

**IPSWICH CITY COUNCIL  
IPSWICH CENTRAL  
RETAIL SUB-PROJECT STEERING  
COMMITTEE TERMS OF  
REFERENCE**

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**1. ESTABLISHMENT**

Council has recently approved to proceed with *Ipswich Central* as a key part of the rejuvenation of the CBD of Ipswich. Council has also approved a development strategy for the Council owned retail and commercial assets contained in the precinct. This development strategy will require Council to develop the assets, secure tenants and to operate the retail and commercial assets for an extended period, prior to selling these assets.

The current Ipswich Central Project Steering Committee has recommended that this retail sub-project steering committee be established to provide strategic direction to Council in relation to the development and operations of the retail and commercial assets.

**2. SUPPORTING LEGISLATION AND POLICY**

The Sub-PSC is not a formal Committee of Council in accordance with Section 264(1) of the *Local Government Regulation 2012*. However, the Sub-PSC has been approved by Council as a key part of the governance framework required for the delivery of Ipswich Central.

**3. PURPOSE**

The purpose of the Sub-PSC is to provide for the governance and strategic direction for the planning, development and delivery of the retail and commercial assets included in Ipswich Central.

More specifically, the Sub-PSC will;

- Provide oversight to all aspects of project delivery for the retail and commercial assets. This will include the endorsement of strategic documentation such as masterplans, business cases, major procurement activities, tenancy agreements and divestment strategies required for key approvals by Council;
- Ensure alignment to the objectives of the Ipswich Central Redevelopment project;
- Identify and manage strategic risks to the program;
- Provide a stabilising influence so organisational concepts and directions are established and maintained with a long term visionary view;
- Ensure appropriate reporting and reviews are in place to provide confidence and transparency in the delivery and operation of Ipswich Central retail and commercial assets

#### **4. SCOPE AND LIMITATIONS**

The Sub-PSC will overview major program and project elements such as:

- Prioritise project objectives and timing.
- Management of project scope.
- Budget review and reporting
- Risk Management strategies
- Project governance
- Oversee stakeholder management and change management programs.
- Review and endorse project plans.
- Monitor progress against approved plans including scope, budgets, programs and assist with strategies to mitigate or take corrective action as necessary

##### **Scope of Sub- PSC Approvals:**

- The PSC's role is to develop the strategy and high-level processes required to ensure that the Project Objectives approved by Council are delivered.
- In making such determinations, the committee will be bound by the policies and decisions of Council.

#### **5. AUTHORITY/ DELEGATION**

- The Sub-PSC has no delegated financial approval and is subject to the normal approval policies and processes of Council. It is noted that individual members of the Sub-PSC may have delegated authority to commit and direct action and any such action would need to be clearly delineated from the operations of the Sub-PSC.
- Council may approve the delegation of certain approvals or procedures to the Sub-PSC and these would need to be specifically documented on a case by case basis.

#### **6. ROLES AND RESPONSIBILITIES**

The role of the Sub-PSC is to:

- Ensure that a clear vision, objectives and scope are developed and articulated for Ipswich Central retail and commercial program of work.
- Overview the program and progress.
- Ensure appropriate resources are allocated to facilitate project delivery - recommend appointment of key project resources and confirm their objectives and responsibilities.
- Ensure provision of the required resources for planning and delivery of the program.
- Ensure that projects' scope aligns with the requirements of the Council approved Project Objectives.
- Provide those directly involved in the project with guidance in relation to delivering the strategic objectives of the project.

- Address major issues which could materially impact the project.
- Ensure project scope is managed and any changes documented
- Report on program and project progress as required to Council.
- Monitor and review of the program at regular Sub-PSC meetings.
- Resolve or assist to resolve issues outside the authority of the project team such as priority setting, decision-making, and resources commitments that cross organisational boundaries and require agreement from senior stakeholders.
- Review, consider and endorse key project deliverables.

## **7. MEMBERSHIP**

Membership of the PSC is as follows;

- Independent Chairperson (requires an appropriate level of retail and commercial property development and operations
- Council General Manager Finance and Corporate Services or Finance Manager
- Program/Project Director

Any additional or replacement members to the Sub-PSC shall be nominated by the Sub-PSC for approval by the Ipswich Central PSC.

## **8. ROLE OF COMMITTEE MEMBERS**

It is intended that the Sub-PSC leverage the experiences, expertise, and insight of key individuals.

Sub-PSC members are not necessarily directly responsible for managing project activities but provide support and guidance for those who do.

Thus, individually, Sub-PSC members should:

- Understand the Strategic Project Objectives;
- Understand the strategic implications and outcomes of initiatives being pursued;
- Appreciate the significance of the program for all major stakeholders;
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued in the project;
- Have a broad understanding of project management issues and approach being adopted.

In practice, this means the Sub-PSC through regular meetings and reporting:

- Review and understand the status of the retail and commercial aspects of the project;
- Ensure the projects' outputs meet the requirements of Council and key stakeholders;
- Help balance conflicting priorities and resources;
- Provide guidance to the project team and users of the project's outputs;

- Consider ideas and issues raised, and provide guidance accordingly;
- Check adherence of project activities to standards of best practice both within the organization and in a wider context;
- Foster positive communication outside of the project team regarding the project's progress and outcomes;
- Report on progress to the Project Steering Committee.

### **8.1 APPOINTMENT OF CHAIRPERSON**

The Chairperson is nominated and appointed by Council.

### **8.2 ROLE OF CHAIRPERSON**

The role of the Chairperson is to chair the meetings, lead the Sub-PSC in its operations, and represent the Sub-PSC as required.

### **8.3 ADMISSION OF NON-MEMBERS TO DEBATE**

Representatives from key contractors and consultants should be invited to attend meetings as required to provide progress updates on relevant projects.

## **9. MEETINGS**

### **9.1 CONDUCT**

Sub-PSC meetings shall be conducted in a professional manner and in accordance with Council's Code of Conduct.

### **9.2 FREQUENCY AND LOCATION**

Meetings will be held monthly with additional meetings scheduled as necessary and will be hosted at the offices of Ipswich City Council or as advised otherwise.

### **9.3 VOTING**

- A consensus vote is required for decision making purposes.
- A proxy maybe nominated by a member to attend a meeting if the member is unable to attend.
- The Chair will be informed of the substitution at least 5 working days prior to the scheduled nominated meeting.
- The nominated proxy shall provide relevant comments/feedback of the meeting to the member they are representing.

### **9.4 QUORUM**

- A minimum number of 2 Sub-PSC members are required for decision-making purposes.

**9.5 CONFLICT OF INTEREST**

Sub-PSC members are required to declare any direct or perceived conflict of interest to the Chairman. In addition, members will be required to complete the Council's Conflict of Interest declaration.

**9.6 REPORT DISTRIBUTION**

All reports will be distributed to the members of the Sub-PSC.

**10. REPORTING GUIDELINES**

The Sub-PSC will determine and agree to the specific content of reports required.

A standardised reporting regime will be adopted that defines the information and frequency of reporting between the;

- The Sub-PSC and the PSC

Papers required for preparation will include;

- Agendas
- Minutes
- Monthly reports
- Any submissions for information
- Any submissions for consideration and approval of the committee

The Secretary will be responsible for the recording, collation, and distribution of the abovementioned documents.

- Minutes will be circulated 1 week following the meeting following approval from the chair of the meeting.
- A monthly report will be prepared and circulated generally in the 3<sup>rd</sup> week of the month week prior to the meeting.
- Any items of new business should be lodged with the Secretary no later than 3 days prior to the meeting.
- Any formal submissions should be circulated with the meeting papers 3 days prior to the meeting.

**11. REVIEW AND PERFORMANCE EVALUATION****11.1 TERMS OF REFERENCE**

It is proposed to review these Terms of Reference 6 months from initial adoption

and annually thereafter.

**11.2 PERFORMANCE EVALUATION**

The Sub-PSC will develop and implement appropriate measures of performance.