

Nicholas Street, Ipswich Central
Executive Report No.17
To 3rd July 2020



DOCUMENT INFORMATION

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Date: 3 July 2020

VERSION	DATE	PREPARED BY
1	3 July 2020	CBD Redevelopment Project Team

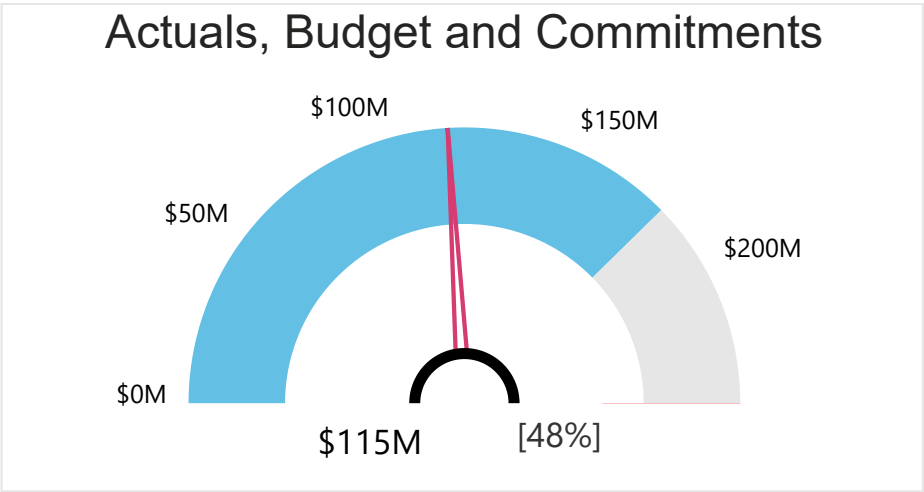
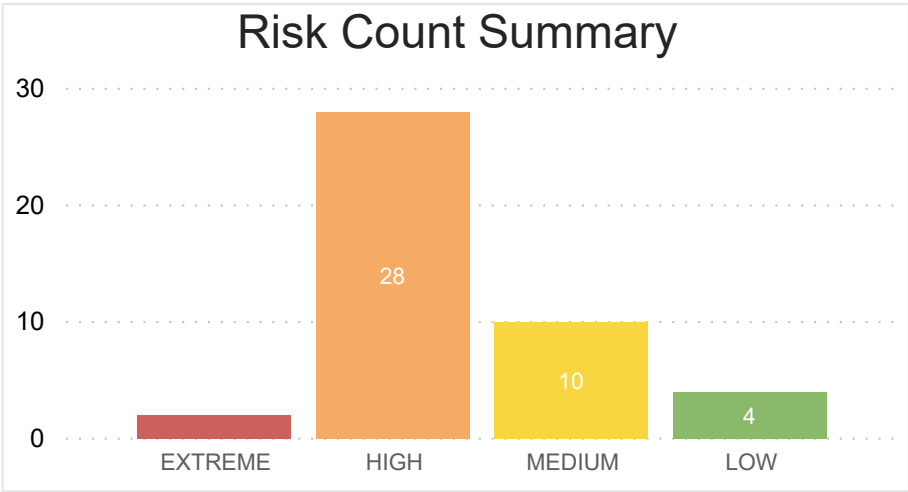
Distribution

Ipswich City Council

IPSWICH CENTRAL - PROJECT WIDE - DASHBOARD - JUN 2020

\$239.1M Budget	\$180.0M Commitments	\$111.3M Actuals	\$57.4M Forecast Commitments	\$239.1M Forecast Final Cost
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Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Ipswich Central Civic Project	\$170.47	\$155.23	\$16.49	\$171.72	\$1.25	\$91.14
Commonwealth Hotel	\$6.26	\$3.72	\$2.54	\$6.26	\$0.00	\$3.56
Nicholas St	\$9.65	\$8.46	\$0.06	\$8.53	(\$1.13)	\$8.46
Retail & Entertainment	\$45.06	\$5.13	\$39.93	\$45.06	\$0.00	\$4.23
Demolition Works	\$7.25	\$7.13	\$0.00	\$7.13	(\$0.12)	\$7.13
Safe Cities	\$0.38	\$0.38	\$0.00	\$0.38	\$0.00	\$0.38
Total	\$239.07	\$180.05	\$59.02	\$239.07	\$0.00	\$114.91
General & Admin	\$0.00	\$1.57	(\$1.57)	\$0.00	\$0.00	\$1.57



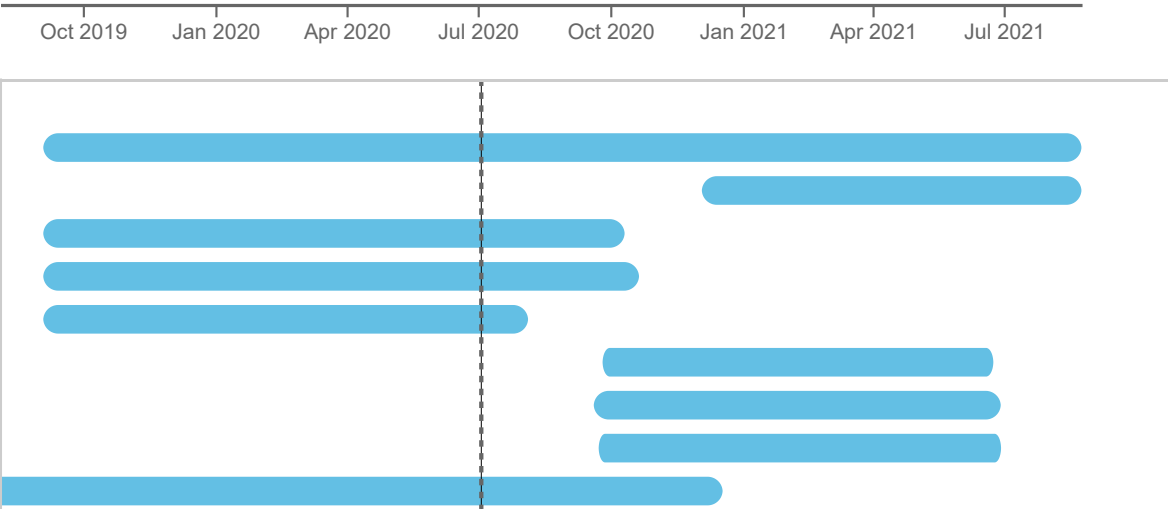
Main Risks

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Risk of covid-19 impact on supply chain (fire and security components)	Monitor ongoing impact and create strategies to mitigate the impact (eg allow late handover of selected areas).	EXTREME	HIGH
Project Site Wide	Risk of covid-19 shut-down of site work	Cleaning, social distancing and other mitigation measures have been implemented by the Contractor.	EXTREME	EXTREME
Project Site Wide	Risk of project contingency being used on elective variations in lieu of being reserved to cover variations for unforeseen issues.	Contingency tracking sheet implemented by Council to ensure sufficient contingency is reserved for unforeseen risks	HIGH	HIGH
Retail & Entertainment	Risk of cinema lease not being signed in time for Retail Project construction to be completed on program.	Manage cinema lease process, review project elements that can proceed in advance of cinema lease (eg streetscape).	LOW	LOW

^ Collapse All

Project Wide

- 01. Admin Building
- 02. Admin Building Fitout
- 03. Library
- 04. Civic Plaza
- 05. Civic Car Park
- 06. Eats
- 07. Metro B
- 08. Venue
- 09. Commonwealth Hotel



0
Monthly Safety Incidents

3
Total Safety Incidents

IPSWICH CENTRAL - CIVIC - DASHBOARD - JUN 2020

\$170.5M

Budget

\$155.2M

Commitments

\$91.1M

Actuals

\$16.5M

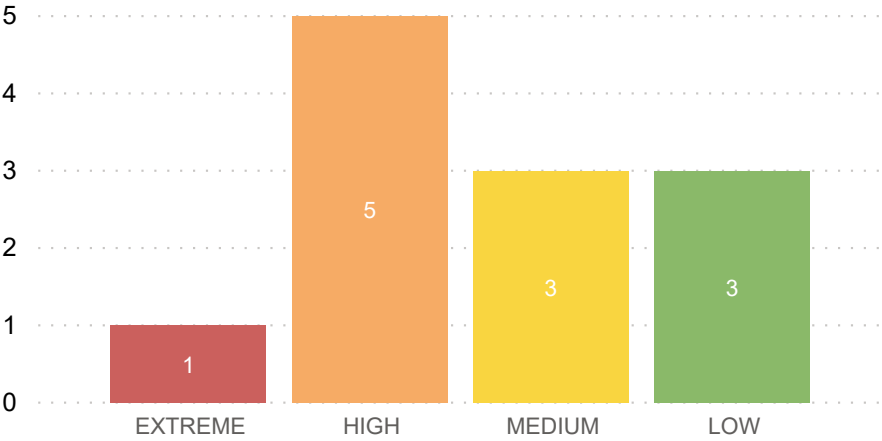
Forecast Commitments

\$171.7M

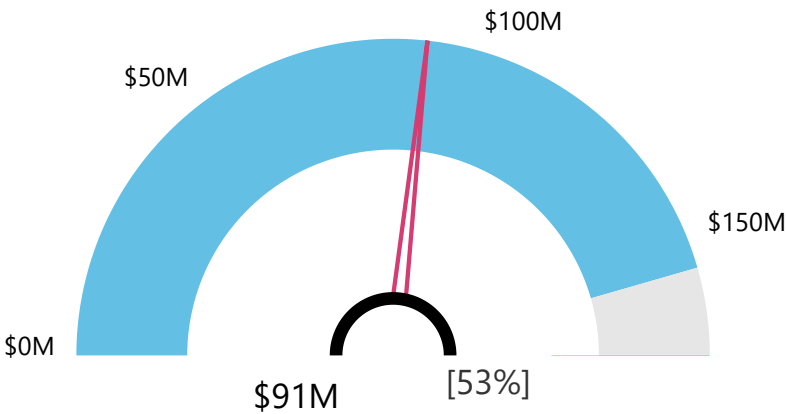
Forecast Final Cost

Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Ipswich Central Civic Project	\$170.47	\$155.23	\$16.49	\$171.72	\$1.25	\$91.14
Total	\$170.47	\$155.23	\$16.49	\$171.72	\$1.25	\$91.14

Risk Count Summary

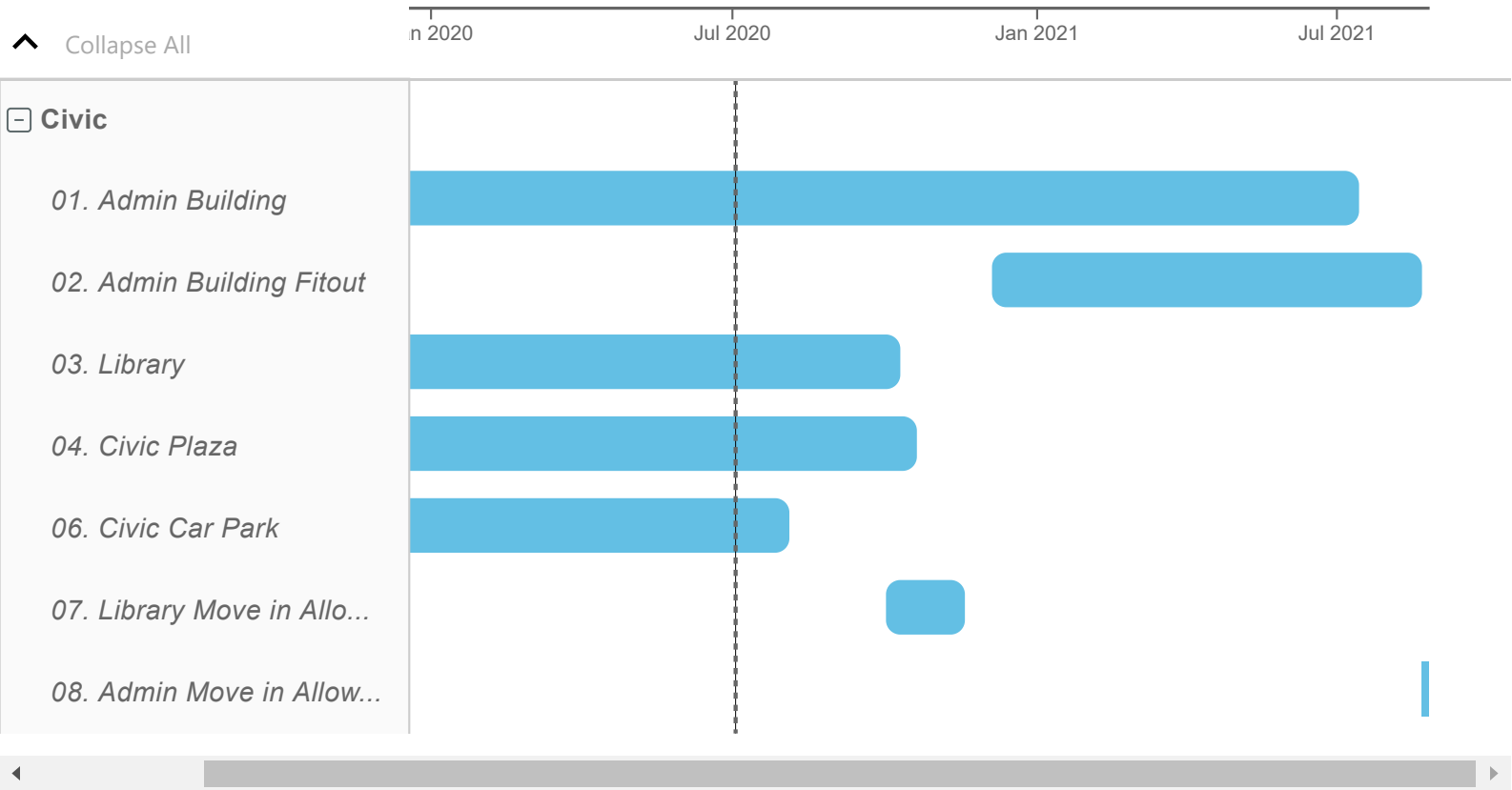


Actuals, Budget and Commitments



Main Risks

Work Area Name	Risk Event_1	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Risk of covid-19 impact on supply chain (fire and security components)	Monitor ongoing impact and create strategies to mitigate the impact (eg allow late handover of selected areas).	EXTREME	HIGH



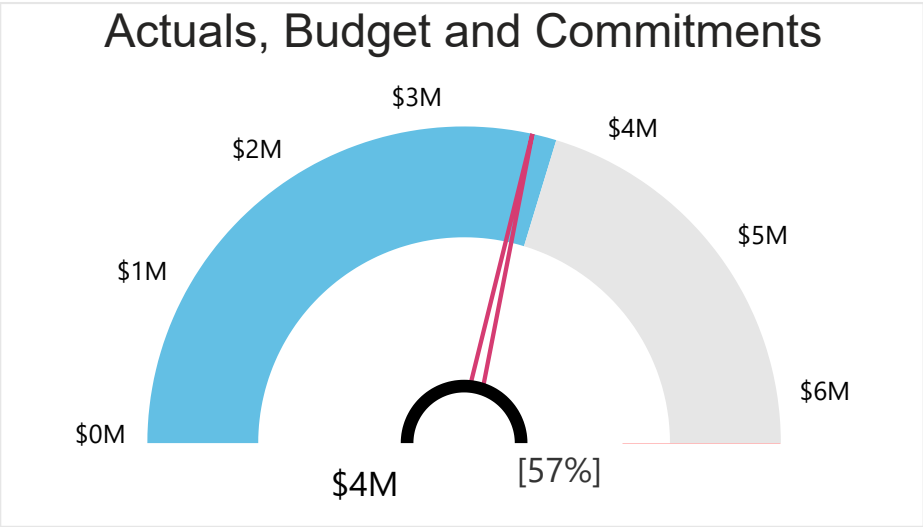
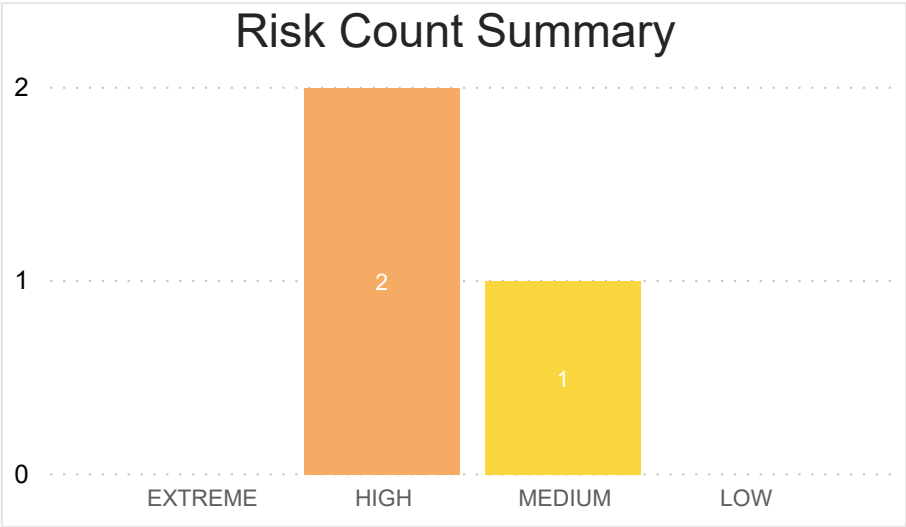
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Monthly Safety Incidents

1
Total Safety Incidents

IPSWICH CENTRAL - COMM HOTEL - DASHBOARD - JUN 2020

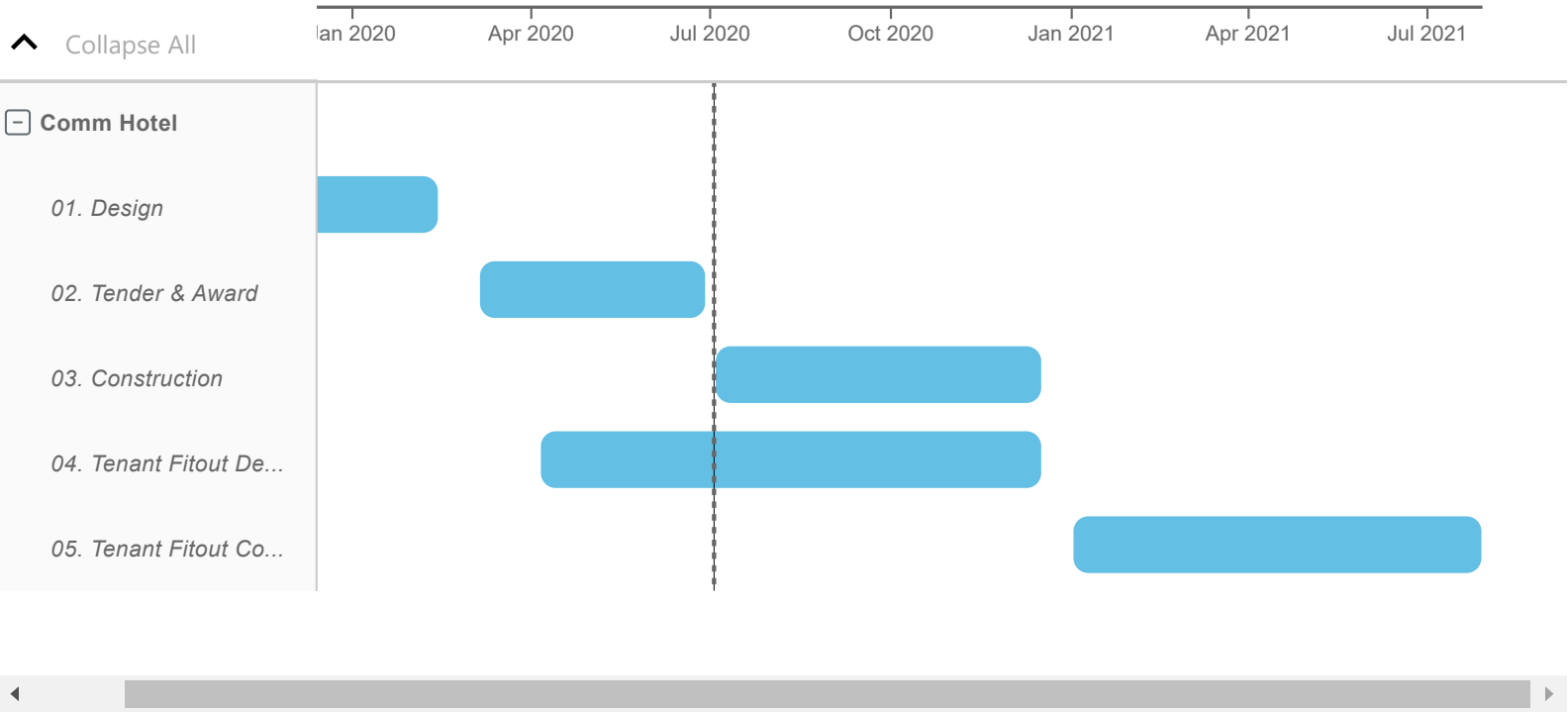
<div>\$6.3M</div> <div>Budget</div>	<div>\$3.7M</div> <div>Commitments</div>	<div>\$3.6M</div> <div>Actuals</div>	<div>\$2.5M</div> <div>Forecast Commitments</div>	<div>\$6.3M</div> <div>Forecast Final Cost</div>
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Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Commonwealth Hotel	\$6.26	\$3.72	\$2.54	\$6.26	\$0.00	\$3.56
Total	\$6.26	\$3.72	\$2.54	\$6.26	\$0.00	\$3.56



High Risk Items

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Commonwealth Hotel	Delays in appointment of Contractor for Commonwealth Hotel Reconstruction	Approval to be granted for the project team to commence negotiation with the preferred tenderer.	HIGH	HIGH



0

Monthly Safety Incidents

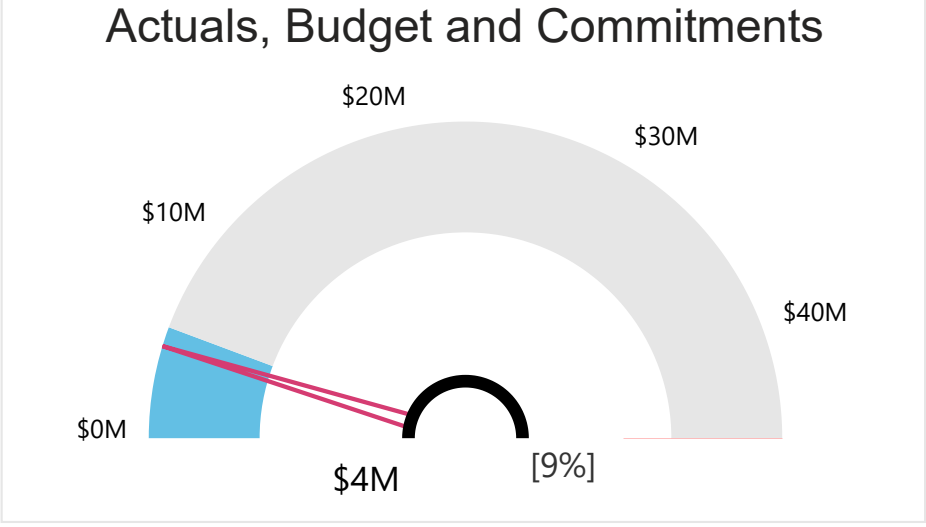
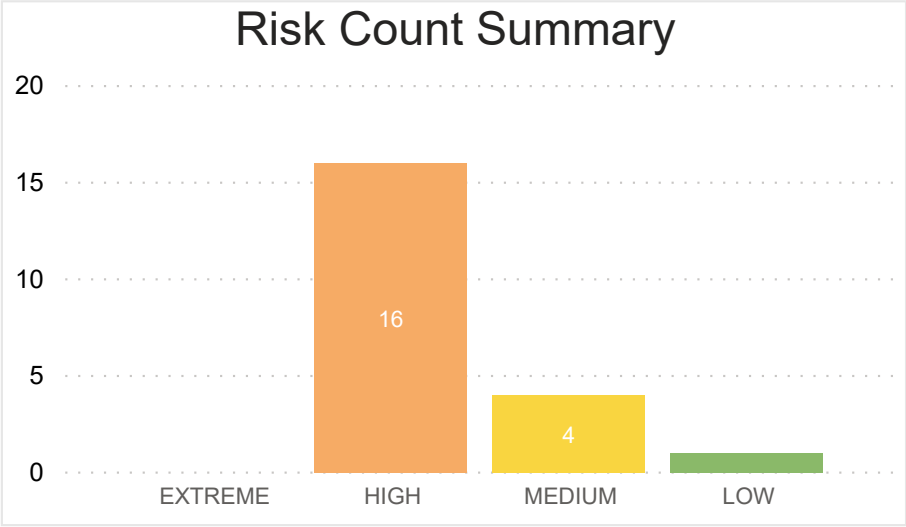
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Total Safety Incidents

IPSWICH CENTRAL - RETAIL - DASHBOARD - JUN 2020

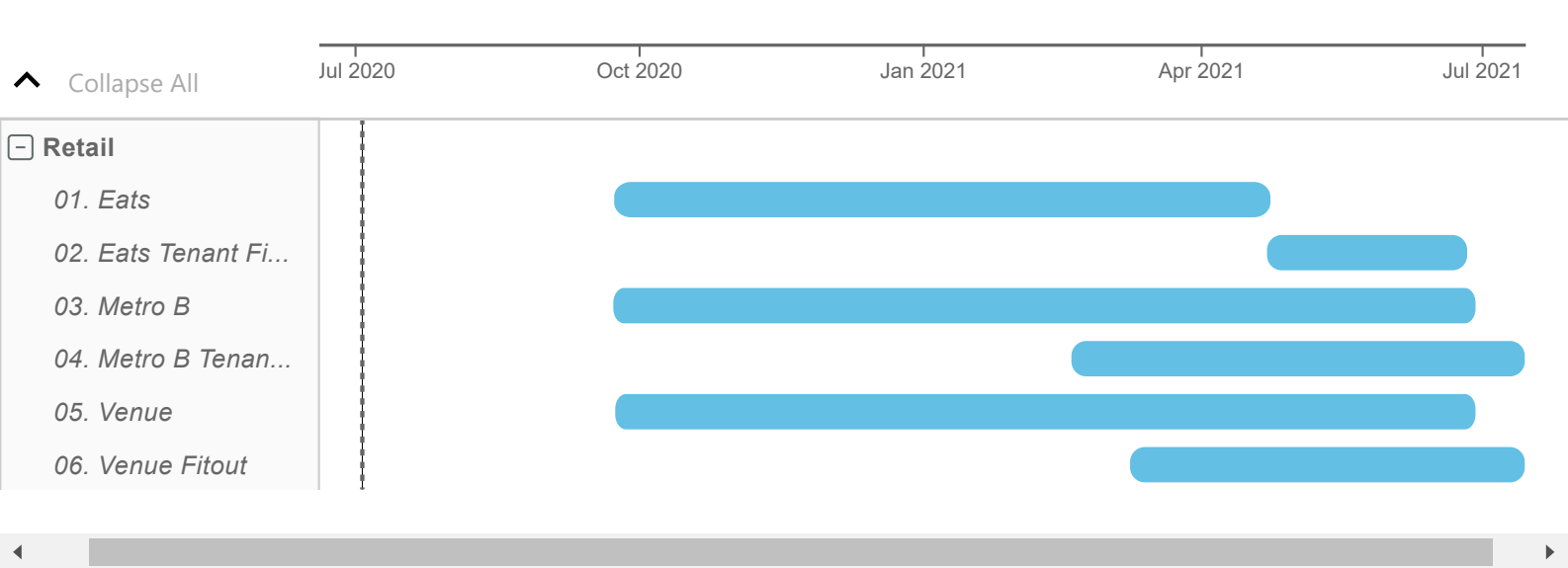
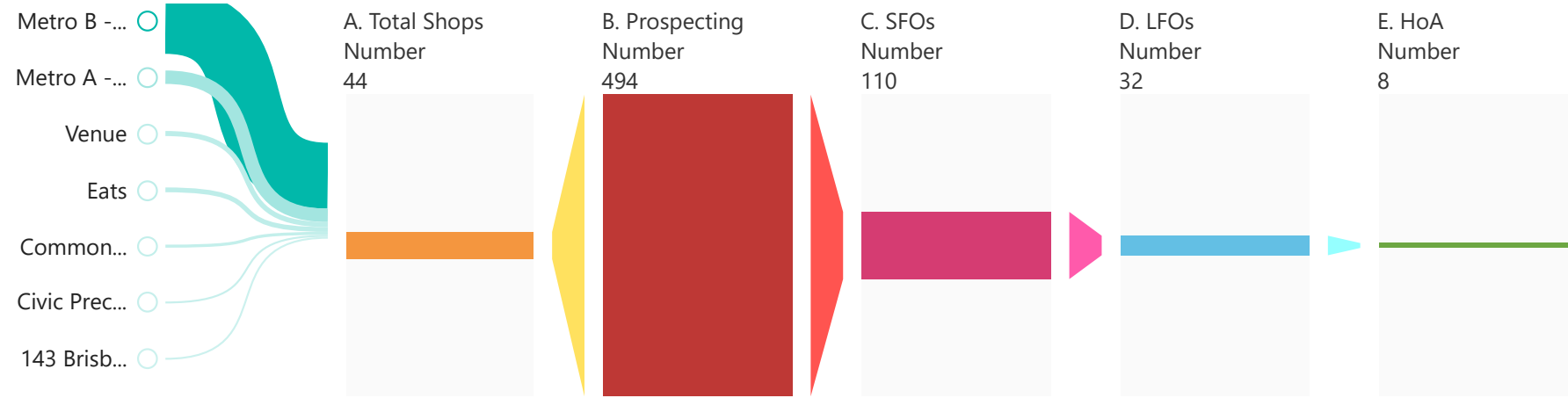
<div>\$45.1M</div> <div>Budget</div>	<div>\$5.1M</div> <div>Commitments</div>	<div>\$4.2M</div> <div>Actuals</div>	<div>\$39.9M</div> <div>Forecast Commitments</div>	<div>\$45.1M</div> <div>Forecast Final Cost</div>
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Work Area Name	\$M Budget	\$M Commitments	\$M Forecast Commitments	\$M Forecast Final Cost	\$M Variance to Budget	\$M Actuals
Retail & Entertainment	\$45.06	\$5.13	\$39.93	\$45.06	\$0.00	\$4.23
Total	\$45.06	\$5.13	\$39.93	\$45.06	\$0.00	\$4.23



High Risk Items

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Retail & Entertainment	AV scope of work may remain undefined.	Council and Retail Precinct management to be involved in content planning and development with AV and Public Art team.	HIGH	MEDIUM
Retail & Entertainment	Lease for Cinema may not be executed in time for construction to proceed.	Manage cinema lease process, review project elements that can proceed in advance of cinema lease (eg streetscape).	LOW	LOW



0

Monthly Safety Incidents

0

Total Safety Incidents

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APPENDIX A – SUMMARY PROGRAM

APPENDIX B – RISK DASHBOARD

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1. Program

1.1 SUMMARY

The program has been updated with data date on 1 July 2020. A summary Gantt chart is included at **Appendix A** of this Report which reflects target completion dates summarised in the table below.

Table 1 – Program Status Summary

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

The program for completion of work to the retail buildings (Eats, Venue, Metro A & B) is to be determined pursuant to confirmation of Council's intention to proceed. If work is instructed to proceed in July 2020 the recommended program objectives will be:

- Completion of the streetscape in front of the Eats building prior to opening of the Civic Plaza and Library.
- Completion of retail fit out to coincide with occupancy of the Administration Building

However, it should be noted that both these objectives are at risk if work does not commence in July 2020.

1.2 D&C CONTRACT EXTENSIONS OF TIME

The Contract entitles the D&C Contractor to claim extensions of time due to adverse weather conditions. All extensions of time listed below relate to weather.

Table 2 – Construction Extensions of Time Summary

Separable Portion	Description	EOT's Granted (Business Days)
1	Admin Building	18
2	Library	19
3	Civic Plaza	16.5
4	Car Park Upgrade	12
5	Existing Lift in Food & Bev Bldg	NA

2. Financial

2.1 FINANCIAL SUMMARY

The Cost Report for the month ending 31 May 2020 is included in **Appendix B**. The table below summarises the current budget and forecast final cost.

Table 3 – Financial Summary

	Project	Current Budget	Committed Contracts and Variations	Forecast Contracts and Variations	Forecast Final Cost
1	Civic Project	170,471,339	155,077,415	16,641,242	171,718,657
2	Commonwealth Hotel	6,255,741	3,715,909	2,539,831	6,255,740
3	Nicholas / Union	9,653,680	8,461,817	64,588	8,526,405
4	Retail & Entertainment	45,059,180	5,133,131	39,926,049	45,059,180
5	Demolition Works	7,250,069	7,130,026	0	7,130,026
6	Safe Cities	377,616	377,616	0	377,616
	TOTAL	239,067,625	179,895,915	59,171,710	239,067,625
	General & Admin	0	1,571,972	-1,571,972	0

2.1.1 Budget Amendment Summary

The October 2018 budget was \$215M. In August 2019 this was re-stated as \$201.5M because \$13.5M of land purchase costs was dealt with outside of the project budget (note: the retail component of the budget was unchanged).

This budget has now been increased by \$37,567,625 (excluding lease fit-out capital incentives) to cover additional works to Metro B, Venue, Eats and Commonwealth Hotel. Unspent components of the pre-existing retail allocation have been preserved within the total budget and will cover items such as Metro A facades, AV and other work. A summary of the budget revision is included below:

Description	August 2018 Budget	December 2019 Budget Increase	Current Total Budget
Retail & AV (excl Commonwealth Hotel)	\$10.3M	\$34.8M	\$45.1M
Commonwealth Hotel	\$3.5M	\$2.8M	\$6.3M
All Other Work	\$187.7M	\$0	\$187.7M
TOTAL	\$201.5M	\$37.6M	\$239.1M

2.2 CASH FLOW

The recent cash flow is presented below and covers all expenditure including contractors and other fees and charges.

Table 4 – Cash Flow

Month	Monthly Expenditure	Cumulative Total
July 2019	\$1,455,874	\$34,816,194
August 2019	\$1,032,512	\$35,848,706
September 2019	\$3,659,633	\$39,508,339
October 2019	\$7,475,156	\$46,983,495
November 2019	\$9,314,613	\$56,298,108
December 2019	\$5,190,207	\$61,488,315
January 2020	\$7,696,207	\$69,184,521
February 2020	\$5,774,856	\$74,959,378
March 2020	\$7,533,719	\$82,493,097
April 2020	\$10,207,186	\$92,700,283
May 2020	\$11,418,747	\$104,119,030
June 2020	\$12,357,968	\$116,476,998

2.3 VARIATIONS – CIVIC PROJECT

Variations for the Civic Project are summarised below.

Table 5 – Civic Project Variations Summary

	Previous Period		This Period	
Status	Qty	Value (\$)	Qty	Value (\$)
Original Contract		\$128,750,332		\$128,750,332
Approved	65	\$3,063,235	80	\$4,706,171
REVISED CONTRACT VALUE		\$131,813,567		\$133,456,503

3. Design & Construction

3.1 CIVIC PROJECT

The Civic Project scope of works covers the following separable portions:

1. The Administration Building (including integrated fit-out)
2. Library (including fit-out)
3. Civic Plaza
4. Existing Car Park Upgrade
5. Existing Lift (within future 'Eats' building)

The design review process is now complete. The workforce on site is now around 230 people. Mitigation measures are in place to reduce the impact of Covid-19. Major construction milestones achieved in June 2020 include:

- Administration Building: Structure lift core structure complete and jump form removed.
- Library: Permanent light and power has been energised.
- Civic Plaza: Tree planting and landscaping has commenced.
- Car Park: Jet fans installed.

The program in Appendix A shows the status of construction and photos in Appendix C supplement this information.

3.2 COMMONWEALTH HOTEL

The Commonwealth Hotel reconstruction works have been tendered to a pre-approved list of four tenderers selected from an open Expressions of Interest process conducted by Council:

- Tenderers closed in May 2020;
- Tender evaluation recommended to Council in June 2020;
- Contract execution is forecast for July 2020;
- Construction of the base building is targeted for completion in Q4 of 2020.

The completion date for the rebuilding work will be determined by the contract execution date that can be achieved. Input from Council's legal team is likely to be sought to ensure the final terms are suitable.

3.3 NICHOLAS / UNION

Jmac Constructions achieved practical completion on 19/12/2019 of their scope of work. This date was one day prior to their contract completion date and enabled Nicholas Street to be opened to the public prior to the 2019 holiday period. The defect liability period is due to expire in December 2020 and during this period the Contractor is returning to site periodically to address defects identified by the project team.

This month a significant defect was identified by Energex in relation to work completed in Union Place. This defect has now been addressed and current indication is that Energex will accept the work as conforming and complete high voltage cabling to service the Administration Building.

3.4 RETAIL

A Tender Consideration Plan has been approved by Council to enable Hutchinson Builders as the existing head contractor for the Civic Project to undertake the delivery of the Retail Project as a variation. This includes providing 'open book' pricing of subcontract work.

Pricing has been received and reviewed by the project cost consultant RLB. The scope of work as currently proposed includes:

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

Metro B – 2 Bell Street

Eats – Food & Beverage Building

Venue – Entertainment Building

Audio Visual projection onto retail facades

Progress of the retail project is dependent on Council agreeing to this variation proceeding pursuant to satisfactory progress in securing tenants. The program was originally based on engaging Hutchinson in December 2019 however the variation has not yet been approved.

In order to mitigate the impact on program – Hutchinson Builders have been given permission to proceed with preliminary design development and this work was completed in the first week of April 2020. In the event that the Retail Project construction variation does not proceed with Hutchinson Builders, this design will remain as the possession of Council.

The completion dates for Retail Project will be reassessed once the work is approved to proceed.

In the meantime, a proposal has been provided to Council for work which could commence now utilising available budget from the Nicholas / Union and Civic Project so that the streetscape and façade in front of Eats is complete in time for the opening of the Civic Plaza. This will improve pedestrian safety upon handover of the Library and Civic Plaza.

3.5 AV PROJECT

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

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

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

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

Funding has been included for the capital cost of the AV work. Some initial digital contents is being provided as part of the public art strategy, however, the ongoing management of the AV content will be the responsibility of the precinct management team.

3.6 DEMOLITION WORK

Demolition work was completed in 2018 and included lot creation to facilitate construction of the Administration Building and adjacent Civic Project elements. The demolition work has reduced the risk and program duration of the Civic Project. This phase of work is now concluded, and site possession has been transferred from the Demolition team to the Construction team of Hutchinson Builders.

3.7 SAFE CITY RELOCATION

The Safe City Relocation project has been completed.

4. Safety & Environment

4.1 PUBLIC SAFETY

The major public safety issue currently impacting the project is the interface between the public and the construction area spanning the Eats building and Civic Carpark. In order to improve future public safety, work is recommended to proceed on the streetscape in front of the Eats building so the public can safely traverse this area once the new access to the car park is established and made available to the public (currently forecast for September).

4.2 SAFETY IN DESIGN

The project team is currently reviewing the technical submission for the Building Maintenance Unit and roof access safety system.

4.3 ENVIRONMENT

The methodology for cleaning the car park has been approved. Water run-off from cleaning will be diverted and treated prior to being discharged.

4.4 SAFETY CONSULTANT

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

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

The monthly safety review on site has been completed for June 2020. Measures implemented to control Covid-19 risk include:

- Awareness raising through posters
- Formal communication with workers
- Additional cleaning
- Gloves for plant operators
- Additional lunchrooms and toilets
- Rotational timing of lunch breaks
- Limitations on use of the hoist

5. Marketing & Leasing

5.1 RETAILER ENGAGEMENT

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

The Stakeholder Relations team (ICC) conducted a range of initiatives and communications with traders and building owners in the Nicholas Street impact zone. These included:

- Emails to all traders and building owners on all relevant COVID-19 business recovery grants
- Council's Office of Economic Development launched a series of online web training and panel discussions for small local businesses as well as a new business concierge service to assist local businesses
- Regular social media posts – mix of trader products, and redevelopment updates Ongoing assistance with individual trader marketing and promotions
- Weekly project updates to traders, building owners and internal stakeholders
- Invitation to engage via Shape Your Ipswich digital platform

5.2 LEASING

The summary of retail leasing activities is included in the table below.

Table 6 – Retail Leasing Summary

Precinct	Total Shops	Prospecting	SFOs	LFOs
Metro A - Bell Street Link	12	68	15	3
Metro B - 2 Bell Street	18	357	79	23
Eats	5	18	7	3
Venue	6	23	4	2
Commonwealth Hotel	1	19	1	1
Civic Precinct	1	9	4	0
143 Brisbane St	1	0	0	0
Totals	44	494	110	32

5.3 COMMUNITY ENGAGEMENT

Due to current covid-19 restrictions and the ongoing requirement for social distancing, major activations and gatherings have not been planned for the second quarter of 2020.

6. Risk

6.1 RISK SUMMARY

The risk summary table below is taken from **Appendix C: Risk Dashboard** of this report, which also shows further details including a full risk register. There have been no amendments in the month of June 2020.

Table 8: Residual Risk by Project

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4	1	7
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	2		4
1.3	Civic Square	1		1		2
1.4	Car Park Upgrade	2				2
2.3	Commonwealth Hotel		1	2		3
3.1	Nicholas St / Union PI Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue	1		1		2
Total		6	14	23	1	44

The extreme risk listed above is the potential shut-down of site due to Covid-19. This risk is rated as extreme due to the likelihood and magnitude.

Covid-19 risks for the supply chain previously included pavers and lifts that have arrived and are not expected to delay project completion dates. However, with expansion of Covid-19 still a significant issue in many countries there are still components that may be impacted.

Regarding other risks remaining on the risk register it is worthwhile to note:

- Retail project approval to proceed remains a key risk this month.

7. Summary

Key actions required for the coming months are summarised below:

7.1.1 Central Civic Project

- Resolution of remaining provisional sums:
 - IPSWICH landscape feature sign
 - Administration Building ID Signs
 - Main Library external signage
- Pricing and finalisation of Administration Building Level 04 & 08 changes requested by Council.
- Confirmation of Administration Building workstation layouts
- Establishment of an AV content, management and activation strategy for the project

7.1.2 Commonwealth Hotel

- Execution of the Commonwealth Hotel reconstruction contract.
- Certificate of Final Completion and final account to be settled for underpinning work.

7.1.3 Nicholas / Union

- Defect list rectification.
- Council to approve streetscape works in front of the Eats building utilising existing funding from the Nicholas / Union project.

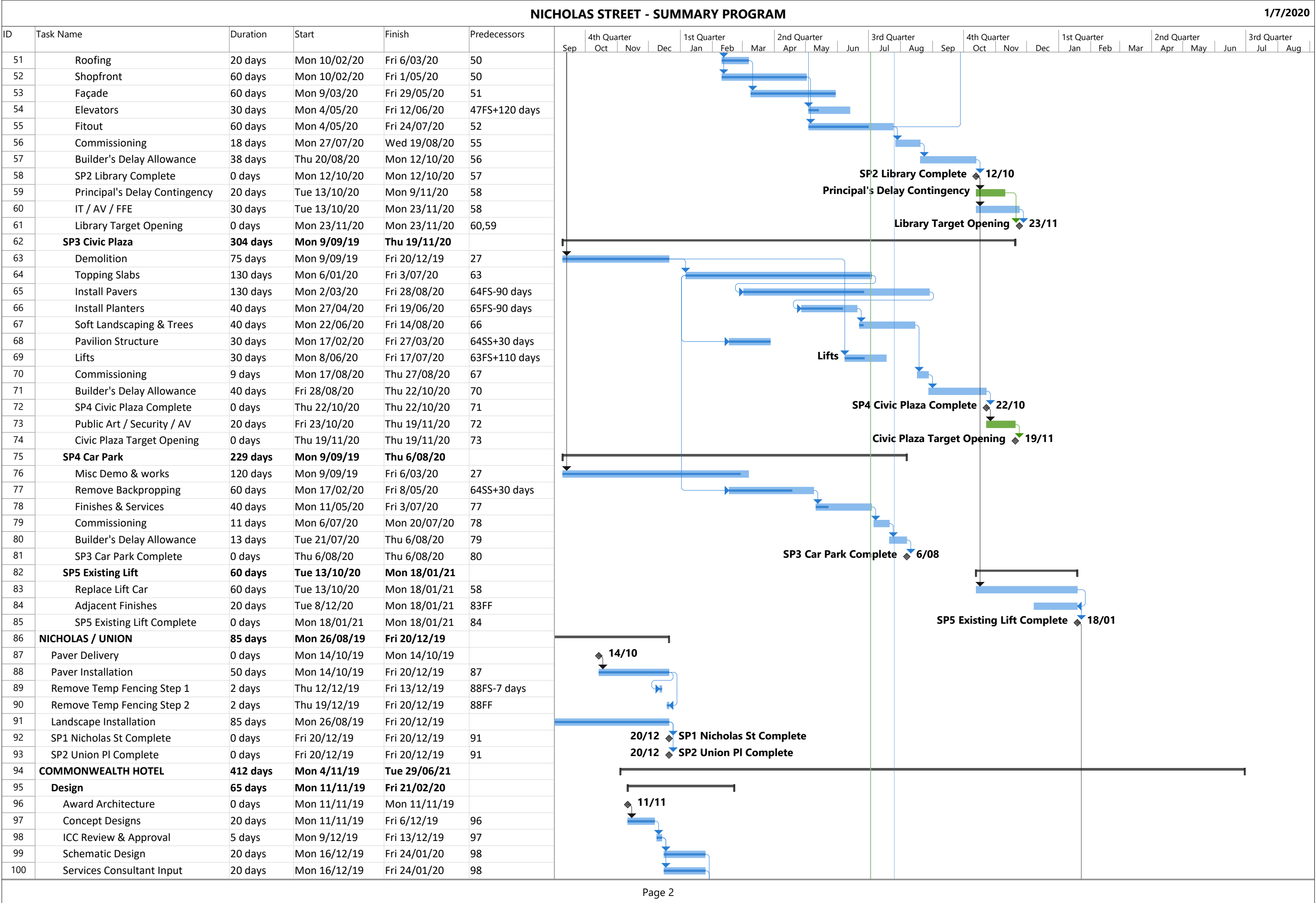
7.1.4 Retail

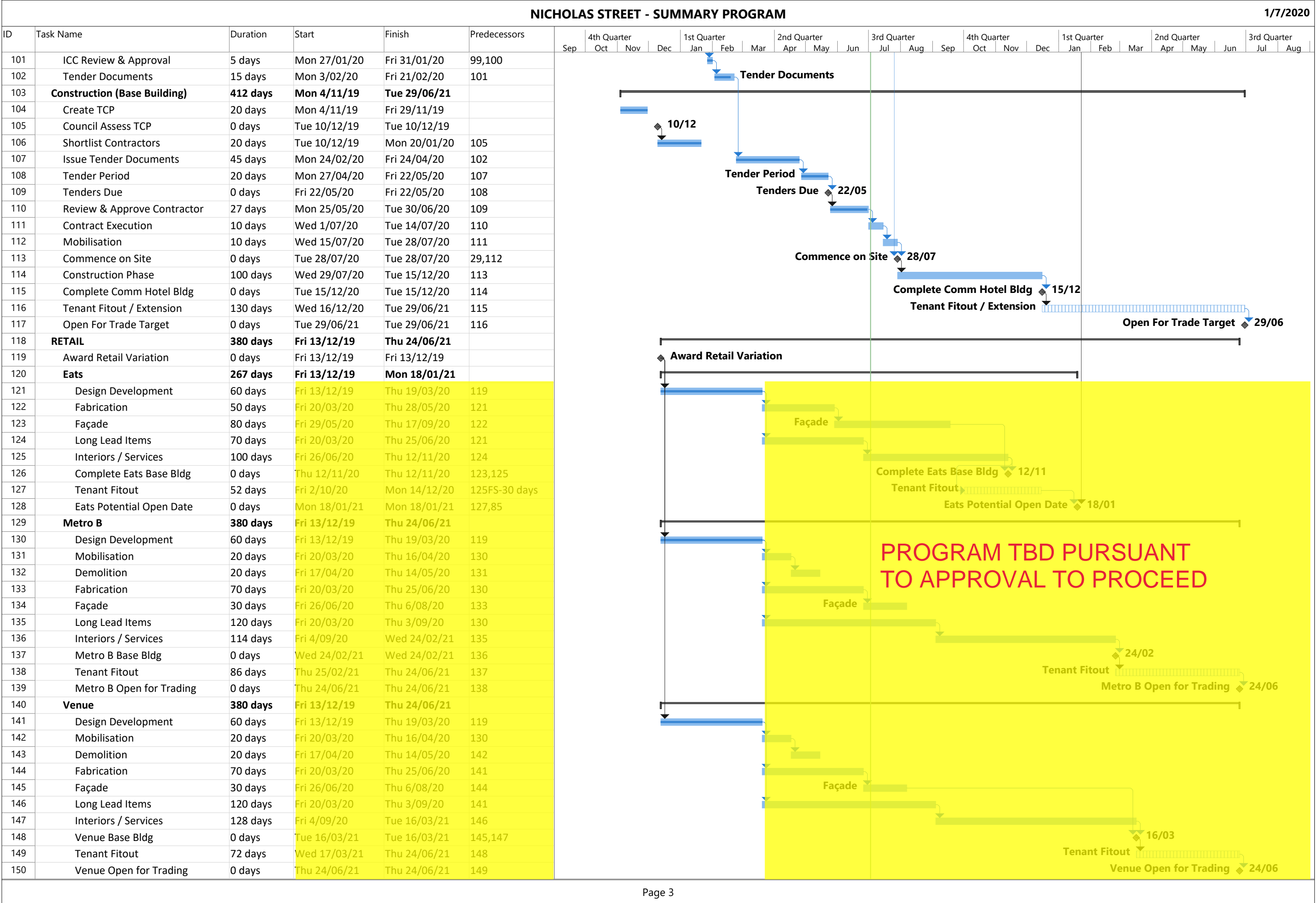
- Council to confirm approval for the Retail Project to proceed.

APPENDIX A – MASTER PROGRAM

/7/2020

Page 1





APPENDIX B – RISK REGISTER

APPENDIX D - RISK DASHBOARD - JUN 2020

HIGH &
EXTREME
RESIDUAL RISKS
LAST MONTH

24

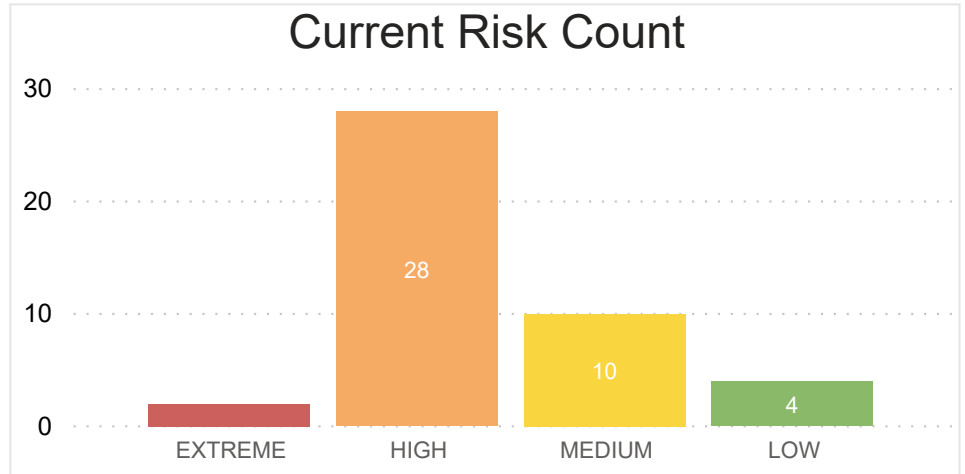
HIGH &
EXTREME
RESIDUAL RISKS
THIS MONTH

24

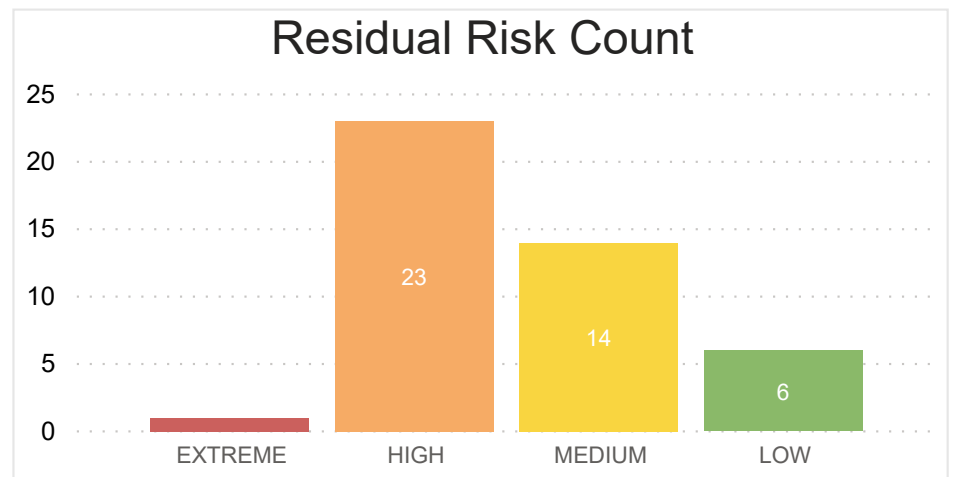
Risk Rank

	INSIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
ALMOST CERTAIN	11	16	20	23	25
LIKELY	7	12	17	21	24
POSSIBLE	4	8	13	18	22
UNLIKELY	2	5	9	14	19
RARE	1	3	6	10	15

Current Risk Count



Residual Risk Count



Residual Risks

Ref	Project	LOW (R)	MEDIUM (R)	HIGH (R)	EXTREME (R)	TOTAL
0	Programme - Site Wide		2	4	1	7
1.1	Administration Building	1	2	1		4
1.2	Library	1	1	2		4
1.3	Civic Square	1		1		2
1.4	Car Park Upgrade	2				2
2.3	Commonwealth Hotel		1	2		3
3.1	Nicholas St / Union PI Upgrade		1			1
4.1	Metro A		4	3		7
4.2	Metro B		2	4		6
4.2	Venue	1		1		2
Total		6	14	23	1	44

MAIN RISKS (based on Risk Residual Rank)

Work Area Name	Risk Event	Mitigation	Risk (Current)	Risk (Residual)
Ipswich Central Civic Project	Corona virus impact on supply chain	Monitor ongoing impact and create strategies to mitigate the impact (eg allow late handover of selected areas).	EXTREME	HIGH
Project Site Wide	Covid-19 shut-down of site work	Cleaning, social distancing and other mitigation measures have been implemented by the Contractor.	EXTREME	EXTREME
Commonwealth Hotel	Delays in appointment of Contractor for Commonwealth Hotel Reconstruction	Approval to be granted for the project team to commence negotiation with the preferred tenderer.	HIGH	HIGH
Project Site Wide	Variations to the Project scope increase the budget and reduce contingency.	Contingency tracking sheet implemented by Council to ensure sufficient contingency is reserved for unforeseen risks	HIGH	HIGH
Retail & Entertainment	AV scope of work may remain undefined.	Council and Retail Precinct management to be involved in content planning and development with AV and Public Art team.	HIGH	MEDIUM

APPENDIX C – SITE PHOTOS

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Civic Plaza: View looking west, tiling and setting bed.



Civic Plaza: Northern civic plaza bar / cafe

Administration Building: Curtain wall installation commencing.



22 Jun 2020 at 10:26:42 am



Administration Building: Level 08 slab reinforcement.

Nicholas Street: View of the library



Library: Public meeting rooms fit-out nearing completion