v) Details of any land requirements to facilitate road, bus infrastructure and on street parking.</p> <p>(vi) The timing and location of a connection to Conway Street;</p> <p>(viii) Provision for access to the adjoining Riverview State School, including evidence of consultation with and comments from appropriately delegated representatives of the school.</p>	
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9.	Roadworks	
(a)	<p>The applicant must submit a road hierarchy plan for the development site prepared by a RPEQ experienced in transport planning and traffic engineering.</p> <p>The road hierarchy plan must accord with the traffic volume requirements of the Reconfigure a Lot code and include the following:</p> <p>(i) Details of road class;</p> <p>(ii) Roads to be given a reference (e.g. Road 1);</p> <p>(iii) Details of road phasing to align with staging of the development;</p> <p>(iv) Details of road connectivity to Conway Street;</p> <p>(v) An esplanade road running along the edge of the residential area and recreation zone;</p> <p>(vi) Road priorities;</p> <p>(vii) location and width of footpaths to service the development (in accordance with the requirements of the planning scheme).</p>	In conjunction with the lodgement of the first application made pursuant to this variation approval.
(b)	<p>The applicant must provide written advice from Translink which determines whether a bus route is required to service the development. Should a bus route be required by Translink, the applicant must provide details of the route and proposed bus stops on</p>	In conjunction with the lodgement of the first application made pursuant to this variation approval.

	the road hierarchy plan. In the absence of correspondence from Translink indicating otherwise, the applicant must provide for a future bus route through the development.	
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10.	Stormwater Quantity Management	
	<p>The applicant must submit a stormwater management plan, prepared and certified by a suitably qualified RPEQ, with hydraulic calculations for all storm events up to and including the 1% AEP event, in accordance with QUDM, Council's Implementation Guideline 24 - Stormwater Management and Council's Planning Scheme Policy 3 - General Works. In particular, the report must identify the following:</p> <ul style="list-style-type: none"> (i) The hydrology used to inform the SMP; (ii) Pre, post and mitigated flows from the site; (iii) Nomination of a lawful point(s) of discharge; (iv) Management strategies to ensure no increase in peak flow rates from the development site for all events up to the 1% AEP, with appropriate on-site detention measures; and (v) Typical design details of the proposed detention basins, including outlet controls, basin plans and sections; and (vi) Modelling files. 	In conjunction with the lodgement of the first application made pursuant to this variation approval.

11.	Stormwater Quality	
(a)	The applicant must demonstrate that stormwater discharging from the development site achieves the water quality objectives outlined in Table 2.3.1 of Planning Scheme Policy 3 General Works of the <i>Ipswich Planning Scheme 2006</i> , prior to stormwater runoff discharging from the site.	In conjunction with the lodgement of the first application made pursuant to this variation approval.
(b)	<p>In order to demonstrate compliance with (a) the applicant must submit for written approval by the assessment manager, a stormwater quality management plan (SQMP) generally in accordance with Implementation Guideline 24 Stormwater Management of the <i>Ipswich Planning Scheme</i>. The SQMP must include the following items:</p> <ul style="list-style-type: none"> (i) Demonstrate stormwater runoff associated with 	In conjunction with the lodgement of the first application made pursuant to this variation approval.

	<p>the development achieves the water quality objectives outlined in Table 2.3.1 of Planning Scheme Policy 3 General Works of the <i>Ipswich Planning Scheme</i> prior to discharge from the site;</p> <p>(ii) Ensures all stormwater infrastructure, including outlets and piped network, is located outside of the recreation zone;</p> <p>(iii) Where MUSIC modelling is undertaken an electronic copy of the MUSIC .sqz file must be submitted to the assessment manager for review; and</p> <p>(iii) Details of the ongoing maintenance activities required for the entire stormwater treatment system.</p>	
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12.	Geotechnical/Slope Stability	
(a)	<p>The applicant must submit to the assessment manager a report, completed by a RPEQ experienced in mining engineering, that details how the recommendations of the Moreton Geotechnical Services, Desk-Top Mining Study at the Corner of Child Street and Old Ipswich Road, Riverview dated 6 September 2013 will be complied with.</p> <p>Details must include proposed remediation of past mining features, designs for municipal works (including roadworks and drainage infrastructure) and preliminary designs for stump type residences – where required.</p> <p>The report and recommendations must be based on the ultimate proposed development layout.</p>	In conjunction with the lodgement of the first application made pursuant to this variation approval.
(b)	<p>The applicant must submit to the assessment manager a report, completed by a RPEQ experienced in geotechnical engineering, that details how the recommendations of the Soil Surveys, Geotechnical Investigation, Proposed Residential Subdivision Lot 45 Old Ipswich Road, Riverview dated 25 February 2016, will be complied with.</p> <p>The report and recommendations must be based on the ultimate proposed development layout.</p>	In conjunction with the lodgement of the first application made pursuant to this variation approval.

13.	Retaining Walls	
	<p>Where retaining walls are proposed, the applicant must submit preliminary retaining wall designs. The retaining walls must be designed as follows:</p>	In conjunction with the lodgement of any application made pursuant to this variation approval.

	<p>(i) With a maximum height of 3m; and</p> <p>(ii) Where the height of the wall exceeds 1.5m, the wall must be tiered with a minimum 1m wide horizontal bench.</p> <p>(iii) Walls must be designed to achieve appropriate visual amenity outcomes.</p> <p>(iv) Walls must be designed to consider the ability for them to be maintained in perpetuity, including any landscaped element incorporated into the wall.</p>	
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14.	Future Parkland	
(a)	The applicant must provide parkland for the development in accordance with the Local Government Infrastructure Plan. To this end, the applicant must submit detailed plans for the Citywide Linear Parkland in accordance with the requirements of the Recreation Zone, Reconfiguring a Lot Code, Local Government Infrastructure Plan including the Desired Standards of Service and Planning Scheme Policy 3.	In conjunction with the lodgement of the first application made pursuant to this variation approval.
(b)	The applicant must provide, free of cost or compensation payable to Council a local recreation park adjacent to or within the Citywide Linear Parkland required by (a) above. To this end, the applicant must submit detailed plans for the Citywide Linear Parkland in accordance with the requirements of the Recreation Zone, Reconfiguring a Lot Code, Local Government Infrastructure Plan including the Desired Standards of Service and Planning Scheme Policy 3.	In conjunction with the lodgement of the first application made pursuant to this variation approval.

Assessment Manager (Ipswich City Council) Advice

The following advice is offered for your information only and should not be viewed as mandatory conditions of this approval.

1.	Fire Ants
(a)	In accordance with the <i>Biosecurity Act 2014</i> and the <i>Biosecurity Regulation 2016</i> , the State of Queensland has implemented movement controls in areas (Fire Ant Biosecurity Zones) of Queensland where the Red Imported Fire Ant (ant species <i>Solenopsis invicta</i>) has been detected.
(b)	It is a legal obligation to report any sighting or suspicion of Fire Ants within 24 hours to Biosecurity Queensland on 13 25 23 (24hrs). It should be noted that works involving movements of all materials associated with earthworks (import and export) within a fire ant biosecurity zone is subject to movement controls and failure to comply with the regulatory provisions is an offence under the Biosecurity Act 2014. The Fire Ant Biosecurity Zones, as well as general information can be viewed on the Department of Agriculture and Fisheries website www.daf.qld.gov.au/fireants .
(c)	The development approved herein, by its very nature, includes activities considered to be "high risk" in respect of controlling the spread of Fire Ants. The following lists show high

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	risk activities and some precautions should be considered for implementation.
(d)	High risk activities can include: <ul style="list-style-type: none"> (i) Earthworks of a minor or major scale; (ii) Revegetation or rehabilitation; (iii) Import of fill onto a site; (iv) Export of fill or other materials such as soils, gravel, mulch and plants; and (v) Export off or import on to a site of construction and demolition waste and materials or green waste.
(e)	Precautions for implementation: <ul style="list-style-type: none"> (i) Checking for ants regularly; (ii) Checking all soil, fill and waste materials (construction and green waste) for ants; (iii) Asking questions about the quality and source of soil, fill and waste materials (construction and green waste); (iv) Keeping records of all movements of soil, fill and waste materials (construction and green waste); (v) Cleaning of all earthmoving or other soiled vehicles prior to exit from the site; and (vi) Informing staff and contractors about these precautions.

2.	Portable Long Service Leave
	<p>Where the proposed works (civil and landscaping) are valued at \$150,000 or more and match the definition of Building and Construction Industry, the <i>Building and Construction Industry (Portable Long Service Leave) Act 1991</i> requires that evidence of payment of the Portable Long Service Leave (QLeave) Levy be received by Council as a condition of issuing a development permit for building works, operational works and plumbing and drainage works applications, as defined under the <i>Planning Act 2016</i>.</p> <p>If you require clarification in regard to the <i>Building and Construction Industry (Portable Long Service Leave) Act 1991</i>, you should contact QLeave on 1800 803 481 (free call) or (07) 3212 6855.</p>

3.	Local Government Regulation 2012
	<p>This property may be subject to the provision of Section 116 of the <i>Local Government Regulation 2012</i>. This section of the regulation limits any increase in rates to a predetermined percentage. In accordance with Council's budget and rating resolutions, if the property is sold or reconfigured in any way (eg subdivision, dedication or partial dedication, amalgamation) this benefit will no longer apply. For further information please contact the Ipswich City Council Customer Contact Centre on (07) 3810 6666.</p>

4.	Section 73 of the Planning Act 2016
	<p>Pursuant to section 73 of the <i>Planning Act 2016</i>, a development approval including any conditions of approval is binding on the owner, the owner's successor in title and any occupier of the land.</p>

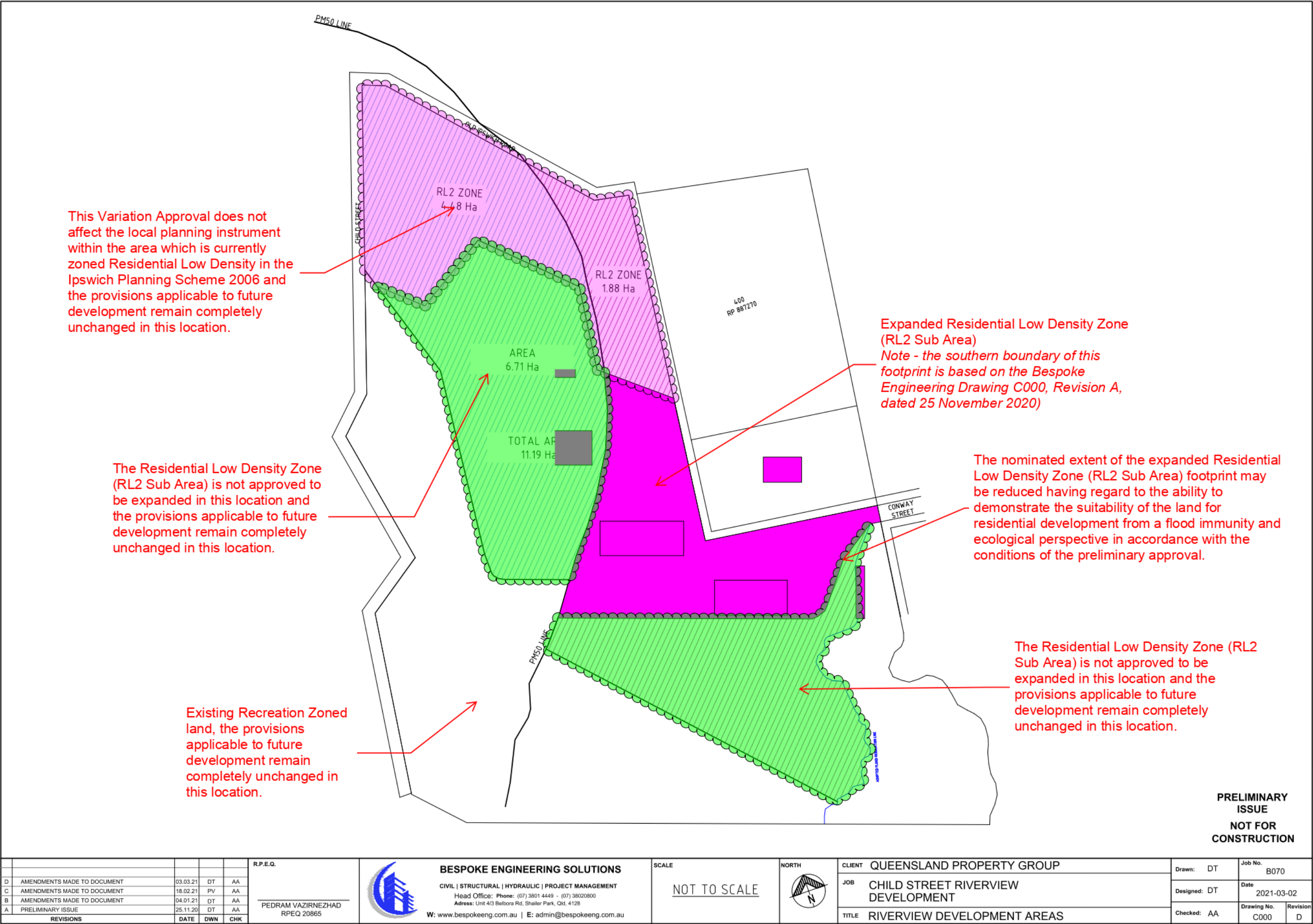
5.	Contaminated Land
	<p>Prior to the dedication of any land to Council the applicant must ensure that all land to be dedicated to Council is not listed on either the Contaminated Land Register or the Environmental Management Register. The applicant must be responsible for all works associated with the removal of any land to be dedicated to Council from these registers. Certification, from a suitably qualified contaminated land specialist, must be provided to demonstrate that the requirements of this advice clause have been met, in conjunction</p>

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	with the lodgement of an application to sign a plan of subdivision for any future development made pursuant to this Variation Approval.
6.	Koala and Greater Glider Protection
	The Commonwealth has listed the Koala populations and Greater Glider in Queensland as 'vulnerable' under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act), accordingly Koalas and Gliders in Queensland are protected under national environment law. Refer to the Australian Government – Department of Agriculture, Water and the Environment (epbc.referrals@environment.gov.au or phone: 1800 803 772) for further information to determine whether current or future works associated with your development proposal may require environmental approval from the Commonwealth.
7.	Protected Plants
	The subject site is shown as high risk on the <i>Flora Survey Trigger Map</i> produced by the Department of Environment and Science (www.ehp.qld.gov.au/licences-permits/plants-animals/protected-plants/map-request.php). In accordance with the <i>Nature Conservation Act 1992</i> the applicant may be required to hold a clearing permit if endangered, vulnerable or near threatened plants are to be cleared or may be impacted by the proposed clearing. Refer to the Queensland Government – Department of Environment and Science (palm@ehp.qld.gov.au or phone 13 74 68) for further information to determine whether current or future works associated with your development proposal may require a clearing permit.
8.	Flooding
	The subject site is partially inundated by the 1 in 20 development line and the Adopted Flood Regulation Line. Council, and its servants and agents, accept no liability or responsibility for any loss or damage to person or property of whatever nature or however caused as the direct or indirect consequence of the granting of the approval herein contained. Such approval has been granted at the request of the applicant and in reliance of information submitted by the applicant in support thereof.
9.	Mining
	The land to which this approval relates may have been worked by underground coal mining operations. Council, and its servants and agents, accept no liability or responsibility for any loss or damage to person or property of whatever nature or however caused as the direct or indirect consequence of the granting of the approval herein contained. Such approval has been granted at the request of the applicant and in reliance of information submitted by the applicant in support thereof.



RA6-N



Department of
**State Development,
Manufacturing,
Infrastructure and Planning**

SARA reference: 1803-4292 SRA
Council reference: 1516/2018/VA

27 March 2020

Chief Executive Officer
Ipswich City Council
PO Box 191
IPSWICH QLD 4305
development@ipswich.qld.gov.au

Attention: Mr Grant Johnson

Dear Mr Johnson

SARA response—36 Child Street, Riverview

(Referral agency response given under section 56 of the *Planning Act 2016*)

The development application described below was confirmed as properly referred by the Department of State Development, Manufacturing, Infrastructure and Planning (the department) on 13 March 2018.

Response

Outcome:	Referral agency response – with conditions.	
Date of response:	27 March 2020	
Conditions:	The conditions in Attachment 1 must be attached to any development approval.	
Advice:	Advice to the applicant is in Attachment 2 .	
Reasons:	The reasons for the referral agency response are in Attachment 3 .	

Development details

Description:	Preliminary approval	Variation request to the planning scheme from Recreation zone to Residential Low Density (RL2) zone
SARA role:	Referral agency	
SARA trigger:	Schedule 10, part 9, division 4, subdivision 1, table 1, item 1 (Planning Regulation 2017)	
	Aspect of development stated in schedule 20 of the Planning Regulation 2017	
SARA reference:	1803-4292 SRA	
Assessment Manager:	Ipswich City Council	

1803-4292 SRA

Street address: 36 Child Street, Riverview
Real property description: Lot 45 on RP887270
Applicant name: Associated Equity Pty Ltd
Applicant contact details: C/- Just Planning, 26 Coorabin Court, Tallebudgera QLD 4228

Representations

An applicant may make representations to a concurrence agency, at any time before the application is decided, about changing a matter in the referral agency response (section 30 of the Development Assessment Rules). Copies of the relevant provisions are in **Attachment 4**.

A copy of this response has been sent to the applicant for their information.

For further information please contact Kieran Hanna, Principal Planning Officer, on (07) 3432 2404 or via email IpswichSARA@dsdmip.qld.gov.au who will be pleased to assist.

Yours sincerely



Luke Lankowski
Manager, Planning – Wide Bay Burnett

enc Attachment 1 - Referral agency conditions
 Attachment 2 - Advice to the applicant
 Attachment 3 - Reasons for referral agency response
 Attachment 4 - Representations provisions
 Attachment 5 - Approved plans and specifications

cc Associated Equity C/- Just Planning, justplanning@hotmail.com

1803-4292 SRA

Attachment 1—Referral agency conditions

(Under section 56(1)(b)(i) of the *Planning Act 2016* the following conditions must be attached to any development approval relating to this application) (Copies of the plans and specifications referenced below are found at Attachment 5)

No.	Conditions	Condition timing
Preliminary approval for a material change of use that is a variation request to the planning scheme from Recreation Zone to Residential Low Density (RL2) Zone		
Schedule 10, part 9, division 4, subdivision 1, table 1, item 1 of the Planning Regulation 2017— Aspect of development stated in schedule 20—The chief executive administering the <i>Planning Act 2016</i> nominates the Director-General of the Department of Transport and Main Roads to be the enforcement authority for the development to which this development approval relates for the administration and enforcement of any matter relating to the following conditions:		
1.	<p>(a) Road works comprising a 35m long short auxiliary left turn treatment AUL(S) on the (southbound) Aberdare Street approach and widening of the (westbound) Pottery Road approach to provide two stand-up lanes (i.e. separate left and right turn lanes), must be provided generally in accordance with Conceptual Intersection Layout Design, prepared by Milanovic Neale Consulting Engineers, dated 6 February 2020, reference C4493-TR03, revision B.</p> <p>(b) The road works must be designed and constructed in accordance with the Austroads Guide to Road Design Part 4A Signalised and Unsignalised Intersections and the Department of Transport and Main Roads Road Planning and Design Manual (2nd Edition).</p>	(a) & (b) Prior to the commencement of use or prior to submitting the Plan of Survey to the Local Government for approval of the first stage, whichever occurs first
2.	Provide the 'recommended pedestrian linkages' shown in Figure 4: Bus Catchment and Pedestrian Links of the Traffic Impact Assessment Report, prepared by Holland Traffic Consulting Pty Ltd, dated 1 August 2016.	Prior to the commencement of use or prior to submitting the Plan of Survey to the Local Government for approval of the first stage, whichever occurs first
3.	<p>(a) Upgrade the existing bus stop pair 'Old Ipswich Rd near Laura St, Riverview' (TransLink ID: 501021, Hastus ID: 313063) and 'Old Ipswich Rd near Laura St, Riverview' (TransLink ID: 500291, Hastus ID: 313064).</p> <p>(b) The bus stops must be in accordance with the TransLink Public Transport Infrastructure Manual 2015 and the Transport Operations (Road Use Management – Road Rules) Regulation 2009 and include the following components in accordance with the Public Transport Infrastructure Manual 2015:</p> <p>(i) upgraded to at least an Intermediate bus stop standard in accordance with the TransLink Public Transport Infrastructure Manual 2015; and</p>	(a) – (c) Prior to the commencement of use or prior to submitting the Plan of Survey to the Local Government for approval of the first stage, whichever occurs first

Item 8 / Attachment 3.

1803-4292 SRA

No.	Conditions	Condition timing
	<p>(ii) designed in accordance with the <i>Disability Standards for Accessible Public Transport 2002</i> made under subsection 31(1) of the <i>Disability Discrimination Act 1993</i>.</p> <p>(c) RPEQ certification with detailed drawings must be provided to Metropolitan District Compliance Unit (Metropolitan.IDAS@tmr.qld.gov.au) within the Department of Transport and Main Roads, confirming that the development has been constructed in accordance with parts (a) and (b) of this condition.</p>	
4.	The development must be carried out generally in accordance with Chapter 4.0 - Conclusion of the Detailed Flood Impact Assessment and Stormwater Management Report, prepared by MRG Water Consulting Pty Ltd, dated 22 July 2016, revision 1771/Rev 2.	At all times

1803-4292 SRA

Attachment 2—Advice to the applicant

General advice	
1.	Terms and phrases used in this document are defined in the <i>Planning Act 2016</i> , its regulation or the State Development Assessment Provisions v2.2 (SDAP). If a word remains undefined it has its ordinary meaning.
2.	<p>Road works approval</p> <p>Under section 33 of the <i>Transport Infrastructure Act 1994</i>, written approval is required from the Department of Transport and Main Roads to carry out road works on a state-controlled road. Please contact the Metropolitan Compliance Team at the Department of Transport and Main Roads (Metropolitan Office) at Metropolitan.IDAS@tmr.qld.gov.au to make an application for road works approval. This approval must be obtained prior to commencing any works on the state-controlled road reserve. The approval process may require the approval of engineering designs of the proposed works, certified by a Registered Professional Engineer of Queensland (RPEQ). The road works approval process takes time – please contact Transport and Main Roads as soon as possible to ensure that gaining approval does not delay construction.</p>
3.	<p>Urban bus stops - Construction</p> <p>The existing bus stop, 'Old Ipswich Rd near Laura St, Riverview' (TransLink ID: 501021, Hastus ID: 313063) and 'Old Ipswich Rd near Laura St, Riverview' (TransLink ID: 500291, Hastus ID: 313064) may be impacted upon by the development. This bus stop pair must be able to function and pedestrian access to these facilities must be maintained during construction of the development. Accordingly, if any temporary bus stop and pedestrian access arrangements are required, the applicant must reach agreement on suitable arrangements with the Department of Transport and Main Roads' TransLink Division (07 3851 8700 or bus_stops@translink.com.au) prior to any construction or works commencing.</p>

1803-4292 SRA

Attachment 3—Reasons for referral agency response

(Given under section 56(7) of the *Planning Act 2016*)

The reasons for the department's decision are:

- The proposal does not create a safety hazard for users of state transport infrastructure or public passenger services if conditioned to upgrade the state-controlled road intersection and bus stops.
- The proposal does not result in a worsening of the physical condition or operating performance of state-controlled roads and the surrounding road network if conditioned to upgrade the state-controlled road intersection.
- The proposal does not compromise the state's ability to construct, or significantly increase the cost to construct state-controlled roads and future state-controlled roads.
- The proposal provides public passenger transport infrastructure to enable development to be serviced by public passenger transport if conditioned to upgrade the bus stop facilities.
- The proposal provides safe and direct access to public passenger transport infrastructure if conditioned to provide the identified pedestrian connections.
- With conditions, the proposal complies with State code 6: Protection of state transport networks of the State Development Assessment Provisions.

Material used in the assessment of the application:

- The development application material and submitted plans.
- *Planning Act 2016*.
- Planning Regulation 2017.
- The State Development Assessment Provisions (version 2.2), as published by the department.
- The Development Assessment Rules.

1803-4292 SRA

Attachment 4—Change representation provisions

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1803-4292 SRA

Attachment 5—Approved plans and specifications

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Development Assessment Rules—Representations about a referral agency response

The following provisions are those set out in sections 28 and 30 of the Development Assessment Rules¹ regarding **representations about a referral agency response**

Part 6: Changes to the application and referral agency responses

28 Concurrence agency changes its response or gives a late response

- 28.1. Despite part 2, a concurrence agency may, after its referral agency assessment period and any further period agreed ends, change its referral agency response or give a late referral agency response before the application is decided, subject to section 28.2 and 28.3.
- 28.2. A concurrence agency may change its referral agency response at any time before the application is decided if—
- (a) the change is in response to a change which the assessment manager is satisfied is a change under section 26.1; or
 - (b) the Minister has given the concurrence agency a direction under section 99 of the Act; or
 - (c) the applicant has given written agreement to the change to the referral agency response.²
- 28.3. A concurrence agency may give a late referral agency response before the application is decided, if the applicant has given written agreement to the late referral agency response.
- 28.4. If a concurrence agency proposes to change its referral agency response under section 28.2(a), the concurrence agency must—
- (a) give notice of its intention to change its referral agency response to the assessment manager and a copy to the applicant within 5 days of receiving notice of the change under section 25.1; and
 - (b) the concurrence agency has 10 days from the day of giving notice under paragraph (a), or a further period agreed between the applicant and the concurrence agency, to give an amended referral agency response to the assessment manager and a copy to the applicant.

¹ Pursuant to Section 68 of the *Planning Act 2016*

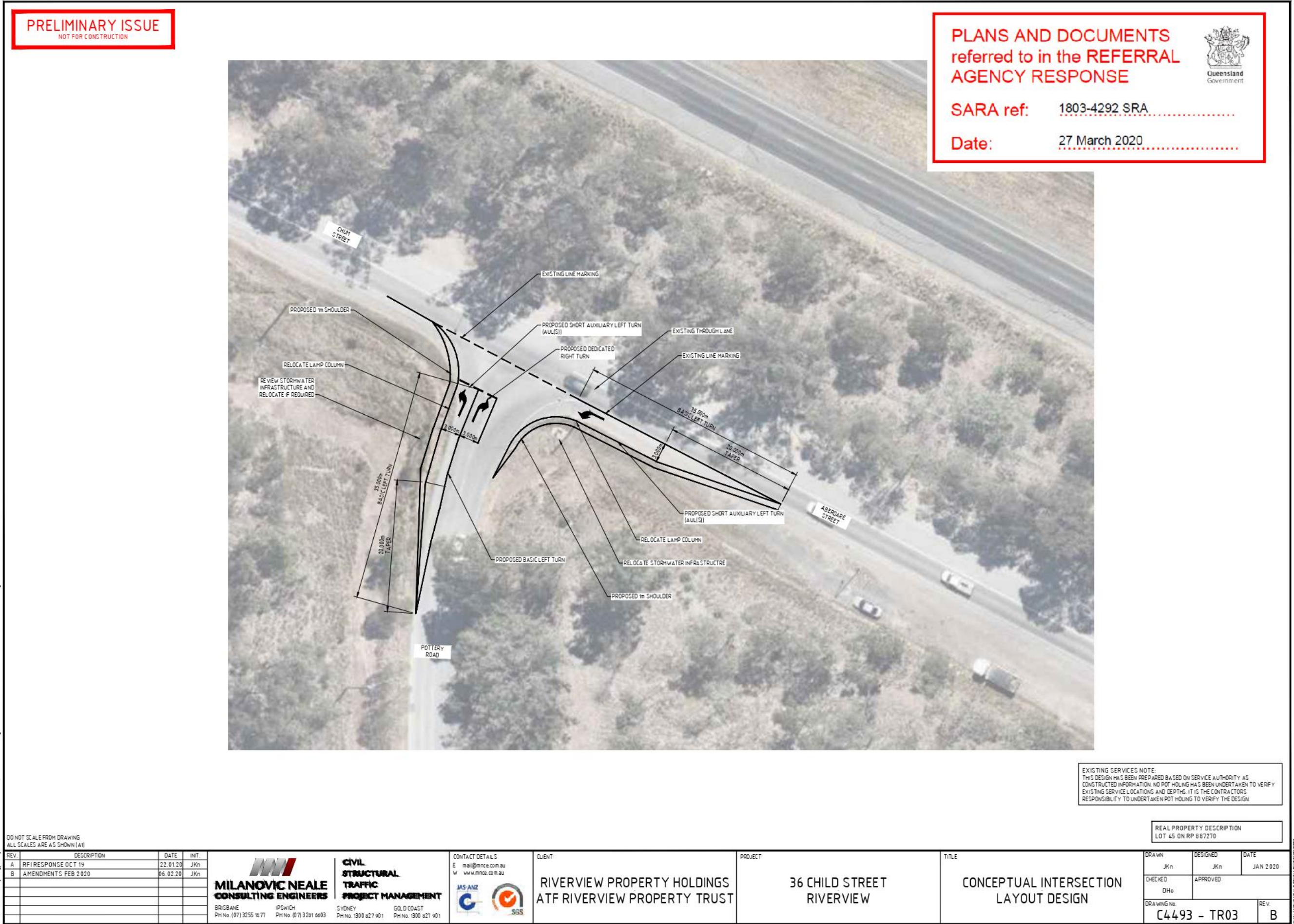
² In the instance an applicant has made representations to the concurrence agency under section 30, and the concurrence agency agrees to make the change included in the representations, section 28.2(c) is taken to have been satisfied.

Part 7: Miscellaneous

30 Representations about a referral agency response

- 30.1. An applicant may make representations to a concurrence agency at any time before the application is decided, about changing a matter in the referral agency response.³

³ An applicant may elect, under section 32, to stop the assessment manager's decision period in which to take this action. If a concurrence agency wishes to amend their response in relation to representations made under this section, they must do so in accordance with section 28.





From our Red Hill office

Stuart Holland

Phone: 07 3369 4315
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Email: htc.stuart@bigpond.com

39 Edith Tce
Red Hill 4059

Also at Chelmer

Bob Holland
Phone: 07 3379 7016

QPG PROPERTY GROUP PTY LTD

PROPOSED RESIDENTIAL DEVELOPMENT

at

CHILD STREET, RIVERVIEW

TRAFFIC IMPACT ASSESSMENT REPORT

PREPARED BY S A HOLLAND

1 AUGUST 2016

**PLANS AND DOCUMENTS
referred to in the REFERRAL
AGENCY RESPONSE**



SARA ref: 1803-4292 SRA

Date: 27 March 2020

S.A. Holland BE, MEngSc, MIEAust, RPEQ
R.C. Holland BE, DipCE, MEngSc, MIE Aust, RPEQ



1.0 Introduction

This traffic report has been prepared for QPG Property Group Pty Ltd in relation to the proposed residential development at Child Street, Riverview as depicted on K.J.Packer Consulting Pty Ltd drawing number 772/PP04, an extract of which is depicted in Figure 1.



Figure 1: Extract from proposal plan showing proposed layout



The site locality is depicted in the aerial photo in Figure 2:



Figure 2: Locality Plan

This report assesses traffic impacts of the proposed development on operation of the surrounding road system, and also assesses the traffic related elements of the proposed on-site layout.



2.0 Existing traffic conditions

All roads in the area are administered by Ipswich City Council.

Riverview Primary School is located adjacent to the eastern side of the site.

Old Ipswich Road is a two lane urban road identified as a sub-arterial in Council's road hierarchy map. The 60km/hr speed zone along Old Ipswich Road reduces to a 40km/hr school zone at the school frontage, during the normal morning and afternoon school periods.

There are bus stop in Old Ipswich Road at the front of the school, as well as at the site frontage. The stop locations are indicated by the blue bus symbol in Figure 2.

There is an existing single lane roundabout at the Child Street / Old Ipswich Road intersection.

There is a residential catchment on the eastern side of Riverview Primary School, south of Old Ipswich Road. That catchment gains access via the Becker Street and Maxwell Street intersections with Old Ipswich Road. Conway Street runs along the southern side of that catchment and butts to the eastern end of the site along the southern side of the school. Conway Street and Maxwell Street are both constructed with pavements widths between kerbs of 7.5m, and are thus classified as collector streets which can accommodate up to 3000 vehicles per day.

The Maxwell Street / Old Ipswich Road intersection has a basic configuration, without turn lanes or passing opportunities. Other t-junction intersections along Old Ipswich Road are constructed to a similar standard.

As a basis for further assessment, peak period traffic counts were undertaken by Austraffic on Wednesday 5 November 2014 in the periods 7.00-9.30am and 2.30-6.00pm at the following intersections:

Old Ipswich Road / Child Street
Old Ipswich Road / Becker Street
Old Ipswich Road / Maxwell Street

Existing peak hour traffic flows indicated by the surveys are depicted in Appendix A. The traffic counts suggest existing daily traffic flows as follows:

Maxwell Street	500 vehicles per day
Old Ipswich Road	4000 vehicles per day

Inspection of the turning traffic volumes at the Becker Street and Maxwell Street intersections with Old Ipswich Road indicate that in the AM peak, 42% of traffic generated by the residential catchment serviced by those intersections is oriented in the west along Old Ipswich Road, with 58% oriented east along Old Ipswich Road. During the PM peak the corresponding percentages were 46% west and 54% east.



3.0 Proposed development

The proposed development is depicted on K.J.Packer Consulting Pty Ltd drawing number 772/PP04, an extract of which is depicted in Figure 1.

From a traffic engineering perspective, it involves 366 new residential allotments, and a new internal road system layout accessed at the following locations:

- (i) Child Street via construction of the 4th leg of the existing roundabout at Old Ipswich Road
- (ii) A new access to Old Ipswich Road at the bend in that road near the eastern end of the site
- (iii) A continuation of Conway Street



4.0 Generated traffic

The standard design peak hour traffic generation rate adopted for detached residential developments is 0.8 vehicles per hour per dwelling. For the proposed 366 dwellings of the development, this equates to 293 vehicle movements per hour.

In the AM and PM peaks, a 70/30 directional split of generated traffic is assumed, with 70% departing and 30% arriving in the AM peak, and vice versa in the PM peak.

Based on the existing distribution of existing traffic west and east along Old Ipswich Road for existing catchment of Becker Street and Maxwell Street, we have assumed that 45% of site generated traffic would be oriented west along Old Ipswich Road and that 55% would oriented east along Old Ipswich Road.

Figure 3 identifies various elements of the proposed development.

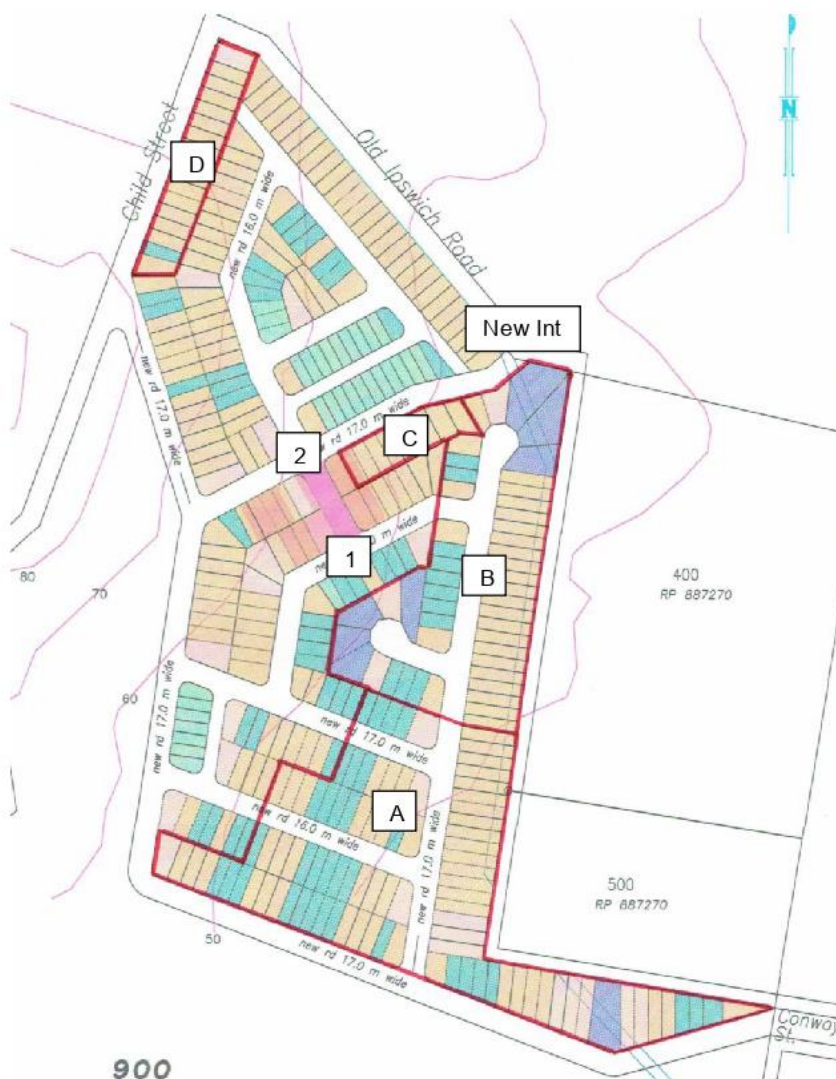


Figure 3: Various elements of the proposed layout



In Figure 3:

- (i) Catchment "A" contains 96 lots which would likely use Conway Street for access to Old Ipswich Road when travelling to/from the east.
- (ii) Catchment "B" contains 48 allotments which would also likely use Conway Street for access to Old Ipswich Road when travelling to/from the east. Note that if there were a road connection between locations "1" and "2", then catchment "B" would be likely to use the new Ipswich Road intersection for travel to/from the east rather than travel via Conway Street.
- (iii) Catchment "C" contains 8 allotments which would likely use the new intersection for travel to/from the west along Old Ipswich Road. All other lots would be likely to use Child Street for access travel to/from the west.
- (iv) Catchment "D" contains 17 allotments which would likely use the Child Street roundabout for travel to/from the east.

In addition, there are 22 existing lots at the south-western end of Conway Street that would be likely to use the new road system through the development for travel to/from the west along Old Ipswich Road.

On the above basis, predicted peak hour traffic flows generated by the proposed development are depicted in Appendix B.



5.0 Impacts on the external road network

5.1 Impacts at intersections

The critical period in terms of impacts on access intersections will be at the end of the ten-year design horizon, in the year 2027. It has been assumed that through traffic flows along Old Ipswich Road would increase at a rate of 2% pa. At that rate, increasing year 2014 traffic flows for 13 years to 2027 traffic flows, represents a factor of 1.30.

Predicted peak hour traffic flows at the access intersections in the year 2027, with the proposed development fully operational are depicted in Appendix C. Note that this is with the road layout as proposed, without a road link from locations "1" to "2" as depicted in Figure 3.

Capacity analysis of the intersections has been undertaken using the Sidra package using default settings. A 5% heavy vehicle proportion has been utilised (as indicated by the traffic surveys), and basic intersection configurations have been used at the t-junctions, without turn lanes. The analysis indicates satisfactory operating conditions, well below capacity, with degrees of saturation as follows (Lane summary output from the analysis is depicted in Appendix D):

2027 with development	Degree of saturation (intersection)	
	AM	PM
Child St roundabout	0.204	0.223
New intersection	0.161	0.161
Maxwell St intersection	0.173	0.193

5.2 Impacts on Maxwell Street

Maxwell Street currently carries traffic flows of about 500 vehicles per day. The proposed development is predicted to add about 650 vehicles per day to Maxwell Street. The increase in Maxwell Street traffic flows would reduce to about 430 vehicles per day if the road link from locations "1" to "2" as depicted in Figure 3 were provided.

Maxwell Street is constructed with a pavement width between kerbs of 7.5m and can thus carry traffic flows of up to 3000 vehicles per day.

5.3 New access intersection

The proposed new access intersection is well located on Old Ipswich Road in a location achieving satisfactory sight lines in each direction along Old Ipswich Road.

The proposed intersection is to have a simple configuration, without turn lanes, similar to other existing t-junctions along Old Ipswich Road. Given the very low predicted volumes of traffic turning right from Old Ipswich Road into the new access road, provision of a right turn lane in Old Ipswich Road would not be warranted.



6.0 Active and public transport

To facilitate pedestrian access to existing bus stops along Old Ipswich Road, pedestrian connections depicted in Figure 4 should be incorporated into the proposal plan.

The standard requirement for access to public transport is that 90% of proposed allotments be located within 400m of a potential bus route. There is an existing bus route along Old Ipswich Road. Figure 4 identifies the 400m catchment line from Old Ipswich Road. There are 44 proposed allotments of the proposed development that are located beyond that 400m bus route catchment. This represents 12% of the proposed allotments, indicating that 88% of proposed allotments are within 400m of a bus route. That proportion is very close to achieving the desirable 90% proportion, and would be acceptable.



Figure 4: Bus catchment and pedestrian links



7.0 Conclusion

This traffic report has assessed traffic impacts resulting from the proposed residential development at Child Street, Riverview as depicted on K.J.Packer Consulting Pty Ltd drawing number 772/PP04, an extract of which is depicted in Figure 1.

The proposed development would have an acceptable impact on operation of the surrounding road system and there are no traffic related grounds on which the development could be reasonably refused.

It is recommended that pedestrian links as depicted in Figure 4 be incorporated into the layout.

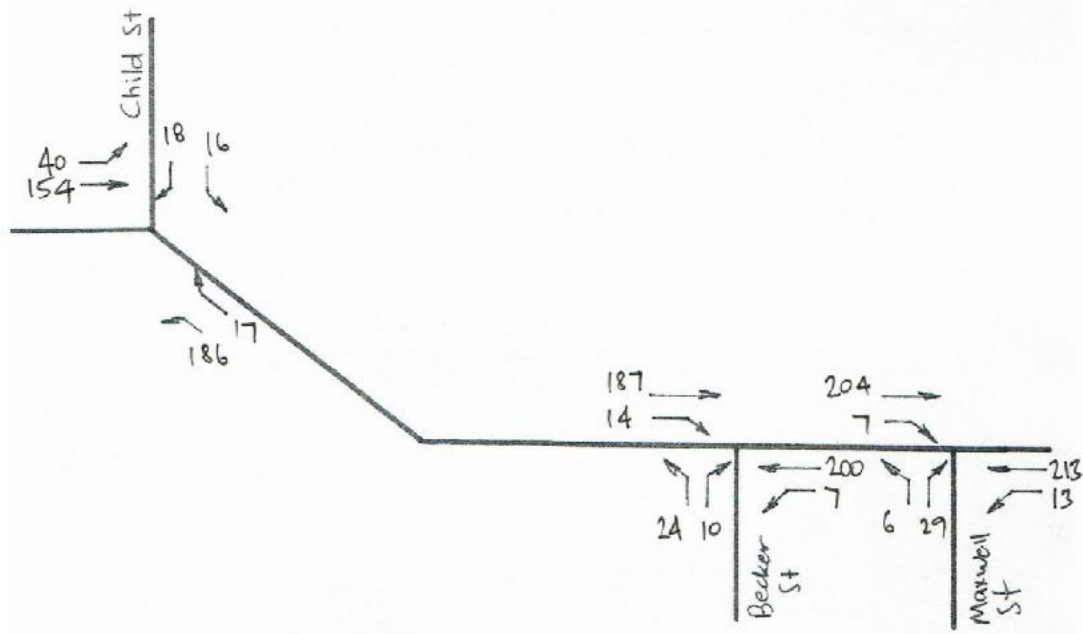
A handwritten signature in black ink that reads 'S.A. Holland'.

S A HOLLAND (RPEQ 05611)
HOLLAND TRAFFIC CONSULTING PTY LTD

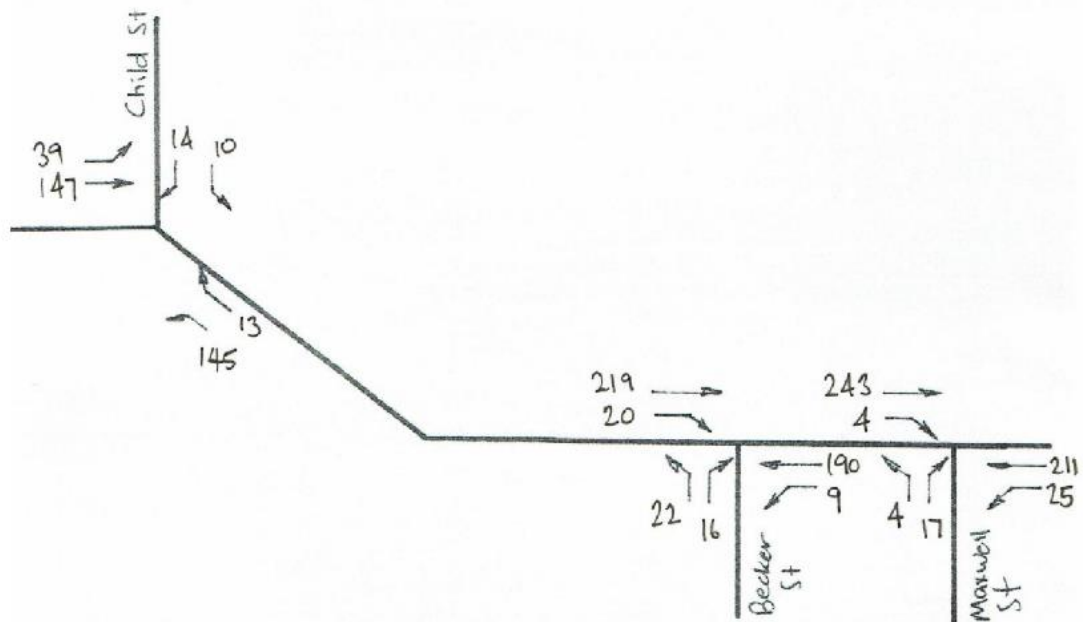


APPENDIX A: EXISTING PEAK HOUR TRAFFIC FLOWS

AM



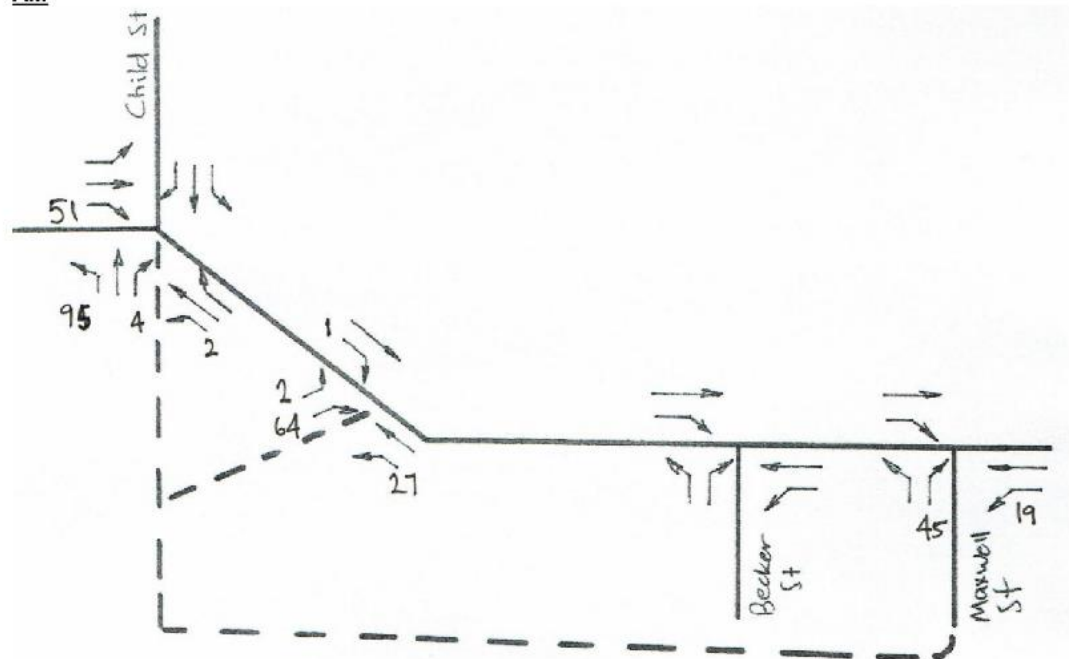
PM



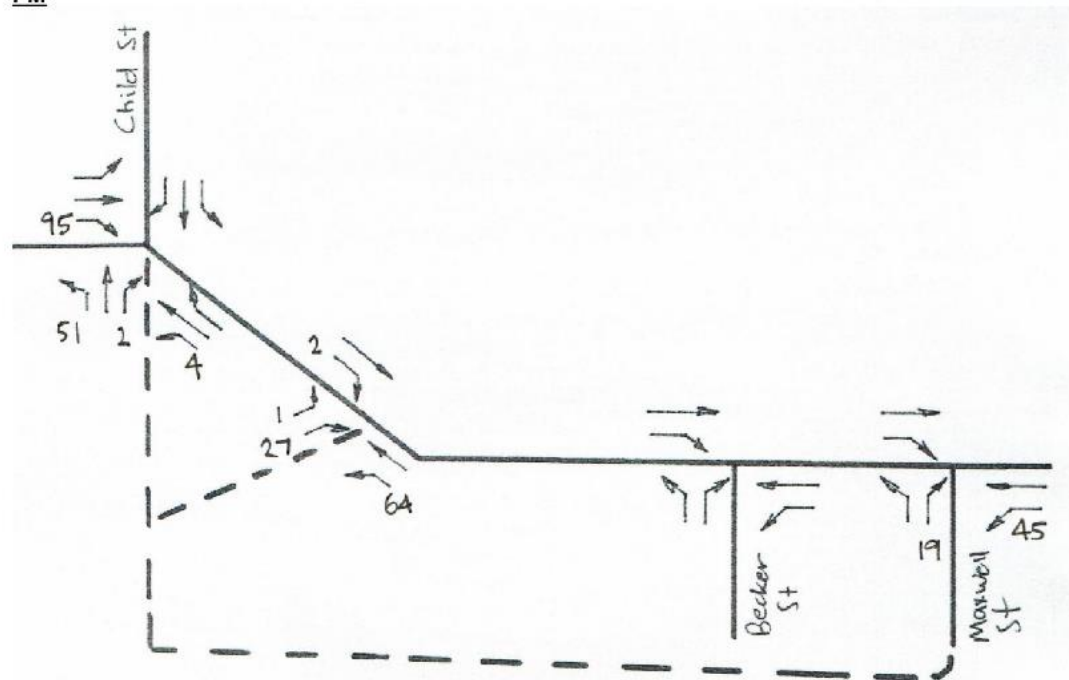


APPENDIX B: PREDICTED GENERATED PEAK HOUR TRAFFIC FLOWS

AM



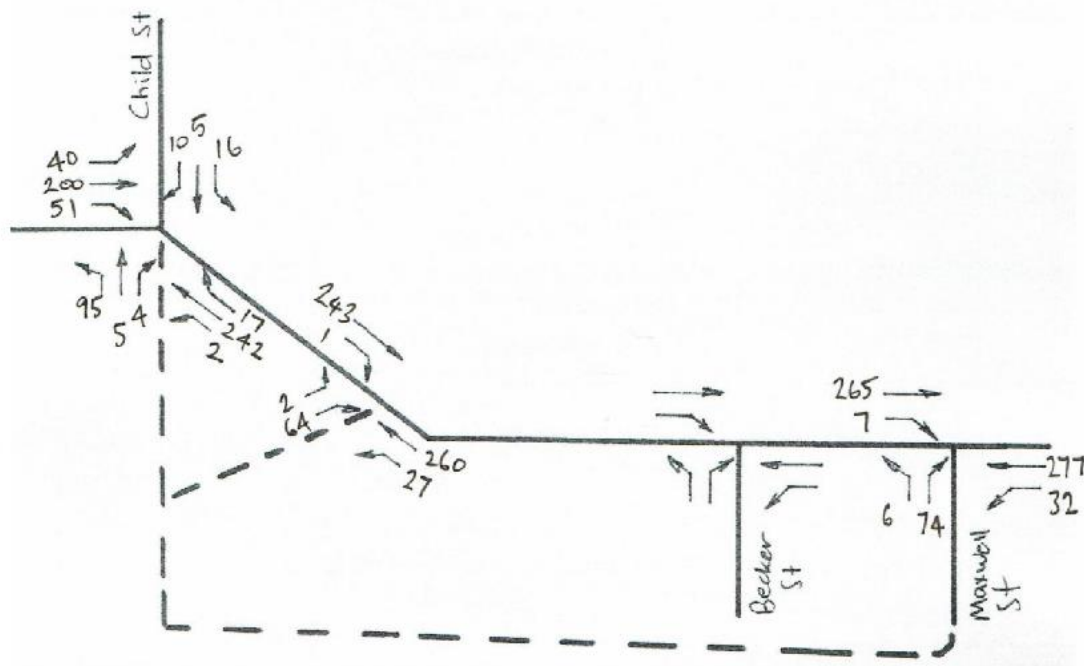
PM



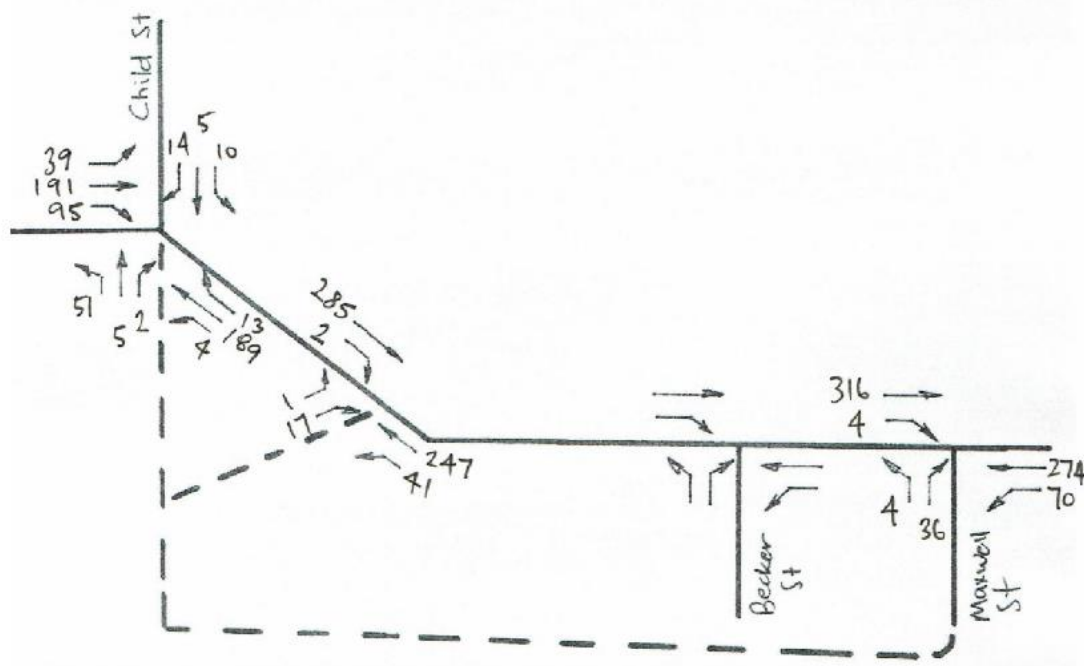


APPENDIX C: PREDICTED YEAR 2027 PEAK HOUR TRAFFIC FLOWS WITH DEVELOPMENT

AM



PM





APPENDIX D: PAGE 1 OF 3: SIDRA OUTPUT

LANE SUMMARY

Site: 101 [Old Ipswich Rd / Maxwell St 2027 AM with development]

New Site
Stop (Two-Way)

Lane Use and Performance													
	Demand Total veh/h	Flows HV %	Cap. veh/h	Deg. Satn v/c	Lane Util. %	Average Delay sec	Level of Service	95% Back of Queue Veh	Dist m	Lane Config	Lane Length m	Cap. Adj. %	Prob. Block. %
South: Maxwell St													
Lane 1	34	5.0	595	0.141	100	11.6	LOS E	0.5	3.5	Full	500	0.0	0.0
Approach	34	5.0		0.141		11.6	LOS E	0.5	3.5				
East: Old Ipswich Rd (east)													
Lane 1	325	5.0	1873	0.173	100	0.6	LOS A	0.0	0.0	Full	500	0.0	0.0
Approach	325	5.0		0.173		0.6	NA	0.0	0.0				
West: Old Ipswich Rd (west)													
Lane 1	236	5.0	1863	0.154	100	0.2	LOS A	0.1	0.5	Full	500	0.0	0.0
Approach	236	5.0		0.154		0.2	NA	0.1	0.5				
Intersection	696	5.0		0.173		1.8	NA	0.5	3.5				

Site Level of Service (LOS) Method: Delay (SIDRA). Site LOS Method is specified in the Parameter Settings dialog (Site tab).

Lane LOS values are based on average delay per lane.

Minor Road Approach LOS values are based on average delay for all lanes.

NA: Intersection LOS and Major Road Approach LOS values are Not Applicable for two-way sign control since the average delay is not a good LOS measure due to zero delays associated with major road lanes.

SIDRA Standard Delay Model is used. Control Delay includes Geometric Delay.

Gap-Acceptance Capacity: SIDRA Standard (Akcelik M3D).

HV (%) values are calculated for All Movement Classes of All Heavy Vehicle Model Designation.

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LANE SUMMARY

Site: 101 [Old Ipswich Rd / Maxwell St 2027 PM with development]

New Site
Stop (Two-Way)

Lane Use and Performance													
	Demand Flows Total veh/h	HV %	Cap. veh/h	Deg. Satn v/c	Lane Util. %	Average Delay sec	Level of Service	95% Back of Queue Veh	Dist m	Lane Config	Lane Length m	Cap. Adj. %	Prob. Block. %
South: Maxwell St													
Lane 1	42	5.0	553	0.076	100	12.0	LOS B	0.2	1.8	Full	500	0.0	0.0
Approach	42	5.0		0.076		12.0	LOS B	0.2	1.8				
East: Old Ipswich Rd (east)													
Lane 1	362	5.0	1868	0.194	100	1.2	LOS A	0.0	0.0	Full	500	0.0	0.0
Approach	362	5.0		0.194		1.2	NA	0.0	0.0				
West: Old Ipswich Rd (west)													
Lane 1	337	5.0	1874	0.180	100	0.1	LOS A	0.0	0.3	Full	500	0.0	0.0
Approach	337	5.0		0.180		0.1	NA	0.0	0.3				
Intersection	741	5.0		0.194		1.3	NA	0.2	1.8				

Site Level of Service (LOS) Method: Delay (SIDRA). Site LOS Method is specified in the Parameter Settings dialog (Site tab).

Lane LOS values are based on average delay per lane.

Minor Road Approach LOS values are based on average delay for all lanes.

NA: Intersection LOS and Major Road Approach LOS values are Not Applicable for two-way sign control since the average delay is not a good LOS measure due to zero delays associated with major road lanes.

SIDRA Standard Delay Model is used. Control Delay includes Geometric Delay.

Gap-Acceptance Capacity: SIDRA Standard (Akcelik M3D).

HV (%) values are calculated for All Movement Classes of All Heavy Vehicle Model Designation.

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APPENDIX D: PAGE 2 OF 3: SIDRA OUTPUT

LANE SUMMARY

Site: 101 [Old Ipswich Rd / New Road 2027 AM with development]

New Site
Stop (Two-Way)

Lane Use and Performance													
	Demand Flows Total veh/h	HV %	Cap. veh/h	Deg. Satn v/c	Lane Util. %	Average Delay sec	Level of Service	95% Back of Queue Veh	Dist m	Lane Config	Lane Length m	Cap. Adj. %	Prob. Block. %
South: New Road													
Lane 1	69	5.0	623	0.111	100	11.1	LOS B	0.4	2.7	Full	500	0.0	0.0
Approach	69	5.0		0.111		11.1	LOS B	0.4	2.7				
East: Old Ipswich Rd (east)													
Lane 1	302	5.0	1879	0.161	100	0.5	LOS A	0.0	0.0	Full	500	0.0	0.0
Approach	302	5.0		0.161		0.5	NA	0.0	0.0				
West: Old Ipswich Rd (west)													
Lane 1	257	5.0	1885	0.136	100	0.0	LOS A	0.0	0.1	Full	500	0.0	0.0
Approach	257	5.0		0.136		0.0	NA	0.0	0.1				
Intersection	628	5.0		0.161		1.5	NA	0.4	2.7				

Site Level of Service (LOS) Method: Delay (SIDRA). Site LOS Method is specified in the Parameter Settings dialog (Site tab).

Lane LOS values are based on average delay per lane.

Minor Road Approach LOS values are based on average delay for all lanes.

NA: Intersection LOS and Major Road Approach LOS values are Not Applicable for two-way sign control since the average delay is not a good LOS measure due to zero delays associated with major road lanes.

SIDRA Standard Delay Model is used. Control Delay includes Geometric Delay.

Cap-Acceptance Capacity: SIDRA Standard (Akçelik M3D).

HV (%) values are calculated for All Movement Classes of All Heavy Vehicle Model Designation.

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LANE SUMMARY

Site: 101 [Old Ipswich Rd / New Road 2027 PM with development]

New Site
Stop (Two-Way)

Lane Use and Performance													
	Demand Flows Total veh/h	HV %	Cap. veh/h	Deg. Satn v/c	Lane Util. %	Average Delay sec	Level of Service	95% Back of Queue Veh	Dist m	Lane Config	Lane Length m	Cap. Adj. %	Prob. Block. %
South: New Road													
Lane 1	19	5.0	600	0.032	100	11.2	LOS B	0.1	0.7	Full	500	0.0	0.0
Approach	19	5.0		0.032		11.2	LOS B	0.1	0.7				
East: Old Ipswich Rd (east)													
Lane 1	303	5.0	1874	0.162	100	0.8	LOS A	0.0	0.0	Full	500	0.0	0.0
Approach	303	5.0		0.162		0.8	NA	0.0	0.0				
West: Old Ipswich Rd (west)													
Lane 1	302	5.0	1882	0.161	100	0.1	LOS A	0.0	0.1	Full	500	0.0	0.0
Approach	302	5.0		0.161		0.1	NA	0.0	0.1				
Intersection	624	5.0		0.162		0.8	NA	0.1	0.7				

Site Level of Service (LOS) Method: Delay (SIDRA). Site LOS Method is specified in the Parameter Settings dialog (Site tab).

Lane LOS values are based on average delay per lane.

Minor Road Approach LOS values are based on average delay for all lanes.

NA: Intersection LOS and Major Road Approach LOS values are Not Applicable for two-way sign control since the average delay is not a good LOS measure due to zero delays associated with major road lanes.

SIDRA Standard Delay Model is used. Control Delay includes Geometric Delay.

Cap-Acceptance Capacity: SIDRA Standard (Akçelik M3D).

HV (%) values are calculated for All Movement Classes of All Heavy Vehicle Model Designation.

SIDRA INTERSECTION 7.0 | Copyright © 2000-2016 Akcelik and Associates Pty Ltd | sidrasolutions.com
Organisation: HOLLAND TRAFFIC CONSULTING | Processed: Friday, 29 July 2016 2:11:24 PM
Project: C:\Users\stuan\OneDrive\Documents\Sidra 7\14s33.sip7



APPENDIX D: PAGE 2 OF 3: SIDRA OUTPUT

LANE SUMMARY

Site: 101 [Old Ipswich Rd / Child St 2027 AM with development]

New Site
Roundabout

Lane Use and Performance													
	Demand Flows Total veh/h	HV %	Cap. veh/h	Deg. Satn v/c	Lane Util. %	Average Delay sec	Level of Service	95% Back of Queue Veh	Dist m	Lane Config	Lane Length m	Cap. Adj. %	Prob. Block. %
South: Child St (south)													
Lane 1 ^d	109	5.0	1066	0.103	100	5.6	LOS A	0.5	3.9	Full	500	0.0	0.0
Approach	109	5.0		0.103		5.6	LOS A	0.5	3.9				
East: Old Ipswich Rd (east)													
Lane 1 ^d	275	5.0	1364	0.201	100	4.8	LOS A	1.1	8.0	Full	500	0.0	0.0
Approach	275	5.0		0.201		4.8	LOS A	1.1	8.0				
North: Child St (north)													
Lane 1 ^d	34	5.0	1086	0.031	100	6.0	LOS A	0.1	1.1	Full	500	0.0	0.0
Approach	34	5.0		0.031		6.0	LOS A	0.1	1.1				
West: Old Ipswich Rd (west)													
Lane 1 ^d	306	5.0	1499	0.204	100	5.0	LOS A	1.1	8.4	Full	500	0.0	0.0
Approach	306	5.0		0.204		5.0	LOS A	1.1	8.4				
Intersection	724	5.0		0.204		5.1	LOS A	1.1	8.4				

Site Level of Service (LOS) Method: Delay (SIDRA). Site LOS Method is specified in the Parameter Settings dialog (Site tab).

Roundabout LOS Method: SIDRA Roundabout LOS.

Lane LOS values are based on average delay per lane.

Intersection and Approach LOS values are based on average delay for all lanes.

Roundabout Capacity Model: SIDRA Standard.

SIDRA Standard Delay Model is used. Control Delay Includes Geometric Delay.

Gap-Acceptance Capacity: SIDRA Standard (Akçelik M3D).

HV (%) values are calculated for All Movement Classes of All Heavy Vehicle Model Designation.

^d Dominant lane on roundabout approach

LANE SUMMARY

Site: 101 [Old Ipswich Rd / Child St 2027 PM with development]

New Site
Roundabout

Lane Use and Performance													
	Demand Flows Total veh/h	HV %	Cap. veh/h	Deg. Satn v/c	Lane Util. %	Average Delay sec	Level of Service	95% Back of Queue Veh	Dist m	Lane Config	Lane Length m	Cap. Adj. %	Prob. Block. %
South: Child St (south)													
Lane 1 ^d	61	5.0	1111	0.055	100	5.2	LOS A	0.3	2.0	Full	500	0.0	0.0
Approach	61	5.0		0.055		5.2	LOS A	0.3	2.0				
East: Old Ipswich Rd (east)													
Lane 1 ^d	217	5.0	1255	0.173	100	5.1	LOS A	0.9	6.6	Full	500	0.0	0.0
Approach	217	5.0		0.173		5.1	LOS A	0.9	6.6				
North: Child St (north)													
Lane 1 ^d	31	5.0	1059	0.029	100	7.7	LOS A	0.1	1.0	Full	500	0.0	0.0
Approach	31	5.0		0.029		7.7	LOS A	0.1	1.0				
West: Old Ipswich Rd (west)													
Lane 1 ^d	342	5.0	1537	0.223	100	5.6	LOS A	1.3	9.4	Full	500	0.0	0.0
Approach	342	5.0		0.223		5.6	LOS A	1.3	9.4				
Intersection	651	5.0		0.223		5.5	LOS A	1.3	9.4				

Site Level of Service (LOS) Method: Delay (SIDRA). Site LOS Method is specified in the Parameter Settings dialog (Site tab).

Roundabout LOS Method: SIDRA Roundabout LOS.

Lane LOS values are based on average delay per lane.

Intersection and Approach LOS values are based on average delay for all lanes.

Roundabout Capacity Model: SIDRA Standard.

SIDRA Standard Delay Model is used. Control Delay includes Geometric Delay.

Gap-Acceptance Capacity: SIDRA Standard (Akçelik M3D).

HV (%) values are calculated for All Movement Classes of All Heavy Vehicle Model Designation.

PLANS AND DOCUMENTS
referred to in the REFERRAL
AGENCY RESPONSE



SARA ref: 1803-4292 SRA

Date: 27 March 2020

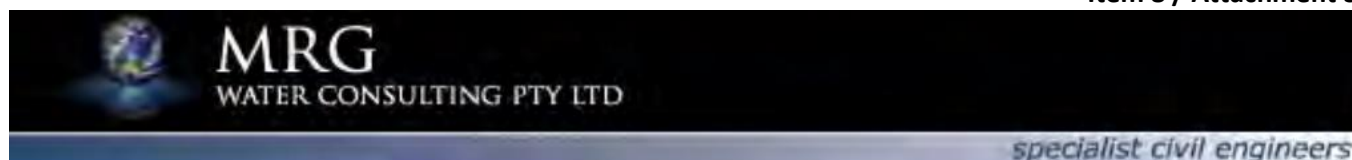


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**DETAILED FLOOD IMPACT ASSESSMENT
AND
STORMWATER MANAGEMENT REPORT**

**36 CHILD ST,
RIVERVIEW**

JULY 2016



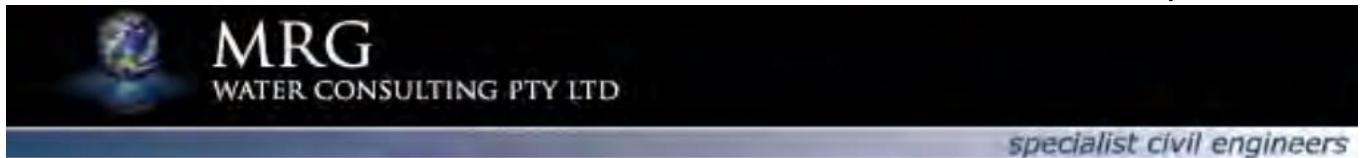
Report Name	Date	Revision No.
Detailed Flood Impact Assessment and Stormwater Management Report for 36 Child Street, Riverview	29 th April 2016	1771/Rev 1
Detailed Flood Impact Assessment and Stormwater Management Report for 36 Child Street, Riverview	22 nd July 2016	1771/Rev 2

Director:

Mark Gibson
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E mark@mrgwater.com.au
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Project Engineer:

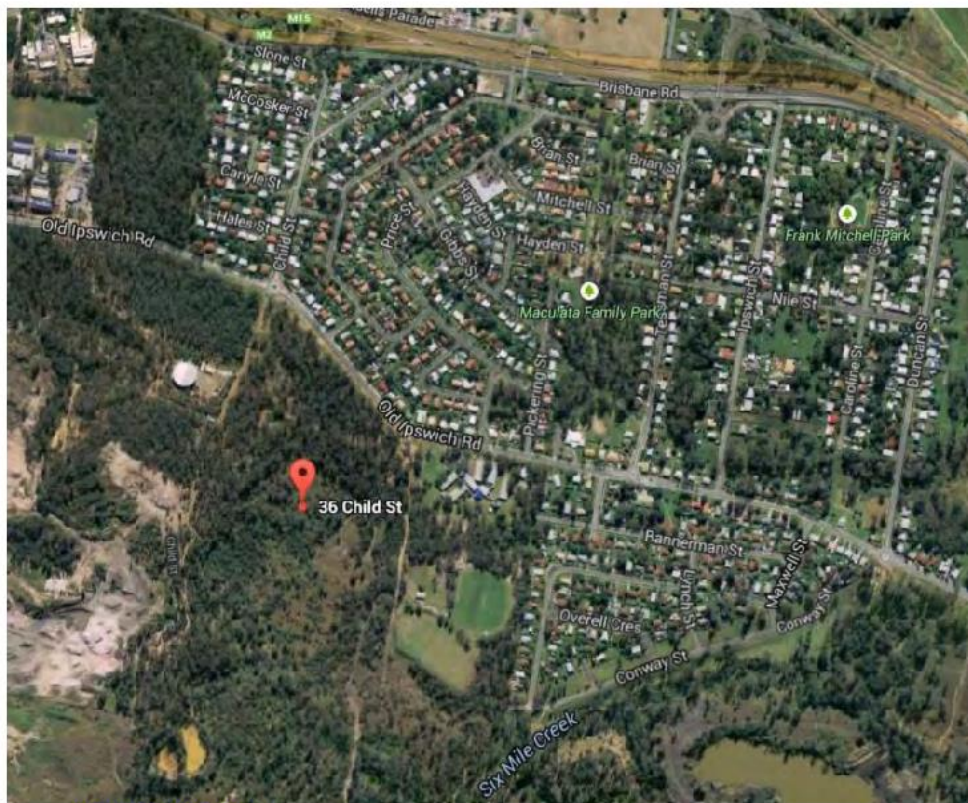
Mike Samaeli
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M 0424 088 428



1.0 INTRODUCTION

1.1. GENERAL

MRG Water Consulting Pty Ltd (MRG) was commissioned by the Riverview Property Trust to provide a Detailed Flood Impact Assessment and Stormwater Management Report for the proposed development site at 36 Child Street, Riverview. The location of the 40.78 ha site is shown on Figure 1 below.



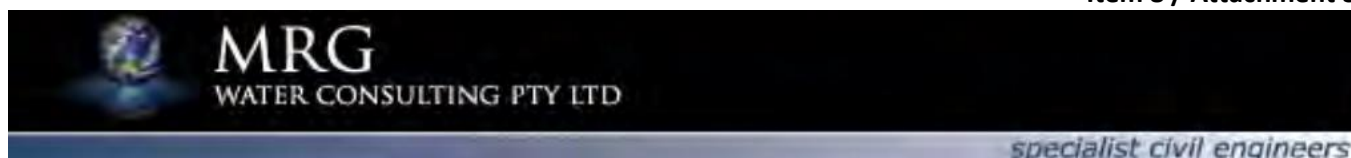
Source - <http://maps.google.com.au>

Figure 1 – Locality Plan

The client proposes to develop the northern 16.3 ha with 227 residential lots and a managed parkland area. The balance of the lot (23.7 ha) will also become parkland. Figure 2 (Drawing 772/PP04 by K.J. Packer Consulting Pty Ltd) shows the proposed layout.

The site is located at the northern (downstream) end of Six Mile Creek, close to its confluence with the Brisbane River.

MRG has previously obtained the Ipswich City Council (ICC) Six Mile Creek regional hydrologic model, (XP-RAFTS) and the Six Mile Creek regional hydraulic model, (TUFLOW) for assessing the impacts of a development upstream, (see Detailed Flood Impact Assessment Report for 1 Cairns Rd,



Collingwood Park Rev 6 by MRG Water Consulting Pty Ltd, dated Nov 2014).

1.2. STUDY OBJECTIVES

The purpose of this report is to demonstrate that there are no adverse impacts on properties adjacent to or upstream or downstream of the site.

The scope of work undertaken as part of this study includes:

- modelling existing and developed hydrology;
- critical duration checks for catchment hydrology;
- assess detention requirements;
- existing case hydraulic modelling;
- developed case hydraulic modelling;
- comparison of modelling results; and
- sensitivity analysis for ultimate catchment conditions;



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2.0 HYDROLOGY – RAFTS MODEL

2.1. GENERAL

The ICC RAFTS hydrologic model was used for the catchment to determine the hydrographs of stormwater discharges that will form the inflow boundaries of the TUFLOW hydraulic model. It should be noted that the RAFTS model includes the developments upstream as discussed in MRG (2014).

RAFTS, is a non-linear routing hydrologic model which calculates flood hydrographs from storm rainfall hyetographs. It can be used for the analysis and management of both urban and rural watersheds and the design of flood storages and river analysis works. RAFTS can also assist with the design of smaller urban drainage systems, on-site detention systems, and large detention basins.

Figure 3 shows the ICC RAFTS model subcatchments boundaries and the location of the site. The hydrologic modelling examines the existing and developed site conditions and impacts on adjacent properties, upstream and downstream.

2.2. MODEL PARAMETERS

The B_x lag parameter used in the ICC RAFTS model was 1.0 and continuing losses of 2.5 and 0 mm/hr were used for the pervious and impervious subcatchments respectively. An initial loss of 1.5 mm was used for the impervious subcatchments. The initial loss of 15 mm was used for the pervious subcatchments. Table 2.1 shows the RAFTS model parameters used in the calibrated ICC RAFTS model for each storm event.

Table 2.1 - RAFTS Model Parameters

ARI (years)	B_x	Initial Pervious Loss (mm)	Continuing Pervious Loss (mm/hr)	Initial Impervious Loss (mm)	Continuing Impervious Loss (mm/hr)
100	1.0	15	2.5	1.5	0
50	1.0	15	2.5	1.5	0
20	1.0	15	2.5	1.5	0
10	1.0	15	2.5	1.5	0
5	1.0	15	2.5	1.5	0
2	1.0	15	2.5	1.5	0
1	1.0	15	2.5	1.5	0

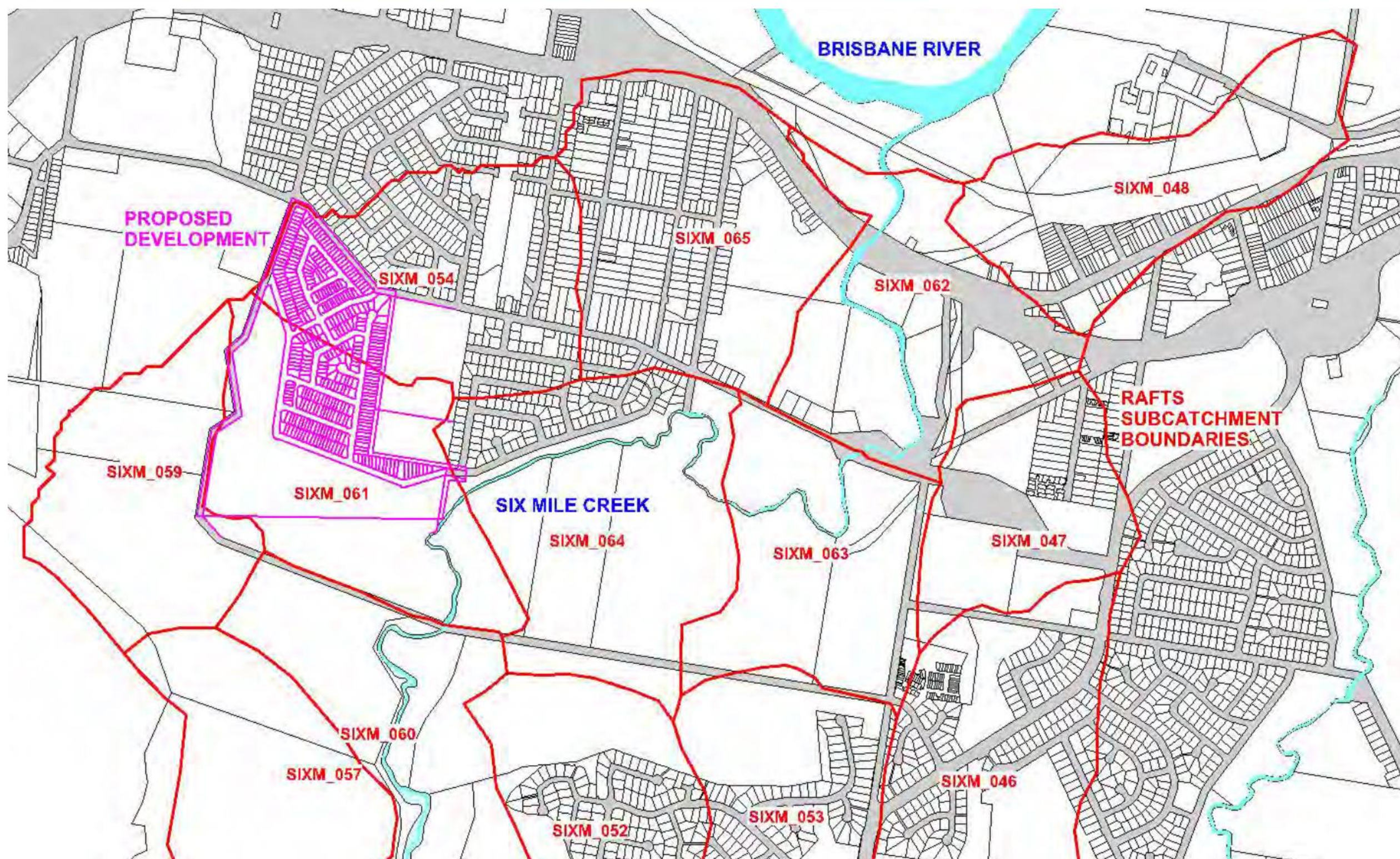


Figure 3 – ICC RAFTS Model Sub Catchment Boundaries and Proposed Development Locality, Scale 1:10,000 @ A3

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2.3. EXISTING CASE SCENARIO

The ICC RAFTS model was used to form the base case or existing scenario. The critical duration was assessed at the site (just upstream of the confluence with the Brisbane River) where it was found the 120 minute duration was critical for the 50 and 100 year ARI storm event. For the 1, 2, 5, 10 and 20 year ARI events, the 180 minute duration was critical.

Table 2.2 - RAFTS Existing Model Critical Duration at Site

ARI (years)	Critical Storm Duration (min)
100	120
50	120
20	180
10	180
5	180
2	180
1	180

2.4. DEVELOPED MODEL – SIX MILE CREEK

The existing scenario ICC RAFTS model was modified to reflect the increased impervious areas of the proposed development. Subcatchments SIXM_054 was adjusted to show the increased impervious areas from the proposed developments. A diversion link was implemented to collect runoff up to the Q10 in underground stormwater pipes and have them drain into subcatchment SIXM_061. Details of the Q10 calculations are found in Appendix A. While it is anticipated that earthworks will be undertaken for the development sites it has been assumed that the 'average' catchment slope of each of the subcatchments where development occurs will remain the same. Tables 2.3 and 2.4 compare the subcatchment characteristics for the two subcatchments.

Table 2.3 - Relevant RAFTS Subcatchment Characteristics - Existing

Node	Subcatchment Number	Area (ha)	Manning's 'n'	Impervious Portion (%)	Catchment Slope (%)
SIXM_054	1	15.285	0.025	0.001	4.83
	2	26.026	0.015	100	4.83
SIXM_061	1	43.552	0.060	0.001	6.22
	2	0	0.015	100	6.22

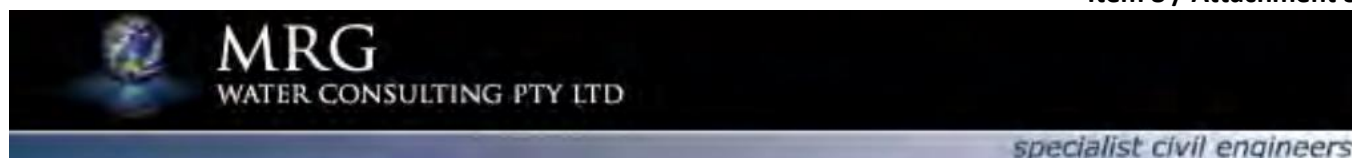


Table 2.4 - Relevant RAFTS Subcatchment Characteristics - Developed

Node	Subcatchment Number	Area (ha)	Manning's 'n'	Impervious Portion (%)	Catchment Slope (%)
SIXM_054	1	7.260	0.025	0.001	4.83
	2	34.752	0.015	100	4.83
SIXM_061	1	37.289	0.060	0.001	6.22
	2	6.263	0.015	100	6.22

The local flow time series for all RAFTS sub-catchments were exported to form inflow boundary conditions for TUFLOW model. The hydrographs for the SIXM_054 and SIXM_061 nodes were extracted from the developed case model.

Consistent with the hydraulic model set up the local flow time series for all RAFTS sub-catchments were exported to form inflow boundary conditions for the 2D hydraulic model (TUFLOW).

2.5. HYDROLOGIC RESULTS

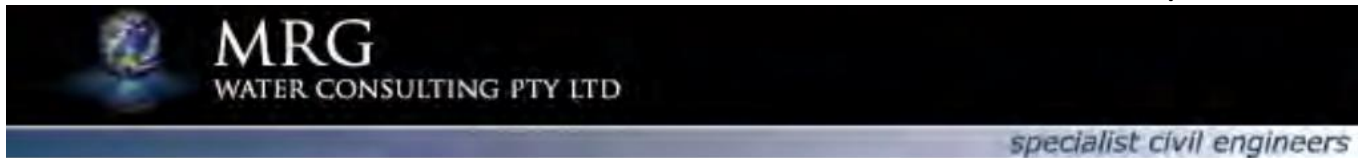
The developed RAFTS model was run for the storm events discussed above and assessed against the existing model results. Peak discharges for the 1 – 100 year ARI are compared in Table 2.5 and 2.6.

Table 2.5 - RAFTS Peak Discharges Q1-Q100 Existing

RAFTS NODE	Existing Peak Discharge (m ³ /s)						
	100year 120min	50year 120min	20year 180min	10year 180min	5year 180min	2year 180min	1year 180min
SIXM_061	223.65	190.44	149.11	119.34	98.22	63.51	39.82
SIXM_065	36.81	31.75	23.57	19.47	16.39	11.22	7.77
SIXM_062	225.94	192.62	152.62	122.29	100.88	65.40	41.20

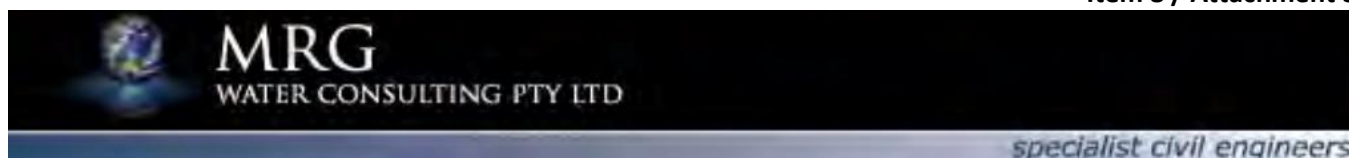
Table 2.6 - RAFTS Peak Discharges Q1-Q100 Developed

RAFTS NODE	Developed Peak Discharge (m ³ /s)						
	100year 120min	50year 120min	20year 180min	10year 180min	5year 180min	2year 180min	1year 180min
SIXM_061	223.59	190.39	148.99	119.22	98.14	63.46	39.78
SIXM_065	24.19	21.04	16.02	13.66	11.99	9.11	7.12
SIXM_062	225.89	192.56	152.48	122.15	100.78	65.34	41.15



When comparing Tables 2.5 and 2.6 it is apparent that the development shows a decrease to peak discharges demonstrating the development does not worsen neighbouring properties at nodes SIXM_061, 065 and SIXM_062 for the critical 1, 2, 5, 10, 20, 50 & 100 year ARI storm events.

Therefore, the portion of the developed site that is conveyed southeast towards SIXM_065 and SIXM_062 requires no detention. See Appendix B for RAFTS details.



3.0 HYDRAULIC MODELLING – TUFLOW

3.1. GENERAL

To calculate the water levels, depths and impacts of the development on adjoining properties, a TUFLOW hydraulic model was set up for the site and surrounding properties. TUFLOW is a computer program for simulating depth-averaged, two and one-dimensional free-surface flows that occurs from floods and tides. TUFLOW stands for Two-dimensional Unsteady FLOW. It incorporates the full functionality of the ESTRY 1D network based on the full one-dimensional (1D) free-surface flow equations. TUFLOW is specifically orientated towards establishing flow patterns in coastal waters, estuaries, rivers, floodplains and urban areas where the flow patterns are essentially 2D in nature and cannot or would be awkward to represent using a 1D network model.

As stated above ICC supplied the Six Mile Creek regional model. The inflow boundaries were adjusted to simulate existing and developed conditions for the range of ARI events.

3.2. EXISTING MODEL

The existing TUFLOW control file (TCF) was saved as **SIXM_Exg_~event~095.tcf**. The model was run on a 6 m grid. A lattice with grid size of 5,600 m x 12,500 m was used in the model and was specified in the geometry control file called **SIXM_Exg_095.tgc**.

The Z points are elevation points located at the center, mid-edges and corners of each cell. The Z points are read into the TGC file using various GIS MIF files.

The boundary conditions were defined by the **SIXM_Exg_078.tbc**. This defines the tailwater at the Brisbane River confluence, inflow boundaries represented by SA polygons and 1d/2d connections.

The Materials file **Materials_SIXM_72.tmf** referenced in the TCF to identify material codes assigned to various areas. Table 3.1 shows the codes used to represent various surface types.

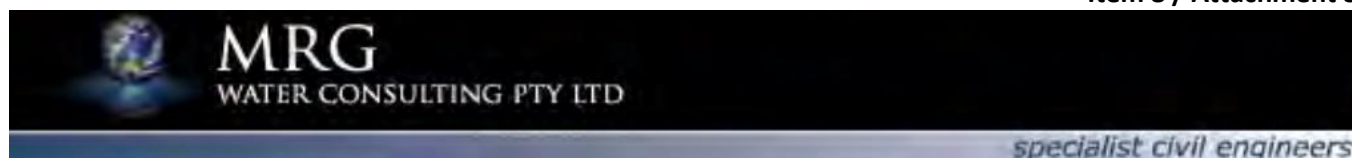


Table 3.1 - TUFLOW Material Codes

Material Code	Land Use	Manning's n
1	Flood Plain Short grass	0.040
2	Longer grass/ Short Trees	0.060
3	Trees	0.120
4	Houses with Open Back Yards	0.300
5	Dense House/Industrial	1.000
6	-	-
7	Hardstand area/ Electrical Substation	0.020
8	Creek/Open Water	0.030
9	Low Density Vegetation Riparian	0.080
10	Clear, Gravelly open cut mines	0.040
11	Medium Vegetation Riparian	0.080
12	Dense Vegetation Riparian	0.120

The model was run for 8 hours with a time step of 3 seconds.

3.3. DEVELOPED MODEL

The developed scenario was modelled into TUFLOW by copying the existing model and applying the relevant boundary conditions to simulate the developed scenario. The developed TUFLOW control file was saved as **SIXM_Exg~event~095_MRG_dev.tcf**. New material polygons were introduced to account for the development and other vegetated material polygons were cut back to simulate the urbanisation of the site. A small amount of filling (less than 1.0 m) was undertaken in the southwest corner of the site.

3.4. RESULTS

The following figures are output results from the TUFLOW hydraulic model. The development site and neighbouring site preliminary lot layouts are shown also reference.

Figure 4 to Figure 17 show the inundation depths for both existing and developed conditions. Similarly, Figure 18 to Figure 31 shows the inundation levels for both existing and developed conditions throughout the critical 1 – 100 year ARI storm events.

Figure 32 to Figure 38 show that there are very little impacts adjacent to the site on flood conditions due to development at 36 Child Street.



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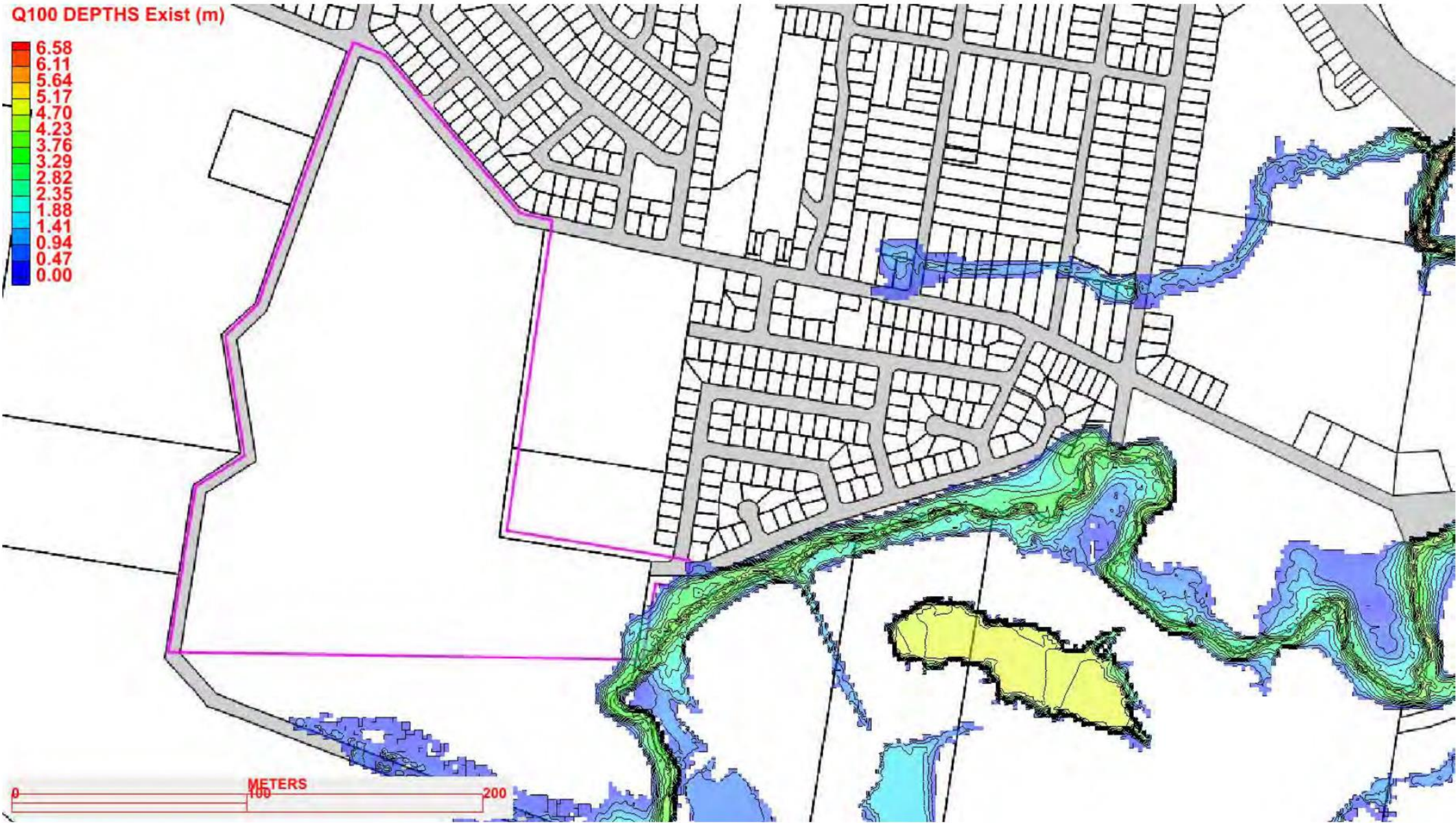


Figure 4 – Pre-Development, 100 year ARI Depths



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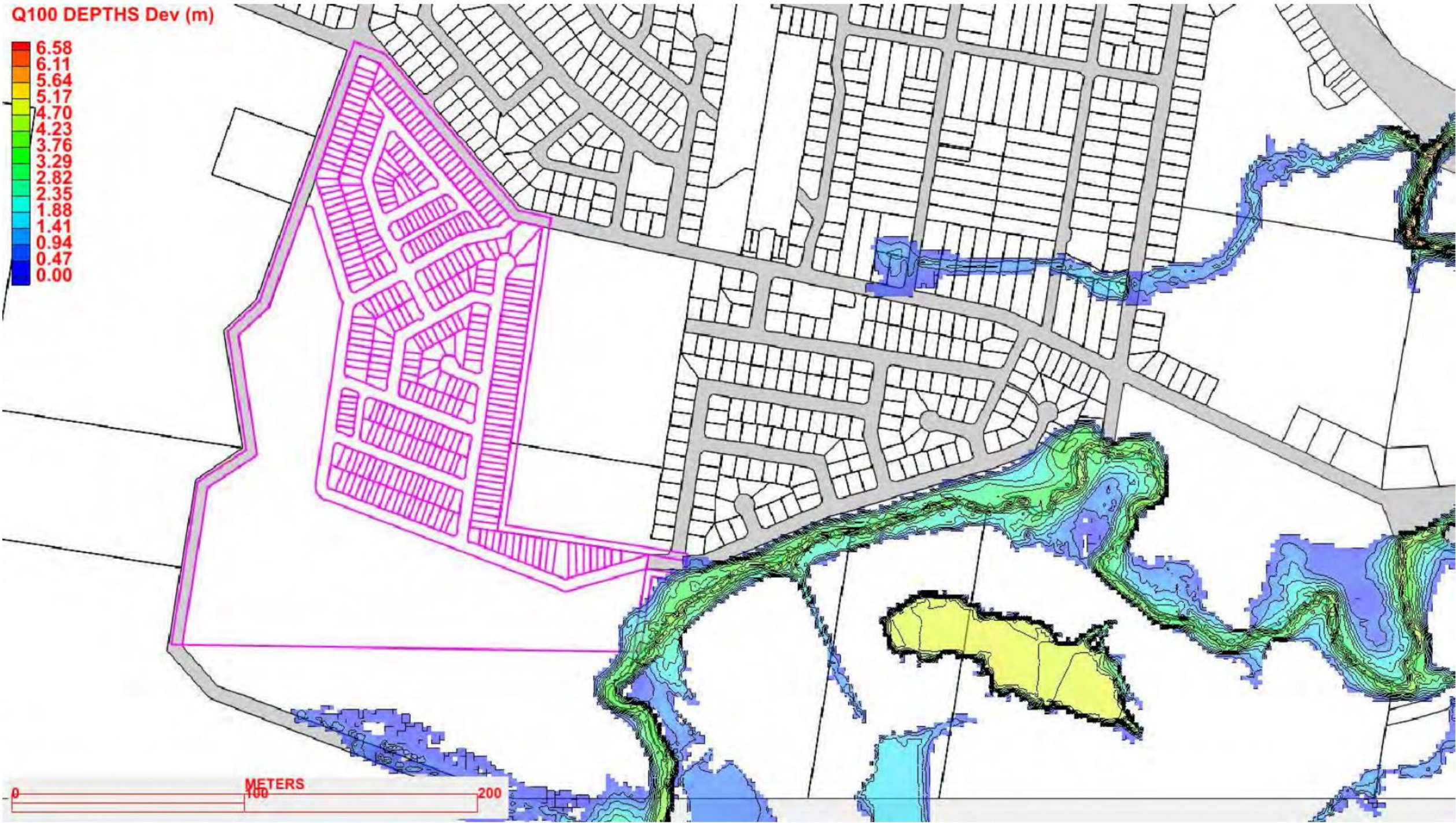


Figure 5 – Developed Site and Neighbour, 100 year ARI Depths



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Figure 6 – Pre-Development, 50 year ARI Depths



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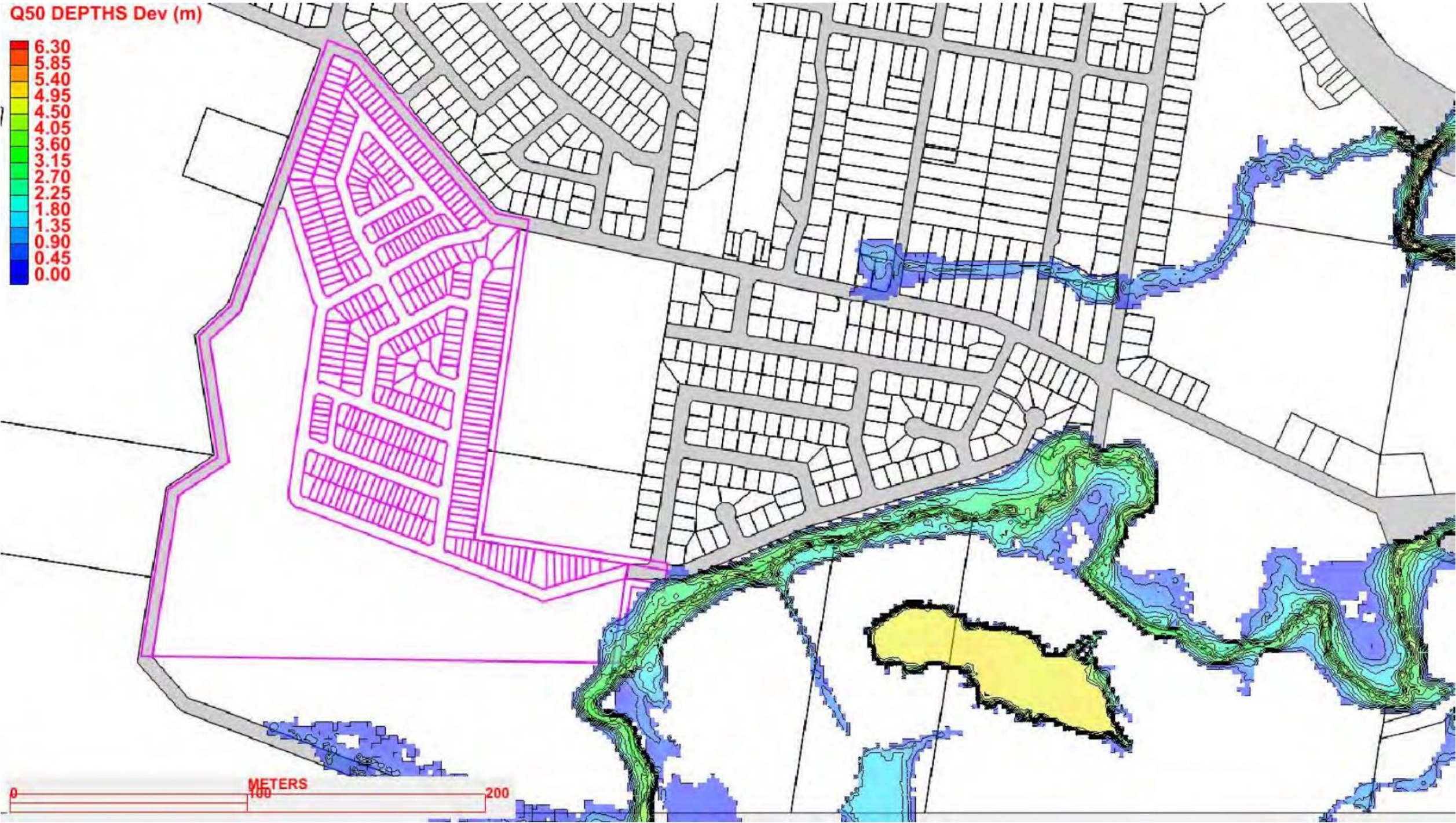


Figure 7 – Developed Site and Neighbour, 50 year ARI Depths



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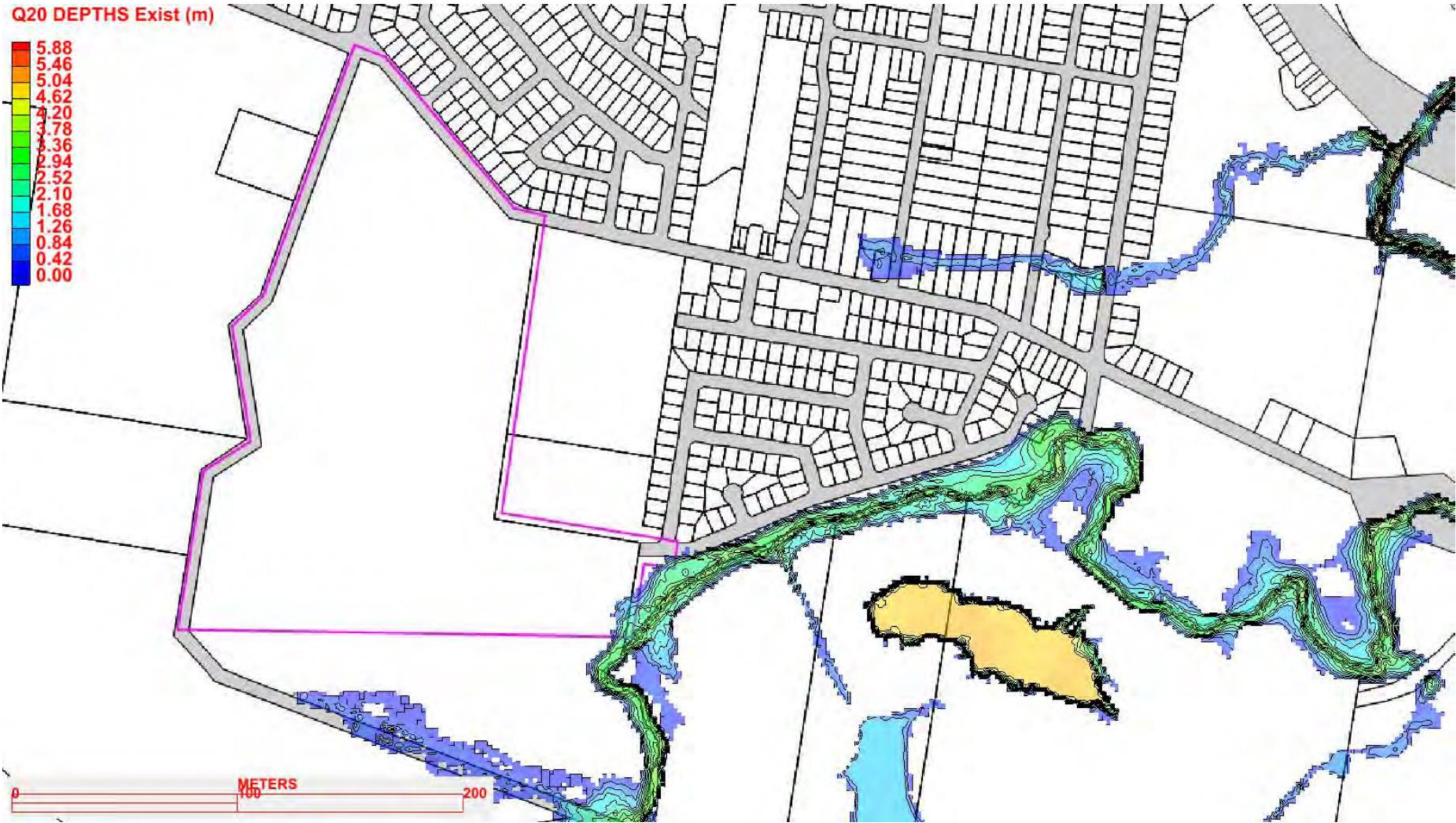


Figure 8 – Pre-Development, 20 year ARI Depths



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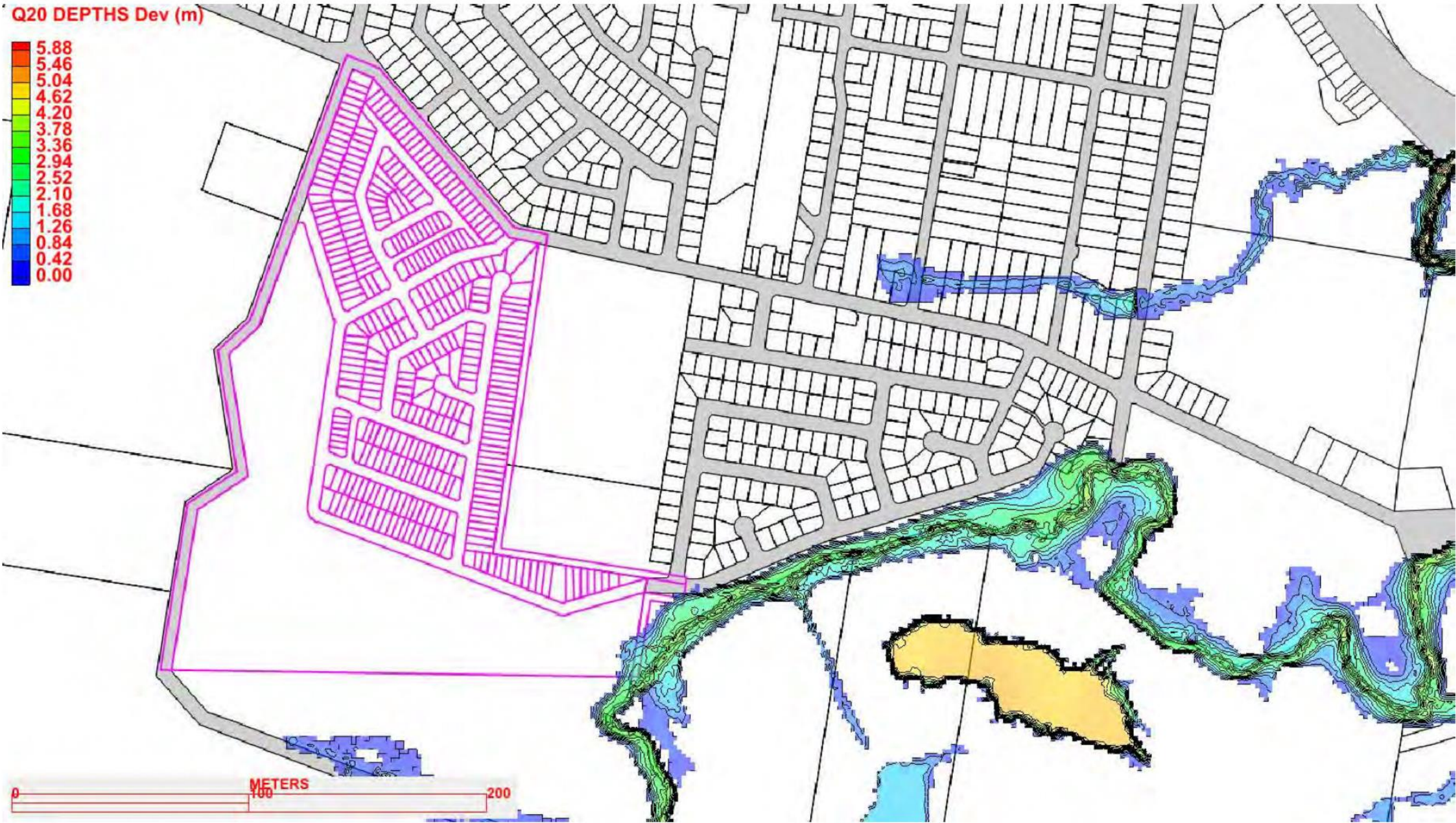


Figure 9 – Developed Site and Neighbour, 20 year ARI Depths



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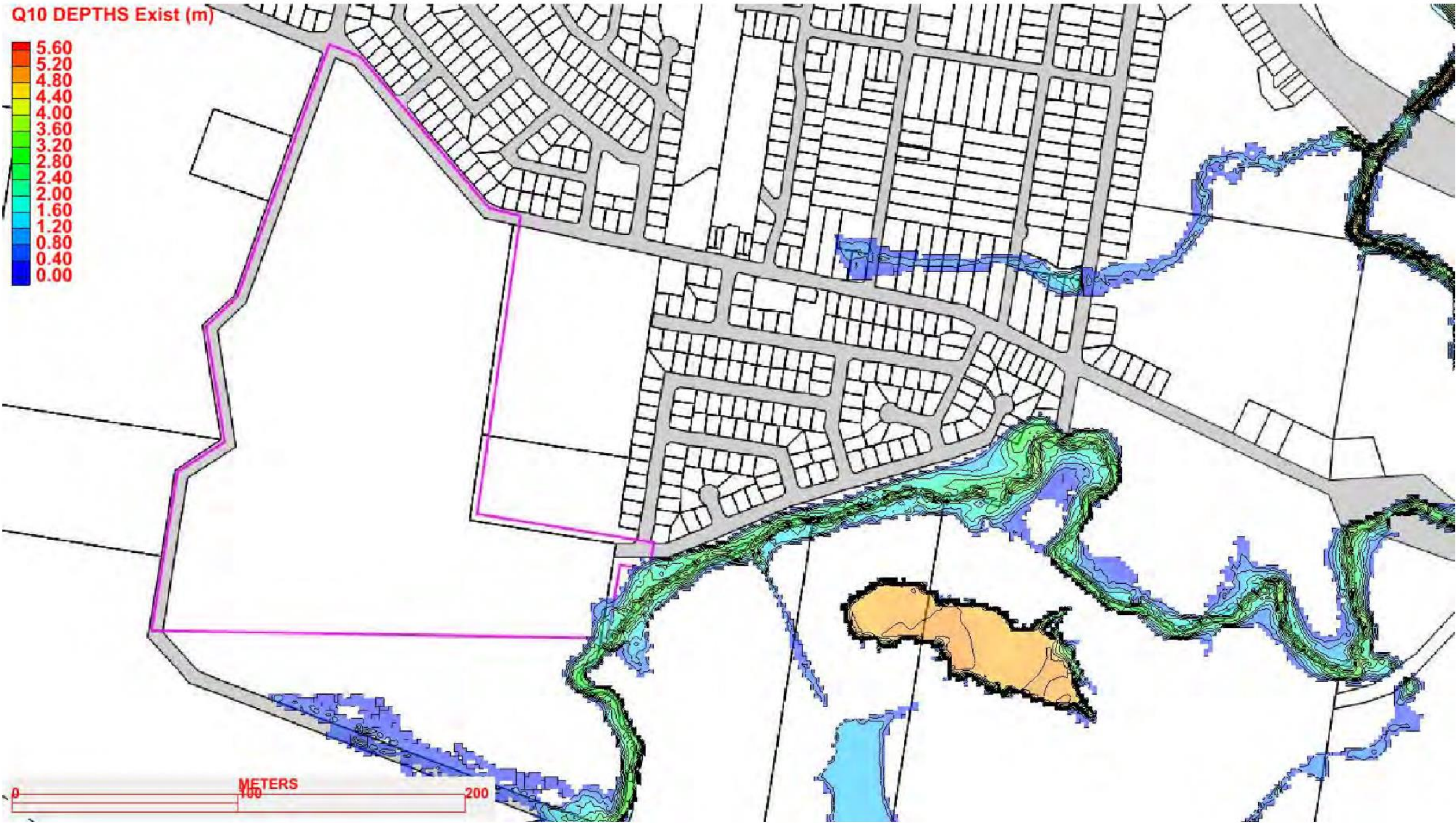


Figure 10 – Pre-Development, 10 year ARI Depths



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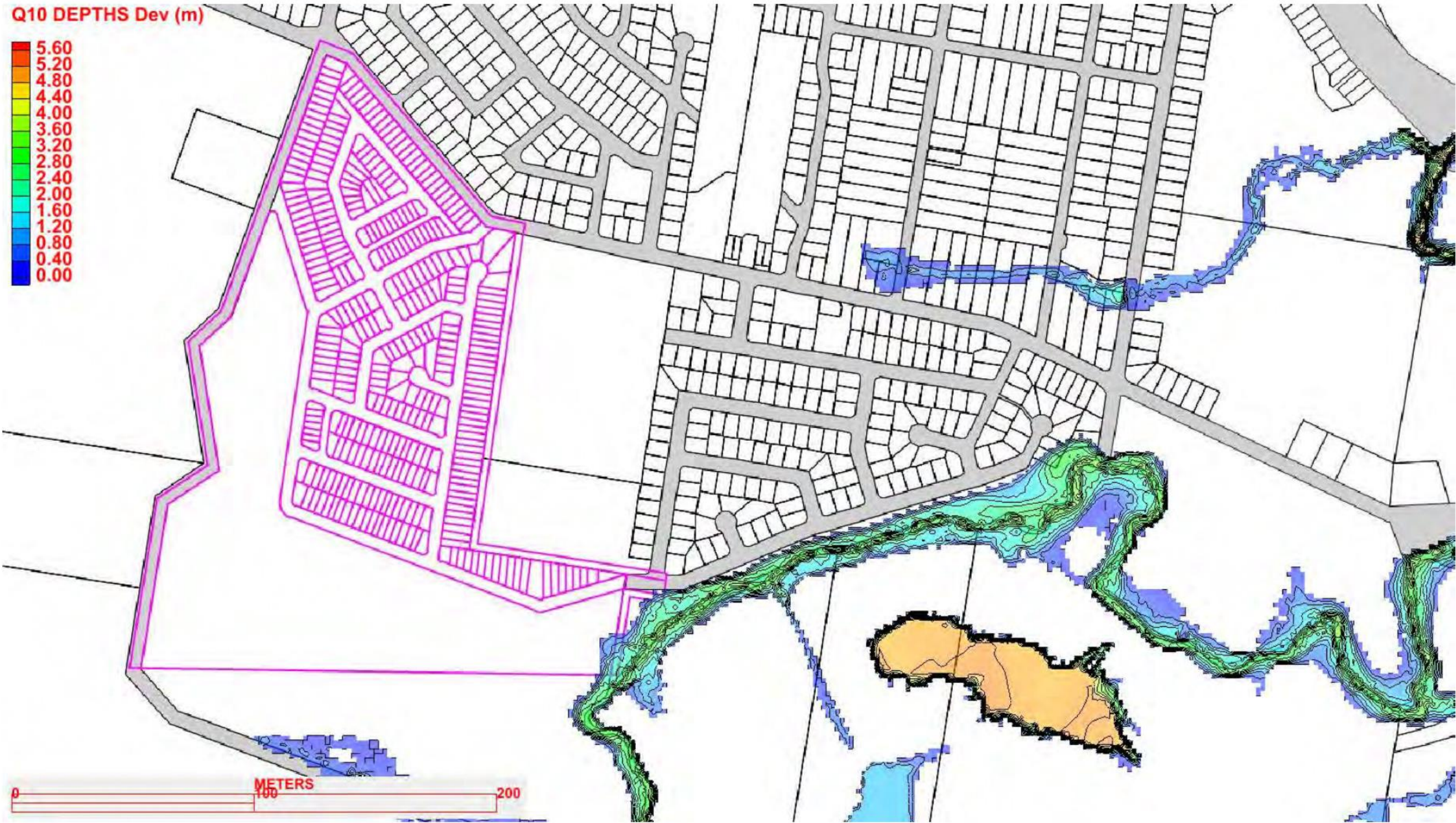


Figure 11 – Developed Site and Neighbour, 10 year ARI Depths



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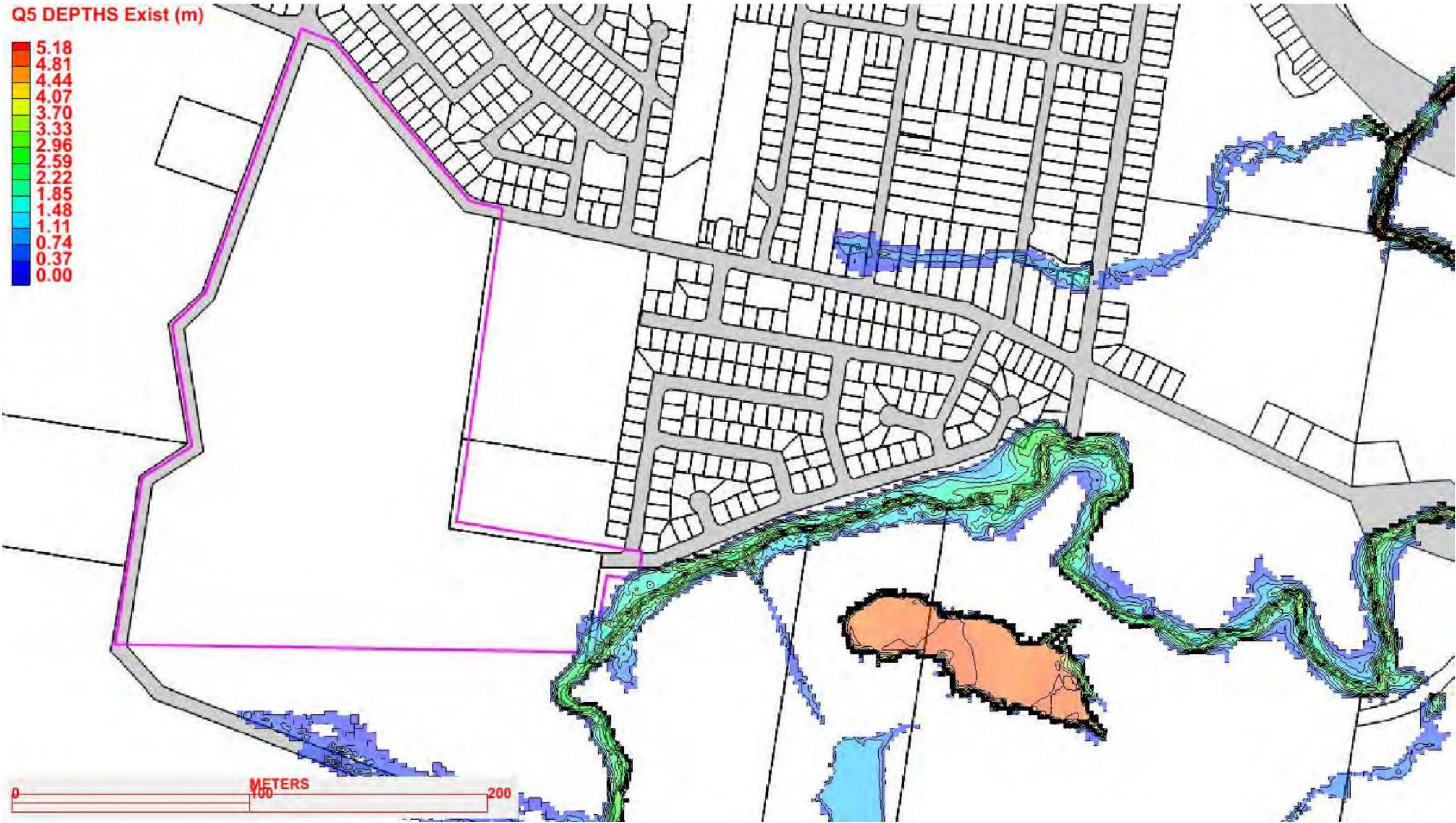


Figure 12 – Pre-Development, 5 year ARI Depths



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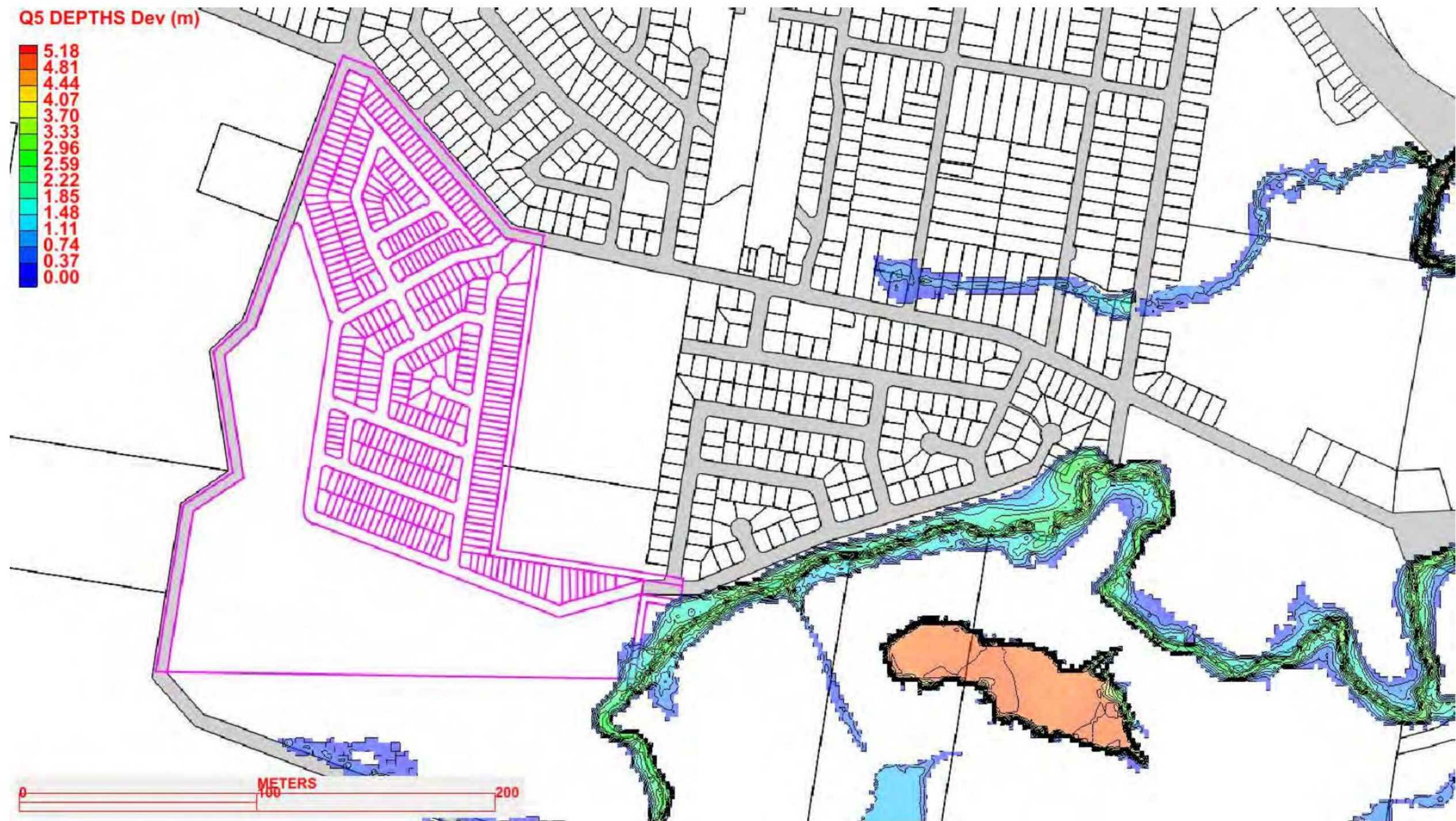


Figure 13 – Developed Site and Neighbour, 5 year ARI Depths



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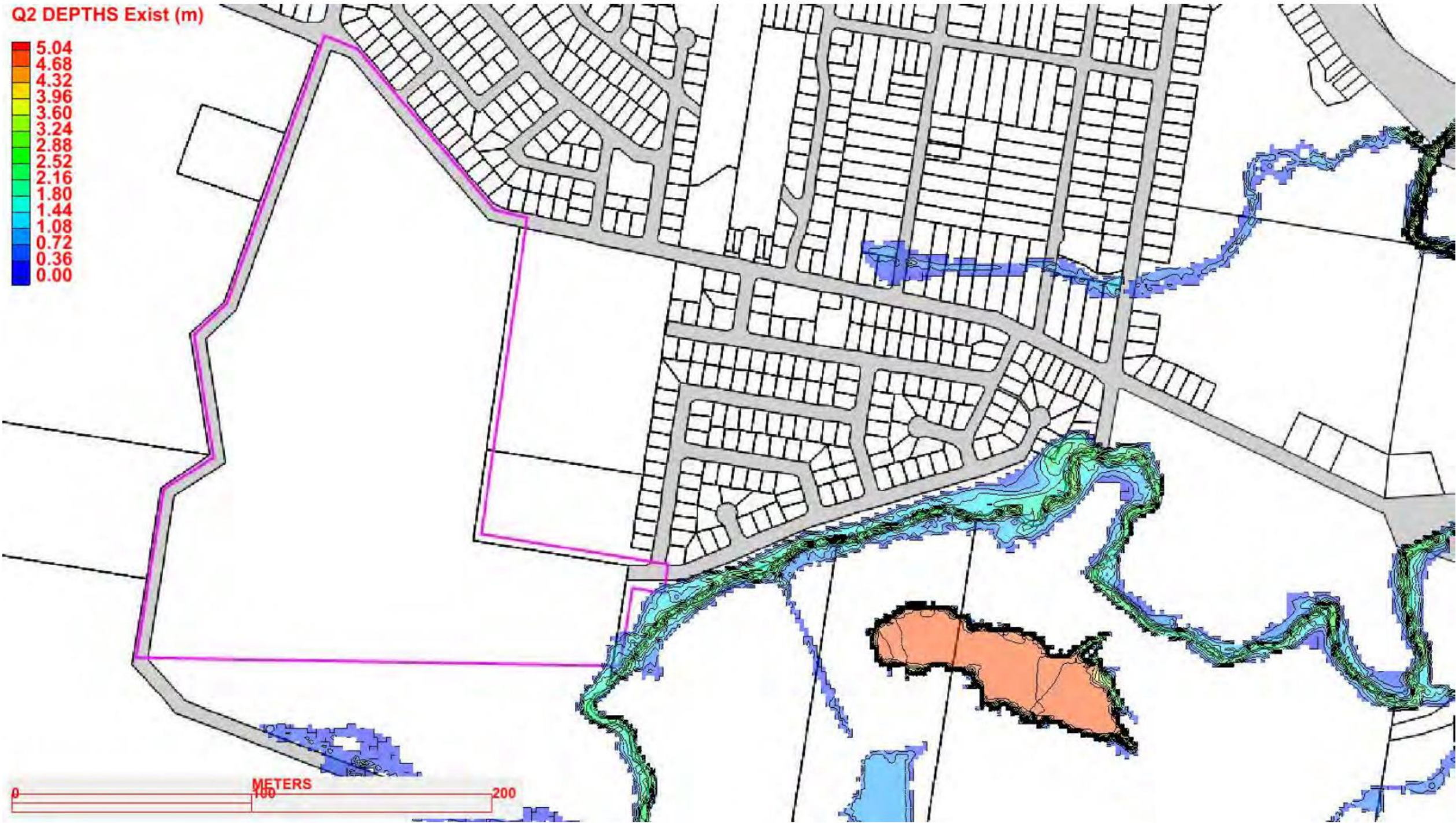


Figure 14 – Pre-Development, 2 year ARI Depths



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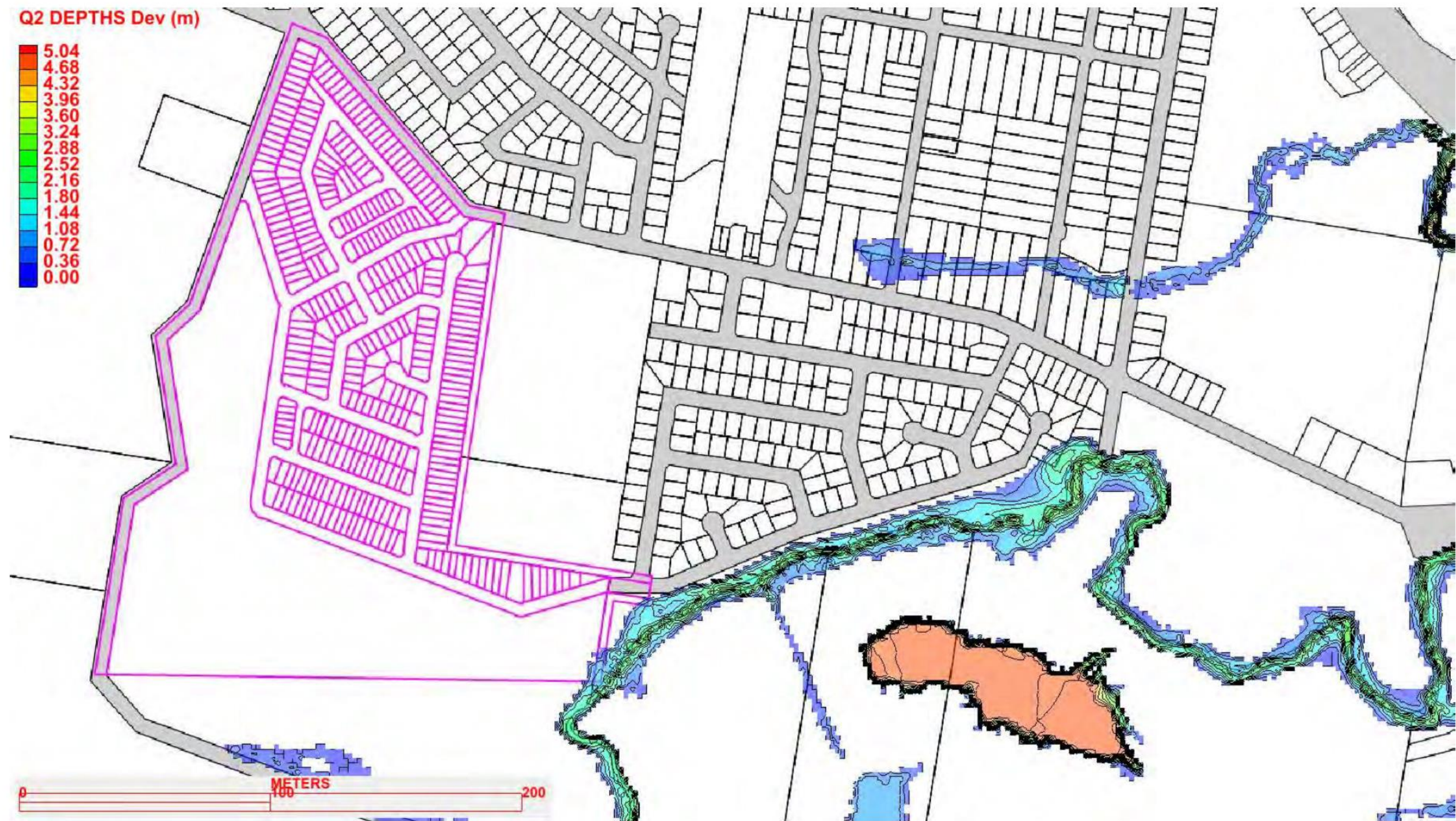


Figure 15 – Developed Site and Neighbour, 2 year ARI Depths



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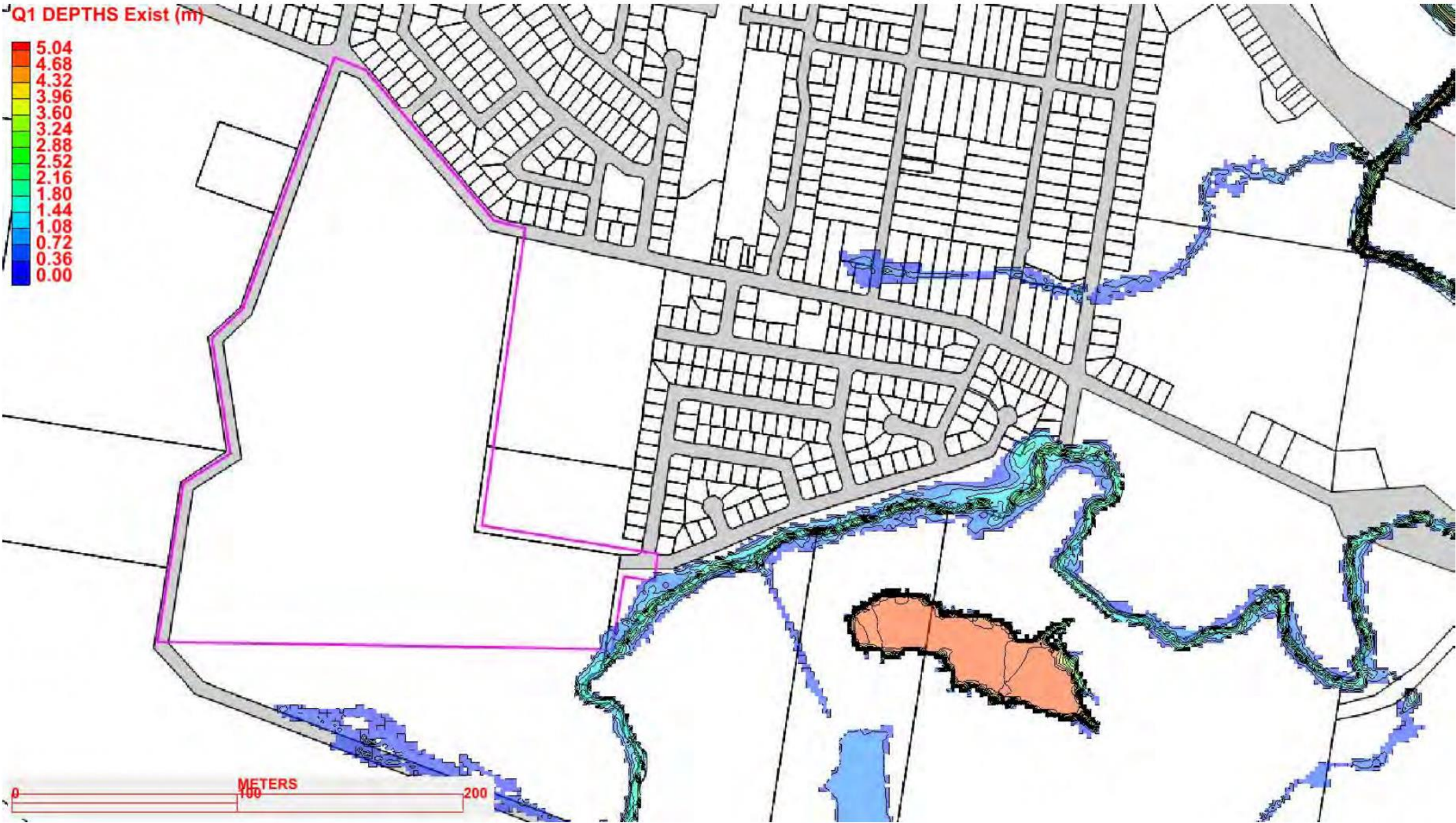


Figure 16 – Pre-Development, 1 year ARI Depths



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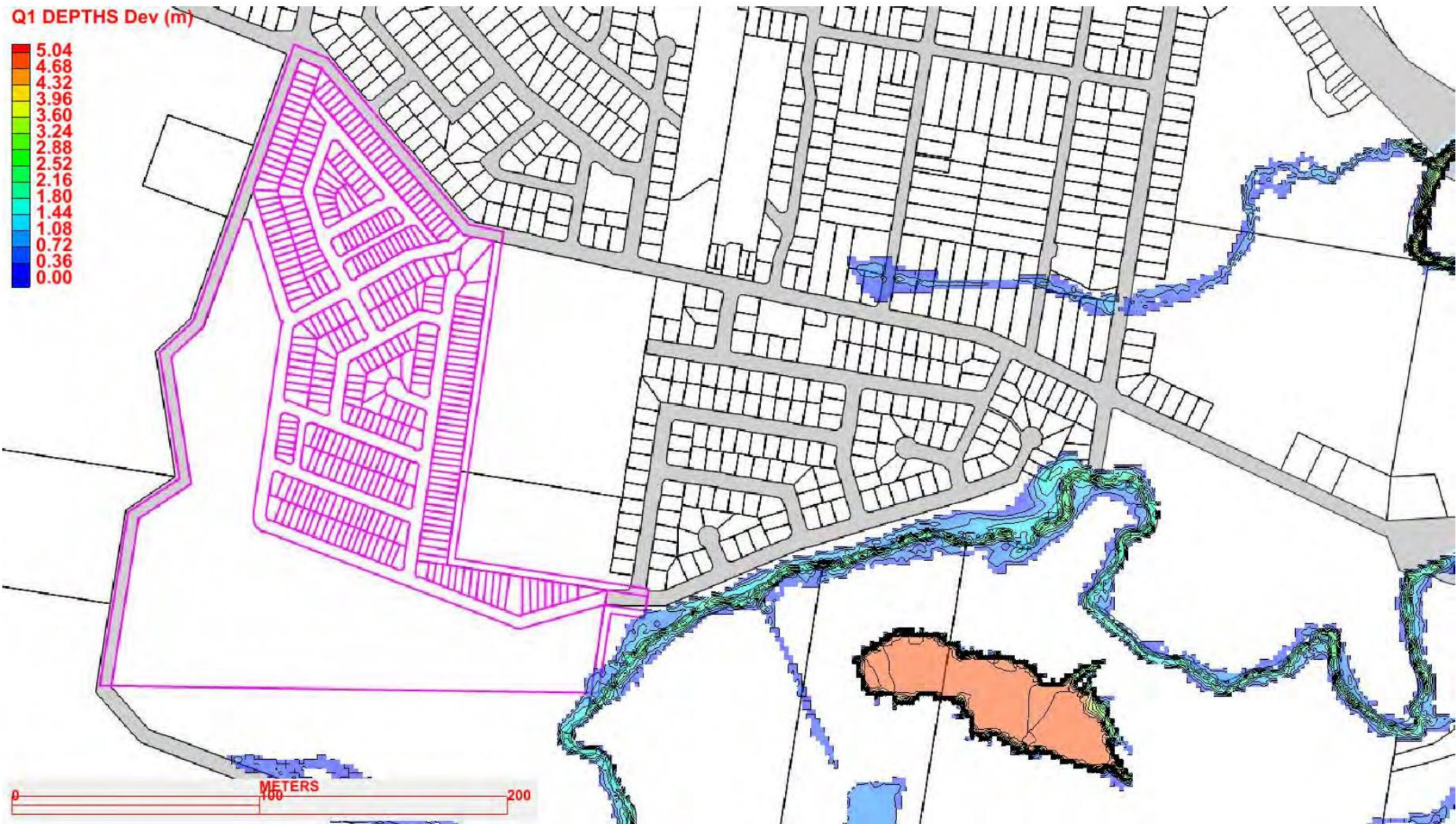


Figure 17 – Developed Site and Neighbour, 1 year ARI Depths



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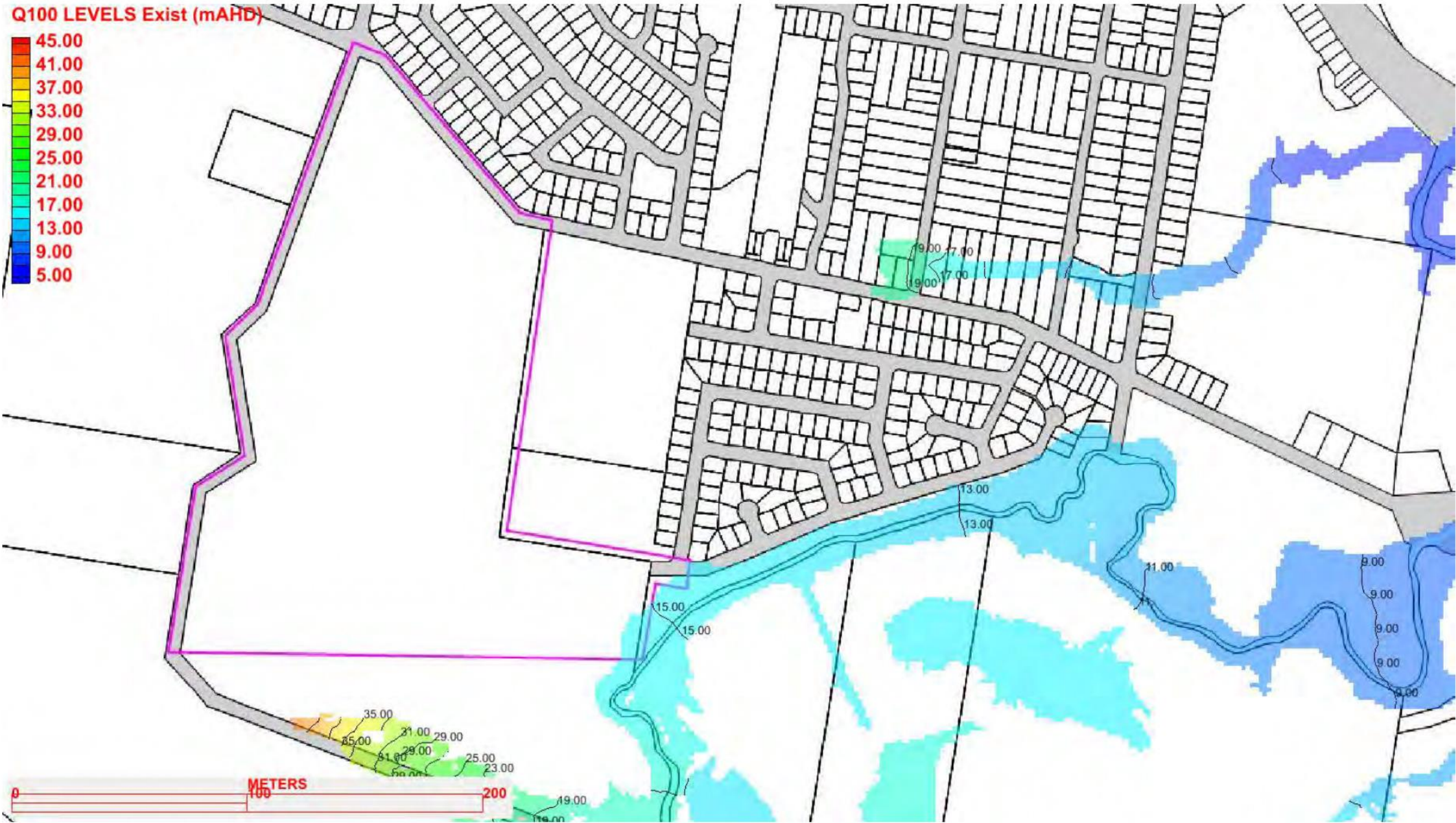


Figure 18 – Pre-Development, 100 year ARI Water Levels





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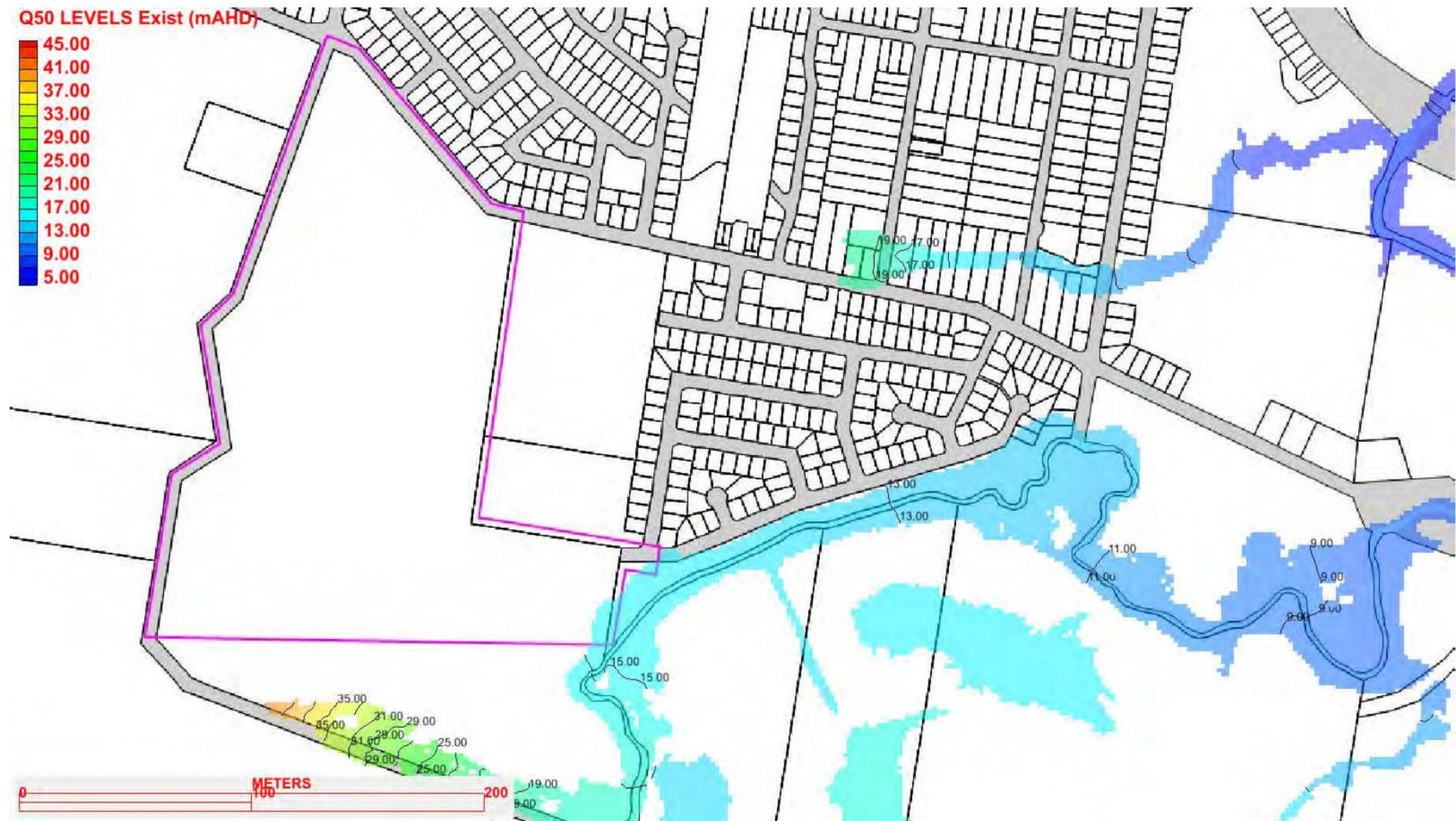


Figure 20 – Pre-Development, 50 year ARI Water Levels



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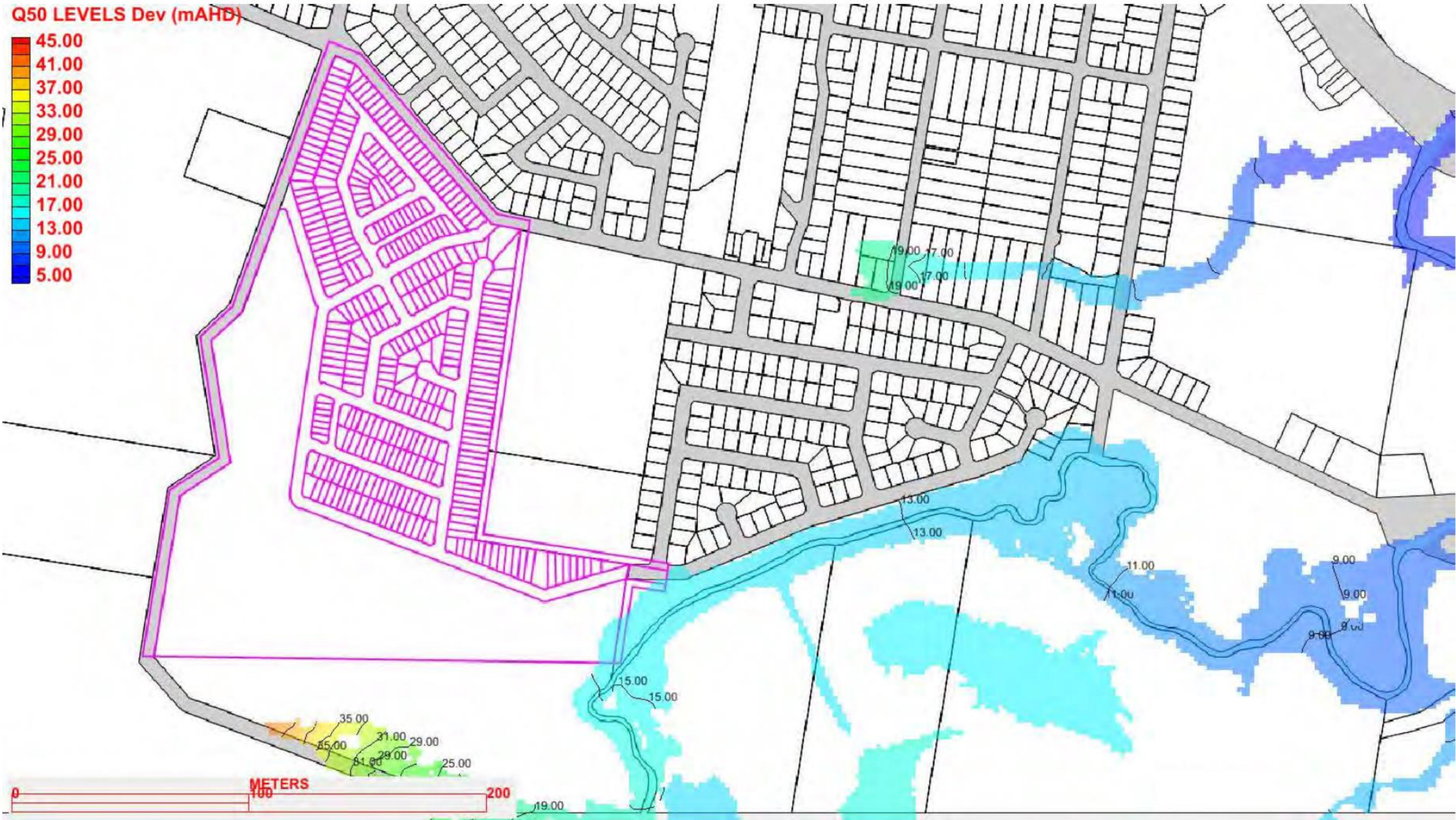


Figure 21 – Developed Site and Neighbour, 50 year ARI Water Levels



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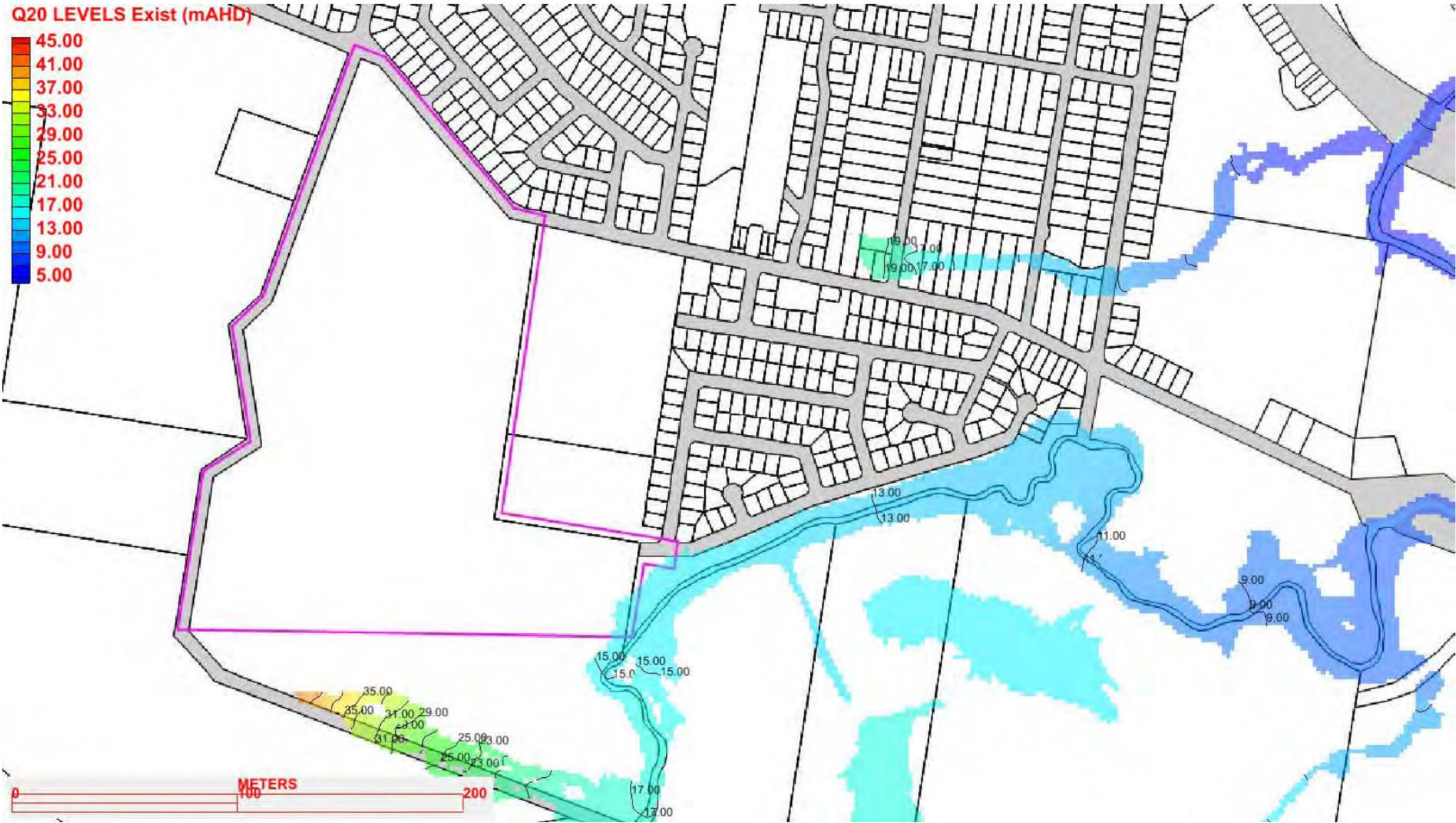


Figure 22 – Pre-Development, 20 year ARI Water Levels



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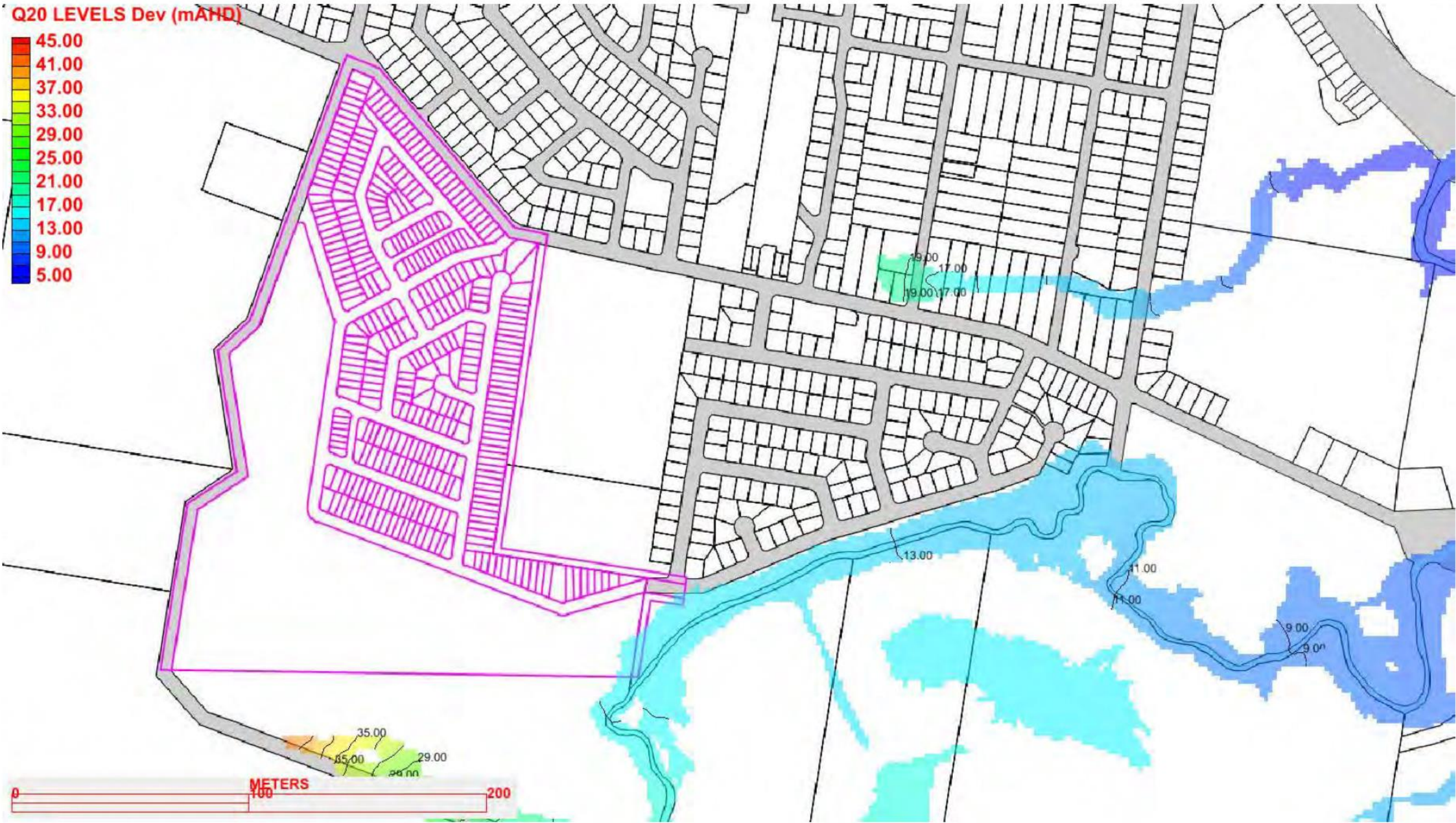


Figure 23 – Developed Site and Neighbour, 20 year ARI Water Levels

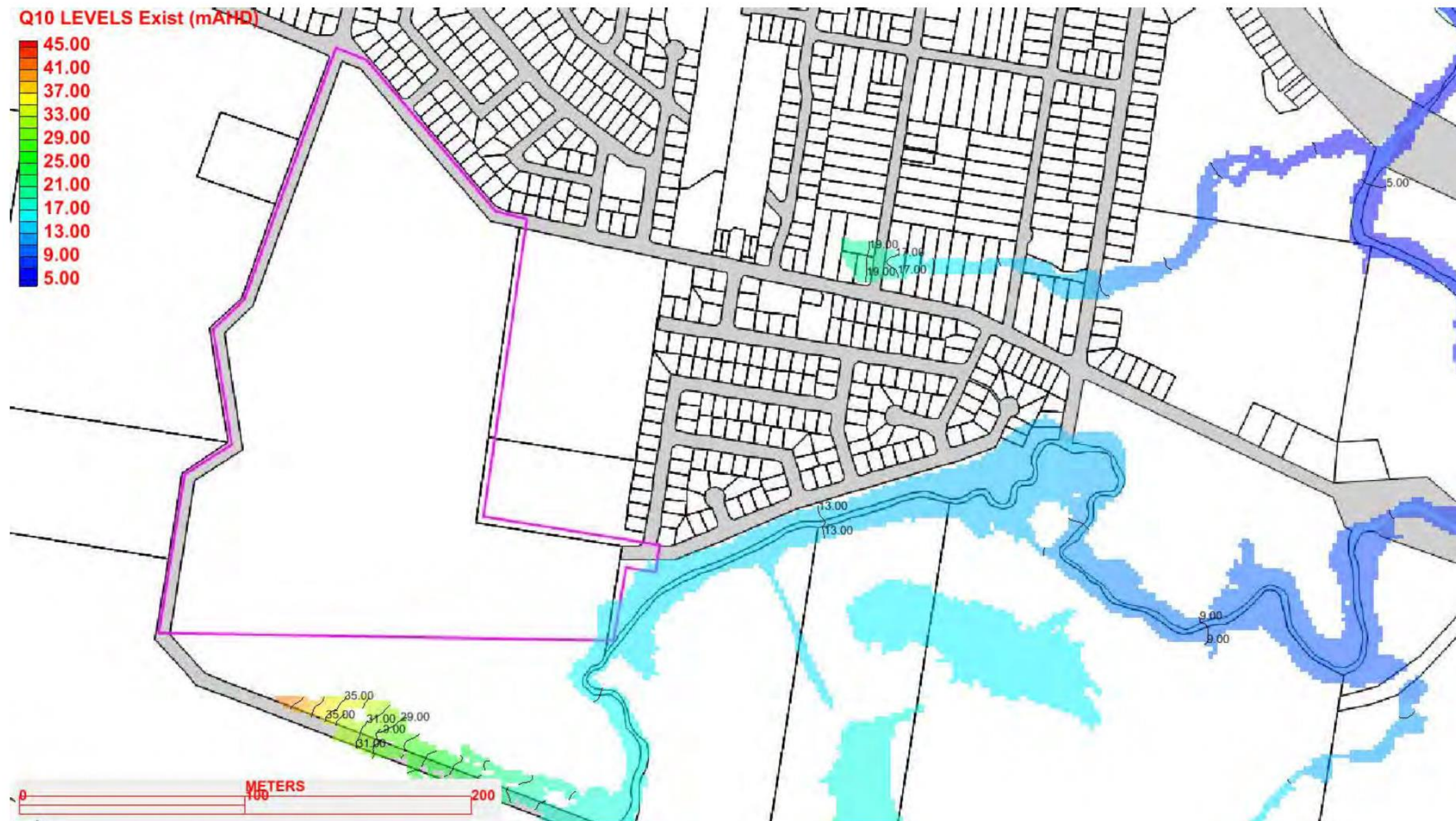


Figure 24 – Pre-Development, 10 year ARI Water Levels



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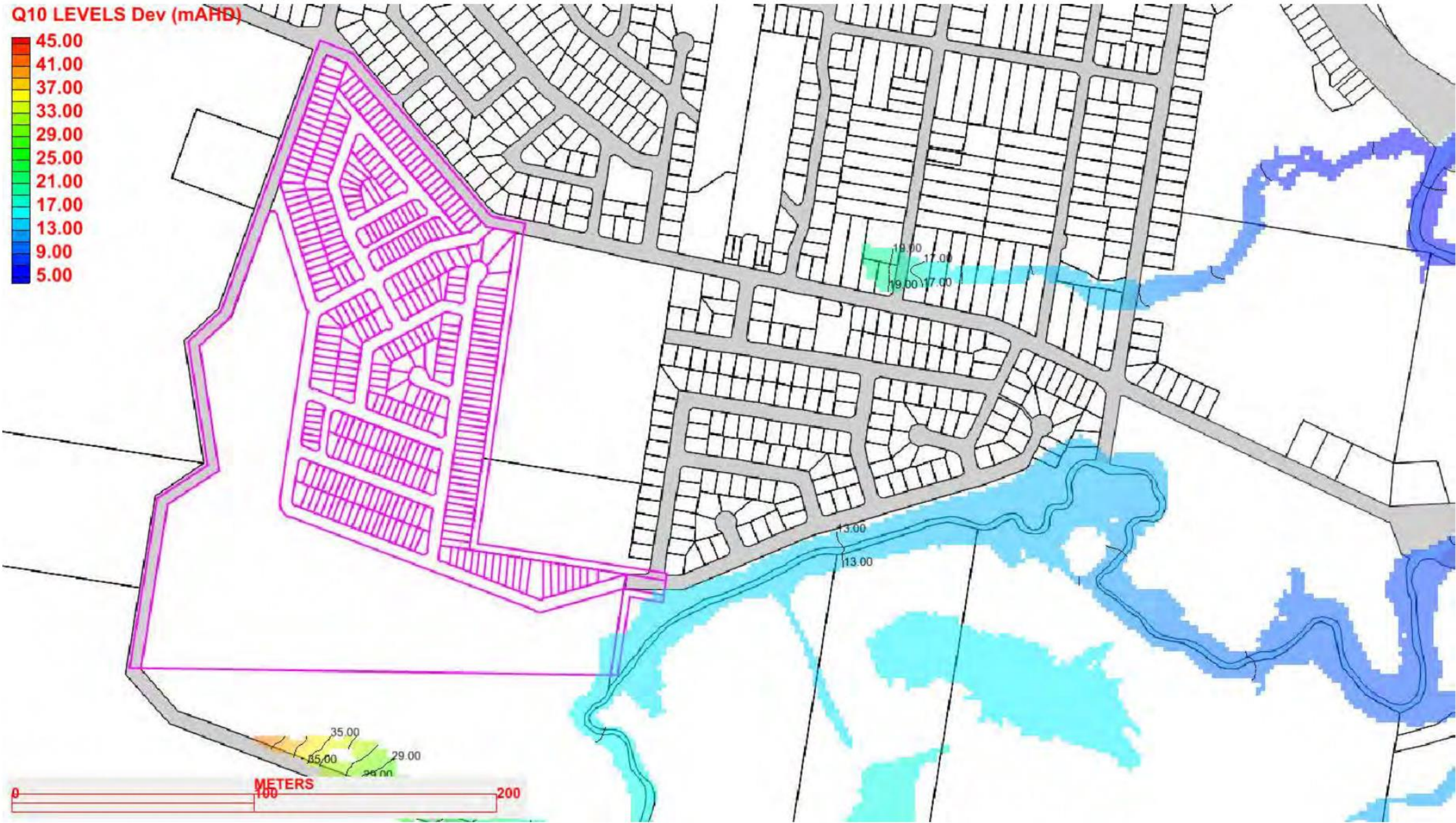


Figure 25 – Developed Site and Neighbour, 10 year ARI Water Levels



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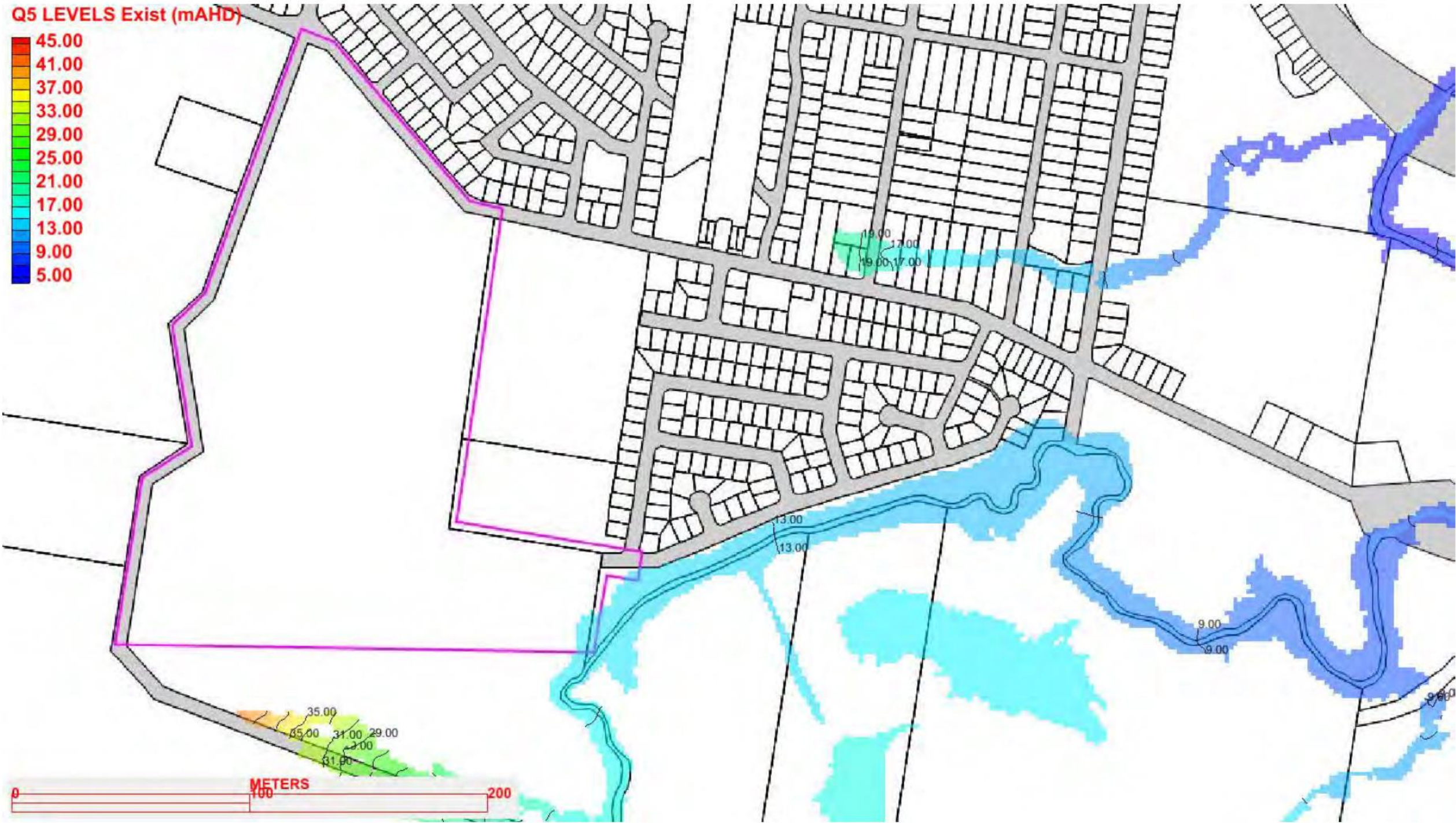


Figure 26 – Pre-Development, 5 year ARI Water Levels



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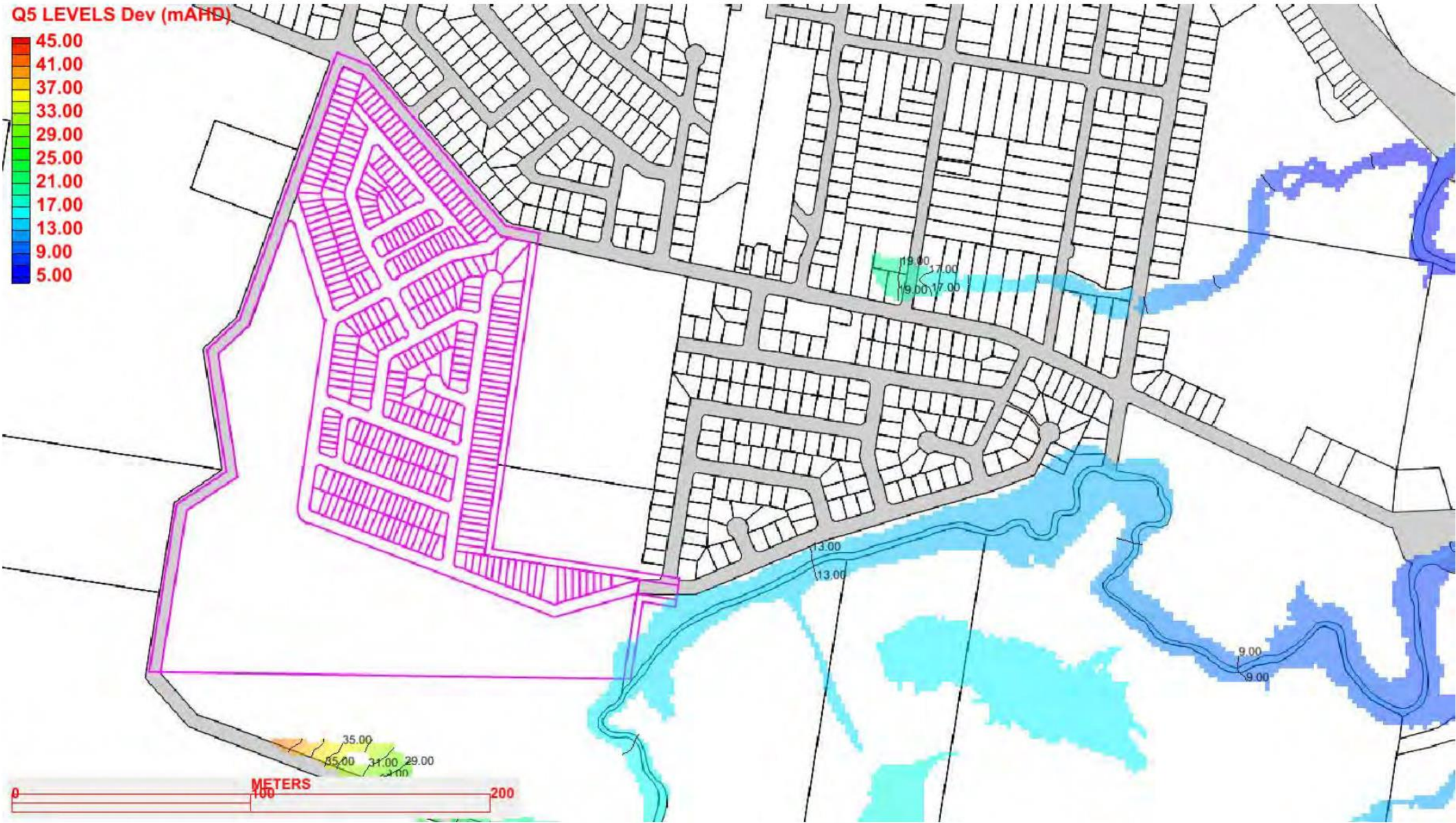


Figure 27 – Developed Site and Neighbour, 5 year ARI Water Levels



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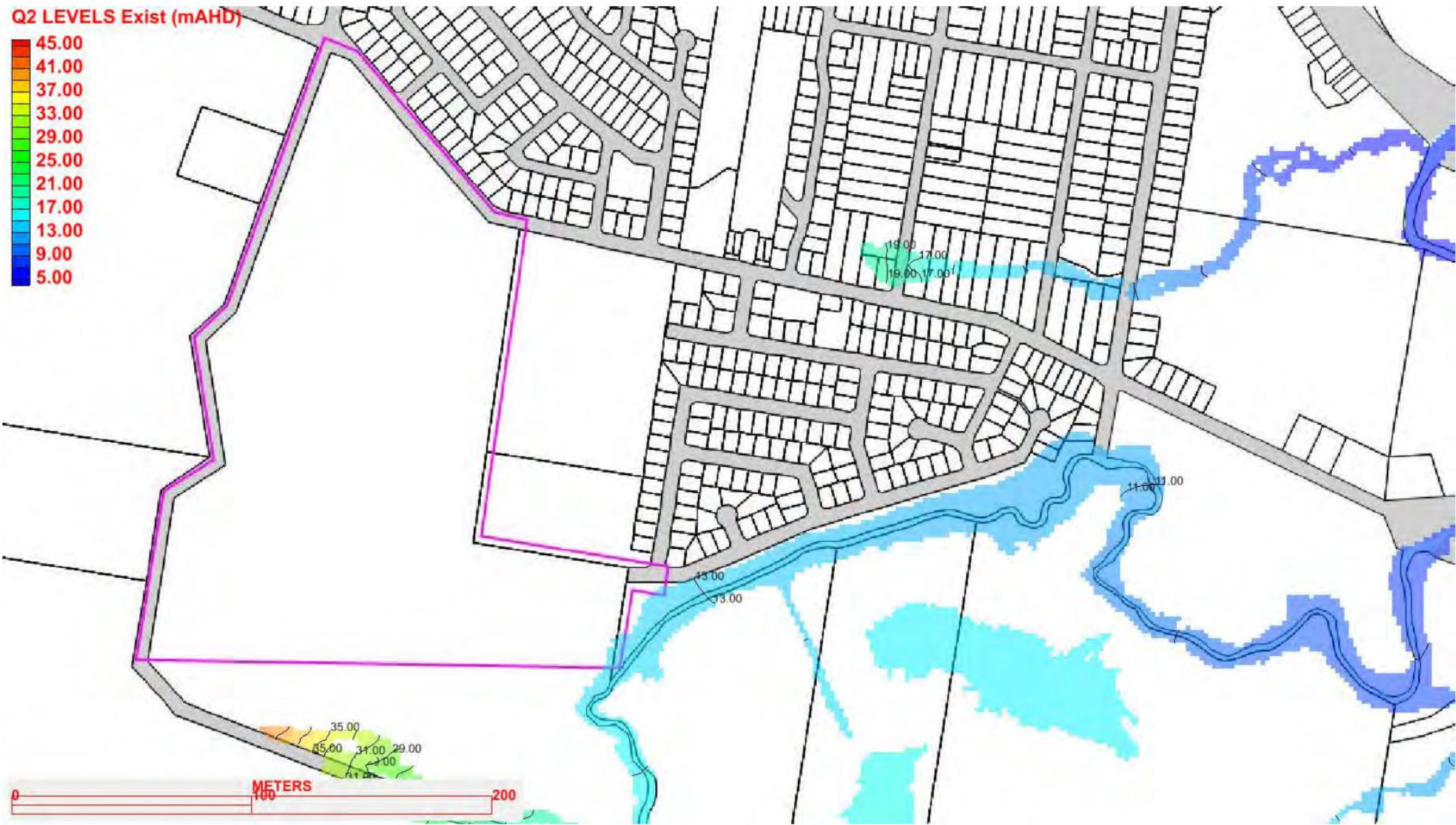


Figure 28 – Pre-Development, 2 year ARI Water Levels



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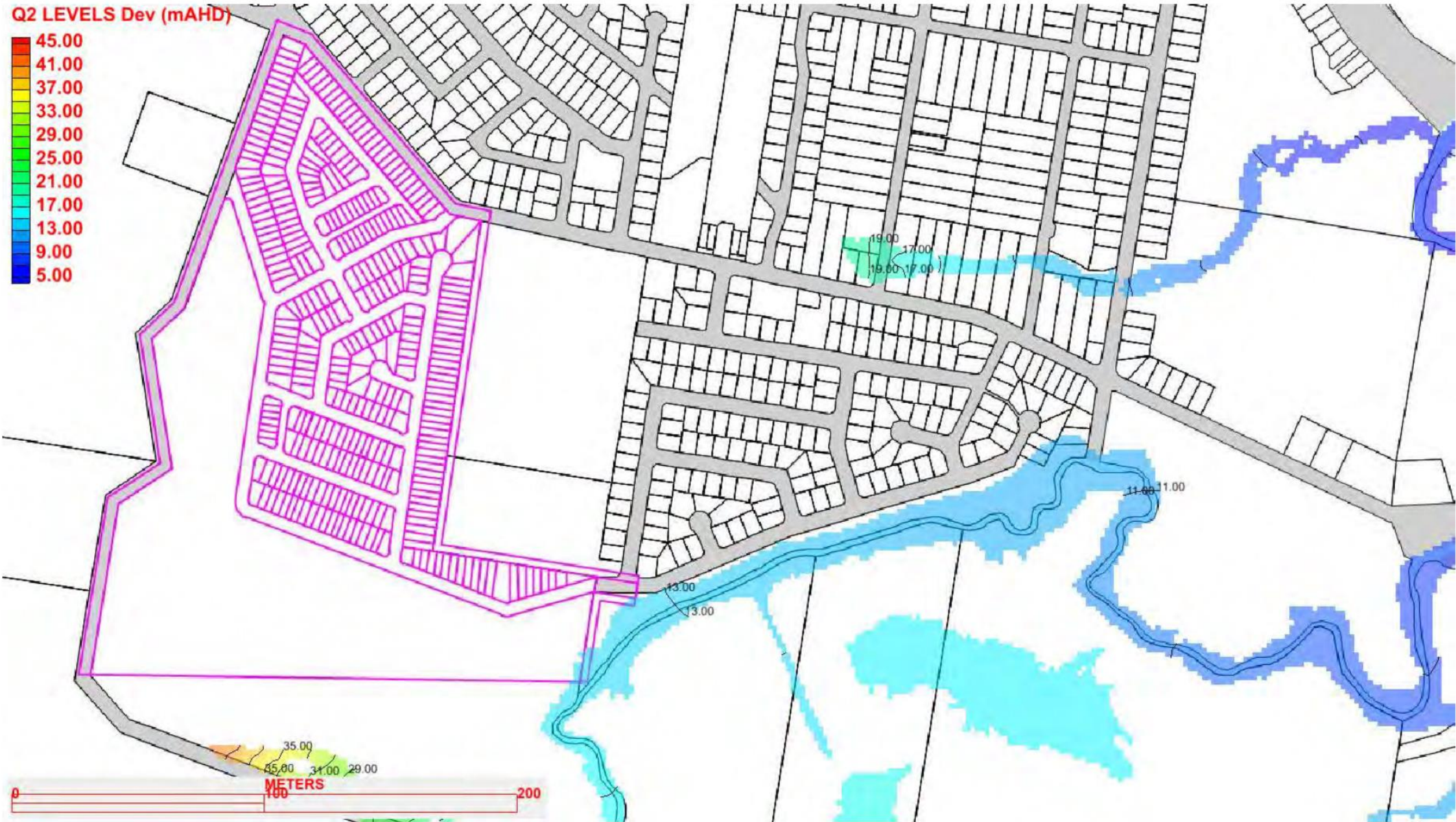
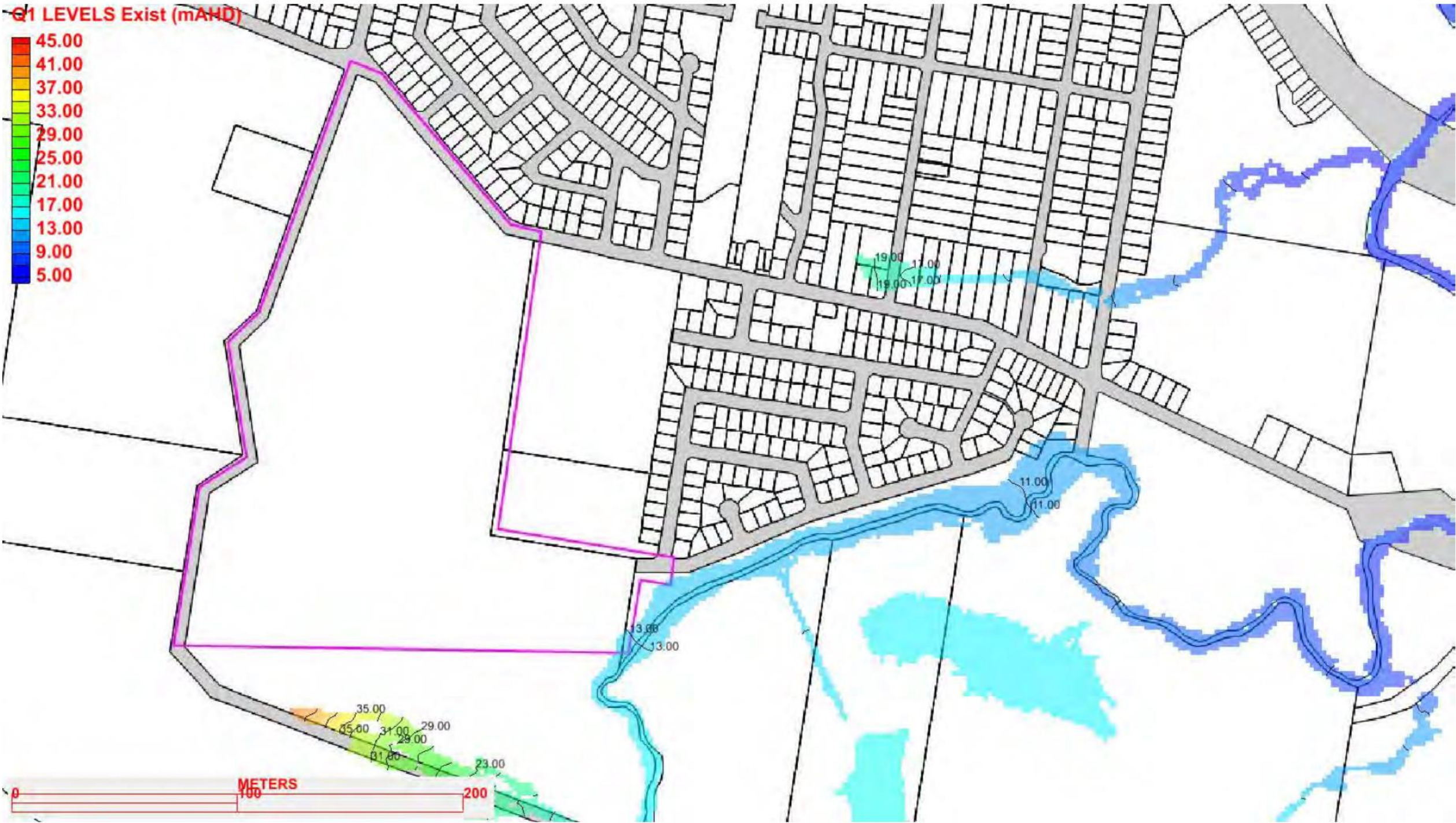


Figure 29 – Developed Site and Neighbour, 2 year ARI Water Levels



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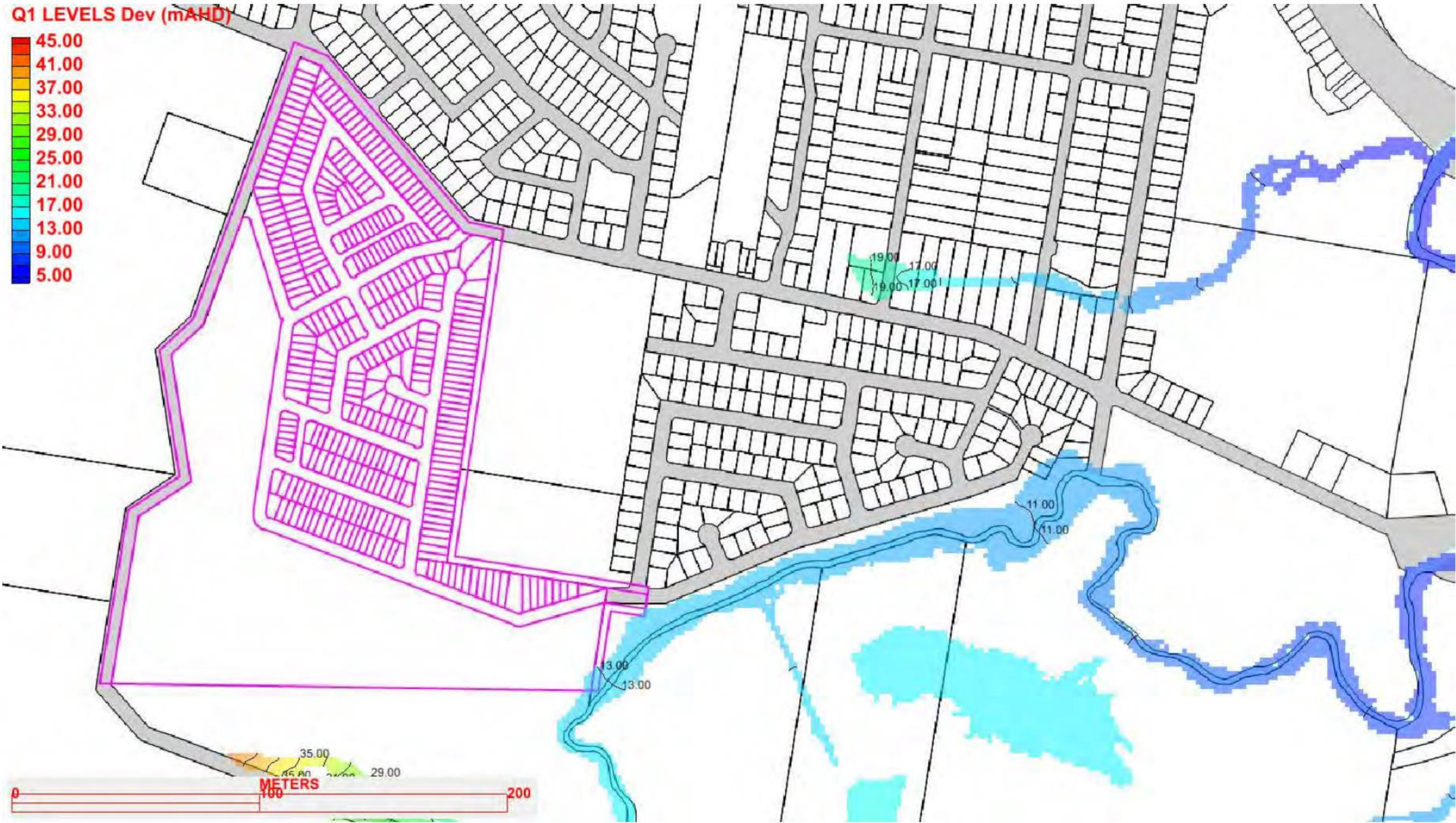


Figure 31 – Developed Site and Neighbour, 1 year ARI Water Levels



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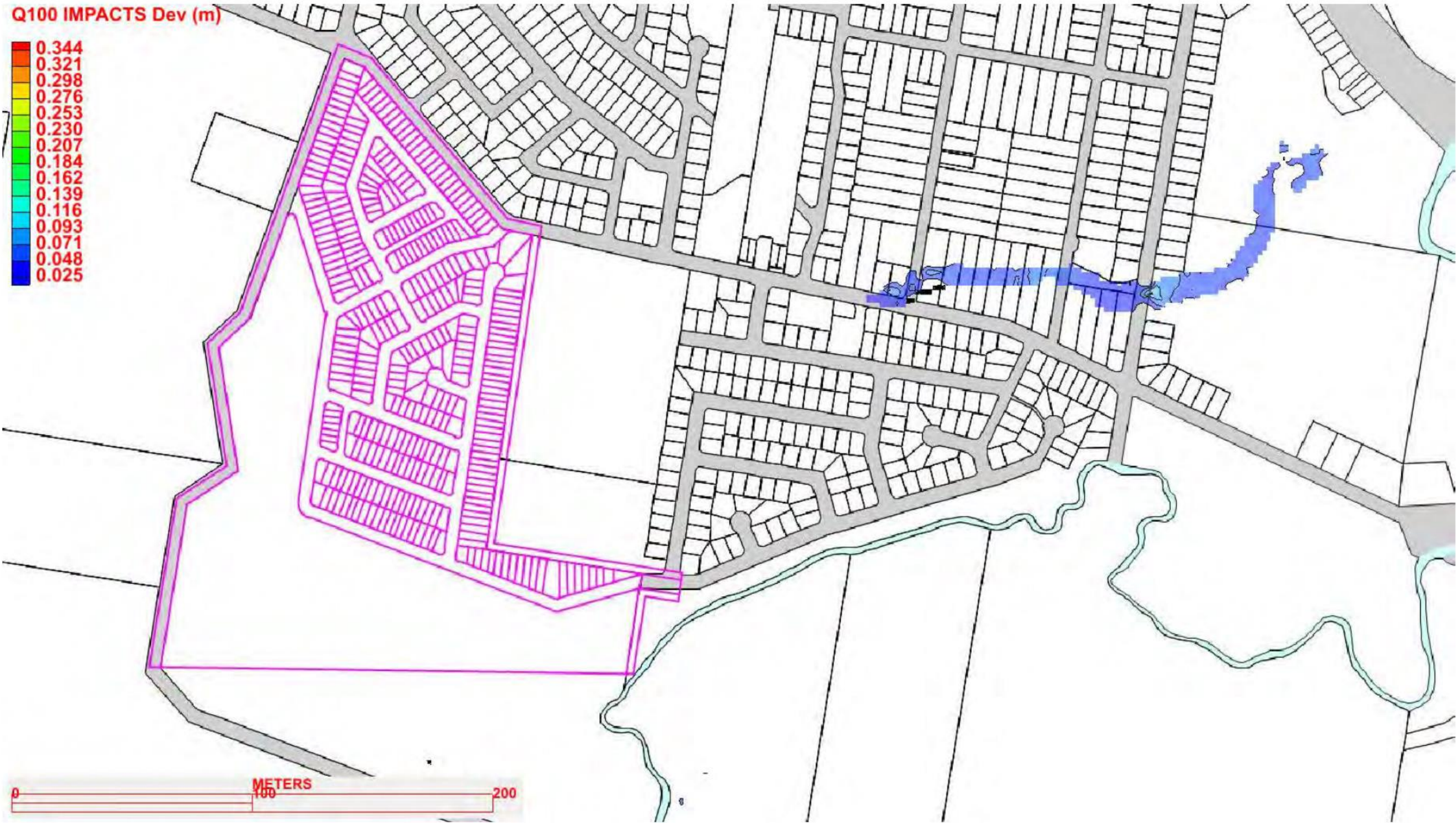


Figure 32 – Flood Impact, 100 year ARI



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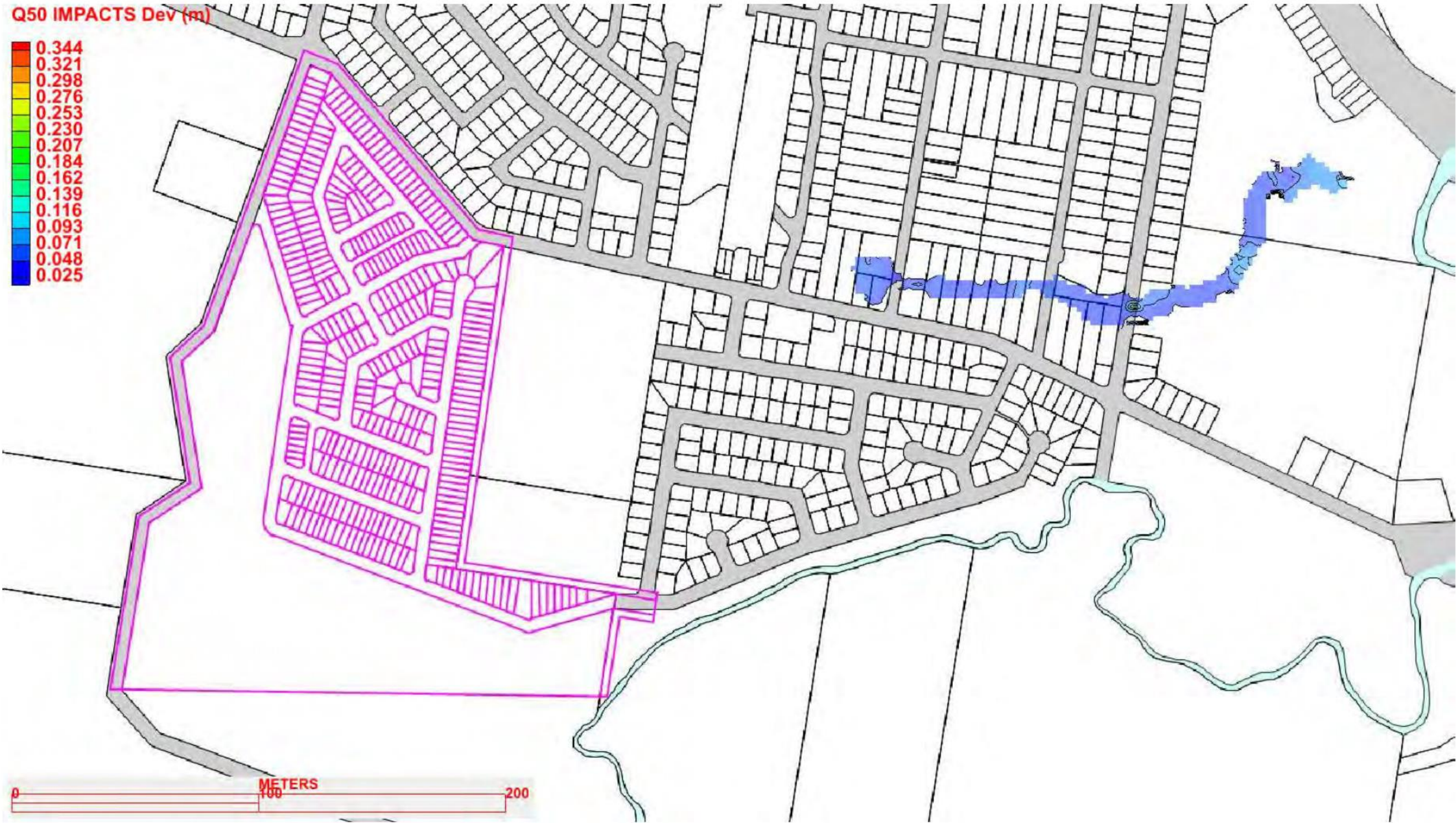


Figure 33 – Flood Impact, 50 year ARI



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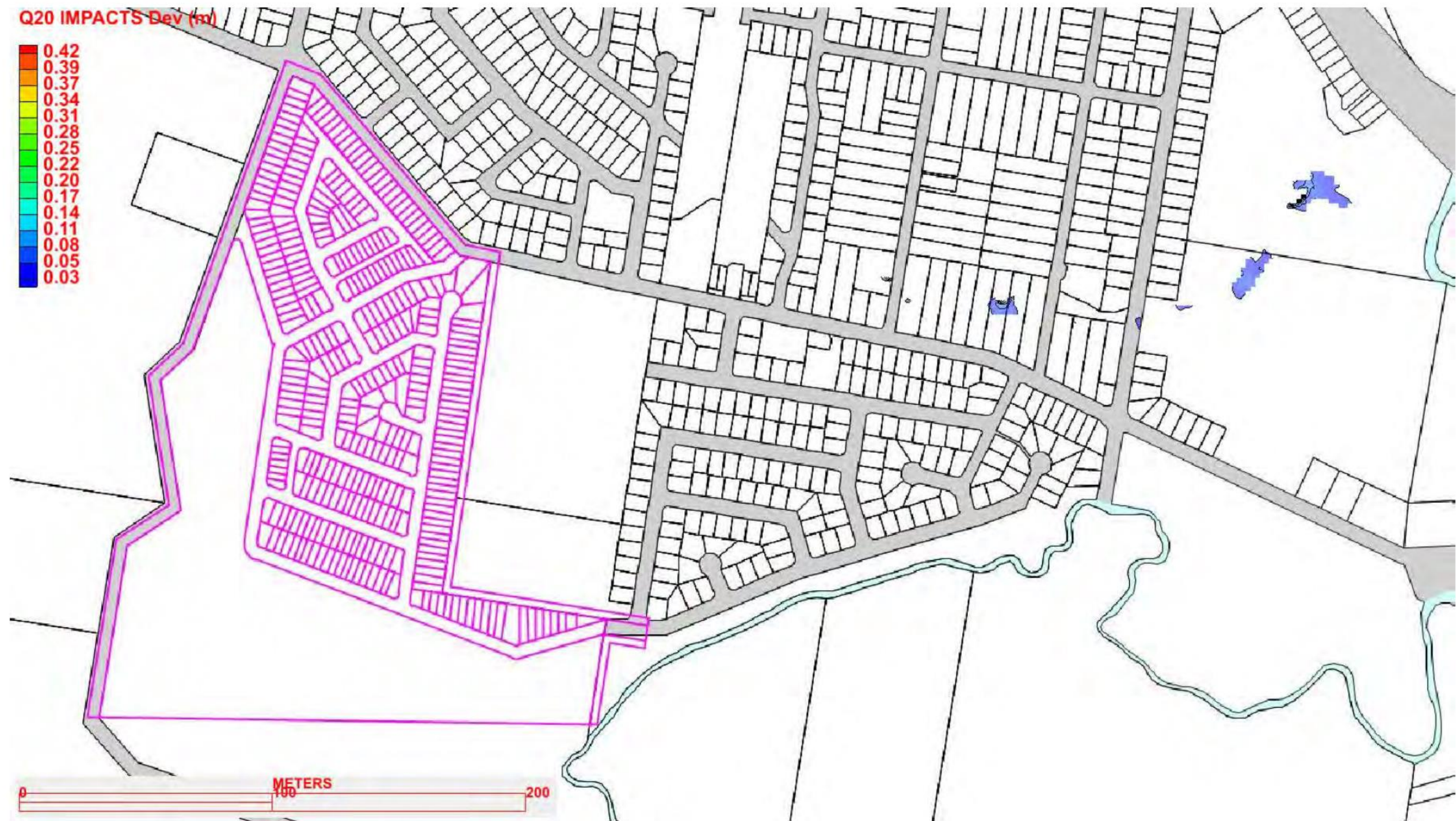


Figure 34 – Flood Impact, 20 year ARI



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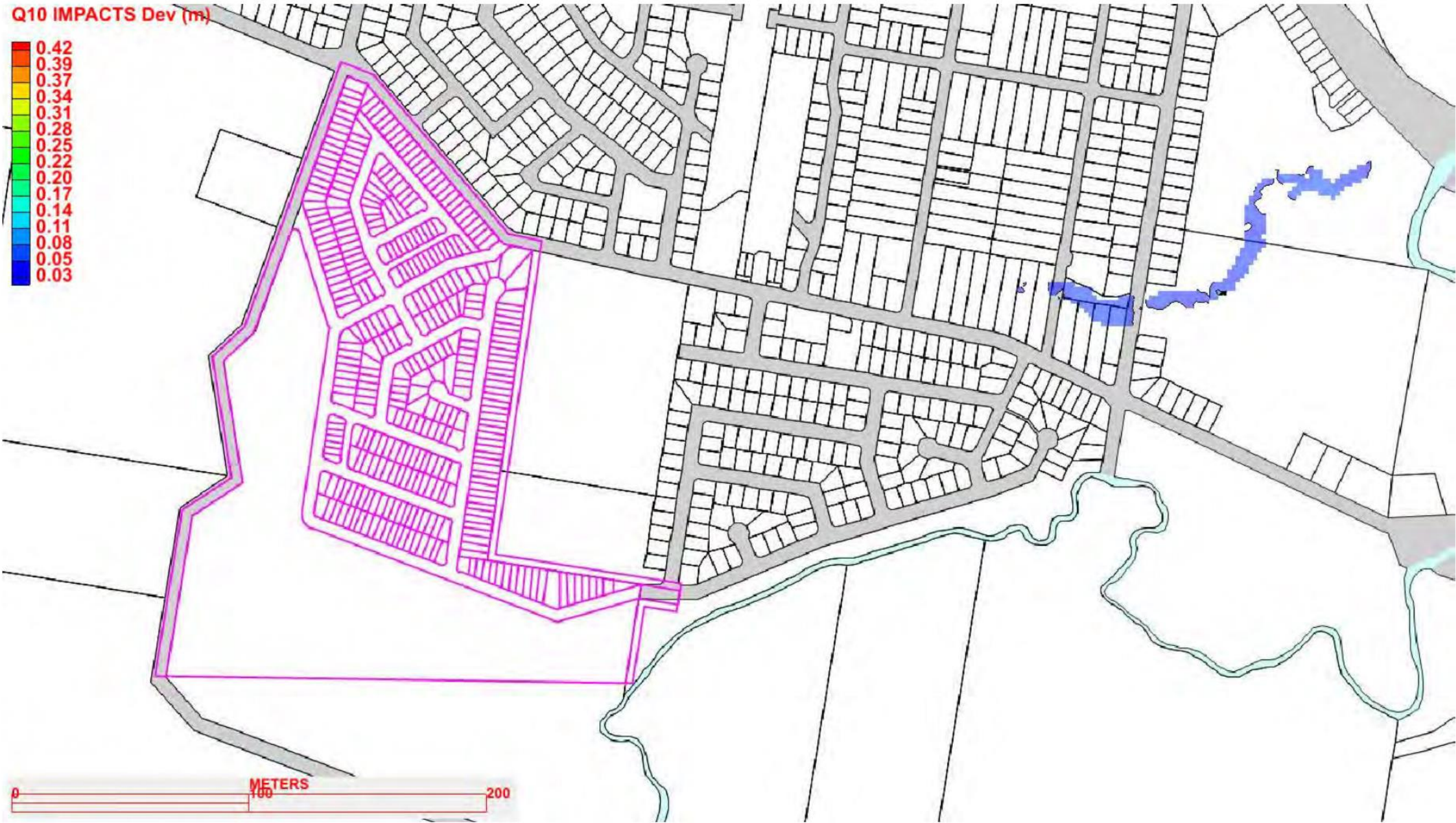


Figure 35 – Flood Impact, 10 year ARI



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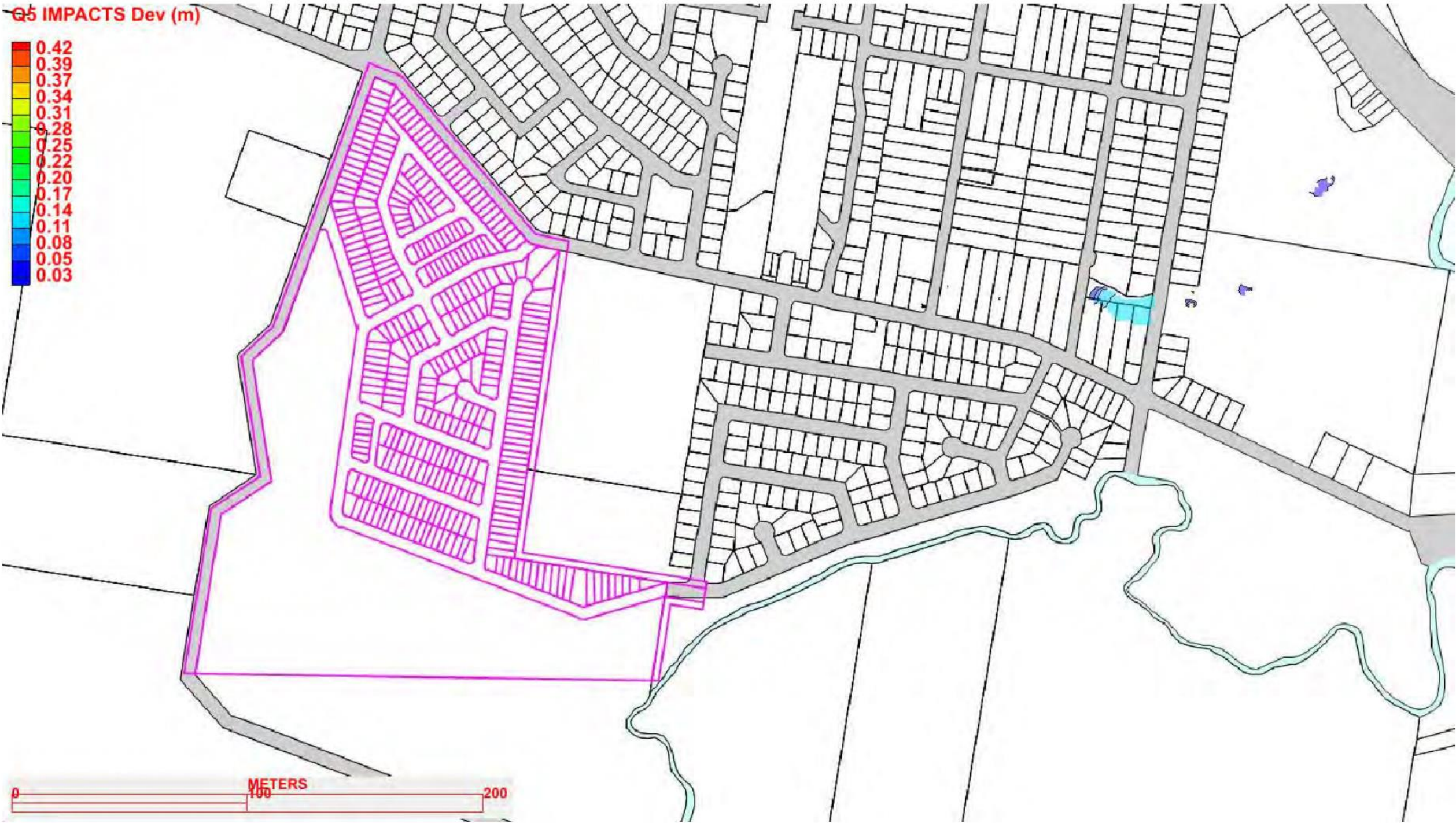


Figure 36 – Flood Impact, 5 year ARI



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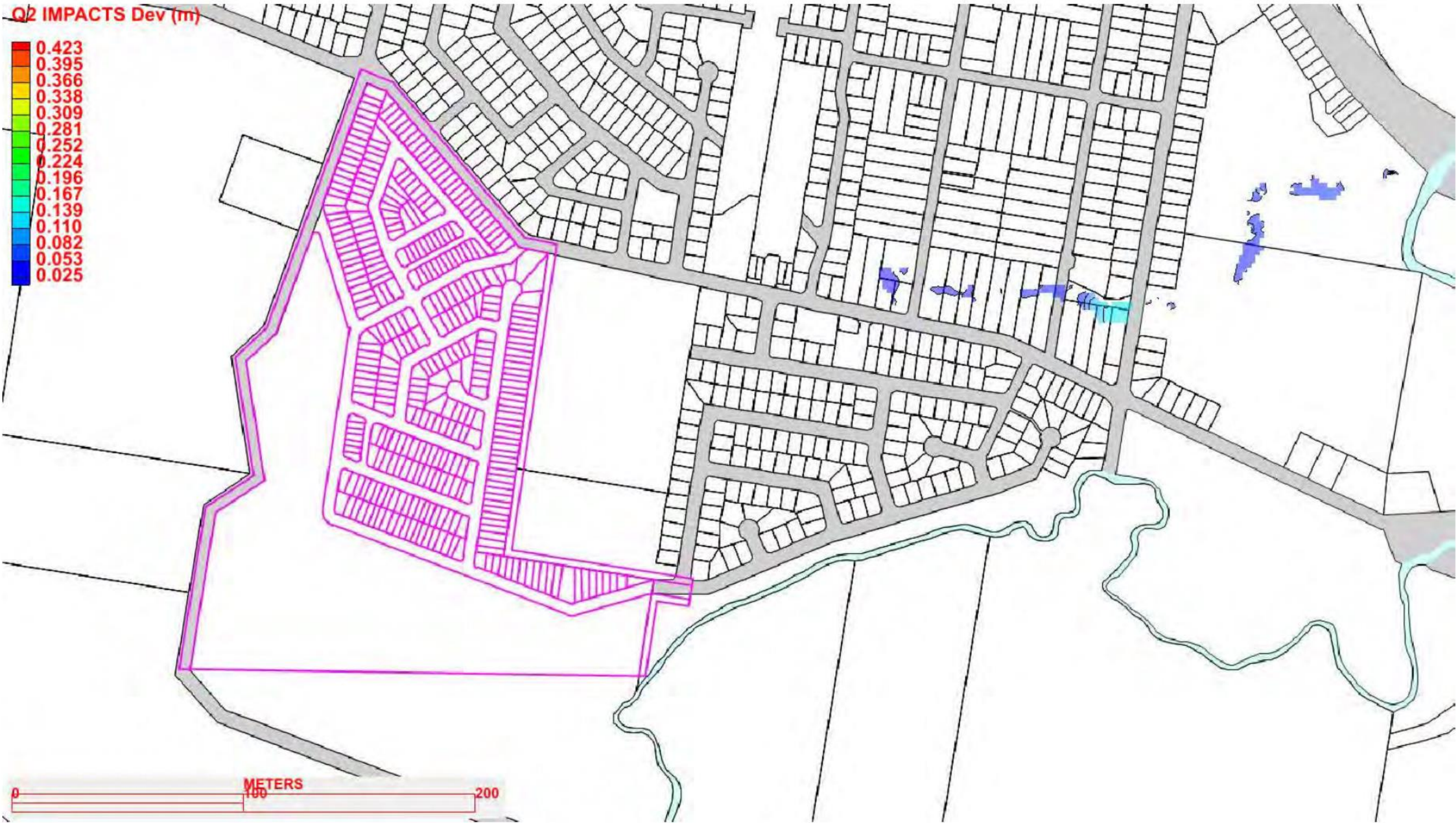


Figure 37 – Flood Impact, 2 year ARI



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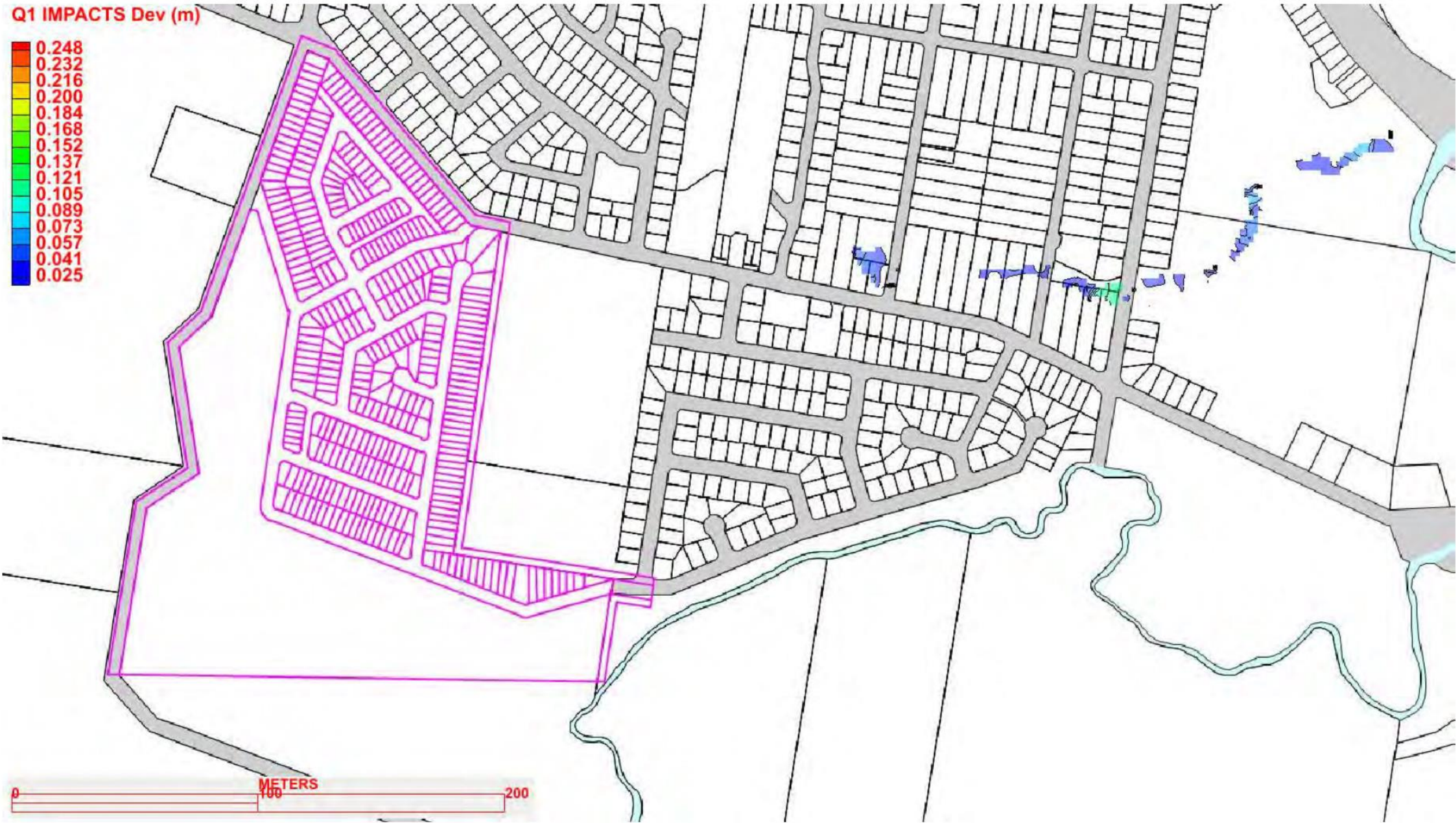
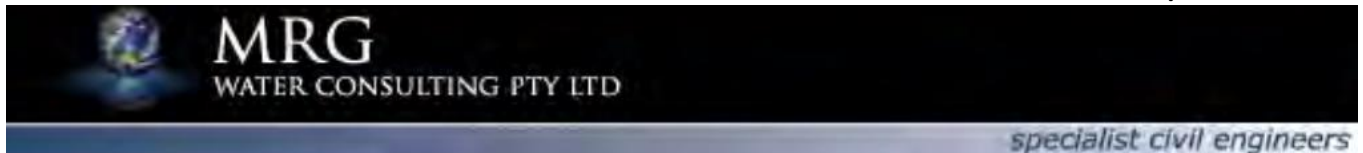


Figure 38 – Flood Impact, 1 year ARI



4.0 CONCLUSION

This report demonstrates that the proposed developed will generally reduce peak discharges downstream in Six Mile Creek and will not have an adverse impact on flood conditions for neighbouring properties for all design events assessed. The reduction in peak discharges is due to the changes in timing of the downstream hydrographs relative to the peak of the total flow within the catchment.

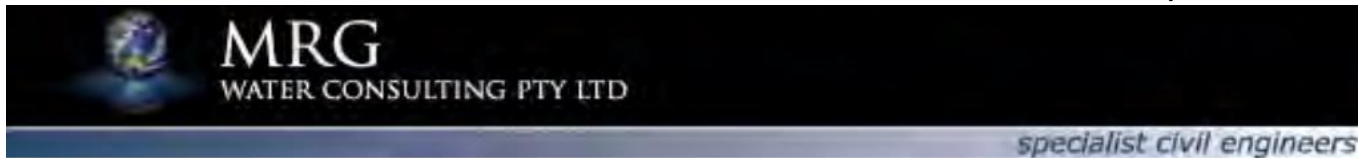
There are some small increases, (between 0.025 and 0.05 m) in 100 year ARI water levels on properties to the east. It should be noted that the water depths on these sites are up to 2.0 m and the increases in depths are not considered a worsening.

The investigation has confirmed that no detention systems are required for the development at 36 Child St, Riverview. Detention on this site or the neighbouring site could actually increase peak discharges and would therefore have the opposite impact to that which would be desired by installing them. Again this would be due to changing the timing of the hydrographs and more closely aligning the peaks. Adequate provision has been made in the drainage reserve bounded by Bassili Drive for detention on the eastern portion of the site. This will be designed in detail at the operational works phase of the development including justification for its geometry and characteristics.

To account for cumulative impacts the neighboring site has been included in the hydrology of this assessment as part of the developed scenario.

A handwritten signature in blue ink, appearing to read 'Mark Gibson', is shown on a light blue background.

Mark Gibson
BEng (Civil), GCIWM, MIE Aust, RPEQ 6722



5.0 REFERENCES

1. Sinclair Knight Merz, 2012. *Six Mile Creek Flood Study & Flood Risk Management Plan*. Brisbane.
2. Main Roads, Queensland Government (2008): '*Queensland Urban Drainage Manual - in Volume 1 (QUDM)*, 2nd Edition

LIST OF APPENDICES

APPENDIX A – Rational Method Calculations

APPENDIX B – RAFTS Model Files

APPENDIX C – TUFLOW Model Files

APPENDIX A

Rational Method Calculations

RATIONAL METHOD CALCULATIONS

Project: 36 Child St, Riverview

Location of Discharge: Point 1

Catchment Condition: Developed Site/Developed upstream

Other Comments:



Time of Concentration	15.5 minutes			
	Urban	Open Space	Rural	Total
Sub-Catchment Areas	8.730			8.73
C10 Runoff Coefficients	0.85			ha
10yr 1hr Intensity (mm/hr)	68.30			

ARI (years)	Rainfall Intensity (mm/hr)	Depth (mm)	Fy	Runoff Coefficients			Discharges (cumecs)			
				Urban	Open Space	Rural	Urban	Open Space	Rural	TOTAL
1	71.2	18	0.80	0.68	0.00	0.00	1.175	0.000	0.000	1.17
2	92.1	24	0.85	0.72	0.00	0.00	1.614	0.000	0.000	1.61
5	118.5	31	0.95	0.81	0.00	0.00	2.321	0.000	0.000	2.32
10	134.7	35	1.00	0.85	0.00	0.00	2.776	0.000	0.000	2.78
20	156.3	40	1.05	0.89	0.00	0.00	3.383	0.000	0.000	3.38
50	185.4	48	1.15	0.98	0.00	0.00	4.396	0.000	0.000	4.40
100	208.3	54	1.20	1.00	0.00	0.00	5.051	0.000	0.000	5.05

Upper Catchment Slope	5.0%
Standard Inlet Time	13 min
Channel Travel Length	380 metres
Channel Fall	15 metres
Travel Time	2.5 min
Delta for	1.0
Time of Concentration @ u/s bdy	15.5

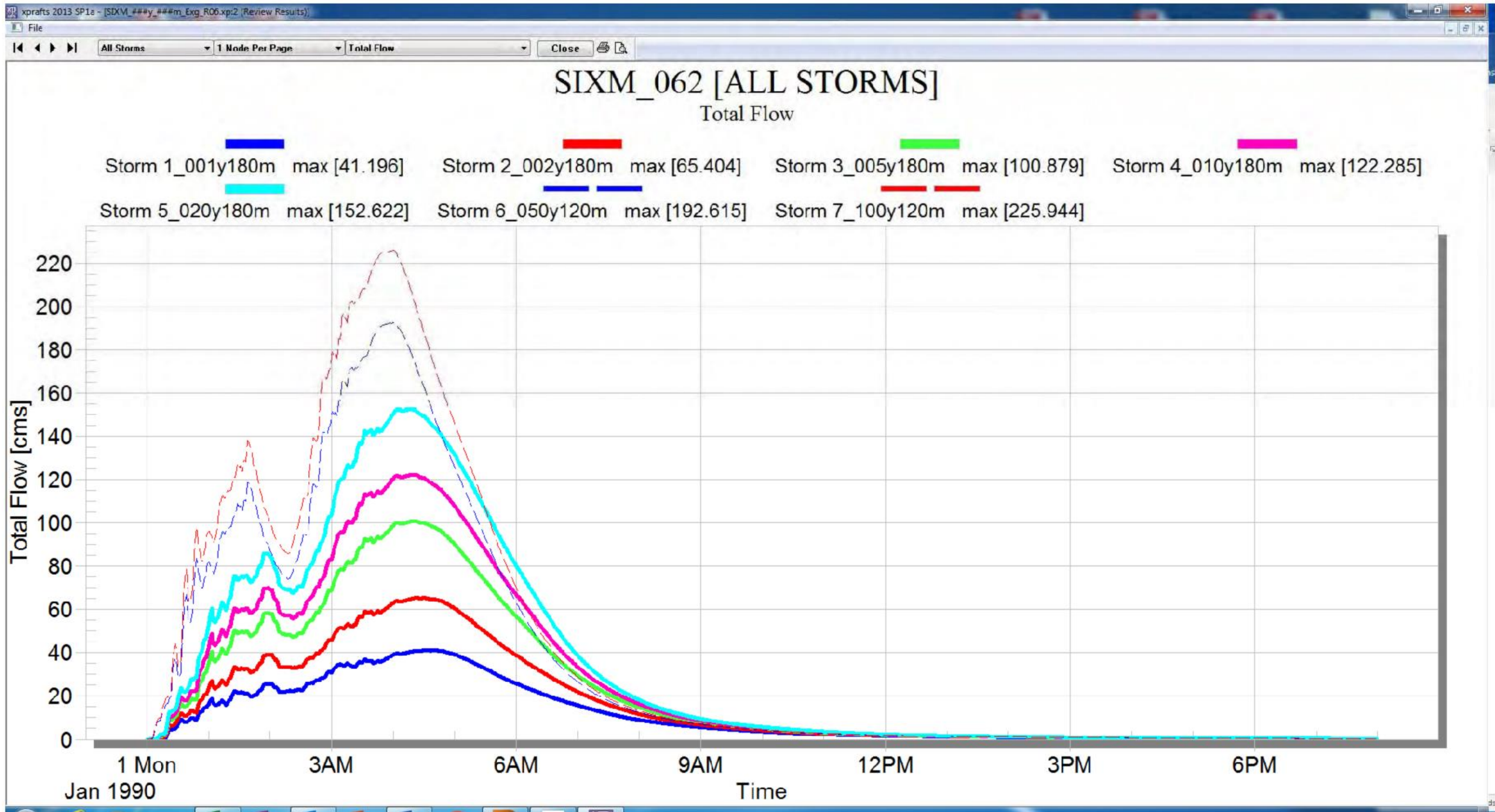
Equiv Travel Velocity

2.53 m/s

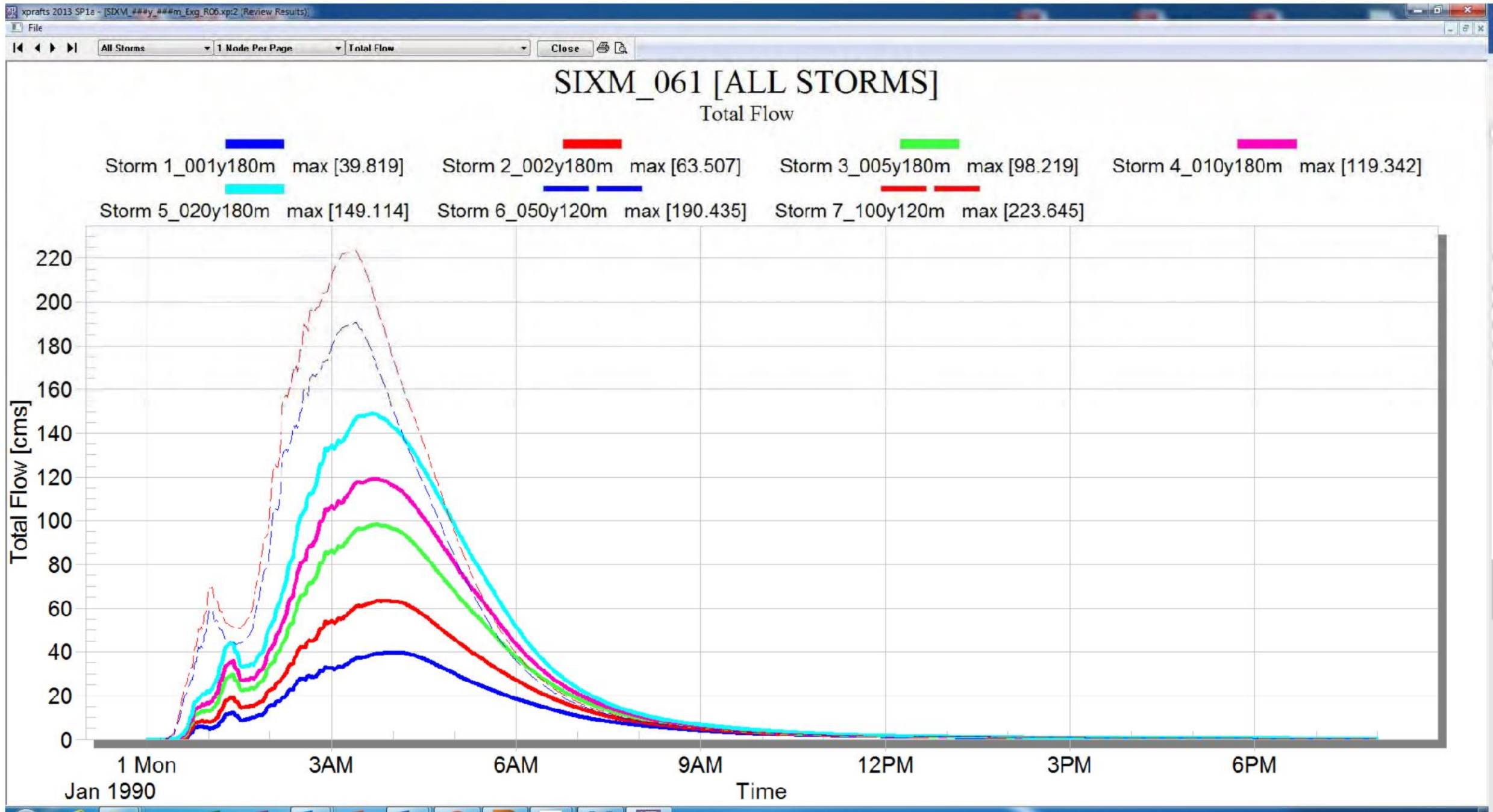
Table A2

APPENDIX B

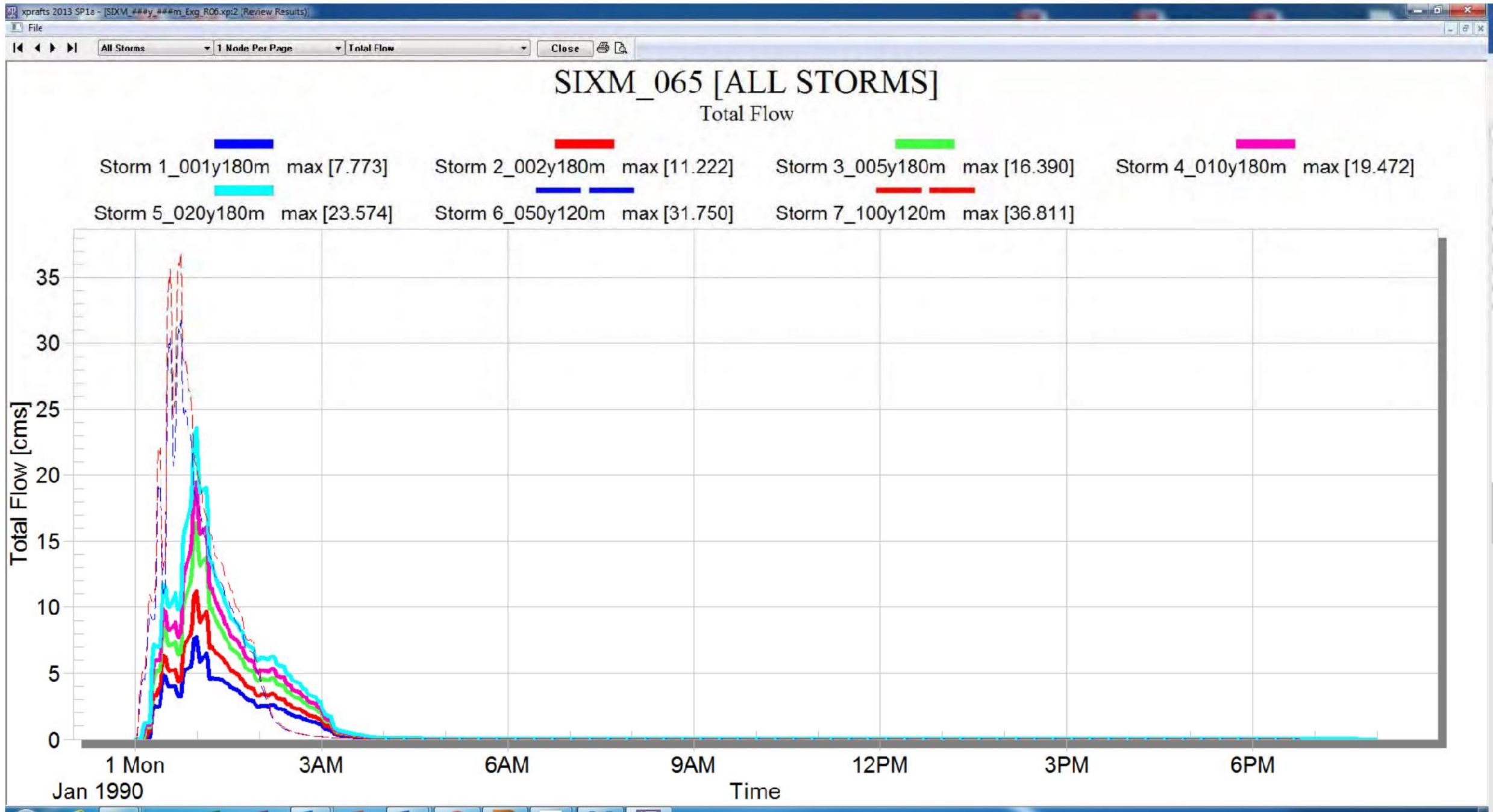
RAFTS Model Files



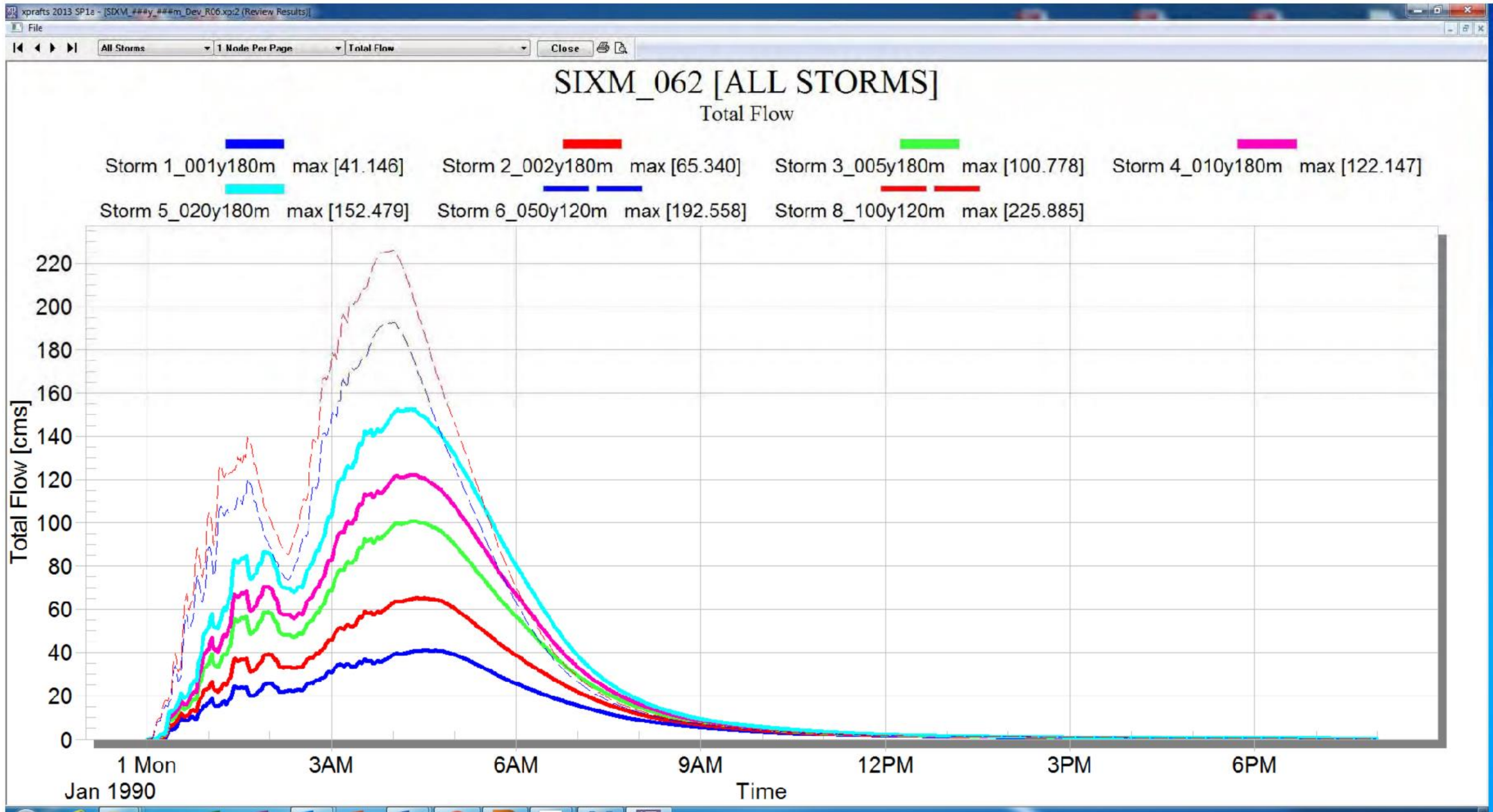
Q100 Existing @ Node 062



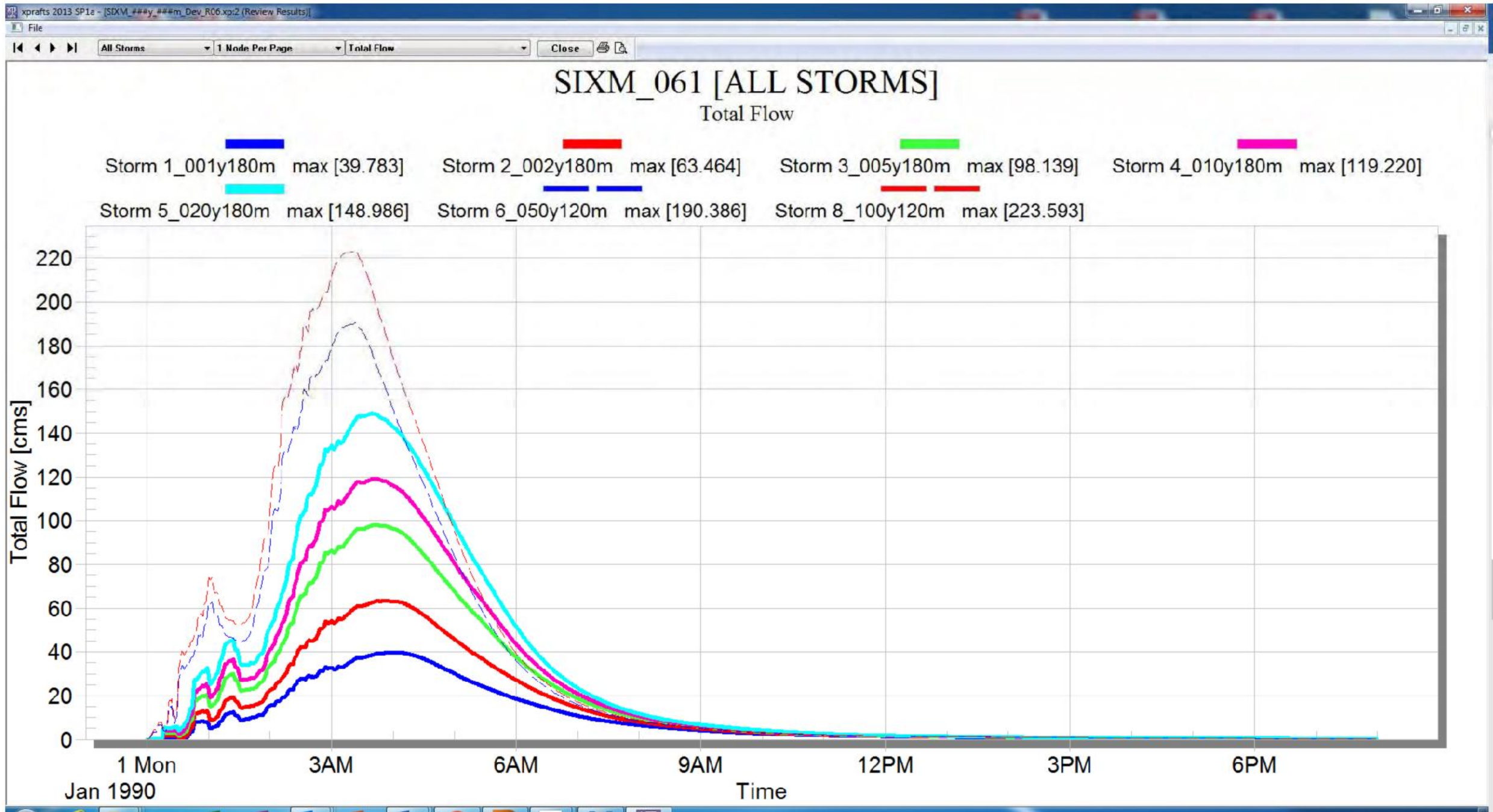
Q1 - Q100 Existing @ Node 061



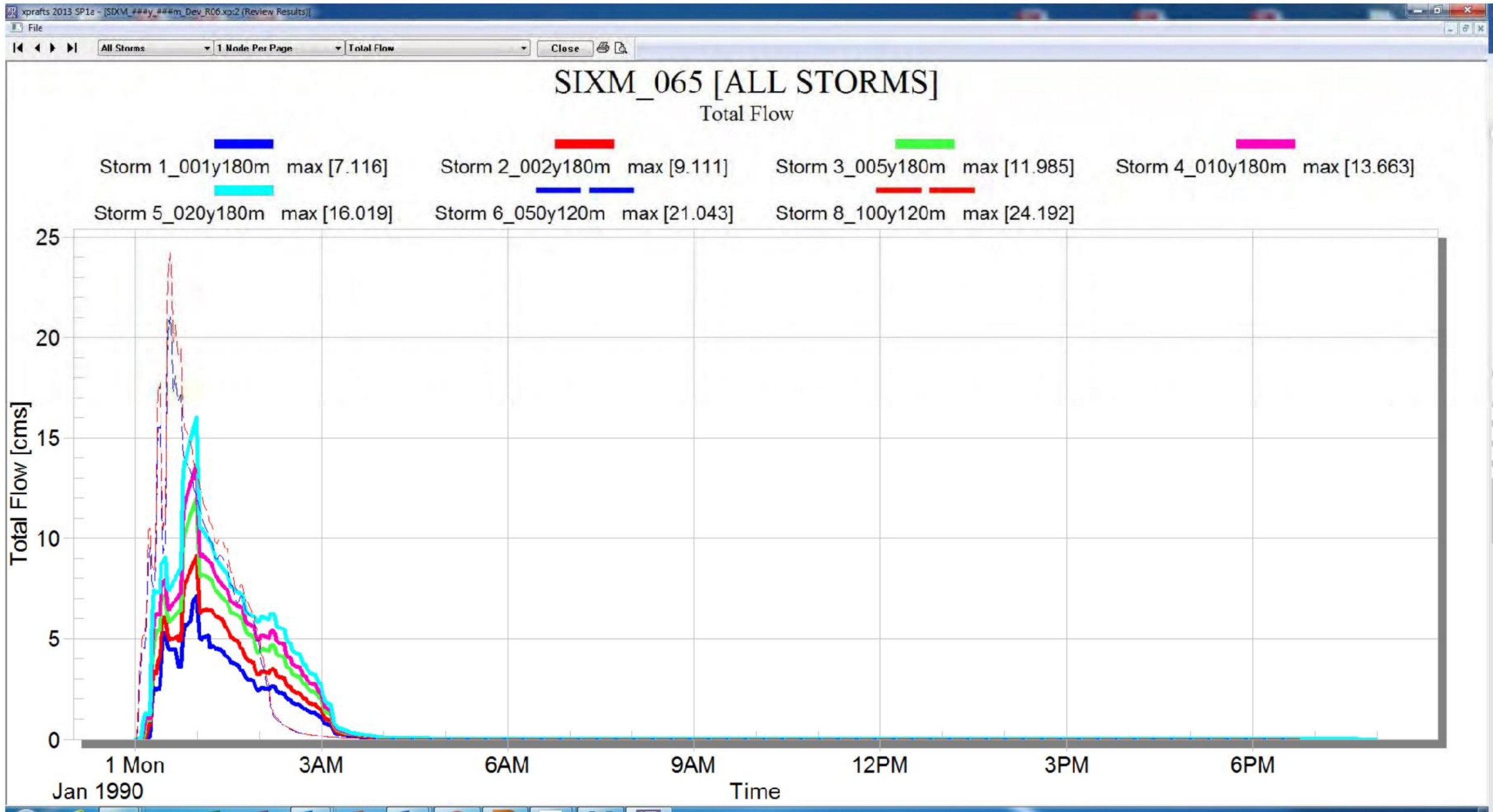
Q1 - Q100 Existing @ Node 065



Q1 - Q100 Developed @ Node 062



Q1 - Q100 Developed @ Node 061



Q1 - Q100 Developed @ Node 065

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Run started at: 29th April 2016 16:23:48

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#####
#####          RUNTIME          RESULTS
#####          #####          #####
#####
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Max. no. of links allowed = 10000

Max. no. of routing increments allowed = 99999

Max. no. of rating curve points = 99999

Max. no. of storm temporal points = 99999

Max. no. of channel subreaches = 25

Max link stack level = 50

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ESTIMATED TIME TO PEAK (MINS) =		91.00
LINK SIXM_005	1.000	
ESTIMATED VOLUME (CU METRES*10**3) =		85.94
ESTIMATED PEAK FLOW (CUMECS) =		11.
ESTIMATED TIME TO PEAK (MINS) =		96.00
LINK SIXM_006	1.000	
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ESTIMATED PEAK FLOW (CUMECS) =		16.
ESTIMATED TIME TO PEAK (MINS) =		103.00
LINK SIXM_002	1.000	
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ESTIMATED PEAK FLOW (CUMECS) =		5.7
ESTIMATED TIME TO PEAK (MINS) =		91.00
LINK SIXM_003	1.000	
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ESTIMATED PEAK FLOW (CUMECS) =		11.
ESTIMATED TIME TO PEAK (MINS) =		95.00
LINK SIXM_007	1.000	
ESTIMATED VOLUME (CU METRES*10**3) =		252.7
ESTIMATED PEAK FLOW (CUMECS) =		32.
ESTIMATED TIME TO PEAK (MINS) =		105.00

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LINK SIXM_004 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 41.42
ESTIMATED PEAK FLOW (CUMECS) = 6.1
ESTIMATED TIME TO PEAK (MINS) = 86.00

LINK SIXM_009 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 328.1
ESTIMATED PEAK FLOW (CUMECS) = 41.
ESTIMATED TIME TO PEAK (MINS) = 109.00

LINK SIXM_008 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 41.17
ESTIMATED PEAK FLOW (CUMECS) = 5.1
ESTIMATED TIME TO PEAK (MINS) = 95.00

LINK SIXM_010 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 425.0
ESTIMATED PEAK FLOW (CUMECS) = 52.
ESTIMATED TIME TO PEAK (MINS) = 112.00

LINK SIXM_011 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 469.5
ESTIMATED PEAK FLOW (CUMECS) = 57.
ESTIMATED TIME TO PEAK (MINS) = 116.00

LINK SIXM_013 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 40.39
ESTIMATED PEAK FLOW (CUMECS) = 4.2
ESTIMATED TIME TO PEAK (MINS) = 110.00

LINK SIXM_066 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 23.39
ESTIMATED PEAK FLOW (CUMECS) = 5.7
ESTIMATED TIME TO PEAK (MINS) = 50.00

LINK SIXM_014 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 571.8
ESTIMATED PEAK FLOW (CUMECS) = 66.
ESTIMATED TIME TO PEAK (MINS) = 117.00

LINK SIXM_012 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 41.58
ESTIMATED PEAK FLOW (CUMECS) = 9.0
ESTIMATED TIME TO PEAK (MINS) = 56.00

LINK SIXM_015 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 664.6
ESTIMATED PEAK FLOW (CUMECS) = 75.
ESTIMATED TIME TO PEAK (MINS) = 116.00

LINK SIXM_016 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 707.0
ESTIMATED PEAK FLOW (CUMECS) = 78.
ESTIMATED TIME TO PEAK (MINS) = 120.00

LINK SIXM_067 1.000

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LINK SIXM_026 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 817.5
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ESTIMATED TIME TO PEAK (MINS) = 115.00

LINK SIXM_068 1.000

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ESTIMATED TIME TO PEAK (MINS) = 117.00

LINK SIXM_024 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 47.44
ESTIMATED PEAK FLOW (CUMECS) = 9.6
ESTIMATED TIME TO PEAK (MINS) = 60.00

LINK SIXM_025 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 57.81
ESTIMATED PEAK FLOW (CUMECS) = 14.
ESTIMATED TIME TO PEAK (MINS) = 45.00

LINK SIXM_069 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 117.6
ESTIMATED PEAK FLOW (CUMECS) = 26.
ESTIMATED TIME TO PEAK (MINS) = 52.00

LINK SIXM_027 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 1001.
ESTIMATED PEAK FLOW (CUMECS) = 0.11E+03
ESTIMATED TIME TO PEAK (MINS) = 113.00

LINK SIXM_017 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 44.80
ESTIMATED PEAK FLOW (CUMECS) = 7.2
ESTIMATED TIME TO PEAK (MINS) = 75.00

LINK SIXM_019 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 86.17
ESTIMATED PEAK FLOW (CUMECS) = 14.
ESTIMATED TIME TO PEAK (MINS) = 73.00

LINK SIXM_031 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 1133.
ESTIMATED PEAK FLOW (CUMECS) = 0.12E+03
ESTIMATED TIME TO PEAK (MINS) = 105.00

LINK SIXM_018 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 37.09
ESTIMATED PEAK FLOW (CUMECS) = 4.5
ESTIMATED TIME TO PEAK (MINS) = 96.00

LINK SIXM_028 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 80.85
ESTIMATED PEAK FLOW (CUMECS) = 9.3

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LINK SIXM_029 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 48.40
ESTIMATED PEAK FLOW (CUMECS) = 11.
ESTIMATED TIME TO PEAK (MINS) = 56.00

LINK SIXM_030 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 174.0
ESTIMATED PEAK FLOW (CUMECS) = 22.
ESTIMATED TIME TO PEAK (MINS) = 75.00

LINK SIXM_036 1.000
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LINK SIXM_038 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 1391.
ESTIMATED PEAK FLOW (CUMECS) = 0.15E+03
ESTIMATED TIME TO PEAK (MINS) = 122.00

LINK SIXM_020 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 43.67
ESTIMATED PEAK FLOW (CUMECS) = 15.
ESTIMATED TIME TO PEAK (MINS) = 35.00

LINK SIXM_021 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 93.20
ESTIMATED PEAK FLOW (CUMECS) = 28.
ESTIMATED TIME TO PEAK (MINS) = 42.00

LINK SIXM_022 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 139.5
ESTIMATED PEAK FLOW (CUMECS) = 39.
ESTIMATED TIME TO PEAK (MINS) = 45.00

LINK SIXM_033 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 187.9
ESTIMATED PEAK FLOW (CUMECS) = 47.
ESTIMATED TIME TO PEAK (MINS) = 61.00

LINK SIXM_023 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 43.26
ESTIMATED PEAK FLOW (CUMECS) = 12.
ESTIMATED TIME TO PEAK (MINS) = 45.00

LINK SIXM_032 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 49.94
ESTIMATED PEAK FLOW (CUMECS) = 13.
ESTIMATED TIME TO PEAK (MINS) = 35.00

LINK SIXM_035 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 139.1
ESTIMATED PEAK FLOW (CUMECS) = 32.
ESTIMATED TIME TO PEAK (MINS) = 53.00

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SIXM_###y_###m_Dev_R06.out

LINK SIXM_037 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 373.9
ESTIMATED PEAK FLOW (CUMECS) = 87.
ESTIMATED TIME TO PEAK (MINS) = 64.00

LINK SIXM_040 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 1809.
ESTIMATED PEAK FLOW (CUMECS) = 0.18E+03
ESTIMATED TIME TO PEAK (MINS) = 120.00

LINK SIXM_041 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 1851.
ESTIMATED PEAK FLOW (CUMECS) = 0.19E+03
ESTIMATED TIME TO PEAK (MINS) = 130.00

LINK SIXM_043 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 1888.
ESTIMATED PEAK FLOW (CUMECS) = 0.19E+03
ESTIMATED TIME TO PEAK (MINS) = 139.00

LINK SIXM_042 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 42.58
ESTIMATED PEAK FLOW (CUMECS) = 5.3
ESTIMATED TIME TO PEAK (MINS) = 95.00

LINK SIXM_034 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 45.32
ESTIMATED PEAK FLOW (CUMECS) = 5.7
ESTIMATED TIME TO PEAK (MINS) = 90.00

LINK SIXM_039 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 43.26
ESTIMATED PEAK FLOW (CUMECS) = 6.8
ESTIMATED TIME TO PEAK (MINS) = 75.00

LINK SIXM_058 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 143.3
ESTIMATED PEAK FLOW (CUMECS) = 17.
ESTIMATED TIME TO PEAK (MINS) = 93.00

LINK SIXM_044 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 2138.
ESTIMATED PEAK FLOW (CUMECS) = 0.21E+03
ESTIMATED TIME TO PEAK (MINS) = 145.00

LINK SIXM_070 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 2177.
ESTIMATED PEAK FLOW (CUMECS) = 0.21E+03
ESTIMATED TIME TO PEAK (MINS) = 147.00

LINK SIXM_049 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 2228.
ESTIMATED PEAK FLOW (CUMECS) = 0.22E+03
ESTIMATED TIME TO PEAK (MINS) = 165.00

LINK SIXM_055 1.000

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LINK SIXM_050 1.000

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ESTIMATED TIME TO PEAK (MINS) = 33.00

LINK SIXM_051 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 109.4
ESTIMATED PEAK FLOW (CUMECS) = 37.
ESTIMATED TIME TO PEAK (MINS) = 36.00

LINK SIXM_056 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 2431.
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ESTIMATED TIME TO PEAK (MINS) = 183.00

LINK SIXM_057 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 38.20
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ESTIMATED TIME TO PEAK (MINS) = 50.00

LINK SIXM_060 1.000

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ESTIMATED PEAK FLOW (CUMECS) = 0.22E+03
ESTIMATED TIME TO PEAK (MINS) = 199.00

LINK SIXM_059 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 39.72
ESTIMATED PEAK FLOW (CUMECS) = 8.2
ESTIMATED TIME TO PEAK (MINS) = 60.00

LINK SIXM_054 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 54.73
ESTIMATED PEAK FLOW (CUMECS) = 22.
ESTIMATED TIME TO PEAK (MINS) = 33.00

LINK SIXM_061 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 2639.
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ESTIMATED TIME TO PEAK (MINS) = 204.00

LINK SIXM_052 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 44.05
ESTIMATED PEAK FLOW (CUMECS) = 14.
ESTIMATED TIME TO PEAK (MINS) = 33.00

LINK SIXM_064 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 2743.
ESTIMATED PEAK FLOW (CUMECS) = 0.22E+03
ESTIMATED TIME TO PEAK (MINS) = 217.00

LINK SIXM_053 1.000

ESTIMATED VOLUME (CU METRES*10**3) = 44.52
ESTIMATED PEAK FLOW (CUMECS) = 12.

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SIXM_###y_###m_Dev_R06.out
ESTIMATED TIME TO PEAK (MINS) = 35.00
LINK SIXM_063 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 2831.
ESTIMATED PEAK FLOW (CUMECS) = 0.23E+03
ESTIMATED TIME TO PEAK (MINS) = 230.00
LINK SIXM_045 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 45.94
ESTIMATED PEAK FLOW (CUMECS) = 11.
ESTIMATED TIME TO PEAK (MINS) = 45.00
LINK SIXM_046 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 103.7
ESTIMATED PEAK FLOW (CUMECS) = 24.
ESTIMATED TIME TO PEAK (MINS) = 34.00
LINK SIXM_047 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 137.2
ESTIMATED PEAK FLOW (CUMECS) = 27.
ESTIMATED TIME TO PEAK (MINS) = 49.00
LINK SIXM_048 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 47.77
ESTIMATED PEAK FLOW (CUMECS) = 15.
ESTIMATED TIME TO PEAK (MINS) = 35.00
LINK SIXM_065 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 84.05
ESTIMATED PEAK FLOW (CUMECS) = 24.
ESTIMATED TIME TO PEAK (MINS) = 35.00
LINK SIXM_062 1.000
ESTIMATED VOLUME (CU METRES*10**3) = 3146.
ESTIMATED PEAK FLOW (CUMECS) = 0.23E+03
ESTIMATED TIME TO PEAK (MINS) = 242.00

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#####
#####
SIXM_Rafts_R06_Dev
Results for period from 0: 0.0 1/ 1/1990
to 20: 0.0 1/ 1/1990
#####
#####

```

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ROUTING INCREMENT (MINS) = 1.00
STORM DURATION (MINS) = 120.
RETURN PERIOD (YRS) = 100.
BX = 1.0000
TOTAL OF FIRST SUB-AREAS (ha) = 2250.92
TOTAL OF SECOND SUB-AREAS (ha) = 396.67
TOTAL OF ALL SUB-AREAS (ha) = 2647.59

```

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SUMMARY OF CATCHMENT AND RAINFALL DATA
Link Catch. Area Slope % Impervious Pern B Link
Page 7

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Item 8 / Attachment 3.

Label	SIXM_###y_###m_Dev_R06.out		#1 #2		#1 #2		#1 #2		#1 #2		No.
	#1 (ha)	#2	#1 (%)	#2	#1 (%)	#2	#1	#2	#1	#2	
SIXM_001	34.259	0.000	4.417	0.000	.0010	0.000	.120	0.00	.2749	0.000	1.000
SIXM_005	39.670	0.000	3.883	0.000	.0010	0.000	.120	0.00	.3164	0.000	1.001
SIXM_006	32.001	0.000	4.532	0.000	.0010	0.000	.120	0.00	.2619	0.000	1.002
SIXM_002	36.834	0.000	4.610	0.000	.0010	0.000	.120	0.00	.2794	0.000	2.000
SIXM_003	35.508	0.000	5.210	0.000	.0010	0.000	.120	0.00	.2579	0.000	2.001
SIXM_007	39.080	0.000	3.322	0.000	.0010	0.000	.120	0.00	.3394	0.000	1.003
SIXM_004	35.632	0.000	6.149	0.000	.0010	0.000	.120	0.00	.2379	0.000	3.000
SIXM_009	29.271	0.000	3.571	0.000	.0010	0.000	.120	0.00	.2816	0.000	1.004
SIXM_008	35.406	0.000	3.945	0.000	.0010	0.000	.120	0.00	.2959	0.000	4.000
SIXM_010	48.068	0.000	2.947	0.000	.0010	0.000	.120	0.00	.4012	0.000	1.005
SIXM_011	38.352	0.000	3.295	0.000	.0010	0.000	.120	0.00	.3374	0.000	1.006
SIXM_013	34.781	0.000	2.703	0.000	.0010	0.000	.120	0.00	.3540	0.000	5.000
SIXM_066	20.060	0.000	6.199	0.000	.0010	0.000	.060	0.00	.0962	0.000	6.000
SIXM_014	33.142	0.000	3.282	0.000	.0010	0.000	.060	0.00	.1715	0.000	1.007
SIXM_012	35.747	0.000	5.610	0.000	.0010	0.000	.060	0.00	.1365	0.000	7.000
SIXM_015	44.063	0.000	2.212	0.000	.0010	0.000	.040	0.00	.1753	0.000	1.008
SIXM_016	36.487	0.000	2.695	0.000	.0010	0.000	.040	0.00	.1440	0.000	1.009
SIXM_067	60.219	0.000	3.959	0.000	.0010	0.000	.080	0.00	.2718	0.000	8.000
SIXM_026	34.631	0.000	5.327	0.000	.0010	0.000	.040	0.00	.0998	0.000	1.010
SIXM_068	16.247	0.5893	4.672	4.672	.0010	100.0	.025	.015	.0513	.0005	1.011
SIXM_024	40.791	0.000	2.560	0.000	.0010	0.000	.040	0.00	.1566	0.000	9.000
SIXM_025	45.678	3.438	5.213	5.213	.0010	100.0	.040	.015	.1164	.0012	10.00
SIXM_069	10.618	0.000	4.672	0.000	.0010	0.000	.025	0.00	.0411	0.000	9.001
SIXM_027	39.260	0.000	.6211	0.000	.0010	0.000	.025	0.00	.2223	0.000	1.012
SIXM_017	38.444	0.000	3.959	0.000	.0010	0.000	.080	0.00	.2152	0.000	11.00
SIXM_019	35.490	0.000	3.526	0.000	.0010	0.000	.060	0.00	.1714	0.000	11.00
SIXM_031	39.667	0.000	2.185	0.000	.0010	0.000	.040	0.00	.1670	0.000	1.013
SIXM_018	31.921	0.000	3.592	0.000	.0010	0.000	.120	0.00	.2937	0.000	12.00
SIXM_028	37.685	0.000	3.074	0.000	.0010	0.000	.120	0.00	.3461	0.000	12.00
SIXM_029	41.593	0.000	6.299	0.000	.0010	0.000	.060	0.00	.1394	0.000	13.00
SIXM_030	35.373	2.662	2.306	2.306	.0010	100.0	.080	.015	.2698	.0016	12.00
SIXM_036	24.374	9.479	1.146	1.146	.0010	100.0	.040	.015	.1789	.0045	1.014
SIXM_038	28.637	7.612	2.040	2.040	.0010	100.0	.030	.015	.1181	.0030	1.015

Item 8 / Attachment 3.

			SIXM_###y_###m_Dev_R06.out								
SIXM_020	23.142	12.461	6.469	6.469	.0010	100.0	.025	.015	.0524	.0022	14.00
SIXM_021	14.345	24.425	2.427	2.427	.0010	100.0	.025	.015	.0667	.0050	14.00
SIXM_022	13.423	22.855	2.997	2.997	.0010	100.0	.025	.015	.0580	.0044	14.00
SIXM_033	14.019	23.871	2.185	2.185	.0010	100.0	.025	.015	.0695	.0052	14.00
SIXM_023	28.428	7.557	3.051	3.051	.0010	100.0	.025	.015	.0849	.0024	15.00
SIXM_032	26.467	14.251	2.432	2.432	.0010	100.0	.025	.015	.0916	.0038	16.00
SIXM_035	13.299	22.645	2.268	2.268	.0010	100.0	.025	.015	.0663	.0050	15.00
SIXM_037	30.784	8.183	3.399	3.399	.0010	100.0	.030	.015	.0951	.0024	14.00
SIXM_040	34.582	2.603	2.310	2.310	.0010	100.0	.040	.015	.1512	.0016	1.016
SIXM_041	36.133	0.000	1.751	0.000	.0010	0.000	.040	0.00	.1777	0.000	1.017
SIXM_043	31.524	0.000	1.862	0.000	.0010	0.000	.040	0.00	.1605	0.000	1.018
SIXM_042	36.643	0.000	1.917	0.000	.0010	0.000	.080	0.00	.3014	0.000	17.00
SIXM_034	35.878	2.700	4.212	4.212	.0010	100.0	.120	.015	.2883	.0012	18.00
SIXM_039	34.137	2.569	2.326	2.326	.0010	100.0	.060	.015	.2067	.0016	19.00
SIXM_058	47.099	0.000	2.942	0.000	.0010	0.000	.120	0.00	.3972	0.000	18.00
SIXM_044	57.238	0.000	.7798	0.000	.0010	0.000	.120	0.00	.8529	0.000	1.019
SIXM_070	32.944	0.000	1.557	0.000	.0010	0.000	.080	0.00	.3163	0.000	1.020
SIXM_049	45.538	0.000	.8427	0.000	.0010	0.000	.120	0.00	.7285	0.000	1.021
SIXM_055	38.391	0.000	1.571	0.000	.0010	0.000	.120	0.00	.4886	0.000	1.022
SIXM_050	13.804	32.210	2.907	2.907	.0010	100.0	.025	.015	.0598	.0053	20.00
SIXM_051	11.635	27.147	3.361	3.361	.0010	100.0	.025	.015	.0509	.0045	20.00
SIXM_056	38.983	2.934	.6899	.6899	.0010	100.0	.060	.015	.4063	.0031	1.023
SIXM_057	32.825	0.000	3.969	0.000	.0010	0.000	.040	0.00	.1124	0.000	21.00
SIXM_060	38.009	0.000	.9640	0.000	.0010	0.000	.060	0.00	.3393	0.000	1.024
SIXM_059	34.093	0.000	2.448	0.000	.0010	0.000	.040	0.00	.1458	0.000	22.00
SIXM_054	9.440	32.574	4.828	4.828	.0010	100.0	.025	.015	.0381	.0042	23.00
SIXM_061	37.289	6.263	6.224	6.224	.0010	100.0	.060	.015	.1325	.0016	1.025
SIXM_052	15.321	19.499	2.686	2.686	.0010	100.0	.040	.015	.0919	.0043	24.00
SIXM_064	52.062	0.000	2.097	0.000	.0010	0.000	.060	0.00	.2711	0.000	1.026
SIXM_053	20.825	15.080	2.992	2.992	.0010	100.0	.040	.015	.1021	.0035	25.00
SIXM_063	34.019	2.561	2.077	2.077	.0010	100.0	.040	.015	.1581	.0017	1.027
SIXM_045	27.257	10.600	3.775	3.775	.0010	100.0	.040	.015	.1046	.0026	26.00
SIXM_046	20.101	25.583	1.795	1.795	.0010	100.0	.030	.015	.1047	.0060	26.00
SIXM_047	26.532	1.997	3.652	3.652	.0010	100.0	.100	.015	.2247	.0011	26.00

Item 8 / Attachment 3.

SIXM_###y_###m_Dev_R06.out

SIXM_048	16.615	21.146	2.292	2.292	.0010	100.0	.025	.015	.0741	.0048	27.00
SIXM_065	22.320	28.408	3.051	3.051	.0010	100.0	.025	.015	.0749	.0049	23.00
SIXM_062	36.789	2.769	1.075	1.075	.0010	100.0	.030	.015	.1852	.0024	1.028

Link Label	Average Intensity (mm/h)	Init. Loss #1 (mm)	Loss #2	Cont. Loss #1 (mm/h)	Loss #2	Excess Rain #1 (mm)	Rain #2	Peak Inflow (m ³ /s)	Time to Peak	Link Lag mins
SIXM_001	67.924	15.00	0.000	2.500	0.000	116.39	0.000	5.259	91.00	4.009
SIXM_005	67.924	15.00	0.000	2.500	0.000	116.39	0.000	10.848	96.00	9.447
SIXM_006	67.924	15.00	0.000	2.500	0.000	116.39	0.000	15.609	103.0	9.773
SIXM_002	67.924	15.00	0.000	2.500	0.000	116.39	0.000	5.675	91.00	8.255
SIXM_003	67.924	15.00	0.000	2.500	0.000	116.39	0.000	11.322	95.00	6.168
SIXM_007	67.924	15.00	0.000	2.500	0.000	116.39	0.000	31.839	105.0	6.600
SIXM_004	67.924	15.00	0.000	2.500	0.000	116.39	0.000	6.119	86.00	4.615
SIXM_009	67.924	15.00	0.000	2.500	0.000	116.39	0.000	41.247	109.0	5.453
SIXM_008	67.924	15.00	0.000	2.500	0.000	116.39	0.000	5.150	95.00	5.056
SIXM_010	67.924	15.00	0.000	2.500	0.000	116.39	0.000	51.945	112.0	6.003
SIXM_011	67.924	15.00	0.000	2.500	0.000	116.39	0.000	56.768	116.0	5.283
SIXM_013	67.924	15.00	0.000	2.500	0.000	116.39	0.000	4.224	110.0	5.071
SIXM_066	67.924	15.00	0.000	2.500	0.000	116.39	0.000	5.695	50.00	4.722
SIXM_014	67.924	15.00	0.000	2.500	0.000	116.39	0.000	66.423	117.0	5.167
SIXM_012	67.924	15.00	0.000	2.500	0.000	116.39	0.000	9.003	56.00	5.185
SIXM_015	67.924	15.00	0.000	2.500	0.000	116.39	0.000	74.678	116.0	6.862
SIXM_016	67.924	15.00	0.000	2.500	0.000	116.39	0.000	77.987	120.0	7.441
SIXM_067	67.924	15.00	0.000	2.500	0.000	116.39	0.000	10.524	85.00	9.166
SIXM_026	67.924	15.00	0.000	2.500	0.000	116.39	0.000	88.864	115.0	3.495
SIXM_068	67.924	15.00	1.500	2.500	0.000	116.39	134.35	89.991	117.0	10.08
SIXM_024	67.924	15.00	0.000	2.500	0.000	116.39	0.000	9.627	60.00	5.183
SIXM_025	67.924	15.00	1.500	2.500	0.000	116.39	134.35	14.315	45.00	3.110
SIXM_069	67.924	15.00	0.000	2.500	0.000	116.39	0.000	25.530	52.00	16.80
SIXM_027	67.924	15.00	0.000	2.500	0.000	116.39	0.000	107.43	113.0	9.739
SIXM_017	67.924	15.00	0.000	2.500	0.000	116.39	0.000	7.231	75.00	5.951
SIXM_019	67.924	15.00	0.000	2.500	0.000	116.39	0.000	14.458	73.00	9.739
SIXM_031	67.924	15.00	0.000	2.500	0.000	116.39	0.000	123.05	105.0	13.01
SIXM_018	67.924	15.00	0.000	2.500	0.000	116.39	0.000	4.514	96.00	8.544
SIXM_028	67.924	15.00	0.000	2.500	0.000	116.39	0.000	9.330	105.0	4.177

Item 8 / Attachment 3.

SIXM_###y_###m_Dev_R06.out

SIXM_029	67.924	15.00	0.000	2.500	0.000	116.39	0.000	10.651	56.00	8.852
SIXM_030	67.924	15.00	1.500	2.500	0.000	116.39	134.35	22.441	75.00	5.438
SIXM_036	67.924	15.00	1.500	2.500	0.000	116.39	134.35	146.71	113.0	10.92
SIXM_038	67.924	15.00	1.500	2.500	0.000	116.39	134.35	149.21	122.0	8.040
SIXM_020	67.924	15.00	1.500	2.500	0.000	116.39	134.35	15.229	35.00	7.282
SIXM_021	67.924	15.00	1.500	2.500	0.000	116.39	134.35	27.829	42.00	5.535
SIXM_022	67.924	15.00	1.500	2.500	0.000	116.39	134.35	39.075	45.00	15.85
SIXM_033	67.924	15.00	1.500	2.500	0.000	116.39	134.35	46.781	61.00	9.333
SIXM_023	67.924	15.00	1.500	2.500	0.000	116.39	134.35	11.822	45.00	16.59
SIXM_032	67.924	15.00	1.500	2.500	0.000	116.39	134.35	13.315	35.00	9.383
SIXM_035	67.924	15.00	1.500	2.500	0.000	116.39	134.35	31.547	53.00	10.75
SIXM_037	67.924	15.00	1.500	2.500	0.000	116.39	134.35	86.628	64.00	4.824
SIXM_040	67.924	15.00	1.500	2.500	0.000	116.39	134.35	184.32	120.0	10.49
SIXM_041	67.924	15.00	0.000	2.500	0.000	116.39	0.000	187.38	130.0	9.131
SIXM_043	67.924	15.00	0.000	2.500	0.000	116.39	0.000	189.37	139.0	7.494
SIXM_042	67.924	15.00	0.000	2.500	0.000	116.39	0.000	5.288	95.00	10.72
SIXM_034	67.924	15.00	1.500	2.500	0.000	116.39	134.35	5.668	90.00	8.438
SIXM_039	67.924	15.00	1.500	2.500	0.000	116.39	134.35	6.803	75.00	2.535
SIXM_058	67.924	15.00	0.000	2.500	0.000	116.39	0.000	17.365	93.00	18.33
SIXM_044	67.924	15.00	0.000	2.500	0.000	116.39	0.000	209.69	145.0	2.019
SIXM_070	67.924	15.00	0.000	2.500	0.000	116.39	0.000	212.80	147.0	18.48
SIXM_049	67.924	15.00	0.000	2.500	0.000	116.39	0.000	215.27	165.0	9.484
SIXM_055	67.924	15.00	0.000	2.500	0.000	116.39	0.000	218.10	174.0	8.846
SIXM_050	67.924	15.00	1.500	2.500	0.000	116.39	134.35	21.978	33.00	3.884
SIXM_051	67.924	15.00	1.500	2.500	0.000	116.39	134.35	36.758	36.00	3.826
SIXM_056	67.924	15.00	1.500	2.500	0.000	116.39	134.35	220.89	183.0	15.63
SIXM_057	67.924	15.00	0.000	2.500	0.000	116.39	0.000	9.240	50.00	5.681
SIXM_060	67.924	15.00	0.000	2.500	0.000	116.39	0.000	222.86	199.0	4.925
SIXM_059	67.924	15.00	0.000	2.500	0.000	116.39	0.000	8.172	60.00	17.57
SIXM_054	67.924	15.00	1.500	2.500	0.000	116.39	134.35	22.019	33.00	9.936
SIXM_061	67.924	15.00	1.500	2.500	0.000	116.39	134.35	223.59	204.0	12.62
SIXM_052	67.924	15.00	1.500	2.500	0.000	116.39	134.35	13.555	33.00	14.02
SIXM_064	67.924	15.00	0.000	2.500	0.000	116.39	0.000	224.71	217.0	13.45
SIXM_053	67.924	15.00	1.500	2.500	0.000	116.39	134.35	11.751	35.00	15.07

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SIXM_###y_###m_Dev_R06.out

SIXM_063	67.924	15.00	1.500	2.500	0.000	116.39	134.35	225.02	230.0	12.01
SIXM_045	67.924	15.00	1.500	2.500	0.000	116.39	134.35	10.881	45.00	9.219
SIXM_046	67.924	15.00	1.500	2.500	0.000	116.39	134.35	23.813	34.00	5.119
SIXM_047	67.924	15.00	1.500	2.500	0.000	116.39	134.35	26.649	49.00	10.72
SIXM_048	67.924	15.00	1.500	2.500	0.000	116.39	134.35	15.486	35.00	4.235
SIXM_065	67.924	15.00	1.500	2.500	0.000	116.39	134.35	24.192	35.00	3.546
SIXM_062	67.924	15.00	1.500	2.500	0.000	116.39	134.35	225.88	242.0	0.000

Run completed at: 29th April 2016 16:23:50

APPENDIX C

TUFLOW Model Files

File: \\mrg-server\MRG Water\MRG Jobs\1771 36 Child St Riverview\TufLOW\runs\SIXM_Exg_100y120m_095_MRG_dev.tcf 29/04/2016, 9:34:19 AM

MI Projection == ..\model\mi\Projection.MIF

Geometry Control File == ..\model\SIXM_Exg_095_MRG.tgc

ESTRY Control File == SIXM_Exg_100y120m_095_MRG_dev.ecf

Read Materials File == ..\model\Materials_SIXM_072.tmf

BC Control File == ..\model\SIXM_Exg_078.tbc

BC Database == ..\bcdbase\Design_Runs\SIXM_100y120m_Exg_088_MRG_dev.csv

Set IWL == 3.91

!Read MI IWL == ..\model\mi\2d_iwl_Devine_Storage_063.MIF (already blocked out)

Read MI IWL == ..\model\mi\2d_iwl_SIXM_Collingwood_088.MIF

Write Check Files == C:\1771\Check\2d\SIXM_100y120m_Exg_095

Read MI PO == ..\Model\mi\2d_po_SIXM_Q_MRG.mif

!Read MI PO == ..\Model\mi\2d_po_SIXM_Control_Nodes_M007

Log Folder == log

Start Time == 0 !

End Time == 8 !

Timestep == 3 !

Map Output Data Types == hVdz0 ! output levels, velocities, unit flows & depths

Time Output Cutoff Depths == 0.5, 1, 2, 3

Start Map Output == 0 ! start map output at zero hours

Time Series Output Interval == 300

Map Output Interval == 3600 ! output SMS data every 5 minutes

Output Folder == C:\1771\Results\2d\100yr_Dev ! output results to the results folder

Store Maximums and Minimums == ON MAXIMUMS ONLY ! save peak values only

Map Output Format == XMDF DAT

File: \\mrg-server\MRG Water\MRG Jobs\1771 36 Child St Riverview\TufLOW\model\SIXM_E
xg_095_MRG.tgc 11/11/2014, 9:35:27 PM

```
Read MI Location == mi\2d_loc_SIXM_001.mif
Cell Size == 6
Grid Size (X,Y) == 5600, 12500
set zpt == 0
Set Code == 0

Read MI Code == mi\2d_code_SIXM_075.MIF

Read MID Zpts == mi\2d_zpts_SIXM_008.mid
Read MID Zpts == mi\2d_zpts_SIXM_Undeveloped_2005_027.MID !Pre UPL development

Read MI Z Line GULLY == mi\2d_zlg_SIXM_Creek_088.MIF !2005 conditions
Read MI Z Line GULLY == mi\2d_zlg_SIXM_Creek_06_088.MIF !2005 conditions?
Read MI Zpts ADD == mi\2d_zpt_SIXM_Channel_082.MIF
Read MI Z Line Ridge == mi\2d_zlr_SIXM_CulBrdg_075.MIF
Read MI Zpts == mi\2d_zpt_SIXM_Fix_088.MIF
Read MID Zpts == mi\2d_zpts_CP_Developed.mid !collingwood park development levels

Read MI FC Shape == mi\2d_fcsh_Shanahan_Bdg_074.MIF
Read MI FC Shape == mi\2d_fcsh_SIXM_Hwy_Ugrd_095.MIF
Read MI FC Shape == mi\2d_fcsh_Hallots_Rd_Bdge_095.MIF
Read MI FC Shape == mi\2d_fcsh_Redbank_Pl_Bridge_095.MIF

Set Mat == 1

Read MI Mat == mi\2d_mat_SIXM_Cleared_005_MRG.MIF
Read MI Mat == mi\2d_mat_SIXM_Trees_088_MRG.MIF !2005 conditions
Read MI Mat == mi\2d_mat_SIXM_Dense_Houses_005.MIF
Read MI Mat == mi\2d_mat_SIXM_Houses_Open_088_MRG.MIF !2005 conditions
Read MI Mat == mi\2d_mat_SIXM_Longer_grass_088_MRG.MIF !2005 conditions
Read MI Mat == mi\2d_mat_SIXM_Hardstand_073.MIF
Read MI Mat == mi\2d_mat_SIXM_Riparian_005.MIF
Read MI Mat == mi\2d_mat_SIXM_Open_Water_015.MIF
```

File: \\mrg-server\MRG Water\MRG Jobs\1771 36 Child St Riverview\TufLOW\runs\SIXM_Exchange_100y120m_095_MRG_dev.ecf 29/04/2016, 9:35:21 AM

Start Output == 1
Output Interval (s) == 300
Timestep == 3
Output Folder == C:\1771\Results\1d\100yr_Dev
Write Check Files == C:\1771\Check\1d\100yr_Dev

Set IWL == 3.91
Minimum NA == 50
Storage Above Structure Obvert == CHANNEL WIDTH

Read MI WLL == ..\model\mi\1d_WLL_Channel_045.MIF
Read MI Network == ..\model\mi\1d_nwk_SIXM_Mouth_042.MIF
Read MI Network == ..\model\mi\1d_nwk_SIXM_082.MIF
Read MI BC == ..\model\mi\1d_bc_Channel_042.MIF

Read MI Table Links == ..\model\mi\1d_tab_XS_042.MIF

Our Reference 1516/2018/VA:GJ
Contact Officer Grant Johnson
Telephone (07) 3810 7540



STATEMENT OF REASONS

(Notice about the decision given under section 63(4) of the *Planning Act 2016*)

APPLICANT DETAILS

Applicant name: Associated Equity Pty Ltd

APPLICATION DETAILS

Application number: 1516/2018/VA
Application type: Variation Request
Approval sought: Preliminary Approval that includes a variation approval
Description of proposed development: Variation Request to vary the effect of the Ipswich Planning Scheme 2006 to apply the provisions of the Residential Low Density Zone (RL2 Sub Area) in lieu of the Recreation Zone to part of the site
Level of Assessment: Impact

SITE DETAILS

Street address: 36 Child Street, RIVERVIEW QLD 4303
Real property description: Lot 45 RP 887270

DECISION

Date of decision: [TBC]
Decision: Approved in part with conditions
Decision Authority: Growth, Infrastructure and Waste Committee

1. Reasons for the Decision:

The reasons for this decision are:

- The application was properly made and followed the Development Assessment Rules in effect.
- The application was assessed against the applicable Assessment Benchmarks.
- The assessment manager, after carrying out the assessment, found that the development complied with the relevant Assessment Benchmarks applicable to the development, or resolved a conflict between the benchmarks, or resolved a conflict between the benchmarks and a referral agency's response.
- The development was not prohibited development under a categorising instrument or local categorising instrument.

2. Assessment Benchmarks

The following are the assessment benchmarks applying for this development:

Categorising Instrument	Assessment Benchmarks
State Planning Policy July 2017, Part E	Planning for liveable communities and housing Planning for economic growth Planning for environment and heritage Planning for safety and resilience to hazards Planning for infrastructure
Ipswich Planning Scheme 2006	All provisions of the planning scheme

3. Compliance with Benchmarks

The application was found to comply with the assessment benchmarks applying to the development.

4. Relevant matters

The assessment has given regard to, the following matters:

Planning Regulation 2017, s31(1)(b)	(i) the strategic outcomes for the local government area stated in the planning scheme; and (ii) the purpose statement stated in the planning scheme for the zone and any overlay applying to the premises under the planning scheme; and (iii) the strategic intent and desired regional outcomes stated in the regional plan for a region; and (iv) the State Planning Policy, parts C and D; and (v) for premises designated by the Minister—the designation for the premises; and
Planning Regulation 2017, s31(1)(c)	if the prescribed assessment manager is a person other than the chief executive or the local government—the planning scheme; and
Planning Regulation 2017, s31(1)(d)	(i) the regional plan for a region, to the extent the regional plan is not identified in the planning scheme as being appropriately integrated in the planning scheme; and (ii) the State Planning Policy, to the extent the State Planning Policy is not identified in the planning scheme as being appropriately integrated in the planning scheme; and (iii) for designated premises—the designation for the premises;

Planning Regulation 2017, s31(1)(e)	any temporary State planning policy applying to the premises; and
Planning Regulation 2017, s31(1)(f)	any development approval for, and any lawful use of, the premises or adjacent premises; and
Planning Regulation 2017, s31(1)(g)	the common material.

5. **Other Relevant Matters for development subject to impact assessment**

The application was given regard to the following matters:

Relevant matter	Assessed against or had regard to
<p>Waste & Circular Economy Transformation Directive</p> <p>The Policy directive endorsed by Council in Dec 2020, provides guidance to Council's strategic and operational actions when it comes to matters involving waste, resource recovery, recycling and the circular economy.</p> <p>One of Directives is "Protect Our Residential Amenity" and it states: <i>We will actively discourage new waste industry developments in close proximity to residential areas where it is clear that development impacts will not be manageable onsite and will negatively detract from the amenity. <u>At the same time we will discourage residential encroachment in close proximity to areas designated for future industrial development.</u></i></p>	<p>The Directive has been considered in the assessment of the application, and has been introduced into the assessment as an Other Relevant Matter pursuant to 45(5)(b) of the <i>Planning Act 2016</i> of the <i>Planning Act 2016</i>. The directive it is a statement of intent and broad desire from the Council about what it is seeking to achieve. It is considered that the fundamental purpose of the policy directive is to ensure an appropriate levels of residential amenity are maintained for existing and future residential communities. As discussed in this report, residential amenity has been a key focus of the assessment, and in particular in relation to air quality and noise matters. It is considered that in this case, the changes proposed, that reduce the expanded residential footprint, demonstrate an alignment with the Directive statement and can be supported on planning grounds.</p>

6. **Matters an assessment manager must consider when assessing a variation request**

The assessment manager considered the following matters:

Relevant matter	Given consideration to
Planning Regulation 2017, s32(a)	the common material;
Planning Regulation 2017, s32(b)	the regional plan for a region;
Planning Regulation 2017, s32(c)	the State Planning Policy, to the extent the State Planning Policy is not identified in the planning scheme as being appropriately integrated in the planning scheme;

7. Matters raised in submissions for development subject to impact assessment

The following is a description of the matters raised in any submissions and how they were dealt with:

Matter raised	How matters were dealt with in reaching a decision
<p>Impact in regards to the amount of work required to stabilise the area, which will result in noise and dust disruption for surrounding residents for months on end.</p> <p>How long between the work to clear and level the site would the site be cleared and stripped of landscape</p>	<p>The subject application does not permit the applicant to carry out further assessable development on the premises. Conditions of the variation request require the further submission of detailed technical assessments in relation the rehabilitation of the land. Any works required to be undertaken will need to comply with the relevant Environmental Regulations and will be managed in association with the relevant approvals.</p>
<p>A number of other fauna have been witnessed on the property, which would be an indication of the fauna that would be more likely to be onsite. Council should undertake a thorough investigation of the impact of tearing down this buffer between residents of Riverview and the landfill at the other side property.</p>	<p>The applicant submitted ecological reporting in support of the proposed application. This reporting identified that despite significant areas of the site being highly modified and affected by uncontrolled landfill, earthworks and weed incursion, that the site holds moderate ecological value. Areas of the site were identified as providing moderate quality habitat value, including individual habitat trees, and the most ecologically valuable areas of the site, which is located within the existing residential low density zone, where variations are not sought to the Planning Scheme.</p> <p>The report proposed that in order to manage adverse environmental impacts on biodiversity MSES the entire southern portion of the site, including the Six Mile Creek Corridor, would be rehabilitated. The rehabilitation works would facilitate improved connectivity and enhanced ecological values between the areas of highest ecological value located in the northwest of the site and the regional ecological corridor of Six Mile Creek, and would enhance the Six Mile Creek waterway corridor. Recommended conditions associated with the variation approval require further detailed ecological assessments to be provided in conjunction with the first related development application.</p>
<p>Dumping of rubble and other illegal dumping. It is noted that over the last few years the owners have taken little to no action to repair fences to prevent the ongoing easy access to</p>	<p>Any matters relating to illegal dumping and trespassing are not able to be managed through the development application process and amount to criminal activities that should</p>

the site. This includes the numerous times police have had to be called for an illegal burnout pad that was accessed via the property.

be handled by the Queensland Police Service.



IPSWICH CITY COUNCIL

Human Rights Impact Assessment (Internal Use Only)

ASSESSMENT DETAILS	
Date	21 / 05 / 2021
Assessment Made By	Development Planning Branch
Act/Decision Assessed	Decision to approve a variation request 1516/2018/VA Child Street
STEPS	ASSESSMENT OUTCOME
<p>Step 1</p> <p>Ask whether the act or decision is made under a law that gives no choice (discretion) in relation to the act or decision? Or does the Act/instrument confer a discretion that cannot be interpreted in a way that is consistent with human rights?</p> <p>NOTE: the focus here is whether you can't reasonably act differently or make a different decision that does not limit human rights. It will not be 'reasonable' to limit human rights if there is a discretion that enables you to act or make a decision that does not impose limits.</p> <p>If YES, then you do not need to consider human rights in relation to the proposed act or decision. Record this outcome. End of assessment.</p> <p>If NO, proceed to Step 2.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Discuss whether the act/decision was made under a law that provided no discretion in relation to the act/decision or whether any discretion cannot be interpreted in a way consistent with human rights</p> <p>This assessment relates to the request for a variation request Variation Request to the Planning Scheme from Recreation Zone to Residential Low Density (RL2) Zone at 36 Child Street, Riverview.</p> <p>The request for a Variation Request is bound by the Planning Act 2016. Specifically section 61(2) outlines the matters which must be considered when assessing a request. However, while the scope of assessment is limited, there is the ability interpretation and discretion to be applied in deciding the application.</p> <p>The applicant has lodged a variation request pursuant to s61 of the Planning Act 2016 Council is the assessment</p>
<p>Step 2</p> <p>Ask does the proposed act or decision potentially affect human rights?</p> <p>The human rights are set out in Divisions 2 and 3, Part 2 of the HRA.</p> <p>If YES, proceed to Step 3.</p> <p>If NO, the proposed act or decision will not affect human rights and further consideration is unnecessary. Record this outcome. End of assessment.</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Insert a brief explanation of the proposed act/decision and whether it will potentially affect human rights.</p> <p>The applicant is a company and therefore does not have human rights under the Human Rights Act 2019.</p> <p>One (1) properly made submission was made in relation to the application, and therefore Council has an obligation to consider human right in relation to the submitter. The</p>

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<p>Step 3</p> <p>Consider the scope of each human right potentially affected:</p> <ul style="list-style-type: none"> ▪ identify each right ▪ consider the content of each right and apply any specific limitations or express exemptions. <p>Reference can be made to the Queensland Governments 'Guide: Nature and scope of the protected human rights'.</p> <p>Proceed to Step 4.</p>	<p>The following rights are potentially affected (tick whichever applies):</p>	
	<input type="checkbox"/>	<p>Recognition and equality before the law (section 15) – a person is entitled to enjoy his/her human rights without discrimination (i.e. decisions must be made in an objective, non-discriminatory, non-arbitrary way). Limitation: express exemption for measures that are taken to assist/advance persons or groups disadvantages because of discrimination. This does not constitute discrimination.</p>
	<input type="checkbox"/>	<p>Right to life (section 16) – No person to be arbitrarily deprived of life. Involves obligations on the State to protect life. Public entities must protect the lives of people in their care. Limitation: cannot be 'arbitrarily' deprived of life (i.e. by conduct that is capricious, unpredictable or unjust).</p>
	<input type="checkbox"/>	<p>Protection from torture and cruel, inhuman or degrading treatment (section 17) – degrading treatment focuses on humiliation (which is a subjective test). Treatment has a wide meaning and includes dealing with a person in a certain way or applying a process to someone.</p>
	<input type="checkbox"/>	<p>Freedom from forced work (section 18) – the right to freedom from forced work (slavery or servitude). Individuals shouldn't be subject to conditions that violate individual dignity or exploit human productivity. Limitation: does not include service/work required under a court order, in an emergency or that is part of civil obligations.</p>
	<input type="checkbox"/>	<p>Freedom of movement (section 19) – every person lawfully in Queensland has the right to move freely within Queensland, enter or leave and choose where to live.</p>
	<input type="checkbox"/>	<p>Freedom of thought, conscious, religion and belief (section 20) – the right to develop autonomous thoughts and conscience, to think and believe what they want, to have or adopt a religion and to demonstrate religion or belief through worship, ritual, practice and teaching.</p>
	<input type="checkbox"/>	<p>Freedom of expression (section 21) – the right of all persons to hold an opinion without interference and to seek, receive and express information and ideas. The right encompasses seeking information from government (XYZ v Victorian Police [2010] VCAT 255)</p>
	<input type="checkbox"/>	<p>Peaceful assembly and freedom of association (section 22) – Right to gather together in order to exchange, give or receive information, to express views or to conduct a protest or demonstration. Limitation: only applies to peaceful assemblies.</p>
	<input type="checkbox"/>	<p>Taking part in public life (section 23) – the right of all persons to contribute to and exercise their voice in relation to the public life of the State. Ensures all persons have the opportunity to contribute to the political process and public governance. Includes right to vote and to be elected to public office. Limitation: Applies to 'eligible persons' (e.g. persons old enough to vote).</p>
<input type="checkbox"/>	<p>Property rights (section 24) – protects the right of all persons to own property (real and personal property) and to not be arbitrarily deprived of property. Limitation: cannot be 'arbitrarily' deprived of property (i.e. by conduct that is capricious, unpredictable or unjust).</p>	
<input checked="" type="checkbox"/>	<p>Privacy and reputation (section 25) – A person has the right not to have their privacy, family home or correspondence unlawfully or arbitrarily (capricious, unpredictable or unjust) interfered with. A person has the right not have the person's reputation unlawfully attacked. Limitation: cannot be unlawfully or arbitrarily interfered with.</p>	

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Step 3 continued	<input type="checkbox"/>	Protection of families and children (section 26) – Families are entitled to protection by the state and society. Children have the same rights as adults, including additional protections according to their best interests and because they are children.
	<input type="checkbox"/>	Cultural rights (section 27) – rights directed towards ensuring the survival and continued development of the cultural, religious and social identity of minorities. Right to enjoy culture, religion and language.
	<input type="checkbox"/>	Cultural rights – Aboriginal peoples and Torres Strait Islander peoples (section 28) – protects the right to live life as an Aboriginal or Torres Strait Islander who is free to practice their culture.
	<input type="checkbox"/>	Right to liberty and security of person (section 29) – entitles all persons to liberty of the person, including the right not to be arrested or detained except in accordance with the law. Right to security means all reasonable steps must be taken to ensure the physical safety of those in physical harm. Limitations and qualifications: must not be subject to arbitrary arrest; must not be deprived of liberty except on grounds and with procedures established by law; right to be brought to trial without unreasonable delay for criminal charges.
	<input type="checkbox"/>	Humane treatment when deprived of liberty (section 30) – recognises the vulnerability of persons in detention and intends to ensure they are treated humanely. Limitation: an accused person has the right to be segregated from convicted unless reasonably necessary.
	<input type="checkbox"/>	Fair hearing (section 31) – A person has the right to procedural fairness when coming before a court or tribunal.
	<input type="checkbox"/>	Rights in criminal proceedings (section 32) – protects the rights to be presumed innocent until proven guilty and guilt to be proved beyond a reasonable doubt. Also the right to legal representation, to be tried without unreasonable delay and to remain silent.
	<input type="checkbox"/>	Children in criminal proceedings (section 33) – recognises that young persons who become involved in the criminal justice system deserve special protections by virtue of their age. Must not be detained with adults and brought to trial as quickly as possible.
	<input type="checkbox"/>	Right not to be tried or punished more than once (section 34) – protects against double jeopardy – not to be taken to court or punished more than once for an offence they have already been convicted or acquitted.
	<input type="checkbox"/>	Retrospective criminal laws (section 35) – the right to not be found guilty of an offence for an action that was not an offence at the time it was committed. Not to be punished more severely where there has been a change to the law since committing the offence. Entitled to reduction in penalty if the penalty is reduced before sentencing. Law must be precise for a person to know if an act is criminal. Limitation: does not apply where an offence is created after the act/omission where at the time the act/omission was an offence under international law.
	<input type="checkbox"/>	Right to education (section 36) – right of every child to primary and secondary schooling and right of each person, based on their abilities, to further vocational education and training is equally accessible to all.
	<input type="checkbox"/>	Right to health services (section 37) – right to access health services without discrimination and not to be refused medical treatment that is immediately necessary to save their life or prevent serious impairment.

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<p>Step 4</p> <p>Ask does the proposed act or decision affect (e.g. restrict or interfere) with the relevant rights?</p> <p>If YES, proceed to Step 5.</p> <p>If NO, further consideration is unnecessary. The proposed act or decision does not affect (i.e. restrict or interfere) the relevant rights. Record this outcome. End of assessment.</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Explain here how the act/decision will/will not restrict or interfere with the relevant rights.</p> <p>The proposed decision does not have the potential to restrict or interfere with the right to privacy because before a person makes a submission regarding a development application they are provided advance notice (via Council's website) that it is a requirement under the Planning Act that contact details of all properly made submitters be included on any decision notice and therefore they have the ability of consider whether to proceed with making a submission in spite of the legislatively required disclosure of their personal information. Furthermore, in acknowledging a properly made decision, Council provides a letter to submitters advising</p>
<p>Step 5</p> <p>If there is a limitation (restriction or interference), is that limitation reasonably and demonstrably justifiable (proportionality assessment)?</p> <p>Undertake the proportionality assessment by completing the steps below.</p>	
<p>Step 5(a)</p> <p>Is the limitation provided in an Act, Regulation or common law?</p> <p>If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.</p> <p>If YES, identify the head of power and proceed to Step (5b).</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Make reference to the relevant Act, Regulation or common law.</p>
<p>Step 5(b)</p> <p>Is the purpose of the limitation important?</p> <p>Articulate the purpose of the proposed limitation on human rights. Does it address a specific area of public or social concern that is pressing and substantial?</p> <p>If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.</p> <p>If YES, identity the purpose of the proposed limitation and importance and proceed to Step (5c).</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain here why the purpose of the limitation is important. Does it address a specific area of public or social concern that is pressing and substantial?</p>

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<p>Step 5(c)</p> <p>Is material available that demonstrates that the proposed limitation is important?</p> <p>Material may include researching findings, consultation findings, review and empirical data.</p> <p>If material is not available, gather material and reconsider the decision.</p> <p>If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.</p> <p>If YES, identify the material and proceed to Step 5(d).</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Make reference to relevant material and make sure to keep a copy.</p>
<p>Step 5(d)</p> <p>Is the limitation on the right rationally and proportionally connected to the objective you are trying to achieve?</p> <p>Consider whether the limitation is likely to achieve the objective and whether the decision limits the right only to the extent necessary to achieve the objective.</p> <p>If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.</p> <p>If YES, proceed to Step 5(e).</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain how the limitation will achieve the outcome and that the limitation is only to the extent necessary to achieve the outcome.</p>
<p>Step 5(e)</p> <p>Does the limitation fall within the range of reasonable approaches to achieve the purpose?</p> <p>Consider whether there are less restrictive means to achieve the purpose of the limitation.</p> <p>Incorporate safeguards where appropriate.</p> <p>If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right.</p> <p>If YES, proceed to Step 5(f).</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain whether there are less restrictive ways to achieve the purpose of the limitation and whether safeguards can be incorporated.</p>

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<p>Step 5(f)</p> <p>Is the limitation on the human right outweighed by the value of achieving the purpose?</p> <p>Consider whether the balance accords with the values of a free and democratic society based on human dignity, equality and freedom.</p> <p>Pay particular attention to the nature of the human right and the importance of the values underlying that right.</p> <p>If YES, the limit contained in the proposal is probably justified as a reasonable limit on the human right – END OF ASSESSMENT.</p> <p>If NO, the limit/s contained in the proposal is probably not justifiable as a reasonable limit on the human right – Reconsider the act/decision.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain the importance of the values underlying the right and whether the limitation is outweighed by the value of achieving the purpose.</p>
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