ACT Government
Infrastructure Canberra

MANAGING CONTRACTOR PANEL WORK ORDER

Date	___18/09/2025_____
Parties	**AUSTRALIAN CAPITAL TERRITORY** **COMPLEX CO PTY LTD** **ABN 59 130 697 639**
	MANAGING CONTRACTOR PANEL WORK ORDER
	DICKSON SHOPS REVITALISATION **WORK ORDER NUMBER: WO02**
	ISSUED UNDER AND SUBJECT TO PANEL DEED NUMBER 27701-NCT-001-10
Prepared by	Infrastructure Canberra PO Box 158 Canberra ACT 2601 Ref: OR

CONTRACT INFORMATION

Any terms in capitals have the meaning specified in clause 1.1.1 of the Terms and Conditions, or of the Panel Deed unless otherwise indicated.

1	**The Principal** *(See clause 1.1.1 – definition of 'Principal' of Terms and Conditions)*	The Principal is: » Australian Capital Territory, the body politic established by section 7 of the *Australian Capital Territory (Self Government) Act 1988* (Cth) represented by Infrastructure Canberra.
2	**The Managing Contractor** *(See clause 1.1.1- definition of 'Managing Contractor' of the Terms and Conditions)*	COMPLEX CO. PTY LTD ABN 59 130 697 639 of 209 MAJURA ROAD, MAJURA ACT 2609.
3.	**Principal's Representative** *(See clauses 1.1.1 – definition of 'Principal's Representative' and 2.1 of the Terms and Conditions)*	Name: Jody Yap Telephone: 02 6205 0530 Email address: jody.yap@act.gov.au Postal address: GPO Box 158 Canberra ACT 2601
4.	**Managing Contractor's Representative** *(See clause 1.1.1 – definition of 'Managing Contractor's Representative' and 2.2 of the Terms and Conditions)*	Sch 2.2(a)(ii)
5.	**Address for service of notices** *(See clause 1.11 of Terms and Conditions)*	For the Principal: The address of the Principal's Representative in Contract Information Item 3. For the Managing Contractor: The address of the Managing Contractor's Representative in Contract Information Item 4.

6.	**Description of the Project and purpose** *(See clause 1.1.1 of Terms and Conditions – definition of 'Project' and clause 17.2.6)*	The Works are: » The procurement seeks to engage an experienced and suitably prequalified Managing Contractor under Panel Arrangement to deliver upgrades to public spaces and infrastructure at the Dickson Shops including but not limited to: • Design works limited to design of minor items (if required) and shop detailing - design that is necessary to comply with **clause 17.2.3 of the Terms and Conditions** • Demolition works and site preparation • Reusing some of the existing brick paving as feature paving in dwell zones and seating walls and installing new concrete paving in movement zones. • Reuse of existing artworks including a dog sculpture, 2 sheep sculptures, 4 elevated sculptures and a range of tile artworks currently embedded in pavement. • New lighting and multi-function poles with conduits for future infrastructure (e.g. CCTV). • More trees and plants, while preserving the existing healthy trees. • A tiered landscape element for children's play and informal seating. • New accessible furniture, decks and bike racks. • Widened footpaths to improve wayfinding and connections. • Kerb realignment and reconfiguration of existing kerbside parking to improve accessibility of the disability parking and ensuring more efficient use of existing parking space. The purpose of the works is to deliver public realm and infrastructure upgrades at the Dickson shops. *For more details, refer to Project Brief Attachment A*
7.	**Site information** *(See clause 1.1.1 – definition of 'Site' of the Terms and Conditions)*	A. The Site is located at: Section 30 Dickson ACT 2612» B. For site constraints and further site details, refer to Project Brief Attachment A
8.	**Documents comprising the Work Order** *(See clause 1.1.1 - definition of 'Work Order' and 17.1 of the Terms and Conditions)*	The documents listed below comprise the parties' agreement with respect to the Services and Works and are to be interpreted in decreasing order of priority: (1) the Special Conditions (if any); (2) the Contract Information; (3) the Terms and Conditions; (4) the annexures, attachments and schedules to the Work Order unless otherwise stated; (5) negotiations or correspondence that is agreed by the Principal as follows: (a) Email dated 27 August 2025 12:14 pm from Perry to Rahman; SUBJECT RE: Procurement Submission – W002-PICR0006841 Dickson Shops Revitalisation - Negotiation (6) Project Brief; (7) Principal's Documents as at the Commencement Date of the Work Order; (8) all plans required by a relevant development code or general code identified in the Territory Plan (see **clause 13.4.2** of the Terms and Conditions); (9) Endorsed Design Documents;

		(10) the Managing Contractor's response to the Draft Work Order dated 17/06/2025 excluding any items not agreed as noted above; (11) items from the labour relations, training and workplace equity plan submitted with the response to the Draft Work Order; (12) items from the local industry participation submitted with the response to the Draft Work Order.
9.	**Copies and Format of Contract Material** *(See clause 1.1.1 – definition of "Contract Material" and clause 17.2.8 of the Terms and Conditions)*	The Managing Contractor will provide Contract Material in the following number of copies and format: *One (1) copy in an electronic format acceptable to the Principal*
10	**Territory Information** *(See clause 1.1.1 – definition of "Territory Information" and clause 15 of the Terms and Conditions)*	None specified- see **clause 15** of the Terms and Conditions.
11	**Commencement Date of the Work Order** *(See clause 1.1.1– definition of "Commencement Date of the Work Order" and clause 4.2.1 of the Terms and Conditions)*	The Work Order commences on the date that the last party executes the Work Order
12	**Works Start Date** *(See clause 1.1.1 – definition of "Works Start Date" and definition of "Support Management Fee Adjustment Event" of the*	The Works Start Date is September/October 2025 subject to contract execution and Managing Contractor complying with all prerequisites such as evidence of insurances.

<table>
<tr><td></td><td>Terms and Conditions)</td><td></td></tr>
<tr><td>13</td><td>Date for Practical Completion of the Works AND time for Site access
(See Contract Information Item clause 1.1.1 – definitions of “Date for Practical Completion” and “Scheduled Progress” and “Schedule of Forecast Claims” and “Support Management Fee Adjustment Event” and “Stage” and clauses 4.2.1(2) 20.4.1, 20.2.4(4)) and 23.1.1)</td><td>There are two Stages.
<table>
<tr><th>Item no</th><th>Description</th><th>Time to give access to the Site</th><th>Date for Practical Completion</th></tr>
<tr><td>1</td><td>Final Planning Development (incl Staging Methodology)</td><td>14 Days from commencement date of the Work Order</td><td>5 Weeks after commencement of Work Order</td></tr>
<tr><td>2</td><td>Stormwater remediation investigations, proposal of strategy and approvals</td><td>14 Days from commencement date of the Work Order</td><td>8 Weeks after commencement of Work Order</td></tr>
<tr><td>3</td><td>Construction Commencement and Site establishment</td><td>14 Days from commencement of Work Order</td><td>60 Weeks after the commencement of Work Order</td></tr>
</table></td></tr>
<tr><td>14</td><td>Order of Works
(See clauses 20.6.1 and 22.1.1(1) of the Terms and Conditions)</td><td>In accordance with the approved staging plan and constructability considerations.</td></tr>
<tr><td>15</td><td>Defects Liability Period
(See clauses 1.1.1 – definition of “Defects Liability Period” and clause 24.1.1 of the Terms and conditions)</td><td>52 weeks from the date of handover.
Note: For staged handover, each stage will carry a 52-week Defects Liability Period (DLP).</td></tr>
<tr><td>16</td><td>Working Hours
(See clauses 1.1.1 – definition of “Working Hours” and clause 21.1.4 of</td><td>(1) the hours between and including 7 a.m. and 6 p.m; or
(2) if there is a relevant award, enterprise agreement or industrial agreement applicable to Personnel the hours specified in that award, enterprise agreement or industrial agreement, in respect of those Personnel,
(3) Given the proximity of businesses to the site, the project must consider a staged delivery that ensures access to business remain accessible and safe</td></tr>
</table>

	the Terms and Conditions)	during trading hours. High impact works will stop during the month of December 2025. as described in Project Brief Attachment A, (4) Scheduling of disruptive work is to occur outside of peak trading hours where possible. There might be a need for afterhours works to maintain business continuity, with the hours in paragraph (2) to prevail in the event of any inconsistency.
17	**Working Days** *(See clauses 1.1.1 – definition of "Working Days" and clauses 21.1.4 and 21.1.5(c) of the Terms and Conditions)*	Monday to Saturday (excluding public holidays in the Territory). Conditions for approval of additional Working Hours or Working Days: Nil specified – see clause 21.1.5
18	**Site Office and facilities Requirements** *(See clause 18.4 of the Terms and Conditions)*	Is a Site office required? Yes, the Managing Contractor is encouraged to rent a vacant property within the Dickson's shop's prescient.
19	**Site access requirements** *(See clause 1.1.1 – definition of "Site" and clauses 20.7.4(7) and 21.1.1 and 21.2.1 and 23.2.1(2) of the Terms and Conditions)*	**<u>19 A: Conditions and requirements to be complied with before Managing Contractor Site access are:</u>** (1) inspect the Site with the Principal's Representative and make a record and dilapidation report of the existing Site conditions; (2) submit a copy of the Managing Contractor's record and dilapidation report of the existing Site conditions (endorsed by the Managing Contractor) to the Principal's Representative and keep another copy on Site; (3) complied with all security requirements of the Principal; (4) provided evidence satisfactory to the Principal's Representative that it has in place all insurances required under this Work Order; (5) provided Security in the form and for the amount required by **Item 26 – Contract Information**; (6) met all requirements and prepared all work health and safety, Site management (incorporating a traffic and environmental management plan) plans if required, the WHS Management Plan and other plans required by this Work Order to be provided (and if required, endorsed) before commencement of Works on Site; (7) satisfied any other requirements set out in this Work Order which are required to be satisfied before commencement of Works on Site; (5) submitted a Master Program and approved Staging Plan to the Principal; (8) submitted a Cost Plan to the Principal; and (9) ensured all relevant Subcontractors and Principal Engaged Contractors that will be commencing Applicable Subcontractor Work on Site hold a Secure Local Jobs Code Certificate.

<table>
<tr><td></td><td></td><td><u>19 B: Conditions and requirements to be complied with before Principal Engaged Contractors or Subcontractors are permitted to access the Site are:</u>
(1) provides evidence satisfactory to the Managing Contractor (and if requested, the Principal's Representative) that it has in place all insurances required under the relevant Subcontract or Principal Executed Contract;
(2) complies with all security requirements of the Principal (including those described in clause 21.3.3 (Personnel Security));
(3) has in place all work health and safety, other plans and any other requirements required under the Subcontract or Principal Executed Contract before being granted Site access; and
(4) if they will be performing Applicable Subcontractor Work, have a current Secure Local Jobs Code Certificate.</td></tr>
<tr><td>20</td><td>Additional Requirements for QMS
(See clause 1.1.1 – definition of “QMS” and clause 12.1 of the Terms and Conditions)</td><td>Nil</td></tr>
<tr><td>21</td><td>Plans, systems, programs and reports to be provided and dates
(See clause 1.1.1 – definitions of “Master Program”, “Design Management Plan”, WHS Management Plan”, “Project Quality Plan”, “QMS”, and clauses 4.2.1(8), 13.2.2, 13.4.3, 16.1.1, 20.2.1, and 20.2.3(4) of the Terms and Conditions)</td><td>Plans:
<table>
<tr><th>Plan</th><th>Date for submission</th></tr>
<tr><td>(1) Master Program</td><td>Not later than 10 Business Days after the Commencement Date of the Work Order.</td></tr>
<tr><td>(2) Project Quality Plan</td><td>Not later than 10 Business Days after the Commencement Date of the Work Order.</td></tr>
<tr><td>(3) Design Management Plan</td><td>Not later than 10 Business Days after the Commencement Date of the Work Order.</td></tr>
<tr><td>(4) WHS Management Plan</td><td>Before commencing work on Site.</td></tr>
<tr><td>(5) Environmental Management Plan</td><td>Not later than 20 Business Days after the Commencement Date of the Work Order.</td></tr>
<tr><td>(6) Cost Management Plan</td><td>Not later than 15 Business Days after the Commencement Date of the Work Order.</td></tr>
<tr><td>(7) Copies of plans in relation to waste management</td><td>Not later than 20 Business Days after the Commencement Date of the Work Order.</td></tr>
</table></td></tr>
</table>

		Report / **Date for submission** (1) Monthly progress reports (including WHS report) — By the 5th Business Day of the month following the month which is the subject of the report. (2) Report against the Master Program (*see **clause 20.2.3(4)** of the Terms and Conditions*) — With the monthly progress report (3) Local Industry Participation Plan Reporting — Every 6 months of the term. (4) Defects Liability Period Monthly Reports — Monthly during the Defects Liability Period. (5) Final performance review report — Not later than 6 weeks after the issue of a Certificate of Practical Completion for the Works **Program** / **Date for submission** Each Works Program — Prior to the Managing Contractor endorsing the Works Program Consultant design programs — Prior to the Managing Contractor endorsing the design programs **System** / **Date to be in place** Work health and safety management system — Prior to Site access Environmental management system — Prior to Site access
22	**Additional Quality Records** *(See clause 1.1.1 – definition of "Quality Records" and "QMS", and clauses 20.7.4(8), 23.2.6, 23.2.7(1), 24.2.6(2) and 30.2.2 of the Terms and Conditions)*	Records in addition to those set out in the definition of "Quality Records" to be provided in connection with the QMS are: Provide Quality Records in accordance with Transport Canberra and City Services Requirements and Standards, including Municipal Infrastructure Technical Specifications (MITS).

23	**Regular meetings** *(See clauses 3.1.2 and 14.1.6 of the Terms and Conditions)*	(1) Monthly meeting with Territory's Representative. (2) Fortnightly Site Visit and Construction Control Group meeting. (3) Meetings with Project Control Group (if any) as required (generally monthly). (4) Meetings scheduled by the Principal to review implementation of the LIP Plan (see **clause 14.1.6** of the Terms and Conditions).
24	**Regular performance monitoring** *(See clause 3.2.2 of Terms and Conditions)*	• The Managing Contractor is to complete a supplier performance – self assessment form using the template provided in the **Managing Contractor Documents Suite** 6 months following the Commencement Date of the Work Order and every 6 months following until the issuance of a Certificate of Completion of the Services. • Team based Performance evaluation in monthly meetings
25	**Confidential Text** *(See clauses 1.1.1 – definition of "Confidential Text" and clause 1.3 of the Terms and Conditions)*	1. NWC1 Financial offer - This information is commercially sensitive. Grounds: Section 18 (2) (a) (i) would cause unreasonable detriment to the Territory or another party to the contract. 2. Personal Information - Names of persons where they appear in the work order except Managing Contractor Representative including Labour Relations, Training and Workplace Equity (LWERTY) plan and Economic Contribution Test (ECT). Grounds: In accordance with Division 2.3, Section 16(1)(b) of the Act, any personal information about a person is automatically confidential text and will not be published. The exception is if the information is already public knowledge.
		Grounds: The Confidential Text is "confidential information" for the purposes of the Procurement Act because: (1) the text is Personal Information about a person; or (2) the Territory is satisfied that disclosure of the text would: (a) be an unreasonable disclosure of information about internal costings or profit margins; or (b) disclose information having a commercial value that would be, or could reasonably be expected to be, destroyed or diminished by the disclosure.
26	**Managing Contractor's Security Requirements** *(See clauses 1.1.1 – definition of "Security" and*	Form of Managing Contractor's Security is: Unconditional bank undertaking Sch 2.2(a)(xi)

<table>
<tr><td></td><td>clause 30 of the Terms and Conditions)</td><td>

- Reduction of Security on Practical Completion

(Clause 30.2 of Annexure C of the Work Order)
50% of the Security (2.5% of the Contract Price) for the Defects Liability Period (Clause 15 of Work Order)
</td></tr>
<tr><td>27</td><td>Details of Existing Material (See clause 1.1.1 – definition of “Existing Material” and clause 9.3.1 of the Terms and Conditions)</td><td>Existing Material is:
(1) Refer Project Brief and associated attachments;
Any Material in existence as at the Works Start Date which was not created for the Works, but which the Managing Contractor uses for the Works including Material that is necessary to obtain the full use of the Contract Material; and
(2) any other Material of the Project Manager in existence as at the Works Start Date which the Principal may need to use to the extent necessary for the Principal to obtain the full benefit of the Works including the use of the Contract Material.</td></tr>
<tr><td>28</td><td>Principal Supplied Items (See clauses 1.1.1 – definition of “Principal Supplied Items” and clause 28 of the Terms and Conditions)</td><td>
<table>
<tr><th>Product</th><th>Quantity</th><th>Special Handling, Delivery or Storage Requirements</th><th>Point of delivery if other than Site</th></tr>
<tr><td>Artwork</td><td>7</td><td>Specialist art handler required for three artworks</td><td>Site</td></tr>
<tr><td>Pavers (art tiles)</td><td>180</td><td>Managing contractor to remove and store safely</td><td>Site</td></tr>
<tr><td>Tree</td><td>1</td><td>As required for removal and relocation</td><td>Site</td></tr>
</table>
Refer to Project Brief Attachment A
</td></tr>
<tr><td>29</td><td>Additional Insurance to be maintained by Managing Contractor (See clause 7.3 of the Terms and Conditions)</td><td>There are no additional policies of insurance required to be maintained by the Managing Contractor.</td></tr>
<tr><td>30</td><td>Professional Indemnity Insurance (See clause 7.3 of the Terms and Conditions)</td><td>(1) Level of cover of Managing Contractor’s professional indemnity insurance shall not be less than: $5,000,000.00
(2) Period for which Managing Contractor’s professional indemnity insurance shall be maintained after the Date of Practical Completion of the Works: 6 years.
(3) Categories of consultants and levels of consultants professional indemnity insurance</td></tr>
</table>

		• Consultants must have professional indemnity insurance of $1,000,000.00 • Period for which each consultant's professional indemnity insurance shall be maintained after the Date of Practical Completion of the Works: 6 years
31	**Vehicle and mobile plan equipment insurance** *(See clauses 7.3 of the Terms and Conditions)*	All registered vehicles and machinery must have compulsory third party insurance together with third party property damage insurance for not less than $20 million per occurrence. Any unregistered vehicles, machinery or mobile plant equipment must be covered by a public liability policy with coverage of not less than $20 million per occurrence.
32	**Asbestos Insurance** *(See clause 7.3 of the Terms and Conditions)*	Asbestos insurance will be required if any asbestos is to be removed or disrupted as part of the Works – any element of the Works involving the removal or disruption of asbestos must be performed by a person licensed to do so and who holds the required level of asbestos insurance.
33	**Marine insurance** *(See clause 7.3 of the Terms and Conditions)*	Not required.
34	**Public Liability Insurance** *(See clause 7.3 of the Terms and Conditions)*	**Principal:** Minimum cover is: $20,000,000.00. Insurer: XL Insurance Company SE Policy number: AU00008059LI24A Period of cover is: Until issuance of the Certificate of Completion of the Services. **Contractor** Minimum cover is: $20 million in respect of each claim Period of cover is: until issuance of Certificate of Completion of the Services
35	**Principal Arranged Works Policy** *(See clauses 1.1.1 – definition of "Policy" and clause 7.1 of the Terms and Conditions)*	Minimum cover is: $ See *Policy* for details. Insurer: XL Insurance Company SE (Australian Branch) Policy number: AU00008055CA24A Period of cover is: until issue of Certificate of Completion of the Services
36	**Extent of Managing**	

	Contractor's Design Obligations *(See clause 17.2.1 of the Terms and Conditions)*	The Managing Contractor is to complete the Principal's design to the extent of: design that is necessary to comply with **clause 17.2.3 of the Terms and Conditions** including the design of minor items and shop detailing.
37	**Design Review Points** *(See clauses 17.2.8 and 20.2.2(2) of the Terms and Conditions)*	As Directed by the Principal's Representative from time to time including proposed strategy for stormwater remediation works and TCCS design acceptance.
38	**Time to submit Design Documents** *(See clause 17.2.8 of the Terms and Conditions)*	The time to submit the completed Design Documents is: » 10 Business days before it is to be used for construction. Time to submit all other Contract Material is: » 10 Business days before it is to be used for construction, procurement, fabrication or manufacture.
39	**Requirements for Design Management Plan** *(See clauses 1.1.1 – definition "Design Management Plan", and clause 17.3 of the Terms and Conditions)*	Time to submit Design Management Plan is: 10 business days after the Commencement Date of the Work Order Minimum content requirements for Design Management Plan are: minimum requirements – see **clause 17.3.1** of the Terms and Conditions Number and format requirements for Design Management Plan are: one copy in electronic form using software acceptable to the Principal.
40	**Approvals** *(See clause 1.1.1 – definition of "Approval", and clauses 13.2.5 and 20.3 of the Terms and Conditions)*	A. Approvals to be obtained by the Principal are: TCCS Design Acceptance Managing Contractor to obtain all other Authority Approvals including Operational acceptance and final acceptance from TCCS. B. Is a development approval application required for the Project?>> No A. Is building approval required? >> No
41	**Contract Price** *(See clauses 1.1.1 – definition of "Contract Price" and clause 25.3.1 of the Terms and Conditions)*	(1) The Contract Price is the aggregate of: (a) the lump sum amounts of: (i) the Support Management Fee; (ii) Profit; (iii) Site Operational Cost; (iv) Work Sites Costs, (each as set out in, or calculated in accordance with, **Annexure A**); and

		(b) the Reimbursable Costs specified in **Annexure A**, as adjusted under this Work Order including under **Contract Information – Item 42**. (2) The Contract Price is payable in monthly instalments in accordance with **clause 25.3** of the Terms and Conditions. (3) Except if otherwise stated in this Work Order, the Contract Price is: (a) inclusive of GST and all other taxes, duties and charges; and **(B)** inclusive of all disbursements, including packaging, freight and delivery costs and other out-of-pocket expenses incurred by the Managing Contractor.
42	**Price Adjustment** *(See Contract Information – Item 41 and Annexure A of the Work Order)*	The parties agree that the Managing Contractor's rates set in out in Section A and Section B of **Annexure A of this Work Order** are fixed until for 1 year from the Commencement Date of the Work Order ("**Review Date**") and may then be adjusted annually on each anniversary of the Review Date (which is also a Review Date) in accordance with the following paragraphs. $NR = OR \times \frac{NWPI}{OWPI}$ Where: "NR" is the new rate for the referable year. "OR" is the rate which applied immediately preceding the last Review Date. "NWPI" is the last published Wage Price Index prior to the Review Date. "OWPI" is the Wage Price Index as published prior to the date upon which the referable rates were most recently reviewed, varied, or set pursuant to this Work Order (noting rates may be reviewed on each Review Date during the term of the Work Order). For the purpose of this Item "**Wage Price Index**" means the Wage Price Index for the ACT private sector cat. No. 6345.0 as published by the Australian Statistician (or such person or office which fulfils the relevant function fulfilled by the Australian Statistician at the commencement of the relevant contract). In the event that the Wage Price is adjusted (for example by changing the base index number or changing the year of the base index number), or there is any suspension or discontinuance of the Wage Price Index by the Australian Statistician, then the Wage Price Index will mean such index figure or statistic published at the relevant dates in the Australian Statistician's summary of Australian statistics which reflects fluctuations of wages in Canberra and which the parties mutually agree upon, and if they are unable to agree then such index figure or statistic as may be determined by the President for the time being of the Australian Property Institute or some person nominated by the President whose decision will be conclusive and binding. This definition will

		apply notwithstanding that there may be significant changes over time in the composition and weighting of the items by reference to which the Wage Price Index is calculated.
42	**Profit Percentage** *(See clauses 1.1.1 – definitions of "Profit Percentage" and "Profit Adjustment Formula" and clause 27.1 of the Terms and Conditions)*	3% of profit as per the **Annexure A of this Work Order** *(This percentage is used to calculate adjustments to the Profit component of the Contract Price, when there is a Project Adjustment Event and is a percentage of the Project Budget.)*
43	**Thresholds or conditions for Principal Executed Contracts** *(See clause 1.1.1 – definition of "Principal Executed Contract" and "Principal Engaged Contractor" and clauses 4.2.1(7) and 19.1.17 of the Terms and Conditions)*	No Principal Executed Contracts are permitted
44	**Nominated Subcontractors** *(See clauses 1.1.1 – definition of "Nominated Subcontractor" and clause 18.5 of the Terms and Conditions)*	There are no Nominated Subcontractors
45	**Nominated Consultants** *(See clauses 1.1.1 – definition of "Nominated Consultant" and clause 18.5 of the Terms and Conditions)*	There are no Nominated Consultants.

<table>
<tr><td>46</td><td>Additional Tender Document requirements (See clause 1.1.1 – definition of "Tender Documents" and clause 19 of the Terms and Conditions)</td><td>Nil additional requirements – Managing Contractor to use the approach to market template including assessment criteria specified in the Managing Contractor Documents Suite</td></tr>
<tr><td>47</td><td>Warranties (See clause 23.4.1 of the Terms and Conditions)</td><td>Trades or areas of work requiring a warranty are:
<table>
<tr><th>Building Element</th><th>Minimum Warranty Period (years)</th></tr>
<tr><td>ICT equipment</td><td>15</td></tr>
<tr><td>Data and Communications</td><td>15</td></tr>
<tr><td>Electrical fixtures</td><td>10</td></tr>
<tr><td>Electrical switchboards</td><td>15</td></tr>
<tr><td>Light fittings</td><td>5</td></tr>
<tr><td>External lighting fixtures and poles</td><td>15</td></tr>
<tr><td>Security equipment</td><td>15</td></tr>
<tr><td>Hydraulic fixtures & pumps</td><td>15</td></tr>
<tr><td>Structural Steel</td><td>25</td></tr>
<tr><td>Concrete Structure</td><td>25</td></tr>
<tr><td>Expansion joint systems</td><td>10</td></tr>
<tr><td>Waterproofing</td><td>15</td></tr>
<tr><td>Joinery</td><td>5</td></tr>
<tr><td>Painting</td><td>5</td></tr>
<tr><td>Resilient Finishes</td><td>5</td></tr>
<tr><td>Furniture, Fixtures & Equipment (FFE)</td><td>as per manufacturer's warranty</td></tr>
</table>
Any subcontractor warranties need to be passed on to the Principal.</td></tr>
<tr><td>48</td><td>Environment (See clause 1.1.1 – definitions of "Environmental Management Plan" and "Environmental Management System", and clauses 13.1.1, 13.2.1, 13.2.3 of the Terms and Conditions)</td><td>
<table>
<tr><td>Is an Environmental Protection Agreement required?</td><td>If required by law</td></tr>
<tr><td>Is an Environmental Authorisation required?</td><td>If required by law</td></tr>
<tr><td>Is an Environmental Management System required?</td><td>yes</td></tr>
<tr><td>Is an Environmental Management Plan required?</td><td>Yes</td></tr>
<tr><td>Are there any other environmental management requirements that apply?</td><td>No</td></tr>
</table>
</td></tr>
<tr><td>49</td><td>Specified Personnel (See clause 1.1.1 – definition of</td><td>No Specified Personnel</td></tr>
</table>

	"Specified Personnel" and clauses 18.2.2 and 18.3.4 of the Terms and Conditions)	
50	**Additional requirements for Master Program** *(See clause 1.1.1 – definition of "Master Program", generally clause 20.2 and specifically clause 20.2.2(5) of the Terms and Conditions)*	*Nil additional requirements – see **clause 20.2.2** and refer to MITS.*
51	**Stages of Works** *(See Contract Information - Item 13, clause 1.1.1 – definition of "Stage" and clause 20.4.1 of the Terms and Conditions)*	As set out in **Contract Information – Item 13** and refer to Project Brief at Attachment A.
52	**Project Control Group** *(See clause 3.1 of the Terms and Conditions)*	There is a project control group for the Project.
53	**Specified Building Services** *(See clause 1.1.1 – definition of "Building Services" and clauses 17.4.4, 23.5.3(2) and 23.5.5 of the Terms and Conditions)*	Nil specified for this item – see generally definition of 'Building Services
54	**Special Conditions** *(See clause 1.1.1 – definition of "Special*	Refer Project Brief at Attachment A

	Condition" and Contract Information – Item 8)	
55	**Maintenance during Defects Liability Period** *(See clause 1.1.1 – definition of "Defects Liability Period" and clause 24.4 of the Terms and Conditions)*	Is the Managing Contractor required to carry out reactive maintenance during the Defects Liability Period?>> Yes Sope of reactive maintenance is: >> *All reactive maintenance as is necessary to ensure the Works and all Building Services are in a condition fit for their intended purpose throughout the Defects Liability Period* Is the managing Contractor require to carry out scheduled maintenance during the Defects Liability Period? >> yes Scope of scheduled maintenance required is: >> All reactive maintenance as is necessary to ensure the Works and all Building Services are in a condition fit for their intended purpose throughout the Defects Liability Period

FINAL WORK ORDER SIGNED as an agreement on the date the last party signs after the first party has signed.

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Print name

16/09/2025

Date

.....

Signature of second authorised officer*

* (see note below)

.....

Print name

.....

Date

Affix common seal if required under constitution

ANNEXURE A OF THE WORK ORDER – PRICING

Sch 2.2(a)(xi)

Sch 2.2(a)(xi)

Total Contract Price *(Subtotal Section A + Subtotal Section B + Subtotal Section C)*	$ 6,499,577.93

Sch 2.2(a)(xi)

The Support Management Fee includes head office overheads, head office accounts staff, head office indirect expenses, support management staff (including but not limited to director responsible, quality assurance officer, support management administration resources) and defect attendance. Site Operational Costs include site sheds, site fencing/hoarding, Managing Contractor's salary, local travelling expenses, mobile phone costs, all tools and equipment of the trade, all other operational costs, safety clothing and equipment issued to on-site staff, wet weather equipment, first aid equipment, attendance at regular meetings and WHS Active Certification audits and meetings, head office costs such as IT, costs of insurances and all other items which are not Profit, Work Sites Costs or Reimbursable Costs. Refer also clause 1.1 (Definitions) of the Terms and Conditions.

ANNEXURE B OF THE WORK ORDER – PRINCIPAL'S DOCUMENTS

See clause – 1.1.1 - definition "Principal's Documents" and clause 1.9 of the Terms and Conditions.

Principal's Documents provided to the Managing Contractor include the following. This list is not intended to be a definitive list of Principal's Documents for the purposes of the Work Order or in any way limit the definition of Principal's Documents in the Work Order.

No.	**Document**	**Revision *(or Document Date)***
Attachment 1A	Dickson Shops Revitalisation-Project Brief	
Appendix A	Survey - 22023-085B_DT	D
Appendix B	Tree Management Plan - TMP 08112024	0
Appendix C	Tree Pruning Plan - TPP 08112024	0
Appendix D	Accessibility Report - CA 230165_A (For full stormwater remediation works only)	A
Appendix E	Geotechnical Report - C15916-G1	0
Appendix F	Stormwater Investigation Report	0
Appendix G	100% Documentation Readiness Report	30 April 2025

DRAWINGS

List of Drawings		
No.	**Document**	**Revision**
Appendix H - Landscape Drawings		
L000	AO - COVER SHEET	A
L001	AO - LOCATION PLAN	A
L002	AO - EXISTING SURVEY PLAN	A
L003	AO - EXISTING SERVICES PLAN	A
L004	AO - ILLUSTRATIVE MASTER PLAN	A
L005	AO - LEGEND	A
L006	AO - MATERIALS SCHEDULE	A
L007	AO - PLANTING SCHEDULE	A
L008	AO - ARTWORK TILES SCHEDULE 1/2	A
L009	AO - ARTWORK TILES SCHEDULE 2/2	A
L100	AO - DEMOLITION AND TREE REMOVAL PLAN	A
L101	AO - ARTWORK TILES KEY PLAN	A
L110	AO - LANDSCAPE TREE MANAGEMENT PLAN	A
L111	AO - EXISTING TREE SCHEDULE	A
L112	AO - EXISTING TREE SCHEDULE	A
L113	AO - LANDSCAPE TREE MANAGEMENT PLAN SECTIONS 1	A
L114	AO - LANDSCAPE TREE MANAGEMENT PLAN SECTIONS 2	A
L115	AO - LANDSCAPE TREE MANAGEMENT PLAN SECTIONS 3	A
L120	AO - LANDSCAPE STAGING PLAN - DRAFT	A
L200	AO - LANDSCAPE GENERAL ARRANGEMENT PLAN	A
L202	AO - SURFACE FINISHES PLAN - TAGLIETTI SQUARE	A
L203	AO - SURFACE FINISHES PLAN - ZONE A	A
L204	AO - SURFACE FINISHES PLAN - ZONE B	A
L205	AO - SURFACE FINISHES PLAN - JOAN KELLETT WAY	A
L206	AO - SURFACE FINISHES PLAN - ZONE C	A
L207	AO - SURFACE FINISHES PLAN - ZONE D	A
L302	AO - LEVELS AND GRADING PLAN - TAGLIETTI SQUARE	A

L303	AO - LEVELS AND GRADING PLAN - ZONE A	A
L304	AO - LEVELS AND GRADING PLAN - ZONE B	A
L305	AO - LEVELS AND GRADING PLAN - JOAN KELLETT WAY	A
L306	AO - LEVELS AND GRADING PLAN - ZONE C	A
L307	AO - LEVELS AND GRADING PLAN - ZONE D	A
L402	AO - SETOUT PLAN - TAGLIETTI SQUARE	A
L403	AO - SETOUT PLAN - ZONE A	A
L404	AO - SETOUT PLAN - ZONE B	A
L405	AO - SETOUT PLAN - JOAN KELLETT WAY	A
L406	AO - SETOUT PLAN - ZONE C	A
L407	AO - SETOUT PLAN - ZONE D	A
L502	AO - PLANTING PLAN - TAGLIETTI SQUARE	A
L503	AO - PLANTING PLAN - ZONE A	A
L504	AO - PLANTING PLAN - ZONE B	A
L505	AO - PLANTING PLAN - JOAN KELLETT WAY	A
L506	AO - PLANTING PLAN - ZONE C	A
L507	AO - PLANTING PLAN - ZONE D	A
L701	AO - LANDSCAPE SECTIONS	A
L702	AO - LANDSCAPE SECTIONS	A
L703	AO - LANDSCAPE SECTIONS	A
L704	AO - LANDSCAPE SECTIONS	A
L801	AO - PAVING DETAILS	A
L802	AO - PAVING DETAILS	A
L811	AO - EDGE AND WALL DETAILS	A
L812	AO - WALL DETAILS	A
L813	AO - WALL DETAILS	A
L821	AO - FURNITURE DETAILS	A
L822	AO - FURNITURE DETAILS	A
L823	AO - FURNITURE DETAILS	A
L824	AO - FURNITURE DETAILS	A
L831	AO - SIGNAGE AND SCULPTURE DETAILS	A
L851	AO - SOFT LANDSCAPE DETAILS	A
L861	AO - DETAIL PLANS - TAGLIETTI SQUARE	A
L862	AO - DETAIL PLANS - ZONES A + B	A
L863	AO - DETAIL PLANS - ZONE C	A
L864	AO - DETAIL PLANS - N-S LANEWAYS 01	A
L865	AO - DETAIL PLANS - N-S LANEWAYS 02	A
L866	AO - DETAIL PLANS - ARTWORK TILES	A
L900	Landscape Technical Specification	B
Appendix J - Civil Drawings		
C300	Cover Sheet, Locality Plan & Drawing Schedule (Alternative Option)	P1
C301	General Project Notes & Requirements (Alternative Option)	P1
C305	Existing Condition Plan (Alternative Option)	P1
C310	Erosion & Sediment Control Layout Plan (Alternative Option)	P1
C311	Erosion & sediment Control Notes & Details (Alternative Option)	P1
C320	Stormwater drainage overall Layout Plan (Alternative Option)	P1
C321	Stormwater drainage overall Layout Plan Sheet 01 (Alternative Option)	P1
C322	Stormwater drainage overall Layout Plan Sheet 02 (Alternative Option)	P1
C323	Stormwater drainage overall Layout Plan Sheet 03 (Alternative Option)	P1
C324	Stormwater drainage overall Layout Plan Sheet 04 (Alternative Option)	P1
C325	Stormwater drainage overall Layout Plan Sheet 05 (Alternative Option)	P1

C326	Stormwater drainage overall Layout Plan Sheet 06 (Alternative Option)	P1
C327	Stormwater drainage overall Layout Plan Sheet 07 (Alternative Option)	P1
C330	Civil Works overall layout Plan (Alternative Option)	P1
C331	Pavement layout plan sheet 01 (Alternative Option)	P1
C332	Pavement layout plan sheet 02 (Alternative Option)	P1
C333	Pavement layout plan sheet 03 (Alternative Option)	P1
C334	Pavement layout plan sheet 04 (Alternative Option)	P1
C335	Pavement layout plan sheet 05 (Alternative Option)	P1
C336	Pavement layout plan sheet 06 (Alternative Option)	P1
C337	Pavement layout plan sheet 07 (Alternative Option)	P1
C340	Pavement Overall layout plan (Alternative Option)	P1
C341	Pavement layout plan sheet 01 (Alternative Option)	P1
C342	Pavement layout plan sheet 02 (Alternative Option)	P1
C343	Pavement layout plan sheet 03 (Alternative Option)	P1
C344	Pavement layout plan sheet 04 (Alternative Option)	P1
C345	Pavement layout plan sheet 05 (Alternative Option)	P1
C346	Pavement layout plan sheet 06 (Alternative Option)	P1
C347	Pavement layout plan sheet 07 (Alternative Option)	P1
C350	Traffic Control Devices Overall layout Plan (Alternative Option)	P1
C351	Traffic Control Devices Overall Layout Plan sheet 01 (Alternative Option)	P1
C352	Traffic Control Devices Overall Layout Plan sheet 02 (Alternative Option)	P1
C353	Traffic Control Devices Overall Layout Plan sheet 03 (Alternative Option)	P1
C354	Traffic Control Devices Overall Layout Plan sheet 04 (Alternative Option)	P1
C355	Traffic Control Devices Overall Layout Plan sheet 05 (Alternative Option)	P1
C356	Traffic Control Devices Overall Layout Plan sheet 06 (Alternative Option)	P1
C357	Traffic Control Devices Overall Layout Plan sheet 07 (Alternative Option)	P1
C360	Earthworks Cut and Fill Overall Layout Plan (Alternative Option)	P1
C361	Earthworks Cut and Fill Layout Plan Sheet 1 (Alternative Option)	P1
C362	Earthworks Cut and Fill Layout Plan Sheet 2 (Alternative Option)	P1
C363	Earthworks Cut and Fill Layout Plan Sheet 3 (Alternative Option)	P1
C364	Earthworks Cut and Fill Layout Plan Sheet 4 (Alternative Option)	P1
C365	Earthworks Cut and Fill Layout Plan Sheet 5 (Alternative Option)	P1
C366	Earthworks Cut and Fill Layout Plan Sheet 6 (Alternative Option)	P1
C367	Earthworks Cut and Fill Layout Plan Sheet 7 (Alternative Option)	P1
C401	Civil Works Details Sheet 1 of 4 (Alternative Option)	P1
C402	Civil Works Details Sheet 2 of 5 (Alternative Option)	P1
C403	Civil Works Details Sheet 3 of 4 (Alternative Option)	P1
C404	Civil Works Details Sheet 4 of 4 (Alternative Option)	P1
PS208025-WSP-XX-XX-CVL-MEM-001	Dickson Shops Package A – Stormwater Rehabilitation Works Requirements	
Appendix K - Communication Services		
CO200	Communication Services- Cover sheet and Drawing index - Alternative Option	P1
CO201	Communication Services- Communication Specification, General notes, Legend & symbols - Alternative Option	P1
CO200	Communication Service Proposed Communication Layout - Alternative Option	P1
CO201	Communication Services- Sheet 1 of 7 - Alternative Option	P1
CO202	Communication Services- Sheet 2 of 7 - Alternative Option	P1

CO203	Communication Services- Sheet 3 of 7 - Alternative Option	P1
CO204	Communication Services- Sheet 4 of 7 - Alternative Option	P1
CO205	Communication Services- Sheet 5 of 7 - Alternative Option	P1
CO206	Communication Services- Sheet 6 of 7 - Alternative Option	P1
CO207	Communication Services- Sheet 7 of 7 - Alternative Option	P1
Appendix L - Electrical & Lightening Services		
E000A	Electrical Services- Cover sheet & Drawing Index (Alternative Option)	P1
E001A	Electrical Services- Legends & Symbol (Alternative Option)	P1
E010A	Electrical Services- Site demolition Layout (Alternative Option)	P1
E100A	Electrical Services- Proposed lighting layout (Alternative Option)	P1
E110A	Electrical Services- Lighting Detail (Alternative Option)	P1
E200A	Electrical Services- Proposed Power & Lightning Reticulation Layout (Alternative Option)	P1
E300A	Electrical Services- Single line diagram (Alternative Option)	P1
E400A	Electrical Services- Specifications (Alternative Option)	P1
PS208025	Dickson_Shops_Package_A_Luminaire Schedule	P8
Appendix M - Hydraulic Services		
H000a	Hydraulic Services - Cover sheet & Drawing Index	P1
H001a	Hydraulic Services - Legend of Symbols, Notes, Abbreviations and Specifications	P1
H010a	Hydraulic Services - Site Plan Layout	P1
H011a	Hydraulic Services - Water service Connection Arrangement & Detail	P1
H200a	Hydraulic Services - Water supply Layout	P1
Appendix N - Security		
S000	Security Services- Cover sheet & Drawing Index	P7
S001	Security Services- Legends & Symbol	P6
S100	Security Services- Proposed Security Layout	P7
Appendix P - Structure		
PS208205-ST_01-000	Fact Sheet and Drawing Index	P6
PS208205-ST_01-001	General Notes-Sheet 01	P5
PS208205-ST_01-002	General Notes-Sheet 02	P5
PS208205-ST_01-010	Typical Steelwork Details	P4
PS208205-ST_01-100	Landscape General Arrangement Plan	P7
PS208205-ST_01-101	Timber Deck Plan, Section & detail- Sheet 01	P5
PS208205-ST_01-102	Timber Deck Plan, Section & detail- Sheet 02	P5
PS208205-ST_01-103	Timber Deck Plan, Section & detail- Sheet 03	P4
PS208205-ST_01-104	Timber Deck Plan, Section & detail- Sheet 04	P4
PS208205-ST_01-110	Typical Multipole Streetlight Detail-Sheet 01	P6
PS208205-ST_01-111	Typical Multipole Streetlight Detail-Sheet 02	P5

PS208205-ST_01-120	Typical Landscape Details- Sheet 01	P6
PS208205-ST_01-121	Typical Landscape Details- Sheet 02	P6
Appendix Q - Traffic		
PS208025	WSP-SYD-PAM-MEM-001	F

ANNEXURE C OF THE WORK ORDER – TERMS AND CONDITIONS

Table of Contents

1. Interpretation 11
1.1. Definition 11
1.2. Interpretation 24
1.3. Confidential Text 24
1.4. Acknowledgement 24
1.5. Governing Law 24
1.6. No Employment or Agency 25
1.7. Counterparts 25
1.8. No waiver 25
1.9. Entire agreement 25
1.10. Severability 25
1.11. Notices 25
2. Representatives 26
2.1. Principal's Representative 26
2.2. Managing Contractor's Representative 26
3. Governance and performance 27
3.1. Project control group 27
3.2. Performance Monitoring 27
4. General Responsibilities of the Managing Contractor 27
4.1. Duty to co-operate 27
4.2. Summary of responsibilities of Managing Contractor 27
4.3. Managing Contractor not relieved 28
4.4. Standard of Care 28
5. Work Health and Safety 29
5.1. Work Health and Safety requirements 29
5.2. Engagement as Principal Contractor 31
5.3. WHS Management Plan 31
5.4. WHS Active Certification 32
6. Prequalification and Secure Local Jobs Code 33
6.1. Prequalification 33
6.2. Secure Local Jobs Code 33
7. Insurance 35
7.1. Principal Insurance 35
7.2. Claims under insurance policies 36
7.3. Managing Contractor's insurance obligations 36
7.4. Subcontractor and Principal Engaged Contractor Insurance 37
7.5. Insurance does not limit Managing Contractor's Liability 38
8. Indemnity 38
8.1. Managing Contractor indemnifies the Principal 38
9. Intellectual Property 38
9.1. Use of Principal's Documents 38
9.2. Rights in Contract Material 38
9.3. Rights in Existing Material 39

9.4. Moral Rights 39
9.5. Dealing with Materials 39
10. Audit and Access 39
10.1. Access to Managing Contractor's premises 39
10.2. Subcontractor access 40
10.3. Action on audits and reviews 40
11. Cost Plan 40
11.1. Managing Contractor to develop Cost Plan 40
12. Quality Management 40
12.1. Managing Contractor QMS 40
13. Environmental Management 41
13.1. Environmental Management System 41
13.2. Environmental Management Plan 41
13.3. Hazardous Substances 41
13.4. Dust and noise, waste management, traffic etc 42
14. Local Industry Participation 42
15. Territory Information 43
16. Monthly Progress Reports 44
17. Design 44
17.1. Errors, discrepancies and ambiguities 44
17.2. Design responsibilities of Managing Contractor 45
17.3. Design Management Plan 45
17.4. Work as executed drawings 45
18. Personnel 46
18.1. Responsibility for Personnel and Principal Engaged Contractors 46
18.2. Use of Specified Personnel 46
18.3. Suitability of personnel 47
18.4. Facilities for Managing Contractor's Personnel 47
18.5. Novation 47
19. Procurement 48
19.1. Tender Document preparation 48
20. Delivery of the Works, Management and Supervision 50
20.1. Project start up workshop 50
20.2. Master Program 50
20.3. Approvals 51
20.4. Stages of Works 51
20.5. Principal's Representative may determine further Stages 51
20.6. Order of Work 51
20.7. Scheduled Progress 51
20.8. Managing Contractor to assess and advise 52
20.9. Principal review of Works Programs and design programs 52
21. Site Access and security 52
21.1. Site Access and control 52

21.2. Conditions precedent to Principal Engaged Contractor and Subcontractor Site access 53
21.3. Personnel security 54
22. Extension of time 54
22.1. Extension of time for Practical Completion under the Work Order 54
22.2. Principal Engaged Contractor and Subcontractor claims for extension of time 55
22.3. Suspension of Works or Services 55
23. Completion of the Works 56
23.1. Practical Completion 56
23.2. Subcontractor Practical Completion 56
23.3. Reduction of Principal Engaged Contractor Security on Practical Completion 57
23.4. Warranties 57
23.5. Materials to be provided after Practical Completion 57
24. Defects Liability Period 58
24.1. Length of Defects Liability Period 58
24.2. Rectification of Defects during Defects Liability Period 58
24.3. Subcontractor Final Certificates 59
24.4. Maintenance during Defects Liability Period 60
25. Payment of the Contract Price 60
25.1. General 60
25.2. Schedule of Forecast Claims 60
25.3. Monthly payment claims by Managing Contractor 60
25.4. Payment advice to be given by the Principal's Representative 61
25.5. Deposit and withdrawal of payments from dedicated bank account 62
25.6. Reimbursable Costs 62
25.7. Day Labour 63
25.8. Principal's Right to Convert 63
25.9. Payment of Principal Engaged Contractors 63
25.10. Principal Engaged Contractor and Subcontractor payment claims 63
26. Payment records, taxes and Principal rights 64
26.1. Payments to Personnel 64
26.2. Records to be kept on Site 64
26.3. GST 64
27. Adjustments and Variations 65
27.1. Adjustments to Profit 65
27.2. Adjustments (Increases) to Support Management Fee 65
27.3. Increases to both Profit and Support Management Fee 66
27.4. Reimbursable Costs Caps and Project Budget 66
27.5. Works Variations 67
28. Principal Supplied Items 69
28.1. Materials and Items Supplied by Principal 69
28.2. Principal's Documents and information 69
29. Plant and equipment 69
29.1. Managing Contractor to supply plant and equipment 69
29.2. Purchase, hire or lease of equipment 70
29.3. Assets 70

30. Security 71

30.1. Form of Managing Contractor Security 71
30.2. Release of Security 71
30.3. Right to draw on Security 71

31. Completion of the Services 71

31.1. Notice of completion of the Services 71
31.2. Final Payment Claim and Release 71
31.3. Certificate of Completion of the Services 72

32. Dispute Resolution 72

32.1. Procedure for dispute resolution 72
32.2. Role of Expert 72
32.3. Costs 73
32.4. Continued Performance 73
32.5. Exemption 73

33. Termination 73

33.1. Termination for Default 73
33.2. Election of Principal 74
33.3. Effect of Principal Exercising Rights 74
33.4. Termination for Convenience 75

1. Interpretation

1.1. Definition

1.1.1. In this Work Order unless inconsistent with the context or subject matter or unless a contrary intention appears:

Actual Cost of Construction	means the aggregate of all amounts properly and actually incurred and payable to the Managing Contractor, Principal Engaged Contractors, Subcontractors, suppliers and Consultants for the performance of the Works and Services but excludes: (1) amounts incurred by Principal Engaged Contractors or Subcontractors for correcting Defects; and (2) other amounts not properly incurred or payable under this Work Order in respect of the execution of the Services or Works; or (3) other amounts which the Work Order provides are to be borne by the Managing Contractor or to be a debt due from the Managing Contractor to the Principal.
Applicable Subcontractor Work	means works or services that would, if provided to a Territory Entity, be "Territory-Funded Work".
Approval	means any licence, permit, certificate, notice, approval, authority or consent required from any Authority necessary to carry out the Services or the Project or to enable the construction and subsequent use of the Works in the manner intended by the Principal.
Asset	means any plant, equipment, machinery or other item which has been purchased by or for the Principal for exclusive use in the Project.

Australian Standard (or **AS)**	means a standard published by Standards Australia Limited.
Authority	means any governmental, statutory or public authority or body having jurisdiction over the Site, the Services or the Works or from whom Approvals must be obtained rights provided to or work to be performed to its satisfaction.
Building Services	means mechanical, electrical, security, hydraulic, fire and communications plant and equipment, and any other items or components specified in the Work Order or the Endorsed Design Documents to be part of the Works including but not limited to those services specified in **Contract Information – Item 53**.
Business Day	means a day which is not: (1) a Saturday or a Sunday; (2) a public holiday in the Territory under the *Holidays Act 1958*; or (3) 27, 28, 29 ,30 or 31 December.
Certificate of Completion of the Services	means a certificate issued by the Principal's Representative under **clause 31.3** when the Principal's Representative is satisfied the Services have been completed in accordance with the Work Order.
Certificate of Practical Completion	means a certificate endorsed by the Principal's Representative under **clause 23.1.3(1)** certifying that the Works or Stage have reached Practical Completion.
Claim	includes any claim for an increase in the Contract Price (or part of the Contract Price) or payment of money (including damages): (1) under, arising out of or in connection with this Work Order including any Direction of the Principal's Representative; (2) arising out of or in any way in connection with the Services or Works; or (3) arising otherwise at law or in equity including: (a) by statute; (b) in tort for negligence including negligent misrepresentation; or (c) for restitution.
clause	means a clause in these Terms and Conditions unless otherwise specified.
Commencement Date of the Work Order	means the date specified in **Contract Information – Item 11** on which this Work Order commences.
Confidential Text	means any text of this Work Order specified in **Contract Information – Item 25** (see **clause 1.3**).
Consultant	means a consultant engaged by the Managing Contractor to design parts of the Works or to provide other professional services. It includes a Nominated Consultant whose contract with the Principal is novated to the Managing Contractor.
Contract Information	the information set out in the section entitled "Contract Information" at the start of the Work Order.
Contract Material	means any drawings, specifications, calculations and other documents and information, which the Managing Contractor must produce to design and construct the works in accordance with the Work Order including but not limited to:

	(1) reports, plans, designs, drawings and other Material created by the Managing Contractor, Personnel and Territory Engaged Contractors for the purposes of this Work Order; (2) Material provided or required to be provided to the Principal as part of the Services (including any prepared in the performance of design obligations) or Works; (3) Material derived at any time from the material referred to in paragraphs (1) or (2), and includes the Design Documents developed by the Managing Contractor and/or its Consultants.
Contract Price	means the amount set out in, or calculated in accordance with, **Contract Information – Item 41**.
Cost Plan	means the plan prepared by the Managing Contractor or Principal in accordance with **clause 11**, as amended from time to time with the approval of the Principal's Representative and will be in the form set out in the **Managing Contractors Documents Suite**.
Date for Practical Completion	means the date specified in **Contract Information – Item 13** on or before which the Managing Contractor is to bring the whole of the Works or a Stage of the Works (as applicable) to Practical Completion.
Date of Practical Completion	means in respect of a Stage of the Works or the Works (as applicable) the date of the endorsement by the Principal of the Certificate of Practical Completion for that Stage or the Works.
Day Labour	means ad hoc physical labour supplied by the Managing Contractor for work carried out on Site.
Deed	means the panel deed (howsoever named) between the Principal and the Managing Contractor under which this Work Order was issued.
Deed of Novation	means a deed in the form of that set out at in the **Managing Contractor Documents Suite** or such other form as notified to the Managing Contractor by the Principal.
Defect	means: (1) any defect, fault, shrinkage, error, omission or non-compliance of the Works, Building Services or a part thereof with any aspect of the Endorsed Design Documents or this Work Order; and (1) anything else defined as a 'defect' or which Managing Contractor is otherwise required to remedy under the terms this Work Order; and (2) anything else defined as a 'defect' or which a Principal Engaged Contractor or Subcontractor is otherwise required to remedy under the terms of any Principal Executed Contract or Subcontract.
Defects Liability Period	the period specified in **Contract Information – Item 15**.
Design Documents	means any plans, drawings, specifications and other Material relating to the design of the Works which is:

	(1) developed or produced by the Managing Contractor and/or its Consultants or a Principal Engaged Contractor in performance of the Managing Contractor's design obligations; (2) provided as Principal's Documents; and/or (3) derived from material referred to in paragraphs (1) or (2).
Design Management Plan	means a plan for the management of design required to be provided by the Managing Contractor under **clause 17.3**.
Direction / Direct	includes any agreement, approval, authorisation, certificate, decision, demand, determination, explanation, instruction, order, notice, permission, rejection, request or requirement which the Principal's Representative may make, give or issue under this Work Order.
Endorsed Design Documents	means all Design Documents relating to the design of the Works which have not been rejected by the Principal's Representative.
Environmental Authorisation	has the meaning giving to that term in the *Environment Protection Act 1997.*
Environmental Management Plan	means, subject to **Contract Information – Item 48**, the plan required to be prepared by the Managing Contractor pursuant to **clause 13.2.1.**
Environmental Management System	means, subject to **Contract Information – Item 48**, the system the Managing Contractor must have in place pursuant to **clause 13.1.1**.
Environmental Protection Agreement	has the meaning given to that term in the *Environment Protection Act 1997.*
Hazardous Substance	includes anything which is defined as a 'dangerous substance' in the *Dangerous Substances Act 2004* (as amended from time to time) or which may otherwise create a risk to the health or safety of persons or property (including the Works).
Information Privacy Act	the *Information Privacy Act 2014.*
Insolvency Event	means any one or more of the following: (1) the Managing Contractor is insolvent; (2) the Managing Contractor is unable to proceed with this Work Order or pay any debt as and when it falls due for financial reasons; (3) execution is levied against the Managing Contractor by a creditor; (4) where the Managing Contractor is a corporation and any one of the following events occurs: (a) notice is given of a meeting of creditors with a view to the corporation entering into a deed of company arrangement; (b) the corporation entering a deed of company arrangement with creditors; (c) a controller, administrator, receiver, receiver and manager, provisional liquidator or liquidator is appointed to the corporation; (d) an application is made to a court for the winding up of the corporation and not stayed within 10 Business Days; (e) a winding up order is made in respect of the corporation;

	(f) the corporation resolves by special resolution that it be wound up voluntarily (other than for a members' voluntary winding up); or (g) a mortgagee of any property of the corporation takes possession of that property.
Intellectual Property	includes: (1) all rights in relation to inventions, plant varieties, trademarks (including service marks), copyright, patents, designs and circuit layouts; and (2) all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields, but does not include: (3) Moral Rights; (4) the non proprietary rights of performers; or (5) rights in relation to confidential information.
Labour Relations, Training and Work Place Equity Plan (or LRTWE)	has the meaning given by the Procurement Act.
Major Work	means: (1) works which impact/effect the structural sufficiency or integrity of any part of the Works; (2) works in respect of any lifts or escalators comprising part of the Works; (3) works in respect of any system, plant or equipment for the purpose of ventilation, heating or cooling comprising part of the Works; (4) works in respect of the fire safety or security systems comprising part of the Works; and (5) works referable to any service provided as part of the Works including but not limited to power, water, sewerage, stormwater and drainage, electricity, sanitary, fire, communications and telecommunications systems.
Managing Contractor	the party to this Work Order named in **Contract Information – Item 2**.
Managing Contractor Documents Suite	the proforma documents applicable to this Work Order posted on act.gov.au/majorprojectscanberra (or any alternative location notified by the Principal's Representative), or otherwise provided to the Managing Contractor as amended from time to time by the Territory, and which may include: • Approach to market template • Procurement Approach Change Form • Payment Schedule • Cost Plan • Supplier Performance Form • Reimbursement Certificate • Subcontractor Warranty • Certificate of Practical Completion • Deed of Novation • Schedule of Forecast Claims • Profit Adjustment Application

	• Support Management Fee Adjustment Event Application • Site Operational Costs Adjustment Event Application • Reallocation Application • Transfer of Assets Form • Monthly Progress Report Template • Monthly Cost Report • Moral Rights Consent • Variation Request • Ethical Suppliers Declaration • Final Performance Review Report Template
Managing Contractor's Representative	means the person referred to in **Contract Information – Item 4** and any successor notified by the Managing Contractor.
Master Program	means the program for the Services and the Works endorsed by the Principal's Representative under **clause 20.2** including any changes to the Master Program which are endorsed by the Principal's Representative from time to time.
Material	means the subject matter of any category of Intellectual Property.
Moral Rights	means the following non-proprietary rights of authors of copyright Material: (1) the right of attribution of authorship; (2) the right of integrity of authorship; and (3) the right not to have authorship falsely attributed.
Moral Rights Consent	means a consent from each author of Contract Material for the purposes of **clause 9.4.2** in a form as set out in the **Managing Contractors Documents Suite**, or such other form as advised by the Principal's Representative.
Nominated Subcontractor	means a subcontractor listed in **Contract Information – Item 44** who the Principal requires the Managing Contractor to engage (either directly or through novation of a contract entered into by the Principal) to perform any part of the Works.
Nominated Consultant	means a subconsultant listed in **Contract Information – Item 45** who the Principal requires the Managing Contractor to engage (either directly or through novation of a contract entered into by the Principal) to perform any part of the Services.
Permitted Acts	means any of the following classes or types of acts or omissions: (1) using, reproducing, adapting or exploiting all or any part of the Contract Material, with or without attribution of authorship; (2) supplementing the Contract Material with any other Material; and (3) using the Contract Material in a different context to that originally envisaged, but does not include false attribution or authorship.
Personal Information	has the meaning given by the Information Privacy Act.
Personnel	means the Managing Contractor's Subcontractors (including suppliers), Consultants, officers, employees and agents and the officers, agents and employees of its Subcontractors and Consultants.

Policy	means the Principal arranged policy for material damage to the Works and liabilities to third parties arising from the Works, the details of which are as set out in **Contract Information – Item 35**.
Practical Completion	means the point in time when the Works or a Stage: (1) is complete except for: (a) minor defects, deficiencies or omissions: (i) that do not: 1. affect the integrity of the Works or Stage; 2. prevent the Works or Stage from being reliably and continuously operated in normal operating conditions; 3. prevent the Works or Stage from complying with this Work Order; or 4. prevent the Works or Stage from being fit for purpose; and (ii) which can be corrected without prejudicing to the convenient use of the Works or Stage; and (2) all Building Services have been commissioned and are operating according to the required manufacturer's and all other applicable standards; (3) those tests which are required by the Work Order to be carried out and passed before Practical Completion have been carried out and passed; and (4) all certificates (including necessary for occupation, use and maintenance) and Approvals required to be obtained by the Managing Contractor have been obtained; (5) except to the extent **clause 23.5** permits the document to be provided after Practical Completion, the Principal has been supplied with all warranties, operating and maintenance manuals, licences, access codes, WAE Drawings and Quality Records; (6) all Subcontractor Certificates of Practical Completion have been issued by the Managing Contractor for the relevant works in accordance with all relevant Principal Executed Contracts and Subcontracts; and (7) except to the extent **clause 23.5** permits the document to be provided after Practical Completion, all other documents, testing, training and other information or requirements referred to in the Work Order, or which are reasonably required for the use, operation, and maintenance of the Works or Stage, have been supplied to the Principal and the Managing Contractor has otherwise done everything which the Work Order requires it to do as a condition precedent to Practical Completion. When the Work Order includes Stages, the whole of the Works will have reached Practical Completion when all Stages have reached Practical Completion.
Prequalification	means accreditation as a managing contractor in the field of construction activity under the Territory's or a relevant national, prequalification scheme.
Principal	means the entity identified as such in **Contract Information – Item 1**.
Principal Engaged Contractor	means a person or entity (including a supplier) who has entered into a Principal Executed Contract with the Principal.
Principal Executed Contract	means a contract between the Principal and a Principal Engaged Contractor for the performance of any part of the Works.

Principal's Documents	means any material provided by the Principal to the Managing Contractor for the purposes of this Work Order including but not limited the documents set out in **Annexure B of this Work Order**, and any Design Documents provided by the Principal.
Principal's Representative	means the person referred to in **Contract Information – Item 3** or as notified by the Principal's Representative to the Managing Contractor from time to time.
Principal Supplied Items	means any materials, products or other items to be supplied directly by the Principal for the purposes of the Project as set out in **Contract Information – Item 28** or notified by the Principal's Representative to the Managing Contractor from time to time.
Procurement	means any tender or other procurement process which the Managing Contractor is responsible for conducting for the Works and all materials or other items which the Managing Contractor is responsible for procuring in connection with the Works.
Procurement Act	means the *Government Procurement Act 2001*.
Profit	means the lump sum component of the Contract Price which represents the Managing Contractor's profit as specified in the table at **Annexure A of the Work Order** (or such revised sum as determined in accordance with this Work Order).
Profit Adjustment Application	a written request by the Managing Contractor to increase or decrease in the Profit component of the Contract Price under **clause 27.1** that includes all details satisfactory to the Principal to enable it to determine if there has been a Profit Adjustment Event.
Profit Adjustment Event	means an increase or decrease to the Project Budget of at least 2%, which increase or decrease may be cumulative. *[Example - at the date of this Work Order the Project Budget is $1 million. On day X the Project Budget is increased by $10,000 being a 1% increase, which would not, of itself, constitute a Profit Adjustment Event. On day Y an additional $10,000 is added to the Project Budget resulting in a revised Project Budget of $1,020,000. The cumulative increases on Day X and Day Y are combined to result in an increase to the initial Project Budget of at least 2% resulting in a Profit Adjustment Event.]*
Profit Adjustment Formula	the revised Profit component = Profit + (Profit Percentage x relevant increase or decrease (as the case may be) in the Project Budget *[For example, assuming a 5% Profit Percentage: the Project Budget increases from $100,000 to $120,000 (ie: 20% increase), triggering a Profit Adjustment Event. The Managing Contractor submits a Profit Adjustment Application under **clause 27.1.2** . The Profit Percentage (5%) is applied to $20,000 (which is the difference between original and new Project Budget) to give $1000. Therefore, the revised lump sum for Profit is $6000.* *If a subsequent Profit Adjustment Event occurs, the further revised Profit component is calculated as above, using the previously updated Project Budget as the base for comparison]*
Profit Percentage	means the percentage stated in, or calculated in accordance with, **Contract Information – Item 42**.
Project	means the project referred to in **Contract Information – Item 6**.
Project Budget	means the amount specified as the 'maximum project budget' or similar term in **Annexure A of the Work Order** being the Principal's budget for the delivery of the whole of the Works and the Services (including contingency amounts), or such amount as varied by the Principal from time to time.

Project Quality Plan	means a plan required to be provided by the Managing Contractor as part of the QMS and which must at a minimum: (1) set out how the Managing Contractor will implement a comprehensive QMS; (2) be second party certified as a minimum, to the latest version of Australian Standard ISO9001; and (3) meets the Principal's standards for Prequalification.
QMS	means quality management system, being systems, processes and procedures required to be put in place by the Managing Contractor to monitor and ensure the quality of the Services and the Works, which must include as a minimum the following: (1) Project Quality Plan; (2) a work health and safety management system; (3) the WHS Management Plan; (4) Environmental Management System (unless not required under **Contract Information – Item 48**); (5) Environmental Management Plan (unless not required under **Contract Information – Item 48**); (6) any other plan specified in **Contract Information – Item 20**, which meets the requirements set out in this Work Order.
Quality Records	means all plans, WAE Drawings, specifications and all final maintenance manuals, operating instructions, training, warranties, and other similar Material relating to the Works, Building Services and the Services which is required to be provided by the Managing Contractor in connection with the QMS, including as set out in **Item 22 – Contract Information**.
Reallocation Application	a written application under **clause 27.4** in the form specified in the **Managing Contractor's Documents Suite** or such other form approved by the Principal's Representative for a reallocation of monies between schedules seeking an increase a specified Reimbursable Costs Cap (and Project Budget, if applicable) that includes as a minimum: (1) detailed reasons as to why the Reimbursable Costs Cap should be increased; (2) the amount of the proposed increase in the Reimbursable Costs Cap; (3) the proposed schedule(s) from which monies should be reallocated to enable the proposed increase in the Reimbursable Costs Cap at the same time as ensuring the Project Budget is not exceeded; and (4) such other information as the Principal would require, acting reasonably, to properly consider the merits or otherwise of the Reallocation Application.
Reimbursement Certificate	means a statutory declaration in the form set out in the **Managing Contractor Documents Suite**.

Reimbursable Costs	means costs specified in **Annexure A of the Work Order**, which are payable by the Principal to the Managing Contractor under **clause 25.6** on a reimbursable basis for actual costs incurred and substantiated by the Managing Contractor.
Reimbursable Costs Cap	means the maximum amount of Reimbursable Costs allowed for each category of Reimbursable Costs as set out in **Annexure A of the Work Order**.
Schedule of Forecast Claims	a schedule of anticipated monthly payment claims showing at a minimum: (1) the amount of each anticipated monthly payment Claim up to the Date for Practical Completion; and (2) that the Profit and Support Management Fee components and any other lump sum amounts of the Contract Price specified in **Contract Information – Item 41** will be paid in approximately equal monthly instalments commencing one month after the Commencement Date of the Work Order and ending one month after the Date for Practical Completion.
Scheduled Progress	the rate of progress to be achieved by the Managing Contractor in designing and constructing the Works, such that the Managing Contractor is proceeding with due expedition and without undue delay (other than a delay for which the contractual Date for Practical Completion of the Works is adjusted under the Work Order), so that it will (or is likely to) complete each Stage of Works by their respective Date for Practical Completion.
Secure Local Jobs Code	has the meaning set out in the Procurement Act.
Secure Local Jobs Code Certificate	has the meaning set out in the Procurement Act.
Security	means in respect of: (1) the Managing Contractor, any form of security and amount referred to in **Contract Information – Item 26**; and (2) a Principal Engaged Contractor or Subcontractor, such form of security specified in the relevant Principal Executed Contract or Subcontract.
Services	means project management, managing contractor, superintendency, supervision, design and related services required expressly or by implication by this Work Order, to be performed by the Managing Contractor.
Site	means the site of the Works as stated in **Contract Information – Item 7**.
Site Operational Cost	means the lump sum amount set out in **Annexure A of the Work Order** as varied under the terms of this Work Order from time to time and includes but isn't limited to site sheds, site fencing/hoarding and all site operating costs but does not include public land use permits which may be allowed for under **Section C - Reimbursable Costs** of **Annexure A of the Work Order**.
Site Operational Costs Adjustment Event	has the same meaning as Support Management Fee Adjustment Event.
Site Operational Costs Adjustment Application	a written application under **clause 27.2.2** to increase in the Site Operational Cost component of the Contract Price that includes at a minimum: (1) details satisfactory to the Principal to enable it to determine if there has been a Site Operational Costs Adjustment Event; (2) details and evidence of any additional site operational costs claimed and the basis for their calculation.
SOP Act	means the *Building and Construction Industry (Security of Payment) Act 2009* and any regulations made under that Act.

Special Condition	means any conditions set out in **Contract Information – Item 54**.
Specified Personnel	means the Managing Contractor's "Specified Personnel" in **Contract Information – Item 49** and such other personnel agreed by the parties as Specified Personnel from time to time.
Stage	means the separable portions in which the Works will be performed as set out in **Contract Information Item 51**, or as determined under **clause 20.5**.
Statutory Requirements	means all: (1) laws including Acts, ordinances, regulations, by-laws, orders, awards and proclamations of Authorities; (2) Approvals; and (3) costs, fees, charges and expenses relating to paragraphs (1) and (2) above.
Subcontract	means any contract between the Managing Contractor and a Subcontractor in respect of the Works.
Subcontractor	means a person or entity including a supplier who is engaged by the Managing Contractor (including any Nominated Subcontractor) for the performance of any part of the Works, other than a Consultant.
Subcontractor Certificate of Practical Completion	means a certificate issued by the Managing Contractor pursuant to **clause 23.2.3** to a Principal Engaged Contractor or Subcontractor as evidence of Subcontractor Practical Completion having been reached in accordance with the relevant Principal Executed Contract or Subcontractor.
Subcontractor Final Certificate	means a document issued by the Managing Contractor to a Principal Engaged Contractor or Subcontractor pursuant to **clause 24.3** certifying that all the Works to be performed by the relevant Principal Engaged Contractor or Subcontractor have been completed in accordance with the relevant Principal Executed Contract or Subcontract.
Subcontractor Practical Completion	means, in respect of a Principal Executed Contract or Subcontract, the achievement of Practical Completion of the works to be performed under that relevant contract.
Support Management Fee	means the lump sum fee specified in **Annexure A of the Work Order** (or such revised fee as determined in accordance with this Work Order) which is payable to the Managing Contractor for overheads and off-site Personnel who will perform the Services and all other items which are not Profit, Site Operational Costs, Work Sites Costs, or Reimbursable Costs.
Support Management Fee Adjustment Application	a written application under **clause 27.2.2** to increase in the Support Management Fee component of the Contract Price that includes at a minimum: (1) details satisfactory to the Principal to enable it to determine if there has been a Support Management Fee Adjustment Event; (2) details and evidence of any additional support management costs claimed and the basis for their calculation.
Support Management Fee Adjustment Event	means an extension of time (or a series of extensions of time) granted under **clause 22.1.3** which result in the period between the Works Start Date and the Date for Practical Completion of the whole of the Works being increased by an amount of 20% or greater.
Tender Documents	means all requests for quotes or tender (including addenda), for Procurements for which the Managing Contractor is responsible to conduct, and includes all

	drawings, specifications, evaluation plans, tender evaluation reports and other information or Material that is reasonably necessary for the purpose of conducting such Procurements.
Territory	when used in a geographical context, references to the 'Territory' are references to the Australian Capital Territory and when used in any other context, means the body politic established by section 7 of the *Australian Capital Territory (Self-Government) Act 1998* (Cth).
Territory Entity	has the meaning given by the Procurement Act.
Territory Funded Work	has the meaning given by the Procurement Act.
Territory Information	the kind of information that: (1) is or relates to documents, submissions, consultations, policies, strategies, practices and procedures of the Territory or Principal which are by their nature confidential; (2) is notified (whether in writing or not) by the Principal's Representative to the Managing Contractor as being confidential; (3) is specified in **Contract Information – Item 10**; (4) is specified in the Work Order as being Territory Information; or (5) is Personal Information, but does not include information that: (6) is or becomes public knowledge other than by breach of this Work Order; (7) has been independently developed or acquired by the Managing Contractor; or (8) has been notified by the Principal's Representative to the Managing Contractor as not being confidential.
Terms and Conditions	these terms and conditions of the Work Order at **Annexure C of the Work Order.**
TPPs	Territory Privacy Principles provided for in section 13 and set out in Schedule 1 of the Information Privacy Act.
TPP Code	a code of practice about information privacy which, having regard to section 21(1) and (3) of the Information Privacy Act, binds an agency that engages the Managing Contractor in the provision of the Services.
Variation Request	means a written request for a Works Variation substantially in the form of the document of that name set out in the **Managing Contractor Documents Suite** or such other form notified by the Principal.
WAE Drawings	means works as executed drawings.
WHS Legislation	means: (1) the *Work Health and Safety Act 2011*; (2) the *Work Health and Safety Regulation 2011*; (3) all instruments issued under the *Work Health and Safety Act 2011* or the *Work Health and Safety Regulation 2011*; (4) all laws that replace the above laws; and (5) all other laws applicable in the Australian Capital Territory dealing with work health and safety matters.
WHS Management Plan	has the meaning given by **clause 5.3.4**.

Work Order	means the documents that comprise this Work Order as set out in **Contract Information – Item 8**.
Work Sites Costs	means the lump sum fee specified for personnel costs for the whole of the project cycle as per **Annexure A of the Work Order** (or such revised fee as determined in accordance with this Work Order).
Working Days	means the days specified in **Contract Information – Item 17** or such other days as agreed by the Principal's Representative.
Working Hours	means the hours specified in **Contract Information – Item 16** or such other hours as agreed by the Principal's Representative.
Works	the works to be designed (to the extent specified), constructed and handed over to the Principal on Practical Completion by the Managing Contractor, including all Works Variations. The term applies to the Works as a whole and also to any part of the Works unless the context requires otherwise. **Contract Information – Item 6** briefly describes the Works.
Works Program	means a program prepared by the Managing Contractor, Territory Engaged Contractor or Subcontractor for the performance of Works as amended from time to time.
Works Start Date	means the date specified in **Contract Information – Item 12** or such other date specified in the endorsed Master Program on which the Works are scheduled to commence.
Works Variation	means any change to the Works including additions, increases, omissions and reductions to and from the Works, but not including such changes in respect of the development by the Managing Contractor of the design for the Works (including development of shop drawings) in accordance with the requirements of the Work Order.

1.2. Interpretation

1.2.1 In this Work Order unless inconsistent with the context or subject matter or unless a contrary intention appears:

(1) words importing the singular include the plural and words importing the plural include the singular;

(2) words of inclusion are not words of limitation;

(3) words importing persons include a partnership and a body corporate;

(4) if any word or phrase is given a defined meaning, any other part of speech or other grammatical form of that word or phrase has a corresponding meaning;

(5) a reference to any Statutory Requirement includes any statutory modification, substitution or re-enactment of that Statutory Requirement;

(6) unless stated otherwise, all amounts are amounts in Australian dollars and inclusive of GST;

(7) all Contract Material and communications in connection with this Work Order will be in English; and

(8) a reference to "approval", "endorsement" or "agreement" of the Principal does not relieve the Managing Contractor from responsibility in relation to the relevant matter.

1.3. Confidential Text

1.3.1 In giving effect to the principles of open and accountable government, the Principal may disclose documents and information unless it has otherwise agreed, or is otherwise required under law, to keep the information confidential. In accordance with those principles, this Work Order may be a notifiable contract under the Procurement Act and, if so, the Principal will be required to make the text of this Work Orders available to the public, including by publication on a public contracts register.

1.3.2 If the Work Order is a notifiable contract under the Procurement Act and specifies Confidential Text, the grounds on which the text is confidential are set out in **Contract Information - Item 25** and **clause 1.3.3** applies.

1.3.3 Except as provided in this Work Order, the Principal must not disclose Confidential Text to any person without the prior written consent of the Managing Contractor (which consent will not be unreasonably withheld) except to the extent that Confidential Text:

(1) is required or authorised to be disclosed under law;

(2) is reasonably necessary for the enforcement of the criminal law;

(3) is disclosed to the Principal's solicitors, auditors, insurers or advisers;

(4) is generally available to the public;

(5) is in the possession of the Principal without restriction in relation to disclosure before the date of receipt from the Managing Contractor;

(6) is disclosed by the responsible Minister in reporting to the Legislative Assembly or its committees;

(7) is disclosed to the ombudsman or for a purpose in relation to the protection of public revenue; or

(8) is disclosed to the integrity commissioner.

1.4. Acknowledgement

1.4.1 The Managing Contractor acknowledges and agrees that this Work Order will not in any way restrict or affect the unfettered discretion of the Principal, a Territory office holder or a Territory body to exercise any of its rights or duties, which are distinct to the Principal's performance of this Work Order.

1.5. Governing Law

1.5.1 This Work Order is governed by and construed in accordance with the law for the time being in force in the Territory and the parties submit to the non-exclusive jurisdiction of the courts of the Territory. The Managing Contractor must comply with the laws from time to time in force in the

Territory in performing the Services and Works.

1.6. No Employment or Agency

1.6.1. The Managing Contractor and its Personnel or Principal Engaged Contractors are not by virtue of this Work Order, unless (and then only to the extent) explicitly stated otherwise in this Work Order:

(1) an officer, employee, partner or agent of the Principal; or

(2) given any power or authority to bind or represent the Principal.

1.6.2. The Managing Contractor agrees to ensure that its Personnel and Principal Engaged Contractors do not:

(1) misrepresent its relationship with the Principal; or

(2) engage in any misleading or deceptive conduct in relation to the Works, Services or any Procurement.

1.7. Counterparts

1.7.1. This Work Order may consist of a number of copies, each signed by one or more parties to this Work Order. If so, the signed copies are treated as making up the one document and the date of this Work Order is the date the last counterpart is signed.

1.8. No waiver

1.8.1. Failure or omission by the Principal at any time to enforce or require strict or timely compliance with any provision of this Work Order will not affect or impair that provision in any way or the rights and remedies that the Principal may have in respect of that provision.

1.9. Entire agreement

1.9.1. This Work Order is made up solely of the following documents, which supersede all understandings, representations and communications made between the parties before the Commencement Date of the Work Order in relation to the subject matter of the Work Order:

(1) these Terms and Conditions;

(2) the Contract Information (including for the avoidance of doubt, the Special Conditions in **Contract Information – Item 54**);

(3) annexed Schedules and Attachments unless otherwise specified;

(4) the Principal's Documents at the Commencement Date of the Work Order; and

(5) the other documents specified in **Contract Information Item 8**.

1.10. Severability

1.10.1. Any provision of this Work Order that is illegal, void or unenforceable will not form part of this Work Order to the extent of that illegality, voidness or unenforceability. The remaining provisions of this Work Order will not be invalidated by an illegal, void or unenforceable provision.

1.11. Notices

1.11.1. Any notice, including any other communication, required to be given or sent to either party under this Work Order must be in writing and given to the relevant representative at the address specified in **Contract Information – Item 5**.

1.11.2. A notice will be deemed to have been given:

(1) if delivered by hand, on delivery;

(2) if sent by prepaid mail, on the expiration of 6 Business Days after the date on which it was sent;

(3) if sent by electronic mail, on whichever of the following occurs first:

(a) the other party's acknowledgement of receipt by any means;

(b) the sender's electronic mail device recording that the electronic mail has been successfully transmitted to the recipient's address; or

(c) the expiration of 2 Business Days after the date on which it was sent without receipt of a notification that the

delivery failed,

and if given in two or more ways, on the first of paragraphs (1) to (3) occurring.

1.12. Managing Contractor Documents Suite

1.12.1 The Principal's Representative will provide to the Managing Contractor the **Managing Contractor Documents Suite** as updated from time to time.

1.12.2 If any template or other document specified in this Work Order as being in the Managing Contractor Documents Suite is not in the Managing Contractor Documents Suite at any time, the Managing Contractor is to use such alternative template or document as specified or approved by the Principal's Representative from time to time.

2. Representatives

2.1. Principal's Representative

2.1.1. The Principal appoints the Principal's Representative to act as its representative for the purposes of this Work Order.

2.1.2. The Principal must promptly notify the Managing Contractor in writing of any change from time to time in the person holding appointment as the Principal's Representative.

2.1.3. Any Direction that the Principal's Representative may make, give or issue pursuant to the provisions of this Work Order will be deemed to have been made, given or issued by the Principal.

2.1.4. Except as provided by law or by an Authority, no person other than the Principal's Representative or a person authorised in writing by the Principal's Representative has authority to make, give or issue Directions pursuant to this Work Order.

2.1.5. If the Principal's Representative authorises a person in writing to make, give or issue Directions pursuant to this Work Order it will notify the Managing Contractor in writing of the authorisation and if applicable, any limitations on the authorisation, with such authorisation effective on and from the date specified in the notice.

2.1.6. Subject to **clauses 2.1.7** and **2.1.8**, if the Managing Contractor executes, or permits to be executed, any services or works upon the direction of any person other than the Principal, the Principal's Representative or a person authorised by the Principal's Representative who has been notified to the Managing Contractor in accordance with **clause 2.1.5**, those services or works are to be performed at the Managing Contractor's own cost and risk and will not be reimbursed under this Work Order.

2.1.7. Where the Managing Contractor executes, or permits to be executed any services or works upon the direction of a person not identified in **clause 2.1.5** (which includes an Authority) in response to or in order to limit or prevent an emergency the Principal may consider, but is not bound to provide, reimbursement.

2.1.8. **Clause 2.1.6** will not apply to services or works required as a consequence of complying with the lawful Direction of an Authority unless that Direction has been required as a result of the failure of the Managing Contractor to comply with this Work Order.

2.2. Managing Contractor's Representative

2.2.1. The Managing Contractor must appoint a person acceptable to the Principal to act as its representative for the purposes of this Work Order.

2.2.2. The Managing Contractor must promptly notify the Principal in writing of any change from time to time in the person holding appointment as the Managing Contractor's Representative.

2.2.3. The Managing Contractor agrees that the Managing Contractor's Representative has full authority to act for and on behalf of the Managing Contractor for all purposes in connection with this Work Order.

2.2.4. Any Direction made or given by, or given or issued to the Managing Contractor's Representative is deemed to have been made or given by, or given or issued to the Managing Contractor.

3. Governance and performance

3.1. Project control group

3.1.1. If specified in **Contract Information – Item 52** a project control group is established for the Project.

3.1.2. If a project control group is established the Managing Contractor and its key representatives must attend regular meetings of the group as specified in **Contract Information – Item 23**.

3.1.3. The monthly progress report required by **clause 16.1.1** must be prepared by the Managing Contractor in advance of each project control group meeting.

3.1.4. A project control group meeting must be scheduled by the Managing Contractor in the week following the date for submission of the monthly progress report.

3.1.5. The project control group meeting must be attended by at a minimum the Principal's Representative and the Managing Contractor's Representative. The purpose of that meeting will be to discuss the monthly report and any other matters provided for in the Work Order.

3.1.6. The Managing Contractor's Representative will prepare records of the meeting with an actions list from the meeting. The meeting records will generally be distributed to all attendees within 3 Business Days of the meeting.

3.2. Performance Monitoring

3.2.1. The Services may be subject to a regular performance monitoring regime and include ongoing performance evaluation of the Managing Contractor.

3.2.2. If a performance monitoring regime applies, requirements for, including frequency of, assessment are outlined in **Contract Information - Item 24.**

3.2.3. Regardless of whether or not a performance monitoring regime applies under **clause 3.2.2**, not later than six weeks after the issue of the Certificate of Practical Completion for the Works, the Managing Contractor must undertake a final performance review against the key performance indicators in **Contract Information – Item 24** (if any) and the key performance indicators in Schedule 5 of the Deed, and submit a supplier performance – self assessment form using the template provided in the **Managing Contractor Documents Suite** to the Principal and Territory's Contract Officer as defined in the Deed, detailing the outcomes.

4. General Responsibilities of the Managing Contractor

4.1. Duty to co-operate

4.1.1. Each party will:

(1) fully cooperate with the other party to ensure timely provision of the Services;

(2) do all it reasonably can to promptly inform the other party of anything that may affect the time for completion, cost or quality of the Services; and

(3) do all that is reasonably can to avoid hindering the performance of the other under the Work Order.

4.1.2. **Clause 4.1** does not change the rights and responsibilities of either party under the Work Order, unless they agree in writing to change them.

4.1.3. Neither party may disclose in any dispute resolution proceedings, anything discussed or provided under **clause 4.1**.

4.2. Summary of responsibilities of Managing Contractor

4.2.1. The Managing Contractor agrees to on and from the Commencement Date of the Work Order:

(1) regularly and diligently perform the Works and Services and bring the Works to Practical Completion;

(2) supervise, and where applicable, superintend all Works performed by Personnel and Principal Engaged Contractors and control progress to ensure the Works achieve Practical Completion by the Date for Practical Completion;

(3) manage Defects rectification work in accordance with this Work Order and co-ordinate any access required by Personnel

and Principal Engaged Contractors as necessary to complete Defects rectification work until the date of issue of the Certificate of Completion of the Services;

(4) provide professional advice, support and co-operation to the Principal as necessary or desirable to co-ordinate and integrate the Services with the Works, including all Services and Works performed by Personnel and Principal Engaged Contractors and the Principal's other consultants;

(5) certify that all Contract Material and the Works have been prepared and performed (as applicable) in accordance with and comply with all Statutory Requirements, Approvals, the Endorsed Design Documents and the QMS;

(6) conduct, document and manage Procurements in accordance with the Procurement Protocols;

(7) without limiting the generality of **clause 4.2.1(6)** conduct, document and manage Procurements for Principal Engaged Contractors where the relevant threshold or conditions specified in **Contract Information – Item 43** are met;

(8) provide plans and reports in accordance with **Contract Information – Item 21**;

(9) without limiting to the plans identified in **Contract Information – Item 21,** prepare all plans required to perform the Works and the Services in accordance with this Work Order;

(10) control Site access and security until the Date of Practical Completion of the Works;

(11) deliver the Works in accordance with the Managing Contractor's building licences and maintain all builders licences and meet all other requirements necessary to carry out the Works in accordance with all Statutory Requirements and Approvals;

(12) deliver the Services required by the express and implied provisions of this Work Order and comply with all lawful Directions given by the Principal's Representative; and

(13) comply with its Secure Local Jobs Code obligations in **clause 6.2**.

4.3. Managing Contractor not relieved

4.3.1. The Managing Contractor has overall responsibility for the performance of the Services and delivery of the Works and will not be relieved of that responsibility because of any:

(1) involvement by the Principal or the Principal's Representative in exercising the Principal's rights under this Work Order;

(2) payment made by the Principal to the Managing Contractor on account of the Services or Works;

(3) subcontracting of the Services or Works;

(4) removal of any Personnel under **clause 18.3.4** or acceptance by the Principal's Representative of replacement Personnel; or

(5) comment, approval or review of any aspect of the QMS or Contract Material.

4.4. Standard of Care

4.4.1. The Managing Contractor:

(1) acknowledges that the Principal has entered into this Work Order relying on the skill, care, expertise, experience and judgment of the Managing Contractor to perform the Services and deliver the Works in accordance with this Work Order;

(2) must exercise high standards of skill, care and diligence in the performance of the Works and Services;

(3) must at all times perform its obligations under this Work Order in a co-operative and reasonable manner and keep the Principal fully and regularly informed as to all matters affecting or relating to the Services and the Works; and

(4) must use its best endeavours to ensure that all Principal Engaged Contractors and Personnel comply with the obligations of, and prohibitions and restrictions on, the Managing Contractor under this Work Order.

5. Work Health and Safety

5.1. Work Health and Safety requirements

5.1.1. The obligations set out in this Work Order do not detract from the Managing Contractor's obligations under the WHS Legislation. If there is an inconsistency between this Work Order and the WHS Legislation, the Managing Contractor must comply with the WHS Legislation and inform the Principal's Representative of the inconsistency.

5.1.2. The Managing Contractor must comply with the WHS Legislation and ensure all work is carried out safely and in a manner that does not put the health and safety of persons at risk.

5.1.3. The Managing Contractor must comply with its duty under the WHS Legislation to consult, cooperate and coordinate activities with all persons who have a work health and safety duty in relation to the same matter.

5.1.4. The Managing Contractor must institute and maintain systems to obtain regular written assurances from all Personnel and Principal Engaged Contractors about their ongoing compliance with the WHS Legislation including the due diligence obligation contained in the WHS Legislation.

5.1.5. The Managing Contractor must provide the written assurances obtained under **clause 5.1.4**, together with written assurances from the Managing Contractor about the Managing Contractor's ongoing compliance with WHS Legislation, to the Principal's Representative when requested.

5.1.6. The Managing Contractor must exercise a duty of utmost good faith to the Principal in carrying out the work under this Work Order to enable the Principal to discharge the Principal's duties under the WHS Legislation.

5.1.7. The Managing Contractor must provide the Principal's Representative with a written report on all work health and safety matters referable to the conduct of the Services and Works, or any other relevant matters required by the Principal including a summary of the Managing Contractor's compliance with WHS Legislation, at least once per month, and at other times as requested.

5.1.8. The Managing Contractor must ensure that if any law requires that a person:

(1) be authorised or licensed (in accordance with WHS Legislation) to carry out any work at a workplace, the person is so authorised or licensed and complies with any conditions of such authorisation or licence; or

(2) has prescribed qualifications or experience, or if not, is supervised by a person who has prescribed qualifications or experience (as defined in the WHS Legislation), that person has the required qualifications or experience or is so supervised.

5.1.9. The Managing Contractor must ensure that if any law requires that a workplace, plant or substance, design, or work (or class of work) be authorised or licensed, that workplace, plant or substance, design or work is so authorised or licensed.

5.1.10. The Managing Contractor must not direct or allow a person to carry out work, or use plant or a substance at a workplace unless the authorisation, licensing, prescribed qualifications or experience required by any law and **clauses 5.1.8** and **5.1.9** are met.

5.1.11. If requested by the Principal's Representative or required by WHS Legislation, the Managing Contractor must produce evidence of any approvals including any authorisations, licences, prescribed qualifications or experience, or any other information relevant to work health and safety (as the case may be) to the satisfaction of the Principal before the Managing Contractor or any subcontractor commences such work.

5.1.12. If the Principal reasonably considers that a risk of injury to people or damage to property is arising or likely to arise from the activities

of the Managing Contractor (or any of its Subcontractors, Principal Engaged Contractors or other Personnel) the Principal's Representative may Direct the Managing Contractor (or the relevant Subcontractor, Principal Engaged Contractor or other Personnel) to change its manner of working or cease working and the Managing Contractor or Subcontractor, Principal Engaged Contractor or other Personnel must comply.

5.1.13. The Managing Contractor must systematically manage its work health and management processes in accordance with the systems, plans, standards and codes specified in this Work Order and the WHS Legislation.

5.1.14. The Principal may take any action necessary to protect property or to prevent or minimise risk to health and safety of persons, which the Managing Contractor must take but does not and the Principal may recover any costs associated with such action from the Managing Contractor.

5.1.15. The Managing Contractor must demonstrate to the Principal, whenever requested, that the Managing Contractor has met and is meeting at all times, its obligations under this clause but such demonstration does not relieve the Managing Contractor of its primary obligation to perform work safely.

5.1.16. The Managing Contractor must take all reasonable actions and comply with all reasonable requests of the Principal's Representative regarding any safety audits in respect of the Site.

5.1.17. Without limiting the above, the Managing Contractor must, at all reasonable times, allow the Principal's Representative or any person authorised by the Principal's Representative:

(1) to enter upon a Site to conduct a safety audit;

(2) to enter upon a Site or any premises occupied by the Managing Contractor to inspect and copy any records relevant to a safety audit; and

(3) to enter upon a Site or any premises occupied by the Managing Contractor to interview any person as part of a safety audit.

5.1.18. The Managing Contractor is deemed to have allowed in the Contract Price for its attendance, supervision and related costs associated with the conduct of safety audits.

5.1.19. The Managing Contractor must immediately notify the Principal upon becoming aware of the issue of any improvement notice, infringement notice, non-disturbance notice, notice of entry or prohibition notice referable to a Site and provide the Principal's Representative with a copy of the relevant notice if the Managing Contractor has a copy of it.

5.1.20. The Managing Contractor must promptly notify the Principal upon becoming aware of the issue of any provisional improvement notice referable to a Site and provide the Principal's Representative with a copy of the notice if the Managing Contractor has a copy of it.

5.1.21. The Managing Contractor must provide reports on work health and safety matters to the Principal in such form and at such times as reasonably required by the Principal's Representative.

5.1.22. In addition to any obligations under WHS Legislation, the Managing Contractor must:

(1) notify the Principal's Representative of any notifiable incident occurring at a Site immediately after it notifies the regulator; and

(2) provide the Principal's Representative with copies of all written notifications and/or details of any verbal notifications given to the regulator (as applicable) immediately after providing them to the regulator.

5.1.23. The Managing Contractor must promptly notify the occurrence and furnish a written report to the Principal's Representative of:

(1) incidents resulting in damage to property on a Site;

(2) incidents resulting in significant delays to the Services or Works;

(3) incidents resulting in injury or illness other than a notifiable incident as part of provision of the Services or Works; and

(4) incidents that may have resulted in or may result in any incident set out in paragraphs (1), (2) or (3) above or a notifiable incident.

5.1.24. The Managing Contractor must comply with its obligation under section 22 of the *Work Health and Safety Act 2011* regarding safety in design.

5.1.25. Where the Managing Contractor is engaged to deliver Design, the Principal engages the Managing Contractor to discharge the duties of a designer under Chapter 6.2 of the *Work Health and Safety Regulation 2011*.

5.2. Engagement as Principal Contractor

5.2.1. The Principal:

(1) engages the Managing Contractor as principal contractor in respect of the Site;

(2) authorises the Managing Contractor to have management or control of the Site; and

(3) engages the Managing Contractor to discharge the duties of a principal contractor under Chapter 6 of the *Work Health and Safety Regulation 2011* in respect of the Site.

5.3. WHS Management Plan

5.3.1. The Managing Contractor must in respect of the Site prepare and provide to the Principal's Representative for consideration a WHS Management Plan(s) within the time required by **Contract Information – Item 21** and otherwise before commencing work on the Site, and any updated WHS Management Plan upon request by the Principal.

5.3.2. Notification by the Principal of the suitability of the Managing Contractor's WHS Management Plan will not relieve the Managing Contractor of its obligations to comply with and demonstrate compliance with this Work Order and the WHS Legislation.

5.3.3. The Managing Contractor must regularly review its WHS Management Plan and continue to update and amend it and submit it to the Principal's Representative in accordance with this Work Order and WHS Legislation.

5.3.4. In this Work Order "WHS Management Plan" means a work health and safety management plan that addresses at a minimum:

(1) the names, positions and health and safety responsibilities of all persons at the workplace whose positions or roles involve specific health and safety responsibilities in connection with the work under the Work Order (including work under any Principal Executed Contract or Subcontract);

(2) the arrangements in place, or to be implemented, between any persons conducting a business or undertaking at the workplace where the work under the Work Order is being undertaken, for consultation, cooperation and coordination of activities in relation to compliance with their duties under the WHS Legislation;

(3) the arrangements in place, or to be implemented, for managing any work health and safety incidents that occur, including incident reporting procedures, corrective action procedures, record-keeping and reporting requirements (including project-specific and general reporting and reporting to the Managing Contractor with respect to work health and safety matters), project-specific emergency plans and first aid procedures;

(4) any site-specific health and safety rules, and the arrangements for ensuring that all persons at the workplace are informed of these rules;

(5) the arrangements for the collection and recording, and any assessment, monitoring and review of safe work method statements at the workplace;

(6) ensuring that work health and safety is a compulsory agenda item at all monthly meetings (or equivalent) and ensuring that the outcomes of those agenda items are communicated to the Managing Contractor;

(7) management of work health and safety generally, including any work health and safety policy, details of any work health and safety management system (including certification, inspection and audit programs), training and induction programs (including work health and safety generally, emergency procedures and use of emergency equipment), the process of communication and dispute resolution on work health and safety matters;

(8) management of Principal Engaged Contractors and Subcontractors, including induction, training, development of safe work method statements, job safety assessments or equivalent documentation, the obligation to consult, cooperate and coordinate activities, the process of communication and the process for ensuring the Principal Engaged Contractors and Subcontractor compliance with the WHS Management Plan;

(9) management of project hazards and risks generally, including but not limited to work involving:

(a) fall hazards;
(b) telecommunications towers;
(c) demolition;
(d) disturbance or removal of asbestos;
(e) structural alterations requiring temporary supports;
(f) confined spaces;
(g) excavation deeper than 1.5 metres;
(h) tunnels;
(i) use of explosives;
(j) pressurised gas distribution mains and consumer piping;
(k) chemical, fuel and refrigerant lines;
(l) electrical work, including involving energised electrical installations and services;
(m) hazardous atmospheres;
(n) tilt-up and precast concrete;
(o) roadways or railways used by road or rail traffic;
(p) movement of powered mobile plant;
(q) extremes of temperature;
(r) water or other liquids where there is a risk of drowning;
(s) diving;
(t) remote or isolated work;
(u) above-standard exposure to noise;
(v) other hazardous manual tasks;
(w) exposure to falling objects;
(x) abrasive blasting;
(y) hazardous chemicals and substances; and
(z) working in the vicinity of electrical wires; and

(10) if design forms part of the work under the Work Order, proposed design risk assessments, purchasing policies for plant, materials and substances, the process for meeting Statutory Requirements regarding design and the process for addressing design changes relevant to work health and safety considerations.

5.4. WHS Active Certification

5.4.1. The following words and phrases used in this clause have the same meaning as in the Territory's WHS Active Certification Policy: "Auditor", "Close Out Audit", "Follow Up Audit", "Prequalification Scheme", "WHS Active Certification Policy".

5.4.2. Without limiting any other part of this Work Order where the Managing Contractor:

(1) is prequalified under a Prequalification Scheme at the Commencement Date of the Work Order;

(2) becomes prequalified under a Prequalification Scheme during the term of this Work Order; or

(3) has its Prequalification status under a Prequalification Scheme cancelled, suspended or downgraded during the term of this Work Order,

the WHS Active Certification Policy will apply.

5.4.3. To the extent necessary to give effect to the WHS Active Certification Policy its provisions are incorporated by reference into this Work Order.

5.4.4. Unless otherwise agreed by the parties, the costs of the Auditor will be paid by the

Managing Contractor to the Principal by way of a deduction from an amount or amounts claimed by the Managing Contractor in a payment claim or claims made under this Work Order, at the absolute discretion of the Principal.

5.4.5. Unless otherwise specified in the Work Order the Managing Contractor will pay to the Principal by way of reimbursement the Auditor's costs associated with the conduct of any Follow Up Audit (required as a result of the action or inaction of the Managing Contractor) and any Close Out Audit conducted under the WHS Active Certification Policy.

5.4.6. Where all or part of the costs of the Auditor are not paid to the Principal any amount outstanding will be a debt due and payable by the Managing Contractor to Principal.

6. Prequalification and Secure Local Jobs Code

6.1. Prequalification

6.1.1. The Managing Contractor must maintain Prequalification until the issue of the Certificate of Completion of the Services.

6.2. Secure Local Jobs Code

6.2.1. Definitions for this clause:

(1) **Adverse Ruling** means a ruling by any court, tribunal, board, commission or other entity (including but not limited to the Fair Work Commission) with jurisdiction to determine the matter, that the Managing Contractor or one of its Associated Entities has contravened an Industrial Law;

(2) **Approved Auditor** has the meaning as set out in the Procurement Act;

(3) **Associated Entity** has the meaning given by section 50AAA of the Corporations Act 2001 (Cth);

(4) **Code** means the Secure Local Jobs Code;

(5) **Full Details** means:

(a) the nature of the Adverse Ruling;

(b) any conviction recorded or adverse finding made in respect of the Adverse Ruling;

(c) any penalty or orders imposed by a court, tribunal, board, commission or other entity in respect of the Adverse Ruling and the maximum penalty that could have been imposed under the relevant Industrial Law;

(d) the name of the court, tribunal, board, commission or other entity, the jurisdiction in which the proceeding or prosecution was brought, the date on which the proceeding or prosecution commenced and the number or description assigned to the proceeding or prosecution by the court, tribunal, board, commission or other entity;

(e) the name of the entity against which the Adverse Ruling was made; and

(f) any other relevant information that the Managing Contractor may rely on as grounds for not terminating this Work Order as a result of the Adverse Ruling;

(6) **Industrial Law** means any Commonwealth, State or Territory legislation that deals with matters relating to industrial relations and includes employment and workplace safety obligations;

(7) **Registrar** has the meaning as set out in the Procurement Act;

6.2.2. For the purposes of **clause 6.2.4** and clause **6.2.10** the Ethical Suppliers Declaration template in the **Managing Contractor Documents Suite** is approved unless otherwise advised by the Principal.

6.2.3. The Managing Contractor must, in relation to any Subcontractors engaged to perform Applicable Subcontractor Work:

(1) ensure terms are included in the Subcontract with the Subcontractor:

(a) requiring the Subcontractor to comply with the Code; and

(b) imposing obligations on the Subcontractor in the same form as those set out in **clause 6.2** and imposed on the Managing Contractor (subject to any necessary variation to reflect the different parties);

(2) ensure:

(a) the Subcontractor holds a Secure Local Jobs Code Certificate; and

(b) the Subcontractor maintains a Secure Local Jobs Code Certificate during the term of their Subcontract; and

(c) the obligations in **clause 6.2.3(2)(a)** and **clause 6.2.3(2)(b)** are included in the relevant agreement with the subcontractor.

6.2.4. The Principal's Representative may by written notice request the Managing Contractor obtain a statutory declaration from a Subcontractor or Principal Engaged Contractor engaged to perform Applicable Subcontractor Work regarding its compliance with the Code and provide it to the Principal's Representative within 15 Business Days of the date of the written notice. The Managing Contractor must use its reasonable endeavours to ensure the Subcontractor or Principal's Engaged Contractor supplies the declaration to enable the Managing Contractor to comply with this **clause 6.2.4**.

6.2.5. The Principal's Representative (or nominated representative of the Principal) and Approved Auditors may, at the Principal's cost, access records kept by subcontractors engaged to perform Applicable Subcontractor Work and conduct audits and other reviews and checks, to monitor compliance with this clause and the Code, except in circumstances where a nomination would result in a conflict with Commonwealth laws.

6.2.6. The Managing Contractor must comply with all of its obligations under the Code.

6.2.7. The Managing Contractor must maintain a valid Secure Local Jobs Code Certificate during the term of the Work Order.

6.2.8. Failure of the Managing Contractor to maintain a valid Secure Local Jobs Certificate will constitute a breach of an essential term of this Work Order entitling the Principal to terminate the Work Order on written notice to the Managing Contractor.

6.2.9. If at any time during the term of the Work Order an Adverse Ruling is made, the Managing Contractor must, within 5 Business Days of the making of the Adverse Ruling, provide a statutory declaration by an authorised representative of the Managing Contractor setting out the Full Details of the Adverse Ruling and (if applicable) any existing or planned remedial measures taken or to be taken to prevent a contravention, breach or offence similar to the contravention, breach or offence on which the Adverse Ruling is based from recurring.

6.2.10. The Managing Contractor must provide the Territory with a statutory declaration in a form approved by the Principal's Representative regarding its compliance with the Code:

(1) within 5 Business Days of a written request from the Territory; and

(2) if requested in writing by the Principal's Representative, at the time the Managing Contractor provides a payment Claim relating to the Services or Works.

6.2.11. Failure of the Managing Contractor to provide a statutory declaration in accordance with **clause 6.2.10** or the making of a false statement in a statutory declaration by the Managing Contractor or its representative will constitute a breach of this Work Order.

6.2.12. If the Managing Contractor fails to provide a statutory declaration in accordance with **clause 6.2.10(2)** the Principal may withhold payment of monies otherwise due to the Managing Contractor in respect of the relevant payment Claim until the statutory declaration is received.

6.2.13. The Principal's Representative may require that Managing Contractor conduct face-to-face induction sessions with employees at the commencement of Territory-Funded Work or commencement of employment in relation to Territory-Funded Work.

6.2.14. The Principal's Representative may require a union workplace delegate or employee representative to attend staff induction sessions held by the Managing Contractor except in circumstances where attendance would result in a conflict with Commonwealth laws.

6.2.15. The Managing Contractor must, at all reasonable times, allow the Territory, Principal, Registrar or person nominated by the Territory, Principal or Registrar to enter the Managing Contractor's worksite where the Territory-Funded Work is being performed in order to undertake education and awareness raising activities in relation to the Code. A person may not be nominated by the Territory, Principal or Registrar under this **clause 6.2.15** in circumstances where entry would result in a conflict with Commonwealth laws.

6.2.16. The Principal's Representative (or nominated representative of the Principal) and Approved Auditors may, at the Principal's cost, access records kept by the Managing Contractor and conduct audits and other reviews and checks, to monitor compliance with this clause and the Code, except in circumstances where a nomination would result in a conflict with Commonwealth laws.

6.2.17. If the Managing Contractor was required to submit a Labour Relations, Training and Workplace Equity Plan (if any) as part of its response to this Work Order:

(1) the Managing Contractor must implement its commitments set out in its Labour Relations, Training and Workplace Equity Plan;

(2) the Managing Contractor must report to the Territory on its compliance with **clause 6.2.17(1)** quarterly during the term of this Work Order;

(3) the Managing Contractor must attend any meetings scheduled by the Principal's Representative to review its progress in implementing its commitments set out in the Labour Relations, Training and Workplace Equity Plan; and

(4) failure to comply, in whole or in part, with the commitments contained in any Labour Relations, Training and Workplace Equity Plan may be taken into account in the award of future contracts for Territory Entities and/or the granting of future Secure Local Jobs Code Certificates by the Registrar.

7. Insurance

7.1. Principal Insurance

7.1.1. If stated in **Contract Information – Item 35**, the Principal has taken out the Policy for material damage to the Works and liabilities to third parties arising from the Works with coverage as set out in the terms of the Policy.

7.1.2. The Managing Contractor represents and warrants that it has read the terms of the Policy prior to the Commencement Date of the Work Order.

7.1.3. The Managing Contractor acknowledges that:

(1) the Policy has been obtained at the Principal's cost;

(2) the Managing Contractor is not to be entitled to payment of any allowance for the cost of obtaining such insurances or any additional insurance cover it considers necessary in relation to the subject matter of that insurance (unless such an allowance has been endorsed as a Reimbursable Cost);

(3) the Managing Contractor is responsible for paying or bearing all excesses in

relation to insured matters under the Policy, and the Managing Contractor may effect its own insurance to cover the amount of any excess;

(4) the obtaining of the Policy by the Principal does not:

(a) limit the obligation of the Managing Contractor to obtain other insurance policies required by law or **clause 7.3**; or

(b) prevent the Managing Contractor from effecting any additional insurances if the Managing Contractor deems it necessary or prudent to obtain them at its own cost.

7.2. Claims under insurance policies

7.2.1. The Managing Contractor must, as soon as practicable, inform the Principal in writing of the occurrence of an event that may give rise to a claim under any policy of insurance (including the Policy) effected as required by the Work Order and must ensure that the Principal is kept fully informed of subsequent action and developments concerning the claim.

7.2.2. The Managing Contractor must take such steps as are necessary or appropriate to ensure that a Principal Engaged Contractor, Subcontractor or Consultant (as applicable) will, in respect to an event or claim of a like nature arising out of or relating to the operations or responsibilities of the Principal Engaged Contractor, Subcontractor or Consultant (as applicable), take in relation to the Principal similar action to that which the Managing Contractor is required to take under this **clause 7.2**.

7.2.3. If there is a claim for significant damage or destruction of the Works (as determined by the Principal's Representative, acting reasonably):

(1) all settlement amounts must be paid by the insurer directly to the Principal;

(2) the Principal may decide to have the Works reinstated, or may decide not to proceed with the Works, without creating any default or repudiation by the Principal under the Work Order; and

(3) the Managing Contractor must reinstate the Works if Directed to by the Principal's Representative and except as otherwise provided in the Work Order may only make a Claim for payment for reinstatement of the Works up to the amount of any insurance settlement.

7.2.4. The Managing Contractor must give all such information and assistance to the Principal as may be reasonably practicable to assist the Principal or the insurer in respect of any claim or potential claim on the Policy.

7.3. Managing Contractor's insurance obligations

7.3.1. The Managing Contractor must:

(1) take out and maintain insurances suitable to the Principal as specified in **Contract Information – Items 29 – 34**:

(a) for the minimum time, and for not less than the amounts, specified in **Contract Information – Items 29 – 34** (if any); and

(b) in accordance with the conditions specified in this **clause 7.3** (as applicable);

(2) before the Works Start Date, provide evidence acceptable to the Principal's Representative that it has obtained the insurance coverage specified to be taken out by the Managing Contractor in **Contract Information – Items 29 – 34**; and

(3) at any other time, provide evidence of insurance coverage required to be maintained under this Work Order acceptable to the Principal's Representative if requested to do so.

7.3.2. The Managing Contractor must provide copies of the certificates of currency to the Principal's Representative upon request.

7.3.3. The policies referred to in **clause 7.3.1** must be in the name of the Managing Contractor and note the Principal as an interested party for its rights and interests and must cover the Managing Contractor, the Principal, the Principal's Representative and all Principal Engaged Contractors, Subcontractors and Consultants engaged from time to time for or in relation to the Works for their respective rights and interests and cover their liabilities to third parties.

7.3.4. The Managing Contractor must ensure that all insurance policies of the Managing Contractor and any Principal Engaged Contractor, Subcontractor or Consultant required by this Work Order or any Principal Executed Contract, Subcontract or agreement with a Consultant must:

(1) require the insurer to notify the Principal (other than in relation to workers compensation and professional indemnity) at the same time as the insurer receives or gives any notice concerning the policy, and at least 5 Business Days before any proposed cancellation of a policy; and

(2) provide that a notice of claim given to the insurer by the Principal, the Managing Contractor, or a Subcontractor, Principal Engaged Contractor or Consultant will be accepted by the insurer as a notice of claim given by all of the insured.

7.3.5. The Managing Contractor must:

(1) ensure that in respect of each insurance required to be effected or taken out as required by this Work Order by the Managing Contractor or any Principal Engaged Contractor, Subcontractor or Consultant (in any related Principal Executed Contract, Subcontract or agreement with a Consultant), it:

(a) does not do anything which prejudices any insurance;

(b) if necessary, rectifies anything which might prejudice any insurance;

(c) reinstates an insurance policy if it lapses;

(d) does not cancel, vary or allow an insurance policy to lapse without the prior written consent of the Principal;

(e) immediately notifies the Principal of any event which may result in an insurance policy lapsing or being cancelled;

(f) gives full, true and particular information to the insurer of all matters and things the non-disclosure of which might in any way prejudice or affect any such policy or the payment of all or any benefits under the insurance; and

(2) ensure that any insurance required to provide coverage to Subcontractors acknowledges that the same coverage applies to suppliers and Consultants;

(3) ensure that any non-disclosure by one insured does not prejudice the right of any other insured to claim on the policy; and

(4) ensure that a notice to the insurer by one insured will be deemed to be notice by all insured parties.

7.4. Subcontractor and Principal Engaged Contractor Insurance

7.4.1. The Managing Contractor must:

(1) ensure that each policy required to be effected and maintained the Subcontracts, Principal Executed Contracts or Consultant agreements is in effect for the relevant period specified in the relevant Subcontract, Principal Executed Contract of agreement with the Consultant;

(2) obtain a certificate of currency from each Principal Engaged Contractor, Subcontractor and Consultant demonstrating that they have the insurance policies required under the relevant Principal Executed Contract, Subcontract or consultancy agreement before granting the Principal Engaged

Contractor, Subcontractor or Consultant access to the Site;

(3) put procedures in place to check that Principal Engaged Contractors, Subcontractors and Consultants maintain their insurance policies and renew them before they expire and obtain (and provide to the Principal's Representative on request) a certificate of currency to demonstrate renewal of the policy;

(4) ensure that the insurance policies of each Principal Engaged Contractor, Subcontractor and Consultant comply with the conditions in this **clause 7** (as applicable); and

(5) ensure that each Principal Engaged Contractor, Subcontractor and Consultant is insured at all times for workers compensation and related liability in accordance with the requirements of the *Workers Compensation Act 1951*.

7.5. Insurance does not limit Managing Contractor's Liability

7.5.1 The requirements for insurance to be effected and maintained in this Work Order do not in any way affect or limit the Managing Contractor's liabilities to the Principal or any other person (including, without limitation, indemnities given under **clause 8**) or any other obligations under the Work Order or in relation to the Works.

7.5.1. The Principal need not make any payment under the Work Order to the Managing Contractor unless the Managing Contractor has complied with and continues to comply with this **clause 7**.

7.5.2. If the Managing Contractor fails to comply with this **clause 7**, the Principal may effect and maintain the relevant insurance and pay the necessary premiums. The Principal may recover from the Managing Contractor the cost of the premiums and the Principal's costs of effecting and maintaining the insurance, as a debt due by the Managing Contractor.

8. Indemnity

8.1. Managing Contractor indemnifies the Principal

8.1.1. The Managing Contractor indemnifies the Principal against any:

(1) legal liability for injury, death or harm to persons or the environment;

(2) breach of intellectual property rights in relation to material provided by or for the Managing Contractor; and

(3) loss of, or damage to, property of the Principal, or others,

arising out of the carrying out of the Works and Services.

8.1.2. The Managing Contractor's liability to indemnify the Principal is reduced to the extent that an act or omission of the Principal has contributed to the injury, loss or damage.

8.1.3. Chapter 7A of the *Civil Law (Wrongs) Act 2002* does not apply to this Work Order.

9. Intellectual Property

9.1. Use of Principal's Documents

9.1.1. The Principal grants a royalty-free, non-exclusive licence for the Managing Contractor to use, reproduce and adapt Principal's Documents for the purposes of this Work Order Agreement.

9.2. Rights in Contract Material

9.2.1. Ownership of Intellectual Property in all Contract Material vests on its creation in the Principal.

9.2.2. The Managing Contractor must include provisions in its contracts with Consultants and Subcontractors that ensures any material created by Consultants and Subcontractors for the purposes of the Services or Works vests in the Principal.

9.2.3. **Clause 9.2.1** does not affect the ownership of Intellectual Property in:

(1) any Principal's Documents incorporated into Contract Material; or

(2) any Material in existence at the Commencement Date of the Work Order and which is specified in **Contract Information - Item 27**.

9.2.4. The Managing Contractor represents and warrants that:

(1) it is entitled; or

(2) it will be entitled at the relevant time,

to deal with the Intellectual Property in the Contract Material in the manner provided for in this **clause 9**.

9.3. Rights in Existing Material

9.3.1. The Managing Contractor grants to (or will procure for) the Principal a permanent, irrevocable, royalty-free, world-wide, non-exclusive licence (including a right of sublicence) to use, reproduce, adapt and exploit any Existing Material in conjunction with the Contract Material.

9.3.2. The Managing Contractor must include the same licence in favour of the Principal in respect of Existing Material in the Managing Contractor's contracts with Subcontractors and Consultants.

9.3.3. The Managing Contractor agrees, on request by the Principal, to create, sign, execute or otherwise deal with any document necessary or desirable to give effect to **clause 9.3.1**.

9.4. Moral Rights

9.4.1. Where the Managing Contractor is a natural person and the author of the Contract Material, he or she consents to the performance of the Permitted Acts by the Principal or any person claiming under or through the Principal.

9.4.2. If **clause 9.4.1** does not apply, the Managing Contractor agrees:

(1) to obtain from each author of the Contract Material a written Moral Rights Consent which extends directly or indirectly to the performance of the Permitted Acts by the Principal or any person claiming under or through the Principal (whether occurring before or after the consent is given); and

(2) on request – to provide the executed original of any such consent to the Principal.

9.4.3. This **clause 9.4** does not apply to any Principal's Documents incorporated in the Contract Material.

9.5. Dealing with Materials

9.5.1. The Managing Contractor must ensure the safe-keeping and proper preservation of Principal's Documents and Contract Material in its possession or control and agrees to establish and maintain procedures to secure all Principal's Documents and Contract Materials against loss and unauthorised access, use, modification or disclosure.

9.5.2. The Managing Contractor must, on expiration or termination of this Work Order, deliver to the Principal all Principal's Documents and Contract Material or otherwise ensure that they are dealt with as directed by the Principal's Representative.

9.5.3. Without limiting the Territory's rights under this Work Order or otherwise at law, the Managing Contractor must comply with any direction of the Territory to deliver to it any Principal's Documents and Contract Material to the extent that material has not already been delivered as required by **clause 9.5.2**.

9.5.4. **Clause 9.5.3** survives expiration and termination of this Work Order.

10. Audit and Access

10.1. Access to Managing Contractor's premises

10.1.1. The Managing Contractor agrees:

(1) to give the Principal's Representative, or any person authorised in writing by the Principal's Representative, access to:

(a) premises occupied by the Managing Contractor where the Services or Works are being performed or where any Material relevant to Services or Works being performed is held; and

(b) the QMS; and

(2) to permit those persons to inspect and take copies of any Material relevant to the Services and Works for the purpose of audit or review.

10.1.2. The rights referred to in **clause 10.1.1** are subject to:

(1) the Principal providing reasonable prior notice; and

(2) the Managing Contractor's reasonable security procedures.

10.1.3. Without limitation and without in any way affecting the statutory powers of the Auditor-General under the *Auditor-General Act 1996*, and subject to the provisions of that Act, the Auditor-General is a person authorised for the purposes of this **clause 10.1**.

10.1.4. The Managing Contractor is deemed to have allowed in the Contract Price for its attendance, supervision and related costs associated with the conduct of any audits under this Work Order and is not entitled to be paid any additional amount on account of those activities.

10.2. Subcontractor access

10.2.1. Without limiting **clause 10.1.1**, the Managing Contractor must include in its contracts a right of access to Subcontractor and Consultant premises, Materials and quality management systems to the same extent to which the Managing Contractor is required to provide access under **clause 10.1**.

10.3. Action on audits and reviews

10.3.1. The Contractor must promptly implement effective corrective action on matters disclosed by audit or review.

11. Cost Plan

11.1. Managing Contractor to develop Cost Plan

11.1.1. The Managing Contractor must consult with the Principal's Representative as soon as practicable after the Commencement Date of the Work Order and develop a detailed Cost Plan consistent with the Project Budget which details the type and timing of all costs anticipated to be spent to deliver the Services and the Works including contingencies.

11.1.2. Once the Cost Plan is endorsed by the Principal, the Managing Contractor must use its best endeavours to ensure that:

(1) the total cost to deliver the Services does not exceed the Project Budget; and

(2) Reimbursable Costs do not exceed the relevant Reimbursable Costs Cap for the type of costs; and

(3) contingency money is not used from the Project Budget without prior approval by the Principal's Representative.

11.1.3. The Managing Contractor must update the Cost Plan and Project Budget as and when Directed to do so by the Principal's Representative.

12. Quality Management

12.1. Managing Contractor QMS

12.1.1. The Managing Contractor must, not later than 15 Business Days after the Commencement Date of the Work Order (or such other time as agreed by the Principal), prepare all documents, plans and material which form the QMS and submit it to the Principal's representative for endorsement.

12.1.2. The Managing Contractor must modify and resubmit any document, plan or material which is required to form part of the QMS until it is endorsed by the Principal's Representative.

12.1.3. If the Principal's Representative does not reject a document, plan or material submitted by the Managing Contractor under **clause 12.1.1** within 10 Business Days after submission it is taken to be endorsed.

12.1.4. The Managing Contractor must implement the endorsed QMS at all times during the term of this Work Order.

13. Environmental Management

13.1. Environmental Management System

13.1.1. Unless otherwise specified in **Contract Information - Item 48**, the Managing Contractor must have in place at all times during the performance of this Work Order a functioning Environmental Management System which:

(1) is second party certified by the ACT Government or another State, territory, State authority or territory authority which is acceptable to the Principal; or

(2) is third party certified in accordance with the latest edition of "AS 14000 – Environmental management"; and

(3) meets any other environmental management requirements set out in **Contract Information – Item 48**.

13.2. Environmental Management Plan

13.2.1. Unless otherwise specified in **Contract Information – Item 48**, the Managing Contractor must prepare and submit to the Principal's Representative for review, an Environmental Management Plan as a discrete plan or as a part of the Project Quality Plan or WHS Management Plan.

13.2.2. If required, the Environmental Management Plan must be provided no later than the date specified in **Contract Information – Item 21** and must include:

(1) the environmental objectives to be attained for the Project;

(2) key staff and responsibilities;

(3) awareness and communication;

(4) staff induction and training plan;

(5) compliance obligations;

(6) Approval requirements;

(7) specific procedures, methods and work instructions to be applied;

(8) prevention of pollution including air, noise, water, soil erosion;

(9) toxic chemicals and dangerous goods;

(10) waste management;

(11) schedule of proposed environmental records to be submitted;

(12) audit program; and

(13) any other measures necessary to meet the environmental objectives including a method for changes and modifications to the Environmental Management Plan as the Project proceeds.

13.2.3. If specified in **Contract Information – Item 48** and/ or if required by law, the Managing Contractor must enter into an Environmental Protection Agreement and/or obtain any necessary Environmental Authorisation as required by the *Environment Protection Act 1997* necessary for the purpose of the Project.

13.2.4. The Managing Contractor must take appropriate measures to protect from damage all trees and other plants which:

(1) are shown or specified to be retained on the Design Documents or other Material relating to the Project; and

(2) are beyond the limits allowed to be removed; or

(3) need not be removed or damaged for construction operations.

13.2.5. If the Site contains trees, shrubs, lawns and/or gardens (**Site Flora**) affected by the Works, the Managing Contractor must comply with all laws (including the obtaining of any necessary Approvals unless otherwise stated in **Item 40 – Contract Information**) associated with the removal, retention and protection of the Site Flora.

13.3. Hazardous Substances

13.3.1. The Managing Contractor must ensure that no materials containing Hazardous

Substances are used in the execution of the Works or in any materials to be installed as part of them.

13.3.2. If at any time the Managing Contractor discovers the presence on the Site of any material suspected of containing or likely to contain a Hazardous Substance it must:

(1) not disturb the material under any circumstances;

(2) inform the Principal's Representative of the existence of the material on Site;

(3) ensure that all persons are protected from exposure to the material until the nature of the material has been completely determined; and

(4) comply with WHS Legislation.

13.3.3. The Principal's Representative may inspect the Site and issue Directions to the Managing Contractor in respect of further action to be taken in respect of any material.

13.3.4. If so Directed by the Principal's Representative, the Managing Contractor must ensure the treatment or removal of any such material in accordance with the requirements for the safe removal of such materials and any other statutory requirements in the Territory relating to the removal of such materials.

13.4. Dust and noise, waste management, traffic etc

13.4.1. The Managing Contractor must take all practicable steps to minimise:

(1) dust caused by the Works; and

(2) noise resulting from the Works.

13.4.2. For Works that are the subject of a development application and/or building application, the Managing Contractor must comply with any district, zone or other policy identified in the Territory Plan in relation to waste management.

13.4.3. The Managing Contractor must provide to the Principal's Representative copies of any plans in relation to waste management required by any relevant district, zone or other policy identified in the Territory Plan by the date required by **Contract Information – Item 21**.

13.4.4. In respect of recycling of materials the Managing Contractor must ensure:

(1) existing unit paving, asphalt paving, base course material, concrete kerbing and plant material such as trees and shrubs is recycled in a manner approved under any relevant district, zone or other policy identified in the Territory Plan;

(2) any material to be recycled is stored on Site or such other location as is agreed by the Principal's Representative to facilitate efficient handling of the material; and

(3) the method of disposal of material to be recycled is included in the Project Quality Plan and/or Environmental Management Plan.

13.4.5. The Managing Contractor must prepare, in respect of any proposed obstruction or deviation of traffic, detailed documents as to the proposal and provide a copy to the Principal's Representative for endorsement. Once endorsed by the Principal's Representative, the Managing Contractor must submit them for approval to the relevant Authorities and implement the plan as directed.

13.4.6. The Managing Contractor must:

(1) inspect all materials delivered to the Site for use in the Works and check that they are correct in respect of both quality and quantity; and

(2) ensure that all materials delivered to the Site are properly stored, protected and accounted for by a continuing inventory.

14. Local Industry Participation

14.1.1. This clause applies if the Managing Contractor was required to submit a local industry participation plan with its response to a Draft Work Order.

14.1.2. The Managing Contractor must implement its commitments set out in its local industry participation plan **("LIP Plan")** submitted as part of its response to a Draft Work Order (subject to any amendments agreed in writing by the Principal).

14.1.3. The Managing Contractor must provide a local industry participation report **("LIP Report")** on its compliance with this clause in a format and addressing matters reasonably required by the Principal within 6 months of the Commencement Date of the Work Order and on or before the first, and each subsequent, anniversary of the Commencement Date of the Work Order.

14.1.4. Before or concurrently with the Managing Contractor's submission to the Principal of its final payment claim under this Work Order, the Managing Contractor must provide to the Principal a final IP Report **("Final LIP Report")** that sets out its level of compliance with the commitments provided for in the IP Plan throughout the term and which is accompanied by a statutory declaration stating the information provided in the Final IP Report is true and correct.

14.1.5. The Principal may withhold payment of the final payment claim until submission of a satisfactory Final IP Report by the Managing Contractor.

14.1.6. The Managing Contractor must attend any meeting required in **Contract Information – Item 23** or otherwise scheduled by the Principal to review how its LIP Plan is being implemented and advanced, and for this purpose, the Managing Contractor must provide all information reasonably requested by the Principal.

14.1.7. The Managing Contractor's failure to comply, in whole or in part, with the commitments contained within the IP Plan may be a factor taken into account in the award of future contracts for the Principal.

15. Territory Information

15.1.1. The Managing Contractor must:

(1) use Territory Information held in connection with this Work Order only for the purposes of fulfilling its obligations under this Work Order;

(2) not transfer Territory Information held in connection with this Work Order outside the Territory, or allow any person (other than its authorised personnel) outside the Territory to have access to it, without the prior approval of the Principal's Representative; and

(3) notify the Principal's Representative immediately if the Managing Contractor becomes aware that a disclosure of Territory Information is required by law, or an unauthorised disclosure of Territory Information has occurred; and

(4) in respect of any Personal Information held in connection with this Work Order:

(a) comply with the TPPs and any applicable TPP Code as though the Managing Contractor were a public sector agency and must not (and procure that any Subcontractor or Consultant engaged by the Managing Contractor does not) act or engage in a practice that breaches a TPP or a TPP Code; and

(b) co-operate with any reasonable requests or directions of the Principal's Representative arising directly from, or in connection with, the exercise of the functions of the information privacy commissioner under the Information Privacy Act.

15.1.2. Except as provided in this Work Order, the Managing Contractor must not disclose Territory Information to any person without the prior written consent of the Principal's Representative except to the extent that the Territory Information is:

(a) required or authorised to be disclosed by law,

(b) disclosed to the Managing Contractor's solicitors, auditors, insurers or advisers,

(c) generally available to the public, or

(d) in the possession of the Managing Contractor without restriction in relation to disclosure before the date of receipt from the Principal or Territory.

15.1.3. The Managing Contractor must take all reasonable measures to ensure that Territory Information accessed or held by it in connection with this Work Order is protected against loss, unauthorised access, use, modification, disclosure or other misuse in accordance with reasonable procedures for that purpose and that only its authorised personnel have access to Territory Information.

15.1.4. The Managing Contractor must do all things necessary to ensure that Territory Information accessible to the Managing Contractor and the Managing Contractor's personnel by virtue of the performance of this Work Order is not accessed, published or communicated in any way, including imposing upon the Managing Contractor's personnel obligations of confidentiality with respect to Territory Information.

15.1.5. The Managing Contractor acknowledges that the publication or communication of any fact or document by a person which has come to its knowledge or into its possession or custody by virtue of the performance of this Work Order (other than to a person to whom the Managing Contractor is authorised to publish or disclose the fact or document) may be an offence under section 153 of the *Crimes Act 1900*.

15.1.6. A complaint alleging an interference with the privacy of an individual in respect of the Works or Services performed by the Managing Contractor (Complaint) will be handled in accordance with the following procedures, unless otherwise provided for in a TPP privacy policy made under TPP 1.3 which applies to a Territory agency as relevant to this Work Order:

(1) if the Principal receives the Complaint the Principal's Representative will notify the Managing Contractor of only those details of the Complaint necessary to minimise any breach or prevent further breaches of this Work Order;

(2) if the Managing Contractor receives the Complaint the Managing Contractor must immediately notify the Principal's Representative of the nature of the Complaint but must only release to the Territory Personal Information concerning the complainant with the complainant's consent; and

(3) after the Principal's Representative has given or received notice in accordance with paragraph (1) or (2), the Principal's Representative will keep the Managing Contractor informed of all progress concerning the actions of the Managing Contractor.

16. Monthly Progress Reports

16.1.1. The Managing Contractor must provide a written report each month to the Principal's Representative not later than the date specified in **Contract Information - Item 21** or such other date as is agreed by the Principal's Representative.

16.1.2. Each monthly progress report must be in the form, and address the matters specified in, the monthly progress report template in the **Managing Contractor Documents Suite** and such other matters as reasonably required by the Principal's Representative from time to time.

17. Design

17.1. Errors, discrepancies and ambiguities

17.1.1. If the Managing Contractor finds any error, discrepancy or ambiguity in the documents which make up the Work Order or in the Endorsed Design Documents or any other Contract Material or Principal's Documents, the Managing Contractor is to inform the Principal before commencing the affected work and follow any Directions given by the Principal's Representative.

17.2. Design responsibilities of Managing Contractor

17.2.1. The Managing Contractor must complete the Principal's design to the extent stated in **Contract Information – Item 36**.

17.2.2. The Managing Contractor is not to depart from the Principal's design unless Directed by the Principal's Representative.

17.2.3. The Managing Contractor is to provide minor items not included in the design that are needed to satisfactorily complete the Works.

17.2.4. The Principal retains responsibility for design carried out by the Principal.

17.2.5. The Managing Contractor has sole responsibility for the Managing Contractor's (including its Personnel's) design and the Principal relies on the Managing Contractor's care, knowledge and skill in carrying out this responsibility.

17.2.6. The completed design is to conform with the Work Order and be fit for the purpose of the Works stated in **Contract Information – Item 6**.

17.2.7. The Managing Contractor must use persons professionally qualified in the relevant disciplines to carry out all design and documentation. The use of such persons does not relieve the Managing Contractor of liability for the fitness of the Works for the purposes required by the Work Order.

17.2.8. The Managing Contractor is to progressively submit Contract Documents to the Principal and otherwise in accordance with the design review points in **Contract Information – Item 37** and the timeframes specified in **Contract Information** - **Item 38** in the number and format required by **Contract Information – Item 39**.

17.2.9. The Principal is not bound to check the completed design for errors, omissions or conformance with the Work Order.

17.2.10. No comment made by the Principal relieves the Managing Contractor of the Managing Contractor's obligations and liabilities under the Work Order.

17.2.11. The Principal is not liable to the Managing Contractor for any claim whatsoever that relates to the Principal not detecting or notifying the Managing Contractor of any error, omission or non-conformance with the Work Order in the completed design.

17.3. Design Management Plan

17.3.1. Prior to commencing the design or construction of the Works, and otherwise within the time required under **Contract Information – Item 39**, the Managing Contractor must submit a Design Management Plan for the management of design of the Works which at a minimum complies with the form and content requirements set out in **Contract Information – Item 39**.

17.3.2. The Principal need not respond to the Managing Contractor about the Design Management Plan submitted. If the Principal raises no objection and the plan submitted by the Managing Contractor complies with **Contract Information - Item 39**, it becomes the endorsed Design Management Plan. If the plan does not comply with **Contract Information - Item 39**, the Managing Contractor must promptly and in any event within 10 Business Days of being notified by the Principal of the non-conformance, submit to the Principal a further Design Management Plan complying with **Contract Information - Item 39**.

17.3.3. The Managing Contractor must update and resubmit the endorsed Design Management Plan when Directed by the Principal's Representative acting reasonably, taking into account actual progress, any changed circumstances and the effects of delays and approved extensions of time.

17.4. Work as executed drawings

17.4.1. During the construction of the Works, the Managing Contractor must progressively

prepare WAE Drawings, ensuring the content, accuracy and level of detail are equivalent to those in the drawings used for construction.

17.4.2. With each payment claim the Contractor must submit 1 electronic copy (in a format acceptable to the Principal's Representative) of marked up drawings, showing the Work as constructed to date and any services identified during the period covered by the payment claim.

17.4.3. Not more than 20 Business Days after the endorsement of the Certificate of Practical Completion the Managing Contractor must provide the Principal with 1 electronic copy (in a format acceptable to the Principal's Representative) of the WAE Drawings that comply with Transport Canberra and City Services' *Requirements for Work as Executed Records* available at https://www.tccs.act.gov.au/__data/assets/pdf_file/0005/397256/TCCS-Ref-08-Final-Draft-V3-5.pdf, and that otherwise comply with **clause 17.4.4, clause 17.4.5** and **clause 17.4.6**.

17.4.4. All WAE Drawings must include:

(1) the name of the Project and project number;

(2) division, section and block details for the Site;

(3) details and locations of all Building Services;

(4) fixings of cladding panels and the details of roofing construction; and

(5) details of any prestressed or post tensioned reinforced concrete elements.

17.4.5. For WAE Drawings sets that exceed ten sheets a cover sheet must be included which contains an index showing:

(1) the title of plans; and

(2) the Managing Contractor's plan number.

17.4.6. All WAE Drawings are to be clearly marked as "WORKS AS EXECUTED", either in or adjacent to title block and must be certified as such by signature of the Managing Contractor.

17.4.7. The Managing Contractor must submit revised WAE Drawings within 5 Business Days after receiving any comments from the Principal or such other time as agreed by the parties.

17.4.8. It is a condition of eligibility for issuance of a Certificate of Practical Completion that the Managing Contractor has submitted complying WAE Drawings for all Works.

18. Personnel

18.1. Responsibility for Personnel and Principal Engaged Contractors

18.1.1. The Managing Contractor is solely responsible for all Subcontractors, Consultants and Principal Engaged Contractors and for their acts and omissions in relation to the Works and Services.

18.1.2. The Managing Contractor accepts responsibility for delivering the Works and for providing the Services including for the performance and administration of all Works performed under this Work Order including any performed by Principal Engaged Contractors, Consultants and Subcontractors.

18.1.3. The Managing Contractor is responsible for supervising Principal Engaged Contractor, Consultant and Subcontractor compliance with their contractual obligations and for enforcing its rights under its contracts with Subcontractors and Consultants.

18.1.4. The Managing Contractor must keep the Principal informed regarding matters of compliance of Principal Engaged Contractors, Consultants and Subcontractors.

18.2. Use of Specified Personnel

18.2.1. At all times the Managing Contractor must use Personnel who are competent and qualified to:

(1) perform the Services and Works for which they are nominated;

(2) plan, co-ordinate, implement, manage and audit the QMS and ensure compliance by all Personnel and Principal Engaged Contractors with the QMS; and

(3) discharge all other responsibilities of the Managing Contractor under this Work Order.

18.2.2. If Specified Personnel are unable to perform the work as required under **clause 18.2.1** the

Managing Contractor agrees to notify the Principal as soon as practicable.

18.2.3. The Managing Contractor must not change the level of full time on-site Personnel specified in any tender or quote for the services, or subsequently agreed, unless it is agreed in writing by the Principal.

18.3. Suitability of personnel

18.3.1. The Managing Contractor must, if Directed by the Principal's Representative, provide to the Principal's Representative information (including Personal Information), declarations and consents to assess the suitability and fitness of a person to perform any part of the Services or Works, which may include to conduct a national criminal history check (or such other check or search required by the Principal).

18.3.2. If the Principal's Representative gives a Direction under **clause 18.3.1** the Managing Contractor must do all things required by the Principal to comply with that Direction (including ensuring, as far as possible, that the person who is the subject of the Direction provides the requested information).

18.3.3. The Managing Contractor must not let a person who is the subject of a Direction under **clause 18.3.1** perform any part of the Services or Works without the prior written approval of the Principal's Representative (which may be provided subject to conditions).

18.3.4. The Principal's Representative may, at their discretion, upon the provision of one or more reasons to the Managing Contractor:

(1) withhold or withdraw approval for the engagement of any Personnel (including Specified Personnel); and/or

(2) Direct the Managing Contractor to remove Personnel (including Specified Personnel) from the Services and/or the Works,

and the Principal will not be liable for any cost, loss, damage or expense incurred by the Managing Contractor or any other person or entity arising directly or indirectly from the Principal's Representative exercising their rights under **clause 18.3.4**.

18.3.5. If **clause 18.3.4** applies, the Managing Contractor must provide replacement Personnel acceptable to the Principal at no additional cost and at the earliest opportunity.

18.4. Facilities for Managing Contractor's Personnel

18.4.1. The Managing Contractor must at its cost:

(1) if specified in **Contract Information – Item 18**, establish an office at the Site of the Works;

(2) provide managerial and office Personnel as required to properly perform the Services; and

(3) provide such other temporary facilities which are necessary or desirable for the use of Personnel and Principal Engaged Contractors on-site or which are required by **Contract Information - Item 18**.

18.5. Novation

18.5.1. The Managing Contractor agrees to accept novation of all Nominated Subcontractors and Nominated Consultants as and when required by the Principal and to enter into all other contracts as principal (ie: not as agent for the Principal).

18.5.2. A Deed of Novation will be used to effect the novation.

18.5.3. Alternatively to **clause 18.5.1** the Managing Contractor agrees, if requested by the Principal's Representative, to engage directly a Nominated Subcontractor or Nominated Consultant, on terms acceptable to the Principal.

18.5.4. The Managing Contractor must consent to a novation to the Principal or its nominee of all Subcontracts and its other contracts concerning the Services and Works, as required by the Principal and must procure at the time of entering into each Subcontract and other contracts, the consent in writing of all its Subcontractors and Consultants to the novation.

18.5.5. The Managing Contractor must do everything and sign all documents necessary to give effect to **clause 18.5**, and it irrevocably appoints the Principal as its attorney to do this in its name if it fails to do so.

19. Procurement

19.1. Tender Document preparation

19.1.1. The Managing Contractor must prepare all Tender Documents necessary for Procurements required to enable the conduct and completion of the Works.

19.1.2. In preparing the Tender Documents and conducting any Procurement process the Managing Contractor must use the template approach to market document provided in the **Managing Contractor Documents Suite**, and comply with this **clause 19** and any additional Tender Document requirements in **Contract Information - Item 46**.

19.1.3. The Managing Contractor must submit the Tender Documents relating to proposed Principal Executed Contracts, Subcontractors or Consultants to the Principal's Representative for review and endorsement prior to issue.

19.1.4. The Managing Contractor must submit to the Principal's Representative, upon the request of the Principal's Representative, any other Tender Documents for the review, and if required by the Principal's Representative, endorsement of the Principal's Representative.

19.1.5. The Managing Contractor must amend the Tender Documents as required by the Principal's Representative.

19.1.6. The Managing Contractor must not issue the Tender Documents which are required to be endorsed by the Principal's Representative until they have been endorsed by the Principal's Representative.

19.1.7. In preparing Tender Documents the Managing Contractor must also prepare, as necessary, any specifications, drawings and the proposed terms of the resulting contracts.

19.1.8. The Managing Contractor must submit to the Principal, prior to contacting a preferred Respondent:

(1) a copy of the preferred Response;

(2) the Managing Contractor's recommendation identifying the preferred Response;

(3) the evaluation report; and

(4) any other document associated with the Procurement requested by the Principal.

19.1.9. The Principal's Representative may, within 5 Business Days of receipt of the information required by **clause 19.1.8**, reject the proposed engagement in which case the Managing Contractor must comply with any Direction of the Principal's Representative which may include engaging an alternative entity or providing further information.

19.1.10. If the Principal has not advised a rejection within 5 Business Days of receipt of the information required by **clause 19.1.8**, the Managing Contractor may proceed to engage the Consultant or Subcontractor as proposed.

19.1.11. The Managing Contractor must in respect of all Procurements:

(1) ensure they are conducted with probity and in an ethical manner so that no Respondent will have received an unfair advantage or suffered an unfair disadvantage;

(2) ensure all Responses are assessed in accordance with an established evaluation methodology which is consistent with the methodology set out in the Request;

(3) ensure an evaluation team is established consisting of members with appropriate skills to properly assess Responses;

(4) require all proposed and actual members of an evaluation team (and any other persons who have access to any Response or will be involved in any assessment or decision making process associated with a Procurement):

(a) to disclose and record any actual or potential conflicts of interest to the Managing Contractor; and

(b) subject to any other provisions of this **clause 19**, keep the contents of any Requests and Responses (and any other information obtained as part of any assessment of Procurements) confidential;

(5) ensure protocols, procedures and measures are in place and enforced to protect the confidentiality of information contained in Requests and Responses (and any other information obtained as part of any assessment of Procurements);

(6) take appropriate measures to deal with any actual or potential conflicts of interest to ensure probity is maintained;

(7) provide to the Principal's Representative, upon written request, copies of any documents created or received in respect of any process associated with Procurements;

(8) ensure an evaluation report is prepared in respect of all Procurements setting out at a minimum the following:

(a) the evaluation methodology adopted (which must be consistent with that contained in any Request);

(b) a summary of the overall ranking of all Respondents;

(c) details of the assessment of each Respondent against the criteria or other assessment regime identified in the Request;

(d) the identification of any nonconforming Response and the reason/s for nonconformance;

(e) value for money assessment which identifies the best available outcome that maximises the overall benefit to the Territory considering:

(i) the results of the evaluation against the assessment criteria;

(ii) the use of public resources in an efficient and effective manner;

(iii) the management of risks; and

(iv) any other matter set out in, or relevant to, the Procurement Act.

(f) the preferred Response; and

(g) such other matters as advised by the Principal's Representative to the Managing Contractor from time to time.

19.1.12. The Managing Contractor must ensure Procurements are conducted in a manner that is consistent with the tender and quotation thresholds set out in the *Government Procurement Regulation 2007* unless otherwise agreed by the Principal's Representative.

19.1.13. To seek approval from the Principal's Representative for the purposes of **clause 19.1.12** the Managing Contractor must submit to the Principal's Representative a Procurement Approach Change Form substantially in the form set out in the **Managing Contractor Documents Suite** or such other form as advised by the Principal's Representative.

19.1.14. The Managing Contractor must submit to the Territory its proposed form of subcontract prior to entering into it with the preferred Subcontractor or Consultant and comply with any Directions of the Principal's Representative regarding the form and content of that document.

19.1.15. In respect of any Procurement issued as an open tender the Managing Contractor must use the Principal's nominated tender box for the release of any Request. The Principal will open and register all Responses received through its tender box, and provide the Responses to the Managing Contractor.

19.1.16. In respect of all Procurements, the Managing Contractor must include in the Tender Documents assessment criteria specified in the template approach to market document provided with the **Managing Contractor Documents Suite** or as otherwise Directed by

the Principal's Representative from time to time.

19.1.17. The Principal's Representative will notify the Managing Contractor when the Territory has executed any Principal Executed Contracts, and provide a copy of the executed contract, for any Procurements for Principal Engaged Contractors (if provided for under **Contract Information – Item 43**).

20. Delivery of the Works, Management and Supervision

20.1. Project start up workshop

20.1.1. After the Commencement Date of the Work Order and before commencing work on Site, the Managing Contractor must conduct a project start up workshop.

20.1.2. The workshop must:

(1) include relevant key project stakeholders; and

(2) confirm key project reporting and monitoring parameters to be adopted as reflected in the plans required by this Work Order;

(3) include confirmation of key stakeholders, governance arrangements, reporting format and regularity, work health and safety actions, communication protocols, program management, quality management, design management (if required), monitoring and evaluation, financial management and payments.

20.2. Master Program

20.2.1. Within the time specified in **Contract Information – Item 21** (or such other timeframe agreed by the Principal's Representative in writing) the Managing Contractor must prepare and submit a proposed Master Program to the Principal's Representative for review and written endorsement.

20.2.2. The proposed Master Program is to be comprehensive and based on the summary program provided by the Principal at the time of issue of the draft Work Order (as applicable) and is required to:

(1) set out all relevant on and off-site construction activities, including time contingency (float) for the provision of all the Services and Works;

(2) set out key review dates for Design Documents that comply with **Contract Information – Item 37**;

(3) allow sufficient time to undertake all tasks and activities required to deliver the Project including but not limited to:

(a) obtaining all Approvals and satisfying all Statutory Requirements required to carry out the Works;

(b) undertaking all other administrative tasks; and

(c) undertaking all Procurements for which the Managing Contractor is responsible;

(4) set out:

(a) all Stages and Dates for Practical Completion of the Works; and

(b) the date for endorsement of the Certificate of Practical Completion;

(c) the date for completion of Services;

(d) the key milestones and critical dates in respect of the Services and the Works; and

(5) comply with all other requirements relating to the timing of the Works, Services and the Master Program which are set out in **Contract Information – Item 50**.

20.2.3. The Managing Contractor must:

(1) comply with the endorsed Master Program;

(2) keep the Principal informed of level of time contingency in the Master Program and Works Programs and how any time contingency is utilised;

(3) modify the Master Program as and when required by the Principal's Representative and resubmit it for review until it is endorsed

by the Principal's Representative in writing; and

(4) report on, and if necessary update and submit to the Principal for review and written endorsement, the Master Program as and when required to ensure that it is kept up to date (at monthly intervals as a minimum) and at any other time specified in **Contract Information – Item 21** or when directed to do so by the Principal's Representative.

20.2.4. The Managing Contractor must ensure all Works Programs are consistent with the Master Program critical dates and must:

(1) monitor the work of Principal Engaged Contractors and Subcontractors and manage them so that they carry out the Works in accordance with its Works Program; and

(2) ensure the various Works Programs are kept up to date; and

(3) ensure that Subcontractor Practical Completion is achieved by the date for Subcontractor Practical Completion set out in the relevant Subcontractor or Principal Executed Contract;

(4) ensure the Works or Stage reaches Practical Completion by the Date for Practical Completion.

20.3. Approvals

20.3.1. Except with respect to any Approvals specified in **Contract Information – Item 40** to be obtained by the Principal, the Managing Contractor will obtain all Approvals.

20.3.2. If specified in **Contract Information – Item 40** the Contractor must prepare and lodge on behalf of the Principal a development application and/or obtain building approval for the Works.

20.4. Stages of Works

20.4.1. The Works must be carried out in the Stages (if any) specified in **Contract Information – Item 51**.

20.5. Principal's Representative may determine further Stages

20.5.1. The Principal's Representative may, following consultation with the Managing Contractor, create and Direct further Stages by clearly identifying for each:

(1) the portion of the work that will be carried out as a separate Stage; and

(2) the Date for Practical Completion of the Works for that Stage.

20.6. Order of Work

20.6.1. If specified in **Item 14 – Contract Information**, the Managing Contractor must carry out the Works in the order specified in that item.

20.7. Scheduled Progress

20.7.1. The Managing Contractor is to construct the Works in accordance with the Endorsed Design Documents, the Master Program and Scheduled Progress, and make good the Site and surroundings.

20.7.2. Whenever requested the Managing Contractor must demonstrate to the Principal that it is achieving Scheduled Progress.

20.7.3. If the Managing Contractor is not achieving Scheduled Progress, the Principal's Representative may Direct the Managing Contractor to take all reasonable steps to achieve Scheduled Progress at no additional cost to the Principal.

20.7.4. **Without limiting clause 20.7.1,** the Managing Contractor must:

(1) ensure that each Principal Engaged Contractor and Subcontractor submits their Works Program to the Managing Contractor, and each Works Program is consistent with the Master Program, and in relation to Principal Engaged Contractors only that Works Program is provided to the Principal's Representative for review prior to acceptance by the Managing Contractor;

(2) ensure each Consultant submits a design program to the Managing Contractor and that each design program is consistent with the Design Management Plan;

(3) ensure that each Principal Engaged Contractor and Subcontractor carries out work to the required standard and in

accordance with the QMS, the Endorsed Design Documents and requirements of the relevant Principal Executed Contract or Subcontract;

(4) ensure that each Principal Engaged Contractor and Subcontractor carries out work in accordance with their Works Program endorsed by the Managing Contractor and for the cost specified in the relevant Principal Executed Contract or Subcontract (subject to any Works Variations agreed by the Principal);

(5) monitor and fully and regularly report to the Principal on the progress of the design against the endorsed Design Management Plan, and the Works against the endorsed Master Program and each Works Program so as to keep the Principal informed of all matters affecting or relating to the Services and the Works;

(6) conduct regular Site inspections and regularly and diligently supervise the Works on Site during construction;

(7) ensure each Principal Engaged Contractor and Subcontractor has satisfied the requirements of **Contract Information - Item 19** prior to permitting them Site access; and

(8) ensure that all Quality Records and other Contract Material required to be provided by the Date of Practical Completion of the Stage or Works is provided and is satisfactory to the Principal.

20.8. Managing Contractor to assess and advise

20.8.1. The Managing Contractor must assess and advise the Principal in relation to Principal Engaged Contractor, Consultant and Subcontractor:

(a) payment claims;

(b) extensions of time claims;

(c) Works Variations (including potential variations);

(d) certificates;

(e) quality assurance and compliance with the QMS;

(f) achievement of Subcontractor Practical Completion;

(g) rectification of Defects; and

(h) contractual disputes.

20.9. Principal review of Works Programs and design programs

20.9.1. Prior to endorsing a Works Program or consultant design program, the Managing Contractor must submit to the Principal's Representative each Works Program and design program proposed to be endorsed.

20.9.2. The Principal's Representative may review and, within 5 Business Days, reject, any Works Program or design program submitted to it under **clause 20.9.1**.

20.9.3. The Principal does not assume or owe any duty of care to the Managing Contractor to review, or in reviewing, identify any errors, omissions or non-compliance with the Work Order with respect to Works Programs and design programs and no review of, comments upon, consent to or rejection of (or failure to review, comment, consent to or reject) a Works Program or design program will relieve the Managing Contractor from, or alter or affect, the Managing Contractor's liabilities or responsibilities under the Work Order.

20.9.4. If the Principal's Representative does not notify the Managing Contractor that it rejects a Works Program or design program within 5 Business Days, the Works Program and design program is deemed to not be rejected.

21. Site Access and security

21.1. Site Access and control

21.1.1. The Principal will grant the Managing Contractor access to sufficient of the Site to allow the Managing Contractor to start the work under the Work Order by the time(s) stated in **Contract Information – Item 13**.

21.1.2. The Principal is to act reasonably for the purposes of **clause 21.1.1** but is not required to give the Managing Contractor sole or uninterrupted possession of, or access, to the Site.

21.1.3. The Managing Contractor is to start work on the Site as soon as practicable after being given access to sufficient of the Site, but not before satisfying all requirements and

conditions for Site access set out in **Contract Information – Item 19**.

21.1.4. The Site is available to the Managing Contractor to carry out the Works between the hours and on the days specified in **Contract Information - Item 16** and **Contract Information - Item 17**.

21.1.5. The Principal's Representative may approve additional Working Hours or Working Days subject to conditions which may include, but will not be limited to:

(a) restrictions on the performance of work requiring surveillance; and

(b) a requirement that the Managing Contractor meet the costs of surveillance of work performed during any approved additional Working Hours and Work Days;

(c) any other conditions specified in **Contract Information - Item 17**.

21.1.6. The Managing Contractor must undertake the Works during Working Hours and on Working Days (including any other times agreed under **clause 21.1.5**).

21.1.7. The Managing Contractor is to give the Principal, and any third party authorised by the Principal, reasonable access to the Site for any purpose.

21.1.8. From the time access to any part of the Site is given to the Managing Contractor until the Date of Practical Completion of the Stage or Works the Managing Contractor is responsible for the care of, and is to make good, at no additional expense to the Principal, any loss or damage which occurs to:

(1) the Works;

(2) construction plant; and

(3) things entrusted to the Managing Contractor by the Principal for the purpose of carrying out the work under the Work Order, including Principal Supplied Items.

21.1.9. In carrying out the Works and Services, the Managing Contractor is to minimise inconvenience to others.

21.1.10. The Managing Contractor is liable for any loss or damage caused by the Managing Contractor, its Personnel or Territory Engaged Contractors whilst making good Defects.

21.1.11. Without limiting **clause 21.1.8** the Managing Contractor must, and must ensure that all Personnel and Principal Engaged Contractors:

(1) do all things necessary to satisfy all work health and safety obligations at all times during the construction of the Works;

(2) if necessary, protect existing fixed and/or moveable structures or objects on the Site by constructing temporary protective coverings or barriers, or make arrangements for appropriate storage of items on the Site with the Principal's Representative;

(3) remove, replace, repair, reconstruct and make good any damage to the Works, installations, structures or other objects on the Site, including existing fixed and/or moveable objects and structures caused by barriers, hoardings, protective coverings and similar items; and

(4) comply with all Directions given by the Principal's Representative in relation to the protection of the Site and installations, structures and objects on the Site, including existing fixed and/or moveable objects and structures.

21.2. Conditions precedent to Principal Engaged Contractor and Subcontractor Site access

21.2.1. Except for Site visits conducted with the approval of the Principal as part of a Procurement process, the Managing Contractor must not permit any Principal Engaged Contractor or Subcontractor access to the Site until such time as the Principal Engaged Contractor or Subcontractor has complied with the requirements for Site access in **Contract Information – Item 19**.

21.2.2. The Managing Contractor must promptly notify the Principal's Representative if a Subcontractor or Principal Engaged Contractor does not meet the requirements for Site access and comply with the Directions of Principal's Representative in respect of any corrective action.

21.3. Personnel security

21.3.1. Without limiting **clause 21.1.8**, the Managing Contractor may, acting reasonably, direct any person who presents a risk to other persons or property on Site or who fails to comply with the Managing Contractor's reasonable directions in relation to Site safety and security to leave the Site.

21.3.2. If the Managing Contractor directs a person to leave the Site under **clause 21.3.1**, it must promptly notify the Principal's Representative of the circumstances of the removal and comply with and ensure all its Personnel comply with all Directions given by the Principal's Representative in respect of on-going Site security and safety.

21.3.3. The Managing Contractor must implement reasonable measures including those proposed by the Principal to ensure the security of the Site. Those measures may include, but are not limited to:

(1) the wearing of name tags;

(2) the wearing or carrying of photo identification; and

(3) the requirement to produce photo identification,

by nominated persons (including Personnel) who have access to the Site.

22. Extension of time

22.1. Extension of time for Practical Completion under the Work Order

22.1.1. The Managing Contractor must pro-actively and effectively manage the sequencing and co-ordination of the Services, Works and the activities of all Principal Engaged Contractors and Personnel so that:

(1) except to the extent an order of Works is specified in **Contract Information – Item 14**, as much as possible, Stages can be undertaken concurrently; and

(2) if one Stage of the Works is delayed it does not cause delay to subsequent Stages or the Date for Practical Completion of the Works.

22.1.2. If the Managing Contractor is delayed in reaching Practical Completion, the Managing Contractor is to immediately notify the Principal's Representative and, within 5 Business Days after the delay starts, advise the Principal's Representative in writing of the cause, relevant facts and actual or expected delay.

22.1.3. If a delay in reaching Practical Completion is not concurrent with delay caused by the Managing Contractor, and is caused by:

(1) a Direction given by the Principal's Representative, except under **clauses 27.5 (Works Variations)** or **22.3 (Suspension)**;

(2) a breach of the Work Order by the Principal; or

(3) any event arising through no fault of the Managing Contractor, a Subcontractor, a Principal Engaged Contractor and/or a Consultant,

to the extent the Managing Contractor has not contributed to the delay, then the Managing Contractor is entitled to an extension of the time for Practical Completion to the extent that the Direction, breach or event caused delay provided the requirements of **clause 22.1.5** have been complied with.

22.1.4. The Managing Contractor may also have an entitlement to an extension of the time for Practical Completion under **clauses 27.5 (Works Variations)** or **22.3 (Suspension)**.

22.1.5. All extension of time claims by the Managing Contractor must show how the Managing Contractor has or will be delayed in reaching Practical Completion by specific reference to an activity or activities on the then current critical path or paths of the Master Program.

22.1.6. The Managing Contractor will not be entitled to claim an extension of time under this Work Order until the Managing Contractor has submitted to the Principal an updated Master Program in conformance with **clause 22.1.5**.

22.1.7. If an entitlement to an extension of the time for Practical Completion under **clause 22.1.3** results in a Support Management Fee Adjustment Event and/or a Site Operational Costs Adjustment Event, then the Managing Contractor may be entitled to an adjustment to the Support Management Fee and/or Site Operational Cost (as the case may be) pursuant to **clause 27.2**.

22.1.8. The Managing Contractor has no other entitlement for costs in relation to delays.

22.2. Principal Engaged Contractor and Subcontractor claims for extension of time

22.2.1. The Managing Contractor must assess all claims for extensions of time submitted by Principal Engaged Contractors and Subcontractors in accordance with the Principal Executed Contract or Subcontract.

22.2.2. Prior to approving a claim for extension of time, which may impact the Master Program, the Managing Contractor must first make a recommendation to the Principal's Representative and obtain the Principal's written endorsement as to whether the Principal Engaged Contractor or Subcontractor is entitled to an extension of time.

22.2.3. For the purpose of **clause 22.2.2,** the Managing Contractor must provide all relevant information necessary for the Principal's Representative to assess the extent to which any extension of time should be granted and whether the request for an extension of time is in accordance with the relevant Principal Executed Contract or Subcontract.

22.2.4. Following receipt of the Managing Contractor's recommendation under **clause 22.2.2**, the Principal's Representative will direct the Managing Contractor whether the extension of time should be granted or rejected and, if the extension of time is granted:

(1) the Managing Contractor must update the Master Program to reflect the extension of time and resubmit it to the Principal; and

(2) the Managing Contractor may submit for consideration a claim for an extension of time for Practical Completion under **clause 22.1** if the effect of the extension of time is that Practical Completion under this Work Order will also be delayed**.**

22.3. Suspension of Works or Services

22.3.1. The Principal's Representative may Direct the Managing Contractor to suspend carrying out all or part of the work under the Work Order and the Managing Contractor is to comply with the Direction.

22.3.2. If the need for the suspension arises from the Principal's act or omission, then the Managing Contractor is to restart the suspended work when Directed by the Principal's Representative.

22.3.3. If the need for the suspension arises from the Principal's act or omission, then the Managing Contractor is entitled to:

(1) an extension of time to Practical Completion to the extent that the suspension causes a delay that is not concurrent with any delay caused by the Managing Contractor, its Personnel or Territory Engaged Contractor; and

(2) if an entitlement to an extension of the time for Practical Completion under **clause 22.3.3(1)** results in a Support Management Fee Adjustment Event and/or Site Operational Costs Adjustment Event, then the Managing Contractor may be entitled to an adjustment to the Support Management Fee and/or Site Operational Cost pursuant to **clause 27.2**.

23. Completion of the Works

23.1. Practical Completion

23.1.1. The Managing Contractor must bring the Work and any Stages to Practical Completion by the relevant Date for Practical Completion.

23.1.2. The Managing Contractor is to notify the Principal's Representative when, in the Managing Contractor's opinion, the Works or a Stage has reached Practical Completion by issuing a proposed Certificate of Practical Completion in the form as set out in the **Managing Contractor Documents Suite** or such other form as approved by the Principal's Representative.

23.1.3. Upon receipt of notification under **clause 23.1.2**, the Principal's Representative may:

(1) endorse the Certificate of Practical Completion; or

(2) detail the Defects and remedial action the Principal's Representative requires to be taken in order for the relevant works to achieve Practical Completion.

23.1.4. The Managing Contractor must request reinspection of the Works or Stage until Practical Completion has been achieved.

23.2. Subcontractor Practical Completion

23.2.1. When a Principal Engaged Contractor or Subcontractor notifies the Managing Contractor that it considers it has reached Subcontractor Practical Completion the Managing Contractor must:

(1) inspect the works performed by the Principal Engaged Contractor or Subcontractor and carry out all relevant tests, inspections and quality assurance procedures required under the QMS and as detailed in the relevant Subcontract or Principal Executed Contract; and

(2) inspect the Site and ensure the Principal Engaged Contractor or Subcontractor (as applicable) rectifies any damaged or non-compliant items (including by reference to the record and dilapidation report of the existing Site conditions if this was required by **clause 21.1.3** and **Contract Information - Item 19**).

23.2.2. If the Managing Contractor considers the work under the Subcontract or Principal Executed Contract has reached Subcontractor Practical Completion, it must notify the Principal's Representative by issuing the proposed Subcontractor Certificate of Practical Completion to the Principal's Representative and providing the Principal's Representative with reasonable opportunity to inspect the relevant works.

23.2.3. If the Principal's Representative does not, within 10 Business Days or such longer period as agreed by the parties, reject the Managing Contractor's assessment that Subcontractor Practical Completion has been achieved, the Managing Contractor must issue a Subcontractor Certificate of Practical Completion to the Principal Engaged Contractor or Subcontractor for the referable works and provide a copy of the Subcontractor Certificate of Practical Completion to the Principal's Representative.

23.2.4. Any inspection of works or failure to reject the Managing Contractor's assessment by the Principal's Representative under **clause 23.2.2** or **clause 23.2.3** does not remove or reduce the Managing's Contractor's overarching obligation with respect to the Works and Stages under **clause 23.1.1**.

23.2.5. If the Managing Contractor considers the work under the Subcontract or Principal Executed Contract has not reached Subcontractor Practical Completion, the Managing Contractor must:

(1) advise the Principal Engaged Contractor or Subcontractor and the Principal's Representative that the relevant works have not reached Subcontractor Practical Completion; and

(2) detail all defects and remedial action to be taken in order for the relevant works to achieve Subcontractor Practical Completion;

(3) arrange for reinspection of the referable works until the Principal Engaged Contractor

or Subcontractor has reached Subcontractor Practical Completion.

23.2.6. The Managing Contractor must ensure all Quality Records required to be provided before and after Subcontractor Practical Completion are provided by the Principal Engaged Contractor or Subcontractor as required by the QMS.

23.2.7. The Managing Contractor must maintain and regularly review a central register of Practical Completion and Subcontractor Practical Completion which ensures that all requirements on Practical Completion and Subcontractor Practical Completion (as applicable) have been met including but not limited to:

(1) the provision of all Quality Records;

(2) a full record of all Defects to be remedied after Practical Completion or Subcontractor Practical Completion; and

(3) the status of Security remaining in respect of Principal Engaged Contractors or Subcontractors.

23.3. Reduction of Principal Engaged Contractor Security on Practical Completion

23.3.1. Within 25 Business Days after the issue of the Subcontractor Certificate of Practical Completion under a Principal Executed Contract the Managing Contractor must advise the Principal's Representative of the extent to which the Principal Engaged Contractor is entitled to have their Security reduced in accordance with the Principal Executed Contract.

23.4. Warranties

23.4.1. For each trade or area of work listed in **Contract Information – Item 47**, the Managing Contractor must obtain from each relevant Principal Engaged Contractor and Subcontractor, before that Principal Engaged Contractor or Subcontractor completes its work, a warranty in favour of the Principal in the form set out in the **Managing Contractor Documents Suite** or such other form as notified by the Principal from time to time, to remedy any Defects and to remedy or replace design, materials or workmanship which does not comply with the Work Order.

23.4.2. **Clause 23.4.1** does not affect any of the Managing Contractor's other obligations under the Work Order.

23.5. Materials to be provided after Practical Completion

23.5.1. Within 10 Business Days of the endorsement of the Certificate of Practical Completion by the Principal's Representative the Managing Contractor must:

(1) provide the Principal with all Contract Material not already provided; and

(2) supply the Principal with evidence (satisfactory to the Principal) that the Managing Contractor has complied with all the other requirements and obligations set out in the Work Order.

23.5.2. Within 20 Business Days of the endorsement of the Certificate of Practical Completion the Managing Contractor must, unless otherwise agreed by the Principal's Representative, supply 3 copies of each operation and maintenance manual for the use of the building occupier and the maintenance authority that comply with **clauses 23.5.3**, **23.5.4**, and **23.5.5**.

23.5.3. The operation and maintenance manuals must include all necessary information to enable users to:

(1) properly understand the purposes for which aspects of the Works were designed;

(2) properly understand the correct method of operation of fixtures, fittings, Building Services, plant and equipment and other components forming part of the Works;

(3) properly understand the requirements for periodic maintenance and repairs;

(4) identify the sources for specialist maintenance and repair work or work which must be performed by specialists to maintain warranties and guarantees;

(5) identify sources of supply for replacement parts;

(6) include all necessary access codes and software to enable operation and maintenance of all items incorporated as part of the Works; and

(7) refer to a comprehensive set of documentation to establish locations of Building Services and equipment in the event of future modifications to the Works.

23.5.4. Operating guidelines in all operation manuals must include:

(1) a description of the purposes for which all aspects of the Works were designed;

(2) a description of environmentally sustainable design features which have been incorporated into the Works and instructions as to how these features should be used to achieve the maximum benefit obtainable; and

(3) all final commissioning settings for Building Services which have variable parameter adjustments.

23.5.5. Maintenance guidelines in all maintenance manuals must include:

(1) maintenance instructions for the building fabric, finishes and Building Services;

(2) copies of manufacturers' manuals for operation and maintenance of all fittings, Building Services and other items incorporated in the Works; and

(3) a comprehensive index of materials and equipment used in the Works, including the name and address of the supplier and service agent for each item.

23.5.6. On the Date of Practical Completion of the Stage or Works the Managing Contractor must request approval from the Principal's Representative of the staff and attendance labour or method intended to be used in making reports, supervising Defects rectification work and administering final completions. The cost of such supervision and attendance or method must be within the accepted Cost Plan unless agreed otherwise by the Principal's Representative in writing.

24. Defects Liability Period

24.1. Length of Defects Liability Period

24.1.1. The Defects Liability Period commences on the Date of Practical Completion and, subject to **clause 24.1.2**, continues for the period specified in **Contract Information – Item 15**.

24.1.2. If rectification work is performed during the Defects Liability Period in respect of Major Work, the Principal's Representative may notify the Managing Contractor that the Defects Liability Period recommences for that Major Work on the day on which the rectification work is completed or as otherwise agreed by the Principal's Representative.

24.1.3. If notification is provided by the Principal to the Managing Contractor in accordance with **clause 24.1.2** the notified period will become the Defects Liability Period in respect of that work.

24.1.4. The Managing Contractor must ensure that each Principal Executed Contract and Subcontract contains provisions which will enable extension of the defects liability periods in those contracts to ensure **clause 24.1.3** can be complied with.

24.2. Rectification of Defects during Defects Liability Period

24.2.1. At any time during the Defects Liability Period the Principal's Representative may Direct the Managing Contractor to make good a Defect within a specified time and at a time convenient to the Principal.

24.2.2. The Managing Contractor must ensure that all Defects are rectified at no additional cost to the Principal (except to the extent a Works Variation is Directed to remedy the Defect) as soon as practicable and otherwise in accordance with **clause 24.2.1**.

24.2.3. If the Managing Contractor does not make good the Defect within the time specified, then:

(1) the Principal may have the Defect made good by others;

(2) the Managing Contractor remains responsible for the work under the Work Order; and

(3) the Principal is to assess the reasonable cost of having the Defect made good by others and the assessed cost, once notified, is a debt due and payable by the Managing Contractor to the Principal.

24.2.4. The Managing Contractor must not permit rectification of Defects which are the responsibility of a Principal Engaged Contractor or Subcontractor using Day Labour without the written consent of the Principal's Representative.

24.2.5. All Defects rectification work must be completed to the satisfaction of the Principal's Representative and the Managing Contractor.

24.2.6. Until the expiry of the Defects Liability Period, the Managing Contractor is to provide reports on a monthly basis (or at such other times as required by the Principal's Representative) which:

(1) confirm that all Defects rectification work, scheduled and reactive maintenance is being properly carried out and in a timely manner;

(2) shows the status of the tasks remaining to be performed, including but not limited to the provision of all required Quality Records and other documents which are to be provided after Practical Completion pursuant to **clause 23.5**;

(3) show all details relating to financial completion; and

(4) identify any user acceptance, or other Defects or problems associated with the Works or Stage which had not been identified prior to Practical Completion.

24.3. Subcontractor Final Certificates

24.3.1. The Managing Contractor must ensure that each Subcontractor and Principal Engaged Contractor:

(1) has fully performed their obligations under their Principal Executed Contract or Subcontract; and

(2) submits a final claim for payment and an unconditional release in favour of the Principal from further Claims,

within 13 weeks from the date of Practical Completion of the Works the subject of its Principal Executed Contract or Subcontract.

24.3.2. The Managing Contractor must notify the Principal's Representative in writing once it believes a relevant Subcontractor or Principal Engaged Contractor has complied with **clause 24.3.1** and provide the Principal's Representative with evidence sufficient to enable the Principal's Representative to satisfy itself that **clause 24.3.1** has been complied with.

24.3.3. Where the Principal's Representative believes, acting reasonably, that the evidence supplied under **clause 24.3.2** is not sufficient to establish compliance with **clause 24.3.1** it may request additional evidence from the Managing Contractor.

24.3.4. Where the Principal's Representative is satisfied that the relevant Subcontractor or Principal Engaged Contractor has complied with **clause 24.3.1** it will, within 5 Business Days of receipt of all relevant evidence sufficient to establish compliance supplied in accordance with **clause 24.3.2**, provide a written authorisation to the Managing Contractor to issue a Subcontractor Final Certificate to the relevant Principal Engaged Contractor or Subcontractor.

24.3.5. The Managing Contractor must issue a Subcontractor Final Certificate to the relevant Principal Engaged Contractor or Subcontract within 10 Business Days of receipt of the Principal Representative's authorisation provided in accordance with **clause 24.3.4**.

24.3.6. If a final claim for payment is not lodged by the relevant Subcontractor or Principal Engaged Contractor in accordance with **clause 24.3.1,** the Managing Contractor must

issue a Subcontractor Final Certificate endorsed with any amounts that, in the Managing Contractor's reasonable opinion, are owing by, or to, the relevant Subcontractor or Principal Engaged Contractor.

24.3.7. If any amount is owed by a Subcontractor or Principal Engaged Contractor to the Principal, the Managing Contractor must not release, or recommend the release of, any Security under the terms of the relevant Subcontract or Principal Executed Contract until the Principal has notified the Managing Contractor that the debt has been discharged.

24.4. Maintenance during Defects Liability Period

24.4.1. If required by **Contract Information – Item 55** the Managing Contractor must, during the Defects Liability Period, carry out the scheduled and/or reactive maintenance required by **Contract Information – Item 55**.

25. Payment of the Contract Price

25.1. General

25.1.1. The Managing Contractor acknowledges that it must comply with the SOP Act in respect of any 'construction work' or 'related goods and services' for the purposes of the SOP Act performed by its Subcontractors or Consultants.

25.1.2. If, after payment, a payment Claim is found to have been incorrectly rendered, notwithstanding any other provision of this Work Order, any underpayment or overpayment will be recoverable by or from the Managing Contractor , as the case may be, and, without limiting recourse to other available remedies, may be offset against any amount subsequently due by the Principal to the Managing Contractor under the Work Order.

25.1.3. If the Principal claims a sum under or arising out of this Work Order, or any other agreement between the parties or between the Managing Contractor and any other Territory Entity, the Principal may withhold, deduct or set-off the claimed sum against any sum to which the Managing Contractor is otherwise entitled under or arising out of this Work Order.

25.1.4. Payment, in part or in total, of the Contract Price does not constitute an acceptance by the Principal of the Works or Services and does not amount to a waiver of any right or action which the Principal may have at any time against the Managing Contractor.

25.2. Schedule of Forecast Claims

25.2.1. Not later than 10 Business Days after the Commencement Date of the Work Order, the Managing Contractor must provide a Schedule of Forecast Claims for the Principal's Representative's review.

25.2.2. The Managing Contractor must revise and resubmit the Schedule of Forecast Claims when it is directed to do so by the Principal's Representative until it satisfies the requirements of this clause and is satisfactory to the Principal's Representative.

25.2.3. The Managing Contractor must comply with the Schedule of Forecast Claims endorsed by the Principal's Representative.

25.2.4. At the time each monthly payment claim is submitted, the Managing Contractor must provide the Principal's Representative with a revised Schedule of Forecast Claims for review and approval with that claim or confirm the existing Schedule of Forecast Claims is still current.

25.3. Monthly payment claims by Managing Contractor

25.3.1. The Contract Price is payable to the Managing Contractor monthly in arrears to a dedicated bank account following receipt of a valid payment Claim.

25.3.2. Each month at the time required by the Schedule of Forecast Claims and before withdrawing any monies from the dedicated bank account, the Managing Contractor must submit a monthly payment Claim to the Principal's Representative which:

(1) is in the format the Principal's Representative requires and is calculated in accordance with the Schedule of Forecast Claims and this **clause 25.3**;

(2) shows separately the amounts claimed on account of:

(a) Profit;

(b) the Support Management Fee;

(c) Site Operational Costs;

(d) Work Sites Costs;

(e) any other lump sum amounts as specified in **Contract Information – Item 41**;

(f) each type of Reimbursable Cost endorsed in accordance with **clause 25.6**;

(g) amounts payable for Day Labour authorised under **clause 25.7**; and

(h) GST;

(3) contains a summary of all payment Claims made by the Managing Contractor to date and the amount endorsed by the Principal's Representative for payment in respect of each payment Claim;

(4) is accompanied by a completed Ethical Suppliers Declaration; and

(5) is accompanied by a completed Reimbursement Certificate.

25.4. Payment advice to be given by the Principal's Representative

25.4.1. When given a monthly payment Claim, the Principal must within 10 Business Days:

(1) if it agrees with the monthly payment Claim, adopt it as its assessment, and, may choose to give the Managing Contractor a payment schedule; or

(2) if it disagrees with the monthly payment Claim, give to Managing Contractor a payment schedule.

25.4.2. In the payment schedule the Principal must:

(1) identify the monthly payment Claim to which it relates:

(2) indicate the amount of the payment (if any) that the Principal proposes to make; and

(3) if the amount is less than the payment claimed by the Managing Contractor, advise:

(a) why the amount is less than the amount claimed by the Managing Contractor; and

(b) if the amount is less because the Principal is withholding payment (in whole or part) for any reason, the Principal's reasons for withholding payment, which reasons may include but are not limited to:

(i) fraud, error or failure to properly calculate the payment Claim in the manner required by this Work Order;

(ii) Claims for proposed Works Variations which have not been endorsed by the Principal;

(iii) failure by the Managing Contractor to provide any Security required by this Work Order;

(iv) Claims for purported Reimbursable Costs or other amounts which are not payable under or which have not been incurred in accordance with this Work Order;

(v) to satisfy a debt owed by the Managing Contractor to the Principal;

(vi) circumstances where the Managing Contractor has not completed the Services or Works to which the payment relates in accordance with this Work Order; and

(vii) the Principal exercising its right to suspend payment under **clause 33.2.1(5)**.

25.4.3. If the Managing Contractor fails to make a monthly payment Claim under **clause 25.3.2**, the Principal's Representative may nevertheless issue a payment schedule, identifying the value of work the Principal's Representative believes has been carried out by the Managing Contractor since the date of the last payment Claim, or the commencement of the Work Order, whichever is the latter.

25.5. Deposit and withdrawal of payments from dedicated bank account

25.5.1. Within 15 Business Days of the Managing Contractor providing a payment Claim under **clause 25.3.2** the Principal must deposit into a dedicated bank account the amount set out in the payment schedule (or, if no payment schedule was issued, the amount claimed in the Managing Contractor's payment Claim).

25.5.2. The Managing Contractor is authorised to withdraw the monies referred to in **clause 25.5.1** from the account up to the maximum amount set out in the payment schedule by the Principal's Representative under **clause 25.2.4** (or, if no payment schedule was issued, the amount set out in the Managing Contractor's payment Claim).

25.5.3. It is acknowledged by the parties that the payment of any amount by the Principal into the dedicated bank account is not:

(1) evidence of the value of work or that works has been satisfactorily carried out in accordance with the Work Order;

(2) an admission of liability; or

(3) approval by the Principal or the Principals' Representative of the Managing Contractor's performance or compliance with the Work Order,

but is only to be taken as payment on account.

25.6. Reimbursable Costs

25.6.1. The parties acknowledge that costs specified in **Annexure A of the Work Order** have been endorsed by the Principal as reimbursable costs 'in principle' but not in detail or quantity.

25.6.2. The Principal's Representative will only approve payment for Reimbursable Costs, and Reimbursable Costs are only payable by the Principal to the Managing Contractor:

(1) if the Managing Contractor has sought and received prior written approval from the Principal's Representative before incurring the expenditure (including for Day Labour);

(2) if the amount to be incurred by the Managing Contractor for Reimbursable Costs does not exceed the Reimbursable Costs Cap applicable to the type of Reimbursable Cost which is claimed for payment;

(3) provided that the Managing Contractor clearly demonstrates the cost proposed to be incurred is:

(a) relevant to the Works;

(b) calculated in accordance with the relevant Subcontract or consultancy agreement (if applicable);

(c) where applicable, covered by invoices in respect of disbursements incurred and fees paid by it to those Subcontractors and Consultants (based on payment schedules issued by the Managing Contractor) whose engagement has been agreed in writing by the Principal;

(d) where applicable, covered by invoices in respect of costs and disbursements incurred or representing sums, salaries, wages and fees paid by it to its employees; and

(4) provided any Claim incorporating amounts for Reimbursable Costs is accompanied by a completed Reimbursement Certificate.

25.6.3. Before deciding whether monies claimed by the Managing Contractor as Reimbursable Costs have been properly incurred by the Managing Contractor and whether such moneys are relevant to the Works and form part of the Reimbursable Costs, the Principal will have regard to the Schedule to this Work

Order which relates to the type of Reimbursable Cost claimed.

25.6.4. Notwithstanding any other provision of this Work Order, the Principal will not pay to the Managing Contractor any moneys:

(1) expended by the Managing Contractor in respect of wages and allowances that are not in accordance with the requirements of the *Fair Work Act 2009* (Cth);

(2) which exceed the net amount of the Subcontractor or Consultant claims (that is, the Managing Contractor must pass on to the Principal any trade or cash discounts offered by Subcontractor or Consultant); or

(3) deducted from payments to Subcontractors as retention money and held by the Managing Contractor unless the retention money is due and payable to the relevant Subcontractor.

25.6.5. Except to the extent that anything is approved as a Reimbursable Cost by the Principal's Representative, the Contract Price is deemed, subject to **clause 29.1**, to be inclusive of all tools of the trade, administrative items, support and overhead costs and all other items or material required by the Managing Contractor to perform the Services and deliver the Works in accordance with this Work Order.

25.7. Day Labour

25.7.1. The Managing Contractor must not carry out any Works as Day Labour unless it is an agreed Reimbursable Cost in **Annexure A of the Work Order**, or otherwise authorised in writing by Principal's Representative.

25.7.2. Before authorising the Day Labour the Managing Contractor must, if requested to do so by the Principal's Representative, demonstrate that the Day Labour is necessary in the circumstances and will provide value for money to the Principal.

25.7.3. If the Principal's Representative authorises the carrying out of Day Labour:

(1) the Managing Contractor must for each day on which Day Labour is performed, record particulars of all resources used by the Managing Contractor for the execution of the Day Labour and each month furnish the Principal's Representative with the particulars of the Day Labour.

25.7.4. The Principal's Representative may direct the manner in which matters relating to Day Labour are to be recorded.

25.8. Principal's Right to Convert

25.8.1. Notwithstanding anything else in this Work Order, the Principal shall have the right and power to furnish to the Managing Contractor a written direction either general or detailed to convert into money property that has been purchased or acquired for the Works for which the Principal had paid the Managing Contractor as a Reimbursable Cost.

25.8.2. Upon receipt of such a written direction the Managing Contractor shall make immediate arrangements for the proper conversion into money at the best market price for the relevant property and shall pay the money realised to the Principal.

25.9. Payment of Principal Engaged Contractors

25.9.1. For the avoidance of doubt, the Principal (rather than the Managing Contractor) will make payments to Principal Engaged Contractors in accordance with the terms and conditions of the relevant Principal Executed Contracts.

25.9.2. The Managing Contractor is to prepare and submit monthly to the Principal a payment schedule in the form set out in the **Managing Contractor Documents Suite** and/or suppliers' invoices and statements in respect of each Principal Engaged Contractor in accordance with the terms of the relevant Principal Executed Contract.

25.10. Principal Engaged Contractor and Subcontractor payment claims

25.10.1. The Managing Contractor will measure the progress of the Works performed under each Principal Executed Contract and Subcontract at monthly intervals.

25.10.2. Subcontractor costs are to be included as part of the Managing Contractor's monthly payment Claims for Reimbursable Costs as set out in **clause 25.3**.

25.10.3. The Managing Contractor will be responsible for assessing any payment claims made by Subcontractors and responding to those claims in accordance with the relevant Subcontract and, if applicable, the SOP Act.

25.10.4. The Managing Contractor must ensure that payment claims under Principal Executed Contracts are provided by the Principal Engaged Contractor to the Principal and copied to the Managing Contractor.

25.10.5. The Managing Contractor, must within 5 Business Days of receipt of the payment claim, review it and provide to the Principal's Representative a draft payment schedule (using as a base a form as advised by the Principal's Representative, from time to time) to the Principal's Representative's designated email address for that purpose.

25.10.6. The Managing Contractor must comply with all reasonable requests and supply all necessary information to the Principal to enable it to respond to Principal Engaged Contractors in respect of any payment claims in accordance with timeframes set out in the SOP Act.

25.10.7. The Managing Contractor must, within 1 Business Day of receiving of any notice from a Subcontractor or Principal Engaged Contractor given under section 17, section 18 or section 26 of the SOP Act, notify the Principal that it has received the notice. The Managing Contractor must act in accordance with any reasonable direction given by the Principal regarding or associated with a notification.

26. Payment records, taxes and Principal rights

26.1. Payments to Personnel

26.1.1. When making a payment Claim under **clause 25.3** the Managing Contractor (or a duly authorised representative of the Managing Contractor who is in a position to know the facts attested to) must provide a completed Reimbursement Certificate.

26.1.2. At the request of the Managing Contractor and out of moneys payable to the Managing Contractor the Principal may on behalf of the Managing Contractor make payments directly to any Personnel of the Managing Contractor.

26.1.3. The Managing Contractor must ensure that all Subcontractors and Principal Engaged Contractors provide an Ethical Suppliers Declaration to the Managing Contractor at the time of submitting payment claims under the relevant Principal Executed Contract or Subcontract.

26.2. Records to be kept on Site

26.2.1. The Managing Contractor shall keep or cause to be kept at its Site office, or other location agreed by the Principal's Representative, all accounts and other original records as are usual and proper to be kept by builders and Managing Contractors of all moneys paid by the Managing Contractor in the performance of its obligations under this Work Order (including amounts paid to Subcontractors and Consultants and any other amounts claimed as Reimbursable Costs) and such accounts shall be made available at reasonable times for inspection and audit by the Principal Representative or by its agent or nominee.

26.3. GST

26.3.1. The following terms have the meanings respectively given to them in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth):

consideration;

GST;

input tax credit;

supply;

taxable supply; and

tax invoice.

26.3.2. Unless otherwise indicated, all consideration for any supply made under this Work Order is inclusive of any GST imposed on the supply.

26.3.3. If one party (the "supplier") makes a taxable supply to the other party (the "recipient") under this Work Order, on receipt of a tax invoice from the supplier, the recipient must pay, without setoff, an additional amount to the supplier equal to the GST imposed on the supply in question.

26.3.4. Neither party may claim any amount from the other for which it may claim an input tax credit.

27. Adjustments and Variations

27.1. Adjustments to Profit

27.1.1. An adjustment to the Profit component of the Contract Price will occur only:

(1) where there has been a Profit Adjustment Event; and

(2) in accordance with this **clause 27.1**.

27.1.2. Within 20 Business Days of becoming aware of a possible Profit Adjustment Event the Managing Contractor may submit a Profit Adjustment Application.

27.1.3. The Principal will notify the Managing Contractor in the event it becomes aware of a possible Profit Adjustment Event.

27.1.4. Within 20 Business Days of receipt of the Profit Adjustment Application, or of notification to the Managing Contractor under **clause 27.1.3**, the Principal must:

(1) determine whether a Profit Adjustment Event has occurred; and

(2) if it determines a Profit Adjustment Event has occurred:

(a) determine the revised Profit component by using the Profit Adjustment Formula;

(b) advise the Managing Contractor in writing of the revised Profit component of the Contract Sum; or

(3) if it determines a Profit Adjustment Event has not occurred, advise the Managing Contractor in writing and provide reasons for its determination.

27.1.5. If a revised Profit component is determined by the Principal in accordance with **clause 27.1.4** the Contract Price will be increased or decreased (as the case may be) to reflect the revised Profit component.

27.1.6. Except as permitted by this **clause 27.1**, the Managing Contractor will not be entitled to any other increase to the Profit component of the Contract Price.

27.2. Adjustments (Increases) to Support Management Fee and/or Site Operational Cost

27.2.1. Any increase to the Support Management Fee and/or Site Operational Cost components of the Contract Price will only be considered:

(1) where there has been a Support Management Fee Adjustment Event and/or a Site Operational Costs Adjustment Event; and

(2) in accordance with this **clause 27.2**.

27.2.2. Within 20 Business Days of becoming aware of a possible Support Management Fee Adjustment Event and/or Site Operational Costs Adjustment Event the Managing Contractor may submit a Support Management Fee Adjustment Application and/or Site Operational Costs Adjustment Application to the Principal.

27.2.3. Within 20 Business Days of receipt of the Support Management Fee Adjustment Application and/or Site Operational Costs Adjustment Application the Principal must:

(1) determine whether there has been a Support Management Fee Adjustment Event and/or a Site Operational Costs Adjustment Event;

(2) if it determines there has been a Support Management Fee Adjustment Event and/or Site Operational Costs Adjustment Event:

(a) determine the revised Support Management Fee (if any) by considering the additional level of support management resources required by the Managing

Contractor necessary to complete the Works and perform the Services, having regard to the level of work remaining and the new Date for Practical Completion; and

[For example: Before the Support Management Fee Adjustment Event the Managing Contractor had allowed $20,000 to cover Head office accounts staff for the initial term being 40 weeks. Through no fault of the Managing Contractor, Subcontractor, Principal Engaged Contractor and/or Consultant there is delay resulting in an additional 8 weeks extension of time being added to the Project representing an increase of 20% of the original term. The Managing Contractor submits a Support Management Fee Application seeking an increase in the allowance of Head office accounts staff of $4,000. The Principal considers the additional resources claimed to be required by the Managing Contractor as a result of the delay and determines an additional amount of $2,000 will be added to the Support Management Fee noting that a significant percentage of the accounts for the Project had already been processed prior to the delay having regard to programming of works for the Project]

(b) determine the revised Site Operational Cost (if any) by considering the additional site operational costs incurred or to be incurred by the Managing Contractor, having regard to the new Date for Practical Completion; and

(c) advise the Managing Contractor in writing of the revised Support Management Fee and/or Site Operational Cost (as the case may be) component of the Contract Price; or

(3) if it determines there has not been a Support Management Fee Adjustment Event, advise the Managing Contractor in writing and provide reasons for its determination; and/or

(4) if it determines there has not been a Site Operational Costs Adjustment Event, advise the Managing Contractor in writing and provide reasons for its determination.

27.2.4. The Contract Price will be amended to reflect the revised Support Management Fee component and/or Site Operational Cost component determined by the Principal in accordance with **clause 27.2.3**.

27.2.5. Except as permitted by this clause, the Managing Contractor will not be entitled to any other increase to the Support Management Fee component or the Site Operational Cost component of the Contract Price.

27.3. Increases to both Profit and Support Management Fee and/or Site Operational Cost

27.3.1. The parties acknowledge that where there has been both a Profit Adjustment Event and a Support Management Fee Adjustment Event and/or Site Operational Costs Adjustment Event the processes outlined in **clauses 27.1** and **27.2** may be conducted simultaneously.

27.4. Reimbursable Costs Caps and Project Budget

27.4.1. In delivering the Services the Managing Contractor must ensure both:

(1) the respective Reimbursable Costs Caps; and

(2) the Project Budget,

are not exceeded.

27.4.2. The Managing Contractor must advise the Principal as soon as it becomes aware that a Reimbursable Costs Cap or the Project Budget may be exceeded.

27.4.3. The Managing Contractor must as soon as it becomes aware that a Reimbursable Costs Cap or the Project Budget may be exceeded meet with the Principal's Representative and identify whether any compensating savings can be identified or other mitigation strategies adopted so as to avoid any increase to the Project Budget or relevant Reimbursable Costs Cap (as applicable).

27.4.4. Where the Principal determines there are compensating savings or mitigation strategies that can be adopted the Managing Contractor must adopt them.

27.4.5. Where the Principal:

(1) determines there are no compensating savings or other mitigation strategies which can be adopted to avoid an increase to a

Reimbursable Costs Cap or the Project Budget;

(2) determines there are compensating savings or other mitigation strategies which can be adopted to avoid an increase to a Reimbursable Costs Cap or the Project Budget but the Managing Contractor believes it is not of sufficient magnitude to avoid a Reimbursable Costs Cap or the Project Budget being exceeded; or

(3) fails to notify the Managing Contractor of its position within 20 Business Days of the meeting held in accordance with **clause 27.4.3**,

the Managing Contractor may submit a fully complete Reallocation Application.

27.4.6. If the Managing Contractor wishes to make a Reallocation Application it must do so as soon as reasonably practicably.

27.4.7. Within 20 Business Days of the receipt of a fully complete Reallocation Application the Principal must assess the Reallocation Application and either:

(1) endorse the application in writing notifying the Managing Contractor of the new increased Reimbursable Costs Cap and the relevant Reimbursable Cost Cap or Caps, which have reduced as part of the reallocation of monies; or

(2) refuse the application in writing setting out the reasons for the refusal (which may include the failure to provide information as required as set out in the definition of "Reallocation Application" in **clause 1.1.1**).

27.4.8. Upon endorsement under **clause 27.4.7(1)** the relevant Reimbursable Costs Caps will be adjusted and become the new Reimbursable Costs Caps for the purpose of this Work Order.

27.4.9. The Managing Contractor acknowledges and agrees that:

(1) it cannot commit to any expenditure in excess of a Reimbursable Costs Cap or the Project Budget; and

(2) the Principal will reject that part of a payment Claim by the Managing Contractor which exceeds a Reimbursable Costs Cap or the Project Budget.

27.4.10. If the Managing Contractor:

(1) undertakes work under this Work Order; or

(2) directs or permits Personnel or a Principal Engaged Contractor to undertake work,

the payment Claim for which will result in a Reimbursable Costs Cap and/or the Project Budget being exceeded, the Managing Contractor is solely liable for all costs, expenses and damages arising from the works performed the Claim for which will be in excess of the Reimbursable Costs Cap and/or Project Budget.

27.4.11. Subject to **clause 27.4.12** the Managing Contractor is not entitled to claim any additional amount from the Principal for the works conducted in excess of the Reimbursable Costs Cap or Project Budget.

27.4.12. Where:

(1) the Managing Contractor undertakes work under this Work Order; or

(2) the Managing Contractor directs or permits Personnel or a Principal Engaged Contractor to undertake work,

the Claim for which will result in a Reimbursable Costs Cap being exceeded and a Reallocation Application in respect of that Reimbursable Costs Cap is subsequently endorsed and includes monies referable to and covering in full the works undertaken, directed or permitted by the Managing Contractor the Principal will consider a Claim for payment for the referable works from the revised Reimbursable Costs Cap.

27.5. Works Variations

27.5.1. The Managing Contractor must not change the Works without a Direction from the Principal's Representative or written acceptance by the Principal's Representative of a proposed Works Variation.

27.5.2. The Managing Contractor is to take all reasonable steps to carry out any approved Works Variation concurrently with other work and to otherwise minimise any delays.

27.5.3. If the Managing Contractor proposes a Works Variation for the Contract Manager's convenience the Principal may, in its absolute discretion, accept the proposal on specified terms.

27.5.4. If, in respect of a possible Works Variation, the Principal requests the Managing Contractor to submit a proposal, including the effect on the Reimbursable Costs Cap, Contract Price (if the Works Variation would result in a Profit Adjustment Event or Support Management Fee Adjustment Event or Site Operational Costs Adjustment Event), and Project Budget the time required to reach Practical Completion (including any delay) the matters set out in **clause 27.5.14**, and any other implications for the Work Order, the Managing Contractor is to comply with the request within 10 Business Days.

27.5.5. If the Principal's Representative accepts a proposal submitted under **clause 27.5.4**, then within 10 Business Days after receiving the proposal, the Principal's Representative is to notify the Managing Contractor in writing that the proposal is accepted as a Works Variation.

27.5.6. If the Principal's Representative does not accept a proposal submitted under **clause 27.5.4**, then within 10 Business Days after receiving the proposal, the Principal's Representative is to notify the Managing Contractor in writing that the proposal is not accepted.

27.5.7. Nothing in **clause 27.5.5** or **clause 27.5.6** prevents the Principal's Representative from Directing a Works Variation under **clause 27.5.9**.

27.5.8. The parties agree that the price and affect on time accepted by the Principal under **clause 27.5.5** or **clause 27.5.10** or determined in accordance with **clause 27.5.11** fully compensate the parties for all costs and losses arising from supervision, overheads, delay, disruption and interference resulting from the Works Variation and the Managing Contractor has no other entitlements in relation to the Works Variation.

27.5.9. If the Principal's Representative Directs the Managing Contractor to carry out a Works Variation, the Managing Contractor is to comply and within 10 Business Days after the Direction, notify the Principal in writing of the effect on the Reimbursable Costs Cap, Project Budget and Contract Price (if the Works Variation would result in a Profit Adjustment Event or Support Management Fee Adjustment Event or Site Operational Costs Adjustment Event), how the amount is calculated and any effect on the time required to reach Practical Completion.

27.5.10. If the Principal accepts the effect on the Reimbursable Costs Cap, Project Budget and Contract Price and effect on the time required to reach Practical Completion, if any, notified under **clause 27.5.9**, then within 10 Business Days after receiving the notification, the Principal's Representative is to advise the Managing Contractor in writing of the acceptance.

27.5.11. If the Principal does not accept the effect on the Reimbursable Costs Cap, Project Budget or Contract Price or effect on the time required to reach Practical Completion, if any, notified under **clause 27.5.9** then, within 10 Business Days after receiving the notification, the Principal is to assess the entitlements arising from the Works Variation and notify the Managing Contractor in writing of the assessment.

27.5.12. If the Works Variation delays the Managing Contractor in reaching Practical Completion, then to the extent that the delay is not concurrent with delay caused by the Managing Contractor or its Personnel or Principal Engaged Contractor, the Managing Contractor is entitled to an extension of time.

27.5.13. If the Works Variation causes a Profit Adjustment Event or Support Management Fee Adjustment Event or Site Operational Costs Adjustment Event, the Managing Contractor is entitled to payment of the additional costs calculated in accordance with this Work Order.

27.5.14. A Works Variation proposal submitted under **clause 27.5.3** or **clause 27.5.4** must:

(1) advise the Principal on all aspects of the proposed Works Variation including but not limited to:

(a) the details and justification for the proposed Works Variation;

(b) the impact on the Master Program and Works Programs of any extensions of time associated with the proposed Works Variation;

(c) cost adjustments (up or down) associated with the proposed Works Variation; and

(d) identifying whether:

(i) any compensating savings can be identified so as to avoid any increase to the relevant Reimbursable Costs Cap and Project Budget (as applicable); and

(ii) any contingency funds are available in the Project Budget to meet any cost increases under Principal Executed Contracts or Subcontracts arising due to the proposed Works Variation; and

(2) include from Personnel and Principal Engaged Contractors such other information as the Principal requires to properly assess the Works Variation proposal,

as necessary to enable the Principal to determine whether the proposed Works Variation ought to be endorsed and in sufficient time to enable the Principal to consider the Works Variation and make a decision about the Works Variation within the time allowed in the relevant Principal Executed Contract or Subcontract.

27.5.15. The Principal may require the Managing Contractor's advice provided under **clause 27.5.14** to be provided in the form of a Variation Request, or in any other form notified to the Managing Contractor.

28. Principal Supplied Items

28.1. Materials and Items Supplied by Principal

28.1.1. Where materials or other items are specified as Principal Supplied Items, the Managing Contractor acknowledges that they are supplied free of charge for use only in the execution of the Works, and the Managing Contractor must take delivery of the Principal Supplied Items at the time required by the Principal's Representative.

28.1.2. The Managing Contractor is responsible for ensuring that all Principal Supplied Items are secured safely and is responsible for loss or damage to Principal Supplied Items.

28.1.3. The Managing Contractor must comply with any special handling and/or storage requirements to be applied to the Principal Supplied Items specified in **Contract Information – Item 28** or as directed by the Principal's Representative.

28.2. Principal's Documents and information

28.2.1. The Principal must, to the extent it requires and at its own cost, provide such Principal's Documents and other information in its possession relating to the Services and Works and its requirements for them to the Managing Contractor as soon as practicable after the Commencement Date of the Work Order.

29. Plant and equipment

29.1. Managing Contractor to supply plant and equipment

29.1.1. Unless endorsed by the Principal's Representative as a Reimbursable Cost or endorsed under **clause 29.2** the Managing Contractor is responsible for supplying all plant, equipment, tools and machinery at their cost.

29.2. Purchase, hire or lease of equipment

29.2.1. If the Managing Contractor identifies a need for the long term use of plant, equipment, machinery or other items on Site which is not identified in this Work Order as a Reimbursable Cost and which the Managing Contractor (acting reasonably) considers is not practicable or cost effective to provide for the benefit of the Principal under **clause 29.1**, the Managing Contractor is to notify the Principal's Representative and include this in the draft Cost Plan developed under **clause 11.1.1** and Project Budget.

29.2.2. If an unexpected requirement for such an item occurs after finalisation of the Project Budget and Cost Plan, the Managing Contractor must notify the Principal's Representative, indicate why the Managing Contractor considers the item is required, and recommend whether the relevant item should be obtained through purchase, hire or lease in order to obtain the best value for money for the Principal.

29.2.3. In making its recommendation under **clause 29.2.2**, the Managing Contractor must take into account the following considerations:

(1) in respect of a proposed purchase:

(a) capital outlay;

(b) finance charges on capital outlay;

(c) repairs, maintenance, insurance and other running costs;

(d) estimated residual value when no longer required; and

(e) cost of disposal;

(2) in respect of a proposed hire:

(a) total hire cost including allowance for return of item when not required and rehire at later date;

(b) running costs for hire item; and

(c) any advantages of hire other than cost, for example, changeover of item when superseded by later model or exchange for different machine; and

(3) in respect of a proposed lease:

(a) total leasing cost;

(b) difficulties in estimating term required;

(c) possible costs in renegotiating lease;

(d) cost of possible lease cancellation;

(e) residual value exercisable by the Principal;

(f) cost of disposal;

(g) any sales tax benefits and reduced hiring rates that are available for Government organisations; and

(h) any other considerations of a more technical nature, for example: type of plant, availability of spares, maintenance agreements, guarantees.

29.2.4. After receipt of the Managing Contractor's recommendation under **clause 29.2.3** the Principal's Representative will Direct the Managing Contractor whether it agrees the relevant item is required, and if so how the Managing Contractor is to proceed to acquire the relevant item.

29.3. Assets

29.3.1. Assets must be recorded by the Managing Contractor in the Project Assets register.

29.3.2. The Managing Contractor must provide the Principal's Representative with access to the Project Assets register at any time on reasonable notice, for the purposes of audit and verification.

29.3.3. On completion of the Project or when the Assets are no longer needed the Managing Contractor will recommend to the Principal methods of disposing of Assets on hand and will carry out the arrangements endorsed by the Principal's Representative.

29.3.4. Under certain circumstances it may be necessary to transfer Assets from one project to another. In the event of any transfer the following procedure is to be followed:

(1) the Principal's Representative's written approval or direction to the transfer is to be obtained;

(2) agreement on the value of the Asset is to be reached;

(3) an adjusting journal entry is to be arranged by the Principal's Representative; and

(4) an adjusting entry in the Asset registers of both projects is to be made to record the transfer of the Asset.

30. Security

30.1. Form of Managing Contractor Security

30.1.1. The Managing Contractor must provide the Security to the Principal within 10 Business Days of the Commencement Date of the Work Order.

30.1.2. The Managing Contractor must, if directed by the Principal's Representative to do so due to a Works Variation or a variation to the Project Budget, increase the amount of any Security to an amount considered by the Principal to be sufficient Security having regard to the revised Project Budget and Contract Price.

30.1.3. Security provided by the Managing Contractor will be retained by the Principal until either returned in accordance with **clause 30.2** or presented by the Principal for payment under **clause or 30.3**.

30.2. Release of Security

30.2.1. Unless the Principal has or intends to make a demand against the Security and subject to any other right of the Principal to retain the Security under this Work Order, the Principal must release any Security provided in the form of money or which can be converted into money (for example a bank undertaking or surety bond) as follows:

(1) 50% within 25 Business Days of the issue of the Certificate of Practical Completion for the Works; and

(2) the remaining Security within 25 Business Days following the issue of the Certificate of Completion of the Services.

30.2.2. The Principal may retain Security if the Managing Contractor has not provided the Quality Records required to be provided under the Work Order until such time as they are provided.

30.2.3. Any other Security that is not money or cannot be converted into money (such as a related company guarantee) will be released within 25 Business Days of the issue of the Certificate of Completion of the Services.

30.3. Right to draw on Security

30.3.1. The Principal may draw on any Security provided by the Managing Contractor at any time.

30.3.2. The Managing Contractor must not take any steps to prevent the Principal making a demand against the Security, or to prevent the provider of any bank undertaking or related company guarantee from complying with the Undertaking or any demand by the Principal.

31. Completion of the Services

31.1. Notice of completion of the Services

31.1.1. The Managing Contractor must give notice in writing to the Principal's Representative of the likely completion of the Services at least 10 Business Days prior the date it considers that all the Services will be properly completed in accordance with this Work Order.

31.1.2. The Managing Contractor must give notice in writing to the Principal's Representative when it considers that all the Services have been properly completed in accordance with this Work Order.

31.2. Final Payment Claim and Release

31.2.1. In accordance with the timeframe required by the current Schedule of Forecast Claims endorsed under **clause 25.2**, after the Managing Contractor provides notice under

clause 31.1.2 the Managing Contractor must:

(1) submit a final payment Claim and release in favour of the Principal from further Claims; and

(2) provide a financial closure report which:

(a) certifies that there are no outstanding disputes or claims under any Subcontract or Principal Executed Contract; and

(b) provides a final reconciliation of all Project costs inclusive of Consultant fees and ancillary costs, the Actual Cost of Construction, including a break down of all Subcontractor and Principal Engaged Contractor costs and Managing Contractor costs against the Project Budget and Cost Plan.

31.3. Certificate of Completion of the Services

31.3.1. Provided the Managing Contractor has complied with **clause 25.2** and the Principal's Representative is satisfied that all Services have been properly completed in accordance with the Work Order, the Principal's Representative will issue a Certificate of Completion of the Services to the Managing Contractor.

32. Dispute Resolution

32.1. Procedure for dispute resolution

32.1.1. The parties agree that a dispute arising under this Work Order will be dealt with as follows:

(1) the party claiming that there is a dispute will give the other party a notice setting out the nature of the dispute within 20 Business Days after becoming aware of the issue;

(2) within 10 Business Days of service of the notice referred to in paragraph (1) each party will nominate a representative not having any prior involvement in the dispute and with authority to finally resolve the matter;

(3) the representatives will try to settle the dispute by direct negotiation between them;

(4) failing settlement within 10 Business Days, the parties may agree to refer the dispute to an expert or other independent third person with power to intervene and direct some form of resolution, in which case, subject to **clause 32.5**, the parties will be bound by that resolution;

(5) if the parties are unable to agree on a third party under paragraph (4) within 5 Business Days, either party may apply to the President or the senior official for the time being of the Institute of Arbitrators and Mediators Australia, who may appoint such a third party, in which case, subject to **clause 32.5**, the parties will be bound by that resolution;

(6) the parties will cooperate fully with any process instigated under paragraph (4) or (5) in order to achieve a speedy resolution; and

(7) if a resolution is not reached under paragraph (4) or (5) (as the case may be), within a further 5 Business Days, either party may commence legal proceedings (unless both parties agree to a longer period).

32.2. Role of Expert

32.2.1. Where an expert or other third party is appointed under **clause 32.1.1**, they must be instructed to:

(1) act as an expert and not as an arbitrator;

(2) proceed in any manner he or she thinks fit;

(3) conduct any investigation which he or she considers necessary to resolve the dispute or difference;

(4) consider any submission made to it by a party, provided the other party is given a copy and an opportunity to respond;

(5) examine such documents, and interview such persons, as he or she may require;

(6) give directions for the conduct of the determination as he or she considers necessary;

(7) disclose to the parties any interest he or she has in the outcome of the determination at the outset;

(8) not communicate with one party to the determination without the knowledge of the other; and

(9) where the expert is engaged to determine a dispute in respect of a determination of costs certified by the Principal's Representative under **clause 33.3.2**, have regard to whether the costs so certified have been calculated in accordance with **clause 33.3**.

32.3. Costs

32.3.1. Each party will bear its own costs of complying with this **clause 32**, and the parties must bear equally the cost of any third person engaged under **clause 32.1.1**.

32.4. Continued Performance

32.4.1. Despite the existence of a dispute, the Managing Contractor must (unless requested in writing by the Principal not to do so) continue to perform the Services and Works.

32.5. Exemption

32.5.1. Despite **clause 32.1.1(4)** or **clause 32.1.1(5)** the parties will not be bound by a resolution which is an individual claim by one party having a financial value of AUD$500,000 or more.

32.5.2. This **clause 32** does not apply in relation to:

(1) action by the Principal under **clause 33.1**, **clause 33.2** or **clause 33.4**; or

(2) legal proceedings by either party seeking urgent interlocutory relief.

33. Termination

33.1. Termination for Default

33.1.1. If the Managing Contractor fails to:

(1) perform the Services or Works regularly and diligently;

(2) properly supervise the work of Principal Engaged Contractors and Personnel and other persons for whom it is responsible;

(3) use the materials or standards of workmanship required by this Work Order;

(4) comply with one or more Directions given by the Principal's Representative;

(5) comply with **clause 18.3.5** in respect of replacement Personnel;

(6) comply with **clause 26.1**;

(7) comply with the QMS; or

(8) perform any other obligation under this Work Order,

the Principal's Representative may call on the Managing Contractor, by written notice, to show cause why the Principal should not exercise the powers conferred by this.

33.1.2. The written notice issued by the Principal's Representative under **clause 33.1.1** must state why it has been given and the period (of not less than 5 Business Days after the giving of the notice) within which the Managing Contractor must show cause.

33.1.3. In the Managing Contractor's response to the show cause notice the Managing Contractor must detail the steps it has taken or will take to remedy the default and prevent its reoccurrence.

33.1.4. If the Managing Contractor fails to show cause to the satisfaction of the Principal's Representative within the period stated in any notice issued in accordance with **clause 33.1.1**, the Principal may, without prejudice to any other rights it may have under this Work Order:

(1) take over all or any part of the unfinished work;

(2) call upon any Security provided by the Managing Contractor;

(3) terminate this Work Order; and/or

(4) exclude the Managing Contractor and any Personnel from the Site.

33.1.5. If:

(1) the Principal (acting reasonably) considers that a default of the Managing Contractor under this Work Order is not capable of remedy;

(2) the Managing Contractor is subject to an Insolvency Event; or

(3) a declaration made in a Reimbursement Certificate is untrue in any respect,

the Principal may terminate this Work Order immediately by written notice.

33.2. Election of Principal

33.2.1. If the Principal elects to exercise any power conferred on it by **clause 33.1** it may:

(1) complete all or any part of the unfinished Services and/or Works in whatever manner it sees fit, whether or not in accordance with this Work Order;

(2) let any number of contracts for the remaining work or employ any person other than the Managing Contractor to carry out that work;

(3) take possession of, and permit other persons to use, any material, plant, equipment and/or any other thing on or about the Site which is owned by the Managing Contractor and is reasonably required for the completion of the Services or Works;

(4) require the Managing Contractor to novate or assign, without payment within the timeframe directed by the Principal, the benefit of any:

(a) contract it has with a Subcontractor or Consultant in respect of the Services or Works; or

(b) agreement for the supply of materials, hire plant, equipment or other things for the execution of the Services and the Works,

(5) suspend payments to the Managing Contractor; and/or

(6) draw on any Security held by the Principal, including without limitation to meet all costs and expenses of completing the Services and Works as and when they are incurred.

33.2.2. The Managing Contractor cannot demand any compensation or allowance for any action taken by the Principal under this **clause 33.2** other than the right to require the Principal to ensure that its plant and equipment is maintained in good working order (provided that plant and equipment was in good working order at the time the Principal took possession of it and subject always to fair wear and tear) while being used for the benefit of the Principal.

33.2.3. Subject to **clause 33.3.7**, on Practical Completion of the Works, all plant and equipment and any surplus materials and other things taken over by the Principal must be handed back to the Managing Contractor, without payment or allowance for fair wear and tear sustained during that time.

33.3. Effect of Principal Exercising Rights

33.3.1. On Practical Completion of the Works, if the Principal has exercised its rights under **clause 33.2**, the Principal's Representative must determine:

(1) the amount of the Contract Price paid to the Managing Contractor up to the date on which the Principal exercised its rights under **clause 33.2**;

(2) the Actual Cost of Construction;

(3) the amount of costs, expenses, losses, damages and charges necessarily incurred by the Principal in, and as a result of, exercising its rights under **clause 33.2**; and

(4) any other Claim, liability or debt due or payable by the Managing Contractor to the Principal under this Work Order.

33.3.2. The Principal's Representative must provide a detailed payment schedule certifying the aggregate amount of all such amounts determined under **clause 33.3.1** and serve a copy of the payment schedule on the Managing Contractor.

33.3.3. If the Managing Contractor disagrees with the amount certified by the Principal's Representative, the Managing Contractor must provide details of the reasons for its disagreement within 10 Business Days of receipt of the certified payment schedule.

33.3.4. The Managing Contractor will be deemed to have accepted the payment schedule as final and conclusive unless it provides a response within the timeframe specified in **clause 33.3.3**.

33.3.5. Should the aggregate amount certified under **clause 33.3.2** be greater than the amount

which would have been payable to the Managing Contractor (excluding amounts payable to Principal Engaged Contractors) if it had carried out the whole of the Services and the Works in accordance with this Work Order, the difference between the amounts constitutes a debt due from the Managing Contractor to the Principal.

33.3.6. For the purposes of **clause 33.3.5**, the "amount that would have been payable to the Managing Contractor (excluding amounts payable to Principal Engaged Contractors) if it had carried out the whole of the Services and the Works in accordance with this Work Order" is the amount that would have been payable to it if it had completed the Services and Works in accordance with this Work Order with no variations agreed to or extensions of time to the Date for Practical Completion of the Works or any Stage allowed after the date on which the Services and Works were taken out of the hands of the Managing Contractor.

33.3.7. If a debt is due to the Principal by the Managing Contractor under **clause 33.3.5**, the Principal may retain any plant and equipment of the Managing Contractor until the debt has been discharged in full. If the Managing Contractor does not satisfy the debt by the date notified by the Principal, the Principal may sell the Managing Contractor's plant and equipment to satisfy the debt (but must return the proceeds of any sale to the extent they exceed the amount of the debt owed by the Managing Contractor).

33.3.8. For the avoidance of doubt, nothing in **clause 33** prevents the Principal from taking any other action permitted under this Work Order or at law to recover the whole of any debt owed by the Managing Contractor.

33.4. Termination for Convenience

33.4.1. The Principal may, at any time by written notice and without the need to provide reasons, terminate this Work Order or reduce the scope of the Services or Works.

33.4.2. Upon the issue of a notice under **clause 33.4.1** the Principal may:

(1) complete all or any part of the unfinished Services and/or Works in whatever manner it sees fit, whether or not in accordance with this Work Order; and/or

(2) let any number of contracts or employ any person other than the Managing Contractor to carry out the unfinished Services and/or Works.

33.4.3. The Managing Contractor agrees, on receipt of a notice of termination or reduction:

(1) to stop or reduce work as specified in the notice;

(2) to take all steps to minimise loss resulting from that termination or reduction (including exercising any rights of termination in Subcontracts and agreements with Consultants); and

(3) to continue work on any part of the Services or Works not affected by the notice.

33.4.4. In the event of termination under **clause 33.4.1**, the Principal is liable only:

(1) to payment in respect of Works and Services completed before the effective date of termination, calculated in accordance with this Work Order; and

(2) to reimburse any expenses the Managing Contractor unavoidably and reasonably incurs relating entirely to the Works or Services not covered under **clause 33.4.4(1)**.

33.4.5. The Principal will not be liable to pay compensation under **clause 33.4.4** in an amount which would, added to any amounts already paid to the Managing Contractor under this Work Order, together exceed the Contract Price.

33.4.6. In the event of a reduction in the scope of the Services or Works under **clause 33.4.1**, the Principal's liability to pay the Contract Price will, unless there is agreement in writing to the contrary, reduce in accordance with the reduction in the Services or Works.

33.4.7. The Managing Contractor will not be entitled to compensation for loss of prospective profits.

33.4.8. The Managing Contractor must include a right of termination for convenience in each Subcontract or agreement with a Consultant that it enters into in connection with the Services or Works that is valued at $5000 or more.

Binder 5,1

ACT Government | CITY RENEWAL AUTHORITY

OFFICIAL Sensitive MINISTERIAL BRIEF

Environment, Planning and Sustainable Development Directorate

To:	Chief Minister	**Tracking No.:** 24/49886
CC:	Director-General, Environment Planning and Sustainable Development Directorate	
	Director-General, Transport Canberra and City Services	
Date:	18/06/2024	
From:	Acting Deputy Chief Executive Officer, City Renewal Authority	
Subject:	Dickson Shops upgrade – community consultation update	
Critical Date:	27/6/24	
Critical Reason:	To enable the listening report to be published within a reasonable timeframe.	

Recommendations

That you:

1. Note the information contained in this brief.

Noted / Please Discuss

2. Agree to the listening report Attachment A being published.

Agreed / Not agreed / Please Discuss

Andrew Barr MLA 20/6/24

Minister's Office Feedback

Background

1. In 2023/24 the City Renewal Authority (the Authority) was funded $7.18M to upgrade the Dickson Shops.

2. The Dickson Shops upgrade aims to create a safe, inclusive and family friendly community and shopping hub that is connected, green, welcoming and community centred.

3. The Authority recently consulted with key stakeholders and the community on the draft design.

4. From 19 February to 7 March 2024, we engaged with a range of key stakeholders, offering them the opportunity to preview the draft design and provide feedback ahead of public consultation. This included doorknocking and a drop-in session for local businesses, plus invitations were sent out to building owners encouraging them to have early input. Meetings were held with the Dickson Residents Group, ACT Heritage and several other key stakeholders.

5. Public consultation then ran from 12 March to 23 April 2024. This included:

    a. an online YourSay survey

    b. 2 public drop-in sessions held outside the Dickson Library

    c. flyers distributed to every household in Dickson and surrounding streets.

6. For more detailed background information about this engagement process please refer to brief 24/11465.

7. To ensure those with vision impairments had the opportunity to participate, the Authority collaborated with the University of Canberra to develop a tactile model to communicate the proposed changes, and then met with the Canberra Blind Society.

8. The Authority has also been engaging with the post office, ACT Taxi Association and the Dickson Library staff and management, about the proposed design.

Community responses

9. We received 252 YourSay survey responses and approximately 77 visitors attended the public drop-in sessions. The Authority also visited approximately 60 local businesses and around 14 business representatives attended the business drop-in session.

10. Key themes included:

    a. Greening - There is a strong community desire for more trees and plants. Consultation regarding additional trees and plants will need to be undertaken with Transport Canberra and City Services (TCCS) to ensure they can be maintained.

    b. Safety – Many respondents expressed concerns about safety, particularly for women and at night-time. Improved lighting was considered very important.

    c. Character – The majority of participants consider that the proposed design will achieve the aim of refreshing the Dickson shops while preserving its distinct character. The reuse of existing bricks as feature paving and preservation of the sheep and dog sculptures to support this, was broadly supported.

d. Active travel – There was strong demand for more bike parking in well-surveilled areas, catering to various bike types including trailers.

e. Accessibility - The importance of accessibility was highlighted, particularly for the elderly. Some respondents expressed concerns about whether some of the proposed elements would create too much clutter and compromise accessibility.

f. Play opportunities – We received many suggestions on play elements that could be incorporated. Some respondents stressed the area's primary function as a shopping centre and questioned whether play was appropriate in this environment. Several expressed frustrations over the lack of existing play spaces and youth facilities within or close to the Dickson Group Centre.

Issues

Stormwater issues

11. Numerous areas in the Dickson Shops regularly flood during rain and the community expects this to be resolved. This flooding is due to extensive defects in the ageing stormwater system, including cracked, collapsed, and missing pipes as well as blockages and root damage.

12. The Authority is working closely with Transport Canberra and City Services (TCCS) to ensure a stormwater upgrade can be delivered concurrently with the public realm works. This is subject to TCCS securing funding. The consultants have estimated the cost of a full stormwater upgrade to be approximately $3.279M and this has been passed onto TCCS.

13. A full stormwater upgrade will ensure flooding is fully resolved, avoiding several key risks including reputational:

    a. Further remediation being required which would include abortive works to the upgraded public realm and cause further disruption to businesses.

    b. Flooding extending into surrounding businesses.

    c. The potential for further flooding reducing the pool of tenderers willing to take on liability for associated risks.

14. A full stormwater upgrade delivered in conjunction with the public realm works is imperative and will ultimately deliver cost and time savings.

15. TCCS has advised the Authority it intends to seek funding in the 2024-25 mid-year review for the stormwater upgrade. The Authority is progressing this project on the assumption a stormwater upgrade will be undertaken.

Safety

16. Some respondents doubt that the upgrade will promote a safer environment, believing it will have negligible impact on crime and antisocial behaviour. Where raised, the Authority has clarified that the upgrade will contribute to safety by:

    a. Delivering better lighting to improve night-time safety.

    b. Providing a better-quality environment that will entice more visitors, improving footfall and passive surveillance, which can discourage crime and improve safety.

c. Providing infrastructure that will enable security cameras to be installed in the future by the Justice and Community Services (JACS) directorate if funding becomes available.

Other

17. Some objected to the proposed removal of eight small trees in poor condition or locations that compromise sightlines, accessibility, or design intent, even though these trees would be replaced with 16 trees better suited to the conditions and better located to achieve an optimal long-term outcome. Some do not support any tree removal on principle.

18. Questions were raised about potential impacts on the existing angled disability and short stay parking near the post office. Under the draft design, this would be reconfigured to parallel parking, to allow for both a wider pedestrian link between Cowper Street and the post office, and to enable the disability parking to meet current standards for accessibility. New short-stay and disability parking spaces would be provided nearby through more efficient use of the existing carpark, to avoid any reduction in the number of these spaces.

19. A consultation summary report is provided at Attachment B.

20. A range of enhancements to the design are being considered in response to the feedback from community, as well as from ACT Government entities (see consultation below).

21. Consultation with businesses in the area indicates they recognise an upgrade is needed but are concerned about the impact the construction will have on their business in the short-term. To address this, we will ensure the design enables us to minimise time on site, while also achieving a quality outcome. Once the design is finalised, a construction plan will be developed in consultation with businesses that will identify timelines and staging, to further minimise impacts on businesses where practicable. There will be ongoing engagement with them during construction to remedy other issues that may arise.

Financial Implications

22. This project has been funded through the City Precinct Renewal Program Tranche Two budget, with $7.18M allocated for detailed design and construction.

23. The budget does not include the stormwater drainage investigation, design and upgrade, which will need to be funded by TCCS.

Consultation

Internal

24. Not applicable.

Cross Directorate

25. The Authority is consulting with other directorates about the upgrade including:

d. Transport Canberra and City Services - to ensure the stormwater system upgrade is delivered in conjunction with the public realm upgrades, and to get early feedback related to tree management, vehicle access and maintenance.

e. Justice and Community Safety Directorate and the ACT Police, in relation to public safety and security issues and associated design considerations.

f. ACT Heritage, ACT Property Group and library staff (TCCS) in relation to the proposed interface with the Dickson library.

g. Environment Planning and Sustainable Development Directorate (EPSDD) on:
    i. Engaging with the Dhawura Ngunnawal Caring for Country Committee;
    ii. opportunities to signpost the newly named 'Taglietti Square';
h. Arts ACT - in relation to retention of existing public art; and
i. Major Projects Canberra as our delivery partner.

External

26. Refer to main brief for details of external consultation.

Work Health and Safety

27. To mitigate any potential WHS risks, a Safety in Design process is being undertaken to ensure any such risks are identified and minimized from the start of the design process.
28. Further due diligence will be undertaken as the project progresses towards construction.

Benefits/Sensitivities

29. While agreeing an upgrade is needed, some businesses are concerned about the construction. Once the design is finalised, a construction plan will be developed that will identify timelines and staging, to minimise impacts on businesses where practicable.

Communications, media and engagement implications

30. A listening report (Attachment A) will be published on YourSay and distributed to stakeholders following your approval. Media engagement is not planned but the Authority's Communications and Engagement team will coordinate with your media advisor on timing of distribution.

Signatory Name:	Jennifer Ramsay	Phone:	Sch 2.2(a)(ii)
Action Officer:	Sophie Davis	Phone:	

Attachments

Attachment	Title
Attachment A	Listening report
Attachment B	Consultation summary report



Revitalisation of Dickson Shops

REPORT ON WHAT WE HEARD

Canberrans were invited to provide feedback on proposed upgrades to public spaces at the Dickson Shops.

Dickson Shops is in one of the oldest group centres in Canberra. It is well known as a community and shopping precinct that includes the Dickson Library, supermarkets, specialty stores and a range of diverse eateries. The shops are surrounded by heavily tree-lined neighbourhoods with a mix of long-term and new residents.

The group centre is undergoing significant change with increased higher-density residential dwellings, new commercial office developments, and the new Coles development. Dickson Shops has ageing infrastructure and challenges with clutter. Additionally, flooding and safety concerns, especially for women at night, necessitate improvements.

Building on the Dickson Place Plan, the ACT Government engaged with local businesses and community members on the revitalisation of the courtyards and laneways at Dickson Shops.

This community feedback has guided the proposed design of the revitalisation of Dickson Shops, which features:

- improved paving and stormwater upgrades
- enhanced lighting and other safety features
- decluttering of Taglietti Square (library plaza) and other courtyards
- preservation of mature trees in elevated planters
- consideration of existing and new public artworks
- opportunities for incidental play and improved seating
- widening the pedestrian link from Cowper Street to the post office; and
- improved pedestrian connections across Badham Street.

THE CONVERSATION

We conducted a 6-week community and stakeholder consultation to gather feedback on the draft design for the revitalisation of Dickson Shops.

Online survey

An online YourSay survey was open from 12 March to 23 April 2024 for the community to provide feedback on the proposed draft design. A total of 252 surveys were completed.

Pop up events

Two pop-up events took place near the Dickson Library, inviting the public to view the designs, discuss these with the project team, and share their feedback.

Submissions

One submission was received in April 2024.



This consultation was supported by targeted engagement with local businesses, property owners, the Dickson Residents Group and other key stakeholders from February to May 2024. Engagement included:

Door knocking

Direct engagement with businesses in the area to discuss the draft design and to promote the upcoming drop-in session before public consultation. Door knocking was conducted in February 2024.

Drop-in session

Drop-in session held in February, aimed at local businesses and building owners to provide an opportunity to preview the draft designs, ask questions, and provide feedback before public consultation.

Stakeholder meetings

Meetings with key community stakeholder groups were held from February to March.

Session with Canberra Blind Society

The Authority collaborated with the University of Canberra to develop a tactile model to ensure community members with vision impairments had the opportunity to participate in the consultation. A session with the Canberra Blind Society was held in May to get their feedback on the design, with the assistance of the model.

WHO WE ENGAGED

The public consultation was aimed at the ACT community, in particular Dickson businesses, residents, and key stakeholder groups.

Throughout this consultation, a total of 252 people participated in the survey. A significant proportion of survey respondents were from those aged between 35-44 years (30%). 20% of respondents fell within the age range of 45-54 years, followed by 16% aged 55-64 years, and 15.5% aged 24-34 years.

The survey responses showed that 3 participants identified as Aboriginal or Torres Strait Islander. 59% identified as female, 30% identified as male, 3% identified as non-binary, and the remaining preferred not to say.



Key insights from the community

More than 865 pieces of feedback sourced from the community consultation, including the YourSay survey, the pop-up events and the written submission, underwent thorough review and analysis. The top 5 themes represented in feedback received are listed below. This represents over 85% of the feedback received.

Greening

1. **21% of comments related to planting and landscaping**, with a strong community desire for more trees and plants to improve aesthetics, provide shade, attract visitors, and mitigate environmental impacts. It is unclear what extent were in response to the draft design or existing conditions.
2. Some community members advocated for the preservation of all existing trees for shade, character, and temperature control, expressing concerns about insufficient plantings.
3. Respondents appreciate the addition of new planter beds to increase greenery and improve the area's overall appeal.

Safety

4. **19% of comments relate to safety** with many respondents expressing concerns about inadequate lighting, particularly at night, leading to feelings of insecurity.
5. Some respondents doubt the design's ability to address antisocial behaviour effectively, expressing scepticism about its capacity to create a safer environment.
6. Feedback highlights the need for clearer information about proposed improvements relating to safety. Where raised in person, the Authority clarified that the upgrade will contribute to safety by:
    - Delivering better lighting to improve night-time safety.
    - Providing a better-quality environment that will entice more visitors, improving footfall and passive surveillance, which can discourage crime and improve safety.
    - Providing infrastructure that will enable security cameras to be installed in the future.

Dickson character

7. **19% of comments related to the Dickson character**, with most respondents expressing positive views on the proposed design, particularly the refreshed public seating and additional greenery for a more family-oriented atmosphere. However, there were varying opinions on the extent of change. Some desired minimal alterations, while others felt the design wasn't ambitious enough.
8. There were suggestions for incorporating more colour and greenery to enhance its appeal further.
9. There is strong support for reusing bricks as feature paving and seating where possible, for the environmental benefits and to help preserve the existing atmosphere of the shops.
10. Caution is urged to retain elements like public art and play elements to preserve the area's character.
11. Feedback indicated Taglietti Square, the Woolworths laneway (zone E), and the smaller courtyards (zone C) were seen as the most in need of improvement.



Access and movement

12. **16% of comments related to access and movement,** with a desire for more bike parking in well-surveilled areas, catering to various bike types, including trailers and electric bikes.
13. Some members of the public expressed concerns about the design's suitability for individuals with mobility issues.
14. There is strong demand for improved connectivity to the surrounding active travel network.

Play opportunities

15. **With 10% of comments relating to play**, a range of suggestions on potential play elements was received. Popular suggestions include musical and sensory play, interactive public art (for example, climbable sculptures), nature play (for example, stepping stones) and ground surfaces (for example, hopscotch and chalk drawing).
16. Parents express frustration over the lack of current options available within the Dickson group centre for kids. Desire for more play opportunities like those in Majura Shops is expressed.
17. Some would like to see more things for teenagers to do.
18. While some advocate for play opportunities, others stress the area's primary function as a shopping centre. Concerns are raised about the appropriateness of play in this area.

WHAT'S NEXT?

We are using your feedback to inform the final design.

Feedback will be reviewed to inform refinements to the design, subject to technical requirements and budget. The final design is expected to be completed in late 2024.

An update on the revisitation of Dickson Shops will be provided on the Authority website. If you have questions about this project or would like to be kept updated on its progress, please email communityengagement@act.gov.au.



Key Timings

2018 – Dickson Place Plan was created

2022 – Early targeted engagement with key community members

2023 – Consultation on the early-stage concepts with key community members and business owners

February – April 2024 – Consultation on draft designs for the revitalisation of Dickson Shops

June 2024 – Listening report released

June 2024 – Consider feedback and refine the design

Mid 2025 – Construction starts on the Dickson Shops upgrade

THANK YOU FOR YOUR FEEDBACK

252 We reached 252 people via the YourSay survey	**865** We received over 865 pieces of feedback	**60** We visited over 60 businesses within the Dickson Shops area
3 We received 3 written submissions	**19,196** We reached a social media audience of 19,196	**77** We had over 77 conversations at with the public at the pop up installations



COMMUNITY FEEDBACK

This table outlines how we have responded to a number of comments we received across all feedback methods including YourSay, online pop-up, submissions and stakeholder meetings.

Comment	Response
Maintenance	
Stormwater drainage needs to be fixed	We are working closely with TCCS to ensure the stormwater system is upgraded at the same time as the other public realm upgrades.
Some community members, particularly the elderly, regularly trip or slip on existing paving	The paving will be upgraded to ensure a more level and slip resistant surface.
Security Safety and anti-social behaviour	
Crime and anti-social behaviour needs to be addressed	We acknowledge the complexity of this issue which requires collaboration among various agencies, particularly ACT Police and the Justice and Community Safety (JACS) Directorate. Improved lighting will contribute to better night-time safety. There will also be infrastructure (multifunction poles and conduits) that will enable JACS to install CCTV cameras in future. By attracting more visitors into the Dickson Shops, it is hoped the upgrade will also discourage crime and antisocial behaviour by improving passive surveillance.
Better lighting needs to be a priority	Planned. The design includes new lighting throughout to enhance visibility and create a safer environment at night.
Landscaping	
Need more greenery	The draft design includes new garden beds and more trees. Maintenance requirements will be a key consideration.
Retain existing trees	The draft design prioritises long-term benefits by proposing the removal of 8 small trees in poor health or obstructing sight lines, accessibility, or the development of Taglietti Square. These trees will be replaced with 16 more suitable and well-positioned trees, ensuring a



Comment	Response
	flourishing urban landscape for years to come. All large trees, including those south of the post office, will be preserved.
Supporting active travel	
Need more bike racks in visible areas	Noted. Opportunities for additional bike parking to be investigated in detailed design phase.
Play opportunities	
More play features that children can interact with	Noted. Opportunities to embed additional play elements being investigated, building on the suggestions received.
Parking	
Concerns raised over removal of parking	The draft design aims to enhance pedestrian links and accessibility by reconfiguring angled parking near the post office to parallel parking. This aims to create a wider pedestrian link between Cowper Street and the post office. It also provided an opportunity to bring all disability parking spaces up to the current accessibility standards. We are seeking to maintain the same number of disability and short-stay parking spaces through a more efficient use of the carpark. All changes will undergo a thorough review to guarantee they meet safety and accessibility standards.

Binder 5,13

ACT Government | CITY RENEWAL AUTHORITY

Revitalisation of Dickson Shops

(Courtyards and Laneways)

Consultation Report

Phase 2 and 3

18 June 2024



Binder 5,14

ACT Government | CITY RENEWAL AUTHORITY

Contents

Consultation Report 1

Executive summary 3

Key consultation insights 4

Project background 5

Consultation process 7

Engagement activities 7

Promotional activities 9

Social media statistics 10

Stakeholder mapping 10

Consultation feedback summary – Phase two 12

Drop-In Session Summary ..... **Error! Bookmark not defined.**

Phase 2 summary of feedback received 12

Dickson Residents Group Summary 13

Consultation feedback summary – Phase three 14

Public consultation summary 14

Blind Society summary 16

YourSay Feedback 17

Prioritisation of features 18

Zone prioritisation 20

Project satisfaction 21

Playful Elements 23

Additional comments 23

Appendix A – Dickson stakeholder maps 25

Appendix B – Engagement Collateral Examples 27

Appendix C – Communication collateral Examples 28

Executive summary

The local community has enthusiastically welcomed the opportunity to collaborate on the development of Dickson's future. The community offered valuable insights into the necessary improvements for Dickson Shops. Generally, they showed enthusiasm for the proposed upgrade and provided suggestions for refining and considering additional opportunities.

Between 19 February – 1 May 2024, the ACT Government's City Renewal Authority commenced phase 2 and 3 engagement with local businesses, property owners, residents, community members, and key stakeholders on the draft design for a planned upgrade to Dickson Shops.

Phase 2 consultation involved direct contact with businesses and building owners located within the Dickson Shops area, as well as the Dickson Residents Group and other key stakeholders to provide an initial preview of the draft design prior to public consultation.

Phase 3 involved broader consultation with the public on the proposed draft design.

Building on the Dickson Place Plan, the Authority has engaged in focused consultation initiatives to foster the revitalisation of the Dickson Shops and public areas. In 2024, the consultation efforts specifically targeted business traders, building owners, key community members, the Dickson Residents Group, and the public. It offered the opportunity to share input, voice thoughts, and address concerns to contribute to the forthcoming phases of the project. This document offers a summary of the insights gathered during this period.

Phase 1 was conducted in 2023 focusing on targeted engagement with key community members, building owners, and business traders about potential upgrades for Dickson Shops.

Throughout phase 2 and 3, key stakeholder and community members were provided with project information, illustrated plans, and artists' impressions to help them understand the proposed design.

Phase 2 and 3 engagement received strong levels of participation. Figure 1 summarises the feedback received through various engagement channels.

252
YourSay surveys completed



60+
Dickson Shops businesses visited



77+
Conversations at the pop-up events



3
Submissions received



35
Comments on social posts



865
Pieces of feedback received



Figure 1. Community feedback by consultation method

Key consultation insights

Figure 2 provides a summary of key feedback themes from this consultation process, generated from all feedback methods. Please note that while figures are represented as percentages, feedback was often attributable to more than one theme.

More detailed information can be found in the following report.

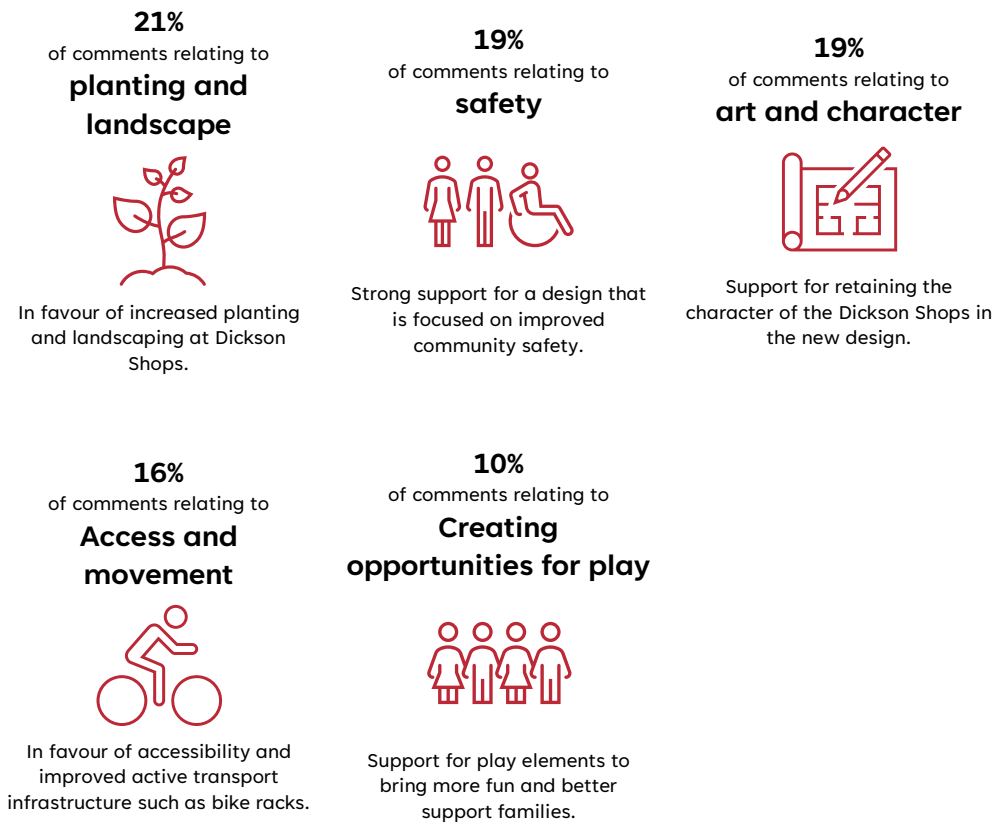


Figure 2. Consultation themes

Project background

Dickson Shops is one of the oldest group centres in Canberra. It is well known as a community and shopping precinct that includes the Dickson Library, supermarkets, specialty stores and eateries. The Shops are surrounded by tree-lined neighbourhoods with a mix of long-term and new residents.

The centre is undergoing significant change with increased higher-density residential dwellings, new commercial office developments, and the new Coles development.

Building on the Dickson Place Plan, the ACT Government's City Renewal Authority (the Authority) engaged with local businesses and community members on the revitalisation of the Dickson Shop's courtyards and laneways.

The proposed upgrades to Dickson shops will include:

- improved paving and stormwater upgrades
- enhanced lighting and other safety features
- decluttering of Taglietti Square (library plaza) and other courtyards
- preservation of mature trees in elevated planters
- consideration of existing and new public artworks
- opportunities for incidental play
- improved seating opportunities
- widening the pedestrian link from Cowper Street to the post office; and
- improved pedestrian connections across Badham Street.



Image 1: Artist impression depicting revitalisation of the Dickson Shops

Location

The draft designs focused on the courtyards and laneways of the Dickson Shops area, as shown in the image below.



Image 2: Draft masterplan for revitalisation of the Dickson Shops

Consultation process

This stage of consultation was made up of phase two and phase three. Phase one of the consultation occurred in 2023, concentrating on initial discussions with business owners, building owners and the Dickson Residents Group. The goal then was to gather feedback to aid in shaping the early-stage concept design.

Phase two – draft design preview

19 February 2024 – 7 March 2024

Phase two consultation involved direct contact with businesses and building owners located within the Dickson Shops area, as well as the Dickson Residents Group and other key stakeholders to provide an initial preview of draft design prior to public consultation. Activities included:

Table 1: Phase 2 engagement activities

Method/Activity	Date	Number of participants
Door knocking Direct engagement with businesses in the area to discuss the draft design and to promote the upcoming drop-in session before public consultation.	Thursday 22 February 2024 Friday 23 February 2024	Approximately 60 businesses
Drop-in session Aimed at local businesses and building owners to provide an opportunity to preview the draft designs, ask questions, and provide feedback before public consultation	Tuesday 27 February 2024	16 business owners or representatives attended
Stakeholder meetings Held with key stakeholders including: • Dickson Residents Group (DRG). • Dickson Library branch manager • Local artist Bev Hogg who produced most artwork in the Dickson Shops area. • Tanja and Tabitha Taglietti (daughters of the late Enrico Taglietti AO, architect of the Dickson Library)	Various between 19 February and 7 March 2024	1 representative from Dickson Library 3 representatives from DRG 3 more key stakeholders.
Email The Authority reached out to the Dhawura Ngunnawal Caring for Country Committee (via the Traditional Custodian Engagement Coordinator at EPSDD) to provide the	21 February - 30 April 2024	8 representatives

opportunity to preview the design and provide input prior to public consultation.		

Phase three – public consultation

12 March 2024 – 23 April 2024

Phase three involved broader consultation with the public on the proposed draft design. Engagement activities included:

Method/Activity	Date	Number of participants
YourSay Survey A dedicated YourSay webpage and survey were available for six weeks, giving the public an opportunity to review and offer feedback on the proposed plans.	12 March – 23 April	252 survey responses 3 written submissions
Pop-up events Two pop-up events took place near Dickson Library, within Dickson shops, inviting the public to view the designs and share their feedback. See **Appendix B** for engagement collateral.	Thursday 4 April 2024 Saturday 13 April 2024	77+ conversations with community members
Blind Society Workshop The Authority collaborated with the University of Canberra to develop a tactile model to communicate the proposed changes to those with vision impairments. A workshop with the Canberra Blind Society was conducted to present the proposed design using the tactile model and gather feedback.	Wednesday 1 May 2024	9 representatives from the Blind Society attended



Image 3: Image from the workshop conducted with the Blind Society, featuring the tactile model.

Promotional activities

To ensure stakeholders were aware of the project and consultation details, a range of promotional activities were undertaken. These included:

Phase 2 – Draft design

- **Website** – the Authority's website was updated to include key messages about the project including project milestones and consultation information.
- **Stakeholder email updates** – an email was sent to key stakeholders and business owners to inform them about the project and future consultation activities.
- **Project poster**– a poster was developed and placed at the CRA shopfront at Dickson Shops to inform business owners about the project and to encourage their participation in consultation activities.
- **Flyer** – a flyer was created to help promote the upcoming drop-in session during doorknocking.
- **Letters** – an email was sent to building owners to inform them about the project and inviting them to the drop-in session.

Phase 3 – Public Consultation

- **Media release** – issued by the Authority on 12 March 2024, to launch the consultation and key project milestones.
- **E-newsletter** – an update about the project was included in the Authority's March e-newsletter.
    - The e-newsletter was delivered to 2,008 recipients with 893 opens and 516 clicks.
- **Letterbox drops** – Residents and key stakeholders within the Dickson Group Centre and surrounding streets were provided with a flyer presenting the project and outlining the specifics of the public consultation.
- **Poster –** A poster was displayed on the Authority's shop front in Dickson. While we explored additional locations, securing permission from building owners proved challenging.
- **Dickson Library screen** – A digital poster was displayed on screens within the Dickson Library.
- **Letterbox drops** – a project letter from the Authority was provided to residents, Dickson streetscapes businesses and key stakeholders within Dickson Group Centre.
- **Dickson Library screen** – promotion flyer displayed on the Dickson Library's digital screens.
- **Social media** – social media posts were shared across the Authority's social media channels to promote the consultation. The below tables outline the statistics for each social media channel throughout the Public Consultation period.

Communication collateral examples are in **Appendix C.**

Social media statistics

- Facebook statistics

Posts	Impressions	Reach	Reactions, comments and shares	Reactions	Comments	Shares	Link clicks
6	15,453	14,997	170	134	29	7	99

- Instagram statistics

Posts	Impressions	Reach	Shares	Likes	Comments	Saves
5	4,025	3,709	31	158	6	3

- LinkedIn statistics

Posts	Impressions	Engagement	Clicks	Reactions	Reposts
2	4,845	490	490	76	3

Stakeholder mapping

Before beginning engagement activities, a thorough stakeholder map was developed to highlight key stakeholders to ensure they can be contacted to provide feedback for the revitalisation project.

Stakeholder details were gathered through doorknocking, online research, and ACTLIS and ASIC searches. This information was compiled into a stakeholder list that was developed into visual stakeholder maps for businesses and building owners.

See **Appendix A** for the Dickson stakeholder maps.

Consultation feedback summary – Phase two

Feedback from local businesses and organisations

The table below outlines the main feedback received from businesses and the Dickson Library branch manager during this phase of targeted engagement (phase 2).

Table 2: Phase 2 summary of feedback from businesses and Dickson Library Branch Manager

Theme	Feedback
Landscape and Infrastructure	• Garden beds at grade – consider ways to reduce risk of being trampled. • Proposed seating design – o concerns about the new seating being occupied by homeless people. o gaps between timber slats may be difficult to clean. • Questions raised about whether removal of stage will impact on busking, performances and community events.
Safety	• Concerns raised over issues relating to safety and social problems in the area (e.g. homeless community) and whether the upgrade will help to alleviate these. CRA noted that the upgrade would deliver better lighting and allow for CCTV to be installed in future. By providing better quality spaces this will entice more visitors, which will also improve passive surveillance, which contributes to reducing crime and antisocial behaviour. • A-frames impede accessibility, however are currently permitted. • Desire for improving wayfinding throughout the area. • Concerns raised over trip hazards in the existing paving.
Dickson character	• Majority of businesses were supportive of the design. • Business owners want to ensure the upgrades refresh the area, while maintaining the character of Dickson (for example, by retaining sculptures). • Maintain high-quality standards, even with outdoor dining arrangements. • Suggestion to repurpose the glazed tiles atop the raised garden beds. • Vacant shopfronts a concern.
Access and movement	• Recommendations to increase the number of bike parking spaces, including spaces visible from cafes. • Suggestion to include charging stations for electric bikes and a bike repair station. • Suggestion to ensure bike parking does not obstruct access to postal boxes.
Play	• Respondents wanted to ensure the sheep and dog sculptures were retained. • Suggestion to incorporate a water feature into the design if funding permits.
Other	• Concerns were raised over the impact on business throughout construction and how this will be mitigated. CRA noted that once the design was finalised a construction plan will be developed that will identify timelines and staging. Minimizing impacts on businesses will be a key priority.

	• Rear courtyards – suggestion to ensure the centre of each courtyard is accessible not just E-W but also N-S direction. • Suggestion to make Dickson Shops a sustainability leader (for example, trialling waste management initiatives or stormwater harvesting).

Dickson Residents Group summary

The below table outlines feedback from the Dickson Residents Group meeting on 19 February 2024.

Table 3: summary of feedback received from members of the Dickson Residents Group.

Area	Notes
Taglietti Square	• Support the open space in front of the library which will increase flexibility to accommodate events. • Clutter from A-frames is a problem. It was noted that it will continue to be a challenge post-upgrade, as they are currently permitted under Code of Practice for Movable Signs. • The square is very hot in summer. Please consider the placement of trees and seating to ensure adequate shade. • Umbrellas are good for temporary additional shade. UV protection is required. • Consider softening the corners of design elements (e.g seating). • Water misting is good for cooling and play opportunities. • Query regarding the tree species. CRA confirmed these are currently Crepe Myrtles for aesthetic appeal and to suit conditions, however species selection is still being considered. • Query regarding ground surfaces. CRA confirmed it was concrete with warm tones.
Feedback Zone A (courtyard south of post office)	• Pleased with the intention for this to be a social, relaxing zone with informal play opportunities. • Need to ensure there are peaceful spaces to sit, and set away from activity. • Flexibility to accommodate future outdoor dining is important. • Most food and beverage outlets close early afternoon, with no night-time activation. Would love to be able to eat at the shops at night. • Would like to see decorative lights in trees to provide ambiance.

Consultation feedback summary – Phase three

Public consultation summary

More than 865 pieces of feedback sourced from phase 3, including the YourSay survey, written submissions and pop-up inputs, underwent thorough review and analysis. The top 5 themes represented in feedback received are listed in table 4. This represents over 85% of the feedback received.

Table 4: Phase 3 summary of themes across feedback provided

Theme	Summary
Urban greening 21% of comments relate to planting and landscaping	**Strong support for additional trees and plants.** • Respondents emphasize the importance of trees, garden beds, and greenery as top priorities for enhancing the area. • There is a strong community desire for this to improve shade and thermal comfort, aesthetics, sustainability, as well as the health benefits. • Some advocated for the preservation of all existing trees, expressing concerns about insufficient plantings. • Respondents appreciate the addition of new planter beds to increase greenery and improve the area's overall appeal. • Improvements to maintenance needed. "It needs a more welcoming space with greenery, shade and lighting so we want to spend time there, not just pass through hastily."
Safety 19% of comments relate to safety	**Strong support for creating more inviting and safe spaces for the community and to reduce anti-social behaviour.** • Many respondents express concerns about safety. Improved lighting is seen as crucial for pedestrian safety and deterring antisocial behaviour. • Community members highlight the need for clearer information about proposed safety features like lighting and CCTV. • Effective lighting is deemed essential for enhancing feelings of safety at nighttime, with calls for better placement than current lighting to discourage theft and improve surveillance. • Some respondents doubt the design's ability to address antisocial behaviour effectively, expressing scepticism about its capacity to create a safer environment. Solutions and a focus on improving pedestrian safety and security are requested. • While outside the project scope, there were requests for more active surveillance and increased police presence to address concerns about crime and antisocial behaviour. "There are many 'characters' in Dickson, and it feels unsafe at night for women and families."

Dickson Character 19% of comments relate to art and character	**A desire to improve the area while preserving its unique character.** • Majority of respondents view the proposed design favourably, appreciating the addition of upgraded seating and garden beds for a more comfortable and inviting environment. However, there were varying opinions on the extent of change. Some desired minimal alterations, while others felt the design wasn't ambitious enough. • Preserving the existing character of the shops was important to many, although felt the proposed changes were too superficial and expressed a desire for more significant or creative proposals. • Suggestions for incorporating more colour and greenery to match Dickson's character are made to enhance its appeal further. • Suggestions to increase the appeal of all entry areas to the shops precinct and its external surrounds. • Reusing some of the existing bricks was welcomed for environmental benefits and to preserve the existing atmosphere of the shops. • Caution is urged to retain elements like public art and the public piano which are considered successful existing elements. • Some respondents also requested new public art and decorative lighting. • Respondents emphasise the importance of maintenance. "Dickson Shops has an existing unique character that I would be sad to see go. The focus should be on thoughtful, preservative upgrades with opportunities for local art and culture."
Access and movement 16% of comments related to active travel and infrastructure	**Support for more active travel, infrastructure and better accessibility.** • Respondents stressed the need for increased bike parking in well-lit areas, catering to various bike types, including electric bikes. • There were suggestions for clean and safe public toilets within the area. • Charging stations were suggested for added convenience. • The importance of accessibility was highlighted, particularly for elderly members of the community. Some members of the public expressed concerns about whether some of the proposed elements, particularly in Zone C and laneway E, would create too much clutter and compromise accessibility. The importance of ensuring accessibility for those with mobility issues and vision impairments was also highlighted. • Retaining disability and short-stay parking was important to many. • There is a strong demand for improved active travel connections to surrounding areas. • Strengthening the east-west pedestrian link was seen as a positive. • Respondents emphasised the importance of ensuring that bike parking and infrastructure cater to diverse user needs, including those with mobility challenges, to promote inclusivity and accessibility. • Questions raised over the lack of information on the pedestrian crossing at Badham Street. "There are not enough bike racks. The ones available are crowded with bikes when I go to the shops."

Play 10% of comments relate to play	**A desire for increased opportunities for play.** • Parents and community members expressed frustration over the lack of current play options within or close to the Dickson Group Centre for kids. • There were a wide variety of suggestions for play opportunities. These ranged from climbable sculptures, musical elements, and tactile play, to stepping logs and 'ground surface play' (for example, hopscotch and chalk drawing). Safety, inclusivity, and catering to different age groups was a recurring theme. • While some advocate for play, others stress the area's primary function as a shopping centre. Concerns are raised about proposals like water play zones, with opinions divided on their suitability. • There was also a desire for larger play opportunities nearby, with suggestions for grassy areas, playground equipment, and nature or water play. • Incorporating incidental play options and facilities for teenagers is also proposed. The open space south of the Baptist church was cited as a potential location by several respondents. • Whilst the retention of existing artwork was appreciated, there were suggestions to include new artwork into the design. "There's not much opportunity for urban play other than keeping sheep. How about incidental options for play in courtyards (small walls to balance on, fun public art to engage with, stepping stones through gardens or rocks to climb). Some seating for teens to hang out too - not just all bench seats."

Blind Society summary

The below table outlines a summary of feedback provided by the Blind Society held on 1 May 2024.

Table 4: summary of feedback from the Blind Society workshop

Theme	Summary
Infrastructure	• **Infrastructure** - better integrating and aligning infrastructure was supported. • **Objects** (e.g. public art) - that are narrower at the base than above are a hazard. ◦ ground-level tactile markers can be used to assist individuals with vision impairment in detecting changes in their surroundings. • **Fixed seating** - preferred to loose seating which can be problematic due to changes in placement. • **Bike racks** – visual contrast helpful when approaching bike racks and bollards, especially if they are silver or have reflective surfaces.
Building and construction	• **Building edges** - ensure that building edges are clear and unobstructed. • **A-frames** - concerns raised regarding A-frames as potential trip hazards. • **Railings -** consider barriers at base to prevent guide dogs from crossing over.

	• **Construction fencing** - ensure construction fencing feet do not stick out causing trip hazards.
Other	• **Seeing-eye dogs** – access to grassed areas is important for guide dogs to have a toilet break.

YourSay Feedback

A survey was run on the ACT Government's YourSay platform to gauge community feedback in the following areas:

- **Design prioritisation** - What features are most important to the public
- **Zone prioritisation** - Which areas most need an upgrade and which zones are the highest priority
- **Project satisfaction** - Satisfaction with key focus areas of the project
- **Playful elements -** Opportunities to improve playful elements' and/or play opportunities for all ages.

Throughout this consultation, a total of 252 people participated in the survey. Survey participants were primarily aged between 35-44 years (30%). 20% of respondents fell within the age range of 45-54 years, followed by 16% aged 55-64 years, and 15.5% aged 24-34 years.

The survey responses showed that 3 participants identified as Aboriginal or Torres Strait Islander. 59% identified as female, 30% identified as male, 3% identified as non-binary, and the remaining preferred not to say.

A summary of the feedback received is provided in this section of the report.

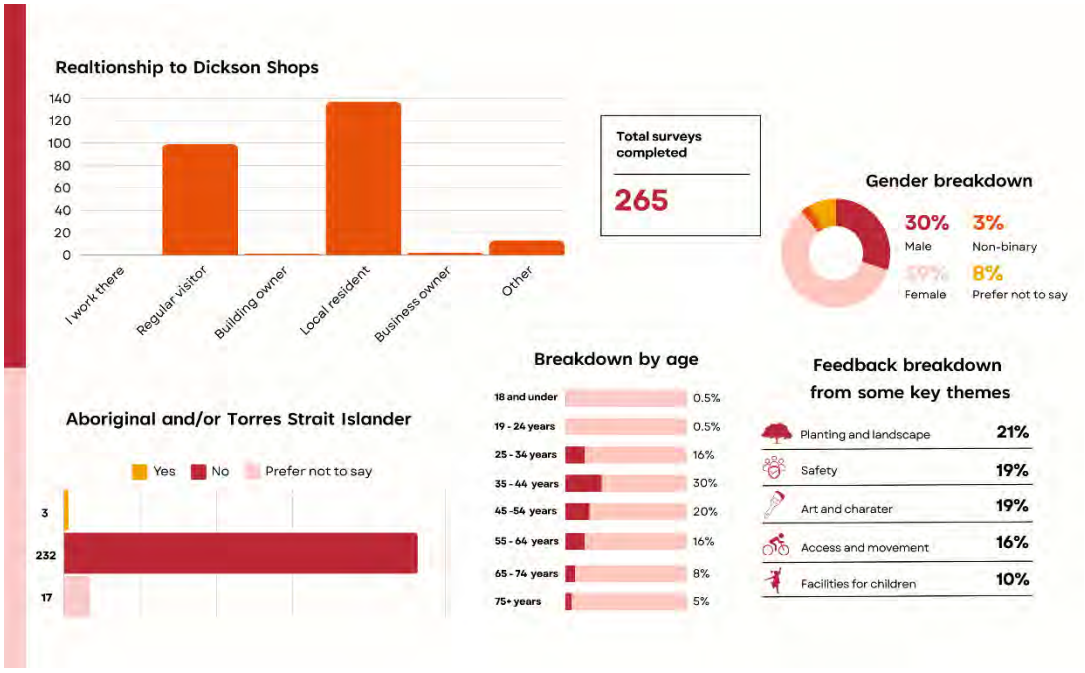


Image 4: YourSay statistics

Prioritisation of features

The survey provided a list of elements that could potentially be used within the final design for the upgrade of Dickson Shops. Prioritisation would assist in determining what should be included in the final design.

11 elements were provided to participants for ranking. The below table shows the average rank for each element. The average rank is the sum of the ranked position of the choice, multiplied by the response count for the position choice, divided by the total 'Count' of the choice. A low average rank indicated a higher preference from participants.

After ranking the provided themes from 1-11, respondents were then asked:

'What makes these things a priority for Dickson Shops?'

Considering that the range between the lowest and highest averages is a factor of 1, it can be concluded that all elements are regarded as equally important to the community. The following table lists the proposed elements from highest to lowest priority and summarises the feedback provided.

Table 1. Design prioritisation

Proposed element and its rank	Summary
1st - More trees and garden beds **Average rank 2.5**	Trees, garden beds and greenery were seen as the highest priority for respondents. The community has a strong desire for more trees and garden beds. Respondents highlight the importance of greenery not only for its aesthetic appeal but also for environmental sustainability and temperature control in large open spaces. Many express a desire for increased urban greenery to create a more inviting atmosphere, attract more visitors, and enhance the area's overall appeal.
2nd - Updated paving **Average rank 2.7**	Feedback on current paving highlighted concerns about safety, accessibility, and maintenance. There is a strong emphasis on smooth pathways for pedestrians and cyclists. Overall, the consensus is that updating the paving is essential for creating a more welcoming and functional public space.
Equal 3rd - improved stormwater drainage **Average rank 3**	Respondents believed that enhancements were needed to fix current flooding issues within the area.
Equal 3rd – Better lighting **Average rank 3**	Many respondents' express concerns about the current lack of adequate lighting, particularly at night, which contributes to feelings of insecurity and uneasiness. Improved lighting is seen as essential to create a safer environment for pedestrians and deter antisocial behaviour.

Equal 3rd – updated furniture **Average rank 3**	Respondents' express dissatisfaction with the current seating, describing it as uncomfortable and dated. They expressed the need for modern, inviting furniture that complements the unique character of Dickson while providing ample seating for visitors to relax and enjoy the area.
Equal 3rd – bike racks **Average rank 3**	Community members expressed the need for an increase in bike parking in visible areas.
Equal 3rd –playful elements **Average rank 3**	Feedback regarding play features highlights a significant need for family-friendly amenities and play opportunities. Parents express frustration over the lack of options for their children, noting the absence of parks, playgrounds, or play equipment in the area. Suggestions include incorporating subtle urban play opportunities within courtyards and retaining existing features like the sheep. Respondents emphasise the importance of making the area more inviting and accessible for families, especially with the growing population of young children in the neighbourhood.
4th - Wider pedestrian space (zone B) **Average range 3.2**	Feedback regarding wider pedestrian space emphasised the need for improvements to enhance safety, accessibility, and overall attractiveness of the area.
5th – Open space for events **Average range 3.3**	Community feedback was positive about plan to maintain open spaces and minimising clutter to ensure ease of movement, especially for people with disabilities. Some comments were raised over increasing greenery in open space to minimise the eat impact during the warmer months.
6th – Reuse of existing bricks (as feature paving or seating and planter walls) **Average range 3.4**	There is a consensus on the environmental benefits of recycling bricks where possible and preserving the existing atmosphere of the shops. Some residents advocate for incorporating artistic elements using reused bricks while ensuring that decorative features do not compromise pedestrian safety or accessibility.
7th – Public art **Average range 3.5**	Respondents noted that they appreciate the existing public art but emphasise the need for maintenance and additions to prevent the space from becoming generic. There are concerns about safety, particularly at night, which could be addressed not only through better lighting but activation of the space with events and artistic elements.

Zone prioritisation

To understand which areas are in most need of an upgrade, the following survey question was asked:

'Which areas most need an upgrade? Which zones on the map do you think should be the highest priority?'

6 zones were provided to participants for ranking from 1-3 with 1 being the highest priority. The below table shows the average rank for each element. The average rank is the sum of the ranked position of the choice, multiplied by the response count for the position choice, divided by the total 'Count' of the choice. A low average rank indicated higher preference from participants.

Considering that the difference in average score factor across all areas is less than 1, it can be concluded that all zones are regarded as equally important on a priority scale to the community.

Table 2. Zone prioritisation

Zone/area	Number of responses	Average score
Taglietti Square (outside library)	164	1.4
Zone E (laneway along Woolworth)	146	1.4
Zone A (south of post office)	111	2.0
Zone B (stretch between Cowper Street and the post office)	113	2.2
Zone D (eastern-most laneway)	89	2.2
Zone C (smaller courtyards to the south)	133	2.3

Project satisfaction

10 project design elements were provided for participants to rate on a scale of 1 to 10, with 10 being highly satisfied and 1 being not satisfied or design does not address objective. Table 3 provides these elements ranked from highest rating to lowest rating, based on their average score out of 10. All elements showed some level of satisfaction as the rated scores were above 5, but high levels of satisfaction were not seen with the highest score achieved being 6.8. As a follow-up, participants were asked:

'We're interested to know why you liked or disliked elements of the design. Do you have any comments about why you gave the above ratings?'

The following table lists the proposed elements from highest to lowest priority and summarises the feedback provided.

Table 3. Project satisfaction

Ranked elements	Rank	Total score	Average score out of 10
Trees and plantings	**1**	**1715**	**6.8**
	Community members were highly in favour of maintaining existing greenery for shade and character. There are comments surrounding the lack of sufficient plantings and greenery to create a pleasant environment and combat urban heat in open areas. Concerns are also raised about potential obstacles created by new garden beds and the need for accessibility. Additionally, respondents express a desire for native species and regular maintenance.		
Lighting	**2**	**1631**	**6.5**
	Community members considered lighting to be one of the best improvement suggestions for the area. However, respondents emphasised the need for clearer information about proposed improvements, particularly regarding safety features like lighting and CCTV. Respondents stress the importance of effective lighting to enhance feelings of safety, particularly at night. There are also calls for better placement of lighting to discourage theft and improve surveillance. Additionally, respondents' express scepticism about the proposed changes' ability to address safety concerns effectively.		
Refreshing the area while retaining Dickson's distinct character	3	1614	6.4
	Respondents appreciate efforts to refresh the centre, such as updated furniture and paving with planters, but express a desire for more innovative features like space for busking, the public piano, and interactive art. Some worry that proposed changes may destroy existing character, urging that existing elements like public art and play elements to be retained. There were calls for more creativity and consideration of Dickson's distinct vibe.		
	4	1605	6.3

Ranked elements	Rank	Total score	Average score out of 10
Comfort and visual appeal	The proposed design received positive feedback as a significant improvement over the current layout at Dickson Shops, with respondents appreciating the addition of public seating and garden beds creating a more family-friendly atmosphere. However, some individuals suggested incorporating more colour and greenery into the design to further enhance its appeal.		
Space for events and social gatherings	5	1567	6.2
	Respondents appreciated the modern update and the creation of more open spaces, hoping it would alleviate the feeling of congestion in the area. There were also suggestions to enhance specific areas like Taglietti Square for better event hosting. Overall, opinions varied on the effectiveness of the proposed design in facilitating events and fostering a welcoming atmosphere.		
Bike parking	6	1538	6.1
	The respondents emphasised the necessity for increased bike parking in well-lit areas. Additionally, they urged for bike parking to cater to various types of bikes, including electric and suggested the installation of charging stations.		
Accessibility and wayfinding	7	1530	6
	Some members of the public raised concerns about the design's suitability for individuals with mobility issues, particularly those using walking aids. The presence of inadequate wayfinding systems hinders navigation for some users.		
Safety	8	1505	6
	Some respondents expressed doubts about the design's ability to address antisocial behaviour effectively. Overall, there is scepticism about the design's capacity to create a safer environment, with calls for more concrete solutions and a focus on improving pedestrian safety and security.		
Public Art	9	1422	5.6
	Respondents emphasise the importance of preserving existing art elements, while also advocating for the addition of new art pieces to engage and inspire visitors. Overall, there's a call for a balance between modernisation and the retention of Dickson's distinctive charm through thoughtful art integration.		
Play opportunities	10	136	5.5
	Respondents express a desire for playgrounds or other play opportunities inspired by locations like Majura Shops, which offer engaging areas suitable for families. Suggestions include incorporating features like grassy areas, playground equipment, and water splash parks to create inviting spaces for children to play and enjoy.		



Playful elements

To understand opportunities to improve playful elements the following survey question was asked:

'Through consultation, we have heard that there is a desire for the area to be family-friendly, with 'playful elements' and/or play opportunities for all ages. What kind of play opportunities would you most like to see?'

A summary of response themes is provided in Table X.

Table 4. Opportunities for play

Theme	Summary
Urban play features	Incorporating incidental play options, like low walls for balancing, interactive public art, and stepping stones, was suggested. Additionally, seating areas for teenagers beyond standard benches were proposed.
Mixed reactions to play elements	While some advocated for more play opportunities, others emphasised the primary function of the area as a shopping centre, not a playground. Concerns were raised about proposals like water play, with opinions divided on the suitability of such features.
Diverse Play Opportunities:	Various suggestions were made, ranging from traditional playgrounds for children to interactive art installations, natural play elements, and musical features. The importance of considering safety, inclusivity, and the preferences of different age groups was highlighted
Community Engagement and Safety	Feedback noted the need to address safety concerns, including anti-social behaviour and homelessness, to ensure a safe and welcoming environment for play. Suggestions also included creating safer environments for families, improving lighting, and providing clean public toilet facilities.

Additional comments

For the last question, we asked:

'Do you have any additional comments on the proposed design? We are particularly interested in why you liked or disliked elements of the design'

This provided respondents with the opportunity to provide any further feedback on elements mentioned in the proposed upgrade and any additional ideas they may have for the future of Dickson Shops.

Table 5. Additional comments

Theme	Summary
Green space and landscaping 61 responses	A strong focus on increasing greenery within the area was highly valued. Concerns were raised about the discomfort of open spaces without shade during the warmer months. The addition of new planter beds was particularly appreciated.



Active travel 42 responses	A strong demand emerged for more extensive active travel routes and infrastructure such as bike racks. Concerns were raised about inadequate connectivity for active travel to surrounding areas.
Artwork 34 responses	An increase in public art installation was requested
Antisocial behaviour 31 responses	Respondents expressed apprehension that unless the issues of antisocial behaviour and homelessness are effectively addressed, the project's advantages may not be fully actualised, leaving the community feeling insecure in the vicinity. Recommendations included implementing both passive and active surveillance measures, along with increasing police presence.
Safety 27 responses	Enhancing safety and security was considered important
Support 15 responses	Proposed plans were well-received with many feeling that the upgrades were long-awaited and expressing gratitude.

ACT Government | CITY RENEWAL AUTHORITY

Appendix A – Dickson stakeholder maps

DICKSON SHOPS: Businesses



Business location				Business details		Contact details
Map Ref	Block	Section	Level	Business Name	Business Type	Business Owner/Rep.
1	1	30	Ground	The Baptist Union of Australia Incorporated	Religious Organisations	Mathew
3	2	30	Ground	Australia Post	Professional Services	Leesa
4	2	30	Ground	Bakers Delight	Cafe/Restaurant	Holly
5	2	30	Ground	Elaines Gourmet Pie Café	Cafe/Restaurant	Melissa
6	4	30	Ground	Dickson Newsagency	Professional Services	Carolyn
7	4	30	Ground	Capital Chemist Dickson	Health/Medical	Andrea
8	4	30	Ground	Modern Dental Dickson	Health/Medical	Daniel
9	4	30	Ground	Tune BikeWorks	Professional Services	Jesse
10	4	30	Ground	Tip Toe Nail Salon	Hair/Beauty	Kathy
11	5	30	Ground	The Butcher's Shop	Cafe/Restaurant	Ian
12	5	30	Ground	Yu Cafe	Cafe/Restaurant	Olivia
13	5	30	Ground	About Health in Dickson	Grocer	George
14	5	30	Ground	Saigon Asian Foods	Grocer	Tien
15	6	30	Ground	The Source Bulk Foods Dickson	Grocer	Rowan
16	6	30	Ground	Praga Cafe	Cafe/Restaurant	Patryk
17	6	30	Ground	Hudsons of Dickson	Cafe/Restaurant	Tuan
18	6	30	Ground	Vietnamese House Restaurant	Cafe/Restaurant	Kim
19	6	30	Ground	Queen Bee Beauty Studio	Hair/Beauty	Wendy
20	6	30	Ground	Vacant		
21	6	30	Ground	Vacant		
22	7	30	Ground	My Rainbow-Dreams Vegetarian Cafe	Cafe/Restaurant	Rathin
23	7	30	Ground	Vacant		
24	7	30	Ground	Princess Nails Spa and Beauty	Hair/Beauty	Vo
25	7	30	Ground	Best One Barber	Hair/Beauty	Ali
26	7	30	Ground	TSQ Dickson	Retail	Per
27	7	30	Ground	The Dickson Key	Professional Services	Matt
28	7	30	Ground	Good day gift shop	Retail	TBC
29	7	30	Ground	Goodies N More Tobacconist	Retail	Bill
30	7	30	Ground	Centrepiece Creole	Retail	Per
31	7	30	Ground	Trove Canberra	Retail	Abby
32	7	30	Ground	Vacant		
33	7	30	First Floor	Yellow Bridge	Professional Services	Muhammad
34	7	30	First Floor	Dentist at Dickson	Health/Medical	Mallikarjuna
35	7	30	First Floor	Vacant – no signage		
36	7	30	First Floor	Nathan Harris Psychology	Health/Medical	Nathan
37	7	30	First Floor	Empower Living Disability Services Canberra	Professional Services	General
38	7	30	First Floor	Vacant - no signage		
39	7	30	First Floor	Dickson Psychology	Health/Medical	Eliza
40	7	30	First Floor	The Denture Clinic	Health/Medical	General
41	7	30	First Floor	Vacant - no signage	Health/Medical	
42	7	30	First Floor	Eva Boland – Exercise Physiology and Women's Health	Health/Medical	Eva
43	7	30	Second Floor	Awesome Japanese Language & Culture School	Professional Services	Asuka Imamura
44	7	30	Second Floor	Vacant – no signage		
45	7	30	Second Floor	Bec Taylor School of Music	Professional Services	Rebecca
46	7	30	Second Floor	Vacant – no signage		
47	7	30	Second Floor	Brindabella Natural Health	Health/Medical	General
48	7	30	Second Floor	My Canberra Osteopath	Health/Medical	Aaron
49	7	30	Second Floor	Safe Work and Environments	Professional Services	Andrew
50	7	30	Second Floor	Sri Chinmoy Centre	Religious Organisations	General
51	8	30	Ground	BWS	Retail	Shankar
52	8	30	Ground	Commonwealth Bank	Professional Services	Justin
53	10	30	Ground	Dan Murphy's	Retail	Pat
54	21	78	Ground	Dickson Village apartments	Residential	Amber
55	21	78	Ground	Lashbrow Beauty	Hair/Beauty	Benita
56	21	78	Ground	Discount Chemist Cincotta Chemist	Health/Medical	Tracey
57	21	78	Ground	Sushi and more	Cafe/Restaurant	Kiho
58	21	78	Ground	J&J Hair	Hair/Beauty	Eunho
59	21	78	Ground	Coles	Grocer	Aidan
60	24	30	Ground	McDonald's	Cafe/Restaurant	David
61	29	30	Ground	The Healthy Foot	Health/Medical	Mark
62	29	30	Ground	Capital Pathology	Health/Medical	General
63	29	30	Ground	Dickson General Practice	Health/Medical	General
64	29	30	Ground	SportsCare Canberra	Health/Medical	Graeme
65	29	30	Ground	Dickson Medical and Travel Clinic	Health/Medical	Zdenka
66	29	30	Ground	Dickson Park Dental Surgery	Health/Medical	Lucille
67	31	30	Ground	Woolworths	Grocer	Kylie
68	32	30	Ground	Amplifon Dickson	Health/Medical	Leanne
69	32	30	Ground	Rans Masseue	Health/Medical	Ran
70	32	30	Ground	Vacant – no signage		
71	32	30	Ground	Vacant – no signage		
72	32	30	Ground	Solutions Hair Studio	Hair/Beauty	Tien
73	32	30	Ground	Vacant – no signage		
74	32	30	Ground	Booksorted	Professional Services	Christine
75	13	30	Ground	Dickson Library	Public Services	Rav

ACT Government | CITY RENEWAL AUTHORITY

DICKSON SHOPS: Building owners



Unit	Block	Section	Registered Crown Lessee	Mailing
-	1	30	The Baptist Union of Australia Incorporated	Mathew Glowacki 133 Cowper St, Dickson 2602
-	2		Antonio Giorgio Pty Ltd	Antonio Giorgio 16 Bugden Avenue Gowrie ACT 2904
-	4		Harry Notaras Investments Pty Ltd	Harry Notaras 'Baileys Corner' Level 1 Suite 12 143 London Circuit Canberra ACT 2601
-	5		Elgin Pty Limited	Bill Goule GPO Box 1569, Canberra City ACT 2601
-	6		The Owners Unit Plan No 69	C/- LJ Hooker Strata ACT 1st Floor 182-200 City Walk Canberra ACT 2601
1			Sunrose Farm Pty Ltd	21 Alexandra Street Hall ACT 2618
2			Jimmyjaz Pty Ltd	39 Barada Crescent Aranda ACT 2614
3			Connie and Leo Leon	Connie Leon, c/- 806/8 Gribble Street Gungahlin ACT 2913
4 5			Group ownership (refer to Consultation Manager for list of names)	22 Molesworth Street Watson ACT 2602
6			Group ownership (refer to Consultation Manager for list of names)	Kalavrita Pty Ltd 41 Murchison Street Kaleen ACT 2617
7			Anastasios and Maria Totos	Not available
-	7		Gyctarna Investments Pty Ltd	36 Barrington Crescent Amaroo ACT 2914
-	8		Commonwealth Bank of Australia	Commonwealth Bank Place South Level 1, 11 Harbour Street Sydney NSW 2000
-	10		Selvam Holdings Pty Ltd	33 Richmond Road Homebush West NSW 2140
-	21		The Trust Company	Level 19, 60 Castlereagh Street, Sydney
-	24		McDonald's Australia Limited	21 Central Avenue Thornleigh NSW 2120
-	29		The Owners Unit Plan No 470	ACT Strata Management Services PO Box 3208 Weston ACT 2611
1			Mark and Robyn Clayton	Not available
2 3			Karalumba Pty Ltd	3 Nungara Street Aranda ACT 2614
4			Goutree Investments Pty Ltd (1/2 share) and Big G Pty Ltd (1/2 share)	Goutree Investments Pty Ltd 45 Ormiston Circuit, Harrison ACT 2914 Big G Pty Ltd Dickson Park Professional Centre 151 Cowper Street, Dickson ACT 2602
5 6 7			Huynh Family Company Pty Ltd	Unit 24, 11 Joy Cummings Place Belconnen ACT 2617
8			Karen Kim Holas	144 Old Gold Mines Road Sutton NSW 2620
9 10			Huynh Family Company Pty Ltd	Unit 24, 11 Joy Cummings Place Belconnen ACT 2617
-	31		Perpetual Limited	Level 18, 123 Pitt Street Sydney NSW 2000
-	32		Licheni Pty Ltd	23 Mugga Way, Red Hill ACT 2603

Appendix B – Engagement collateral examples

Pop-up collateral - A0 corflutes





Appendix C – Communication collateral examples

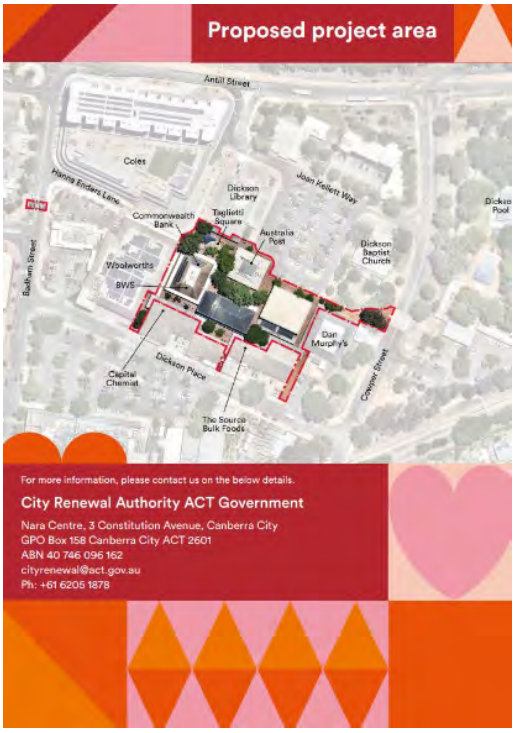
A5 flyer consultation flyer (phase 3)





Drop-in session business promotional flyer (phase 2)





EDM



Draft designs revealed for Dickson Shops upgrade

The draft designs for the Dickson Shops upgrades are in, and we'd like to hear your thoughts.

Building upon previous consultations, improvements are designed to revitalise Dickson Shops and to ensure this popular shopping destination meets growing community needs and complements our recent Woolley Street upgrades and other nearby developments.

Key features:

- Improved paving
- Enhanced lighting and other safety features
- Preservation of mature trees in elevated planters
- Opportunities for incidental play
- Improved pedestrian connections across Badham Street.

Please take a moment to complete the short survey and submit feedback on the draft designs.

Complete the survey

Binder 5,42

UNCLASSIFIED MINISTERIAL BRIEF

Chief Minister, Treasury and Economic Development Directorate

To:	Chief Minister	**Tracking No.:** 24/93662
CC:	Head of Service	
Date:	10 December 2024	
From:	Chief Executive Officer, City Renewal Authority	
Subject:	Upgrade to Dickson Shops Precinct, Stormwater Risk Mitigation Strategies	
Critical Date:	13 December 2024	
Critical Reason:	Timely advice is required to inform the progression of the preferred option.	

Recommendations
That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Agree that the information within this brief be forwarded to the Minister for City and Government Services;

Agreed / Not Agreed / Please Discuss

3. Agree to City Renewal progressing the below risk mitigation strategies for the storm water network within the Dickson Shops Upgrade project site:

Sch 1 1.6

Sch 1 1.6

Sch 1 1.6

Andrew Barr MLA ..../...../.....

Minister's Office Feedback

Background

1. The Dickson Shops Precinct project aims to upgrade the ageing shops, courtyards and laneways to improve safety, amenity, connectivity, and sustainability.
2. In 2022-23 City Renewal scoped the upgrade of the Dickson Shops public realm upgrade and staff became aware of ponding and minor flooding within the Shops. At this time Transport Canberra City Services (TCCS) was not aware of any significant issues with the stormwater.
3. In the 2023-24 Budget City Renewal received $7.18M in capital funding through the City Precinct Renewal Program 2 (CPRP 2) to deliver the project.
4. In August 2023, TCCS identified that the existing stormwater network beneath the shops was defective. The rectification scope was then included in the public realm design (only).
5. In November 2023, City Renewal engaged a Principal Consultant to deliver the design documentation, which is scheduled for completion in early 2025.
6. During design development City Renewal and TCCS collaborated to develop a rectification scope and implementation method. It was concluded that fully replacing the stormwater network would provide the greatest benefit, extend the asset's lifespan and provide best value for money to the Territory.
7. The cost for fully replacing the stormwater is $5.6M including contingency.
8. Sch 1 1.6
9. In August 2024, you issued the City Renewal 2024-25 Statement of Expectations to the City Renewal Authority Board. It identified that the Dickson program should progress public realm upgrades in and around the Dickson Group Centre, including inviting tenders for the construction of the public realm upgrades to the Dickson Shops. City Renewal's 2024-25 Statement of Intent includes the same commitment.

10. In August 2024, City Renewal applied for a Commonwealth Thriving Suburbs grant to secure funding for a comprehensive stormwater upgrade and to establish additional project contingency.

11. On 27 November 2024, City Renewal was informed that the application for the Commonwealth Thriving Suburbs grant had been unsuccessful. City Renewal disagrees with the outcome of the assessment and is pursuing the issue with the Ombudsman.

12. In December 2024, TCCS confirmed it may contribute $500,000 (ex GST) in 2025-26, subject to finalisation of budget allocations, priorities and final contract cost. This will allow the project to undertake minor remedial stormwater works if funding for a full upgrade cannot be found.

Issues

13. The stormwater assets in Dickson Shops are in a poor state of repair, due to tree root ingress, ground movement and asset age causing ponding and flooding throughout the Shops area.

14. The stormwater assets will continue to deteriorate over time.

15. In the last 12 months TCCS has spent approximately $30,000 doing basic repair and tree root removal from the stormwater network.

16. At a future date TCCS will be required, subject to the timing of funding, to undertake a full stormwater upgrade to the Dickson Shops. This will require disruptive and destructive works to the public realm. City Renewal's public realm design will take a future upgrade into account where possible, however some abortive works will be unavoidable. This may include different paving materials to allow for later ease of access, techniques to minimise current pooling such as spoon drains, and the diversion of surface water into garden beds.

17. There is insufficient funding to undertake a full stormwater replacement.

18. Remediation strategies for the storm water network within the Dickson Shops Upgrade project site are provided in Table 1.



each option has been undertaken in developing the proposed options, refer to Attachment A - Risk Register.

Sch 1 1.6

21. City Renewal will continue to pursue the Thriving Suburbs Grant via the Ombudsman process.

22. If the project is delayed or cancelled City Renewal will fail to meet its obligations under the 2024-25 Statements of Expectation and Intent.

23. The nearby Tradies' mixed-use development is expected to commence construction of a multi-stage precinct adjacent to the Dickson Shops in 2025-26. City Renewal is expecting construction to commence within the next 12 months. Delay in starting the Dickson Shops project will lead to the public realm upgrade works occurring entirely simultaneously with the Tradies' development project and likely requiring deferral of the shops upgrade until after completion of the development.

24. As a result, Option 3 is considered in reserve of Options 1 and 2.

Financial Implications

25. City Renewal has $7.18M (ex GST) in capital funding through the City Precinct Renewal Program 2 (CPRP 2) to complete the project.

Sch 1 1.6

Consultation

Internal

28. The stormwater network remediation options will be presented to the City Renewal Authority Board.

Cross Directorate

29. TCCS is responsible for the stormwater assets beneath the Dickson shops upgrades. Remediating the defective assets will benefit the community and preserve the deliverables of the project.

30. City Renewal is taking the lead in relation to funding requests, including applying to the Commonwealth's Thriving Suburbs Program.

External

Work Health and Safety

32. Nil.

Benefits/Sensitivities

33. Performing the rectification work alongside the Dickson Shops Upgrade project will minimise future disruptions, enhance infrastructure delivery efficiency, and result in cost savings for the Territory.

34. Adjacent to the Dickson Shops, the Tradies' is currently progressing design work to deliver a mixed used precinct over the next 5-8 years. A delay in starting the Dickson Shops project will lead to the public realm upgrade works occurring entirely simultaneously with the Tradies' development project. This overlapping schedule will have additional disruption impacts on the Dickson Community. Commencing construction within the current project program will reduce the likelihood of any simultaneous disruptions and may require the Dickson Shops work to be delayed some years.

35. If the current condition of the stormwater network is not addressed via a full upgrade, there will be some (partially mitigated through detailed design process) impacts on the community and the new public realm. City Renewal's public realm design will look to minimise pooling of runoff and take a future stormwater upgrade into account where possible, however some abortive works will be unavoidable. Public realm design techniques to minimise pooling may include surface level drainage such as spoon drains, and the diversion of surface water into garden beds.

36. Since the establishment of City Renewal, the Dickson Community has requested upgrades to the shops area.

37. During this time, the Dickson Resident's Group (DRG) has raised concerns about the poor condition of the Dickson Shops and has advocated for public realm upgrades. On 3 December 2024, the DRG wrote to you, expressing concern that the Dickson Shops upgrade might fail to achieve broader urban renewal outcomes due to other challenges faced in Dickson. A response is being prepared.

38. It is noted that broader Dickson Streetscape Master Plan designs are subject to current public consultation and engagement with private developers, including the Tradies', to ensure consistency. There is a potential to deliver portions of new public realm as part of their works.

39. Following completion of the Dickson Streetscape Master Plan in mid-2025, a Ministerial Brief will be provided for your consideration, seeking full (or partial) funding for the balance of works, through the 2026-27 budget business case process.

Communications, media and engagement implications

40. The proposal has not been subject to community consultation or public announcements.

Signatory Name: Craig Gillman Phone Sch 2.2(a)(ii)

Action Officer: Reuben Pellizzer Phone

Attachments

Attachment	Title
Attachment A	Options Risk Register

Sch 1 1.6, Sch 2.2(a)(xvi)

Sch 1 1.6, Sch 2.2(a)(xvi)

Binder 5,50

Sch 1 1.6, Sch 2.2(a)(xvi)

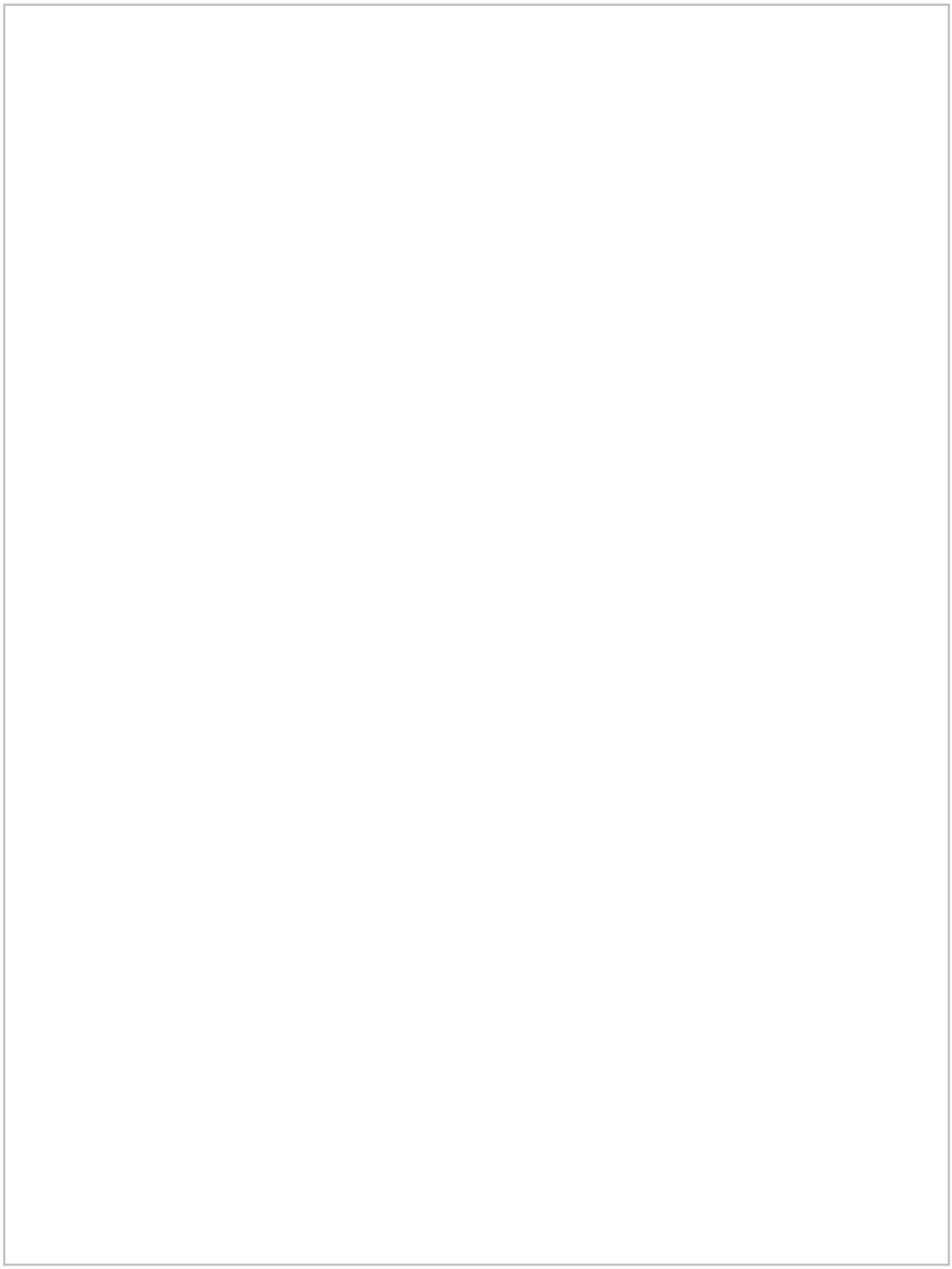
Binder 5,51

From: McGuire, Anna
To: EPSDD DLO
Cc: RATTENBURY
Subject: FW: Proposed tree removal at Dickson shopping centre
Date: Thursday, 19 September 2024 12:38:26 PM
Attachments: image001.jpg

Hi Michelle
Can EPSDD please respond to Sch 2.2(a)(ii)
Thanks
Anna

From: Sch 2.2(a)(ii) >
Sent: Tuesday, September 17, 2024 6:42 PM
To: RATTENBURY <RATTENBURY@act.gov.au>
Subject: Proposed tree removal at Dickson shopping centre
[You don't often get email from Sch 2.2(a)(ii) Learn why this is important at https://aka.ms/LearnAboutSenderIdentification]

Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe.



Sent from my iPad

Hi Shane,
I am a resident of Dickson and I'm concerned about the ACT Governments
Proposed plans to make changes to the Dickson shopping centre which includes removal of some trees possibly including the tree in the attached photo. The tree in the photo sits outside Dan Murphy's. Other trees included for proposed removal are deciduous and provide shade in the paved area outside the Dickson library.
I'm not sure if you are away of the new plans to 'update ' the shopping centre , my concern is that no tree should be removed.

Binder 5,53

I realise you are busy with pre election matters however could you please follow up this issue to prevent the removal of healthy trees in the shopping centre.
Thank you and good luck in the election.
Regards,
Sch 2.2(a)(ii)

Binder 5,54

ACT Government | CITY RENEWAL AUTHORITY

City Renewal Authority|
ACT Government
ABN 40 746 096 162
T 02 6205 1878
CityRenewal@act.gov.au

Nara Centre
Ground Floor
3 Constitution Avenue
Canberra City

GPO Box 158
Canberra City
ACT 2601

CityRenewalCBR.com.au
@CityRenewalCBR

26 September 2024

Sch 2.2(a)(ii)

Dear Sch 2.2(a)(ii)

Trees at the Dickson Shops

I refer to your email of 14 September 2024 to Member for Kurrajong, Shane Rattenbury MLA, about the retention of trees at the Dickson Shops. I am responding as the ACT Government is currently under caretaker arrangements in the lead up to the ACT Election.

As you are aware, an upgrade to public spaces at the Dickson Shops is being planned to revitalise this well-loved but ageing community and shopping precinct. We understand how important the existing trees are to the community, providing shade, summer cooling, biodiversity and beauty. I am pleased to advise the City Renewal Authority currently plans to retain the pistachio tree shown in the photo you provided. Sadly, there are approximately 7 small trees throughout the shops area that have been unable to thrive due to poor growing conditions or are in positions that restrict accessibility, which may need to be removed. If removed, they would be replaced with substantially more trees, in improved locations and growing conditions. The trees will have improved access to water and soil to help them flourish. All large existing trees will be retained.

While tree removal is never taken lightly, this will enable us to ultimately achieve a greener, more climate resilient and more accessible community precinct.

Thank you for raising your concerns with me. I trust the information provided is helpful.

Regards,

Craig Gillman
Chief Executive Officer
City Renewal Authority

Binder 5,55

UNCLASSIFIED MINISTERIAL BRIEF

Chief Minister, Treasury and Economic Development Directorate

To:	Chief Minister	**Tracking No.:** 24/111918
CC:	Head of Service	
Date:	13 November 2024	
From:	Chief Executive Officer, City Renewal Authority	
Subject:	Dickson Shops Thriving Suburbs Grant	
Critical Date:	22 November 2024	
Critical Reason:	To provide an update regarding the Commonwealth Thriving Suburbs Grant Program for Dickson Shops	

Recommendations
That you:

1. **Note** the information contained in this brief.

Noted / Please Discuss

Andrew Barr MLA 21/11/24

Minister's Office Feedback

Background
Thriving Suburbs Program

1. The Australian Government has committed $350 million over 3 years, from 2024-25 to 2026-27, for the Thriving Suburbs Program to deliver investment in community infrastructure projects.
2. The program provides funding of between $500,000 and $15 million to local government entities and incorporated not-for-profit organisations for capital works projects that enhance liveability, strengthen social cohesion and support local amenity in urban, suburban and peri-urban communities across Australia's Greater Capital City Statistical Areas.

3. The objectives of the Thriving Suburbs Program are:

   - constructing or upgrading community infrastructure that fills an identified and immediate gap or unmet need for community infrastructure, particularly for communities that have experienced substantial growth.
   - contributing to achieving social outcomes and increased community cohesion, liveability and accessibility for urban, suburban and peri-urban growth areas, fringe areas and inner suburbs.
   - strategic alignment with the Australian Government's National Urban Policy to deliver targeted and place based investment that promotes sustainable growth and enables communities to thrive.

4. The program is open and competitive with funding awarded on a merit basis.

The Dickson Shops upgrade application

5. The Dickson Shops upgrade aims to improve the public realm of the busy shopping precinct to meet the needs of its growing multicultural community. The precinct has a strong sense of community, supported by local traders and services. The upgrade will create a safe, accessible, well-connected, and sustainable environment that responds to community needs, encourages private reinvestment, and ensures the shops continue to thrive.

6. In July 2023 the City Renewal Authority (the Authority) received $7.18M in capital funding through the City Precinct Renewal Program 2 (CPRP 2) to complete the design and delivery of the project.

7. In August 2023, during development of a design brief for public tender, it was identified that periodic minor flooding in the shops was due to failures in the stormwater network. The Authority therefore included stormwater design within the design tender, with Transport Canberra and City Services (TCCS) funding the design fee. The CPRP 2 funding does not include capital funding for a stormwater network upgrade.

8. In November 2023 the Authority engaged a design team led by OCULUS to deliver design and construction documentation. This is currently scheduled for completion by the end of 2024.

Sch 1 1.6

10. In August 2024 the Authority submitted a grant application via the Commonwealth Thriving Suburbs grant process for project funding for the Dickson Shops (refer Attachment A).

11. The requested funding was $6,390,000. The submission value was determined by the maximum project funding available by the Commonwealth of 50%. It also allowed for the highest scope options for the public realm upgrade and stormwater to provide a more resilient outcome.

Sch 2.2(a)(xvi), Sch 2.2(a)(x)

16. Construction of the Dickson Shops upgrade is currently scheduled for mid-2025.

Issues

Sch 2.2(a)(xvi), Sch 2.2(a)(x)

Financial Implications

20. The Authority requested $6,390,000 in funding for the Dickson Shops upgrade. The submission value was determined by the maximum project funding available by the Commonwealth of 50%. It also allowed for the highest scope options for the public realm upgrade and stormwater to provide a more resilient outcome.

Consultation

Internal

21. Not applicable.

Cross Directorate

22. The Authority notified TCCS (stormwater asset owner) and Major Projects Canberra (now called Infrastructure Canberra) (delivery partner) as part of the grant's application.

External

23. Not applicable.

Work Health and Safety

Benefits/Sensitivities

25. If successful, the grants application will allow for a full stormwater upgrade to the Dickson Shops which is currently not funded by TCCS. Upgrading the stormwater during the public realm delivery will present better value for money to the Territory and reduce the likelihood of stormwater work in future years.

Communications, media and engagement implications

26. Not applicable.

Signatory Name:	Craig Gillman - Chief Executive Officer	Phone: Sch 2.2(a)(ii)
Action Officer:	Lucy Wilson – A/EGM Urbanisation Renewal	Phone: Sch 2.2(a)(ii)

Attachments

Attachment	**Title**
Attachment A	Thriving Suburbs Grant Application
Attachment B	CEO Letter to Assistant Secretary

Binder 5,59

Your application (TSP000273) for:

Thriving Suburbs Program

Application summary

Application ID

TSP000273

Application title

TSP - City Renewal Authority

Program name

Thriving Suburbs Program

Applicant

City Renewal Authority

Submitted date

26/08/2024

Binder 5,60

Program selection

City Renewal Authority

Are you a trustee acting on behalf of a trust?

No

Do you have an ABN?

Yes

Entity details

What is your ABN?

40746096162

Legal name

City Renewal Authority

Business name

City Renewal Authority

Date registered

20/06/2017

GST registered

Yes

Are you a charity registered with the Australian Charities and Not-for-profits Commission (ACNC)?

No

Are you a not-for-profit?

No

Program Selection

What program are you applying for?

Thriving Suburbs Program

Component

Thriving Suburbs Program

Eligibility

Do you have an Australian Business Number (ABN) or Office of the Registrar of Indigenous Corporations (ORIC) registration?

Yes

Select which category your entity falls under.

a local government agency or body

Will you deliver the project in an eligible location?

Yes

Will your project be shovel ready at the time of signing a funding agreement?

Yes

Do you own the land/infrastructure being upgraded or built upon or have the landowner's permission to use the land/infrastructure?

Yes

Do you have evidence of both incorporation and not-for-profit status?

Not applicable for LGA entity

Do you have evidence of all cash contributions from another source?

Yes

Which co-funding group do you align to (as per section 3 of the guidelines)?

Group 3

Binder 5,63

Applicant address

Applicant street address

Is the address located in Australia?

Yes

Address details

Canberra Nara Centre
3 Constitution Avenue
Canberra City ACT 2601
Australia

Applicant postal address

Is the address located in Australia?

Yes

Address details

GPO Box 158
Canberra City ACT 2601
Australia

Key contacts

Primary contact

Title

Ms

Given name

Lucy

Family name

Wilson

Sch 2.2(a)(ii)

Email address

lucy.wilson@act.gov.au

Relationship to applicant

Employee

Binder 5,65

About your organisation

Indigenous organisations

Is your organisation Indigenous owned?

No

Is your organisation Indigenous controlled?

No

Binder 5,66

Project information

Project title and description

Project title

Dickson shops revitalisation

Brief project description for publication

The Dickson shops revitalisation project aims to improve the public realm in this busy local shopping precinct to meet the needs of its growing multicultural community. The precinct has a strong sense of community, supported by local traders and services, but suffers from ageing infrastructure, cluttered spaces, flooding, dark narrow laneways, and safety concerns. The revitalisation will create a safe, accessible, well-connected, and sustainable environment that responds to community needs, encourages private reinvestment, and ensures the shops continue to thrive.

Binder 5,67

Detailed project description and key activities

Detailed project description and key activities

The Dickson shops precinct is located in one of Canberra's oldest group centres and is frequently visited by Canberrans for its unique collection of local traders, community services and dining offerings. It also functions as a community services hub hosting the Inner North Community Health and Walk-In Centres, the Dickson library and a local post office. It is within comfortable walking distance to a public transport hub for buses and light rail and is adjacent to the Dickson swimming pool and Common Ground, a social and affordable housing development.

Dickson is experiencing strong population, dwelling and employment growth that exceeds the ACT average and is projected to continue. There has been significant recent redevelopment of the area, much of which has transformed open surface carparks into new high-density residential and commercial buildings, including office accommodation and retail.

These new developments are in stark contrast to the 1960s shopping precinct with its ageing infrastructure in poor condition, cluttered spaces prone to flooding, dark narrow laneways and perceived lack of safety. Many elderly community members visit the precinct and business owners report frequent incidents of people tripping on uneven paving.

To ensure this precinct can continue to thrive and meet the needs of its growing community, the City Renewal Authority aims to create a safe, welcoming, inclusive and family friendly community shopping hub. The upgrades are focussed on creating a sustainable public space that encourages people to visit and stay longer, driving social and economic activity in the process. This will be achieved through upgrades of paving (including widened footpaths), lighting, furniture and landscaping; the installation of artwork and play elements; improved wayfinding and connections; and the resolution of courtyard flooding issues.

This project builds on the 2022-23 public realm upgrades in Woolley Street, Dickson and is part of a broader masterplan to revitalise the Dickson Group Centre streetscapes to create a vibrant urban centre that offers a welcoming, well-connected, safe and thriving economic and social hub that retains its multicultural uses, strong sense of identity and community focus.

This project is being progressed in consultation with the local community. To date, the City Renewal Authority has sought community, local business and key stakeholder input to inform the design of the public realm upgrades (for example see https://yoursayconversations.act.gov.au/revitalisation-dickson-shops). This has included a partnership with the University of Canberra to create 3D tactile models to facilitate consultation with the Canberra Blind Society (https://www.act.gov.au/cityrenewal/blog/city-renews/tactile-map-elevates-accessibility-at-dickson-shops).

Community consultation was received positively, with a strong desire for the upgrades to take place. Key insights from the consultation processes highlighted a desire for more trees and plants, bike racks in highly visible locations and better lighting to improve safety. Play and accessibility were also important to respondents. These priorities have been incorporated into the designs.

Due diligence studies and the preliminary designs for the upgrades are complete and have been approved by the relevant authorities. Subject to funding, the City Renewal Authority will be ready to procure a construction contractor in early 2025. Construction works, including demolition, is anticipated to take around 15 months and will be staged to minimise the impacts on surrounding businesses.
This project will be delivered in partnership with the Transport Canberra and City Services Directorate (TCCS), who is the asset owner of the public realm and an approving authority for the works.

The City Renewal Authority's role extends beyond construction of the new public realm. Once complete, the City Renewal Authority will curate, activate and maintain the space to promote its use and ensure the benefits are ongoing.

Binder 5,69

Project outcomes

Summary of expected project outcomes

The vision for this project is for the Dickson shops to be a safe, welcoming, inclusive and family friendly community shopping hub.

Through the revitalisation of the public realm, this project seeks to:
• improve visitors' feelings of safety and wellbeing though improved lighting and landscaping
• maintain Dickson's unique character whilst providing a modern shopping experience
• encourage social connection and generate a hub of activity by creating attractive places where people choose to spend time and activations can occur
• help visitors navigate the precinct with improved connections, decluttered spaces and new wayfinding features
• improve environmental sustainability through increased canopy coverage, biodiversity and permeable surfaces
• support local businesses through increased footfall
• resolve drainage issues to prevent flooding in the courtyards.

The upgrades are designed to enhance the unique identity of the precinct's culture, history and village character, and celebrate the diversity of its commercial and community-centred offerings. The upgrades will create an inviting public space that people will want to visit and enjoy being in. This will result in increased visitation and longer dwell times, leading to a boost in trade for local businesses and improved economic activity for the Dickson Group Centre.

The desired project outcomes are to deliver:
• a high-quality, comfortable and attractive public realm experience that is safe, accessible and legible both day and night
• support local businesses by providing a modern and competitive public realm experience
• opportunities for play and fun for all ages, as well as events and social gatherings
• strengthened pedestrian and cycling connections to surrounding areas, particularly public transport (light rail and buses), Dickson Pool, dining opportunities around Woolley Street, the Dickson wetlands and active travel routes along Sullivans Creek
• improved environmental and social sustainability outcomes for the

Binder 5,70

precinct.

Key measurables for the project include:
• increased footfall, dwell times, user diversity, perceptions of safety, economic activity for local businesses, outdoor dining permit applications and night-time activity
• decreased safety incidents (traffic related and criminal / anti-social behaviour), Fix My Street requests and flooding
• improved thermal comfort and climate resilience (plant diversity and permeable surfaces).

Project duration

Estimated project start date

03/02/2025

Estimated project end date

31/12/2026

Estimated project duration (in months)

23

Project milestones

Milestone title

Approach to Market and contract award

Milestone description

Undertake public tender according to the requirements of the Territory's procurement legislation and regulations.

Award contract to preferred supplier based on value for money offering inclusive of WHS, quality, experience and ability to deliver.

[Note, while Document Readiness for this project will be complete before the end of 2024, local industry shut down over the Christmas/New year period necessitates that the approach to market takes place in early 2025.]

Estimated start date

03/02/2025

Binder 5,71

Estimated end date

08/05/2025

Milestone title

Pre-construction planning and engagement

Milestone description

Prior to construction commencing, the Authority and contractor will undertake engagement and planning with the community and key stakeholders to support business continuity, awareness of the project and test the staging plan.

Estimated start date

09/05/2025

Estimated end date

31/07/2025

Milestone title

Site establishment

Milestone description

Site set up by contractor with all necessary facilities and safety measures. Including organising any temporary facilities required to support work on-site. The contractor will be encouraged to utilise vacant properties to reduce their site footprint and support local building owners.

Estimated start date

01/08/2025

Estimated end date

12/09/2025

Milestone title

Construction - stage 1

Binder 5,72

Milestone description

Zone C (small courtyards)

Each stage will complete the full scope of works including demolition, drainage repairs and rectification, and public realm upgrades.
Note, construction milestones are subject to contractor's methodology and will be finalised with the preferred supplier. The works will be staged to minimise impacts on surrounding businesses

Estimated start date

15/09/2025

Estimated end date

07/11/2025

Milestone title

Construction - Stage 2

Milestone description

Zone E (Woolworths laneway)
(includes Christmas / New Year industry shut down period)

Each stage will complete the full scope of works including demolition, drainage repairs and rectification, and public realm upgrades.
Note, construction milestones are subject to contractor's methodology and will be finalised with the preferred supplier. The works will be staged to minimise impacts on surrounding businesses

Estimated start date

10/11/2025

Estimated end date

13/02/2026

Milestone title

Construction - Stage 3

Binder 5,73

Milestone description

Zone D (laneway near Dan Murphy's)

Each stage will complete the full scope of works including demolition, drainage repairs and rectification, and public realm upgrades.
Note, construction milestones are subject to contractor's methodology and will be finalised with the preferred supplier. The works will be staged to minimise impacts on surrounding businesses.

Estimated start date

16/02/2026

Estimated end date

27/03/2026

Milestone title

Construction - Stage 4

Milestone description

Zone A (central courtyards outside post office)

Each stage will complete the full scope of works including demolition, drainage repairs and rectification, and public realm upgrades.
Note, construction milestones are subject to contractor's methodology and will be finalised with the preferred supplier. The works will be staged to minimise impacts on surrounding businesses

Estimated start date

30/03/2026

Estimated end date

30/06/2026

Milestone title

Construction - Stage 5

Milestone description

Talietti Square

Each stage will complete the full scope of works including demolition, drainage repairs and rectification, and public realm upgrades.
Note, construction milestones are subject to contractor's methodology and will be finalised with the preferred supplier. The works will be staged to minimise impacts on surrounding businesses

Estimated start date

01/07/2026

Estimated end date

28/08/2026

Milestone title

Construction - Stage 6

Milestone description

Zone B (linear zone from Cowper Street to post office)

Each stage will complete the full scope of works including demolition, drainage repairs and rectification, and public realm upgrades.
Note, construction milestones are subject to contractor's methodology and will be finalised with the preferred supplier. The works will be staged to minimise impacts on surrounding businesses.

Estimated start date

31/08/2026

Estimated end date

23/10/2026

Milestone title

Practical Completion

Milestone description

All areas open to the public and work is substantially complete allowing for possession of site by ACT Government.

Estimated start date

26/10/2026

Binder 5,75

Estimated end date

30/10/2026

Project location

Project site 1

Dickson Place
Dickson ACT 2602
Australia

Estimated % of project value expected to be undertaken at site

100

Project partners

No Project partners found for this Application.

Binder 5,77

Project budget

Binder 5,78

Eligible expenditure

Head of expenditure	Financial year	Total
External labour hire		$0
External labour hire	2024/25	$0
External labour hire	2025/26	$0
External labour hire	2026/27	$0
Pre-construction activities Up to 20% of total eligible expenditure		$61,364
Pre-construction activities	2024/25	$61,364
Pre-construction activities	2025/26	$0
Pre-construction activities	2026/27	$0
Contract Expenditure		Sch 2.2(a)(xi)
Contract Expenditure	2024/25	
Contract Expenditure	2025/26	
Contract Expenditure	2026/27	
Hired/leased plant		$0
Hired/leased plant	2024/25	$0
Hired/leased plant	2025/26	$0
Hired/leased plant	2026/27	$0
Materials for construction		$6,752,446
Materials for construction	2024/25	$0
Total project expenditure		$13,136,393

Binder 5,79

Head of expenditure	Financial year	Total
Materials for construction	2025/26	$4,501,631
Materials for construction	2026/27	$2,250,815
Other		$3,759,800
Other	2024/25	$0
Other	2025/26	$2,685,571
Other	2026/27	$1,074,229
Total project expenditure		$13,136,393

Financial year	Costs
2024/25	$61,364
2025/26	$9,017,761
2026/27	$4,057,268
Total project expenditure	$13,136,393

Details of 'Other' eligible expenditure

Escalation, Principal Authorised Person fees, contingencies, construction contractor stakeholder engagement provision

Grant amount sought

Select the co-funding group for your project.

Group 3

Grant amount sought

$ 6,390,000

Contributions

Binder 5,80

Applicant contribution

Name of contributor

City Renewal Authority

Details of contribution

Contribution type	Due date	Amount	Description
Cash	3/02/2025	$6,746,393	The City Renewal Authority was appropriated through the 2023-24 ACT Budget (over 2023-24 to 2026-27) to continue implementation of the City Precinct Renewal Program - see Renewing Canberra's city precinct initiative. $7.18 million was committed to this project (for design and construction) under this initiative. Funding for design has been expended and construction is partially
Total		$6,746,393	

Contribution type	Due date	Amount	Description
			funded. Additional funding, as sought through this grants process, is required to construct the upgrades as per the design documentation.
Total		$6,746,393	

Other contribution

State, territory or local government grant

Assessment criteria

Binder 5,84

Assessment criterion 1

Contribution to social and community inclusion

(Score out of 40)

This project directly responds to the needs of the community, as defined through multiple rounds of community consultation, and will benefit all residents, businesses and visitors in the precinct for many years to come. Through open and targeted consultation on the project site the community told us they:
- want an accessible public realm that removes physical barriers such as poorly placed infrastructure and trip hazards
- want more greenery to improve aesthetics, provide shade, attract visitors and mitigate environmental impacts
- are concerned about safety due to inadequate lighting, impinged sight lines and lack of passive surveillance
- want the character of the place retained and enhanced
- want improved connectivity and accessibility
- want play opportunities
- want flooding issues to be fixed
(see https://hdp-au-prod-app-act-yoursay-files.s3.ap-southeast-2.amazonaws.com/5417/1945/6921/Dickson_Shops_-_Listening_Report.pdf)
The upgrades have been designed to address these matters and our place management program post-completion will help to ensure the area continues to be well maintained and activated so the benefits are ongoing.
Public spaces, including shopping centres, play a key role in urban life for recreation, social connection and wellbeing. The wellbeing impacts of this project will be sustained and direct. They will benefit residents, workers, visitors and businesses alike, and will include:
- economic development – the well-designed and visually appealing public spaces will attract businesses, visitors, and investment. This will contribute to local economic growth, increased property values, and job creation. The older shopping area appears neglected in comparison to the adjacent new retail development. Lifting the visual appeal of this space will encourage visitors to traverse the entire precinct
- community cohesion – the public spaces of Dickson act as gathering places where people interact, socialise, and build relationships. Improving these spaces will strengthen community bonds and the sense of pride and ownership

- increased social interaction – the revitalised spaces will encourage people to dwell longer and interact more, leading to better mental health and reducing loneliness (according to Census data, a third of Dickson residents live alone). They will foster collaboration, networking, and cultural exchange among individuals from diverse backgrounds
- environmental sustainability – the sustainable infrastructure will improve air quality, increase the canopy cover, increase permeable surfaces, reduce urban heat island effects, improve biodiversity, and manage stormwater runoff
- safety and security - attractive public realm leads to an increased sense of safety and security. According to our 2023 community survey, 1 in 5 respondents felt the area was very or somewhat unsafe. Recent crime statistics show offences have significantly increased in Dickson over the past five years, with total number of recorded offences up 50% driven by increases in assaults and theft. The well-lit, well-designed and well-maintained spaces will deter anti-social and criminal activities and make people feel more comfortable using the area, thus reducing crime rates and vandalism. Other design outcomes related to Crime Prevent Through Environmental Design principles such as decluttering and improving sight lines will further increase the feeling of safety
- access and connectivity – walkability and connections between public transport (light rail and buses) and community services will be improved. Use of other modes of active travel will be encouraged through, for example, improved cycling facilities. According to the 2021 Census, the residents of Dickson are significantly more likely to ride, walk or use public transport to get to work.

The Authority's guiding principles outline our commitment to collaboration and social inclusion. Delivering and supporting a high-quality public space is known to facilitate positive social behaviour that improves vulnerable people's experiences and perceptions of safety in public spaces. This can increase their sense of belonging and willingness to fully participate in community life. The Authority takes an inclusive approach through its design initiatives - our designs are informed by open and targeted stakeholder engagement processes and are mindful of relevant policies and frameworks such as the Gender Sensitive Urban Design Framework.

The Authority's work is evidence based, responding to research and data. The Authority maintains a Place Success Dashboard, which includes data for footfall, walkability, dwell time, canopy cover, perceptions of safety, consumer sentiment, development activity, event counts and more. This information is gathered from various sources both internal and external to the ACT Government, and includes data purchased for third party

providers. The dashboard is an important evaluation and planning tool for the Authority.

Assessment criterion 2

Alignment with Government strategic priorities

(Score out of 20)

In addition to the information provided elsewhere in this application that supports our claim, we note the following in relation to how this project, and more broadly the work of the City Renewal Authority, supports Governments' priorities.

Under its Act (https://www.legislation.act.gov.au/a/2017-12/) the Authority is charged with shaping the growth of the central parts of Canberra to make it a great place to live, explore and enjoy. In partnership with the community, the Authority aims to create a thriving city heart through the delivery of design-led and people-focused urban renewal with a focus on social and environmental sustainability. The Authority works within the bounds of the City Renewal Precinct, for which it has a place-based 30+ year urban renewal plan – the City Precinct Renewal Program (https://www.act.gov.au/__data/assets/pdf_file/0005/1539743/City-Renewal-Program.pdf).

The objectives of the Authority and this project are well aligned with the National Urban Policy's goals and objectives.

Liveable: the project aims to create a safe, well designed and well-built public realm that improves wellbeing and connections within the community. It will do this by:
- increasing green infrastructure with additional trees and plants
- providing greater opportunities for cultural connection and social interaction by providing intergenerational seating opportunities and applying caring for country design techniques
- improving actual and perceived safety through improved lighting
- improving connections to community services and places of employment from active and public modes of transport by delivering wayfinding and a legible public realm
- preserving its character as a multicultural hub and its history as one of Canberra's oldest group centres by retaining key elements.

The Authority's design management guidelines are consistent with best practice guidelines and principles, such as Creating Places for people,

Crime Prevention through Environmental Design, Gender Sensitive Urban Design, and the ACT Territory Plan and Design Guides.

The Authority has strong connections with the local First Nations community, who provide regular input to our projects. Engagement focuses on self-determination to balance cultural load. The Dickson Shops design includes local planting materials, consideration of local materials and colours, and other areas that reflect the local First Nations culture.

The Authority continues to engage with the Dickson Residents Group, who represent local businesses and residents. The design process included opportunities for design review by the group, with feedback being incorporated into the design. For example, the design has retained areas of red brick, which also adds sustainability benefits to the project including circular economy principles.

Equitable: the project area will be accessible and inclusive, catering to the needs of all community members. It will do this through:
- applying accessible design principles to all areas of the design
- consulting with a broad range of stakeholders to inform its designs
- improving connectivity and accessibility to ensure the public realm is easy for all users to navigate
- embracing the multicultural character of Dickson.
The community-led place proposition and action plan for the renewal of the project site is outlined through the Dickson Place Plan (https://www.act.gov.au/__data/assets/pdf_file/0011/1296947/CRA-Place-Reports-Dickson-Action-and-Proposition-Plan-AW6-PAGES.pdf).

Productive: the project will contribute to economic growth through:
- leveraging the investment in light rail, which connects Dickson with other employment hubs such as the Gungahlin town centre and city centre
- supporting the night-time economy through walkable, safe, well-lit streets
- encouraging increases in footfall and dwell time adjacent to local business frontages
- encouraging private investment in surrounding buildings through public investment

Sustainable: the Authority as adopted four key principles that are actively applied to all initiatives, including this project:

- resilience and climate-wise design thorough material and plant selection
- social and economic vibrancy by providing a modern safe public realm and event enabling infrastructure
- sustainable use of resources through the recycling of materials
- active healthy living and travel by providing infrastructure to encourage active travel use

(see the Authority's Sustainability Strategy https://www.act.gov.au/__data/assets/pdf_file/0006/1699800/00.-2021-Sustainability-Strategy_FINAL-A28057863.pdf)

Resilient: the upgrades will contribute to the resilience of the project site through:

- increasing green infrastructure, including the tree canopy to 30% to reduce urban heat effects
- addressing drainage concerns to eradicate flooding issues
- attracting footfall to small local businesses to help them compete with adjacent new large retail offerings

Binder 5,90

Assessment criterion 3

Capacity, capability and resources to deliver and sustain the project

(Score out of 40)

The City Renewal Authority has a proven track record of successfully delivering public realm projects across the City Renewal Precinct, including:

- City Walk upgrades (completed 2020). This project has received multiple design awards and has contributed to a 340% increase in evening visitation to the area, which is the central spine of the city centre (https://www.act.gov.au/cityrenewal/blog/city-renews/city-walk-wins-national-design-award-with-further-upgrades-planned).

- Acton Waterfront Boardwalk (completed 2022). This project was recognised by the Master Builders Association for construction excellence (https://www.act.gov.au/cityrenewal/blog/city-renews/acton-waterfront-recognised-for-construction-excellence). Future aspects of this precinct include a lakeside parkland and mixed-use estate.

- Sydney and Melbourne Buildings laneway upgrades (2023). This project facilitated the activation of the lanes, including outdoor dining, and improved safety through additional lighting, decluttering and waste management (https://www.act.gov.au/cityrenewal/blog/city-renews/historic-odgers-and-verity-lanes-upgraded).

- Woolley Street, Dickson streetscape upgrades (completed 2023). These upgrades are adjacent to the project area and were sensitive to the character (Asian Eat Street) of the area (https://www.act.gov.au/cityrenewal/places/dickson/woolley-street-upgrades).

- Lonsdale Street, Braddon streetscape upgrades (completed 2024). These upgrades addressed community feedback to create accessible, safe and attractive public realm in a mixed-use precinct (https://www.act.gov.au/cityrenewal/blog/city-renews/lonsdale-street-receives-a-pedestrian-friendly-upgrade).

The Authority works in partnership with Major Projects Canberra (MPC, as the agency responsible for infrastructure procurement and contract

management for the ACT Government) and the Transport Canberra and City Services Directorate (TCCS, as the approving authority and final asset owner) to deliver its capital works projects. As part of this partnership, MPC identify and contract appropriate suppliers through a prequalification scheme. The scheme aims to:
• implement good risk management practices to minimise risk
• promote environmentally sustainable practices in the construction industry
• encourage efficiencies in tendering processes to make it easier for firms to do business with the ACT Government.

The Authority has an embedded project management framework to guide the planning and delivery of all its projects. This includes rigorous processes and monitoring around risk, Work Health and Safety, design management, communications and engagement, budgets, schedule, quality and change management. At the top of the Authority's project governance structure is an independent Board, established under our Act.

The Authority's successful place management, activation and marketing programs ensure its projects continue to generate benefits in the years following completion:
• our dedicated place management team ensures project areas are well maintained and clean
• our activation program includes an annual calendar of public events and activations to encourage community use of project areas
• our marketing program promotes and brings attention to project areas.

Together these activities create vibrant, safe places that encourage repeat visitation and drive economic growth. Allocations for these functions are included in project budgets and the Authority has dedicated teams within its structure to deliver them.

This project will be "shovel-ready" by the end of 2024, with the Authority equipped to procure an appropriate construction contractor and commence construction in early 2025. Preparations include:
• submitted precinct-wide business case to 2023-24 ACT Budget process – the Authority was partially appropriated for this project under the Renewing Canberra's city precinct initiative for the period 2023-24 to 2026-27
• prepared and delivered a project plan for the design phase of the project

Binder 5,92

• conducted community consultation including:
- targeted stakeholder consultation on the early-stage concepts in late 2023
- targeted consultation on the draft designs from February to May 2024. This includes a session with the Canberra Blind Society using a tactile model.
- public consultation on the draft designs in March and April 2024 (https://yoursayconversations.act.gov.au/revitalisation-dickson-shops).
• submitted Preliminary Sketch Plan report to TCCS for design approval in June 2024. Approval has been received.
• cost estimates received in June and August 2024
• prepared a project plan for the construction phase of the project
• completion and submission for TCCS approval of the final Document Readiness Package ready for construction tender release (scheduled for December 2024).

Application finalisation

Conflict of interest

Do you have any perceived or existing conflicts of interest to declare?

No

Additional information

Evidence of both incorporation and not-for-profit status

You must attach either a current Australian Charities and Not-for-profits Commission (ACNC) registration; State or territory incorporated association status; or Constitutional documents and/or Articles of Association that demonstrate the not-for-profit character of the organisation.

ACT Govt Administrative Arrangements 2023.PDF

Evidence to demonstrate eligibility of your entity type

You must attach evidence that demonstrates eligibility of your entity type.

ACT Govt Administrative Arrangements 2023.PDF

Evidence to support eligibility for Group 1 co-funding

Where you have selected Group 1, you must provide: an Indigenous Corporation Number (ICN) or evidence of ORIC registration, or a declaration that you are a Traditional Owner or that the organisation is at least 51 per cent owned or controlled by Indigenous persons or the Indigenous Enterprise has 50 per cent Indigenous ownership (using the template on business.gov.au).

Evidence of all cash contributions

You must attach formal documentation provided by each source confirming their cash contribution.

Thriving Suburbs Program - CEO letter.pdf
2023-24 City Renewal Authority Statement of Intent - final.pdf

Binder 5,94

Evidence that you own or have landowner's permission

You must attach evidence that you either own the land/infrastructure being built/upgraded upon, or that you have the landowner's permission to use the land/infrastructure. You must use the letter template provided on business.gov.au.

Ltr from TCCS DG - Dickson Shops Design and Land Use Approval.pdf

Business case

You must attach a business case which must include a detailed project budget that shows all income sources and eligible expenditure items, project plan, project risk assessment plans and cost benefit analysis.

Dickson Shops Project Plan - Construction.pdf
Dickson Shops Safety in Design Register.pdf
CPRP tranche 2 - Cost Benefit Analysis_Redacted.pdf

Evidence the project is ready to commence

You must attach evidence the project is ready to commence including approved development applications, project designs and timelines, noting the project needs to be 'shovel ready' at the time of entering into a funding agreement.

Ltr from TCCS DG - Dickson Shops Design and Land Use Approval.pdf
Dickson shops revitalisation - design documentation.pdf
Thriving Suburbs Program - CEO letter.pdf

Detailed evidence that supports assessment criteria responses

You must provide evidence to support your assessment criteria.

Dickson Shops - Listening Report.pdf
Sustainability Strategy Action Plan.pdf

Binder 5,95

Recent costings/quotes

You must attach costings or quotes for major costs that you have included in your application.

Dickson Shops Cost Estimate.pdf

Accountant declaration

You must provide an accountant declaration as per the template provided on business.gov.au.

Thriving Suburbs Program - CFO letter.pdf

Evidence of funding strategy

This should include financial statements, loan agreements, cash flow documents.

2024-25 City Renewal Authority Statement of Intent - final.pdf
Dickson Shops Funding Strategy.pdf

Trust documents

Where you have indicated your entity type is a trustee applying on behalf of a trust, you must attach trust documents showing the relationship of the incorporated trustee to the trust.

Program feedback

How did you hear about this grant opportunity?

Word of mouth

Did you read the grant opportunity guidelines?

Before and during the application process

How useful were the guidelines in completing your application?

Moderately useful

How satisfied were you with the process of applying for this grant?

Satisfied

Binder 5,96

Declaration

Privacy and confidentiality provisions

I acknowledge that this is an Australian Government program and that the Department of Industry, Science and Resources (the department) will use the information I provide in accordance with the following:

- Australian Government Data and Digital Strategy
- Commonwealth Grants Rules and Guidelines
- grant opportunity guidelines
- applicable Australian laws.

Accordingly, I understand that the department may share my personal information provided in this application within this department and other government agencies:

a. for purposes directly related to administering the program, including governance, research and the distribution of funds to successful applicants
b. to facilitate research, assessment, monitoring and analysis of other programs and activities

unless otherwise prohibited by law.

I understand that where I am successful in obtaining a grant, the financial information that I provide for the purposes of payment will be accessible to departmental staff to enable payments to be made through the department's accounts payable software system.

I understand that information that is deemed 'confidential' in accordance with the grant opportunity guidelines may also be shared for a relevant Commonwealth purpose.

The department will publish information on individual grants in the public domain, including on the department's website, unless otherwise prohibited by law.

Binder 5,97

Applicant declaration

I declare that I have read and understood the grant opportunity guidelines, including the grant agreement, privacy, confidentiality and disclosure provisions.

I declare that the proposed project outlined in this application and any associated expenditure has been endorsed by the applicant's board/management committee or person with authority to commit the applicant to this project.

I declare that the applicant will comply with, and require that its subcontractors and independent contractors comply with, all applicable laws.

I declare that the applicant and any project partners are not included on the National Redress Scheme list of institutions, where sexual abuse occurred, that have not joined or signified their intent to join the Scheme.

I declare that the applicant is not named by the Workplace Gender Equality Agency as an organisation that has not complied with the *Workplace Gender Equality Act (2012).*

I confirm that the applicant, project partners and associated activities are in compliance with current Australian Government sanctions.

I declare that the information contained in this application together with any statement provided is, to the best of my knowledge, accurate, complete and not misleading and that I understand that giving of false or misleading information is a serious offence under the *Criminal Code Act 1995* (Cth).

I acknowledge that I may be requested to provide further clarification or documentation to verify the information supplied in this form and that the department may, during the application process, consult with other government agencies, including state and territory government agencies, about the applicant's claims and may also engage external technical or financial advisors to advise on information provided in the application.

I agree to participate in the periodic evaluation of the services undertaken by the department.

I approve the information in this application being communicated to the department in electronic form.

Binder 5,98

I acknowledge that if the department is satisfied that any statement made in an application is incorrect, incomplete, false or misleading the department may, at its absolute discretion, take appropriate action. I note such action may include excluding an application from further consideration; withdrawing an offer of funding; using the information contained in the application for a fraud investigation that would be consistent with the Australian Government's Investigations Standards and Commonwealth Fraud Control Framework and/or for a grant under management, terminating a grant agreement between the Commonwealth and the grantee including recovering funds already paid.

I declare that I am authorised to submit this form on behalf of the applicant and acknowledge that this is the equivalent of signing this application.

By checking this box, I agree to all of the above declarations and confirm all of the above statements to be true.

Yes

Binder 5,99

ACT Government | CITY RENEWAL AUTHORITY

City Renewal Authority|
ACT Government
ABN 40 746 096 162
T 02 6205 1878
CityRenewal@act.gov.au

Nara Centre
Ground Floor
3 Constitution Avenue
Canberra City

GPO Box 158
Canberra City
ACT 2601

CityRenewalCBR.com.au
@CityRenewalCBR

30 October 2024

Ms Jennie Hood
Assistant Secretary
Regional Programs Branch
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
GPO Box 594
CANBERRA ACT 2601

Dear Ms Hood

Thriving Suburbs Program

I write regarding the City Renewal Authority's recent application to the Thriving Suburbs Program (TSP000273 – see enclosed), which sought grants funding towards our Dickson Shops Revitalisation project.

This project is strongly aligned to the objectives of the Thriving Suburbs Program, and we are disappointed that our application was deemed ineligible based on errors in the assessment process. We have discussed these with a representative of the Business Grants Hub, Department of Industry, Science and Resources, who conveyed that ours was a strong application, and it is worth pursuing a review of this initial decision.

I request that our application assessment be reviewed, with the intent that the application be assessed in full based on its merit.

In response to the points of ineligibility raised with us, we provide the following responses:

1. The business case submitted was missing a detailed budget – specifically itemised expenditure.

We included a detailed itemised project budget, but were advised that it may have been overlooked because the attachment was not labelled as such. Our application included an attachment (Dickson Shops Cost Estimate) under 'Recent costings/quotes', which the representative we spoke to agreed is a detailed itemised project budget. A copy is enclosed with this letter for reference.

2. Accountant Declaration was not signed by a person with appropriate qualifications.

In lieu of the Accountant Declaration template, we provided a declaration signed by our Chief Financial Officer. We considered this in keeping with the guidance provided in the sample application form, which stated "*If you do not use the template provided, you must include equivalent information and the declaration in your own document*." The requirement for "appropriate qualifications" was not explicit in the guidance material.

For completeness, a signed accountant declaration is enclosed.

Binder 5,100

ACT Government | CITY RENEWAL AUTHORITY

This is a much-awaited project and key stakeholders including the local community expect construction to commence this financial year. We are preparing our approach to market documentation for the procurement of a construction contractor in early 2025. This review process is time critical for us, and we would appreciate your immediate attention.

If you require any further information in relation to this request or our application, please contact:

Lucy Willson
Executive Group Manager
Urbanisation and Renewal
City Renewal Authority
Lucy.Wilson@act.gov.au
(02) Sch 2.2(a)(ii)

I look forward to your response.

Regards,

Craig Gillman
Chief Executive Officer
City Renewal Authority

OFFICIAL SENSITIVE

MINISTERIAL BRIEF

Chief Minister, Treasury and Economic Development Directorate

To:	Chief Minister	**Tracking No.: CMTEDD2025/1573**
Date:	11/04/2025	
CC:	Minister for City and Government Services, the Night-Time Economy, and the Justice System and Courts	
From:	Chief Executive Officer, City Renewal Authority (City Renewal)	
Subject:	Grant funding application to the urban Precincts Partnership Program (UPPP) for the upgrade to the Dickson Shops Precinct	
Critical Date:	**24/04/2025**	
Critical Reason:	Endorsement and authorisation sought for the UPPP (Stream Two) grant funding application by City Renewal for Dickson Shops Upgrades	

Recommendations

That you:

1. Note the information contained in this brief and at Attachment A; and

Noted / Please Discuss

2. Sign the Attachment B letter to the Commonwealth Government endorsing and authorising the ACT Government's application seeking UPPP Stream Two grant funding for the *Delivery of the Dickson Shops Revitalisation* precinct urban renewal.

Agreed / Not Agreed / Please Discuss

Andrew Barr MLA 16/4/25

Minister's Office Feedback

Background

Dickson Shops Revitalisation Project (project)

1. The project includes upgrades to the ageing courtyards and laneways seek to create a safe, inclusive and family friendly community and shopping hub that is connected, 'green', welcoming and community centred.

2. In the 2023-24 Budget City Renewal received $7.18 million in capital funding through the City Precinct Renewal Program tranche 2 to deliver the project. Current funding excludes the stormwater network beneath the shops which in August 2023 Transport Canberra and City Services Directorate (TCCS) recommended be upgraded.

3. In November 2023, City Renewal engaged a Principal Consultant to deliver the design documentation. It offers significant public benefits and support for local businesses by delivering a high-quality, comfortable, activated and attractive public realm experience that is safe, accessible and legible both day and night.

4. Public consultation on the draft design ran from 12 March to 23 April 2024 and on 20 June 2024 you approved the project listening report (CMTEDD 2024/49886).

Sch 1 1.6

6. A construction contractor is programmed to commence the works from mid to late - 2025.

Grant funding application to the urban Precincts Partnership Program (UPPP) – Stream 2

7. City Renewal is preparing a grant application for Commonwealth Government UPPP funding. The program seeks *"to facilitate local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth".*

8. A successful grant application to deliver *Dickson Shops Revitalisation* would fund the full stormwater system upgrade, being over $5 million of the grant funding sought, with a further $3 million of grant funding proposed for:

   a. increased extent (to Hanna Enders Lane and Badham Street crossing) and scope of public realm upgrades, landscaping, new public art and wayfinding signage;

   b. adaptive reuse of the City Renewal shopfront to become a multi-purpose and community use Partner / Precinct Activation Hub for the precinct;

   c. restoration and refresh of the heritage-listed Dickson Library façade; and

   d. inclusion of the CCTV security network.

Sch 2.2(a)(xvi)

10. We plan to submit the grant application in late-April 2025. To help strengthen the case for funding we seek to include your signed letter to the Commonwealth Government endorsing and authorising the ACT Government's application (Attachment B).

Issues

Grant Application Strategy

11. Dickson is experiencing above ACT average population, employment and housing growth and the Dickson Group Centre urban renewal program reflects strong public and private sector investment in this busy, growing, multi-use precinct on the Northbourne Avenue Light Rail and urban renewal corridor. At the heart of the Dickson Group Centre is the Dickson Shops Revitalisation shopping, services and community sub-precinct (Attachment A).

12. This 2025-2026 Dickson Shops Revitalisation project delivers crucial public realm, green space, community facilities, security and infrastructure to create a safe, accessible, well connected and environmentally and socially sustainable environment. One which supports its strong surrounding renewal and population growth, encourages private reinvestment and provides significant public and local business benefit.

13. The grant requirements outline eligible urban renewal scope, funding and project timelines. They also seek to confirm of Territory-committed project funding. We propose to seek grant funds exceeding our committed funds. Table 1 below indicates additional funding sought, project scope and provisionally adjusted timelines.

Table 1: potential UPPP grant funding scope, budget and timeline overview

	Territory Committed Funding	**UPPP Grant Funding Sought**	**Total**
Budget	$6.45M Note 1: approx. unexpended portion of $7.18M. Approx $0.83M would fund demolition costs which are not considered 'eligible' project costs.	$8.3M (approx.) Note 2: circa $5.06M is for stormwater network upgrades and circa +$3M is for the balance.	$14.75M Approx.
Scope	Current Dickson Shops upgrades: • Declutter and refresh public realm / courtyards and their artwork. • Introduce new paving and widen the Cowper Street pedestrian link to the post office. • Upgrade existing tree planters. Add seating, bike racks, bubblers, incidental play features. • Improve lighting and provide enabling infrastructure for events and future CCTV. • Provide minor stormwater works.	Grant funding would enable scope to be expanded to include: • full stormwater system upgrade. • Public realm upgrade extended to Hanna Enders Lane and Badham Street crossing. • Shopfronts: upgrade Precinct Activation Hub and lease vacant shopfront as construction site office. • Restore the heritage-listed library exterior. • New artwork and wayfinding signage. • CCTV camera/network Installation.	
Program	From Jul 2025-Aug 2026 (approx. note 3)	From Jul 2025-Nov 2026 (approx. note 3)	
	Note 3: Construction end dates are indicative only and may change once a contractor is engaged and has developed a more detailed construction methodology		

Benefits and risks

Community expectations and grant benefits

14. Previously we discussed the community and stakeholder engagement, their priorities for the Dickson Shops and their support for its revitalisation (CMTEDD 2024/49886).

15. Beyond the Territory-funded revitalisation, a successful grant application enables:

    a. Expanded public realm environs – with improved accessibility, trees, plants, additional curated public art and wayfinding signage to improve legibility.

    b. CCTV camera network installation – to address concerns about public safety.

    c. Partner / Precinct Activation Hub - adaptive reuse of the City Renewal shopfront to help activate the area and provide a 'project partner' destination; be they Government, community, traders, artists and the like.

    d. Dickson Heritage Library exterior restoration, complementing the in-scope Taglietti Square landscape works.

    e. Flooding – Numerous areas in the Dickson Shops regularly flood during rain and the community expects this to be resolved (CMTEDD 2024/49886). Refer below.

Stormwater

16. Previously we outlined the benefits of integrating TCCS's enabling infrastructure stormwater upgrades with the Dickson Shops revitalisation (CMTEDD 2024/49886 and CMTEDD 2024/93662). Among them is reduced disruption to community and local traders and reduced abortive works associated with future pipe network access.

17. Stormwater upgrades, if funded, would begin early in the 2025 construction program and we are advised that a grant funding decision may occur as late as October 2025.

Sch 2.2(a)(xvi), Sch 1 1.6

Financial Implications

22. Minor stormwater works are currently in scope. The full stormwater scope is subject to proposed business case funding (CMTEDD2025/170). The grant funding application, if successful, would offset the business case-identified stormwater upgrade cost and provide additional monies for expanded public realm and community facility upgrades.

23. The anticipated late-2025 grant funding decision is not optimal and the mentioned business case (CMTEDD2025/170) for stormwater funding remains the primary means of integrating of stormwater network upgrades into the project construction program.

Consultation

Internal

24. Not applicable.

Cross Directorate

25. Consistent with the grant eligibility criteria, City Renewal's existing cross-directorate 'partnerships' to deliver Dickson Shops have been reaffirmed by partner letters:

    a. JACs and ACT Policing – CCTV camera network installation and monitoring and supported by the ACT Office of Women in relation to women's safety.

    b. TCCS – approval agency / asset owner of Dickson Shops public land, TCCS also work with City Renewal to lift the standard of cleaning, comfort and greenery.

    c. iCBR – construction / contract delivery management. iCBR (ACTPG) and library staff (TCCS) – in relation to the proposed interface with the Dickson library and as custodians of the Dickson Library and the grant-proposed exterior refresh.

    d. ArtsACT – curation and placement of in-scope existing public art and proposed grant-funded additional public art.

External

26. Previously we outlined community, First Nations and local business stakeholders (CMTEDD 2024/49886). As with item 24, reaffirmed partners include:

    a. Taglietti family – strongly support the Dickson Library exterior restoration.

    b. Artist Bev Hogg – partnering on the mentioned public art curation and placement.

    c. Dionysus – have a community building place activation and seasonal events role.

    d. Dickson Tradies - approached regarding their development – confirmation awaited.

    e. Dickson Residents Group strongly support the project and grant submission and have provided a letter of support.

    f. University of Canberra – through our MoU, the Partner / Precinct Activation Hub could feature a tactile model to help connect and update the community / traders and the Canberra Blind Society on construction activity staging.

Work Health and Safety

27. Not applicable to this update.

Benefits/Sensitivities

28. While agreeing an upgrade is needed, some businesses are concerned about construction disruption. A construction plan is being developed for the finalised design to identify timelines and staging to minimise impacts on businesses where practicable.

29. The grant-proposed Partner / Precinct Activation Hub provides a further means to connect and update the community and traders on construction activity and staging.

Communications, media and engagement implications

30. We regularly engage internally and externally on the in-scope project delivery, while grant application engagement was discussed at items 25 and 26, page 5.

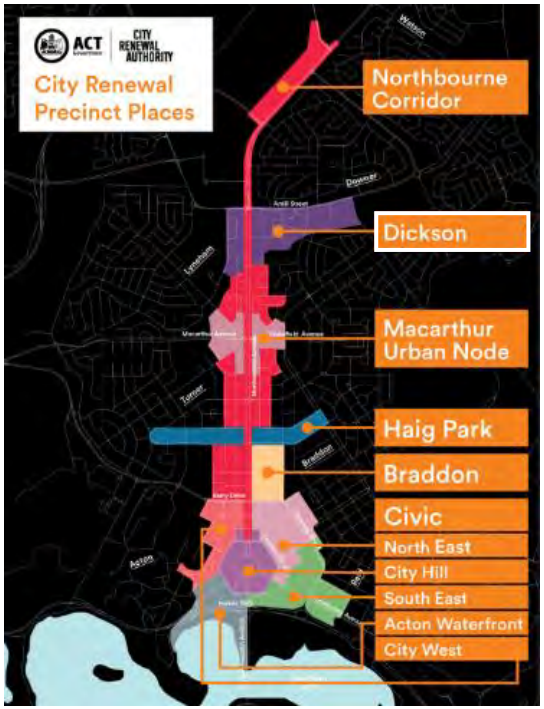
Signatory Name:	Craig Gillman CEO, City Renewal Authority	Phone:	Sch 2.2(a)(ii)
Action Officer:	Melinda Dodson	Phone:	

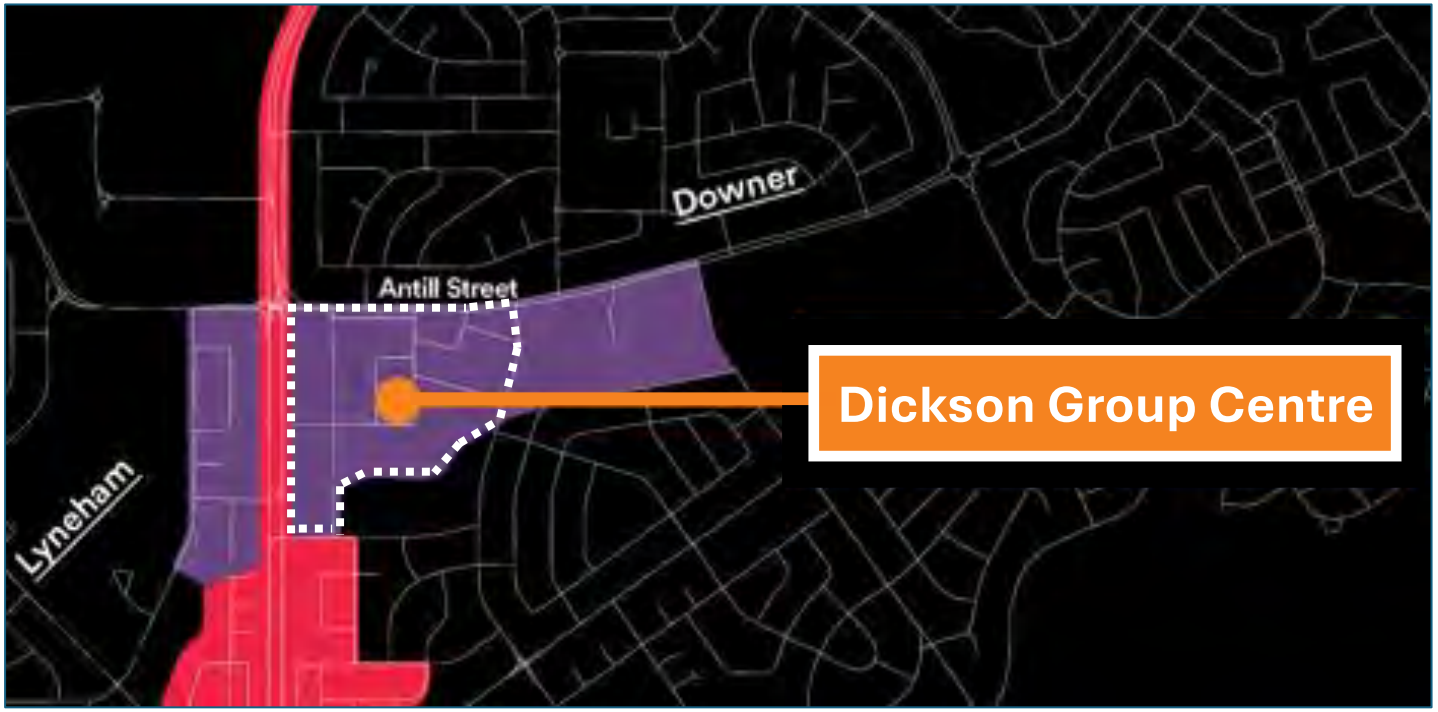
Attachments

Attachment	Title
Attachment A	Dickson Group Centre precinct renewal, investment and housing snapshot diagrams for the UPPP grant funding application.
Attachment B	Letter to the Program Manager Urban Precincts and Partnerships Program (UPPP) Department of Industry, Science and Resources regarding City Renewal's Dickson Shops UPPP grant funding application.

Attachment A : renewal, investment and housing snapshot for Dickson Group Centre precinct (grant application diagram below and overleaf)

Binder 5,107





Dickson Group Centre urban renewal precinct

Investment Snapshot

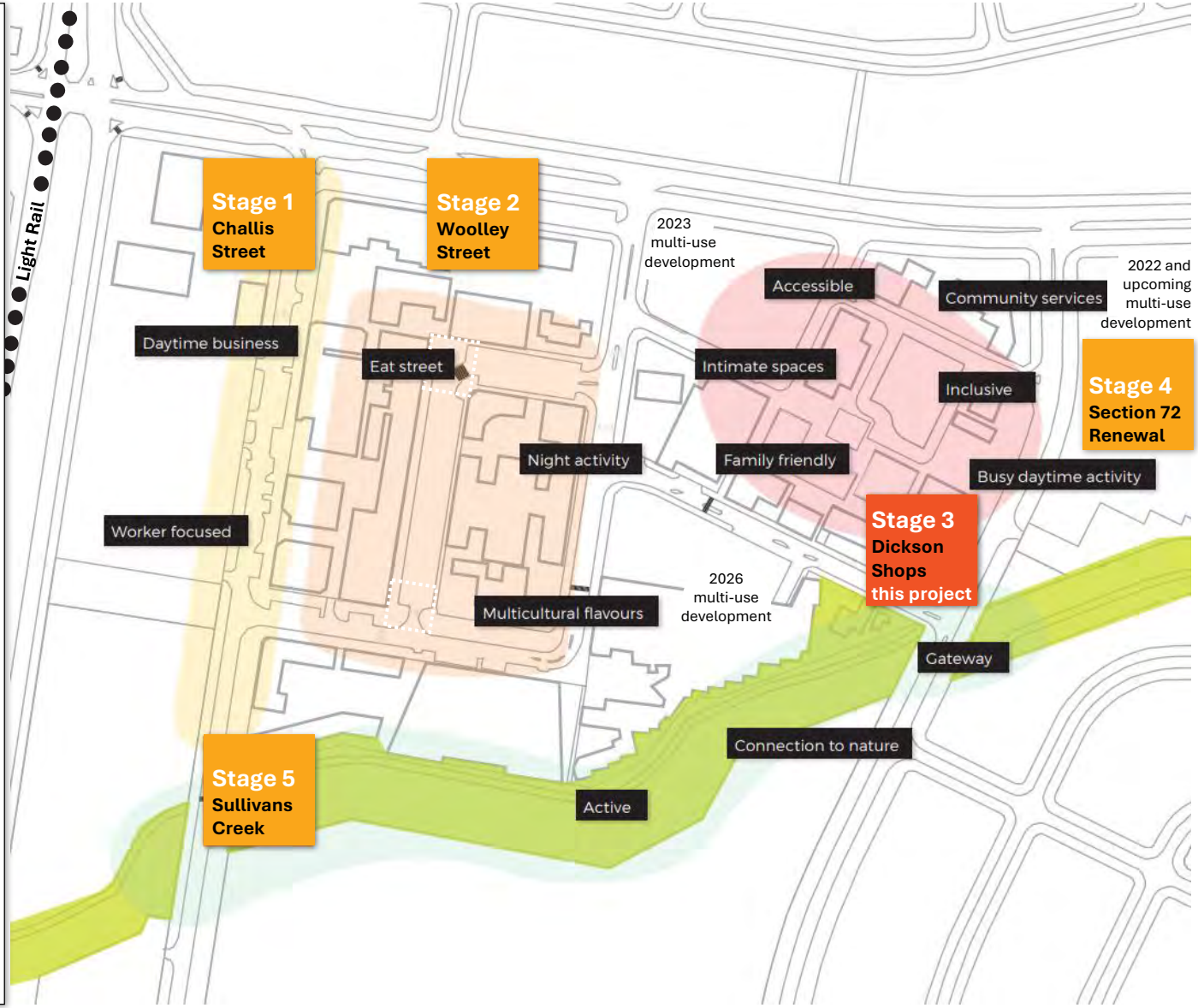
Stage 1 Challis Street (2019, 2025, ongoing)
- Northbourne Light Rail completed
- Over $500M development investment
- Circa 1200 office workers at Dickson each day
- Over 250 new jobs created
- Near-500 completed or new homes
- Public realm revitalisation investment

Stage 2 Woolley Street (2023)
- Public central plaza and southern entry upgrades
- Eat street development investment

Stage 3 Dickson Shops (2023 & this project 2025-26)
- Supermarket, 10 new specialty shops
- 140 build-to-rent homes
- **Public realm revitalisation / activation for Dickson shopping and community facilities**
- **Library and Taglietti Square upgrades**
- **Precinct enabling infrastructure investment**
- **Investment in improved public safety**
- **Deliver partner/precinct activation hub**

Stage 4 Section 72 Renewal (2022 and upcoming)
- 40 supportive and affordable homes completed
- Existing aquatic and community centres

Stage 5 Sullivans Creek green spine (2026-ongoing)
- Near-600 new homes
- Sullivans Creek revitalisation commences



Dickson Group Centre urban renewal precinct

Residential Snapshot

2013
Near-100 completed homes

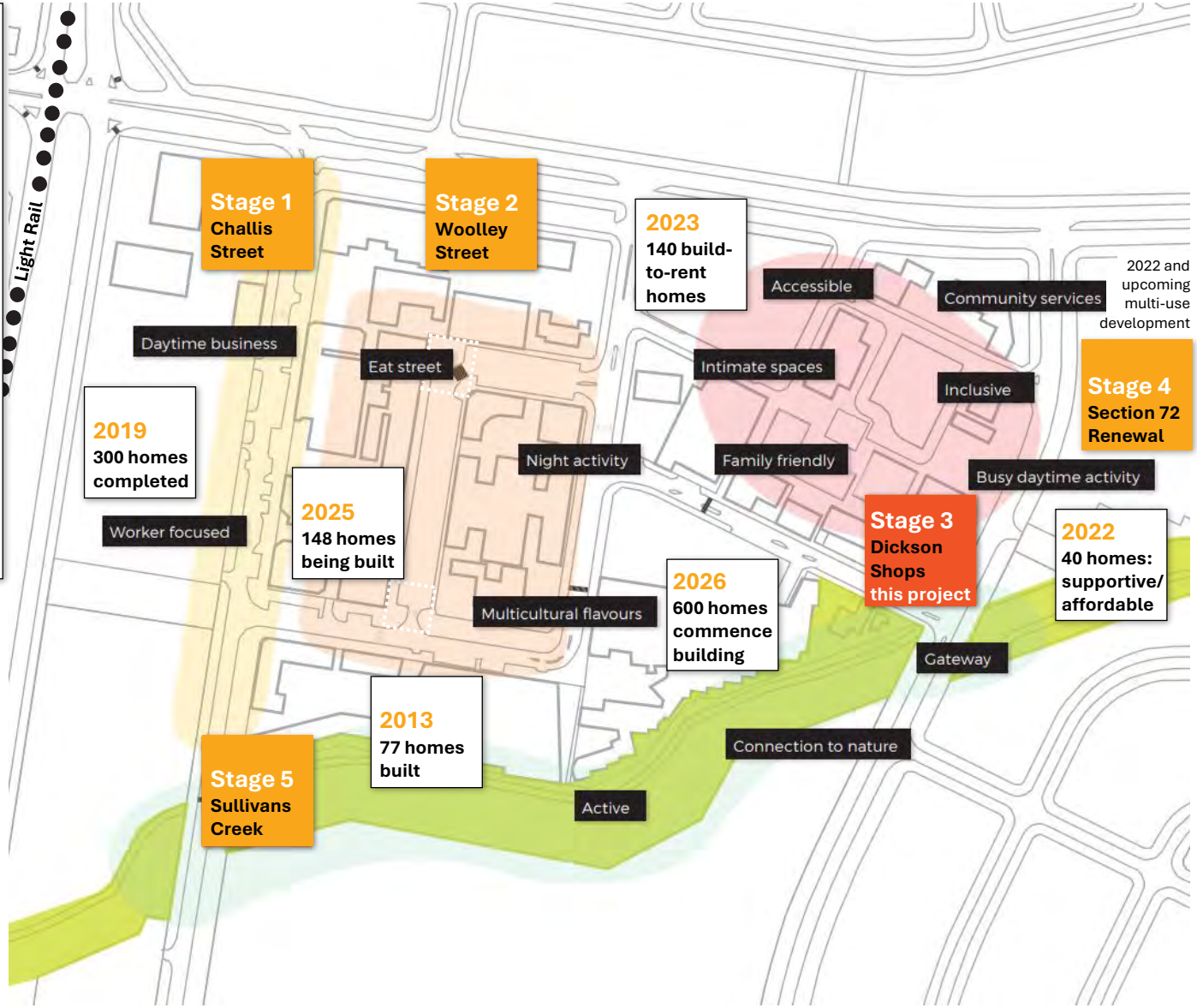
2019
Nearl-300 completed homes

2022 & upcoming
40 supportive / affordable homes, more upcoming

2023
140 build-to-rent homes

2025
Near-150 completed homes

2026
Construction begins on 600 homes



Binder 5,110























Stage 3
Dickson Shops
this project

Binder 5,111

Andrew Barr MLA
Chief Minister
Minister for Economic Development
Minister for Tourism and Trade

Member for Kurrajong

Program Manager
Urban Precincts and Partnerships Program (UPPP)
Department of Industry, Science and Resources
GPO Box 2013
CANBERRA ACT 2601

To the Program Manager

I am writing to endorse and authorise the ACT Government's application for the *Dickson Shops Revitalisation* project under the Urban Precincts and Partnerships Program (UPPP) - Stream Two. The project revitalises crucial infrastructure, public realm and community facilities, and is the next stage of the multi-use Dickson Group Centre urban renewal precinct program, which is benefiting from both public and private investment. To satisfy UPPP eligibility requirements, this letter confirms that ACT Government agencies, both at a Territory and municipal level, are contributing to the project.

By 2050 Canberra will be a city approaching 700,000 people. Accommodating this growth requires the transformation of our suburbs to use the city's finite land more efficiently and effectively. The Dickson Group Centre's renewal exemplifies this strategy and is necessary for an area where population, dwelling and employment growth exceeds the ACT average.

The ACT Government has completed the *Dickson Place Plan* and *Inner North and City District* Strategy in consultation with community. Together they guide the staged delivery of a high quality thriving urban centre. The future Dickson will offer a 'complete lifestyle' with housing choices, green spaces, leisure and dining, retail, business and employment opportunities, and public and active travel networks, while retaining its multicultural uses, strong sense of identity and community focus.

Outside of Canberra city, Dickson is the busiest inner north Group Centre destination. Dickson's population, dwelling and employment growth exceeds the ACT average and is projected to continue. The Group Centre precinct alone is estimated to employ 2,300 workers by 2050, while around 1,300 new homes will be completed between 2019-2029. These include compact, energy efficient,

ACT Legislative Assembly London Circuit, GPO Box 1020, Canberra ACT 2601
+61 2 6205 0011 barr@act.gov.au
@ABarrMLA ABarrMLA andrewbarrmla

affordable, build-to-rent and supportive homes. Many more infill homes are planned for Dickson and its surrounds to help meet the District's potential overall demand for 24,000 new homes by 2050.

The funding bid helps deliver core elements of the Place Plan and District Strategy so that this shopping and community area at the heart of the Dickson Group Centre precinct can continue to support strong urban renewal and population growth. The designs are construction- and approval-ready. They seek to address current social and economic challenge including growing concerns about crime and antisocial behaviour; vacant shopfronts; the departure of historically 'anchoring' services; competition from nearby new developments, lack of night-time activity and public realm flooding.

Our Dickson partners and community support its revitalisation. The project offers significant public benefits and support for local businesses by revitalising crucial public realm, green space, community facilities, security and infrastructure to create a safe, accessible, well connected and environmentally and socially sustainable environment. One which thrives, meets the needs of its multi-use urban renewal precinct and encourages private reinvestment; delivered for and with its community.

We are seeking partnership funding with the Australian Government to deliver ACT and Australian Government priorities for the precinct, including the National Urban Policy and National Housing Accord. The partnership opportunity will enable us to work together to deliver the crucial next stage infrastructure for Dickson Group Centre based on achieving our joint policy outcomes.

We look forward to working with the Australian Government on this exciting opportunity as we take this precinct into the future.

Yours sincerely

Andrew Barr MLA
Chief Minister

Binder 5,113

Andrew Barr MLA
Chief Minister
Minister for Economic Development
Minister for Tourism and Trade

Member for Kurrajong

Program Manager
Urban Precincts and Partnerships Program (UPPP)
Department of Industry, Science and Resources
GPO Box 2013
CANBERRA ACT 2601

To the Program Manager

I am writing to endorse and authorise the ACT Government's application for the *Dickson Shops Revitalisation* project under the Urban Precincts and Partnerships Program (UPPP) - Stream Two. The project revitalises crucial infrastructure, public realm and community facilities, and is the next stage of the multi-use Dickson Group Centre urban renewal precinct program, which is benefiting from both public and private investment. To satisfy UPPP eligibility requirements, this letter confirms that ACT Government agencies, both at a Territory and municipal level, are contributing to the project.

By 2050 Canberra will be a city approaching 700,000 people. Accommodating this growth requires the transformation of our suburbs to use the city's finite land more efficiently and effectively. The Dickson Group Centre's renewal exemplifies this strategy and is necessary for an area where population, dwelling and employment growth exceeds the ACT average.

The ACT Government has completed the *Dickson Place Plan* and *Inner North and City District* Strategy in consultation with community. Together they guide the staged delivery of a high quality thriving urban centre. The future Dickson will offer a 'complete lifestyle' with housing choices, green spaces, leisure and dining, retail, business and employment opportunities, and public and active travel networks, while retaining its multicultural uses, strong sense of identity and community focus.

Outside of Canberra city, Dickson is the busiest inner north Group Centre destination. Dickson's population, dwelling and employment growth exceeds the ACT average and is projected to continue. The Group Centre precinct alone is estimated to employ 2,300 workers by 2050, while around 1,300 new homes will be completed between 2019-2029. These include compact, energy efficient,

ACT Legislative Assembly London Circuit, GPO Box 1020, Canberra ACT 2601
+61 2 6205 0011 barr@act.gov.au
@ABarrMLA ABarrMLA andrewbarrmla

affordable, build-to-rent and supportive homes. Many more infill homes are planned for Dickson and its surrounds to help meet the District's potential overall demand for 24,000 new homes by 2050.

The funding bid helps deliver core elements of the Place Plan and District Strategy so that this shopping and community area at the heart of the Dickson Group Centre precinct can continue to support strong urban renewal and population growth. The designs are construction- and approval-ready. They seek to address current social and economic challenge including growing concerns about crime and antisocial behaviour; vacant shopfronts; the departure of historically 'anchoring' services; competition from nearby new developments, lack of night-time activity and public realm flooding.

Our Dickson partners and community support its revitalisation. The project offers significant public benefits and support for local businesses by revitalising crucial public realm, green space, community facilities, security and infrastructure to create a safe, accessible, well connected and environmentally and socially sustainable environment. One which thrives, meets the needs of its multi-use urban renewal precinct and encourages private reinvestment; delivered for and with its community.

We are seeking partnership funding with the Australian Government to deliver ACT and Australian Government priorities for the precinct, including the National Urban Policy and National Housing Accord. The partnership opportunity will enable us to work together to deliver the crucial next stage infrastructure for Dickson Group Centre based on achieving our joint policy outcomes.

We look forward to working with the Australian Government on this exciting opportunity as we take this precinct into the future.

Yours sincerely



Andrew Barr MLA
Chief Minister

17 April 2025

Binder 5,115

ACT Government | CITY RENEWAL AUTHORITY

OFFICIAL Sensitive MINISTERIAL

BRIEF

Chief Minister, Treasury and Economic Development Directorate

To:	Chief Minister	**Tracking No.:** CMTEDD2025/1596
CC:	Head of Service	
Date:	11/04/2025	
From:	Chief Executive Officer, City Renewal Authority	
Subject:	Better City Streets consultation outcomes	
Critical Date:	22/4/2025	
Critical Reason:	To enable City Renewal to publish the 'Better City Streets' public consultation Listening Report on YourSay in a timely manner, meeting our commitment to distribute to community by end April 2025.	

Recommendations

That you:

1. Note the information contained in this brief; and

Noted / Please Discuss

2. Support distribution of the 'Better City Streets' consultation listening report to stakeholders.

Agreed / Not Agreed / Please Discuss

Andrew Barr MLA 21/4/25

Minister's Office Feedback

Background

1. As part of the City Precinct Renewal Program (funded in the FY24-25 Budget), the City

Renewal Authority is planning streetscape upgrades in four locations across the City Centre and Dickson. This incorporates the four associated streetscape upgrade projects: City Walk, Alinga Street, Cooyong Street and Dickson Group Centre Streetscapes.

2. Under the integrated campaign 'Better City Streets', from November 2024 – February 2025, the City Renewal Authority facilitated public engagement on the proposed upgrades. Refer brief 24/111915.
3. Promotional and consultation activities included:
    a. Dedicated briefings, for community groups such as Braddon Collective and Dickson Residents Group.
    b. Business focused drop-in sessions and door knocks in key project locations.
    c. Face-to-face opportunities for community and residents such as pop-ups, meetings, workshops and events.
    d. Promotion of the YourSay Conversations webpage through media articles, social media advertising, letterbox drop to residents and businesses, printed materials and street signage.
    e. We estimate that approximately 5,679 people engaged with the project across the activities above. The YourSay surveys attracted 395 responses (City Walk 74 responses, Alinga Street 82, Cooyong Street 108, and Dickson streetscapes 131). Across these inputs, 2,731 items of feedback were identified and synthesised in the listening report.
4. The current brief seeks your agreement for City Renewal to publish the 'Better City Streets' public consultation Listening Report on YourSay and distribute the insights to stakeholders.

Issues

5. A listening report including responses to feedback have been prepared for the City Walk, Alinga Street, Cooyong Street, and Dickson Streetscapes projects and form Attachment A.
6. Communications plan for distributing the listening report forms Attachment B. The listening report will be distributed to survey respondents and published on YourSay Conversations in the week beginning 28 April 2025.



outside scope

outside scope

Dickson Group Centre streetscapes

20. Key points of feedback provided by the community regarding the Dickson Streetscapes concept masterplan include:

e) There is strong support for making the Dickson Group Centre less traffic dominated, more walkable and safer for pedestrians and cyclists.

f) In the YourSay survey, 82 per cent of the 131 respondents supported repurposing some of the space currently used for on-street parking toward wider paths, trees, street furniture and other amenities. 58 per cent wanted even more ambitious ideas to be explored, with Woolley Street often cited as a prime candidate for a one-way or shared zone.

g) Those who did not support repurposing any parking space had strong concerns about the impact this will have on visitation and businesses.

h) Improving environmental sustainability and comfort through more trees, plants and durable, low heat paving materials was also ranked as a priority.

i) Infrastructure for cycling was also a key topic. While most respondents were supportive or neutral regarding the proposal to accommodate cycling through a safer on-road environment as well as wider footpaths, a minority firmly believe separated cycle lanes are required. Bike theft was also regularly raised as an issue.

21.

a) Angled parking on Woolley Street to improve safety and to allow for a generous pedestrian zone with minimal parking loss.

a) Separated cycle paths on selected streets.

b) More native tree species.

c) Potential future public art locations.

22. You will be briefed on the final masterplan prior to publication.
23. Project timeline
    a. May 2025 – Dickson Streetscapes masterplan updated in response to community feedback.
    b. Mid 2025 – Seek TCCS endorsement.
    c. Mid 2025 – publish the masterplan.
    d. Mid-2025 onwards –
        i. New development proposals in the Dickson Group Centre will be encouraged to consider delivering streetscape upgrades, consistent with the Dickson Streetscapes masterplan.
        ii. Funding sought for detailed design and delivery of first stages (for example, through ACT budget and Commonwealth grant programs).

Financial Implications

24. Projects are currently funded to various stages of design. No projects are currently funded for construction.

25. Table 1: Project funding sources

Project	Source	Current funded to stage	Next steps
outside scope			
Dickson streetscapes	CPRP – Dickson streetscapes	Concept masterplan, staging plan	Business case for detailed design documentation, and construction

Consultation

Internal

26.

to incorporate community feedback into the designs.

27. Outcomes and responses to community feedback will also be communicated to the City Renewal Board.

Cross Directorate

28. Across all projects, City Renewal has consulted with other key directorates as required on each project. This includes the following:

    a. Transport Canberra and City Services; Environment, Planning and Sustainable Development Directorate; Chief Minister Treasury Economic Development Directorate; Arts ACT and the National Capital Authority.

External

29. The approach to informing community stakeholders of these outlined engagement outcomes is provided at Attachment B.

Work Health and Safety

30. Nil.

Benefits/Sensitivities

Parking

outside scope

33. The Dickson Streetscapes masterplan proposes reallocating 14 per cent of on-street car parking spaces (or 42 of the 298 existing spaces) to allow for wider footpaths, trees, seating and other amenities. Parking supply and utilisation data indicates that there is sufficient on-street and off-street parking to accommodate this reduction with minimal impact – especially given the proximity to the bus and light rail interchanges. Most respondents support reallocating parking spaces to allow for other improvements. Others expressed strong views about the perceived impact on businesses and convenient access to the group centre.

outside scope

outside scope

Dickson Group Centre Streetscapes

39. Cycling infrastructure is a key issue for the Dickson Streetscapes. While most respondents were supportive or neutral regarding the proposal to accommodate cycling through a safer on-road environment as well as wider footpaths, a minority believes separated cycle lanes are required for safety.

40. Providing dedicated cycle lanes throughout Dickson will require further removal of parking. City Renewal will consider all users whilst finalising the masterplan to provide a balanced approach to the masterplan.

Communications, media and engagement

41. Talking points and social media content to support the release of the listening report can be provided as needed. We will engage with your media advisor ahead of distributing the listening report.

Signatory Name:	Craig Gillman	Phone:	Sch 2.2(a)(ii)
Action Officer:	Cara Doherty	Phone:	

Attachments

Attachment	Title
Attachment A	Final Listening Report
Attachment B	Communication plan for listening report distribution

ACT Government | YOURSAY



Better City Streets

REPORT ON WHAT WE HEARD

Between November 2024 and February 2025, the community was asked to provide feedback and insights on proposals to make streets more pedestrian-friendly throughout the City Centre and Dickson.

The ACT Government's City Renewal Authority is delivering a range of streetscape upgrades throughout the City Centre, Braddon and Dickson. These projects are focussed on creating well-designed public infrastructure that meets the needs of all road users, while focusing on the social, economic and environmental benefits of pedestrians.

This public consultation sought feedback on proposed designs for streetscape upgrades across four locations:

- Alinga Street
- Cooyong Street
- City Walk from Ainslie Place through to Allara Street
- Dickson including Challis Street, Antill Street, Woolley Street, Cape Street, Badham Street and Dickson Place.

THE CONVERSATION

We undertook public consultation between 26 November 2024 to 26 February 2025 on a range of proposals to create more pedestrian-friendly city streets.

We invited the community and key stakeholders to tell us what they liked and disliked about the designs and share their experiences about using the area.

Through a collaborative engagement process, community and stakeholders had their say through the following events and activities.

> 11 onsite pop-up events at the four project locations
> 6 business drop-in sessions
> 3 community and residential drop-in sessions
> 10 key stakeholder workshops and meetings
> 395 online YourSay surveys
> Salon Canberra consultation event
> Social media feedback
> Project emails, flyers and letters and stakeholder group submissions

WHO WE ENGAGED

The consultation process targeted a diverse audience through a variety of communication channels and activities.

Throughout the consultation period, we received feedback from over 600 people and stakeholder groups across the ACT. This included residents, businesses, building owners, community groups, key stakeholders and the wider Canberra community.



Where demographic data was recorded, it indicated that more than half the respondents live in the City Centre, Dickson and the Inner North. The majority of respondents were aged 25-44 with 69% male 41% female. The majority of respondents indicated their relationship to the project area was as a regular visitor or local resident.

REPORT LIMITATIONS

We actively engaged with a wide range of stakeholders through diverse channels, and this report reflects the rich and insightful feedback received from those who contributed.

As participation is always a process, we acknowledge that feedback from all key stakeholders was not received at this stage. We will continue to build upon this foundation by targeting those groups in future engagement stages.

Specific and technical input was received from ACT Government agencies but is not included within the scope of this report.

KEY INSIGHTS FROM THE COMMUNITY AND STAKEHOLDERS

Feedback received from the consultation activities has been individually analysed and grouped into themes according to frequency of comments received.

Participants across all engagement activities indicated they value safe and walkable streets with a focus on the pedestrian experience. People particularly value increased shade, outdoor dining, reduced speed limits and traffic calming features.



Benefits of Better City Streets

YourSay survey rankings on upgrade benefits

Upgrading streets can have a range of benefits including social, economic and environmental benefits for pedestrians and other users.

In each online YourSay survey, we asked the community to tell us which benefits are most important to them in the context of the proposed streetscape upgrades. As per the below chart, 'safety benefits' was identified as the most important benefit, with 'community benefits' also rated highly.

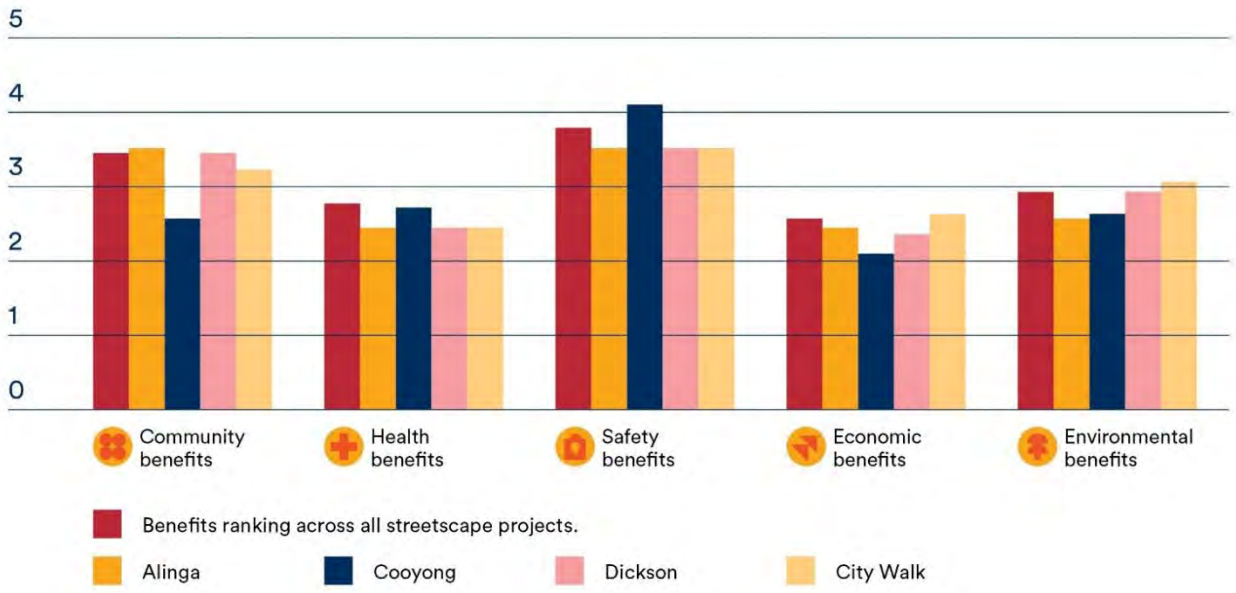


Figure 1: YourSay survey rankings on upgrade benefits.

ACT Government | YOURSAY



Alinga Street Findings

Key insights from the survey feedback

The following summarises quantitative feedback from the YourSay survey.

> **Benefits:** Safety benefits are valued most highly (ranked #1 by 45% of respondents), Community benefits are the second most valued (ranked #1 by 31%) followed by Environmental benefits (ranked #1 by 13%).

> **Pedestrian experience:** The most requested improvement for pedestrian experiences while waiting at bus stops and moving around intersections is more shade (66%), followed by more trees and plants (60%) and improved street furniture (60%).

> **Crossing intersections:** Safer pedestrian crossings were seen as a key improvement (76%), along with slower traffic (56%) and more shade (50%).

> **Moving between bus stops and light rail:** More accessible footpaths were a popular improvement (61%), followed by more shade (46%) then easy to understand signage (43%).

> **Satisfaction with proposed design:** The designs are perceived to most successfully address more trees and plants (33% highly satisfied, 30% satisfied) and more shade (33% satisfied, 29% highly satisfied). There was high satisfaction with safer pedestrian crossings (35% satisfied, 24% highly satisfied) and more accessible footpaths (32% satisfied, 22% highly satisfied). **Satisfaction in terms of a safer cycling environment delivered a predominantly neutral response (32% highly satisfied or satisfied, 29% highly unsatisfied or unsatisfied), as did more more bike racks (23% satisfied, 47% neutral).**

> **Overall sentiment:** Respondents show moderate satisfaction with how the proposed design addresses specific key elements, with average ratings for positive features like shade, trees, crossings, and footpaths.

Key insights from consultation events

KEY THEME: PEDESTRIAN SAFETY AND COMFORT

This theme is about creating a safer and more comfortable street for pedestrians on Alinga Street.

> **Existing issues:**

- Narrow footpaths, uneven or slippery paving and clutter (street furniture, A-frames, cafe seating).
- Dangerous interactions between pedestrians, cyclists and e-scooter riders.
- Cars not stopping at crossings or speeding.
- Insufficient crossing times or poorly synchronised traffic lights, especially at Northbourne Avenue.
- Desire for more pedestrian crossings.

> **Considerations:**

- Wider footpaths, decluttered spaces, better lighting and wayfinding.

Project team response

Further investigations will be conducted to enhance pedestrian safety by implementing traffic calming measures, decluttering spaces to provide sufficient space on the footpath for cyclists and e-scooter users.

ACT Government | YOURSAY



Key insights from consultation events	Project team response
• Clear separation of pedestrian, cycle and vehicle zones. • Traffic calming measures (narrower streets, raised crossings). • Pedestrian-priority traffic light phasing.	
KEY THEME: TRAFFIC MANAGEMENT This theme is about reducing through-traffic and prioritising pedestrians and public transport. > **Existing issues:** • Cars using Alinga Street as a shortcut. • Traffic congestion at the West Row/Moore Street intersection. • Difficulty accessing businesses and residences. > **Considerations:** • Restricting Alinga Street to buses only. • Consider closing or restricting access to West Row/Moore Street intersection for vehicles. • Consider wider traffic impacts a change to West Row/Moore Street would have on surrounding streets/roads. • Improved traffic light phasing. • Better signage to direct traffic. • Ensure access to local businesses including short stay parking.	Detailed plan for restricted access design will be developed in the next design phase to integrate with the broader network redistribution resulting from light rail, prioritising active travel and public transport modes, while providing amenity for local access.
KEY THEME: ACTIVE TRAVEL This theme is about improving conditions and connectivity for active travel modes (walking, cycling, scootering, etc). > **Existing issues:** • Lack of dedicated bike lanes/paths (shared paths with pedestrians seen as unsafe). • Cyclists and scooter riders using footpaths and endangering pedestrians. • Poor connections to the wider city bike network (especially Marcus Clarke Street). • Need for more bike racks and secure storage. > **Considerations:** • Dedicated, protected bike lanes, separated from vehicle traffic and pedestrians. • Clear signage and wayfinding for cyclists.	During the feasibility design phase, separated cycle lanes were considered but ruled out because Rudd Street functions as an existing principal route. To accommodate cycling to destinations on Alinga Street, sufficient space has been included in the footpath. The next design phase will explore options for bike and scooter parking.



Key insights from consultation events	Project team response
• Safer integration with the broader city bike network. • Encouraging cyclists to dismount in pedestrian-heavy areas.	
KEY THEME: PUBLIC TRANSPORT (BUSES) This theme is about balancing pedestrian experience with efficient bus operations. > **Existing issues:** • Insufficient shelter, shade, seating and information at bus stops. • Concerns that proposed changes (pedestrian crossings, removal of slip lane) will slow down bus services. • Buses driving too fast or disregarding road rules. • Cars blocking bus lanes or entering bus-only areas. • Desire for clearer bus routes. • The current split of bus stops on Alinga Street and light rail stop on Northbourne Avenue > **Considerations:** • Bus priority at traffic lights. • Maintaining or improving bus flow. • Improved bus stop facilities (shelter, seating, real-time information). • Better enforcement of bus lane restrictions. • Relocating some bus stops.	Detailed design to improve bus flow, reduce vehicle-pedestrian conflicts and enhance bus operations will be explored. However, improvements to bus shelters are currently out of scope.
KEY THEME: ACCESSIBILITY This theme is about ensuring the area is accessible to everyone, including people with disabilities, the elderly, and pram users. > **Existing issues:** • Trip hazards on footpaths (uneven paving, obstacles). • Lack of mobility parking spaces. • Overhead pedestrian walkway only accessible via stairs. > **Considerations:** • Flat, non-slip surfaces. • More mobility parking. • Ramps or elevators to access elevated walkways. • Pedestrian access to the buses at the same level.	Future detailed designs will comply with the Building Codes of Australia (BCA) and the Disability Standards to enhance walkability and improve universal accessibility.

ACT Government | YOURSAY



Key insights from consultation events	Project team response
KEY THEME: AMENITY AND ENVIRONMENT This theme is about creating a more attractive, comfortable, and vibrant environment. > **Existing issues:** • Uncomfortable spaces including lack of shade (especially in summer) and wind tunnel effect • Cluttered and messy streetscape, lacking character and poorly maintained. > **Considerations:** • More trees and greenery (deep shade trees). • Improved public spaces including **s**treet furniture**,** public art, pocket parks and plazas. • A design that reflects the university/mixed use precinct.	In the next design phase, we will explore ways to enhance shade in outdoor dining areas, fostering vibrant and engaging street frontages that encourage active business participation.

ACT Government | YOURSAY



City Walk Findings

Key insights from the survey feedback

The following summarises quantitative feedback from the YourSay survey.

> **Benefits:** Safety benefits are the highest priority for City Walk upgrades (ranked #1 by 36%), followed by Environmental benefits (27% ranked #1) and Community benefits (19% ranked #1).

> **Design preferences (materials and play):** Natural Timber is strongly preferred for furniture based on comfort and usability (63% ranked #1), well ahead of Timber look aluminium (16% ranked #1); plastic finishes are least preferred (0% ranked #1). Nature, water and climbing play were the most popular play types.

> **Trees and artwork:** There is slight majority support for gradually replacing high-allergen trees (like Plane Trees) with low-allergen species over time (51% Yes vs 36% No). The most valued existing art installations are 'The Pods' (selected by 62%) and 'The Other Side of Midnight' (selected by 55%) sculptures.

> **Satisfaction with proposed design elements:** The design is viewed most positively for accessibility (41% satisfied, 21% highly satisfied), visual appeal (37% satisfied, 25% highly satisfied), and green space (31% satisfied, 31% highly satisfied). Satisfaction is lower regarding the amenity offered to future UNSW students (49% neutral, 18% satisfied), support for local businesses (45% neutral, 21% highly satisfied), and inclusion of playful and creative aspects (42% neutral, 29% satisfied).

> **Overall sentiment:** Sentiment for upgrades is moderately positive but highlights areas for refinement such as more play elements. The focus on safety and environment aligns with user priorities, and key elements like accessibility and greening are well-received.

Key insights from consultation events	Project team response
KEY THEME: GREEN SPACE AND ENVIRONMENT This theme is about valuing the existing green spaces and seeking a balance between nature and functionality. > **Existing issues:** • Concern over losing existing grass areas. • Paving concerns including trees uprooting paving and loose red gravel. • Allergies induced by trees. • Lack of drinking fountain (or the need for more to be provided). > **Considerations:** • A preference for natural finishes for outdoor furniture, in particular timber. • While green spaces are valued, many would like to see more practical functional uses of green spaces and landscaping.	The next stage of design will work towards a balance of healthy trees, comfortable lawns and functional, comfortable gathering spaces amongst the gardens with access to a water drinking fountain.

ACT Government | YOURSAY



Key insights from consultation events	Project team response
• Maintain or increase the amount of green space and tree cover. • Choose tree species carefully to avoid allergies and pavement damage and ensure good shade. • Consider community gardens, sensory gardens and edible landscapes.	
KEY THEME: BIKE AND SCOOTER INFRASTRUCTURE AND MANAGEMENT **This theme is about balancing the needs of cyclists and scooter riders with pedestrian safety.** > **Existing issues:** • Speeding cyclists and scooter riders endangering pedestrians. • Lack of dedicated bike lanes. • Scooters parked blocking walking zones > **Considerations:** • Consider separate paths for bikes, scooters, and skateboards to improve safety. • Enforce speed limits for bikes and scooters. • Have the speed of the scooters monitored and controlled.	This is a designated pedestrian walkway. We will review with stakeholders, however it is likely that designated lanes will increase conflict and reduce safety in this mixed-mode area. A dedicated cycle path along Allara Street into Bunda Street, as well as the Bunda Street shared zone, and bike lanes on London Circuit, provide alternative thoroughfares on surrounding streets.
KEY THEME: DESIGN AND FUNCTIONALITY OF URBAN SPACES This theme is about creating a more inviting, functional and well-maintained space. > **Existing issues:** • Too much clutter and little focal point. • Some installations look cheap. • Uneven pathways. > **Considerations:** • The design could provide better spaces for public events. • De-clutter the area and create a more open flow that can be adapted for public events. • Provide additional, but easy-to-clean facilities. • Include varied types of urban play. • Consider how elements of the design will have an impact on noise levels for residents living in the area. • Incorporate public interactive art pieces or sculptural play elements.	The design will declutter the pedestrian areas with new functional and attractive areas to sit and meet outside the bustling pedestrian movements on new level pavements. The design will consider further incidental play opportunities.

ACT Government | YOUR SAY



Key insights from consultation events	Project team response
KEY THEME: PUBLIC SAFETY This theme is about addressing pedestrian safety issues and antisocial behaviour. > **Existing issues:** • Feeling unsafe walking through City Walk, especially at night. • Perceived lack of police presence. • Intimidating and aggressive behaviour from some groups in City Walk. • Drug use, public intoxication and related anti-social behaviours. • Homeless people occupying seating areas and sleeping in public spaces. > **Considerations:** • Design the area to discourage loitering (consider sightlines, avoid creating secluded spaces). • Move play areas away from residential areas to minimise noise and disturbance. • Increase police presence and patrols. • Implement social programs to address homelessness and substance abuse.	We ensure the final design prioritises safety and includes better lighting, level pavements and social spaces that increase natural, social surveillance of City Walk.
KEY THEME: ACCESSIBILITY AND PEDESTRIAN COMFORT This theme is about ensuring accessibility for all, including those with mobility issues, families with prams and people with disabilities. > **Existing issues:** • Uneven paving and trip hazards (pavers, tree roots, gravel, furniture). • Narrow pathways that become congested during events. • Inadequate lighting, especially at night. > **Considerations:** • Replace or repair uneven paving with flat, non-slip surfaces. • Ensure wider pathways for easy navigation. • Improved lighting to enhance safety and visibility. • Better maintenance of the area (cleaning, graffiti removal).	City Walk will have new wide level pavements without trip hazards and nonslip surfaces below new street lighting to create a variety of safer useable spaces.

ACT Government | YOURSAY



Cooyong Street Findings

Key insights from the survey feedback

The following summarises quantitative feedback from the YourSay survey.

> **Benefits:** Safety benefits are overwhelmingly valued the most highly (ranked number 1 by 56%) followed by Health benefits (ranked #1 by 15%), then by Economic benefits (ranked number #1 by 14%).

> **Pedestrian experience:** Over 41% selected 'Other' for intersection improvements and listed their own including improved pedestrian facilities (more/better crossings, footpath repairs, and reduced vehicle dominance including fewer lanes and traffic calming devices). Wider crossings were the most selected option provided in the survey options (22%), followed by more shade (19%).

> **Satisfaction with proposed design elements:** The designs strongest elements are perceived to be more accessible footpaths (41% satisfied, 25% highly satisfied) and more trees and plants (37% satisfied, 27% highly satisfied), with positive feedback for the safer cycling environment (37% satisfied, 19% highly satisfied) and more shade (35% satisfied, 20% highly satisfied). There was less satisfaction with the approach to slower traffic (27% neutral, 23% satisfied) and improved street furniture (42% neutral, 24% satisfied).

> **Overall sentiment:** Sentiment is mixed, while the need for safety improvements is strongly supported (ranked #1 benefit by 56%), the proposed design elements receive only moderate satisfaction overall and don't fully resolve key concerns like slower traffic speed.

Key insights from consultation events	Project team response
KEY THEME: TRAFFIC FLOW This theme is about balancing the need to prioritise active transport with the need to maintain reasonable traffic flow. > **Existing issues:** • Concerns that traffic calming measures such as traffic lights may increase congestion and driver frustration. • Perception that existing traffic light timing is not optimised. • Closure of Donaldson Street may divert traffic onto other residential streets and create congestion. • Difficulty navigating the new design. • A lack of connectivity between major locations due to delays. > **Considerations:** • Thoroughly assess the impact of proposed changes on traffic flow and provide alternative routes if necessary. • Optimise traffic light timing to improve traffic flow and reduce pedestrian wait times.	Analysis reveals that simplifying the network, along with introducing signalised crossings, will improve pedestrian and cyclist infrastructure and safety. Detailed traffic modelling to consider opportunities to optimise traffic flow whilst achieving a safer pedestrian environment will be further explored.

ACT Government | YOUR SAY



Key insights from consultation events	Project team response
KEY THEME: PEDESTRIAN SAFETY This theme is about prioritising pedestrians to improve safety. > **Existing issues:** • High traffic volume and speed create an unsafe environment. • Cars not yielding to pedestrians at crossings. • Conflicts between cyclists and pedestrians on narrow footpaths. • The presence of petrol stations create hazardous conditions. > **Considerations:** • Implement stronger traffic calming measures (e.g., reduced speed limit enforced through speed cameras or other enforcement). • Prioritise pedestrians at traffic lights (longer crossing times, no concurrent green arrows for vehicles). • Improve footpath conditions (even paving, wider pathways, less clutter). • Make sure that these crossings are available at all parts of the journey.	Further exploration of north-south connections will be conducted as part of the masterplan, including the consideration to improve north-south bicycle connections. A review of pedestrian safety to particularly at vehicle crossings will be confirmed in the next design phase.
KEY THEME: DESIGN AND AMENITY This theme is about creating a more attractive, pleasant and functional space. > **Existing issues:** • The area is perceived as ugly, harsh and uninviting. • Lack of shade (especially in summer). • A disconnect between areas because of poor crossings and connection. > **Considerations:** • Plant more trees and other greenery to provide shade and create a more attractive environment. • Ensure crossings provide enough space for users. • Install a greater amount of street features including street furniture, shading and landscaping. • Ensure adequate street lighting at night.	The project proposes to reduce pedestrian and vehicle conflict and reconfigure signal timing to enhance pedestrian crossing frequency and duration. It also aims to consolidate lanes and remove on-street parking to expand the footpath, creating space for additional planting, lighting and street furniture. Further details will be included in the next design phase.
KEY THEME: ACTIVE TRAVEL AND CONNECTIONS This theme is about seamlessly connecting the Cooyong Street upgrades with existing and planned infrastructure,	The project proposes redistributing the median width to create a uni-directional cycle path along Cooyong Street, connecting with the existing



Key insights from consultation events	Project team response
particularly the Garden City Cycle Route and the Lonsdale Street/Scotts Crossing area. > **Existing issues:** • Unsafe conditions for cyclists such as narrow lanes, uneven surfaces, traffic hazards. • Difficulty crossing Cooyong Street to access Scotts Crossing. • Need for a clear and safe connection from the Garden City Cycle Route to the city. • The intersection needs to function at what are currently considered peak times. > **Considerations:** • Prioritise a safe and seamless connection from the Garden City Cycle Route to the city. • Improve wayfinding signage to direct pedestrians and cyclists. • Create wider and protected bike lanes, separated from traffic and pedestrians.	cycling infrastructure west of Northbourne Avenue on Barry Drive. Ongoing collaboration with concurrent ACT Government transport projects, such as Garden City Cycle Route, has been conducted for design integration and alignment to minimise redundant or abortive work when the masterplan is realised.

ACT Government | YOURSAY



Dickson Streetscape Findings

Key insights from the survey feedback

The following summarises quantitative feedback from the YourSay survey.

> **Benefits:** Community benefits (ranked #1 by 36%) followed by Safety benefits (ranked #1 by 29%) then by Environmental benefits (ranked #1 by 20%) are valued most highly.

> **Existing street condition:** Significant dissatisfaction exists, especially with Dickson Place (44% rated highly unsatisfied) and Badham Street (34% rated highly unsatisfied).

> **Repurposing parking:** There's very strong support (82%) for repurposing on-street parking for amenities. A majority (58%) favour even more ambitious ideas (e.g. green spaces, play areas), while 18% oppose the concept.

> **Satisfaction with design meeting objectives:** There was high satisfaction with better walking environment (35% highly satisfied, 34% satisfied) and improved pedestrian safety (43% satisfied, 27% highly satisfied). Positive feedback also covered higher quality public spaces (37% satisfied, 27% highly satisfied) and a more sustainable urban environment (34% satisfied, 26% highly satisfied). Regarding the draft masterplan's proposed improvements to cycling conditions, 76% of respondents were highly satisfied, satisfied or neutral, including 37% who were highly satisfied or satisfied. Approximately 10% were highly unsatisfied, and 14% were unsatisfied.

> **Satisfaction with proposed street designs:** There was generally good satisfaction across all street designs. There was strong support for Badham Street (48% satisfied, 32% highly satisfied) and Dickson Place (36% highly satisfied, 25% satisfied), while Woolley Street East-West saw mixed support (34% satisfied, 22% highly satisfied, 18% neutral), indicating some variation in reception across the different street plans.

> **Overall sentiment:** Sentiment towards the proposed upgrades is generally positive. Creating community spaces (ranked #1 benefit by 36%) and improving safety (ranked #1 by 29%) are highly valued, and the design strongly addresses walking and safety objectives, although satisfaction regarding cycling conditions is low.

Key insights from consultation events	Project team response
KEY THEME: PEDESTRIAN EXPERIENCE AND ACTIVE TRAVEL This theme is about prioritising pedestrians and cyclists over cars to create a safer, more welcoming and vibrant environment. > **Existing issues:** • Lack of pedestrian and cycle connectivity between key locations and surrounding areas. Unsafe/unappealing routes (e.g., from Sullivan's Creek, Ainslie). • Unsafe pedestrian crossings, intersections (Badham St/Dickson Place) and visibility issues.	The proposed design includes features that will improve pedestrian safety and connectivity and improve the cycling environment. These include traffic calming measures, raised pedestrian crossings, wider footpaths with consistent clearances, and more trees, street furniture, lighting and other amenities. The proposed masterplan creates a better connected and more coherent design that will promote intuitive wayfinding. Wayfinding signage may be considered in future detailed



Key insights from consultation events	Project team response
• Narrow footpaths, uneven surfaces, obstacles and frequent driveway crossovers, especially on Dickson Place and Badham Street. • Cyclists feeling unsafe navigating the streets. • Lack of shade and shelter, and lack of security of bikes when people take active transport. • Lack of wayfinding signage. > **Considerations:** • Exploration of more ambitious designs incorporating landscaping, shared spaces, traffic calming and accessibility. • Raised pedestrian crossings and wider footpaths should be key priorities. • More shade trees, shelters and rest areas. • Consider dedicated cycle lanes (on-road and off-road), physically separated from traffic and pedestrians. • Shared wider footpaths with smooth surfaces, clear of obstacles. • Ensure direct connections between areas with high pedestrian and cyclist activity. • Incorporate clear and informative wayfinding signage.	design phases or as part of a separate wayfinding strategy.
KEY THEME: TRAFFIC MANAGEMENT AND PARKING This theme is about reducing car dominance. Most respondents support reallocating some of the space currently used for parking toward other uses, however others were opposed to any on-street parking reduction. > **Existing issues:** • Too much space dedicated to cars. • Concerns about a reduction in on-street parking spaces impacting accessibility for people with disabilities, families, and access to businesses. • Desire for more accessible parking as well as short-stay parking spaces to facilitate access to short-stop services such as collecting takeaway on Woolley Street, outside Vinnies and childcare centres. • Safety concerns relating to 90 degree on-street parking, especially for cyclists. • Concerns about the balance of parking for residents and non-residents and upgrades could impact parking available for residents and their visitors.	Traffic calming measures will be retained. Road and parking arrangements on Woolley Street will be reviewed in light of feedback about increasing pedestrian focus while also ensuring accessibility and business needs are met. The importance of managing parking spaces to support accessibility for those with limited mobility, families with young children and short visits (for example, collecting takeaway) as well as servicing of businesses (for example, loading zones) will be highlighted in the final masterplan.

ACT Government | YOURSAY



Key insights from consultation events	Project team response
• Traffic congestion. • Inadequate loading zones for businesses. > **Considerations:** • Carefully consider the impact of reduced parking on accessibility and business viability. • Consider angled parking, managed short-term parking and shared use. • Exploration of more ambitious designs for Woolley Street incorporating larger shared spaces, one-way traffic or closing street to traffic. • Explore options for restricting vehicle access to the precinct or creating pedestrian-only zones. • Raised pedestrian crossings were strongly supported. Consider further traffic calming measures such as chicanes. • Ensure adequate loading zones for businesses.	
KEY THEME: SAFETY AND SECURITY ISSUES This theme is about addressing safety concerns and reducing anti-social behaviour to create a more welcoming and secure environment. > **Existing issues:** • Safety concerns at night. • Antisocial behaviour, vandalism, homelessness and crime. • Regular reports of bike theft. > **Considerations:** • Design safe spaces including increased lighting and CCTV cameras. • More secure bike racks.	The proposed masterplan includes environmental improvements that promote public safety. This includes improved lighting, clear sightlines (for example, tree species that have a lifted canopy) and improving passive surveillance by creating a high-quality environment that attracts visitors. The proposed masterplan will include guidelines on location of bike racks that is convenient and highly visible to reduce likelihood of theft.
KEY THEME: SUSTAINABILITY AND AMENITY This theme is about creating more visually appealing, comfortable and functional public spaces that reflect the unique character of Dickson. > **Existing issues:** • Lack of sufficient trees and greenery. • Lack of visually pleasing or consistent design aesthetic. • Limited outdoor recreation and outdoor dining spaces. • Poor quality and maintenance of paving.	Tree species selection will consider allergens. Potential locations for public art will be considered.



Key insights from consultation events	Project team response
• The existing condition of Badham Street, Antill Street and Dickson Place highlighted as unsatisfactory. > **Considerations:** • Maximise tree canopy cover and incorporate diverse plantings, especially native plants. Avoid those that aggravate hay fever or drop large seed balls. • Use high-quality, durable paving materials that are easy to clean and maintain. • Incorporate public art and sculptural elements that reflect the area's heritage and character. • Provide seating, lighting, water fountains and other amenities that enhance comfort and usability. • Be consistent with general design style.	

WHAT'S NEXT?

We are using your feedback to influence design decisions that will shape the future of Alinga Street, Cooyong Street, City Walk and the Dickson Group Centre.

Your feedback is crucial to the success of the next stage of each project. Your thoughts will help us identify key priorities, improve the quality of our streetscapes and create greener and more pedestrian-friendly public spaces.

You can get in contact with us by emailing cityrenewal@act.gov.au or calling 02 6205 1878

To find out more about Better City Streets, visit www.yoursay.act.gov.au or the City Renewal Authority website.

Alinga Street key timings
February 2024 to May 2024: Site investigations and place analysis.
June 2024 to August 2024: Feasibility study.
August 2024: Targeted stakeholder consultation.
September 2024 to October 2024: Development of draft concept masterplan.
26 November 2024 to 26 February 2025: Public consultation on the concept masterplan.
May – November 2025: Incorporate community feedback and finalise sketch plans

City Walk key timings

ACT Government | YOURSAY



November 2020: City Walk Stage 1 upgrades completed.

October 2023 to February 2024: Site investigations and place analysis.

March 2024 to July 2024: Targeted stakeholder consultation.

February 2024 to November 2024: Development of draft preliminary sketch plans.

26 November 2024 to 26 February 2025: Public consultation on draft preliminary sketch plans.

March 2025 to May 2025: Incorporate community feedback.

May 2025 to October 2025: Finalise the Sketch Plans

October 2025 to March 2026: Prepare documentation for construction tender.

Cooyong Street key timings

February 2024 to May 2024: Site investigations and place analysis.

June 2024 to August 2024: Feasibility study.

August 2024: Targeted stakeholder consultation.

September 2024 to October 2024: Development of draft concept masterplan.

26 November 2024 to 26 February 2025: Public consultation on the concept masterplan.

March 2025 to May 2025: Review stakeholder feedback.

Mid 2025: Update and publish the final masterplan.

Dickson key timings

2018: Dickson Place Plan was developed with the community and local businesses to guide improvements in the area.

November 2023 to March 2024: Site investigations and place analysis.

April 2024 to June 2024: Transport feasibility study and concept design options.

July 2024: Targeted stakeholder consultation.

August 2024 to October 2024: Development of draft concept masterplan.



26 November 2024 to 26 February 2025: Public consultation on the concept masterplan.

March 2025 to May 2025: Review stakeholder feedback.

Mid 2025: Update and publish the final masterplan.

ACT Government | YOURSAY



THANK YOU FOR YOUR FEEDBACK

6,000 letters to residents and businesses in the City Centre, Braddon and Dickson	**11** onsite pop-up events held at the four project locations	**9** Business, community and residential drop-in sessions	**10** key stakeholder workshops and meetings
1 Salon Canberra consultation event	**594** individuals were spoken to at consultation events	**4,723** stakeholders were sent emails	**395** completed surveys were received via YourSay
8 written submissions were received	**2,731** data points of written feedback were received	**75,756** impressions were received on social media	**4,905** people visited YourSay

ACT Government | CITY RENEWAL AUTHORITY

Comms plan

Better City Streets Listening Report Distribution

Project:

Event date: 28-30 April 2025

What is being communicated?	Between November 2024 and February 2025, the community was asked to provide feedback and insights on proposals to make streets more pedestrian-friendly throughout the City Centre and Dickson. This campaign was called Better City Streets.		
Why are we communicating on this issue?	We received 2,731 pieces of feedback on proposed designs. This feedback has been compiled into a listening report and will be released by 30 April 2025.		
Background/research /insights	• Community were invited to participate in a collaborative engagement process through onsite pop-up events, business drop-in sessions, online YourSay surveys, and printed materials, just to name a few. • The community told us that you value safe and walkable streets with a focus on the pedestrian experience, with increased shade, outdoor dining, reduced speed limits and traffic calming measures. • 4,905 people visited the YourSay project page. • 594 people were spoken to at consultation events. • Better City Streets content had 75,756 impressions on socials.		
Tier:	Routine		
Other directorates/agencies involved	MPC TCCS (Roads ACT, Dev Coordination, Active Travel, Light Rail) CMTEDD (Wellbeing team) EPSDD	**Spokesperson**	EGM Urbanisation and Renewal, Lucy Wilson

Target audiences

Primary	*Community* • Local residents • Local businesses
Key influencers/stakeholders	*Community groups* • Living Streets Canberra • Dickson Residents Group • Braddon Collective • PT CBR • Greater Canberra *Health and mobility advocates* • Australian Council of Social Services • Heart Foundation • Council on the Ageing ACT (COTA ACT) *Industry groups* • Canberra Business Chamber • Australian Hotels Association ACT • CBRE • Knight Frank • QIC • Dickson Tradies • Property Council of Australia • Urban Development Institute of Australia
ACTPS (if relevant)	• TCCS o Roads ACT o Development Coordination o Active Travel team o Light Rail • Wellbeing (CMTEDD team) • EPSDD
Others	• City Taskforce • Consultants (i.e. Oculus)

Key messages

- We've just released the Better City Streets listening report.
- Thank you to those who provided feedback during the consultation period from 26 November 2024 - 26 February 2025.
- We received 2,731 pieces of feedback on proposed designs for Dickson Group Centre, Cooyong Street, Alinga Street and City Walk to make it easier, safer and more attractive to move around.
- You also told us that you value safe and walkable streets with a focus on the pedestrian experience, with increased shade, outdoor dining, reduced speed limits and traffic calming measures.
- View the listening report: https://yoursayconversations.act.gov.au/better-city-streets

Issues and risk management

Issue	Mitigation
Perceived lack of consultation	The listening report provides a detailed outline of the consultation process, with all interactions documented through Consultation Manager.
Lack of clarity around next steps	The listening report outlines timelines for each project and their current status in the planning process. The YourSay project page also provides a timeline on consultation, including past activity. Talking points will also address specific questions regarding project status, if asked.
Resistance to change, particularly from drivers.	Be clear in our communication that we are not dissuading people from driving cars or impact their journey to the City Centre.

Action plan

When	What	Responsibility	Status
Timing	*Activity*	*Who is rolling out*	*Not started / in progress / Complete*
April 2024	Develop comms and TPs for LR distribution - socials, website copy, talking points, EDM	Kat	In progress

7 April	Media prep ahead of LR distribution	Kat, Lucy	Booked for 7 April
16 Apr	**Send brief to CM incl. LR**	Cara with Sarah	Not started
17-28 Apr	**CM approve brief re. listening reports and next steps**	Chief Minister	Not started
28-30 April 2025	Distribute listening reports to stakeholders and participants / update public - Social post - YourSay updates - CRA website homepage tile and project page - Blog on CRA website - ACT Gov channel content - Email to all stakeholders - Internal staff update - Newsletter content	Kat Doug/Matt to publish on YourSay	Not started

Binder 5,146

Click here to enter text.

ACT Government

Chief Minister, Treasury and Economic Development Directorate

Ministerial Brief

To:	Chief Minister	**Tracking No.:** CMTEDD2025/4209
Date:	01/10/2025	
CC:	Click here to enter text.	
From:		
Subject:	City construction (CRA projects)	
Critical Date:	06/01/2024	
Critical Reason:	Due date provided by CMO	

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

Choose an item. MLA ..../...../.....

Minister's Feedback

Background

1. The City Renewal Authority has four projects within the City Renewal Precinct where construction is in progress or will commence soon. These are:
    a. Garema Place upgrades, Canberra City - works in progress
    b. Dickson shops upgrades - preliminary works to begin late 2025
    c. Ngamawari park, Acton - works to begin early 2026

d. Woolley Street verge remediation, Dickson - works to begin early 2026

outside scope

outside scope

Dickson Shops Upgrade

9. The upgrade will include new lighting, paving, seating and bike racks, more trees and plantings, a widened pedestrian connection to Cowper Street, stormwater improvements and enabling works to support future CCTV installation.
10. These improvements will help to make the Dickson Shops is a safe, accessible, inviting and sustainable shopping and community hub that meets the needs of a growing population.
11. In September 2025 Complex Co were engaged to undertake the upgrade.
12. Preliminary work, including site investigations, will begin from October to November 2025. Major works will begin in early 2026, to avoid disruption to the Christmas trading period.

outside scope

outside scope

Issues

19. Minimising impacts on nearby businesses, residents and the community is a key priority throughout all of City Renewal's construction projects.

20. Latent conditions and adverse weather have the potential to cause delays.

Financial Implications

21. The total budgets (GST exclusive) for each project is as follows:

outside scope

b. Dickson Shops upgrade - $12.2M

outside scope

Consultation

Cross Directorate

22. The Authority has engaged extensively across the ACT Government, including with Infrastructure Canberra, City and Environment, Arts ACT, Justice and Community Services and Digital Canberra.

External

23. External stakeholders have been consulted on the projects, with the scale and type of engagement varying depending on the nature of each project.

Work Health and Safety

24. A Safety in Design process is undertaken for all capital works projects to ensure work health and safety (WHS) risks are identified and mitigated from the start of the design process.

25. Once projects reach construction, all WHS matters related to on-site activity will be managed by the Authority's contractor, Infrastructure CBR.

Benefits/Sensitivities

26. These projects contribute to the revitalisation and activation of the City Renewal Precinct. They will improve the quality of the public realm to support a safe, active and sustainable city environment that supports economic growth and a thriving community.

27. Construction will cause disruption. Minimising impacts on nearby businesses, residents and the community is a key priority throughout all of City Renewal's construction projects.

Communications, media and engagement implications

28. Communications and engagement protocols will be followed to ensure any stakeholders impacted by construction are informed about these impacts and so any concerns can be raised with the Authority and/or the contractor and quickly addressed.

Signatory Name:	Lucy Wilson	Phone:	Sch 2.2(a)(iii)
Action Officer:	Sophie Davis	Phone:	

Binder 5,150

OFFICIAL

ACT Government

Chief Minister, Treasury and Economic Development Directorate

Ministerial Brief

To:	Chief Minister	**Tracking No.: CMTEDD2026/711**
Date:	20/02/2026	
CC:	Minister Steel	
From:	City Renewal Authority	
Subject:	Dickson Streetscapes Masterplan	
Critical Date:	04/03/2026	
Critical Reason:	Document to be published on 6 March 2026	

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

Andrew Barr MLA ....9./..3./..26

Minister's Feedback

Background

1. City Renewal Authority commenced development of the Dickson Streetscapes Concept Masterplan (the masterplan), following delivery of the 2023-24 Budget in June 2023.
2. The masterplan outlines a ten-year framework for streetscape and public space improvements across the Dickson Group Centre, including Challis Street, Antill Street (minor), Woolley Street, Cape Street, Badham Street and Poppyfield Street.
3. The masterplan aims to ensure a consistent high-quality public realm outcome that responds to a growing and changing Dickson community. It also seeks to establish clear Government position on the required off-site works for any private development.
4. It was developed by leading landscape architecture and urban design firm consultancy, Oculus, and was informed by site analysis, technical studies and consultation undertaken through the Better City Streets initiative.
5. From November 2024 and February 2025 City Renewal undertook community consultation on the draft masterplan. The key themes that came through included:
    a. Pedestrian experience and active travel
    b. Traffic management and parking
    c. Safety and security
    d. Sustainability and amenity
6. Following community consultation, the masterplan was updated to respond directly to community priorities by increasing tree planting and shade, improving accessibility and safety, and retaining 84 per cent of existing on-street parking, which was identified as a high priority, while continuing to support equitable access.

Issues

7. City Renewal has finalised the Dickson Streetscapes Concept Masterplan following approval by the City and Environment Directorate on 20 November 2025.
8. It will be published on the City Renewal website, Dickson streets - City Renewal.
9. Its publishing will provide the community clear information about future public space improvements being considered for streetscapes around the Dickson Group Centre.
10. The document outlines potential changes such as increased tree canopy, wider shared paths, raised crossings, improved lighting, additional seating, bicycle parking, and adjustments to on-street parking.
11. While the masterplan guides future improvements, its publication does not commit the Government to funding, timing or delivery of upgrades. Any future capital works would be subject to separate processes and decisions, and no business case has been brought forward by City Renewal.
12. The masterplan provides an agreed Government position for all developments within the masterplan area for any required off-site works to ensure consistency in public realm outcomes. It supports a strong collaborative partnership between ACT

Government and the private sector delivering in the Dickson Group Centre over the future decade, for example, with City Renewal working closely with the Dickson Trademan's Club (developing *Dickson Green*) to catalyse private investment in the public realm.

13. City Renewal engages regularly with the Dickson Residents Group (DRG) and the Dickson Working Group to keep them informed on construction projects and place activations. DRG has requested access to the data collected by Oculus informing the Masterplan.

Financial Implications

14. There are no direct financial implications associated with publishing the masterplan.
15. Future delivery of any proposed streetscape upgrades would require separate consideration through appropriate budget processes.

Consultation

Internal

16. City Renewal Authority teams involved in preparing the masterplan include Design and Place, Place Experience and Communications. Internal engagement occurred during the preparation of technical studies and through review processes.

Cross Directorate

17. City & Environment Directorate (CED) was engaged through the Better City Streets program and contributed technical input relating to active travel, transport, planning and urban design requirements.
18. In principle approval for the masterplan was received from CED on 20 November 2025.

External

19. Consultation (as part of the Better City Streets initiative) was conducted between November 2024 and February 2025, with more than 1,000 pieces of feedback received from residents, businesses, property owners and community groups.
20. The Better City Streets initiative was awarded under the stakeholder engagement category in the 2025 Planning Institute of Australia - ACT Awards for Planning Excellence.
21. Dickson Residents Group remains an interested stakeholder group to the masterplan.

Work Health and Safety

22. No work health and safety issues have been identified in relation to publishing the masterplan. Any WHS considerations associated with future design or construction work would be assessed as part of those separate project stages.

Benefits/Sensitivities

23. Publishing of the masterplan provides the community, and potential developers with clear information to the community about the vision and design direction for future streetscape improvements. It also supports transparency about engagement outcomes and proposed responses; and helps guide future planning, development interface considerations and public realm upgrades across the Dickson Group Centre area.

24. Releasing the masterplan may generate public interest because of the proposed redistribution of parking, upgrades to key streets, and recommendations relating to walking and cycling conditions. It may also increase expectation from the community that this work be prioritised in the near future.

Communications, media and engagement implications

25. Publication of the masterplan may generate local media and community interest due to the high visibility of proposed improvements and previous levels of engagement. Supporting web content and communications material will accompany the release.

26. Messaging emphasises that the masterplan sets out a long-term design framework informed by community feedback, and that future works are subject to separate funding and delivery processes, including delivery by private developers.

27. Talking points have been prepared and are attached at Attachment B – Dickson Streetscapes masterplan talking points.

Signatory Name:	Lucy Wilson	Phone:	Sch 2.2(a)(ii)
Action Officer:	Victoria Dance	Phone:	

Attachments

Attachment	Title
Attachment A	Dickson Streetscapes Masterplan – concept report
Attachment B	Dickson Streetscapes Masterplan – talking points

Binder 5,154

OCULUS

Dickson Streetscapes
Concept Masterplan Report

Date of Issue
24 September 2025

Prepared for
ACT Government | City Renewal Authority | Infrastructure Canberra

We wish to acknowledge the Ngunnawal people as the Traditional Custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region.

We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

Prepared for:

ACT Government | CITY RENEWAL AUTHORITY

Prepared by:

OCULUS

Urban Design & Landscape Architecture

ACCESSED.

Accessibility

canopy tree experts

Consulting Arborist

PURDON

Planning

WSP

Engineering

WT

Quantity Surveyor

Rev	Issue	Date	By	Checked
V01	Draft	22 November 2024	Peta Miskovich, Jordan Evans-Tse and Ramona Höfler	Peta Miskovich
V02	Final	16 September 2025	Peta Miskovich, Jordan Evans-Tse and Ramona Höfler	Peta Miskovich
V03	Final	24 September 2025	Peta Miskovich and Ramona Höfler	Peta Miskovich

Binder 5,156

Contents

1.0 Introduction 6

1.1 The Masterplan 7

1.2 About Dickson 8

1.3 Dickson in time 9

1.4 Strategic Positioning 10

1.5 Stakeholder & Community Engagement 13

1.6 Your Say Better City Streets 15

2.0 Site Context & Analysis 17

2.1 Active Transport - Walkability 18

2.2 Active Transport - Cycling 19

2.3 Public Transport 20

2.4 Public Transport - Bus Routes 21

2.5 Vehicles & Parking - Commercial Vehicles 22

2.6 Vehicles & Parking - Private Vehicles + Loading 23

2.7 Ground Floor Interfaces 24

2.8 Amenity 25

2.9 Climate - Heat & WSUD 26

2.10 Incidents 27

3.0 Community Perception 28

3.1 Place Audit 29

4.0 Existing Conditions 34

4.1 Site Conditions | Existing 35

4.2 Materials Palette | Existing 36

4.3 Street Tree Palette | Existing 42

5.0 Concept Masterplan 44

5.1 Key Masterplan Priorities 45

5.2 Concept Masterplan 46

5.3 Challis Street 50

5.4 Antill Street (Minor) 53

5.5 Woolley Street | North-South 56

5.6 Woolley Street | East-West 59

5.7 Cape Street 62

5.8 Badham Street 65

5.9 Poppyfield Street 68

6.0 Design Palettes 71

6.1 Materials Palette 72

6.2 Planting Palette 73

6.3 Planting Palette 74



Figure 1. Dickson Streetscapes study area

Executive Summary

Create a vibrant Group Centre that offers a welcoming, well-connected, safe and thriving destination.

Project Brief

The streets in Dickson Group Centre are car dominated and do not encourage pedestrians to visit or explore the local environs and businesses. Inconsistencies in road and footpath materials, including pavement, landscaping and lighting, result in a poor public environment and wayfinding experience throughout the Group Centre. The proposed Masterplan aims to support high quality urban renewal outcomes within the precinct, integrating existing, new and proposed developments and linkages with the light rail and transport interchange, whilst retaining its multicultural uses, strong sense of identity and community focus.

The City Renewal Authority have delivered Stage 1 of the Dickson Streetscapes program - the Woolley St upgrades, including a shared zone that prioritises pedestrians and provides a space for social gatherings and events at the centre of the 'Eat Street' precinct. The success of these upgrades was evident during the Lunar New Year celebrations from 2023.

This Masterplan (Stage 2) undertook a feasibility study to understand the functionality and uses of the streets within the Dickson Group Centre. These findings of the feasibility study were used to inform and develop the Preferred Concept Masterplan. The Masterplan outcomes aim to prioritise and stage a program of upgrades that create a high-quality public realm for the community that is safe, accessible, well-connected, enjoyable and resilient.



Binder 5,158

The proposed concept masterplan aims to capture and reflect the vibrancy of Dickson and wishes of the community for a safer, more enjoyable streetscape experience supporting it as one of Canberra's favourite retail and dining destinations. This masterplan is aimed to be delivered within the next 10 years to support the growing community within Dickson.

Masterplan Objectives

+ Improve the connectivity, accessibility and attractiveness of the Dickson Group Centre to encourage people to visit and stay longer.
+ Enhance safety, walkability and wayfinding with improved lighting, footpaths, visibility and consistency throughout the Group Centre.
+ Encourage and support both day-time and night-time activity, both within the public realm and local businesses.
+ Improve environmental and social sustainability outcomes and climate change resilience.
+ Enhance a sense of place through integrating art, history and culture that celebrates Dickson's diverse community and village character.
+ Encourage continued private investment and upgrades to surrounding buildings and businesses, to support the urban renewal effort.

Process and Deliverables

Site Investigations and Place Analysis

Site Investigations and Place Analysis works were undertaken based on the use of publicly accessible data, inputs from consultants and on-the-ground observations/imagery to create a comprehensive overview of the material and immaterial conditions that shape the current streetscapes of Dickson.

Analysis was produced at both macro (suburb) and micro (site) scales to enable a broader contextual understanding whilst also focusing on the finer detail of the immediate context.

The Place Analysis undertaken by Inhabit Place was undertaken over several weeks in early 2024 to understand the qualitative and quantitative information of the people who live in, work in and/or visit Dickson. Recorded data includes patterns of movement, time in place, intercept surveys, interviews and imagery to help elucidate the human characteristics of site. This data has been synthesized into key findings about how people are currently using the space and what desires they have for future interventions.

Key findings for the extensive analysis are as follows:

+ The Group Centre is zoned as commercial, the actual uses are far more varied with residential being the fastest growing use in the area with future developments likely to be mixed use i.e. a combination of commercial and residential.
+ The community make up is varied, but trends towards an older demographic.
+ The area is well supplied with public transport and has a high number of cyclists when compared with greater Canberra.
+ There is a lack of cycling infrastructure within the site even though there is a high representation of cyclists.
+ Dickson is a car reliant suburb with much of the area being dedicated to car parks, both government owned and privately owned, however this appears to be interlinked with the demographics of the area.
+ East-west links are missing in the site, with a lot of circumnavigation required currently to move across site.
+ There are high number of good street tree planting but nowhere in the site is reaching 30% coverage.
+ There are several car crash hot spots at intersections and pedestrian crossings.
+ Only half the community (surveyed) feels safe at all times in Dickson.

Transport Feasibility Study

The Transport Feasibility Study sought to identify existing issues and opportunities within the streetscape improvements study area and evaluate the impact of the proposed design on sustainable travel modes, traffic, and parking.

Based on this study, it was understood that the current street network in the Dickson Group Centre is car dominant and does not sufficiently support walking and cycling access, connectivity and safety. As the Group Centre continues to develop it is important that this street network follows suit, to continue to support its function.

The findings suggest that the proposed improvements will enhance safety and connectivity for walking and cycling while having minimal impact on driving and parking. The proposed parking reductions and reclaiming of carriageway for walking and cycling are expected to have a minor effect on intersection performance and parking availability. However, careful management of these upgrades is recommended to mitigate any potential risks.

Concept Design Options

Three Concept Design Options were developed to explore streetscape design initiatives that sought to balance the integration of the following:

+ Active Transport - Pedestrians
+ Active Transport - Cyclists
+ Public Transport
+ Vehicles - Private
+ Vehicles - Commercial
+ Climate Resilience & Sustainability
+ Amenity

The Concept Design Options proposed the following key moves to improve the overall experience for public realm, including:

+ Improve connectivity by creating a more permeable, safer and accessible streetscape.
+ Support pedestrian and cyclist movement through the streetscapes. The wider pedestrian and cyclist networks have been taken into consideration to ensure Dickson remains a destination with access to key active travel networks.
+ Rationalising on-street parking to support greater opportunities within the public realm. Utilisation of parking has been taken into consideration to ensure viability and an overall approach to the Concept Design Option/s.
+ Ensure the viability and future opportunities for local businesses is maintained with the integration of wider footpaths and activity zones within the street.
+ Commercial access to businesses is maintained.
+ Sustainability initiatives and climate resilience in embedded within the streetscape to improve amenity and comfort within the public realm.

Community, Stakeholder and Authority consultation was undertaken throughout the development of the Concept Design Options to inform the Preferred Option which was to be further developed and incorporated within the Concept Masterplan.

Concept Masterplan

Based on the previous stage findings, and community and stakeholder consultation undertaken, the development of the Concept Masterplan develops and ingrates these key ideas within a framework to be delivered within the next 10 years.

The Masterplan focuses on Dickson as a destination within Canberra's North. The Masterplan focuses on creating a vibrant public realm and high quality streetscape outcomes that support the community and visitors to stay longer and enjoy what Dickson has to offer.

The Masterplan responds to the following:

+ Needs of the community addressing concerns regarding provision of trees, adequate shading within the public, improved and more inclusive footpaths, improved perception of safety and retention of parking within the Group Centre.
+ Meeting ACT Government targets including tree canopy coverage (30%) and site permeability (20%).
+ Supports the needs of businesses, in a post COVID landscape, through the retention of on-street parking, increased opportunities for activation within the streets and increased pedestrian permeability and public realm amenity.
+ The Masterplans improves the user experience with the inclusion of wider footpaths, more shade, greater public realm amenity and more reasons to visit and stay.
+ Slower traffic speeds (30km an hour) and safer more frequent crossing points within the Group Centre.

Summary table

	Existing	Proposed
On-street Parking	289	245 (84% retention)
Canopy Cover	19%	> 40%
Permeability	-	20%

OCULUS © 2025

1.0
Introduction

1.1 The Masterplan
Introduction

Dickson Streetscapes is the Stage 2 design component of the Dickson Revitalisation Program - a community initiated program to transform Dickson.

The Dickson Streetscapes project has undertaken a series of tasks and studies to inform the development and delivery of the Streetscapes Masterplan including a feasibility study to understand the functionality and uses of the streets within the Dickson Group Centre Study Area, and concept design options to explore the possibilities on how the overall pedestrian experience and functionality can be improved. The preferred concept design option is an amalgamation of three schemes, examining existing conditions and potential opportunities – striking the balance between site specific street-by-street considerations, and a holistic approach to the Dickson Group Centre study area.

The findings of the feasibility study and the preferred option have been used to inform the Concept Masterplan, supporting Dickson Group Centre as a strong destinational retail, dining and shopping precinct and employment hub with on-street activation and high pedestrian activity, now and into the future The Concept Masterplan includes an overall vision for Dickson Streetscapes, a material palette to improve the public realm experience and improved connectivity throughout the Dickson Group Centre Study Area, from the light rail stop through to the Dickson Shops and Pool.

Key transport related issues outlined in the feasibility report are as follows:

+ Dickson serves as a central location for employment, dining, shopping and community facilities;
+ Currently the street network in Dickson is car dominant and does not sufficiently support walking and cycling access, connectivity and safety;
+ The primary mode share for travelling to Dickson is private vehicles, whilst walking is the dominant mode of travel within the streetscapes study area;
+ Footpaths are generally within the desirable range, with exceptions on some streets where they are too narrow or don't exist;
+ A consistent treatment of raised pedestrian crossings at intervals and reduced speed limits would be beneficial for pedestrian safety, noting many reported pedestrian collisions in the study area occurred at or near zebra crossings;
+ Interactions between driveways and footpaths is high due to commercial vehicle access requirements and the quantity of driveways on streets, contributing to a reduction in pedestrian comfort and safety;
+ There is an established cycling network surrounding the study area, with limited designated cycling infrastructure to support these routes;
+ Dickson is highly connected to the ACT's public transport network including Stage 1 light rail (Gungahlin to City) and the Dickson R9 rapid bus route that travels along Cape Street, Badham Street and Poppyfield Street;
+ The use current on-street parking on some streets is higher than others within the Group Centre. There is a variety of off-street parking opportunities within the Group Centre which is currently under-utilised. A balanced approach to parking across the study area will enable some reductions in on-street car parking;
+ Commercial vehicle access is essential to maintain functionality and support businesses given Dickson is a strong retail centre.

The feasibility study includes an assessment of the concept design options and determines that the preferred option is expected to enhance walking and cycling in the study area, contributing to better place-making in the future.

A key component of the project involved undertaking stakeholder and community consultation to garner community support and interest in the improvements, to ensure the project addressed the key concerns from the community and key stakeholders, and align with Government standards, targets and initiatives. Casting a wide net or perspectives and inputs and weighing them up against the existing conditions and opportunities for the site.

The design outcomes of this masterplan aim to prioritise and propose a staged implementation of upgrades works that create a high-quality public realm that is safe, accessible, well-connected, enjoyable and resilient.

Key project benefits include -

+ Provide a legible, accessible and pedestrian friendly urban environment.
+ Improve pedestrian safety through a holistic approach to movement within the study area;
+ Improve pedestrian amenity with wider footpaths and increased tree planting for comfort and natural shade;
+ Strengthen wayfinding between the different precincts of the Group Centre, from the light rail stop through to the Dickson Shops and Dickson Pool.
+ Support a vibrant social and economic hub through increased day-time and night-time activity.
+ Encourage continued private investment in housing, dining, retail and business opportunities within the Group Centre.
+ Encourage active travel through investing in improved infrastructure.
+ Enhance sustainable urban renewal outcomes across the City Renewal Precinct.

Nov 2023	**Task 1** **Site Investigations & Place Analysis** Site Survey & Analysis Place Analysis Summary Report
Dec 2023	
Jan 2024	
Feb 2024	
Mar 2024	
Apr 2024	**Task 2** **Transport Feasibility Study and Concept Design Options** Urban Design and Transport Feasibility Study Report Concept Design Options Report
May 2024	
Jun 2024	
Jul 2024	Targeted Stakeholder Consultation
Aug 2024	**Task 3A** **Draft Concept Masterplan** Draft Concept Masterplan Report & Drawings Draft Concept Masterplan Cost Plan Draft Materials Palette
Sep 2024	
Oct 2024	
Nov 2024	Public Consultation
Dec 2024	
Jan 2025	**Task 3B** **Final Concept Masterplan** Final Concept Masterplan Report & Drawings Final Concept Masterplan Cost Plan Final Materials Palette
Feb 2025	
Mar 2025	
Apr 2025	
May 2025	
Jun 2025	
Jul 2025	
Aug 2025	
Sep 2025	

OCULUS © 2025

1.2 About Dickson
Introduction

Dickson is thriving hub offering a range of activities and experiences. It is home to the unofficial China Town of Canberra whilst also functioning as a key shopping precinct for North Canberra and surrounds.

Dickson is a suburb within North Canberra located along Canberra's primary movement corridor Northbourne Avenue.

Dickson attracts people from all over Canberra and the ACT Region due to its diverse offering of food and beverage outlets, commercial offices including ACT Government offices and co-working facilities (WOTSO), as well as multiple large scale supermarkets and smaller grocers.

It is the closest shopping hub for residents who live on the outskirts of the ACT, including residents who live across the border and is accessed via multiple modes of transport, most recently the light rail corridor.

Dickson's population is expected to grow by 270% by 2060.[1] Responding to this expected population increase, in addition to the growing employment projections for Dickson (2,700 people employed within Dickson by 2063), there must be a greater focus on the Group Centre's public realm offering, to provide increased access to amenity and an improved experience.

As housing density increases, more pressure will be placed on the public realm and public infrastructure to deliver an activated and engaging alternative to the residential backyard. Responding to our changing climate, our public spaces must perform a series of different functions to enhance the overall liveability of the suburb and mitigate the impacts of climate change.

The Dickson Streetscapes Masterplan provides an opportunity to re-position Dickson as a thriving commercial and social community hub that supports the needs of the community today, whilst ensuring its ability to meeting the future needs of a growing Group Centre.

[1] ABS Census Data



OCULUS © 2025

1.3 Dickson in time
Introduction

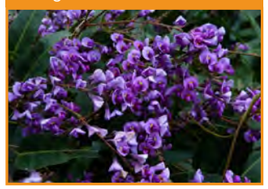
Pre-colonial

1840-1850s

Early pastoralists often gave breastplates to Aboriginal leaders during negotiations to secure cooperation with local clans, and grazing rights to their land. William Wright grew up on Lanyon station, on the Murrumbidgee River south of Majura.

1826

Ngunnawal people watched the climbing plant *Hardenbergia violacea* closely. The appearance of its bright purple flowers indicated that certain fish species in the nearby Molonglo and Murrumbidgee rivers had grown fat, and were ready for eating.



Ngunnawal warriors (and other local Indigenous Groups) walked to Weereewa (Lake George), north of Majura, to join a regional uprising of 1000 Aboriginal Peoples angry about pastoral colonisation and its destructive effects on Aboriginal land and society. Governor Darling decided to send a detachment of troops 'to enforce obedience and disperse them'.

1912

Walter Burley Griffin Plans were selected as the winning design for the capital, and the Commonwealth Territory was gazetted. Freehold lan was resumed and leases offered, causing many families to leave

1919

Solider Settlement Scheme granted small blocks to returned soldiers

1924-26

The official aerodrome extended from a NW corner north of Dickson Library to a SE corner near Dutton St and Majura Avenue, taking in the whole western portion of Majura playing fields and the entire central residential portion of Dickson between Cowper St and Dickson wetlands.
A small runway known as Northbourne Aviation Ground operated in an area between Antill Street and the Dickson Library. The runway was declared operational on the 4 March 1924 and remained open until 26 November 1926 at which time aircraft operations were transferred to a site on the western side of the current Canberra Airport.

1925

FCC formed and Griffin Plan gazetted

1926

A RAAF De Havilland DH9 crashed at the Canberra Aerodrome in Dickson killing the pilot Philip Mackenzie Pitt and the navigator William Edward Pitt. They were to take aerial photographs of the FCT. The only relic of this crash, the bomb site, is in the CDHS collection.



1928

Dickson was gazetted on 28 September 1928 and took in the whole of what are now the suburbs of Dickson and Downer. All of the land in Dickson had been earmarked for an Industrial area on the final 1918 Griffin Plan.



1940-64



A 25-year lease was granted in 1940 to Dr Bertram Thomas Dickson, Chief of the Plant Industry Division of the CSIR, for Dickson Experiment Station. Dickson Experiment Station began operating during World War II and initially focused on trialling crops to aid the war effort including opium, rubber and pyrethrum, with assistance from the Women's Land Army.

1948

Town Planning Section formed. Dept. of Interior hired its first town planner, Trevor Gibson. By 1950, Industrial Area of Griffin Plan was changed to residential and shown accordingly on new Outline Plan for the city 1951.

1956-65

NCDC formed.

1958

Suburban streets and subdivisions starting in 1959, streets and houses built by NCDC. Original creek re-aligned and concrete stormwater channels build in 1958-59.

1959-66

Dickson shops and Post Office, roads, shops, carpark and pool built by NCDC by 1965. Baptist memorial Church privately built in 1964. New post office built in 1966.

1970s



Dickson Shops & Woolley Street Precinct 1970s

1968-69

Dickson Library NCDC commissioned Enrico Taglietti to design new district library in modern style. Place heritage listed by ACT Government in 2008.



1912 2024

OCULUS © 2025

Binder 5,163

1.4 Strategic Positioning
Introduction



CRA Sustainability Strategy 2021-2025

Organisation ACT Government | City Renewal Authority

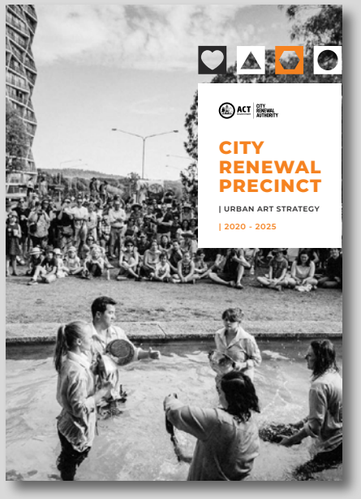
Year 2021

Resilience and climate-wise design

+ Climate Resilience
+ 30% tree canopy cover
+ Limit urban heat islands to no higher than 1 degree above 2017 average across precinct by 2031
+ Provide an increasing presence of appropriate plants, both native and deciduous
+ Recognised leader on 'nature in the city'
+ 30% water permeable surfaces in urban footprint by 2045
+ Healthy comfortable buildings and outdoor space
+ 100% of public space upgrades include placemaking initiatives helping people to get active and connect with others.
+ Leadership in creating and measuring how places help to improve wellbeing.

Social and economic vibrancy

+ People-centred urban design and liveability
+ Access to community and basic commercial services within an easy walk (10 minutes).
+ Permeable street-facing façades that attract people.
+ Community safety promoted with smart and appropriate LED public lighting in more than 50% of the precinct.
+ Increase in communal and public open space (20% of site area for developments with more than 30 apartments), including productive gardens and or nature pockets.
+ Inclusive, accessible places for all
+ An increasing number of garden beds supporting cultural plant use.
+ Inclusive, safe, sustainable city that fosters a sense of belonging.
+ Achieve excellence in accessibility, child and age friendly city measures and ‘enjoyable places’.
+ Enable active living and travel
+ Healthy active living and sustainable transport
+ Priority cycle and pedestrian routes to aim for 50% tree canopy shade.
+ Child and age friendly city design outcomes enabled through public space upgrades.



CRA Urban Art Strategy 2020-2025

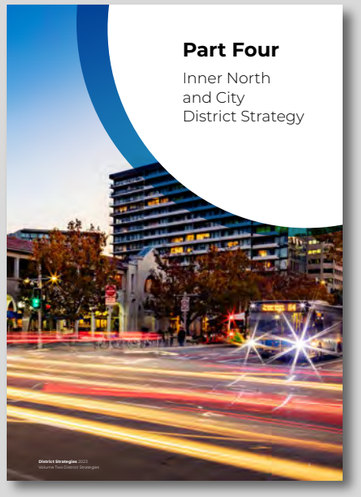
Organisation ACT Government | City Renewal Authority

Year 2018

The renewal of Dickson will be responsive to community aspirations by delivering a diverse array of community driven arts and cultural activation alongside the built form transformation, ensuring its multicultural nature is strengthened.

Neighbourhood Urban Art Opportunities

Urban art outcomes in Dickson should aid in its transformation into a contemporary urban village at the tip of the precinct, sustained by its multicultural and community focused foundations.
Here urban art outcomes have the opportunity to respond to the filigree nature of Dickson, particularly in Dickson Village, providing opportunities to connect the Group Centre through aiding in legibility, movement and discovery.
Opportunities also exist through permanent outcomes located within the southern green spine defined by Sullivan's Creek.



Inner North and City District Strategy

Organisation ACT Government

Year 2023

Employment hubs and economic activity

+ The Inner North and City District has one group centre at Dickson and eight local centres. Dickson is the ACT's largest group centre. It has a more strategic economic function and office-based employment than other group centres.

Blue Green Network

+ Protect, enhance and restore habitat values in key blue-green corridors including re-naturalisation of Sullivans Creek and its tributary waterways where possible, connections to Banksia Street and Dickson Wetlands and linkages between reserves, urban open space and Garden City precincts and application of water sensitive urban design.

City Precinct Renewal Program – Place-based planning and project delivery

+ Dickson – a thriving urban centre. The Dickson group centre will offer a ‘complete lifestyle’ with housing choices, leisure and dining, retail, business and employment opportunities, while retaining its multicultural uses, strong sense of identity and community focus. It is a transport hub with links to buses, light rail and active travel networks. New development will contribute a greater mix of uses while expanding its fine-grain elements.

OCULUS © 2025

Binder 5,164



ACT Transport Strategy

Organisation ACT Government | Transport Canberra and City Services Directorate

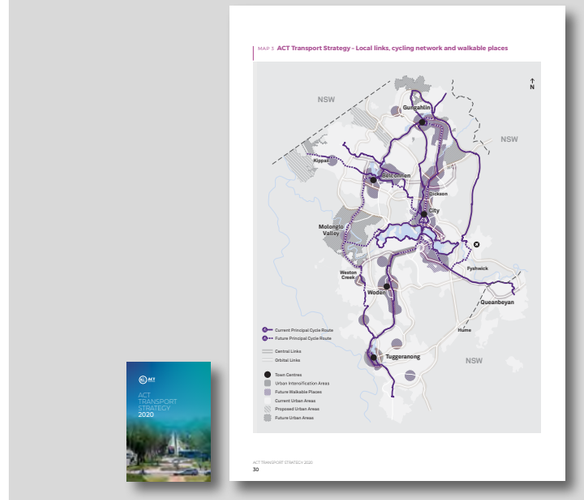
Year 2020

Summary

+ Vision for a world class system that supports a compact, sustainable and vibrant city.
+ Convenient and connected public transport.
+ High quality environments for walking and cycling.
+ Road network that allows movement of people and goods safely and reliably.
+ Framework for planning and investment in transport for the next 20 years.
+ Developed alongside ACT Climate Strategy 2019-2025 and ACT Planning Strategy 2018.
+ Climate Strategy sets out pathways for reducing transport emissions and encouraging a shift to walking, cycling and public transport.

Principles

+ People focused - meets the needs of all Canberrans with high-quality customer experience and accessible design.
+ Safe - Improves the safety performance of our network to enable safe and secure travel by all transport types.
+ City shaping - integrated with land use planning to shape a more compact, vibrant, and accessible city.
+ Future focused - pro-actively plans for future scenarios by acting ahead of the curve wherever possible, remaining adaptable and embracing new technologies and ways of doing things.
+ Connected - services work together seamlessly and across Territory borders to create a whole journey experience with a clear path from start to finish.
+ Flexible - Provides a wide range of journey opportunities, and the ability to travel at different times of the day and to change destination mid-trip.
+ Reliable - Gets people and goods to where they need to be, when they need to be there, in a predictable manner, remaining resilient to unforeseen event's.
+ Efficient - Uses space and resources well to carry the greatest amount of people and goods around the city.



+ Sustainable - Leads the way in the switch to zero emission transport technologies and provides choices that will reduce the ACT carbon emissions.
+ Healthy - Improves health and wellbeing of all Canberrans by expanding opportunities to travel by public transport, walking and cycling.

Walking and Cycling for a liveable city

Walkable places - The City, Town and Group Centres

+ High quality footpaths
+ Seating to allow rest stops for older people
+ Safe opportunities to cross the road
+ Clear walking priority at intersections

Walkable suburbs and school environments

+ Provide high quality walking environments to improve access to local shops and public transport
+ Local streets will be designed to be safe, intuitive environments for people walking and cycling
+ ACT's Living Infrastructure Plan includes a goal to increase shade cover of Canberra's urban footprint by increasing the number of trees located on footpaths and shared paths to contribute to the quality of walking environment and improve resilience in the context of a changing climate.

Cycling

+ Canberra's climate, flat gradients and existing off-road shared path network making cycling a transport mode with considerable potential for growth.

Parking

+ Recognises the importance of parking for residents and business, and packing's contribution to the viability of centres.

Mode Share for all trips in the ACT: 2017 household travel study

+ 76.5% vehicle
+ 14.2% walking
+ 4.6% bus
+ 2.7% cycling
+ 2.0% other



Dickson Place Plan

Organisation ACT Government | City Renewal Authority

Collaborators Spaced Out Placemakers, Place Laboratory, Town Team Movement

Year 2018

Acknowledge and connect

Dickson has a number of distinct, physically separated precincts; Woolley Street, Badham Street, Dickson village. It is important to acknowledge and respect these differences and also find new ways to better connect and integrate them.

Every action counts

Activation does not always mean big festivals and colourful murals. Everyone can be involved by just saying hello or smiling at a neighbour.

Fun for everyone

Dickson should be an inclusive environment with public spaces reflective of the entire population. Play slows people down and brings happiness and life, even in periods when shops are closed.

Prioritise people

More spaces for people will bring more people into Dickson, facilitating a stronger, safer and more prosperous community for traders and residents.

We are all part of a the team

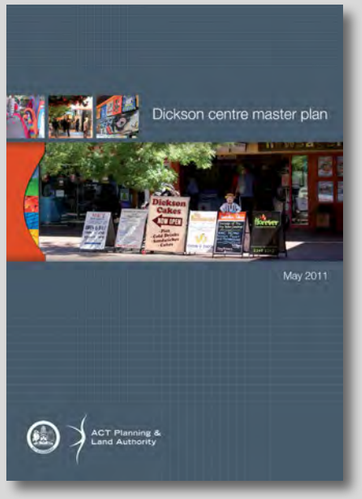
We are all part of the team Working collaboratively with traders, residents and government will create a stronger community and result in increased engagement, authenticity and improved onground activation.

Grey to green

A splash of colour and planting green spaces will provide a more comfortable and beautiful Dickson, representative of the love for our community!

OCULUS © 2025

Binder 5,165



Dickson Centre Masterplan 2011

Organisation ACT Government | ACT Planning & Land Authority

Year May 2011

The Dickson centre vision

Dickson centre will be a multicultural, progressive and safe hub with a diversity of services and amenities for the local and wider community, a place where people live, work and play.

The place – urban character

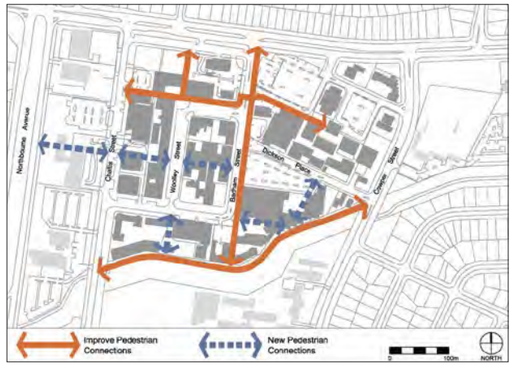
The Dickson centre consists of four precincts as shown in the diagram below. Each precinct has its own distinct built form and public realm which makes it unique. Each precinct is described over the following pages, with relevant comments from consultation shown in the boxes.

+ The scale of development is larger than the retail core precinct which reflects the subdivision pattern.
+ The road and pedestrian networks run north to south and east to west which clashes with the road and pedestrian network of the retail core which runs on an angle.
+ Blocks are large and typically square with a similar depth to frontage ratio.
+ Parking is on-street either as angled or parallel parking.

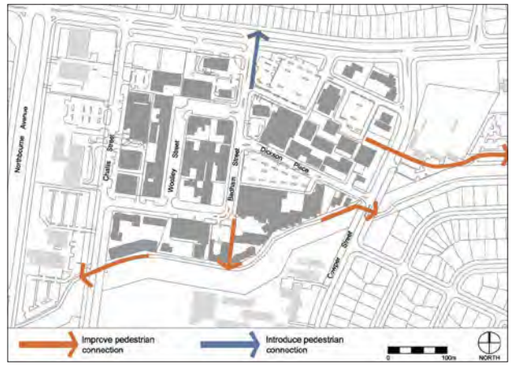
The people – community and business

In addition to the distinct built form and public realm that is found in each precinct, each also has a character which is a result of the people who use the centre, being the business owners and community.

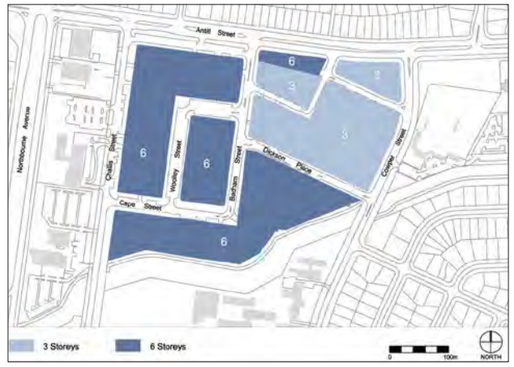
+ Composed mostly of entertainment venues such as restaurants and bars with some retail and office space.
+ Generates much of the centre's night time activity.
+ Relaxed feel.
+ Diverse, lots of variety.
+ Good on street car parking.
+ Wide streets.



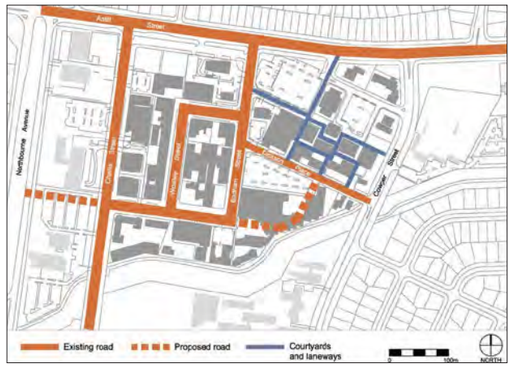
Permeable



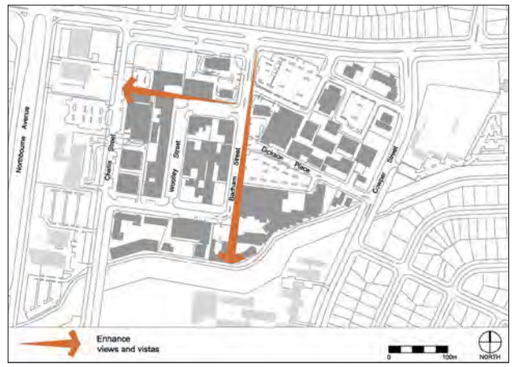
Connected



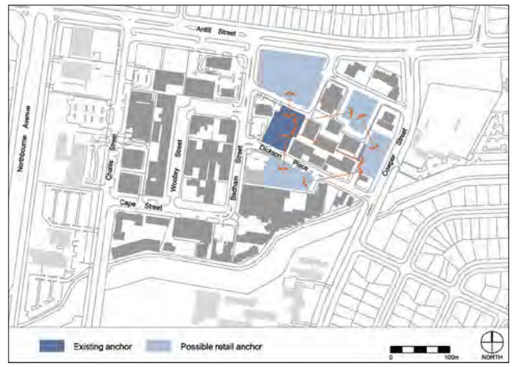
Building Height



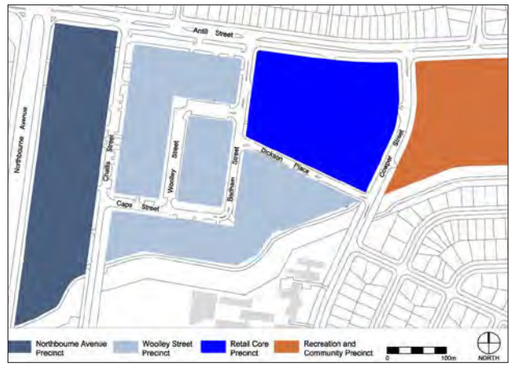
Character



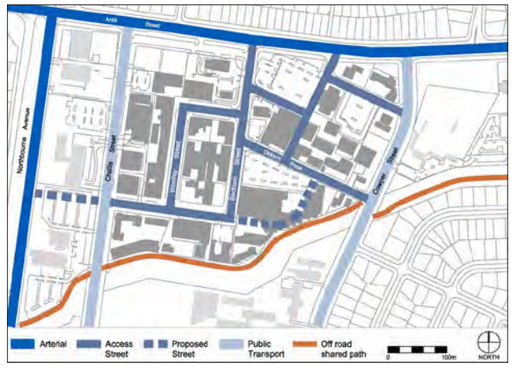
Views & Vistas



Anchors



Reinforce Precincts



Circulation

OCULUS © 2025

1.5 Stakeholder & Community Engagement
Introduction

Key Stakeholders

The City Renewal Authority, Communication Link and OCULUS met with Pedal Power on 25 July 2024, to brief them on the development of the Concept Design Options. Below is a summary of the key items raised by those members who joined the session.

Summary items

+ 'See and avoid' principle: Emphasis on applying a 'see and avoid' principle and ensuring preconditions for their success.
  - This includes making sure shared paths or have sufficient sight lines to ensure users can see each other and either stop comfortably or shift trajectory.
+ Shared paths vs separated bicycle only paths – separated bicycle only paths are not essential (especially in a group centre) provided that environmental conditions support 'see and avoid' principle. I.e. clear sightlines and slow speed. Cyclists in a shared environment naturally tend to slow down.
+ Bicycle path standards: Representative suggested that all separated bicycle only paths should be wider than 2.5 meters to meet new standards, with a preference for 3.5 metres but tolerating 3 metres. Example was provided with new Commonwealth Bridge extension developing a 5-metre-wide separated bicycle only path (suggestions to refer to MIS standards).
+ Challis Street as a cyclist link: Challis Street seen as a missing north-south link for cyclists travelling at slow to medium speed that do not feel confident on Northbourne.
+ Wayfinding: Wayfinding signs especially near Woolley street carpark desirable to help cyclists navigate from Challis street to the shops. Ensure signage is clear and legible from a distance and whilst in motion.
+ Speed limit support: Strong support for the 30 km/h speed limit for motor vehicles.
+ Raised crossings: Suggestions were made to ensure crossings are raised to slow traffic, with the new crossing at Mort Street / Eloura Street cited as a good example.
  - There was also a specific suggestion to create a raised crossing at the corner of Challis Street and Cape Street.
  - Ensuring sightlines are provided near raised / wombat crossings.
+ Buses and Challis St/Cape St intersection – Turning heavy vehicles in a confined environment pose significant fatality risk to cyclists. Pedal Power advocates that buses entering or exiting the east end of the bus interchange only do so via Cape Street. A raised junction should be considered – the new Mort St / Eloura Street intersection cited as a good example.
+ Removal of car parking: Support was expressed for changes to car parking to facilitate clearer sightlines or free up space where required to enable cycling infrastructure.

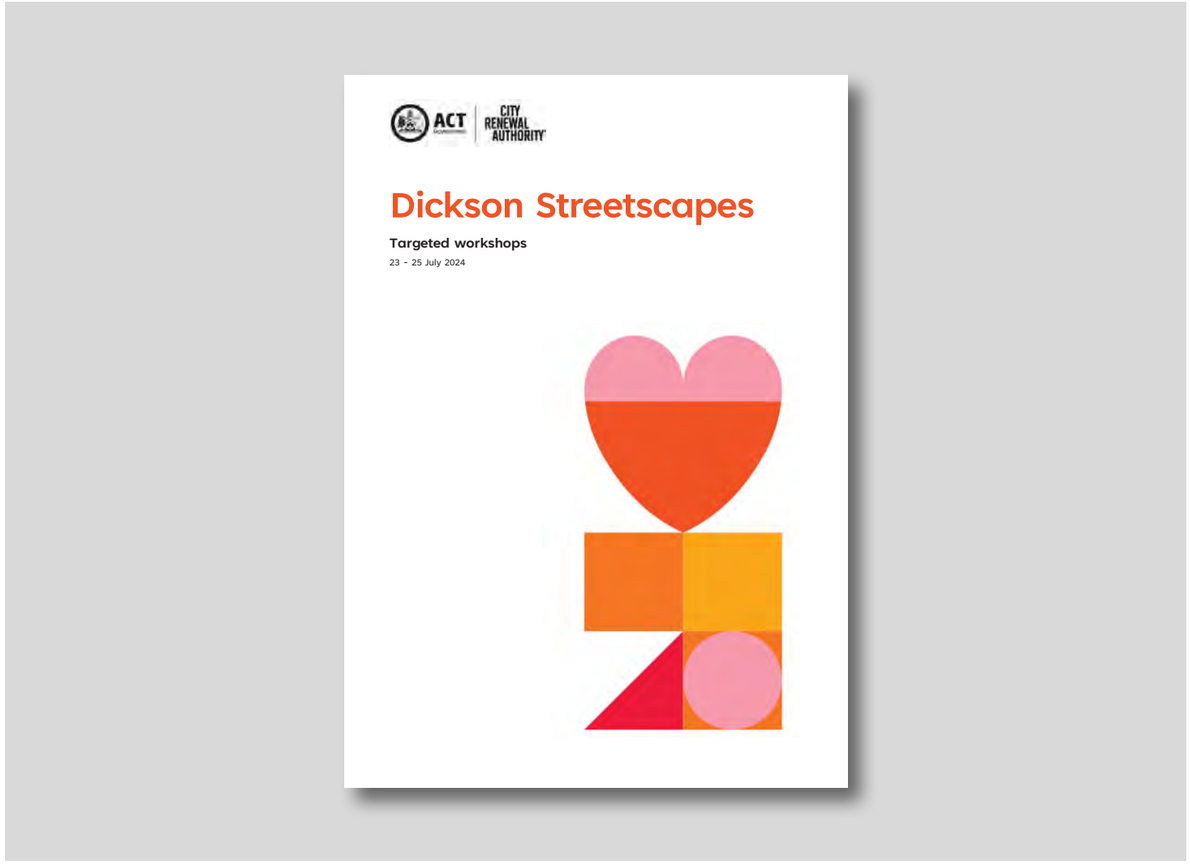


Figure 2. Dickson Streetscapes Targeted Workshops Summary Report, City Renewal Authority / Communication Link.

OCULUS © 2025

Business & Building Owners

The City Renewal Authority, Communication Link and OCULUS met with the Dickson Tradies, Kink and Curl and Active Planning on 25 July 2024, to brief them on the development of the Concept Design Options. Below is a summary of the key items raised by those members who joined the session.

Summary items

Antill Street (Minor)

+ Revitalising: Support for the section between Badham and Challis to be refreshed.
+ Impact of parking loss: Respondents voiced concerns about options that decrease parking, citing that the loss of parking will be detrimental to local businesses.
+ Overflow parking solution: The current parking serves as a great overflow; suggestions to consider the possibility of multi-storey parking to maximise parking availability in the area.
+ Traffic movement: Concerns were raised about options to restrict traffic movement to one-way which may exacerbate congestion on Challis Street.

Challis Street

+ Option preference: Options 2 and 3 are considered better due to retention of more on-street parking.
+ Traffic from existing apartments: Respondents noted that traffic from existing apartments is causing issues, and this needs to be addressed more thoroughly in the design.
+ Traffic analysis: Analysis of traffic movement within surrounding network needed, especially during peak hours.
+ Safety concerns: Respondents noted that Challis street coming off Antill Street is dangerous to cross. The northern end requires more attention than currently proposed.
+ Mid-block pedestrian connection : There is concern that the path from Woolley street to Challis street (south of section 32 block 24) is not included. This is viewed as an important pedestrian connection.

Cape Street

+ 90-degree parking safety: Concerns were raised about the safety of 90-degree parking, with suggestions to consider revising the current setup or exploring alternative options.
+ Bike safety: Some participants expressed that they do not feel safe riding bikes along Cape Street. They suggested incorporating a dedicated bike lane or expanding the existing footpath and minimising clutter to address this issue.
+ Support for shared paths: There was a general preference for shared paths. If a cycle lane was to be dedicated, preference for it to be raised to same level as footpath and physically separated from road and footpath.

Badham Street

+ Involvement of Dickson Tradies: Dickson Tradies keen to continue to collaborate due to overlaps with their redevelopment project, to ensure designs align.
+ Seating considerations: There is a need for seating to be distributed throughout the area, designed to be comfortable, usable, and durable.
+ Vandalism concerns: Vandalism is recognised as a significant issue in the area citing that this needs to be factored into the design elements.
+ Badham raised crossing: While making the Badham raised crossing pedestrian-friendly is a good idea, there is concern that too many raised crossings or shared zones may discourage driving into Dickson due to slow movement.
+ Improved crossings: Improved pedestrian crossings supported.

Poppyfield Street

+ Dedicated bike path: Concerns were raised that implementing a separated cycle path along Poppyfield Street would create significant safety risks due to conflicts with cars, service vehicles and pedestrian traffic.

Woolley Street

+ Extending shared zone: Support for extension of current shared zone on Woolley St corner.
+ Street vibe: Woolley street appears to have a great distinct vibe or feel – strong support to maintain this.
+ Parking reduction: Reducing parking on Woolley Street is acceptable as long as it is replaced by parking on nearby streets.
+ Pedestrian pathways: It was noted that community members often cut through the grass to get from McDonald's to the shopping centre, which needs to be addressed.
+ Carriageway entrances: There is an opportunity to activate the carriageway entrances to create a laneway culture.

Other

+ Parking: Must be designed to be safe and functional, e.g. for parents, elderly, etc.
+ Scooters: Concerns were raised about speed and parking locations of some scooters.
+ Outdoor frontage utilisation: Suggestions to ensure the final design supports businesses that want to utilise their outdoor frontages effectively.
+ Balancing character with innovation: There is a desire to avoid a generic design response. To ensure the character of Dickson is retained, while incorporating innovative and fun elements.
+ Public art: Inclusion of public art is encouraged.

Residents

The City Renewal Authority, Communication Link and OCULUS met with the Dickson Residents Group, Dower Community Association, North Canberra Community Council and Greater Canberra on 23 July 2024, to brief them on the development of the Concept Design Options. Below is a summary of the key items raised by those members who joined the session.

Summary items

+ Cyclist safety: Concerns were raised regarding cyclist safety along Challis Street.
  - It was suggested that a barrier to slow down cyclists at the crossing would be desirable to prevent accidents (DRG).
  - Strong agreement on the need to slow down cyclists for safety reasons (DRG).
  - Attendees report feeling unsafe when leaving the bike way on Challis Street due to conflicts with cars and pedestrians (GC).
+ Trees: Questions were raised regarding impacts on existing trees due to the straightening of the cycle path (GC).
+ Antill Street (Minor) traffic: Concerns were raised about impacts of restricting traffic movement to one-way (DRG).
+ Plantings: Support for understorey planting to benefit bees and birds (GC).
+ Retaining bus shelter: Suggestions to retain the bus shelter (DRG).
+ Project support: Strong support for the design intent, particularly the creation of intergenerational spaces (DRG).
+ Shade structures: Recommendation for temporary shade structures to mitigate severe heat stress in summer (DRG).

OCULUS © 2025

1.6 Your Say Better City Streets
Introduction

Key Findings from Survey Feedback

The following summarises quantitative feedback from the YourSay survey.

Benefits

+ Community benefits (ranked #1 by 36%) followed by Safety benefits (ranked #1 by 29%) then by Environmental benefits (ranked #1 by 20%) are valued most highly.

Existing street condition

+ Significant dissatisfaction exists, especially with Dickson Place (44% rated highly unsatisfied) and Badham Street (34% rated highly unsatisfied).

Re-purposing parking

+ There's very strong support (82%) for re-purposing on-street parking for amenities.
+ A majority (58%) favour even more ambitious ideas (e.g. green spaces, play areas), while 18% oppose the concept.

Satisfaction with design meeting objectives

+ There was high satisfaction with better walking environment (35% highly satisfied, 34% satisfied) and improved pedestrian safety (43% satisfied, 27% highly satisfied).
+ Positive feedback also covered higher quality public spaces (37% satisfied, 27% highly satisfied) and a more sustainable urban environment (34% satisfied, 26% highly satisfied).
+ Regarding the draft masterplan's proposed improvements to cycling conditions, 76% of respondents were highly satisfied, satisfied or neutral, including 37% who were highly satisfied or satisfied.
+ Approximately 10% were highly unsatisfied, and 14% were unsatisfied.

Satisfaction with proposed street designs

+ There was generally good satisfaction across all street designs.
+ There was strong support for Badham Street (48% satisfied, 32% highly satisfied) and Dickson Place (36% highly satisfied, 25% satisfied), while Woolley Street East-West saw mixed support (34% satisfied, 22% highly satisfied, 18% neutral), indicating some variation in reception across the different street plans.

Overall sentiment

+ Sentiment towards the proposed upgrades is generally positive.
+ Creating community spaces (ranked #1 benefit by 36%) and improving safety (ranked #1 by 29%) are highly valued, and the design strongly addresses walking and safety objectives, although satisfaction regarding cycling conditions is low.

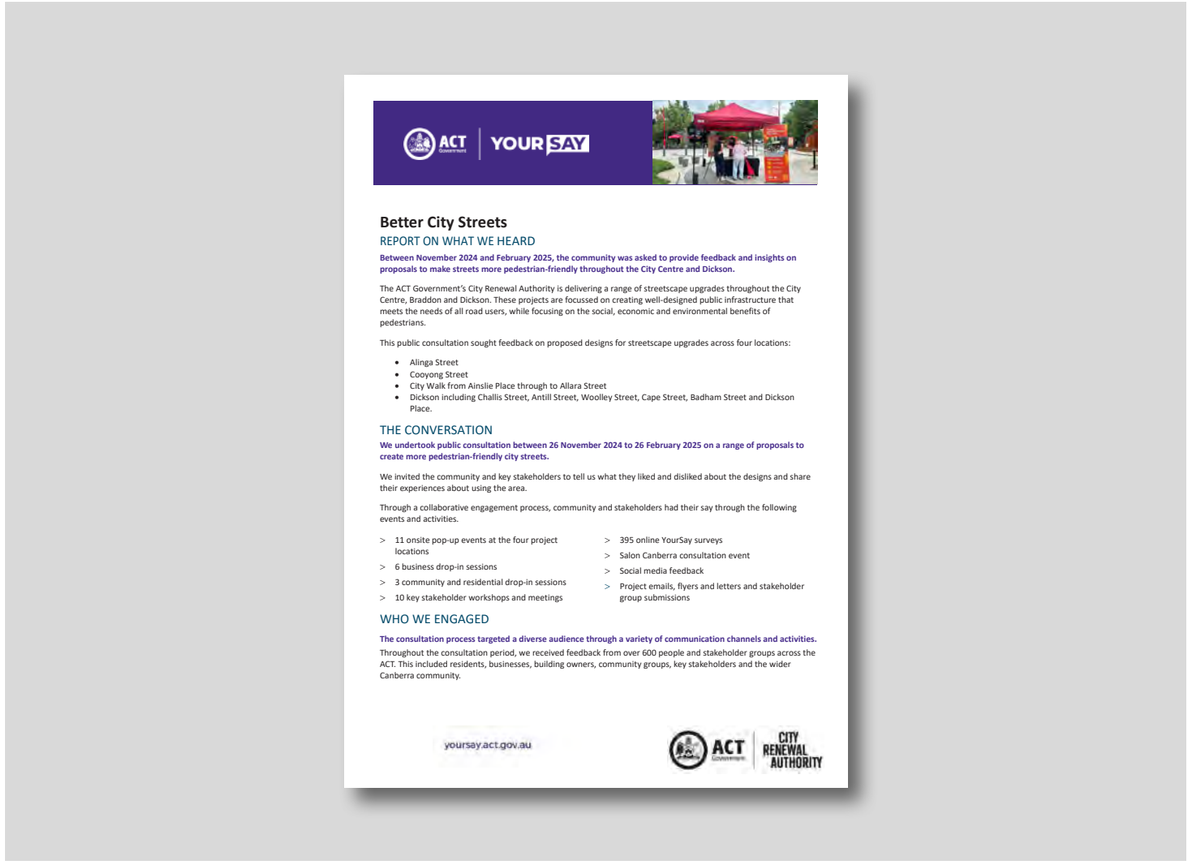


Figure 3. Your Say Better City Streets Listening Report, City Renewal Authority.

OCULUS © 2025

Key Findings from Consultation Events

Key Theme: Pedestrian Experience And Active Travel

This theme is about prioritising pedestrians and cyclists over cars to create a safer, more welcoming and vibrant environment.

Existing issues

+ Lack of pedestrian and cycle connectivity between key locations and surrounding areas. Unsafe/unappealing routes (e.g., from Sullivan's Creek, Ainslie).
+ Unsafe pedestrian crossings, intersections (Badham St/Dickson Place) and visibility issues.
+ Narrow footpaths, uneven surfaces, obstacles and frequent driveway crossovers, especially on Dickson Place and Badham Street.
+ Cyclists feeling unsafe navigating the streets.
+ Lack of shade and shelter, and lack of security of bikes when people take active transport.
+ Lack of wayfinding signage.

Considerations

+ Exploration of more ambitious designs incorporating landscaping, shared spaces, traffic calming and accessibility.
+ Raised pedestrian crossings and wider footpaths should be key priorities.
+ More shade trees, shelters and rest areas.
+ Consider dedicated cycle lanes (on-road and off-road), physically separated from traffic and pedestrians.
+ Shared wider footpaths with smooth surfaces, clear of obstacles.
+ Ensure direct connections between areas with high pedestrian and cyclist activity.
+ Incorporate clear and informative wayfinding signage.

Key Theme: Traffic Management And Parking

This theme is about reducing car dominance.

Most respondents support reallocating some of the space currently used for parking toward other uses, however others were opposed to any on-street parking reduction.

Existing issues:

+ Too much space dedicated to cars.
+ Concerns about a reduction in on-street parking spaces impacting accessibility for people with disabilities, families, and access to businesses.
+ Desire for more accessible parking as well as short-stay parking spaces to facilitate access to short-stop services such as collecting takeaway on Woolley Street, outside Vinnies and childcare centres.
+ Safety concerns relating to 90 degree on-street parking, especially for cyclists.
+ Concerns about the balance of parking for residents and non-residents and upgrades could impact parking available for residents and their visitors.
+ Traffic congestion.
+ Inadequate loading zones for businesses.

Considerations:

+ Carefully consider the impact of reduced parking on accessibility and business viability.
+ Consider angled parking, managed short-term parking and shared use.
+ Exploration of more ambitious designs for Woolley Street incorporating larger shared spaces, one-way traffic or closing street to traffic.
+ Explore options for restricting vehicle access to the precinct or creating pedestrian-only zones.
+ Raised pedestrian crossings were strongly supported. Consider further traffic calming measures such as chicanes.
+ Ensure adequate loading zones for businesses.

Key Theme: Safety And Security Issues

This theme is about addressing safety concerns and reducing anti-social behaviour to create a more welcoming and secure environment.

Existing issues:

+ Safety concerns at night.
+ Antisocial behaviour, vandalism, homelessness and crime.
+ Regular reports of bike theft.

Considerations:

+ Design safe spaces including increased lighting and CCTV cameras.
+ More secure bike racks.

Key Theme: Sustainability And Amenity

This theme is about creating more visually appealing, comfortable and functional public spaces that reflect the unique character of Dickson.

Existing issues:

+ Lack of sufficient trees and greenery.
+ Lack of visually pleasing or consistent design aesthetic.
+ Limited outdoor recreation and outdoor dining spaces.
+ Poor quality and maintenance of paving.
+ The existing condition of Badham Street, Antill Street and Dickson Place highlighted as unsatisfactory.

Considerations:

+ Maximise tree canopy cover and incorporate diverse plantings, especially native plants. Avoid those that aggravate hay fever or drop large seed balls.
+ Use high-quality, durable paving materials that are easy to clean and maintain.
+ Incorporate public art and sculptural elements that reflect the area's heritage and character.
+ Provide seating, lighting, water fountains and other amenities that enhance comfort and usability.
+ Be consistent with general design style.

OCULUS © 2025

2.0
Site Context & Analysis

2.1 Active Transport - Walkability
Site Context & Analysis

Walking is the dominant mode of travel within the Dickson Group Centre Study Area, key analysis findings include:

+ The Dickson Group Centre Study Area is accessible within 5 minutes of Woolley Street (centre point within the Dickson Group Centre).
+ Pedestrian permeability from Northbourne Avenue isn't adequately supported to the east;
+ Pedestrian connectivity could be improved in an East / West direction through additional site permeability and through-site links, crossing points and wider footpaths.
+ An increase in mixed-use developments will increase foot traffic and put additional pressure and demand on the footpath network.



Legend

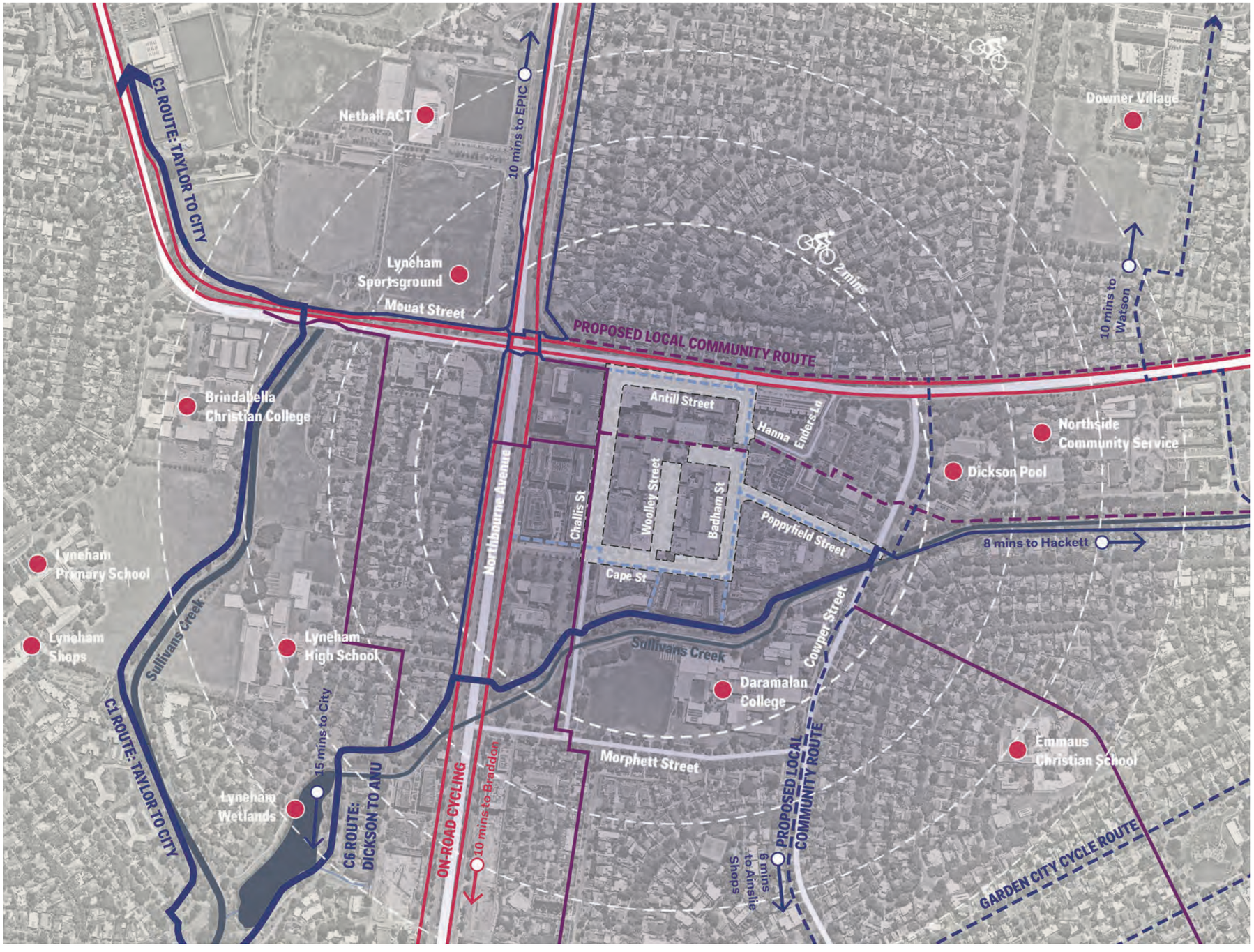
- Travel time to local centre
- Existing site connections
- Project identified connections

OCULUS © 2025

2.2 Active Transport - Cycling
Site Context & Analysis

North Canberra district mode share indicates that there is higher levels of walking and cycling compared with the rest of he ACT, key analysis findings include:

+ Dickson Group Centre is surrounded by ACT's cycling networks. Main routes within the Study Area include:
  - C6 - ANU to Dickson
  - Local route along Challis Street
+ No current provision for dedicated cycling infrastructure within the Dickson Group Centre Study Area.
+ Dedicated cycling infrastructure and / or improved crossing points could assist in reducing the number of collisions that occur within the Study Area.
+ There is opportunity to strengthen the connection into the Sullivan's Creek C6 route.



Legend

- On-Road Cycling Routes
- Travel time to local centre

Community Routes

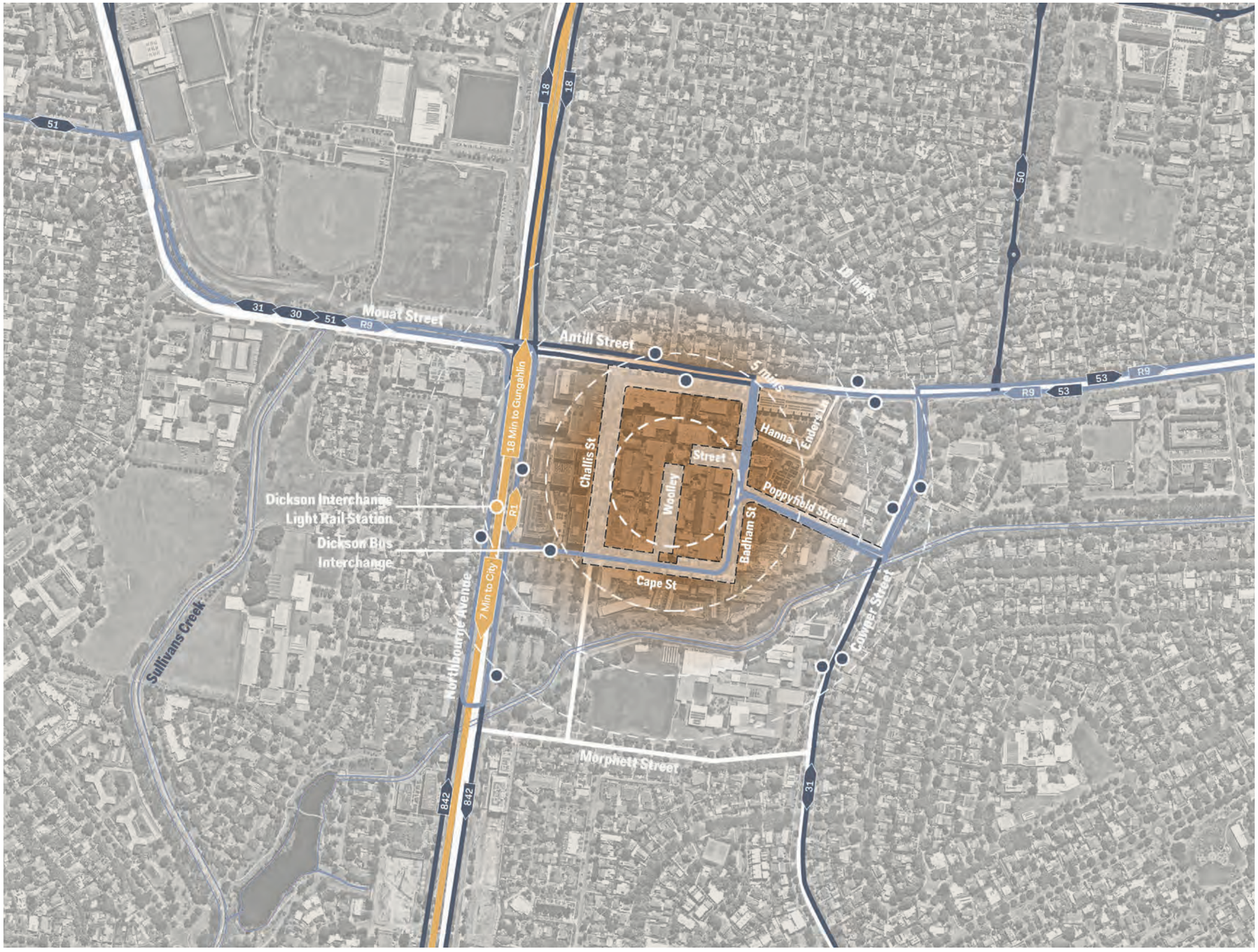
- Principal (CBR Cycle Routes)
- Principal (Future proposed)
- Local
- Local (Future proposed)
- Routes added post 2023 project commencement

OCULUS © 2025

2.3 Public Transport
Site Context & Analysis

Dickson Group Centre Study Area is positioned adjacent Northbourne Avenue and Antill / Mouat Streets, two major public transport corridors servicing North Canberra. Key analysis findings include:

+ Dickson Group Centre Study Area is highly connected to the ACT's public transport network with access to:
  - Light Rail (R1)
  - Rapid Bus Route (R9)
  - Local Bus network
+ Opportunity to improve wayfinding and accessibility of public transport within and the Study Area.
+ Opportunity to improve access to and from bus stops.
+ Bus routes through the study area may impact the potential to reduce traffic lane widths.



Legend

- Light rail network
- Bus network - rapid route
- Bus network
- Bus stops
- Light rail stops

OCULUS © 2025

2.4 Public Transport - Bus Routes
Site Context & Analysis

Several bus routes pass through the study area connecting to the Dickson bus interchange. Key findings of the analysis include:

+ The Dickson bus network is concentrated to:
  - Badham Street;
  - Cape Street; and
  - Poppyfield Street is east bound only.
+ Bus routes 18, 30, 51 and 53 start and end at the Cowper Street bus stop.
+ Bus route 53 drops off on Antill Street southern verge west bound, on the way to the Dickson interchange, however in the future this could be a more prominent bus stop for other routes.



Legend

- Rapid Bus Route - R9: Belconnen Interchange, Bruce, Dickson Interchange, Watson
- Local Bus Route - 18: Gungahlin Pl, Franklin, Harrison, Mitchell, Dickson Interchange
- Local Bus Route - 30: Dickson Interchange, Kaleen, Giralang, Bruce, Belconnen Interchange
- Local Bus Route - 31: City Interchange, Braddon, Ainslie, Dickson Interchange, Lyneham, Kaleen, Belconnen Interchange
- Local Bus Route - 50: Watson, Downer, Dickson, Dickson Interchange, Lyneham, O'Connor, Australian National University (ANU), City Interchange
- Local Bus Route - 51: Dickson, Dickson Interchange, North Lyneham, Lyneham, Turner, O'Connor, ANU, City Interchange
- Local Bus Route - 53: Dickson, Dickson Interchange, Hackett, Ainslie, City Interchange, ANU, Acton
- Bus route start/end point
- Direction of bus route

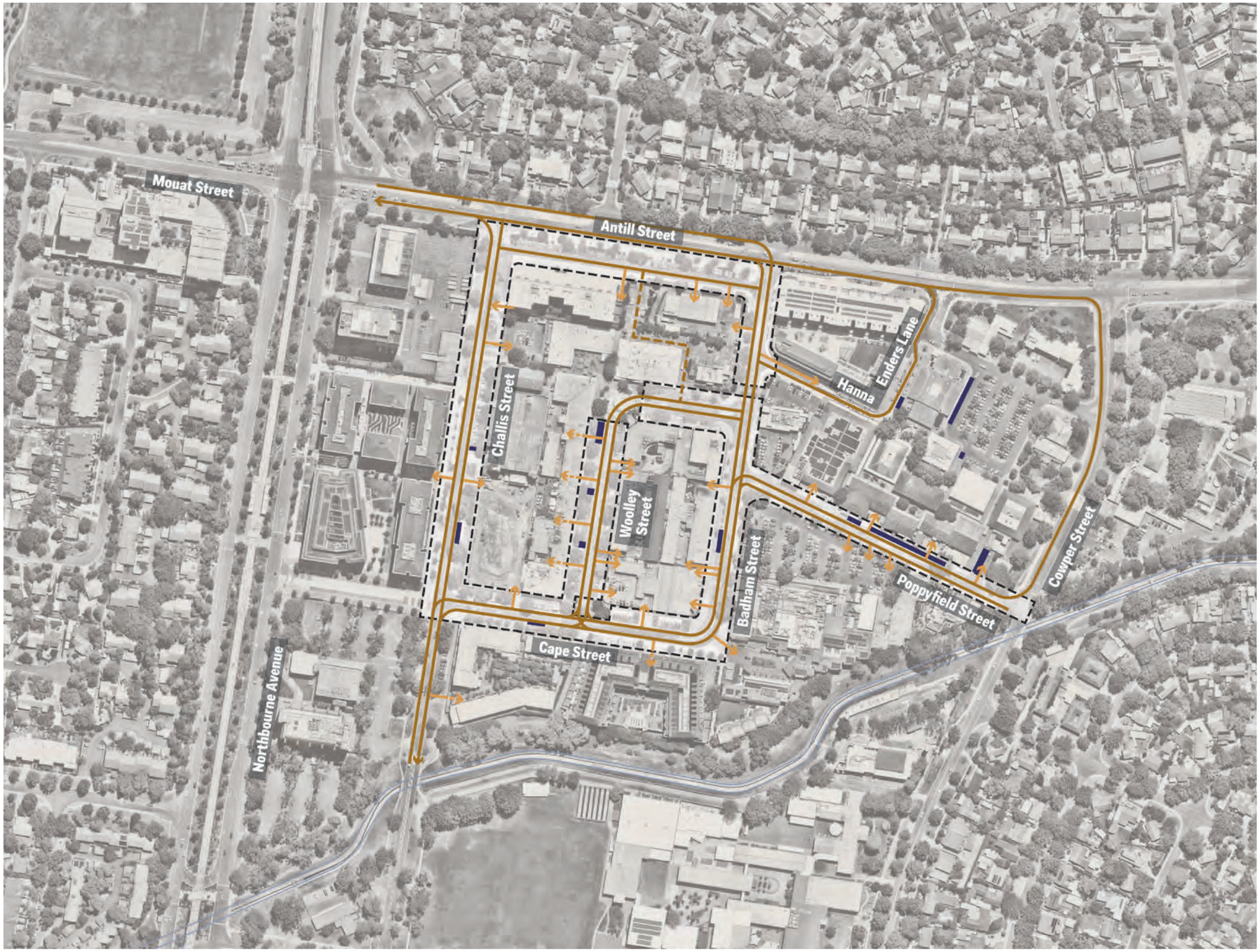
OCULUS © 2025

Binder 5,175

2.5 Vehicles & Parking - Commercial Vehicles
Site Context & Analysis

Due to the large number of retail and dining outlets, commercial vehicle access is essential for supporting the function of Dickson Group Centre as a major retail destination. Key findings include:

+ Existing Commercial vehicle access is provided on all streets to service the streets within the study area, and the Dickson shops
+ Heavy vehicle access is required on:
  - Badham Street for oil tankers.
  - Poppyfield Street for BOH deliveries (Woolworths & McDonald's).
+ Challis Street, Badham Street and Cape Street are B-Double routes.
+ Poppyfield Street is the primary loading zone area for the Dickson Shops.
+ The Dickson Group Centre Study Area has a high number of driveways including:
  - Challis Street - approximately every 40m
  - Woolley Street - approximately every 40m
  - Poppyfield Street - approximately every 50m



Legend

- Commercial vehicle streets
- Vehicular through-site link
- Driveway access through building envelope
- Open driveway access
- Loading zones

OCULUS © 2025

2.6 Vehicles & Parking - Private Vehicles + Loading

Site Context & Analysis

Parking supply is well distributed within the Dickson Group Centre Study Area both on-street and off-street, with varied utilisation rates for on-street parking depending on the time of day and day of the week. Key findings of the analysis include:

+ Streets with higher ground floor activation e.g. retail and food and beverage outlets, appear to have higher maximum utilisation rates than those without.
+ Streets with higher ground floor activation have a greater mix of parking types e.g. DDA, loading and short stay.

Utilisation Rates

Street Name	Utilisation rates (Sat)		Utilisation rates (Thu)		Peak times
	Average	Max	Average	Max	> Average
Antill St	40%	52%	36%	57%	10am - 4pm
Badham St	71%	87%	60%	93%	11am - 7pm
Cape St	81%	91%	79%	89%	10am - 7pm
Challis St	58%	83%	61%	77%	12pm - 5pm
Dickson Pl	35%	48%	35%	48%	12 - 2pm, 5pm
Woolley St	58%	79%	49%	84%	12 - 4pm*

*Parking utilisation data captured between 8am - 6pm on Thursday, and 10am - 7pm Saturday. Parking rates after 7pm are likely higher due to evening trade food and beverage offerings.

Legend

	2P Paid		5min Free
	1P Paid		DDA Parking
	1/2P Paid		Motorcycle Parking
	3P Free		Popcar Car Share parking
	2P Free		Loading zone
	1P Free		Back of house / customer only parking
	1/2P Free		Parking numbers estimated
	1/4P Free		Future parking numbers estimated



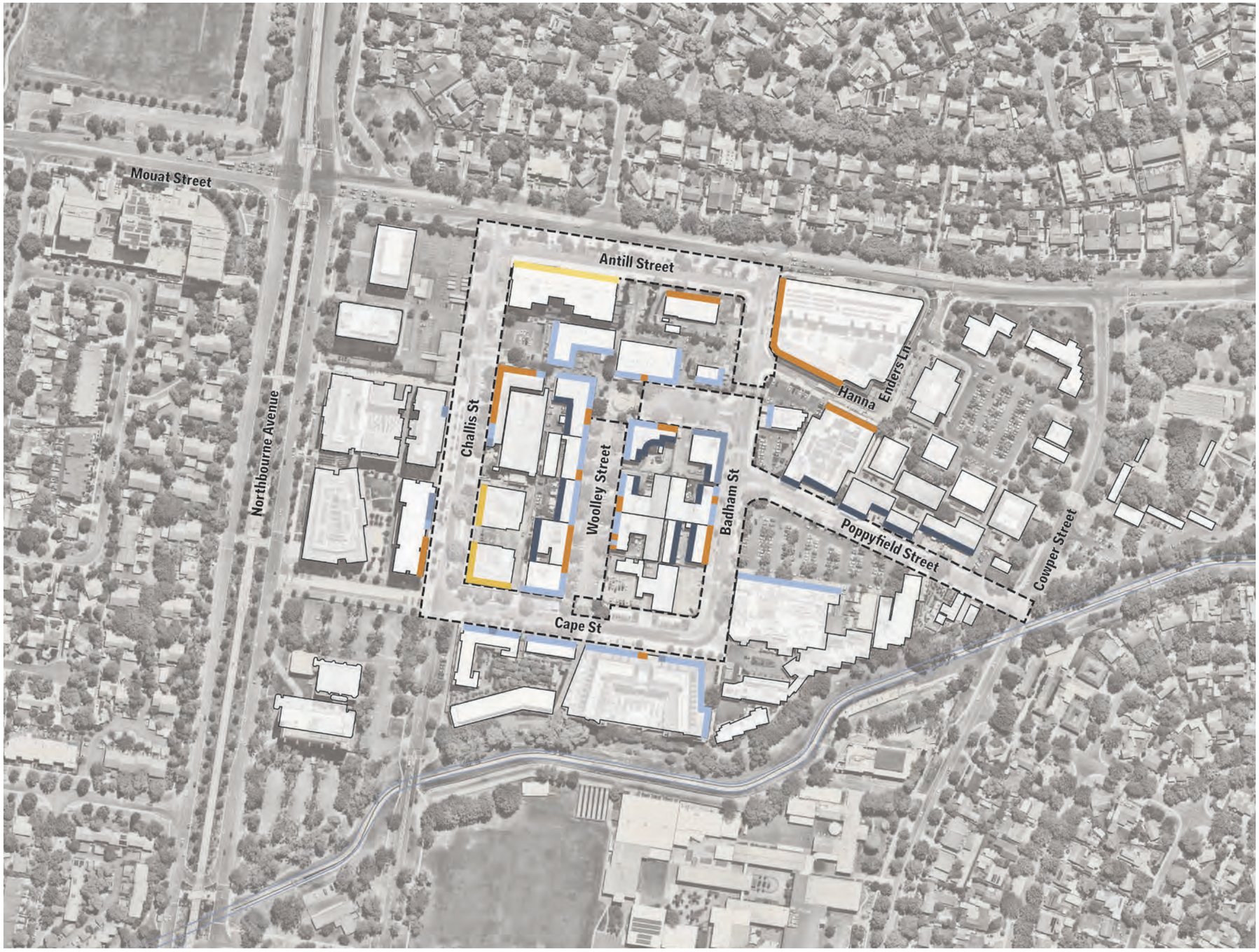
OCULUS © 2025

Binder 5,177

2.7 Ground Floor Interfaces
Site Context & Analysis

Dickson is a strong retail, dining and shopping precinct with a mix of residential and back of house areas throughout. Key findings of the analysis include:

+ Businesses are predominantly food and beverage outlets, with small mix of retail offerings scattered throughout.
+ Hours of trade vary across the day, but the majority of food and beverage offerings are dine-in / takeaway restaurants, with a small portion of daytime only traders.
+ Takeaway outlets such as KFC and McDonalds provide minimal activation of frontages, however their drive through facilities contribute a considerable amount of night-time use.
+ Mixed retail offerings include dry cleaners, hair salons / barbers, liquor shops whilst health and fitness include gyms providing in some cases 24 hour access and use.
+ Back of house areas servicing Woolley Street are located off-street, behind shopfronts.
+ Back of house areas servicing the Dickson Shops directly interface Poppyfield Street on the northern verge, limiting the potential to activate these facades.
+ Limited verge impacts opportunities for outdoor dining and active frontages.



Legend

	Residential - Ground floor courtyards and/or building entries
	Commercial - Retail, health and fitness
	Food and beverage
	Back of house / loading

OCULUS © 2025

2.8 Amenity
Site Context & Analysis

Amenity in the Dickson Group Centre Study Area is not equitably distributed, highlighting a need to increase and improve amenity across the streetscapes. Key findings of the analysis include:

+ Streetscape amenity within the Dickson Group Centre Study area is concentrated in and around new developments including:
  - DKSN, Challis Street
  - Woolley Street upgrade works
+ Antill Street, Badham Street, Poppyfield Street and the north of Challis Street are under-serviced with a lack of amenity.
+ Equitable distribution of amenity will support increased pedestrian and cycling within the streetscapes, and provide necessary infrastructure to support equal access and vulnerable user groups.
+ Streets with higher amenity correlate with higher ground floor activation.



Legend

	Public bench seating
	Shade structure / outdoor dining zone
	Bicycle parking
X	Bicycle parking (no.)
	Bins

OCULUS © 2025

Binder 5,179

2.9 Climate - Heat & WSUD
Site Context & Analysis

The heat mapping highlights a significant need to increase tree planting in the Dickson Group Centre Study Area. Key findings of the analysis include:

+ Tree canopy coverage within the Dickson Group Centre Study Area is far below the ACT Government's 30% canopy cover target:
  - Antill, Cape, Challis and Badham are all <20%.
  - Poppyfield Street is <25%.
  - Woolley Street just meets the 30% target.
+ The lack of shade, particularly for west and north facing facades is a barrier to creating comfortable streetscapes and interior environments.
+ There is a direct correlation between significant heat islands and low tree canopy coverage and/or significant hardscape including:
  - The eastern end of Cape Street.
  - The southern verge of Antill Street.
  - The north-eastern end of Woolley Street.
  - The eastern verge of Badham St (north) and western verge of Badham St (south).
  - The northern verge of Poppyfield Street due to the high quantity of driveways and loading zones.
  - Carriageways generally, where canopies are not large enough to provide significant shade.



Legend

- Tree canopy cover
- WSUD element - permeable paving
- WSUD element - castellated kerb
- +18°C
- +9°C
- 0°C / no urban heat island effect present

*Thermal data is indicative only. Data is sourced from 2017 CSIRO study and does not include recent developments.

OCULUS © 2025

2.10 Incidents
Site Context & Analysis

Extracted from the ACT Government Open Data Portal, the following captures crashes which have been reported by the Police or the Public through the AFP Crash Report Form since 2012.

Within the site boundaries there were 362 vehicular incidents, 11 pedestrian incidents and 23 cyclist incidents (49 including the Challis St/Sullivans Creek crossing).

Hotspots are weighted by number of incidents and severity (darker colours representing a higher number of incidents/higher severity of incidents).

Key findings of the analysis include:

+ Incidents are more frequent at intersections.
+ Pedestrian incidents are more common at or near pedestrian zebra crossings.
+ Vehicular incidents appear to be more prevalent in areas with a higher provision of on-street parking.



Legend

- Pedestrian incidents
- Cyclist incidents
- Vehicle incidents

OCULUS © 2025

3.0 Community Perception

Binder 5,182

3.1 Place Audit
Community perception

The Place Audit was conducted by Inhabit Place from 20/02/2024 to 02/03/2024 at various times across the day. Each street was audited separately however the accompanying image is an overview of the key insights for the whole project area.

6,142 people were observed and 270 intercept surveys were completed during the Audit period.

The Insights show key observational data as observed, or collected via Intercept Surveys and conversations such as:

+ Age
+ Gender
+ Postcode
+ Movement
+ Posture
+ Frequency of visit
+ Time of visit
+ Length of stay
+ Weather
+ General observations
+ Impressions (Intercept Surveys)

Interpretation of Results

The Place Audit reveals a generally positive to neutral outlook of Dickson from the community, with a wide range of users, uses and activities taking place across the study area, and a large number of people visiting from outside of Dickson.

The current amenity is well used however the community noted a desire for additional seating and shade, which is a key driver for the masterplan design. People are wanting to spend longer occupying Dickson's streetscapes, as shown in the observations data, but are hindered by the existing condition, as shown in the communities wants data.

Perceived safety, however, is low with only half the community feeling safe at all times in Dickson. This issue repeatedly came up during intercept surveys (particularly in Poppyfield Street). This is another key driver for the design.

Survey Questions

+ Conversation - Have you spoken to anyone new while you've been here?
+ Familiarity - Do you recognise anyone in the space?
+ Feel - Describe how the space makes you feel?
+ Frequency - How often do you visit the space?
+ Impressions - Rank responses as Very Poor, Poor, Neutral, Good, Very Good
+ Improvements - What would inspire you to spend more time here/ What would make your experience more comfortable?
+ Interview Comments – Further comment on the space
+ Postcodes - Where you reside
+ Reason - What brought you to this space?
+ Safety - Do you feel safe in the space?

Key Comments

I like the trees and greenery. I like to see more of that. I'd like to see less dirt and some grass. I commute here every day. I feel safe walking back at night, because the main road is busy and well lit, so at night I usually walk along the strip close the road, less so on the path near this building - which I walk on during the day

I'd like to see better cycling infrastructure, I ride with my kids to school through here. The main road is too busy to have my kids on there and there's no foot path next to road, so we end up riding through the carpark. Later in the day this area becomes congested and it's hard to find parking. I work servicing the builds around here and I struggle to get my work vehicle near to the job site

It can be very dangerous at night we need more of a police presence area. It can look nice when it's well-maintained. Need to keep this laneway open, because parking can be an issue. I've lived in the area my whole life, it's not that safe at night, but in the day it's good. (Elderly man with a walker who lives in apartment along street)

Too many big trucks driving through the car park. It's very, very unnerving. Even buses sometimes. Why do they come through here. No cars spaces for visitors

It would be nice to have a shared zone where cars and people can hang out, that would be tables and chairs with more shade. But you would have to slow down cars - 20kms (not like a road) or make it one way to slow vehicles, I wouldn't want to hang out here with all the cars

Lots of conflicting modes of movement

Don't close the road because it will kill the shops. Positive outlook on this precinct compared to others

I'd like to see more garden beds and greenery. I know it can't happen instantly, but I'd like to see more large trees on the street for more natural shade

The man has worked here for 15 years, currently at Panda Fresh Mart. He thinks it has gone downhill. People don't sit in the pavilion area it is useless. Needs more trees, some were cut down.

Demographics Comparison - Participants

Age Groups	Dickson Census	Surveys
0-4 Years	4.4%	2.55%
5-14 Years	8.5%	4.08%
15-24 Years	18.4%	13.41%
25-64 Years	61%	69.27%
65+ Years	7.4%	10.69%
Gender		
Male	48.6%	55.88%
Female	51.4%	44.38%
Not specified		1.74%
Total no. of people	**3,292**	**233**
Post code		
2602 (Canberra, Dickson, Lyneham, O'Connor, Watson, Ainslie)	100%	60.89%
2601 (Canberra, Acton)		7.75%
2612 (Braddon, Campbell, Reid, Turner)		5.90%
2913 (Casey, Franklin, Ginninderra Village, Ngunnawal, Nicholls, Palmerston)		4.06%
2617 (Belconnen, Bruce, Evatt, Giralang, Kaleen, Lawson)		2.95%

OCULUS © 2025

Audit purposes:

Baseline observation to inform capital works program

Those spending time are **Hanging Out (54%), Eating & Drinking (26%), Smoking (8%).**

They are mostly **Standing (51%), Sitting (41%), Moving around (7%).**

The provided infrastructure is generally considered in **good** condition.

It is considered **a socially connected place**

People want **shade, seats, nothing** and currently feel the space is **ok, good, fine.**

There are **more women and girls spending time in the space then moving through.**

During this period:
The weather was **Cloudy, Clear Sky**

They stay for **9 minutes** on average.

The place is frequented mostly by people from **2602, 2601, 2612 and has a noticeable representation from out of area**

They are here to **shopping, eating/drinking, work.**

There are **more young and old spending time in the space then moving through.**

People are **predominantly spending time in the place.**

Those moving through are **Walking (89%), Riding a bike (8%), Riding a eScooter (1%).**

54% feel safe at all times, **35%** feel safe but only during the day, and **5%** don't feel safe at any time

People visit most regularly on a daily basis and the space is busiest mostly between **1pm and 3pm, and 11am and 1pm.**

Most people spend time between **11am and 1pm, and 5pm and 7pm** and move through between **1pm and 3pm, and 5pm and 7pm.**

They are **43%** woman, **54%** male and **2%** other.

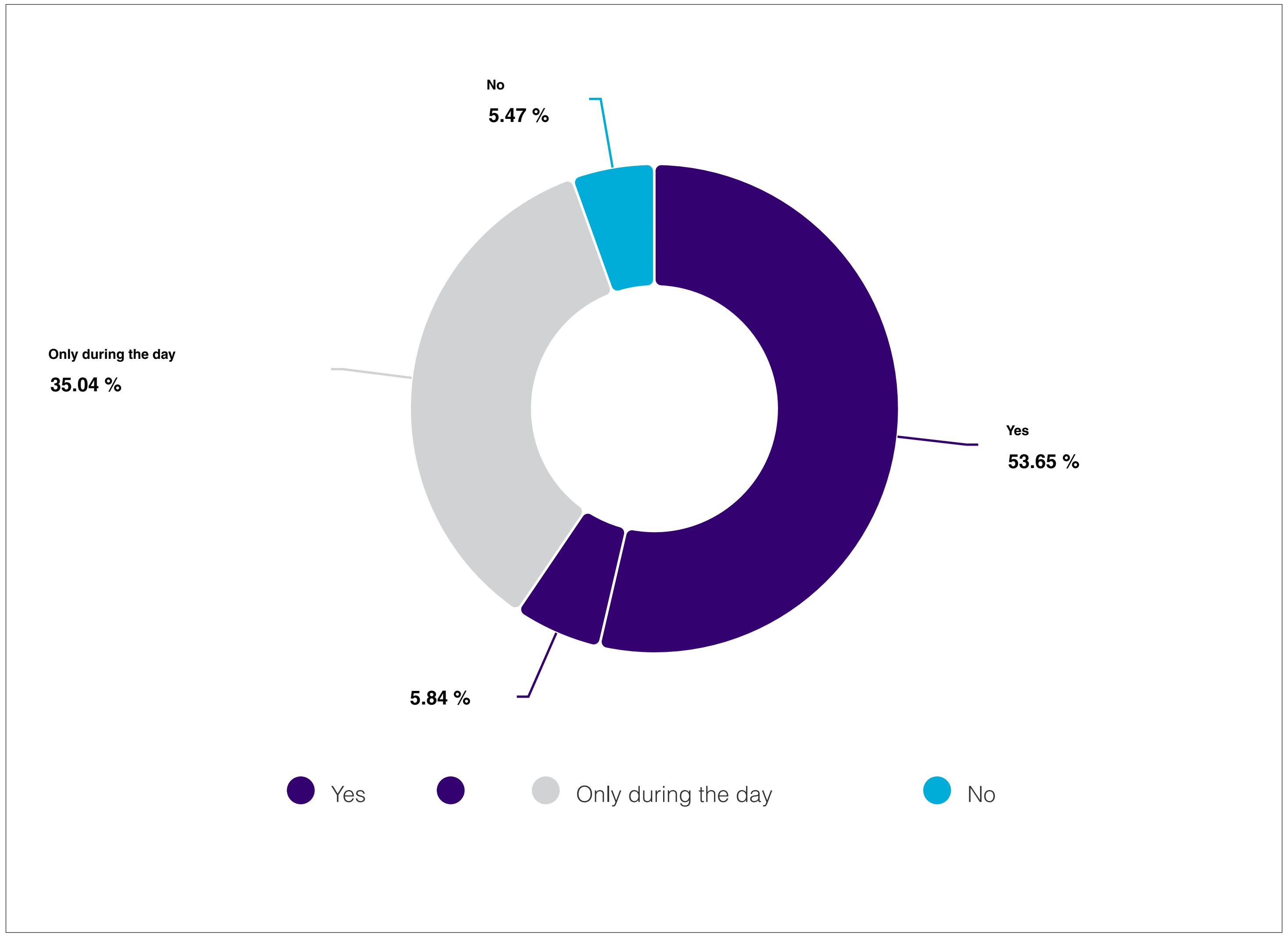
There is an age representation of **2%** 0-4 years, **4%** 5-14 years, **15%** 15-24 years, **69%** 25-64 years and **9%** 65+ years.

Figure 4. Place Audit Key Information. Image Inhabit Place.

OCULUS © 2025

Binder 5,184





Perception of Safety

The Place Audit, revealed a variety of locations where people felt safe at different times of the day.

- Antill Street majority felt safe all the time, whereas a proportion of people only felt safe during the day
- Challis Street was a more even distribution of safe and safe during the day only
- Cape Street majority safe, and a large proportion during the day only
- Badham Street was fairly equal with safe / safe during the day
- Woolley Street mostly safe, with a small portion of people feeling safe during the day only
- Poppyfield Street majority only felt safe during the day with the highest proportion of feeling unsafe

Legend

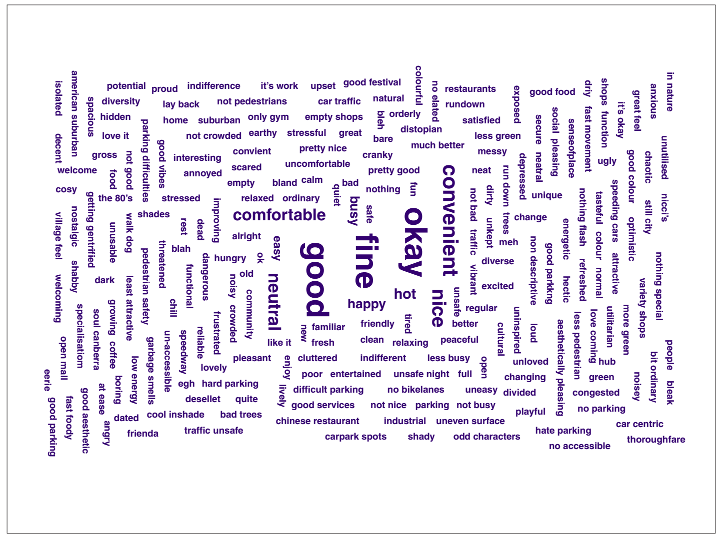
- Safe
- Safe only during the day
- Not safe
- N/A

Do you feel safe?

Key feedback on how the community felt whilst visiting Dickson include:

- Okay
- Fine
- Good
- Convenient
- Comfortable
- Happy
- Hot
- Nice

From 270 Intercept Surveys conducted from 20/02/24 to 02/03/24 at various times across the day.



OCULUS © 2025

Binder 5,185

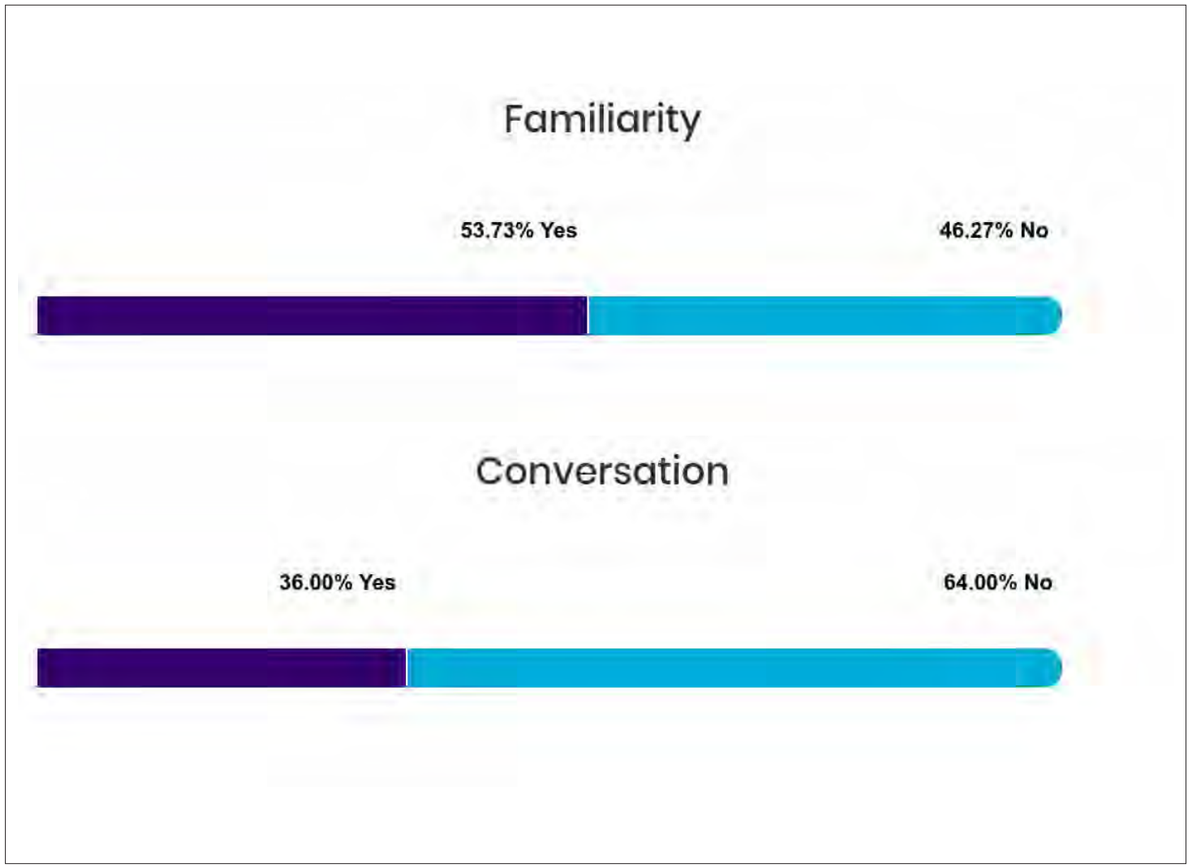


Improvements

Key feedback on improvements that community would like to see include:

+ Shade & trees
+ Greenery
+ Cafes & shops
+ Seats
+ Free Parking & more parking
+ Art
+ Nothing

From 270 Intercept Surveys conducted from 20/02/24 to 02/03/24 at various times across the day.



Impressions

From 270 Intercept Surveys conducted from 20/02/24 to 02/03/24 at various times across the day.

Whilst undertaking the Place Audits, Auditors ask members of the public survey questions including:

Conversation - Have you spoken to anyone new while you have been here?

Familiarity - Do you recognise anyone in the space?

The above graph illustrates the collective responses.

Other questions included:

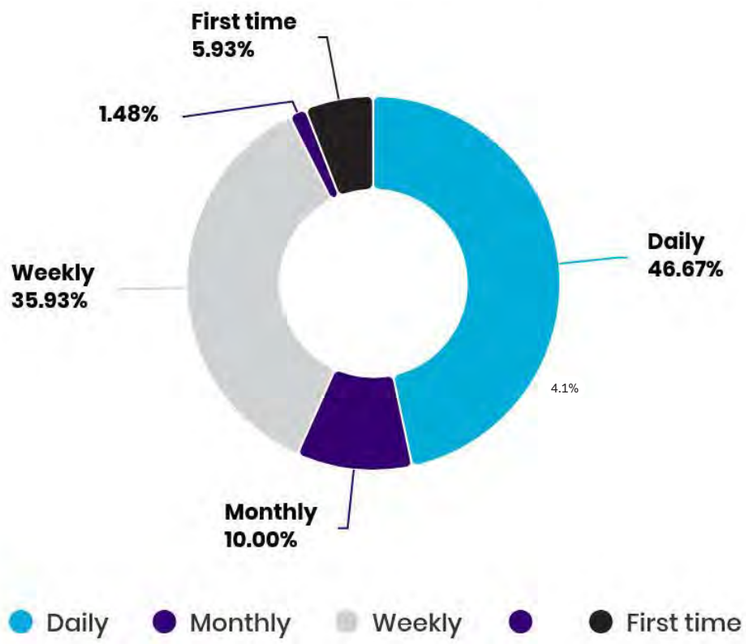
Feel - Describe how the space makes you feel?

Frequency - How often do you visit the space?

Impressions - Rank responses as Very Poor, Poor, Neutral, Good, Very Good

Improvements - What would inspire you to spend more time here / What would make your experience more comfortable?

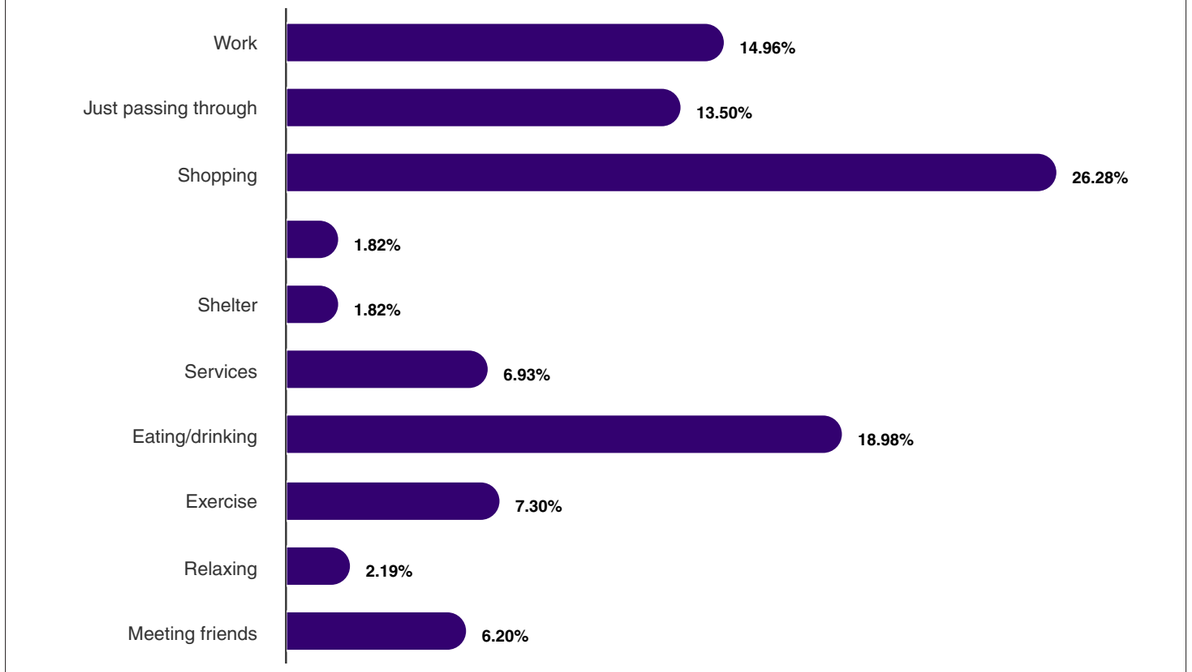
OCULUS © 2025



How often do you visit?

A high percentage of visitors surveyed visit daily and weekly, indicating they are likely locals or workers in the area.

From 270 Intercept Surveys conducted from 20/02/24 to 02/03/24 at various times across the day.



How is the space being used?

The majority of the participants surveyed were visiting Dickson for shopping purposes, followed by eating and drinking, work and just passing through.

From 270 Intercept Surveys conducted from 20/02/24 to 02/03/24 at various times across the day.

OCULUS © 2025

4.0 Existing Conditions

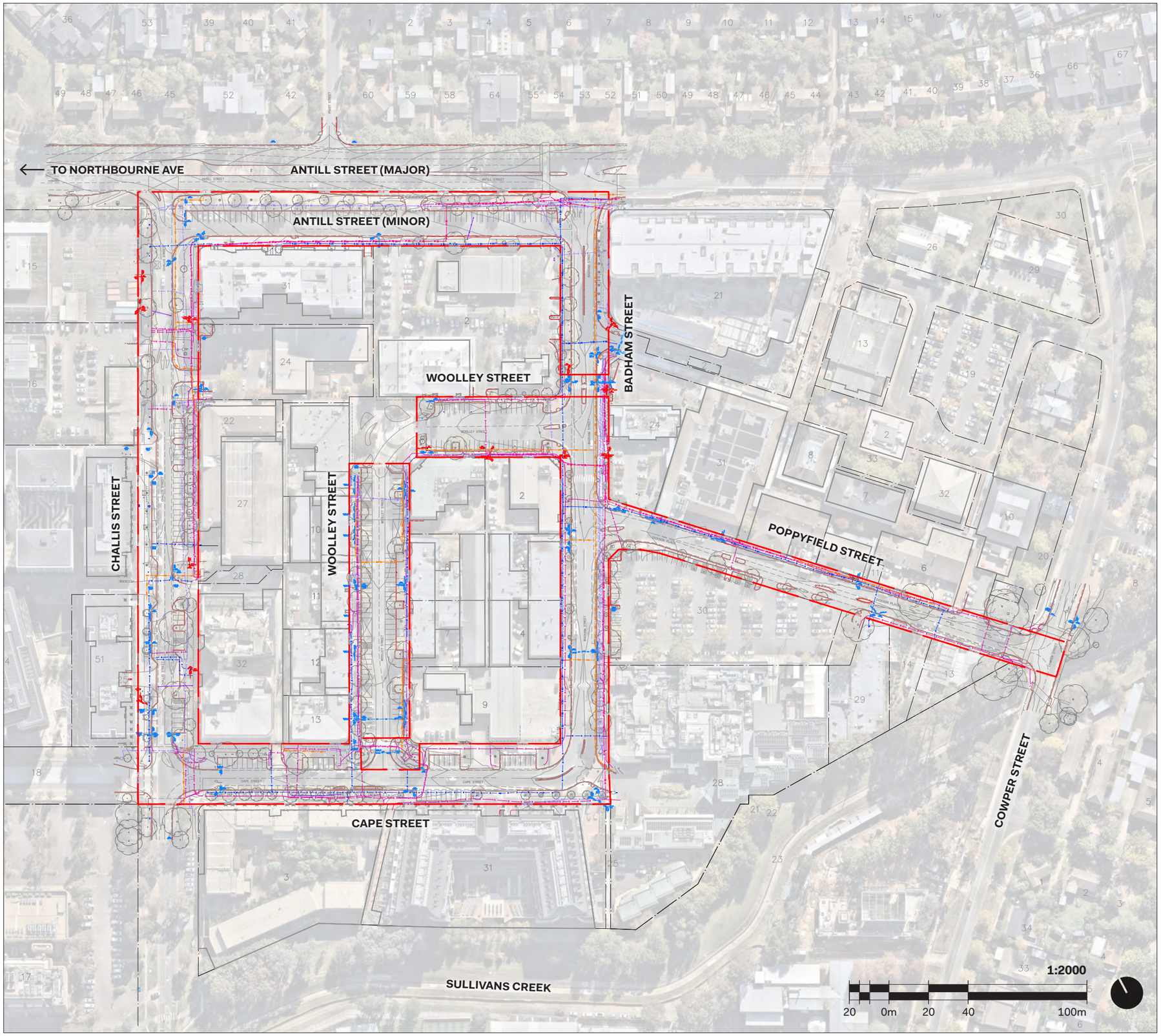
4.1 Site Conditions | Existing
Existing Conditions

Existing conditions within Dickson's streetscapes are reflective of different decades and styles. There's an over-supply of hardscape, and an under-supply of amenity and natural shade.

The streetscapes are slowly being upgraded, with new developments and landscape upgrades bringing a more contemporary look and feel to the mix. This however, has resulted in mis-matched streetscapes in terms of materiality, amenity and infrastructure, contributing to the overall sense that it's busy and increasing the visible contrast between old and new.

Some of the key challenges within Dickson's streetscapes are as follows:

+ Footpaths are often narrow or don't connect, which causes conflict between pedestrians and cyclists.
+ Footpaths are misaligned and at odds with desire lines and general pedestrian movement, particularly in an east west direction.
+ Objects and obstacles make it feel cluttered and affect legibility resulting in very little opportunity for intuitive wayfinding.
+ Canopy cover is low, and there is an abundance of hardscape throughout.
+ There are multiple styles, colours and sizes of light poles, parking meters, bins, bike racks, contributing to the 'messiness.
+ The lack of infrastructure, amenity and canopy cover contributes to the ability to enjoy, occupy and feel safe in the streetscapes.
+ On-street parking and wide streets result in an imbalance between spaces for cars and spaces for people.
+ Buses and commercial vehicles require access along many of the streets, with multiple driveways throughout.
+ Underground services throughout.



OCULUS © 2025

4.2 Materials Palette | Existing
Existing Conditions

Challis Street

Pavement

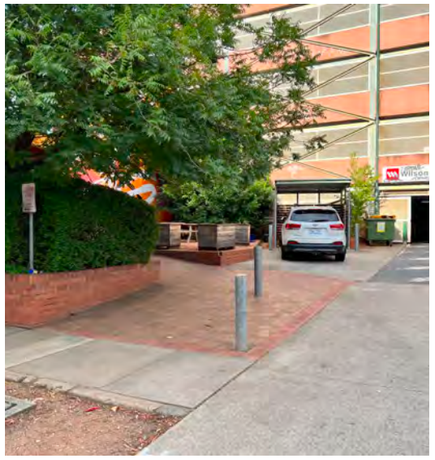
Challis Street is materially eclectic and the lacks a consistent character. Recent upgrades include grey tones, undeveloped areas feature a combination of red brick and in-situ concrete pavement.

Furniture & Fixtures

Consistent streetscape finishes have been applied with the new development works on the western side of the street. This includes street furniture, bicycle parking and lighting. The undeveloped areas of Challis Street are noticeably dated in comparison.

Miscellaneous

Service units and other elements are common place along Challis Street. The offset requirements almost make these elements hard to disguise within landscape treatments. These elements are required, but their locations are often aligned with movement pathways and desire lines, contributing to the number of obstacles in the public realm.














OCULUS © 2025

Antill Street (minor)

Pavement

Mismatched pavements due to retrofitting and repairs along street. The pedestrian footpath changes in width and is disrupted by multiple drive crossings. Insitu concrete finishes.

Furniture & Fixtures

Bollards installed for safety, along with parking, ticket machines and road signage are the only furniture and fixtures within Antill Street.

Miscellaneous

There is a low amount of street tree planting and next to no permeability with the street being entirely hardscaped. There is a lack of street tree plantings along the footpaths to provide shade and amenity for users and north facing apartments interfacing directly onto hardscape with no street trees.





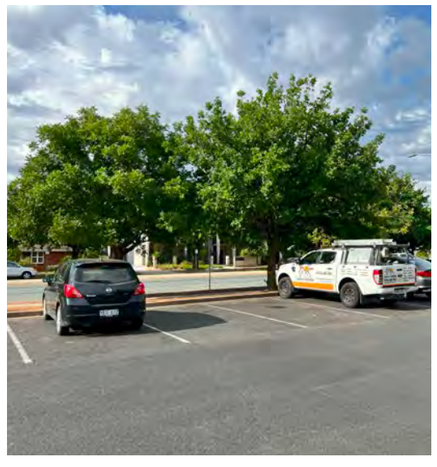












OCULUS © 2025

Binder 5,191

Woolley Street

Pavement

Mismatched pavements due to new and existing public realm works. The dominant pavement type is brick, with the new works incorporating grey tones, precast concrete paver, and cobblestones to denote 'shared zones'.

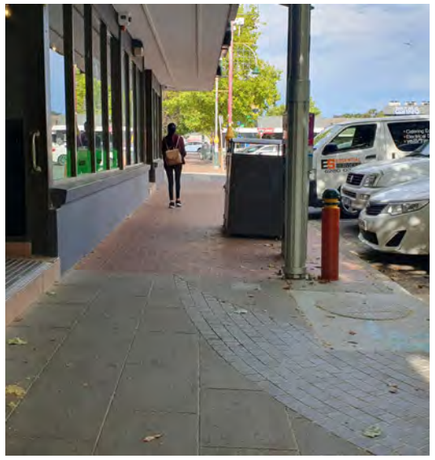
Furniture & Fixtures

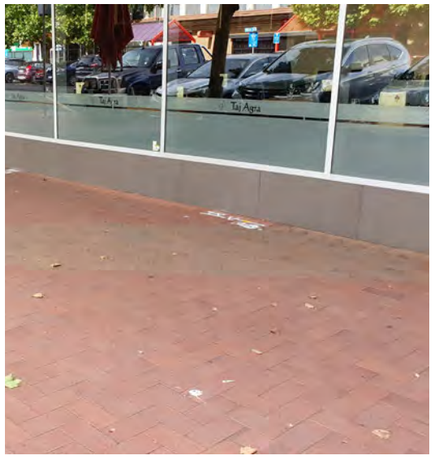
Numerous types of bins and lighting elements, with additional planters and furniture to enhance amenity. Lighting elements are a legacy item that relates to the character of Woolley Street.

Red is used as a pop of colour throughout, symbolic of Woolley Street's Chinatown heritage.

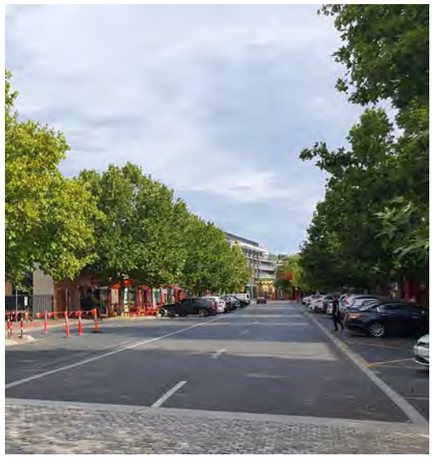
Miscellaneous

As part of the Stage 1 public realm upgrade works, public realm enhancements have been installed including shared zone pavement, public art, planting and informal seating elements.








OCULUS © 2025

Cape Street

Pavement

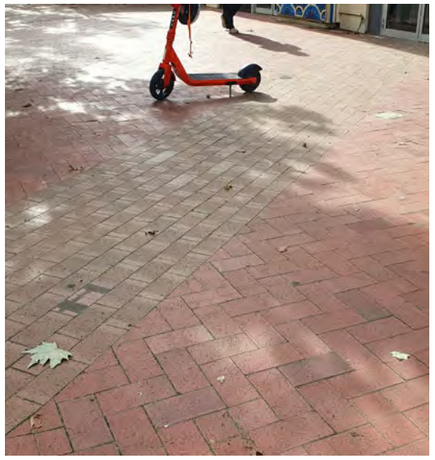
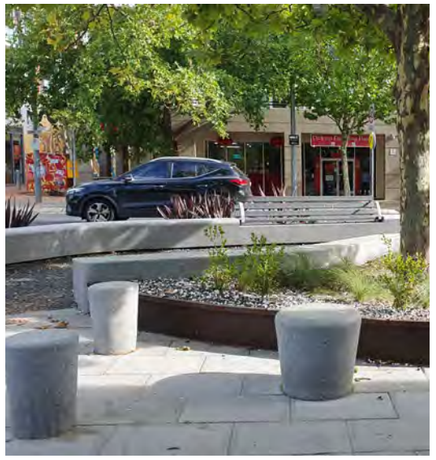
New developments along Cape Street have introduced granite paved surfaces, in contrast to the mixed brick pavements.

Furniture & Fixtures

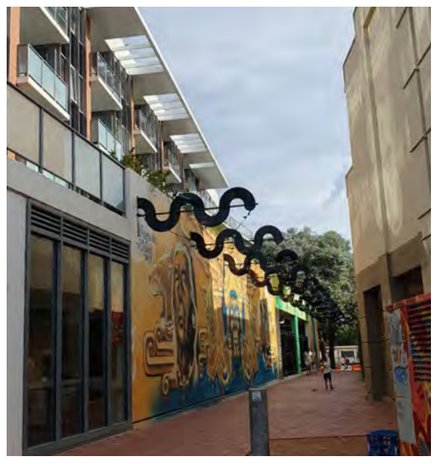
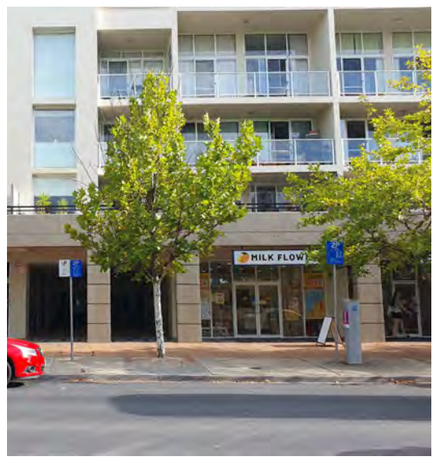
New upgrade works at the intersection to Woolley Street have provided new furniture and fixtures within the streetscape, providing a striking contrast to the existing elements.

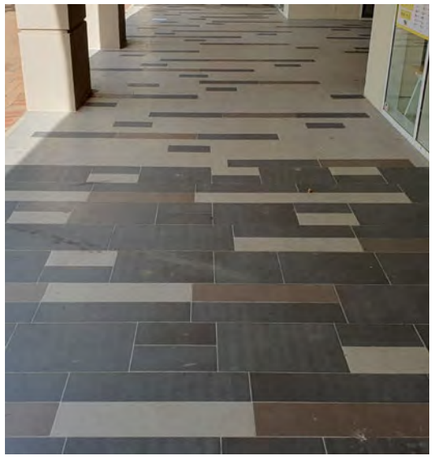
Miscellaneous

WSUD / raingarden beds and raised weathered steel planters within the streetscape are an improved addition to Cape Street providing greater amenity for the street.









OCULUS © 2025

Badham Street

Pavement

Brick and insitu concrete pavements characterise the wide streetscape.

Furniture & Fixtures

Planters, specific to businesses, are located along Badham Street to improve amenity.

Miscellaneous

Streetscape planting is incorporated to provide thresholds and additional amenity for the streetscape, however there is a lack of large tree canopy coverage along large portions of the street.
















OCULUS © 2025

Poppyfield Street

Pavement

The limited extent of footpath is insitu concrete with permeable paved tree surrounds where required.

Furniture & Fixtures

Poppyfield Street does not incorporate any furniture or fixtures to support and/or encourage occupation or amenity.

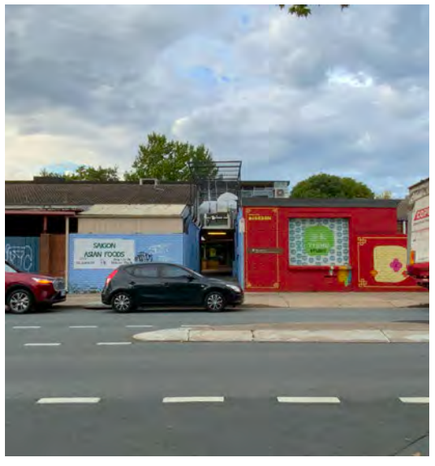
Miscellaneous

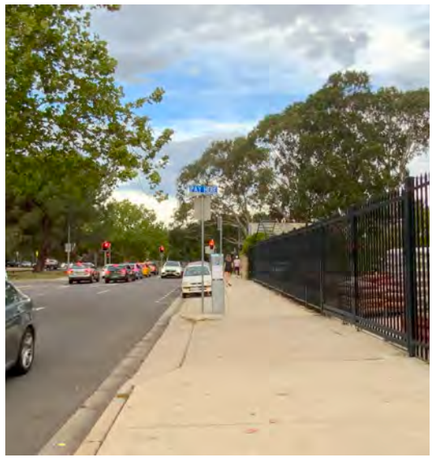
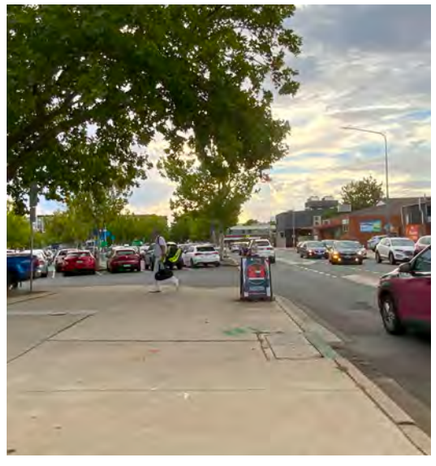
Designated zebra crossings provide access to the Dickson Shops. The northern side of the street is dominated by loading zones and driveway access for businesses and back of house areas.

Walls along the northern verge have been uplifted with public murals.

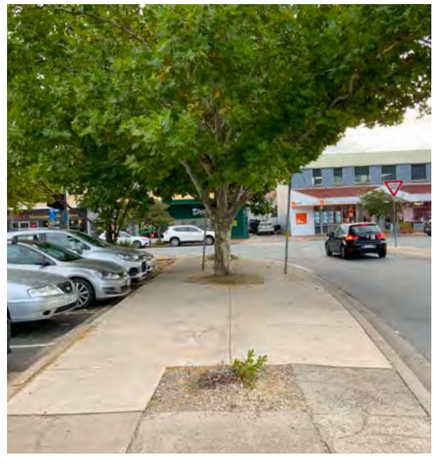






OCULUS © 2025

Binder 5,195

4.3 Street Tree Palette | Existing
Existing Conditions

A preliminary tree assessment was undertaken for the street trees within the Dickson Group Centre Study Area. Below we have included the tree species that characterise the different streets within the Study Area.

Challis Street



Eucalyptus mannifera
Red Spotted Gum



Pistacia chinensis
Chinese Pistachio



Platanus x acerifolia
London Plane Tree

Antill Street (Minor)



Pistacia chinensis
Chinese Pistachio



Quercus cerris
Turkey Oak



Platanus orientalis
Oriental Plane Tree

Woolley Street



Fraxinus sp.
Ash Tree



Platanus x acerifolia
London Plane Tree



Largestroemia indica
Crepe Myrtle



Prunus serrulata
Flowering Cherry

OCULUS © 2025

Binder 5,196

Cape Street



Platanus x acerifolia
London Plane Tree

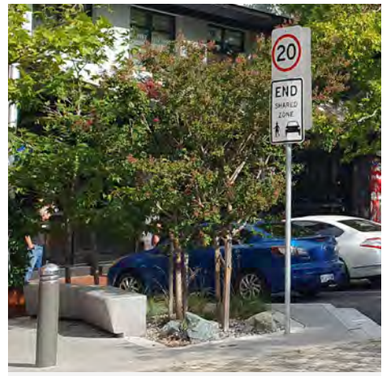


Platanus orientalis
Oriental Plane Tree

Badham Street



Fraxinus sp.
Ash Tree



Largestroemia indica
Crepe Myrtle



Platanus x acerifolia
London Plane Tree



Prunus serrulata
Flowering Cherry

Poppyfield Street



Platanus x acerifolia
London Plane Tree



Platanus orientalis
Oriental Plane Tree

OCULUS © 2025

5.0
Concept
Masterplan

5.1 Key Masterplan Priorities
Concept Masterplan

To assist in creating vibrant and considered masterplan where pedestrians are afforded the highest priority in street, public space access and circulation terms, and streetscapes are inclusive and accessible, legible, and support local businesses and the local economy, the below Key Masterplan Priorities have been developed to ensure that the masterplan delivers best practice ambitions suitable for the conditions, opportunities and constraints of the study area. These priorities have been developed in response to key site analysis and feasibility study findings and community / stakeholder feedback and are based on the ACT Government's strategy and standards, as well as, interstate guidelines.

ACT Government strategies and standards and other interstate guidelines:

- Design Guide - Best practices for urban intersections and other active travel infrastructure in the ACT Draft (ACT, 2023)
- Australian Standards including - AS2890.5:2020 and AS1428.1:2021
- Bicycle Parking Facilities: Updating the Austroads Guide to Traffic Management (2016)
- Gender Sensitive Urban Design Toolkit and Framework (ACT, 2023)
- Guide to Road Design Part 3: Geometric Design Edition 3.4 (2021)
- Guide to Road Design Part 6A: Paths for Walking and Cycling (2021)
- Healthy Streets Design Check (2021)
- Municipal Infrastructure Design Standards (ACT, 2021)
- NSW Cycleway Design Toolbox
- Urban Design Guide (ACT, 2023)
- Urban Street Design Guide (NACTO)
- Walking Space Guide (NSW, 2020)

Active Travel - Pedestrians

Key priorities include:

- Creating raised pedestrian priority zones to improve access and movement
- Incorporating trans-sectional links through blocks to increase permeability within the Group Centre
- Increasing the width of footpaths to a minimum 3m to improve pedestrian and cyclist movement
- Incorporating raised pedestrian crossings at min. 80-100m intervals to facilitate movement and permeability
- Increasing phasing timing of signalised intersections for pedestrians

Active Travel - Cyclists

Key priorities include:

- Increasing the width of shared paths to a minimum 3m (+) to improve pedestrian and cyclist movement
- Incorporating bicycle infrastructure (incl. bicycle hoops) at 50-100m intervals and co-locate with activity hubs
- Improve access and connectivity to existing & future active travel routes
- Creating 'shadeways' through increased tree planting
- Increasing phasing timing of signalised intersections for cyclists

Public Transport

Key priorities include:

- Improve connection to transport hubs and introduce new trans-sectional links
- Improve wayfinding to public transport (incl. Buses and Light Rail)
- Improve access to bus stops
- Maintain minimum road widths along bus routes

Vehicles - Private

Key priorities include:

- Introduce a Precinct speed reduction to 30km/h (all streets except Woolley at 20km/h and 10km/h)
- Rationalise on-street parking, based on utilisation rates, to facilitate access to key destinations within the Group Centre
- Minimise, reduce and/or reconfigure the existing driveway crossovers within the street

Vehicles - Commercial

Key priorities include:

- Maintain a min. 3.3-4.0m carriageway width to facilitate movement of commercial vehicles
- Consolidate and rationalise the location of loading zones for local businesses

Climate Resilience & Sustainability

Key priorities include:

- Implement raingardens (WSUD initiatives) within the street where possible
- Retain existing street trees where possible
- Increase tree canopy cover
- Specify large canopy trees to mitigate urban heat island
- Increase site permeability through increased soft landscaping provision
- Improve and contribute to the local biodiversity
- Improve growing conditions for trees

Amenity

Key priorities include:

- Reinforce and infill street tree planting
- Incorporate rest points at 50m intervals
- Co-locate street furniture such as seating and bins near primary circulation routes
- Improve wayfinding and legibility within the group centre through the use of consistent materiality
- Integrate lighting to prioritise comfort and safety (specifically selected for colour and glare)

OCULUS © 2025

5.2 Concept Masterplan

Dickson, a vibrant Group Centre that offers a welcoming, well-connected, safe and thriving destination.

Dickson is a unique and eclectic suburb in Canberra's inner north with a distinctive and diverse offering.

The proposed streetscape masterplan aims to capture and reflect the vibrancy of Dickson and wishes of the community for a safer, more enjoyable streetscape experience supporting it as one of Canberra's favourite retail and dining destinations, with a vibrant street life full of amenity and tree lined streets. It aims to deliver a pedestrian priority experience with improved amenity to support the local community and businesses, with increased day and night-time activation.

Through the strategic re-distribution of parking and improved permeability and connections to the C6 Sullivans Creek and future local community route on Antill Street, the masterplan aims to support Dickson as an inclusive and accessible destination.

A minimum 84% on street parking has been retained across the Group Centre to reflect utilisation rates and provide opportunities for increased verge width to accommodate tree planting, wider more inclusive footpaths and dedicated amenity zones for outdoor dining, seating, bicycle parking outside of the footpath and circulation zones.

The masterplan supports the increase in tree canopy coverage of greater than 30% across the Group Centre to encourage a climate resilient Group Centre that enhances and contributes to local biodiversity, creating more attractive streetscapes for all. This provides greater opportunities for improved thermal comfort to support walkability and cycling, with broader benefits of reducing urban heat island affects and hot, exposed building facades.

Due to the conditions of Dickson's streetscapes and the specific requirements to support Dickson as a retail and commercial precinct, the approach to cycling within the Dickson Group Centre is to minimise interactions with vehicles and support cycling on wide shared paths. To support both pedestrians and cyclist on a shared path, obstacles have been minimised, sightlines have been increased adopting the 'see and avoid' principle in low speed shared environments.



Binder 5.200

Legend

- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- (1) Raised (accessible) priority zebra crossing
- (2) Raised (accessible) pedestrian priority zone
- (3) Bus pull-in bay
- (4) Existing through-site link
- (5) Potential future through-site link
- (6) Potential future public art opportunities

ANTILL STREET (MINOR)
STREET
WOOLLEY STREET
CHALLIS STREET
WOOLLEY STREET
BADHAM STREET
POPPYFIELD STREET
CAPE STREET
COWPER STREET
SULLIVANS CREEK
'Nova'
Shell Coles Express Dickson
Jimmy's Place
KFC
Coles Dickson
Hangari Kimchi Korean BBQ
Dickson Taphouse
Two Sisters Lao Thai Cuisine
McDonald's
Woolworths Dickson
Dickson Asian Noodle House
Ruby Chinese Restaurant
Wonderschool Early Learning Centre
'Heather'
Highroad
EG Ampol Dickson
Dickson Dumpling House

1:1500
15 0m 15 30 75m

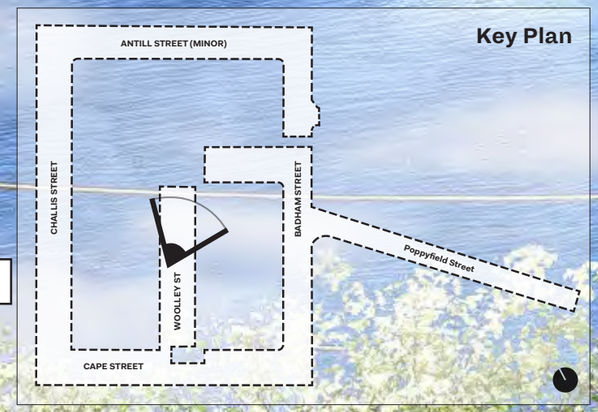
OCULUS © 2025

Existing & additional large canopy trees for increased canopy cover

Safer crossing points

Integration of public art

Outdoor dining opportunities





OCULUS © 2025

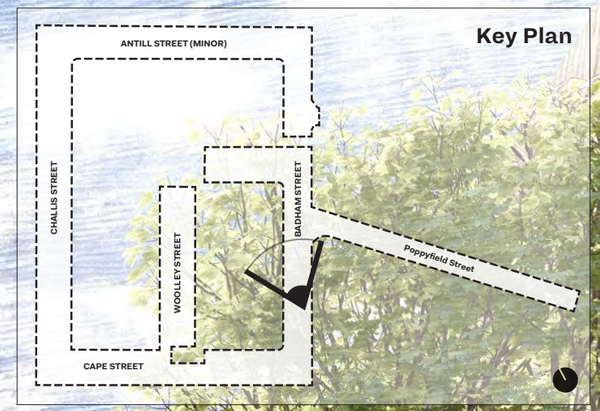
New large canopy trees for increased canopy cover

Parallel parking between raingardens

30km/hour speed limit

Safer crossing points

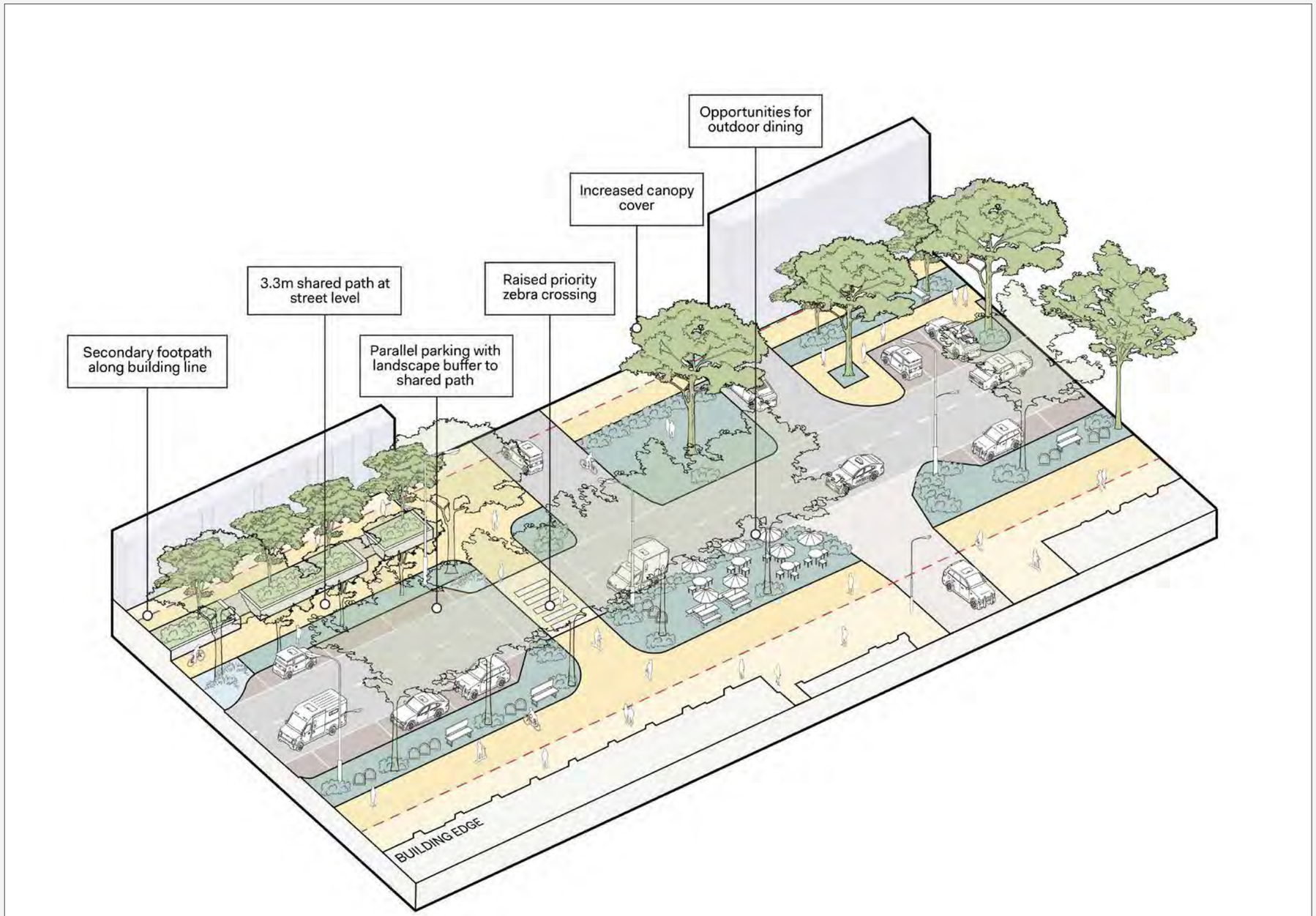
Outdoor dining opportunities





OCULUS © 2025

5.3 Challis Street
Concept Masterplan



Summary

A leafy green street with amenity to support local businesses and ground floor activation. Easy to access by foot, bike or car, where people can enjoy moving through or gathering in a more comfortable and safer environment. Continuous footpaths, consistent materials and additional crossing points prioritise intuitive wayfinding and accessibility for all, making it more enjoyable to occupy and move about and more attractive to consider sustainable transport options.

Challis Street will streamline access and movement increasing east/west permeability and connectivity between the public transport network, various developments along Northbourne and the rest of the Group Centre and beyond.

Key Moves

Active Travel

- 3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists
- Mid-block raised pedestrian crossings to facilitate east-west movement
- Proposed trans-sectional link to increase site permeability and movement

Public Transport

- Improved wayfinding through clear sightlines, organised zones and consistent materiality

Vehicles

- 30km/hour speed limit
- On-street parking retention - 67%

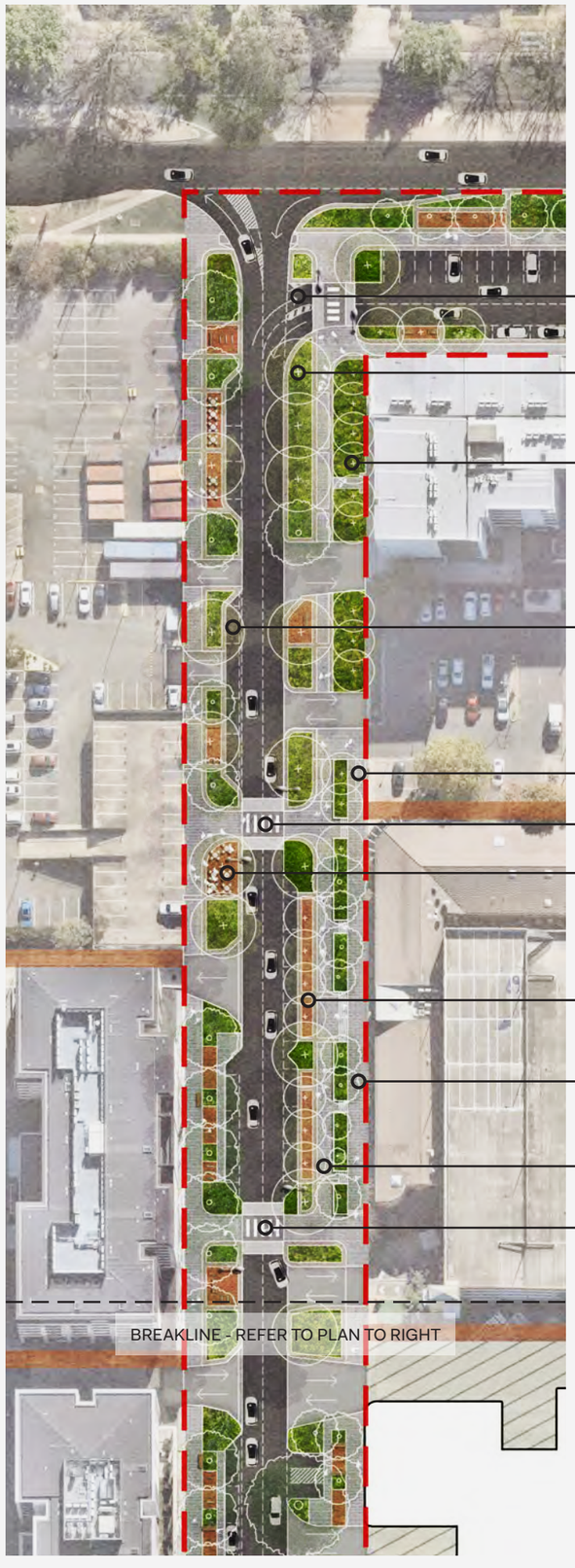
Climate Resilience & Sustainability

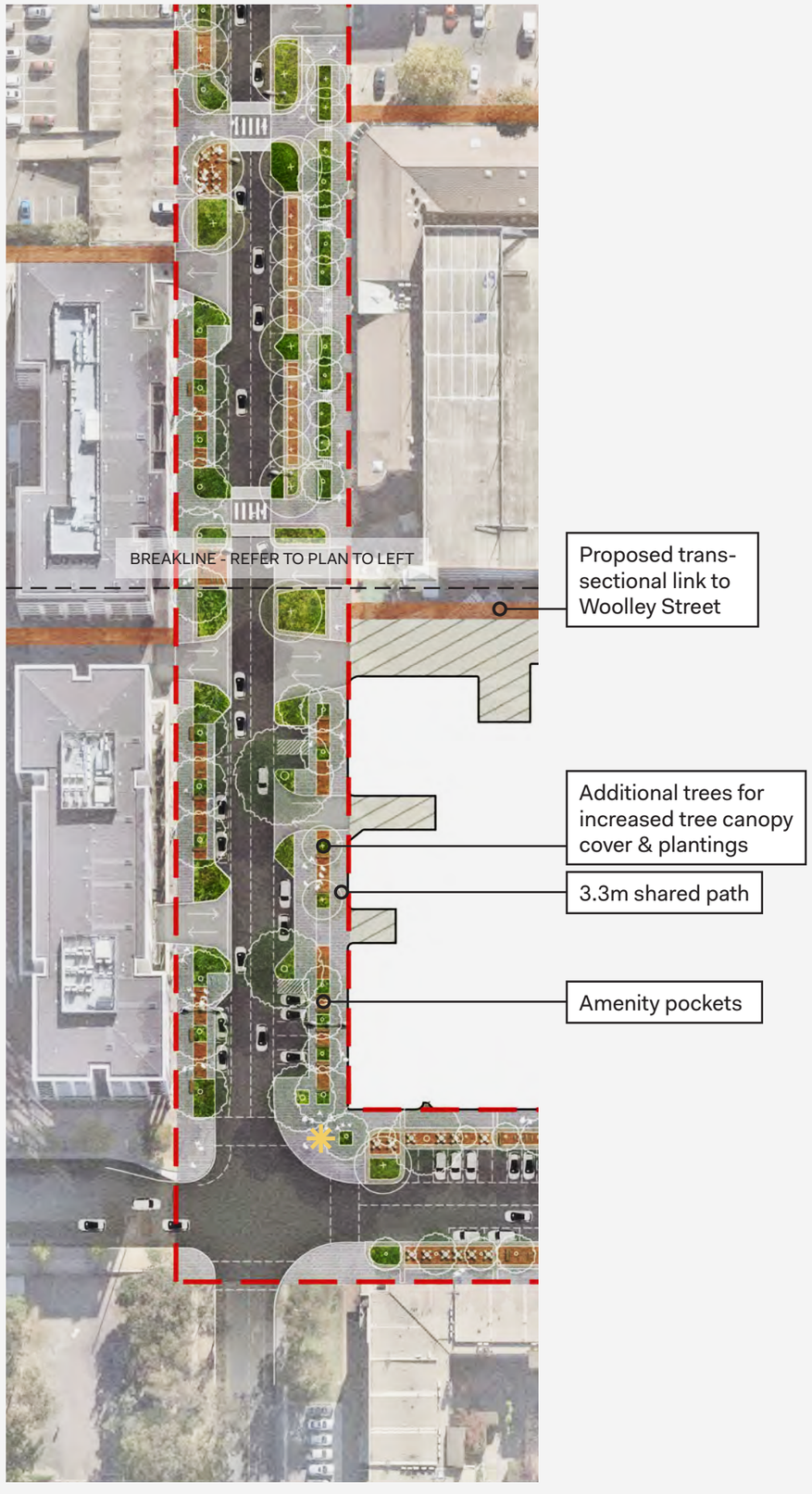
- Increased tree canopy cover - >40%
- Increased permeable areas - >20%

Amenity

- Rest points every 50m along the street
- Increased bicycle parking along the street

OCULUS © 2025





Legend

- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- Future potential public art opportunity

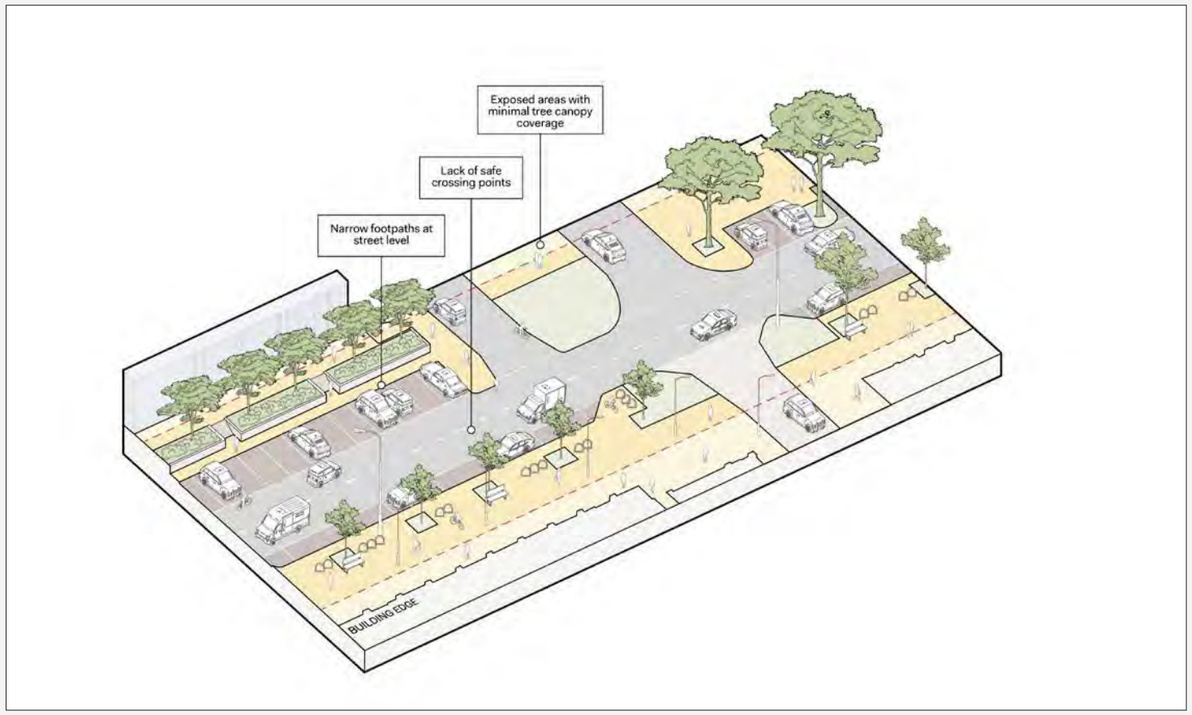
Summary Table

	Existing	Proposed
On-street Parking	48	32 67% retention
Canopy Cover	16%	> 40%
Permeability	-	>20%

1:1000

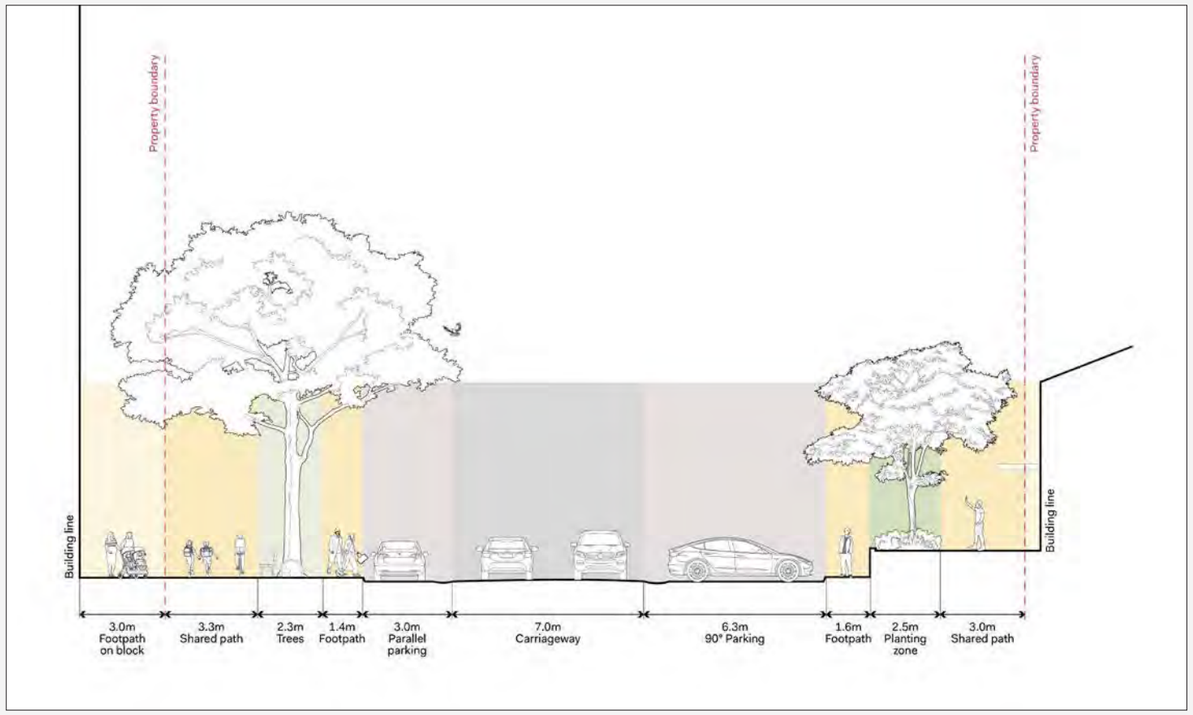
10 0m 10 20 50m

OCULUS © 2025



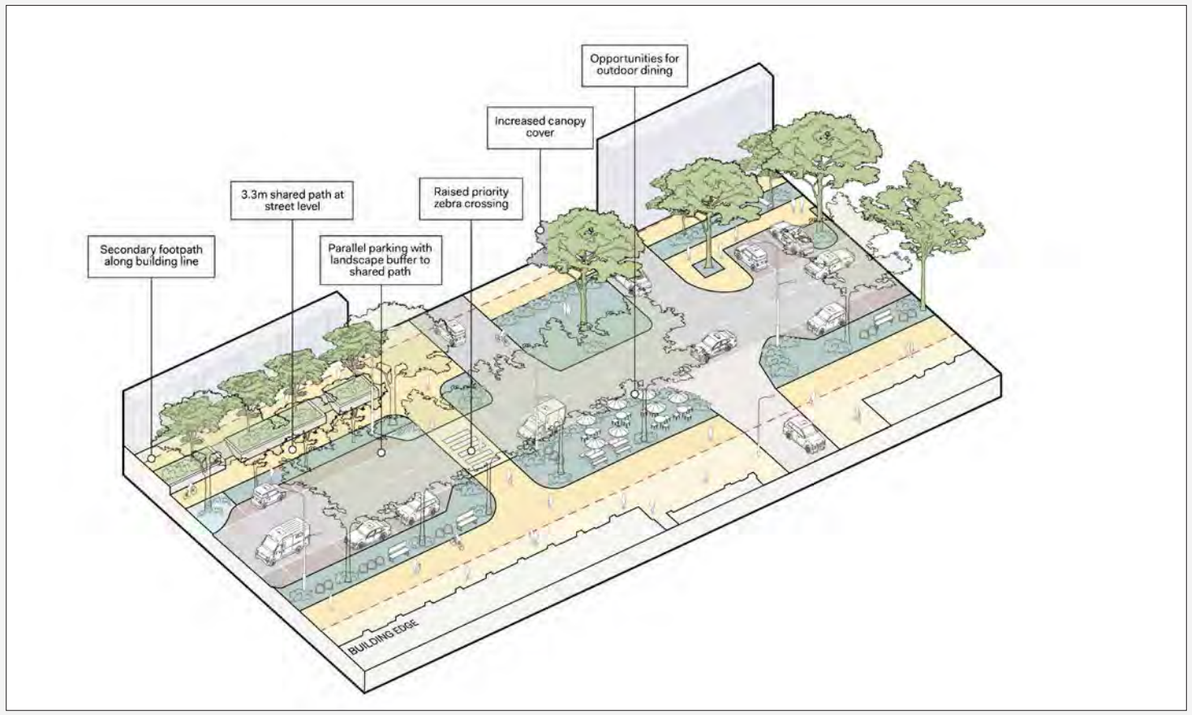
Existing | Challis Street Axonometric

Scale NTS



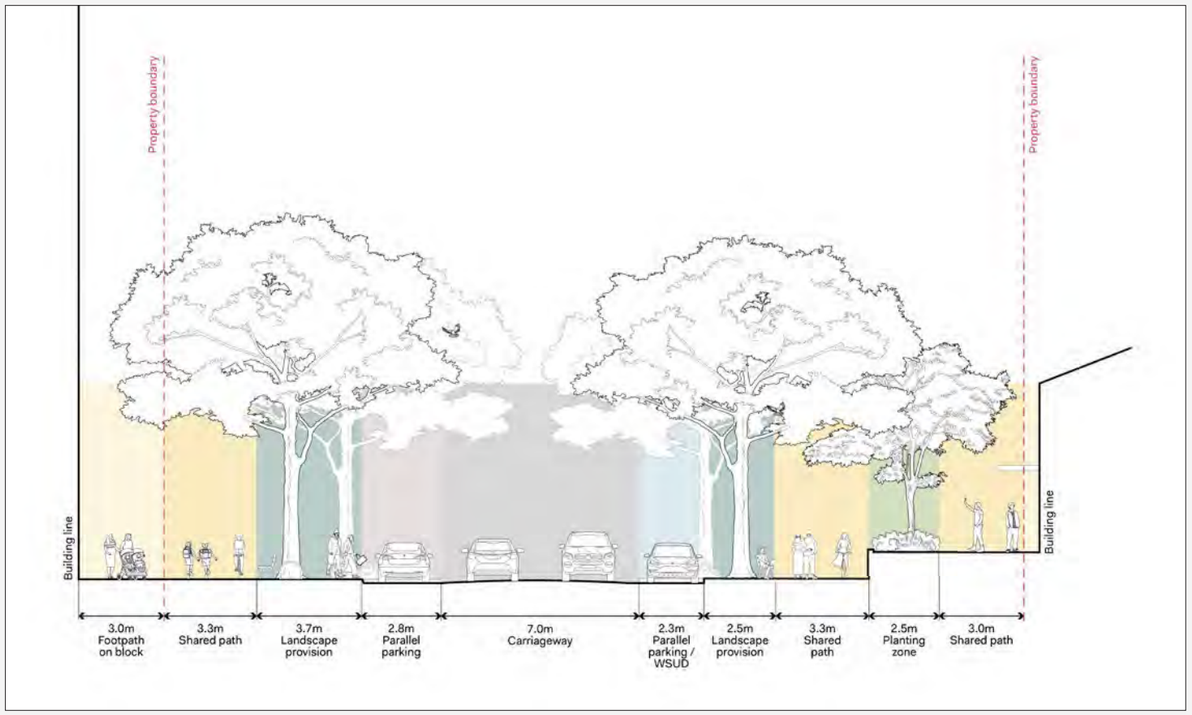
Existing | Challis Street Typical Section

1 0m 1 2 5m



Proposed | Challis Street Axonometric

Scale NTS

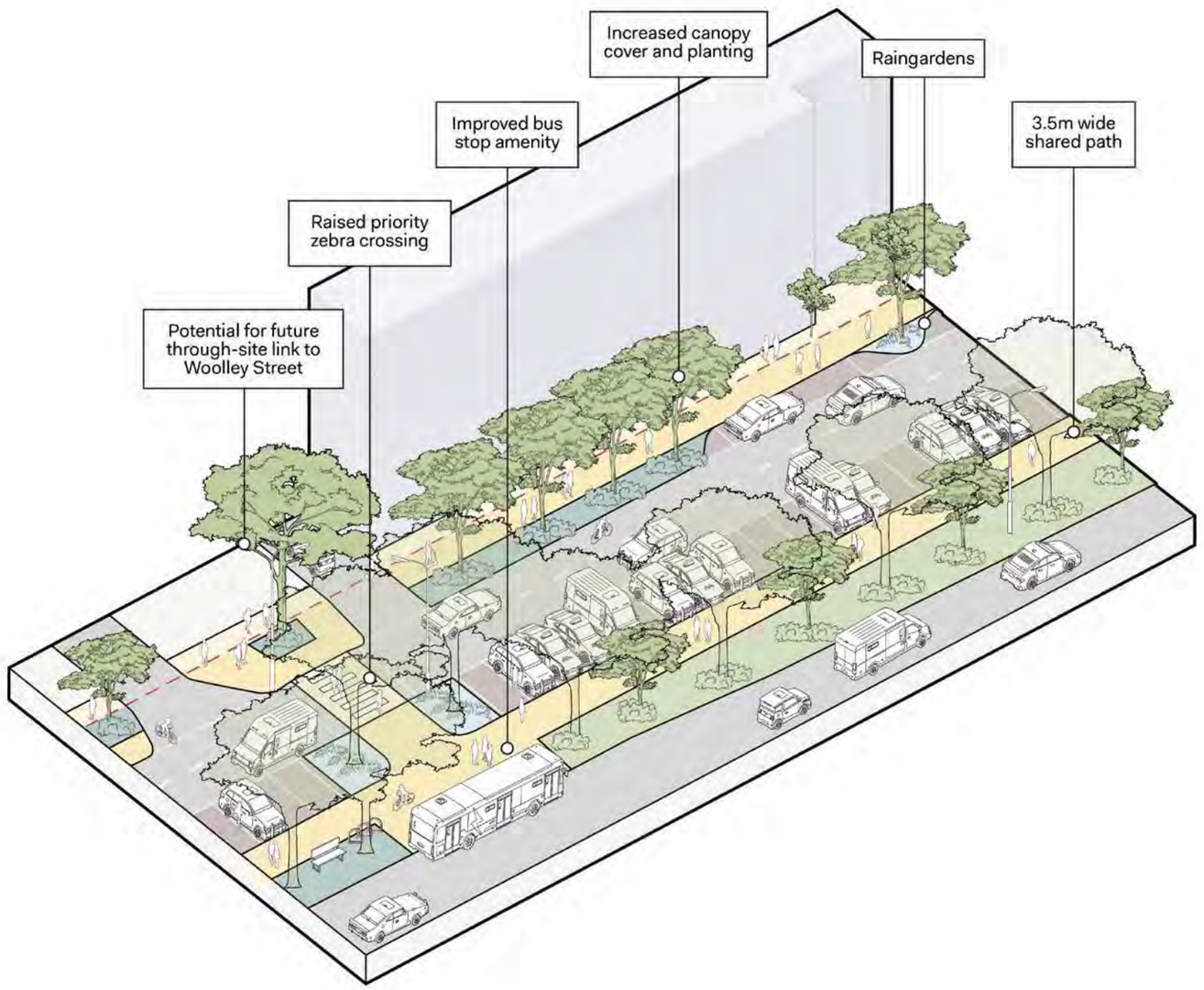


Proposed | Challis Street Typical Section

1 0m 1 2 5m

OCULUS © 2025

5.4 Antill Street (Minor)
Concept Masterplan



Summary

A functional support streetscape with convenient parking and increased tree canopy. By foot or bike, full length and consistent footpaths to both sides of the street improve circulation and connectivity to the broader pedestrian network. Amenity pockets provide respite and bicycle parking under the shade of large canopy trees. Safety for pedestrians and cyclists is prioritised through multiple raised crossings, vehicle turning alternations and buffers to intersections to minimise potential conflicts with vehicles. A potential future trans-sectional link will improve pedestrian access to and from Woolley Street.

Antill Street enables greater amenity on other streets with a higher proportion of existing car parks retained to offset reductions elsewhere, increased tree canopy cover and permeable surfaces.

Key Moves

Active Travel

3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists

3no. raised pedestrian crossings to improve safety, circulation and movement

Trans-sectional link to increase site permeability and movement to Woolley Street

Public Transport

Improved wayfinding through multiple pedestrian connections to the bus stop, clear sightlines, organised zones and consistent materiality

Vehicles

30km/hour speed limit

On-street parking retention - 100%

Climate Resilience & Sustainability

Increased tree canopy cover - >40%

Increased permeable areas - >20%

Amenity

Rest points every 50m along the street

Increased bicycle parking along the street

OCULUS © 2025



Legend

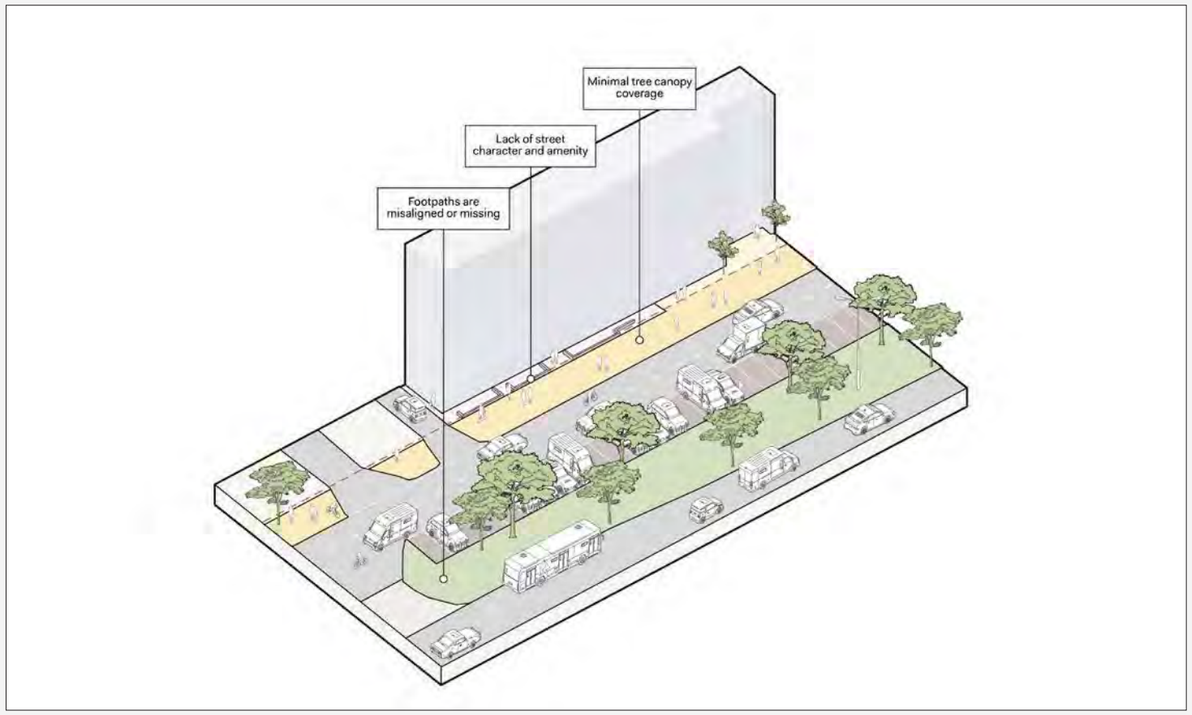
- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones

Summary Table

	Existing	Proposed
On-street Parking	63	63 100% retention
Canopy Cover	13%	> 40%
Permeability	-	>20%

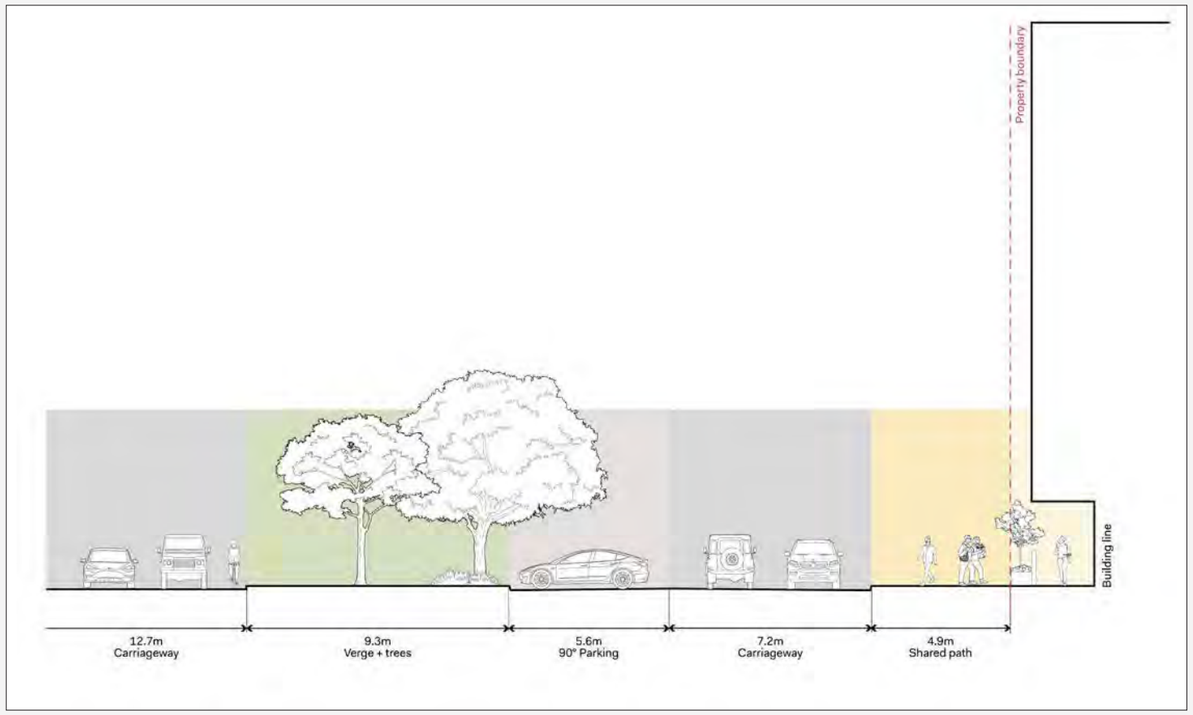
OCULUS © 2025

Binder 5,208



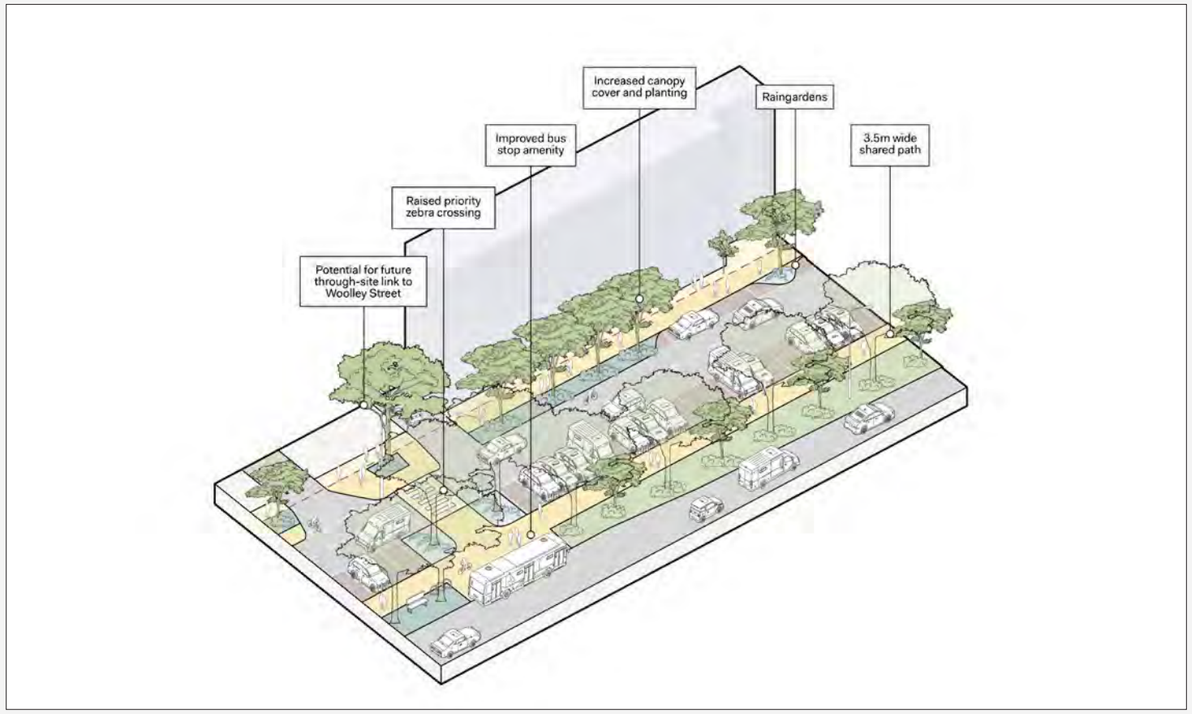
Existing | Antill Street (Minor) Axonometric

Scale NTS



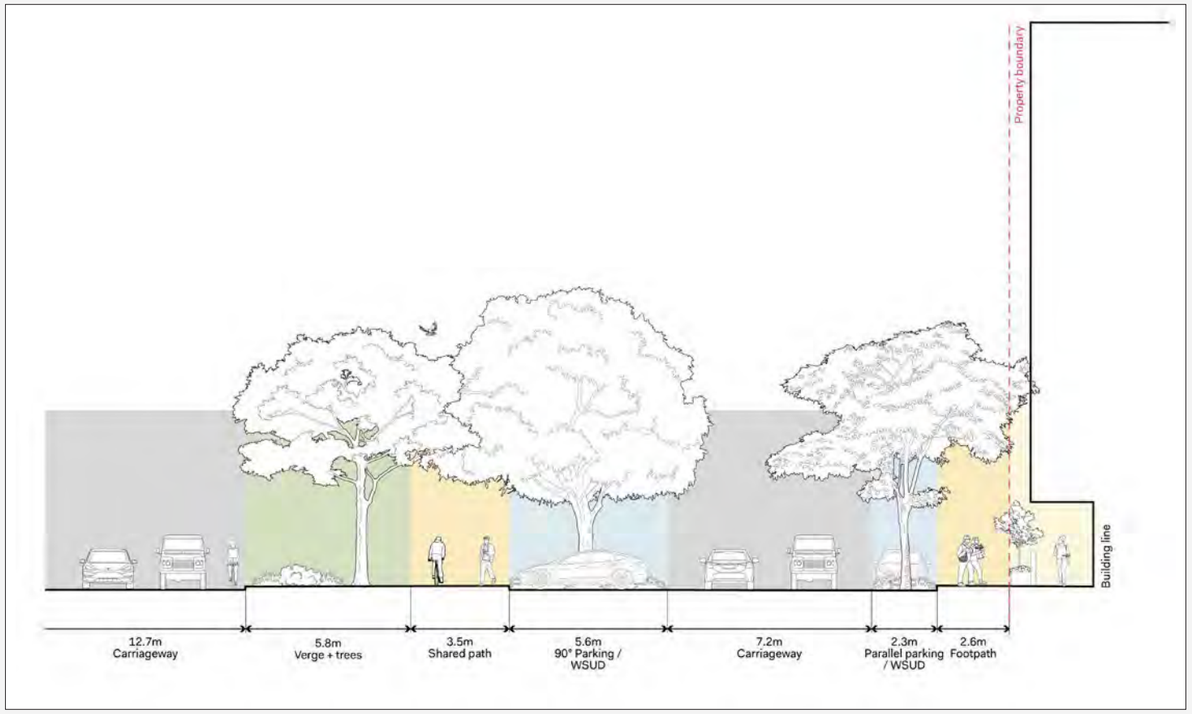
Existing | Antill Street (Minor) Typical Section

1 0m 1 2 5m



Proposed | Antill Street (Minor) Axonometric

Scale NTS

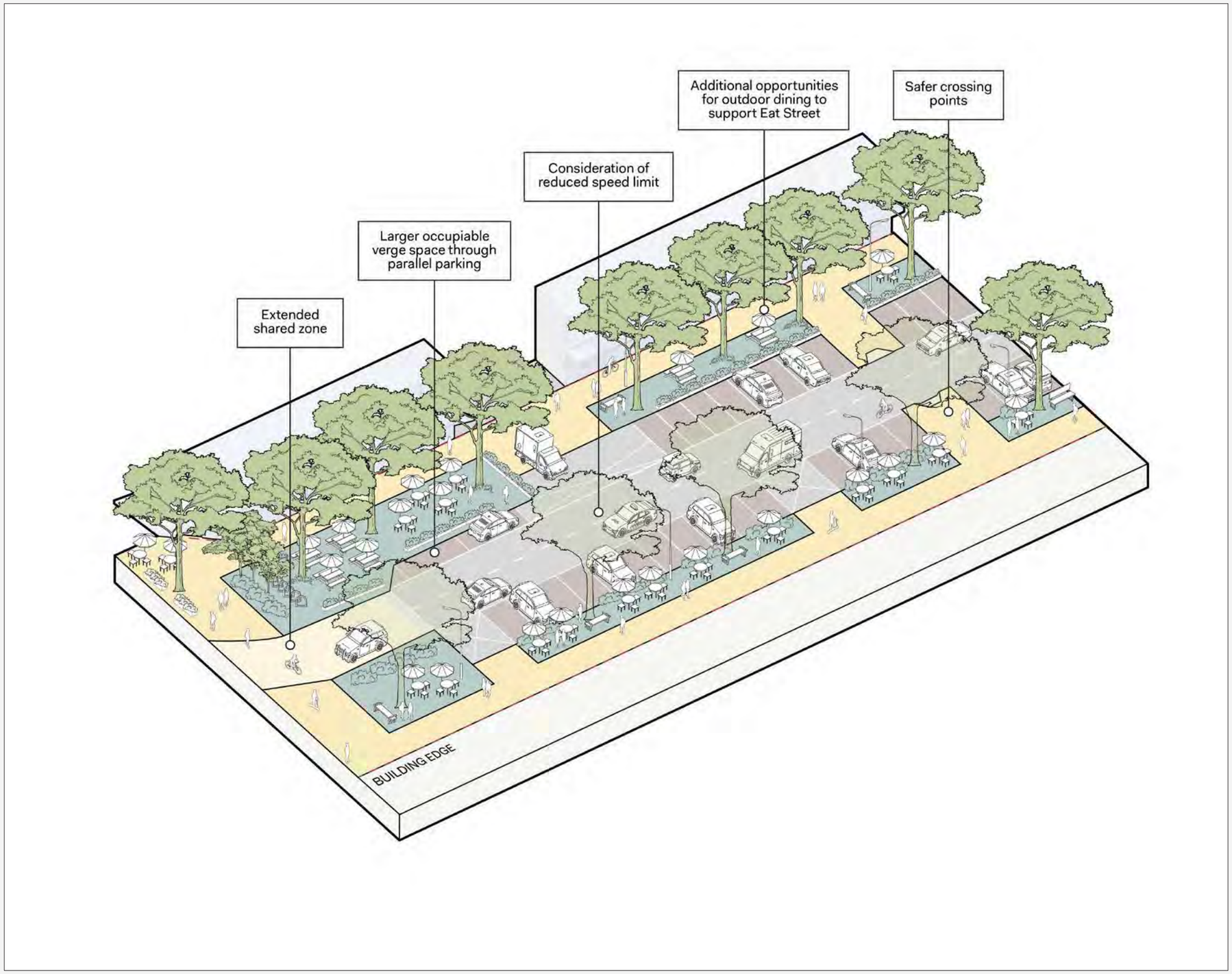


Proposed | Antill Street (Minor) Typical Section

1 0m 1 2 5m

OCULUS © 2025

5.5 Woolley Street | North-South
Concept Masterplan



Summary

A bustling 'eat street' with leafy green trees and an environment that promotes the shared use of public space. Plenty of places to sit, eat, play, discover, park, have a chat, pause, gather and enjoy the sights, smells and sounds of Canberra's vibrant 'multicultural eat street. Where local residents and visitors from anywhere can be immersed in the beating heart of Dickson and discover Woolley Street's diverse range of food, retail and other offerings in a revitalised public space.

Woolley Street will be amplified as a major attractor for Dickson. Bolstered as a destination and nexus for activity and social exchange. A foodies haven where people are seen and heard, enjoying great food, great company, culture and a vibrant public life.

Key Moves

Active Travel

- 3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists
- Raised intersection at Cape Street to improve safety, circulation and movement
- Extended shared zone mid-way
- Proposed trans-sectional links to increase site permeability and movement to Badham / Challis St's

Public Transport

- Improved wayfinding through clear sightlines, organised zones and consistent materiality

Vehicles

- On-street parking retention - 85% (Woolley total)

Climate Resilience & Sustainability

- Increased tree canopy cover - >40% (Woolley total)
- Increased permeable areas - >20% (Woolley total)

Amenity

- Rest points every 50m along the street
- Increased bicycle parking along the street

OCULUS © 2025

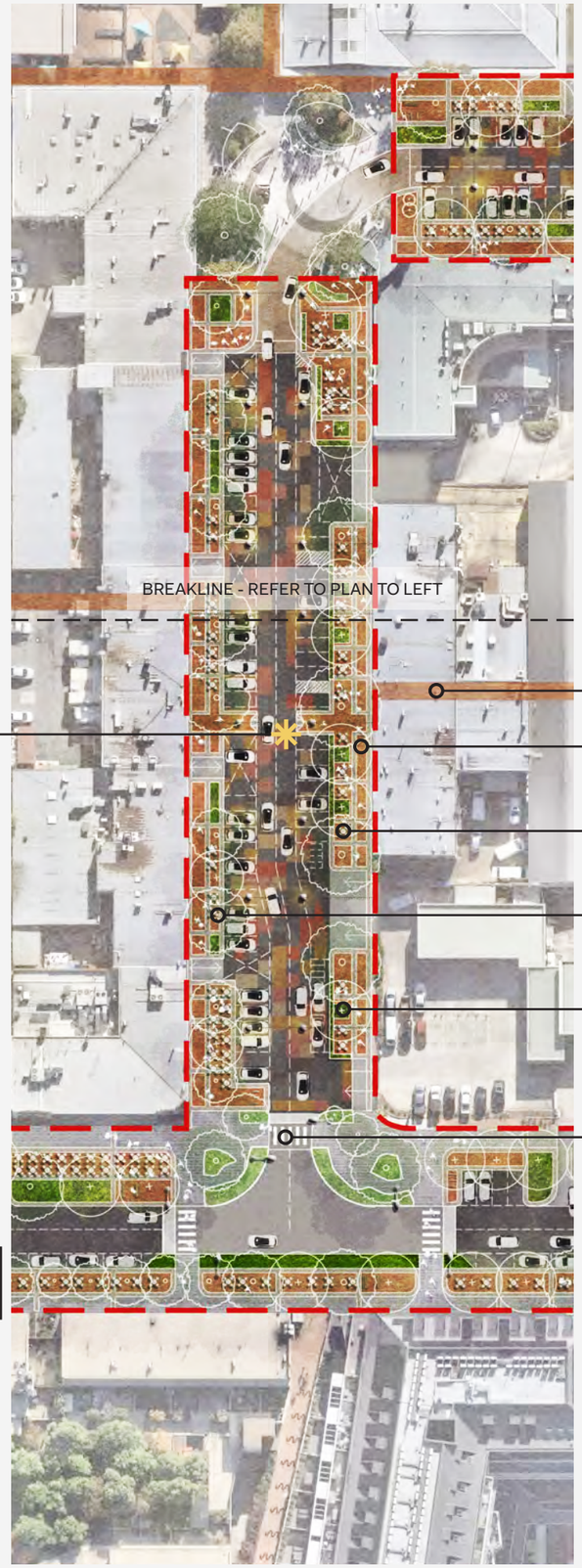


Extended shared zone

Additional opportunities for outdoor dining

Public artworks integrated within carriageway

3m wide shared paths



Public artworks integrated within carriageway

Proposed trans-sectional link to Badham Street

Large occupiable verge space & shared paths

Additional outdoor dining opportunities

Amenity pockets

Increased canopy cover & planting

Narrower streets with safer crossing points

Legend

- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- Future potential public art opportunity

Summary Table

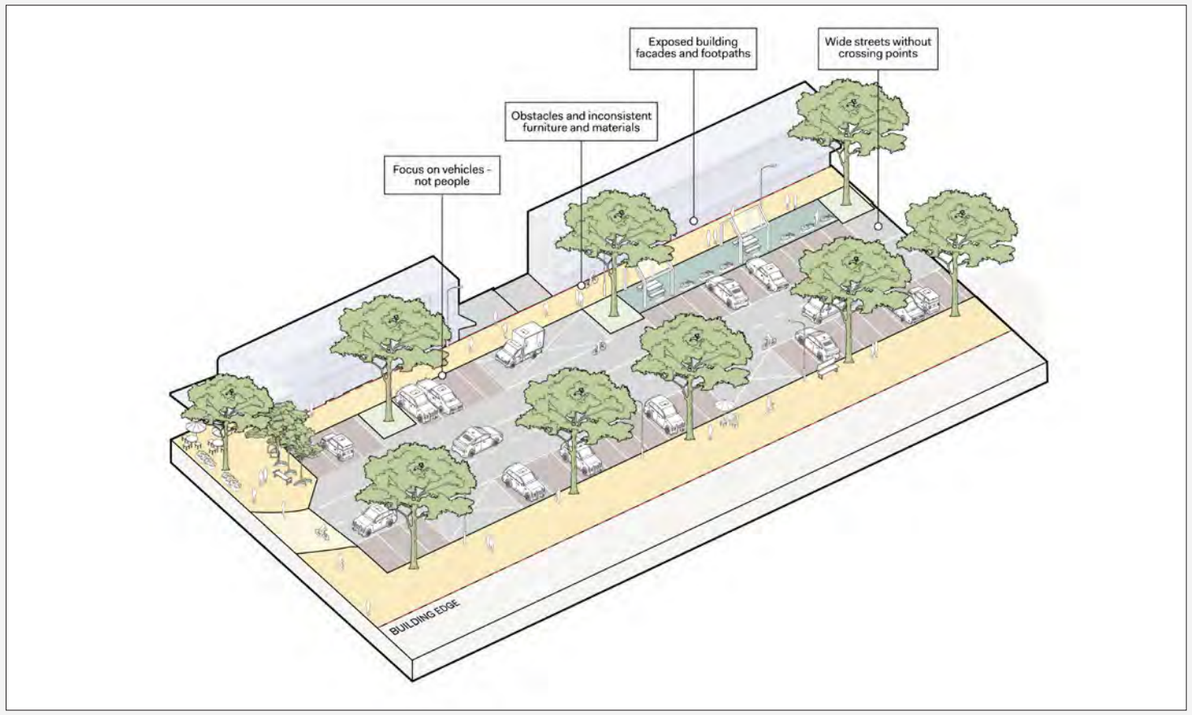
	Existing	Proposed
On-street Parking	101	86 85% retention
Canopy Cover	32%	> 40%
Permeability	-	>20%

1:1000

10 0m 10 20 50m

OCULUS © 2025

Binder 5,211



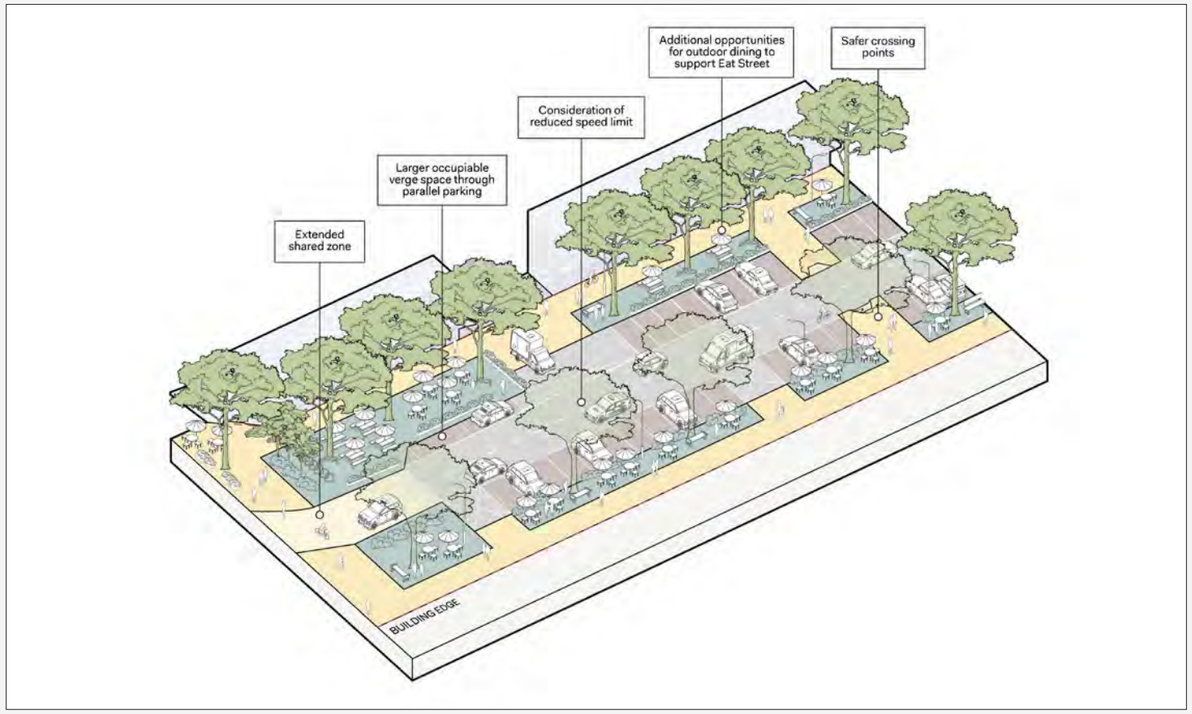
Existing | Woolley Street | North-South Axonometric

Scale NTS



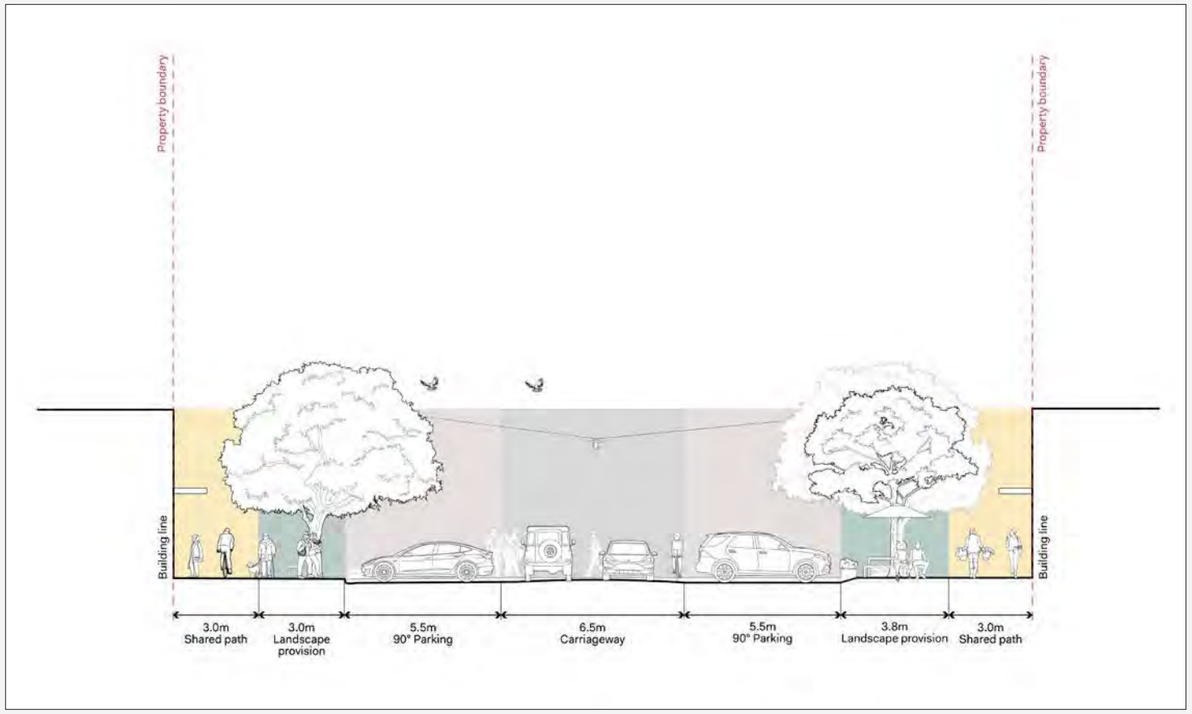
Existing | Woolley Street | North-South Typical Section

1 0m 1 2 5m



Proposed | Woolley Street | North-South Axonometric

Scale NTS



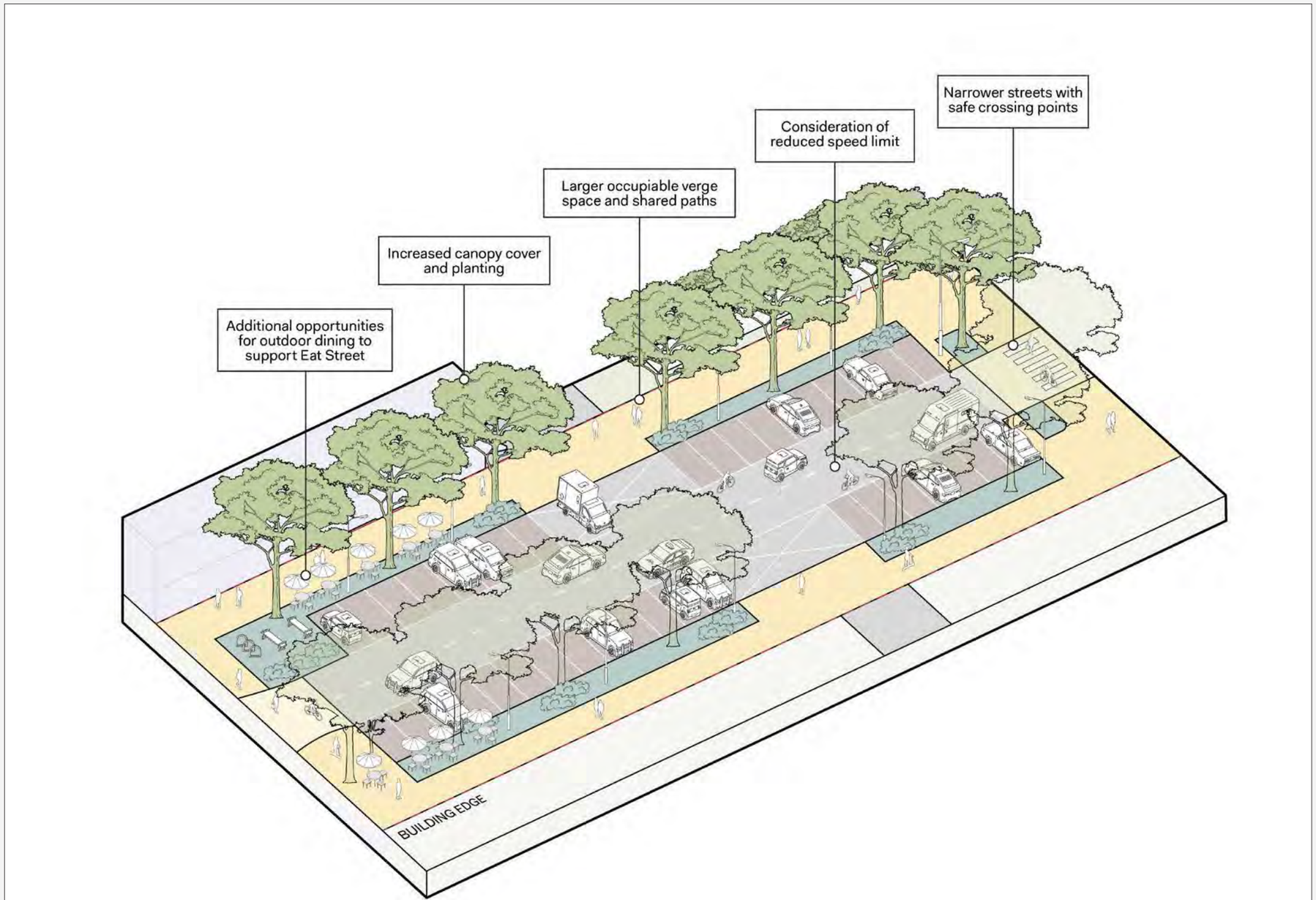
Proposed | Woolley Street | North-South Typical Section

1 0m 1 2 5m

OCULUS © 2025

Binder 5,212

5.6 Woolley Street | East-West
Concept Masterplan



Summary

A bustling 'eat street' with leafy green trees and an environment that promotes the shared use of public space. Plenty of places to sit, eat, play, discover, park, have a chat, pause, gather and enjoy the sights, smells and sounds of Canberra's vibrant China Town. Where local residents and visitors from anywhere can be immersed in the beating heart of Dickson and discover Woolley Street's diverse range of food, retail and other offerings in a revitalised public space.

Woolley Street will be amplified as a major attractor for Dickson. Bolstered as a destination and nexus for activity and social exchange. A foodies haven where people are seen and heard, enjoying great food, great company, culture and a vibrant public life.

Key Moves

Active Travel

- 3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists
- Raised intersection at Badham Street to improve safety, circulation and movement
- Extended shared zone mid-way
- Proposed trans-sectional link to increase site permeability and movement to Antill Street

Public Transport

- Improved wayfinding through clear sightlines, organised zones and consistent materiality

Vehicles

- On-street parking retention - 85% (Woolley total)

Climate Resilience & Sustainability

- Increased tree canopy cover - >40% (Woolley total)
- Increased permeable areas - >20% (Woolley total)

Amenity

- Rest points every 50m along the street
- Increased bicycle parking along the street

OCULUS © 2025



Legend

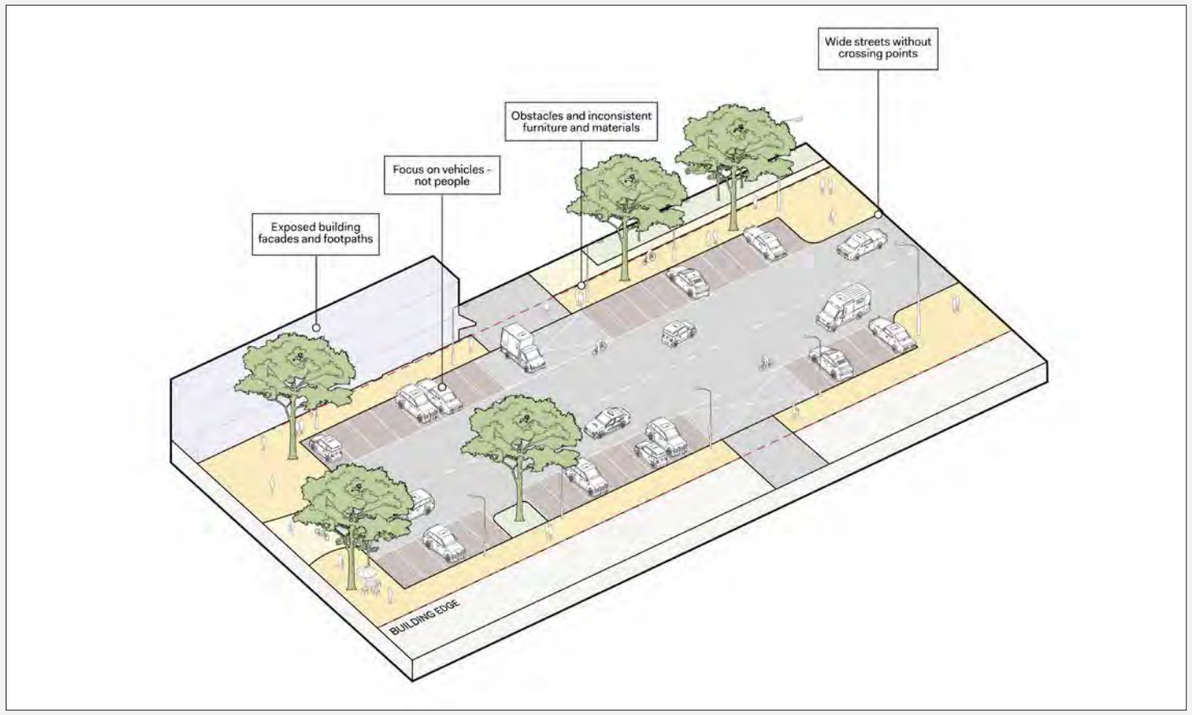
- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- Future potential public art opportunity

Summary Table

	Existing	Proposed
On-street Parking	101	86 85% retention
Canopy Cover	32%	> 40%
Permeability	-	>20%

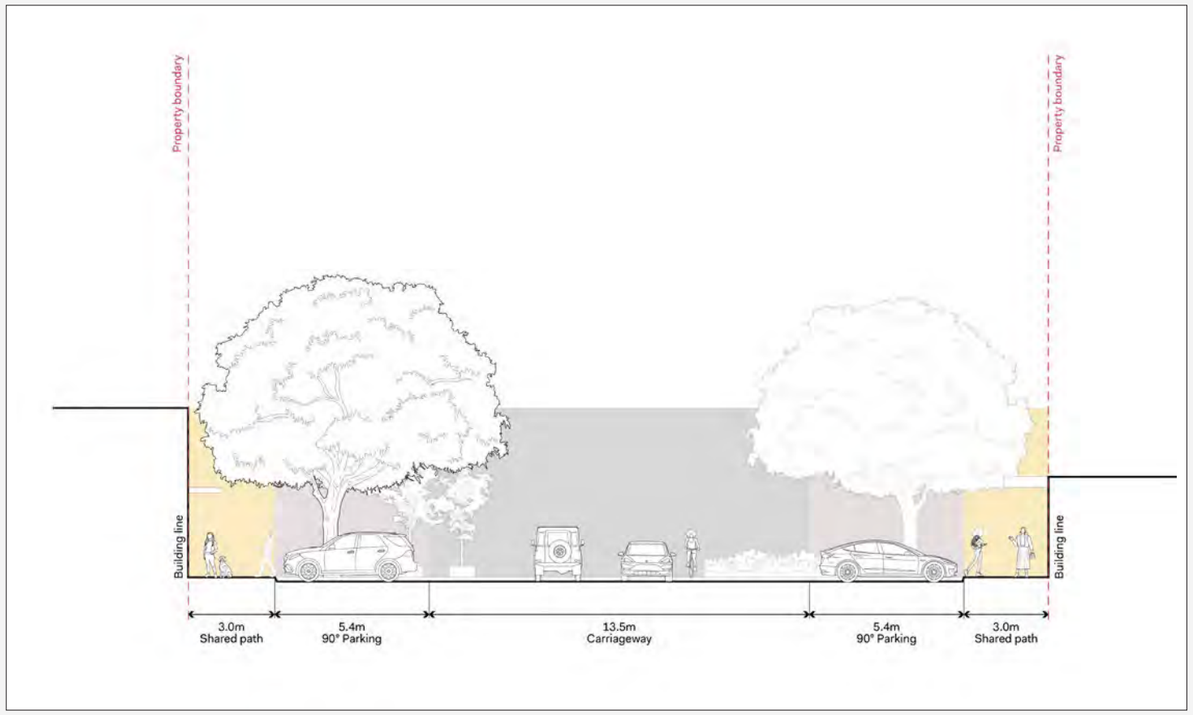
OCULUS © 2025

Binder 5,214



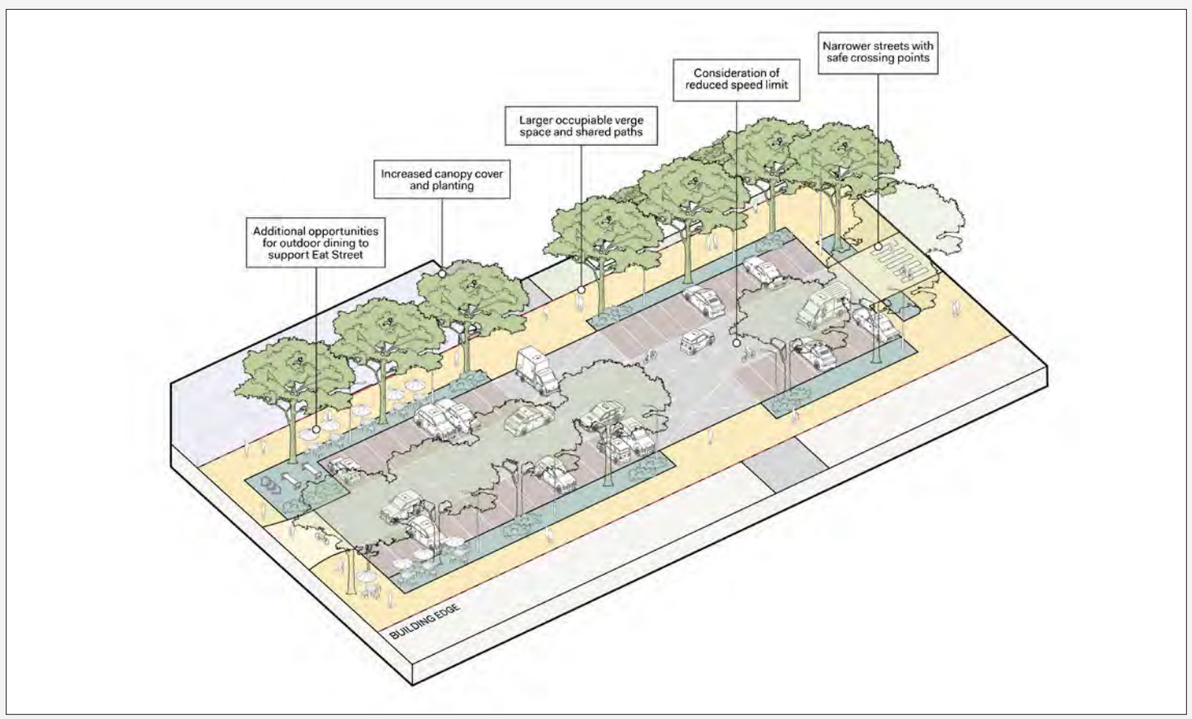
Existing | Woolley Street | East-West Axonometric

Scale NTS



Existing | Woolley Street | East-West Typical Section

1 0m 1 2 5m



Proposed | Woolley Street | East-West Axonometric

Scale NTS



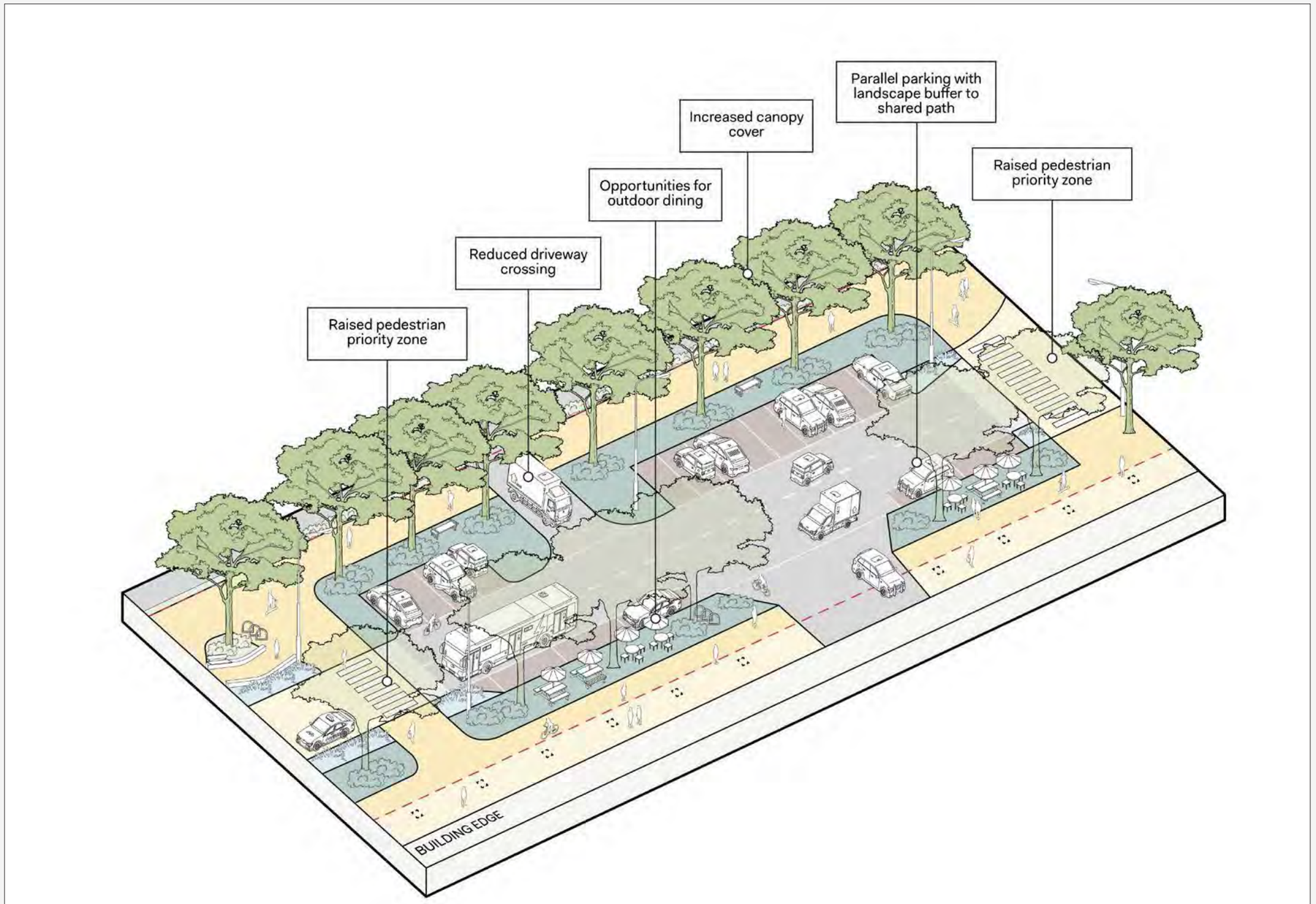
Proposed | Woolley Street | East-West Typical Section

1 0m 1 2 5m

OCULUS © 2025

Binder 5,215

5.7 Cape Street
Concept Masterplan



Summary

A secondary 'eat street' and key east/west link, with large leafy green trees, lots of planting, bike racks and rest points and a thriving food and beverage presence. Where diners can enjoy eating and drinking under the shade of established street trees, watching cyclists and pedestrians strolling or rolling by. Raised pedestrian priority areas promote a safe, pedestrian friendly environment. On-street car parking supports local businesses, day and night-time economies and accessibility for all.

Cape Street is the gateway to Dickson's heart from the south west. It will provide more opportunities to enjoy and occupy the streetscape and improved connectivity for vehicles, pedestrians and cyclists accessing or exiting via this side of the Dickson Group Centre.

Key Moves

Active Travel

- 3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists
- Raised intersections to improve safety, circulation and movement
- Safer crossing points

Public Transport

- Improved wayfinding through clear sightlines, organised zones and consistent materiality

Vehicles

- 30km/hour speed limit
- On-street parking retention - 83%

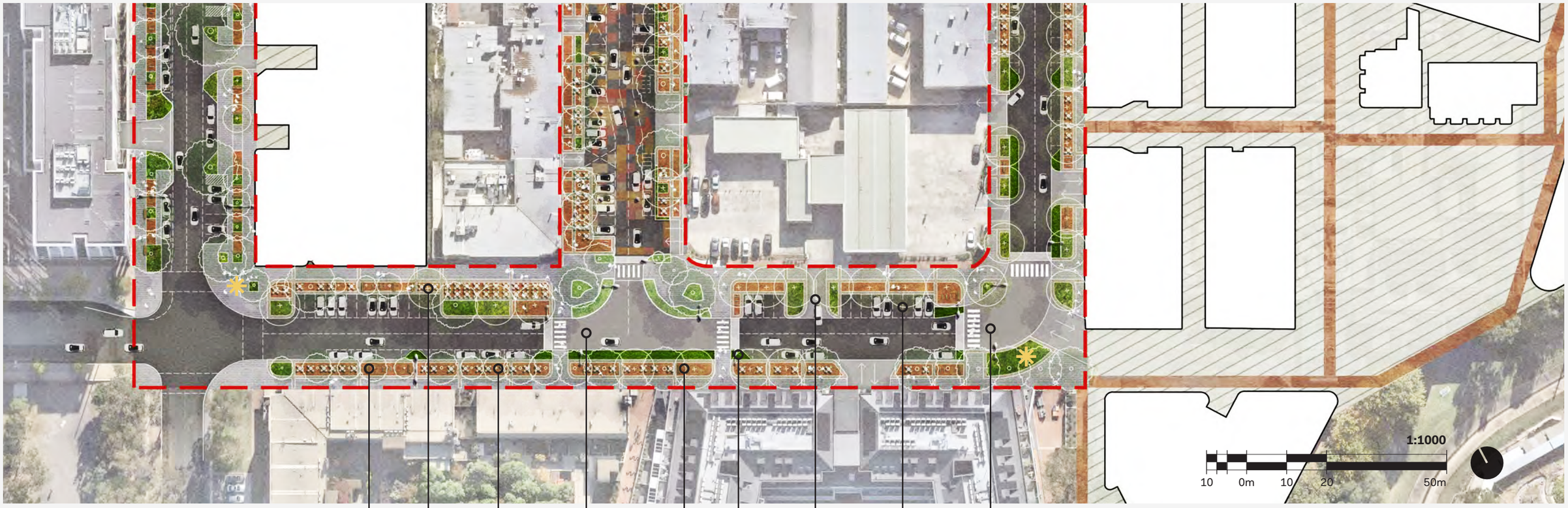
Climate Resilience & Sustainability

- Increased tree canopy cover - >40%
- Increased permeable areas - <10%

Amenity

- Rest points every 50m along the street
- Increased bicycle parking along the street

OCULUS © 2025



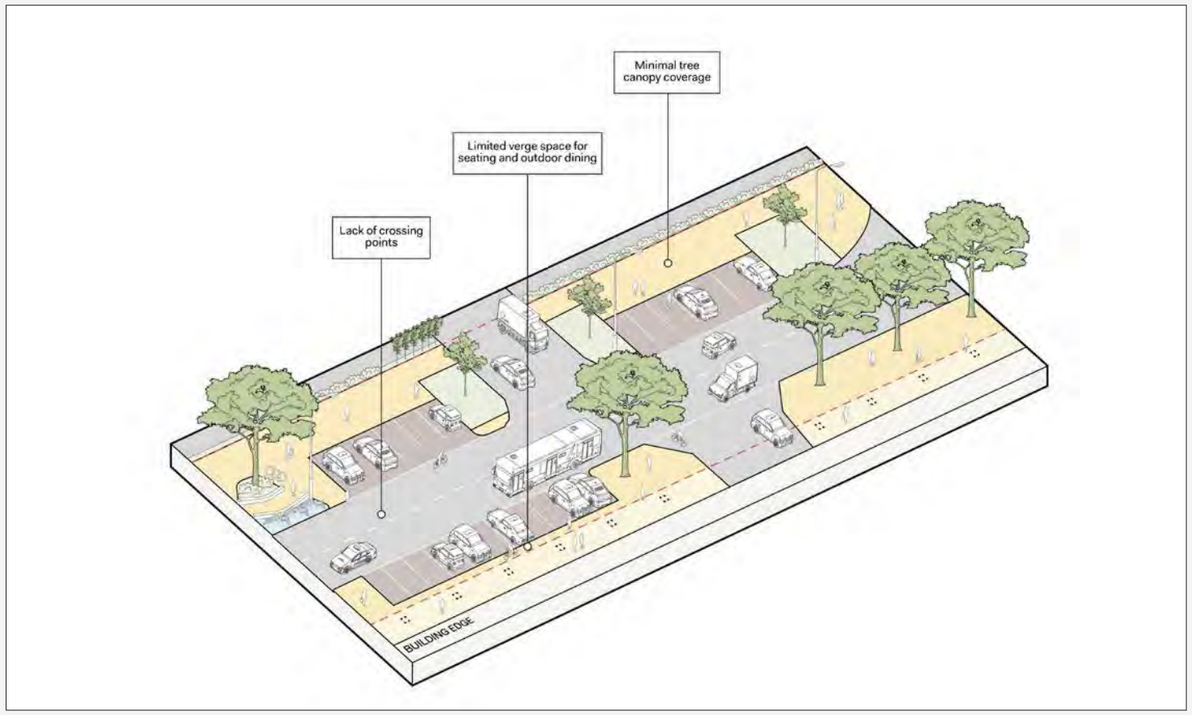
Legend

- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- Future potential public art opportunity

Summary Table

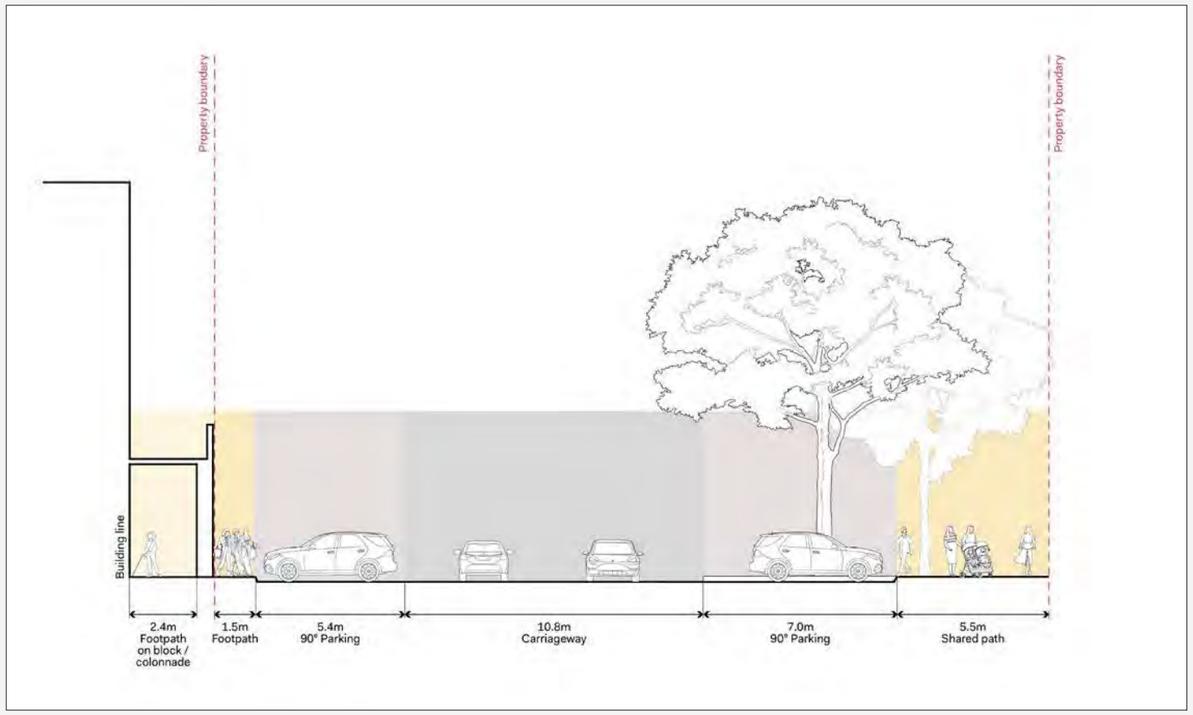
	Existing	Proposed
On-street Parking	46	38 83% retention
Canopy Cover	17%	> 40%
Permeability	-	>10%

OCULUS © 2025

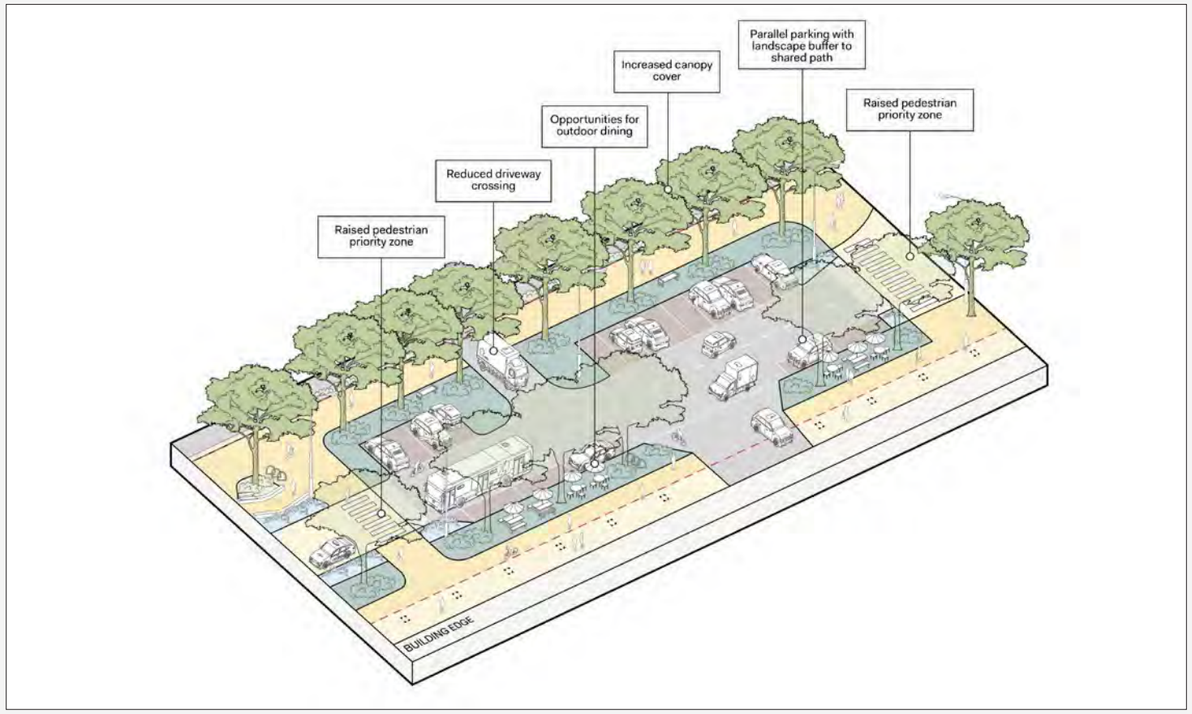


Existing | Cape Street Axonometric

Scale NTS

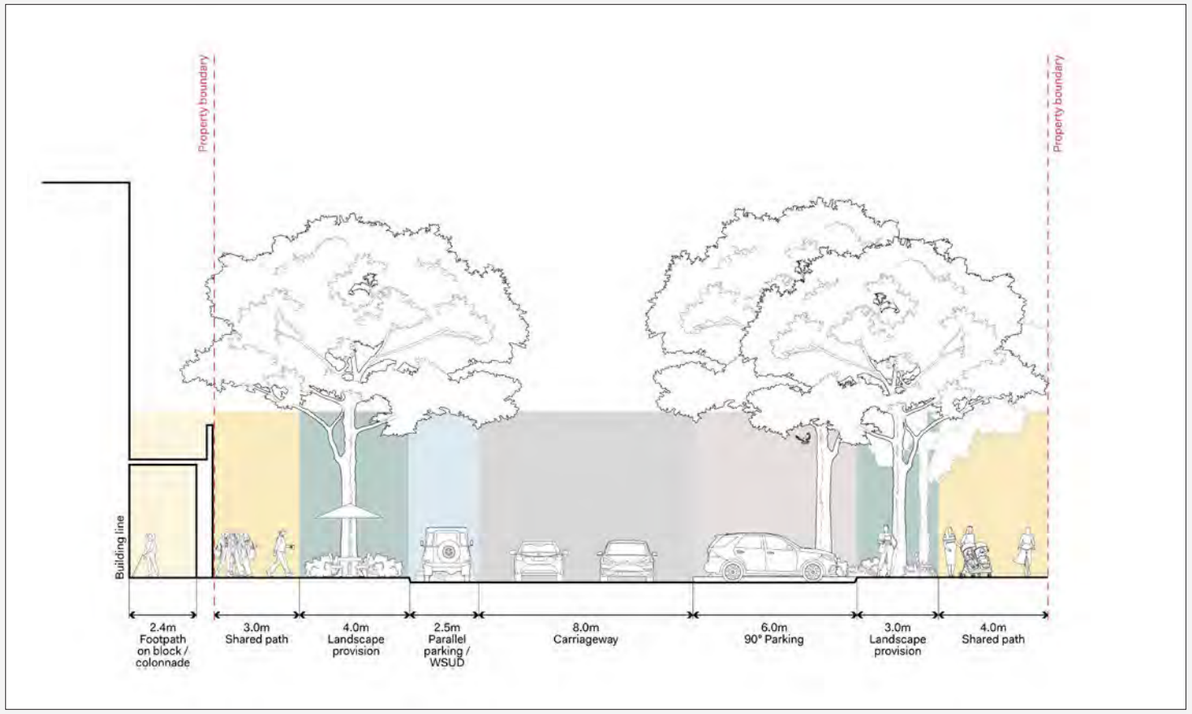


Existing | Cape Street Typical Section



Proposed | Cape Street Axonometric

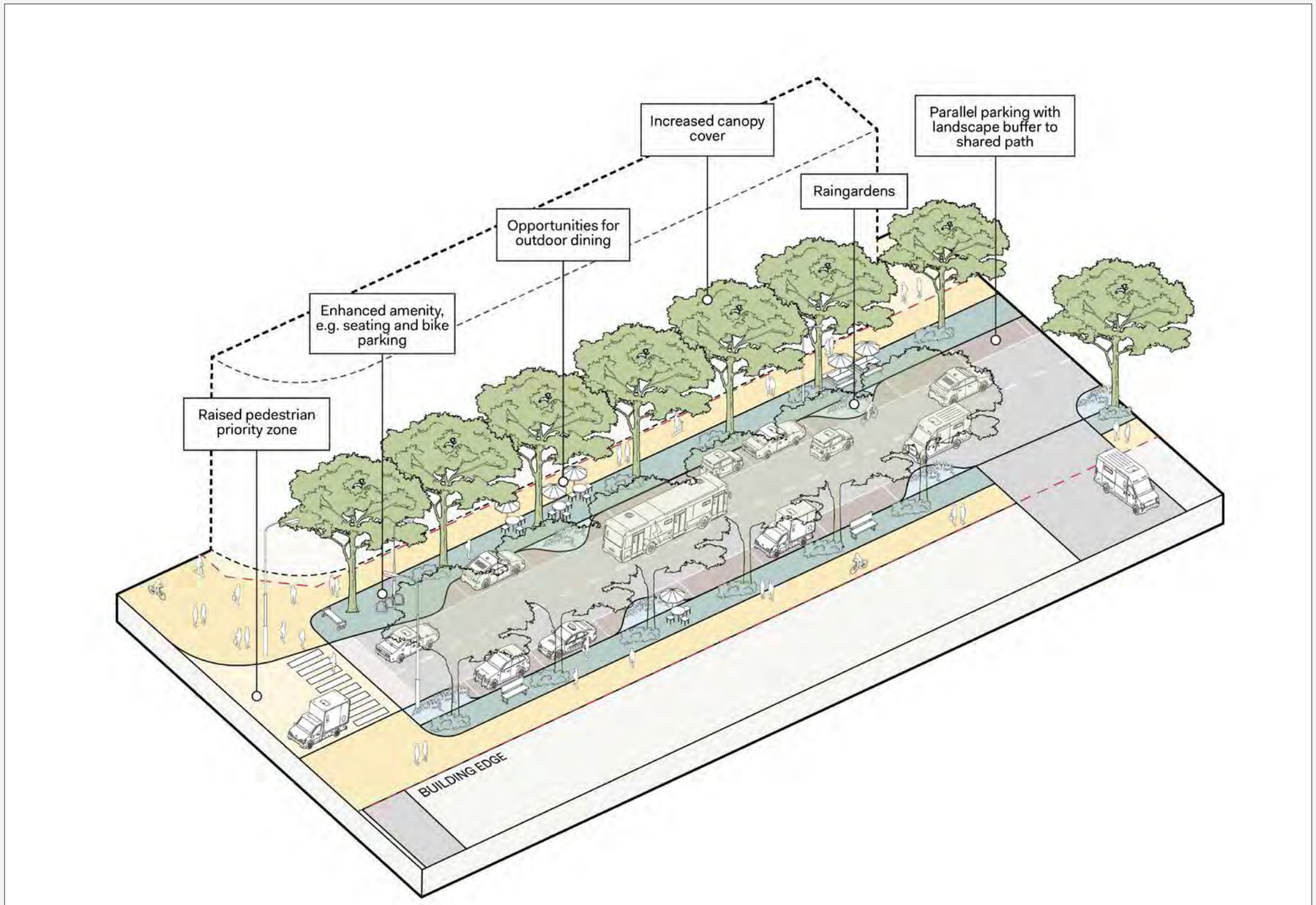
Scale NTS



Proposed | Cape Street Typical Section

OCULUS © 2025

5.8 Badham Street
Concept Masterplan



Summary

A leafy green street with plenty of on-street parking, outdoor dining opportunities and amenity to support ground floor activation. Consistent width for the full length of the street with raised and safer crossing points to improve east/west connectivity and movement to and from Dickson Shops. Amenity for commuters of all types combined with outdoor dining opportunities provides Badham Street with more to offer and reasons to stay. Sustainability is a priority with raingardens to help capture stormwater runoff and additional tree plantings to reduce urban heat island.

Badham Street is an important bridge between the eastern and western sides of Dickson Group Centre and will facilitate improved connectivity.

Key Moves

Active Travel

- 3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists
- Raised intersections to improve safety, circulation and movement
- Raised crossings at intervals
- Narrower street with safer crossing points

Public Transport

- Improved wayfinding through clear sightlines, organised zones and consistent materiality

Vehicles

- 30km/hour speed limit
- On-street parking retention - 80%

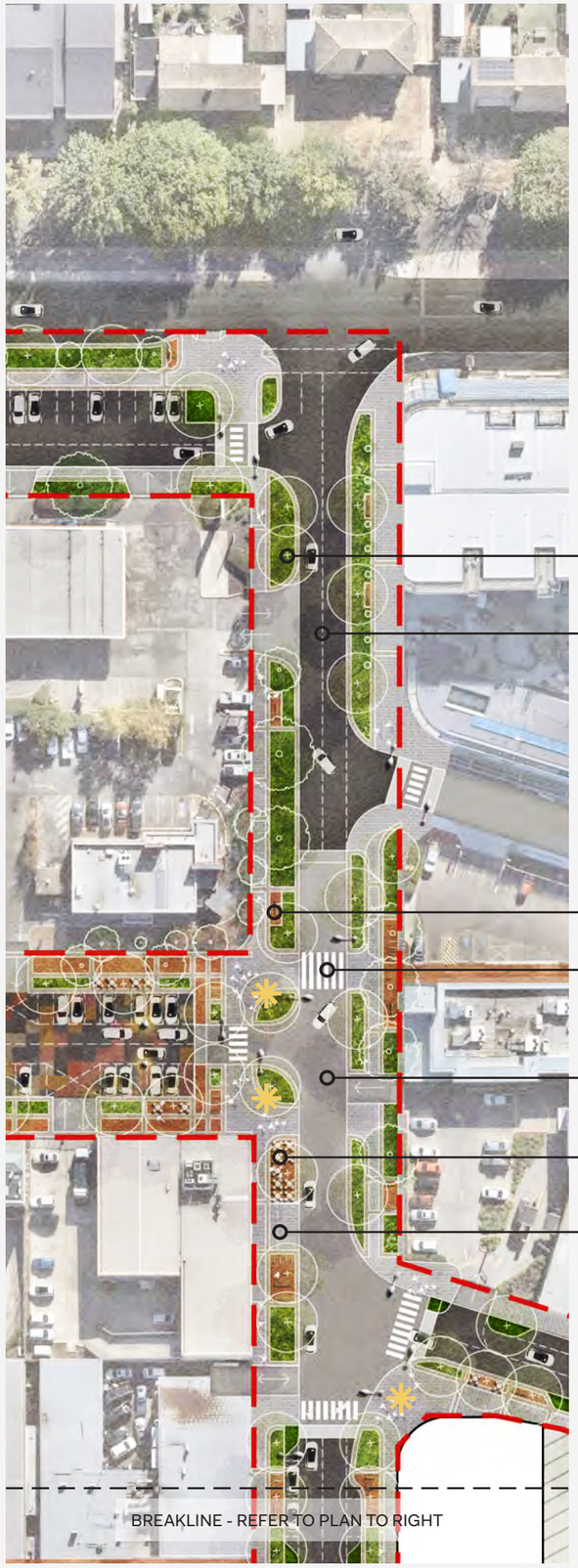
Climate Resilience & Sustainability

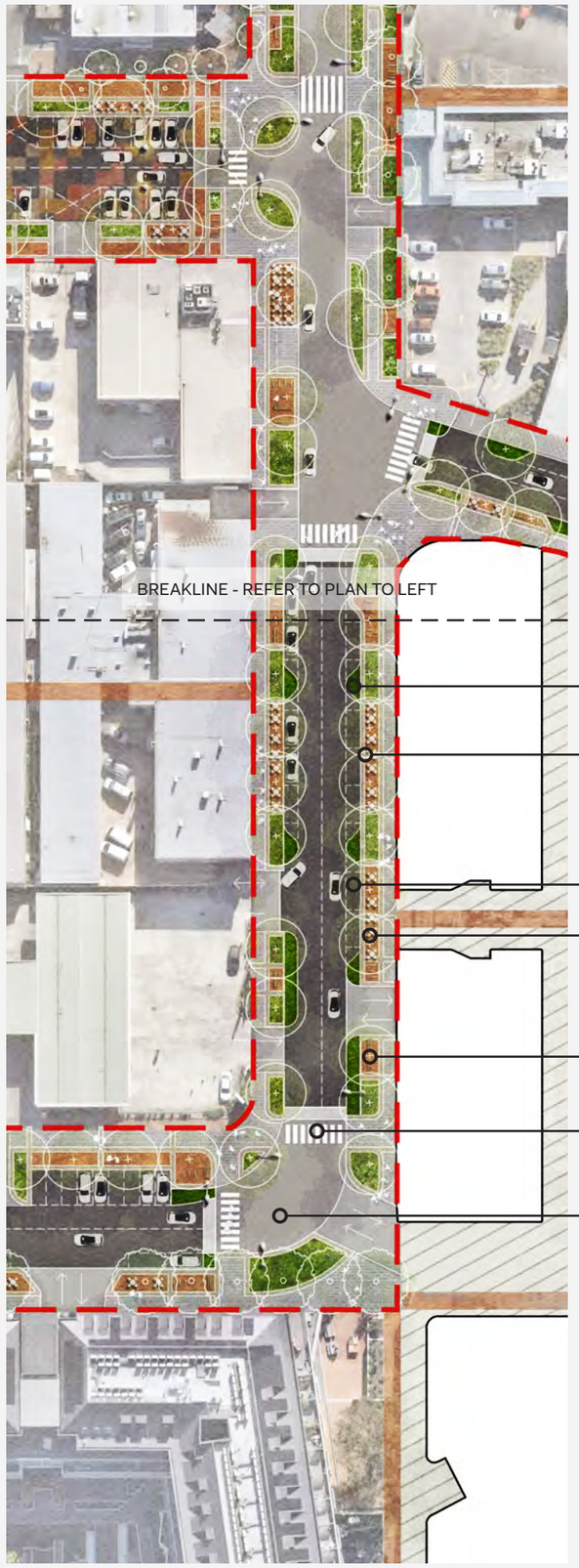
- Increased tree canopy cover - >40%
- Increased permeable areas - >10%

Amenity

- Rest points every 50m along the street
- Increased bicycle parking along the street

OCULUS © 2025





Legend

- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- Future potential public art opportunity

Summary Table

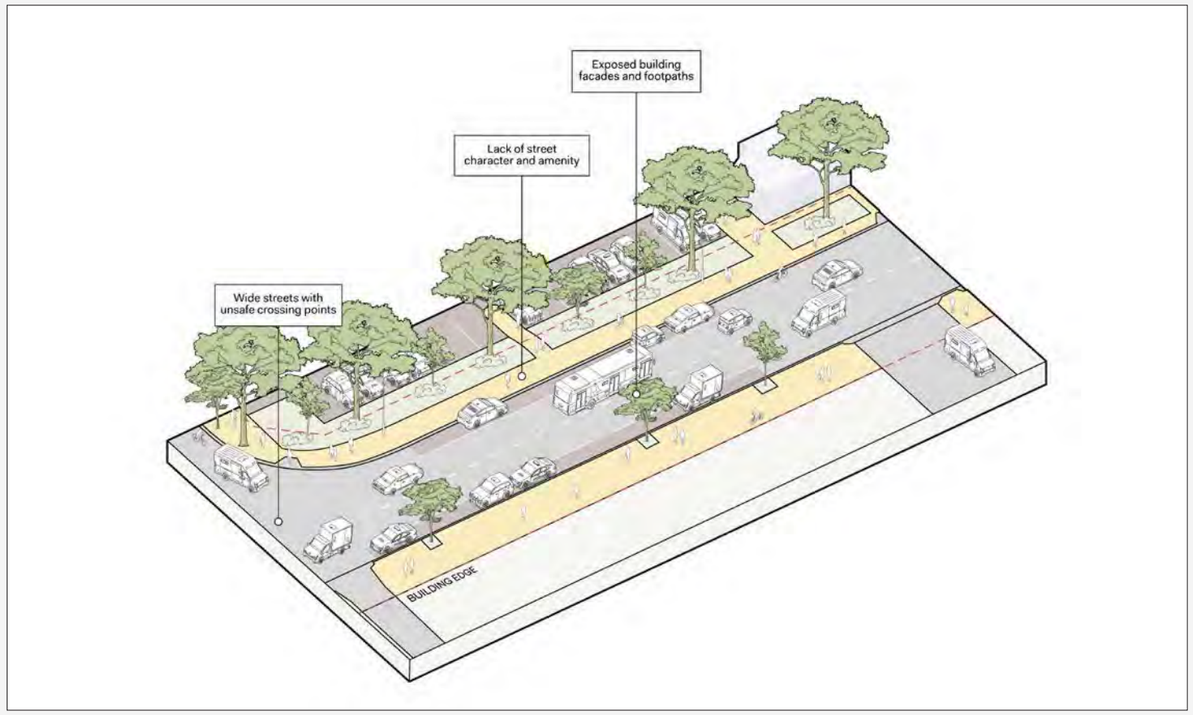
	Existing	Proposed
On-street Parking	15	12 80% retention
Canopy Cover	15%	> 40%
Permeability	-	>10%

1:1000

10 0m 10 20 50m

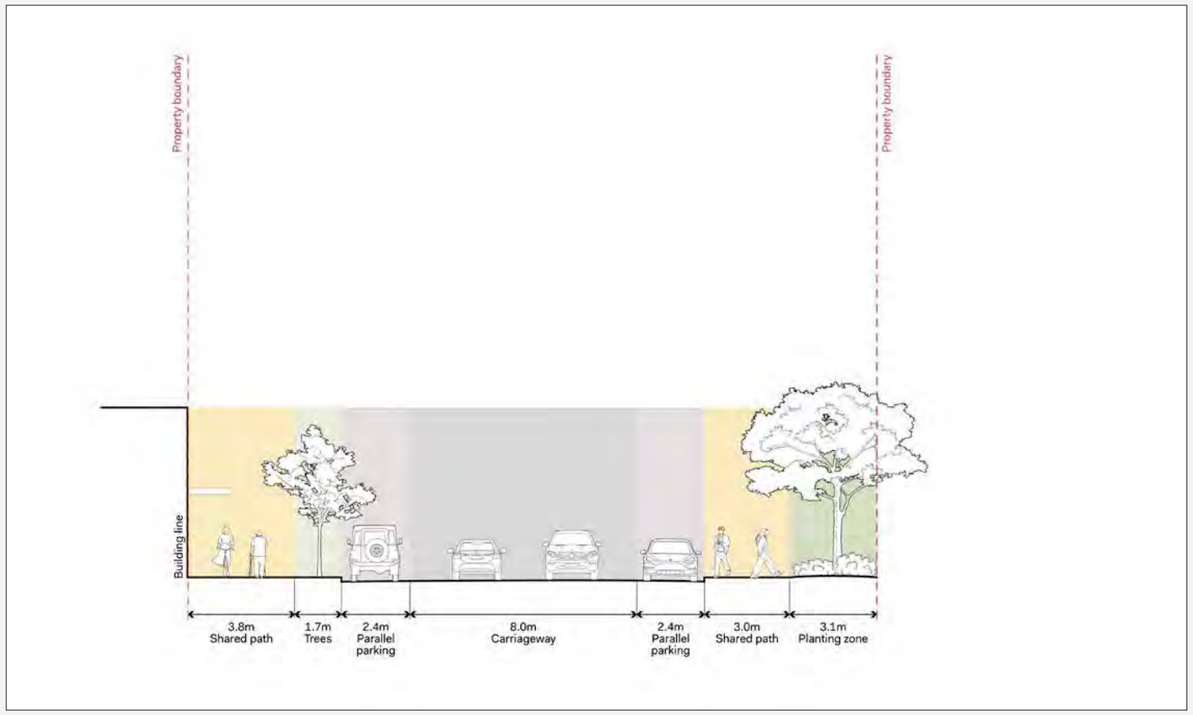
OCULUS © 2025

Binder 5,220



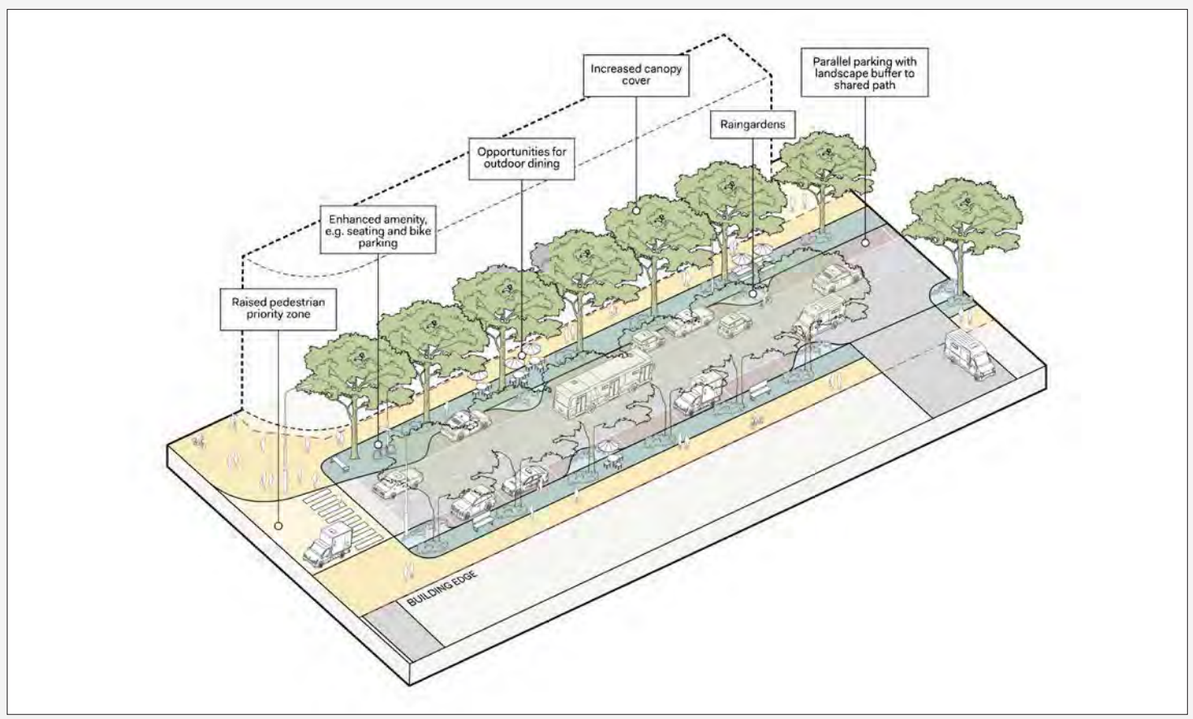
Existing | Badham Street Axonometric

Scale NTS



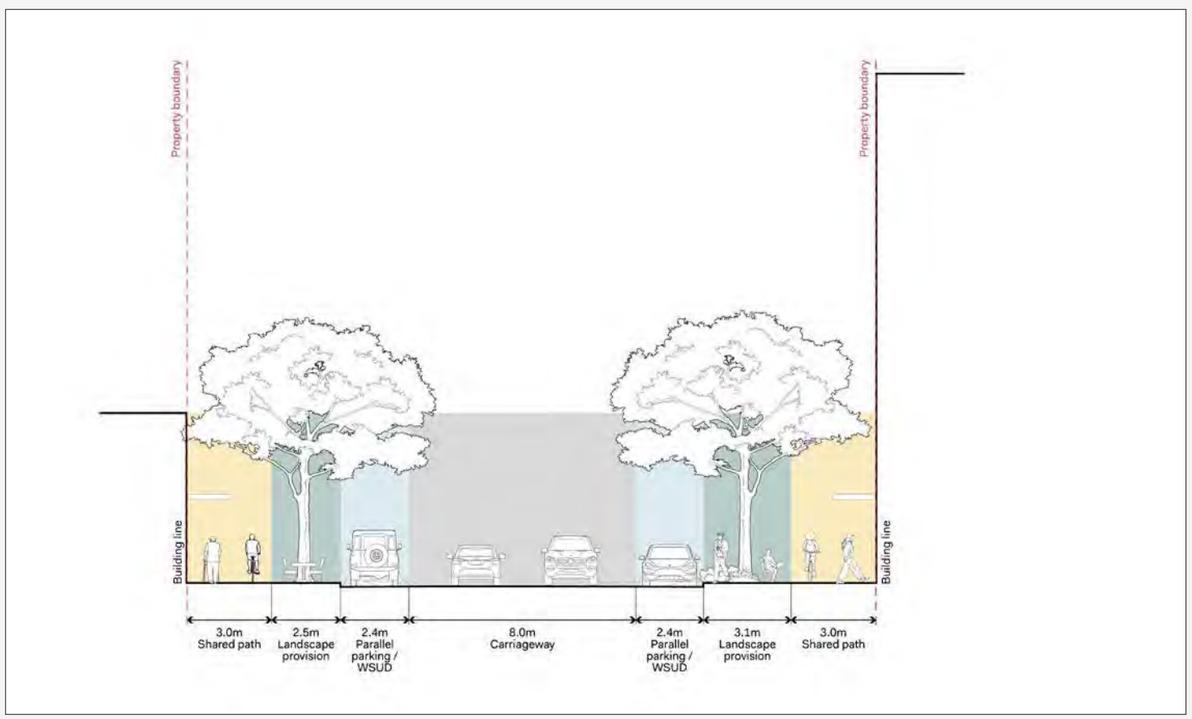
Existing | Badham Street Typical Section

1 0m 1 2 5m



Proposed | Badham Street Axonometric

Scale NTS

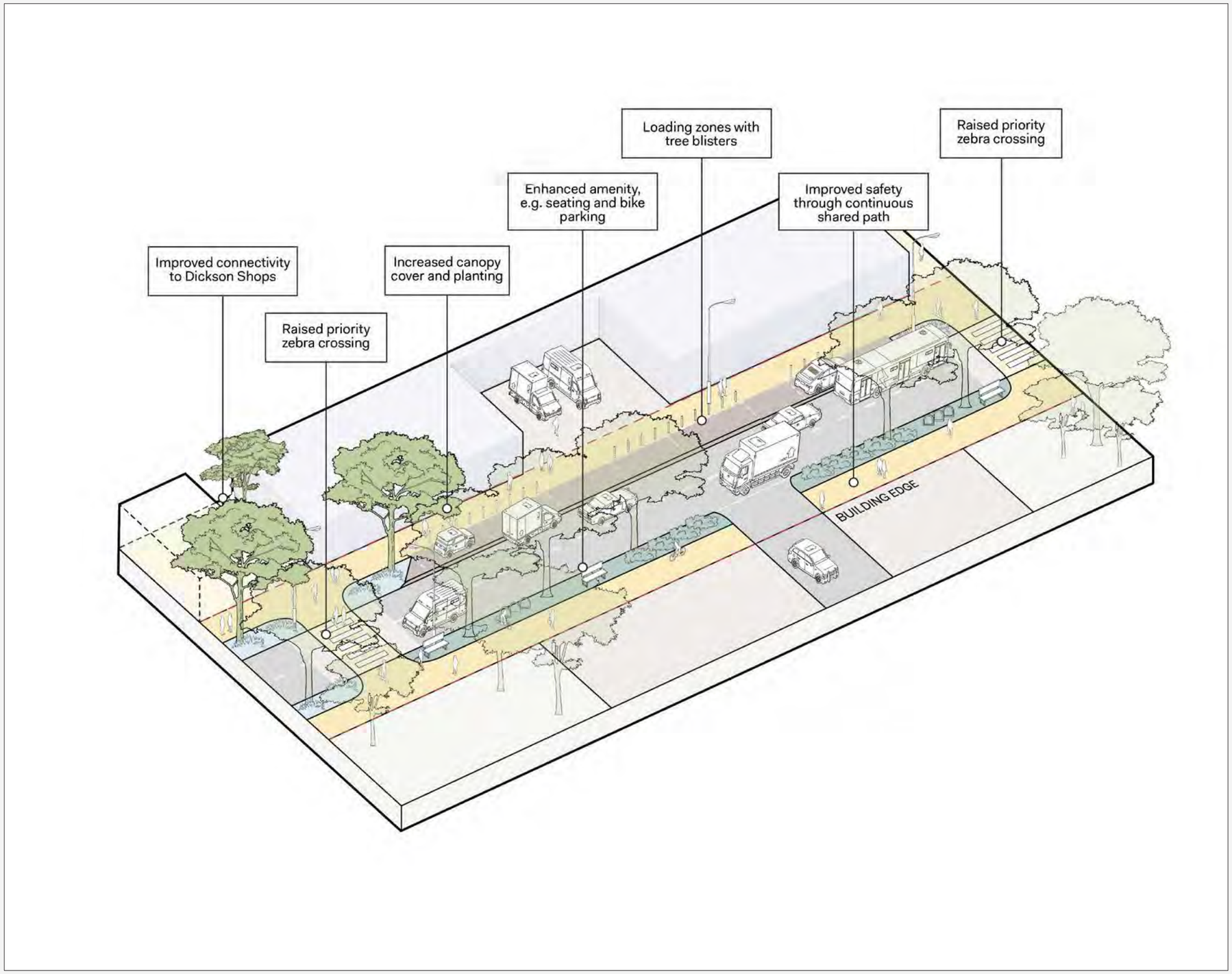


Proposed | Badham Street Typical Section

1 0m 1 2 5m

OCULUS © 2025

5.9 Poppyfield Street
Concept Masterplan



Summary

A safer streetscape for all, with new canopy trees that provide beneficial natural shade to both sides of the street, and footpaths that are wider and continuous, with separated areas for sitting, amenity or parking a bicycle. The objective for Poppyfield Street is to create a streetscape that people feel comfortable using, with the necessary elements to support the functionality of the Dickson shops and group center, as well as future developments coming online.

Poppyfield Street is a key entry point from the east, and will be an important street for providing access, retaining key movement and functionality such as goods delivery capability, whilst also positively contributing to sustainability initiatives through increased tree canopy, planting and WSUD.

Key Moves

Active Travel

- 3.0-4.0m shared path to enable the safe movement of pedestrian and cyclists
- Raised pedestrian crossings to facilitate pedestrian movement into the Dickson shops

Public Transport

- Improved wayfinding through clear sightlines, organised zones and consistent materiality

Vehicles

- 30km/hour speed limit
- On-street parking retention - 80%
- Proposed on-street parallel parking along the southern verge

Climate Resilience & Sustainability

- Increased tree canopy cover - >40%
- Increased permeable areas - <10%

Amenity

- Rest points every 50m along the street
- Increased bicycle parking along the street

OCULUS © 2025

Binder 5,222



Legend

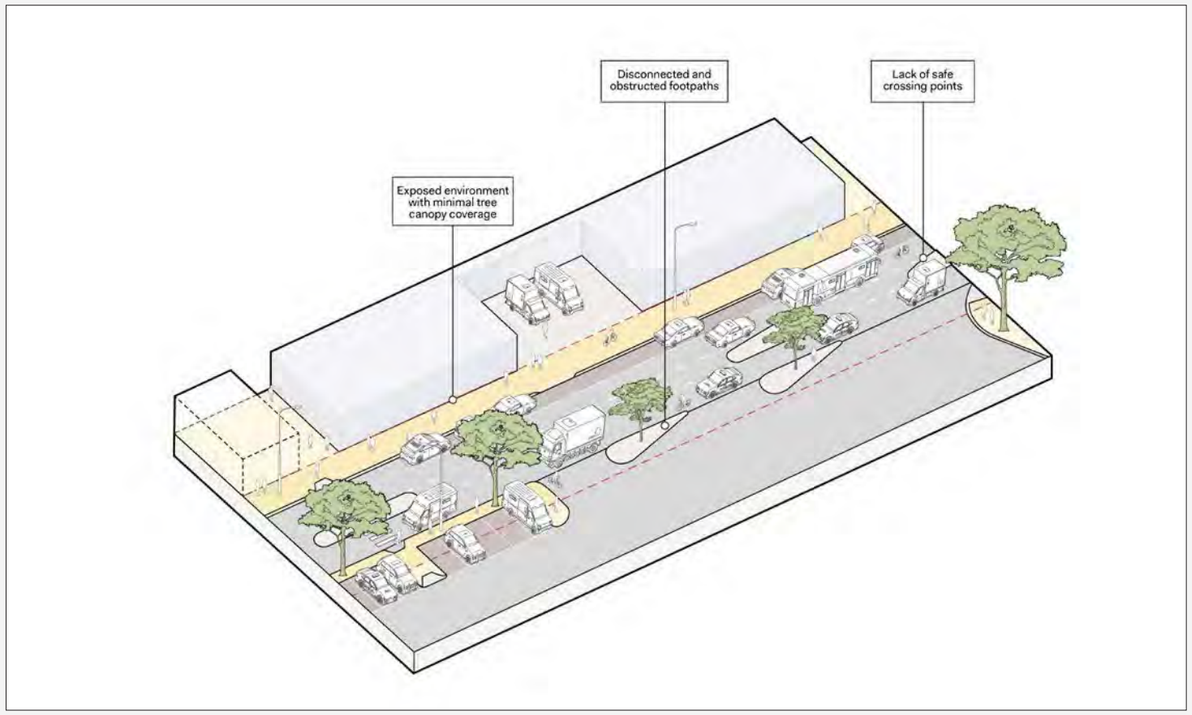
- Existing tree
- Proposed tree
- Planting
- Raingarden
- Amenity zone (e.g. permeable paving, street furniture, bike racks, and other amenities)
- Potential outdoor dining zones
- Potential future artwork opportunities

Summary Table

	Existing	Proposed
On-street Parking	16	14 88% retention
Canopy Cover	21%	> 40%
Permeability	-	<10%

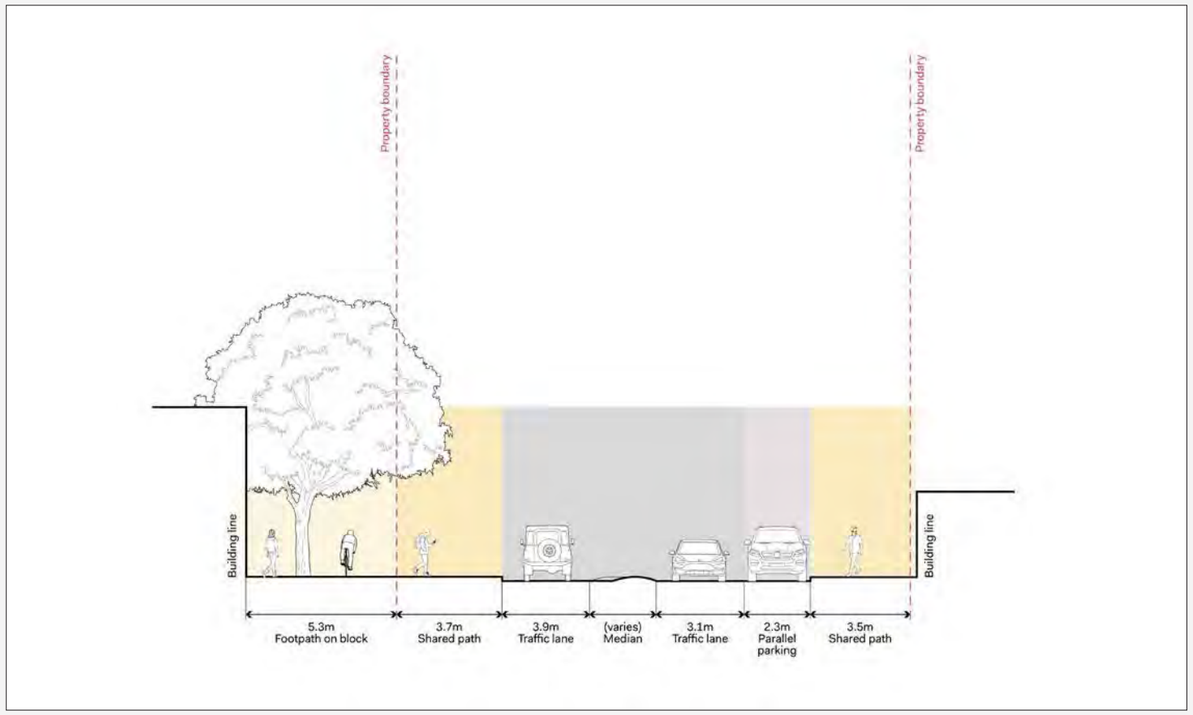
OCULUS © 2025

Binder 5,223



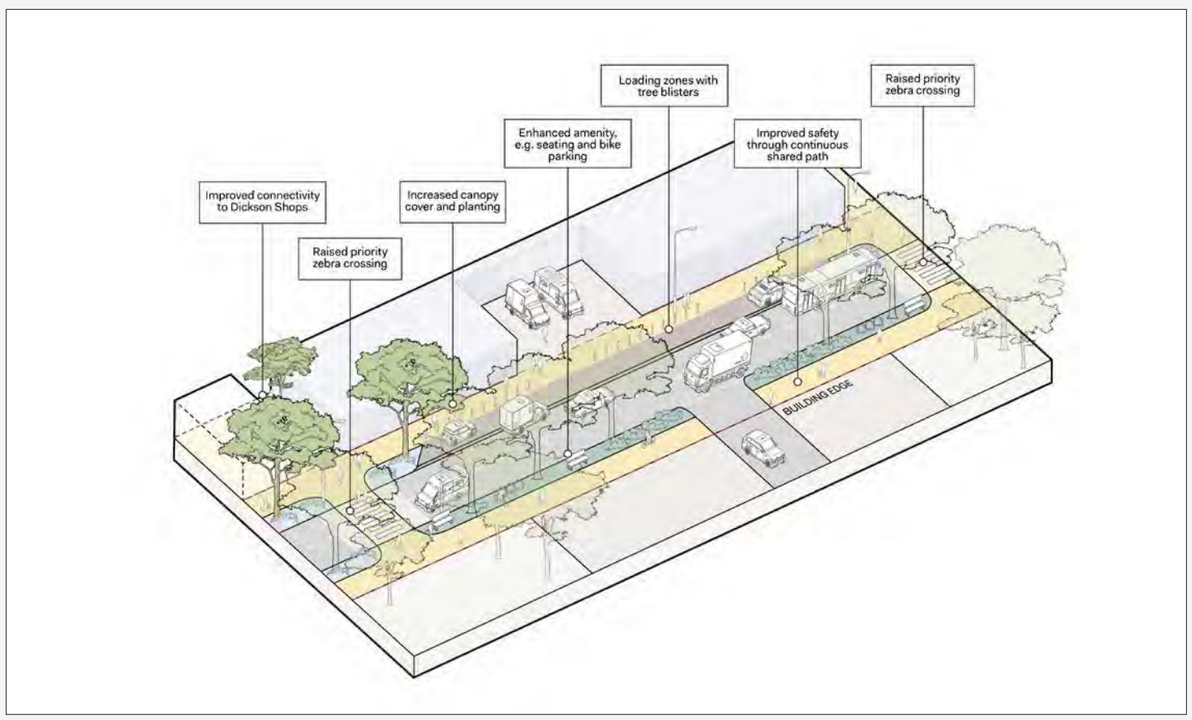
Existing | Poppyfield Street Axonometric

Scale NTS



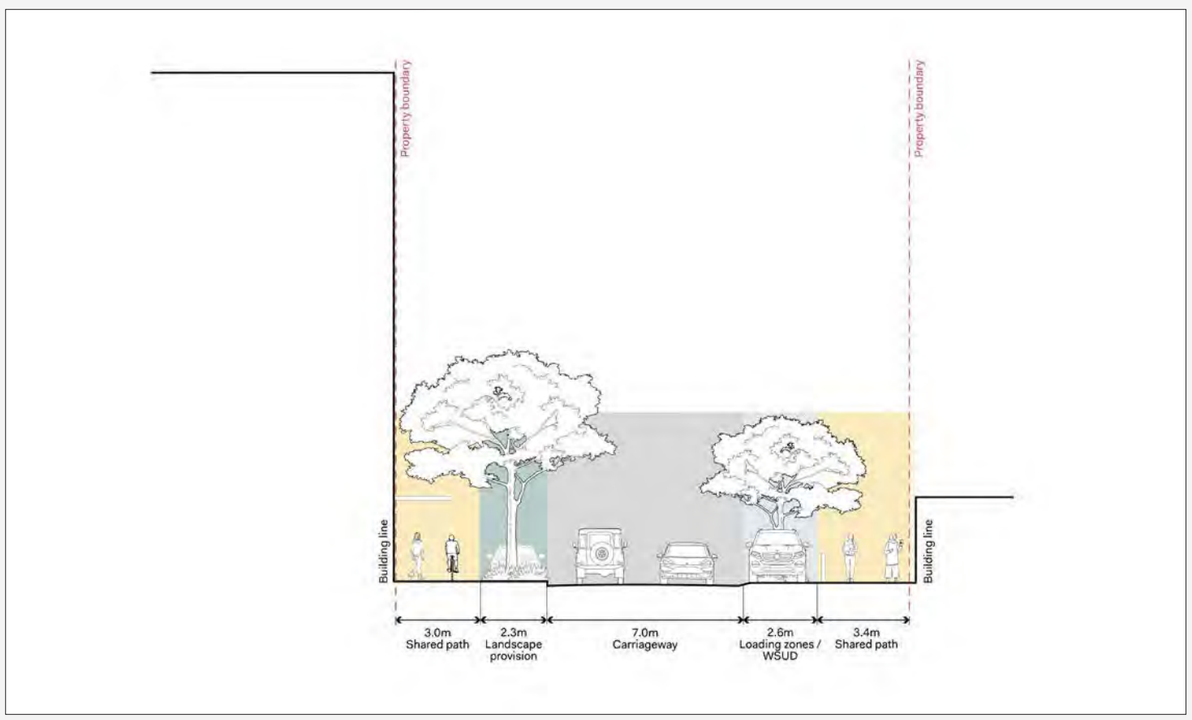
Existing | Poppyfield Street Typical Section

1 0m 1 2 5m



Proposed | Poppyfield Street Axonometric

Scale NTS



Proposed | Poppyfield Street Typical Section

1 0m 1 2 5m

OCULUS © 2025

6.0 Design Palettes

Binder 5,225

6.1 Materials Palette
Design Palettes

The proposed material palette looks to provide a series of warm, textural and durable materials that emphasise the existing character of Dickson. Public art opportunities and select furniture elements are to build on the representation of the diverse communities within Dickson.

Pavement



Footpath / Shared Paths

Location: All streets
Material: Precast concrete paver (grey) to match Stage 1A upgrade works



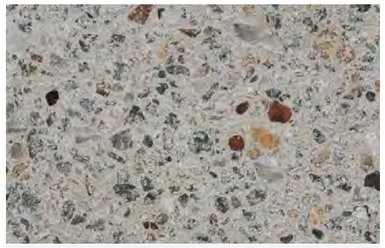
Banding & Margins

Location: All streets
Material: Precast concrete paver (grey)



Activity Node Paving

Location: All streets
Material: Recycled Dickson bricks



Permeable Paving

Location: All streets
Material: Precast concrete paver with aggregate mix



Raised Priority Zebra Crossing

Location: All streets
Material: Insitu concrete with white line marking

Furniture & Fixtures



Bench

Location: All streets
Material: DDA aluminium/timber (or similar) seat with backrests and armrests



Bike Rack

Location: All streets
Material: Semi hoop bicycle parking



Bins

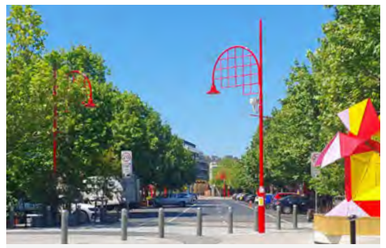
Location: All streets
Material: Aluminium/timber clad bins with stainless steel frame



Bollards

Location: All streets
Material: Steel bollards with custom panel for artwork integration (powder-coat optional)

Lighting



Character Street Lights

Location: Woolley Street
Material: Powder-coated (red) character lighting



Catenary

Location: Woolley Street
Material: Suspended catenary lighting



Street Lighting

Location: All streets
Material: 'Multi-pole' aluminium to match bus interchange

Future Potential Artworks



Sculpture

Location: All streets
Material: TBD by artist



Murals

Location: Poppyfield Street / All streets
Material: TBD by artist



Pavement

Location: Woolley Street
General notes: Artwork is indicative only and does not depict intended finish.

OCULUS © 2025

Binder 5,226

6.2 Planting Palette
Design Palettes

The following tree species selection builds upon the existing street trees that characterise Dickson's streets. Consideration has been given to climatic conditions, shading requirements, available soil volume, appropriateness of species and avoidance of allergenic species based on proposed location. These species have been work-shopped with Government stakeholders, noting all proposed tree species will be assessed in future design stages against all relevant Government standards and policies, and are therefore subject to change.

Challis Street



Primary Street Tree

Botanical name: *Pistacia chinensis* 'Male form'
Common name: Chinese Pistachio



Secondary Street tree - At Intervals

Botanical name: *Eucalyptus mannifera*
Common name: Red Spotted Gum

Antill Street (Minor)



Primary Street Tree

Botanical name: *Ulmus parvifolia* 'Todd'
Common name: Chinese Elm



Secondary Street tree - At Intervals

Botanical name: *Eucalyptus mannifera*
Common name: Red Spotted Gum

Woolley Street



Primary Street Tree

Botanical name: *Acer x freemanii 'Jeffersred' Autumn Blaze*
Common name: Red Spotted Gum

Cape Street



Primary Street Tree

Botanical name: *Platanus acerifolia* 'Bloodgood'
Common name: London Plane Tree

Badham Street



Primary Street Tree

Botanical name: *Zelkova serrata 'Green Vase'*
Common name: Japanese elm

Poppyfield Street



Primary Street Tree

Botanical name: *Zelkova serrata 'Green Vase'*
Common name: Japanese elm

OCULUS © 2025

Binder 5,227

6.3 Planting Palette
Design Palettes

The proposed planting palette provides a range of species suitable to the conditions of Dickson's streetscapes and Canberra's climate. The palette is mostly native, including species with Ngunnawal cultural uses and many flowering bird and pollinator attracting species. The palette provides a mix of foliage and flower colours for visual interest, diversity and broader biodiversity benefits.

Streetscapes

Raingardens / Water Sensitive Urban Design (WSUD)



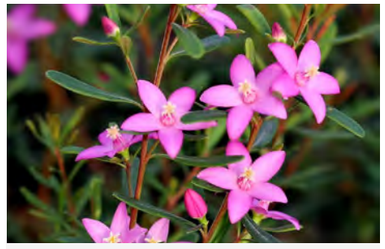
Shrub (M)(N)

Botanical Name: *Westringia spp.*
Common Name: Native rosemary



Shrub (N)

Botanical Name: *Baeckia virgata* (dwarf form)
Common Name: Twiggy Heath Myrtle Dwarf



Shrub

Botanical Name: *Crowea exalata*
Common Name: Waxflower



Shrub (M)(N)

Botanical Name: Rhagodia spinescens var. deltophylla
Common Name: Spiny saltbush



Rush (M)(N)

Botanical Name: *Ficinia nodosa*
Common Name: Knobby club rush
*MIS 25



Rush (M)(N)

Botanical Name: *Juncus pallidis*
Common Name: Pale rush



Grasses / Accent (C)(N)

Botanical Name: *Xanthorrhoea australis/ glauca*
Common Name: Grass Tree



Grasses / Accent (C)(M)(N)

Botanical Name: *Poa labillardierei spp.*
Common Name: Tussock grass



Grasses / Accent (N)

Botanical Name: *Lomandra spp.*
Common Name: Mat rush



Grasses / Accent (N)

Botanical Name: Anigozanthos hybrid 'Landscape Orange'
Common Name: Kangaroo Paw



Sedge (C)(M)(N)

Botanical Name: Carex appressa
Common Name: Tall Sedge



Sedge (M)(N)

Botanical Name: *Eleocharis acuta*
Common Name: Sharp Spike Sedge



Groundcovers (M)(N)

Botanical Name: *Brachyscome multifida 'Break O Day'*
Common Name: Native daisy



Groundcovers (M)(N)

Botanical Name: *Chrysocephalum apiculatum*
Common Name:Common everlasting



Groundcovers (M)

Botanical Name: *Convolvulus mauritanicus*
Common Name: Blue Rock Bindweed



Groundcovers (C)(M)(N)

Botanical Name: *Hardenbergia spp.*
Common Name: False sarsparilla

(C) Ngunnawal Plant Use
(M) MIS 25 plant species
(N) Native species
MIS25 Plant species for Urban Landscape Projects, Ngunnawal Plant Use guide

OCULUS © 2025

Binder 5,228

Melbourne
Wurundjeri Woi Wurrung Country
Level 2, 33 Guildford Lane
Melbourne, VIC
+61 3 9670 0699

Sydney
Gadigal Country
Level 1, 5 Wilson St
Newtown, NSW
+61 2 9557 5533

Canberra
Ngunnawal Country
Room 2, Pavilion Studios
14 Kendall Lane
Canberra, ACT
+61 2 9557 5533

ABN 34 074 882 447

oculus.info

ACT Government | CITY RENEWAL AUTHORITY

Talking points

Better City Streets

Date: 20 January 2026

Subject: Talking points for the release of the Dickson Streetscapes Concept Masterplan

---

Key messages

1. We've published a concept masterplan outlining future public space improvements being considered for streetscapes in the Dickson Group Centre.
2. The concept masterplan builds on previous insights and community feedback, setting out a ten-year framework to guide improvements in the Dickson Group Centre. It positions Dickson as a destination in Canberra's north and aims to create a more welcoming area with high-quality public spaces.
3. The masterplan incorporates feedback gathered through consultation undertaken as part of the Better City Streets initiative to balance the needs of streets for all users– pedestrians, bike riders and drivers.
4. The masterplan looks at the Dickson Group Centre's streets and public spaces and how people shop, relax and move around. It provides a clear guide for future improvements to make it easier to get around, come together, shop and enjoy the area.

Talking points

Purpose

- The masterplan outlines future potential improvements to streets in the Dickson Group Centre and how they will be

staged over the next ten years. Streets that are included in the plan are:

  - Challis Street
  - Antill Street minor (carpark next to Antill Street)
  - Woolley Street
  - Cape Street
  - Badham Street, and
  - Poppyfield Street (formerly Dickson Place).

- The Dickson Group Centre currently dedicates a large area to the road, which could be reused for wide paths for pedestrians and bike riders, gardens and areas for outdoor dining while still preserving lanes of traffic and parking spaces.

- Pedestrian-friendly streets are good for health, the community and local business. It's important to make it easier, safer and more attractive to move around, come together, eat, shop and have fun.

- Pedestrian friendly streets encourage these activities, creating opportunities for shops, restaurants, cafes and events. The result is even more thriving community, cultural and commercial hubs.

- Our goal is to enhance the role of the Dickson Group Centre as a hub for community and business. The masterplan provides for:

  - Increase of tree cover from 19% to more than 30% per cent to provide shade and create a greener, more welcoming street environment.

  - A minimum 84% on-street parking has been retained across the Group Centre to reflect utilisation rates and provide opportunities for increased verge width to accommodate tree planting

  - Improved walkability, with 3-4m wide shared paths and raised crossings, making the area safer and more accessible

  - High-quality public seating, lighting, landscaping and outdoor dining areas.

    - A safer environment for cycling with wider paths and reduced speed limits.

- The improvements will contribute to Dickson's ongoing development, while also considering the area's character and growing residential population.

Context

- This plan builds on the 2018 Dickson Place Plan and aims to establish a clear and inspiring vision for future development, aligning with the community's goals and aspirations.
- In 2023, we conducted site investigations to gather essential information about the area, which has informed the development of the draft concept masterplan.

Consultation

- We asked for the community's feedback on a draft concept masterplan, which aimed to balance the needs of all members of our community.
- More than 1,000 pieces of feedback were gathered from residents, businesses, property owners and managers during the consultation period – 26 November 2024 to 26 February 2025.
- Feedback on the draft masterplan showed we proposed a reasonable balance of space to meets the needs of different street users–pedestrians, cyclists and drivers.

Draft concept masterplan consultation feedback

- Overall sentiment toward the proposed improvements in the draft masterplan was positive with designs generally well supported.
- Community, safety, and environmental benefits were most valued by respondents. Key themes:
    - Pedestrian experience and active travel
    - Traffic management and parking

    - Safety and security
    - Sustainability and amenity

- Strong support exists for repurposing on-street parking for public amenities, with many favouring other uses such as trees, gardens, seating, cycling, shared paths and pedestrian infrastructure.
- The draft design is seen to significantly improve walking conditions, pedestrian safety, public space quality and sustainability.
- *Concerns raised*
    - Losing on-street parking and its impact on accessibility, with calls for more accessible and short-stay spaces to support quick visits to nearby shops, services and childcare.
    - Loading zones for businesses.
    - Maximising tree canopy cover.

Changes from consultation to final concept masterplan

- Better alignment with new developments, such as the Dickson Tradies' "Dickson Green".
- Adjustment to kerbs to ensure adequate loading zones for businesses.
- Retention of more on-street parking, particularly on Woolley Street.
- Additional trees on Challis Street, adjustments to preserve existing trees.

Parking

- The concept masterplan proposes rebalancing street features to meet the needs of all users.
- This includes repurposing some parking spaces to allow for wider footpaths, trees, landscaping, seating and other amenities.

- As we have seen with recent Woolley Street upgrades, this minor rebalancing has positive impacts for pedestrians, the community and businesses.

Change in number of car parking spaces:

Street	Existing spaces	Final concept Masterplan	Change	Percentage retained
Challis Street	48	32	-16	67%
Antill Street (Minor)	63	63	0	100%
Woolley Street	101	86	-15	85%
Cape Street	46	38	-8	83%
Badham Street	15	12	-3	80%
Dickson Place	16	14	-2	88%

- There are currently close to 1,500 public parking spaces in the Dickson Group Centre and the adjacent Dickson pool carpark within 100 meters from the Dickson Shops.
- Data from a parking study of the Dickson Group Centre shows that around 42 per cent of these parking spaces are vacant on average, and even at peak times around 20 per cent are not used.
- This does not include the 449 public parking spaces provided at the new basement car park in Dickson Village.

- This suggests a staged reduction of parking can be managed as the concept masterplan is delivered over the coming ten years.
- Where possible, we would also time this to coincide with new car parking delivered through future redevelopment of nearby blocks.
- There will also be provisions for short-stay parking and accessible parking for people with a disability to support the community and businesses.

2023 Woolley Street improvements

- The concept masterplan will build on the upgrades to Woolley Street which were completed in 2023.
- The upgrades have transformed Woolley Street's main retail / dining strip into a better city street.
- It's now a safer, more accessible and attractive destination for locals and visitors.
- Features include:
    - new lighting to improve the night-time experience
    - wider paving and garden beds to enhance the central plaza and create places for people to sit and play
    - space for pop-up markets, live music, outdoor dining, and other activities, and
    - a safer raised pedestrian crossing and rain gardens at the southern end of Woolley Street (near Cape Street).
- This is some indication of the high standard of streetscape we are seeking to deliver as part of the concept masterplan.

Impact of reduced speed limits

- We are considering a reduction in speed limits and other traffic calming measures across the Dickson Group Centre.
- This will make it safer for pedestrians, cyclists and drivers, while having a minimal impact on vehicle travel times.

What's happening to the existing trees?

- The concept masterplan proposes increasing the overall canopy cover across the Dickson Group Centre by more than 20 per cent.
- Some trees may be removed if they are not thriving, or their removal would significantly improve access and safety.

Next steps

Dickson Tradies redevelopment | Dickson Green

- We are working closely with the Dickson Tradies to inform their delivery of public space upgrades that interface with these proposed streetscape upgrades.

Heather Apartments development

- Work to the public spaces outside the Heather Apartment development was approved prior to the finalisation of the concept masterplan. These works will largely reinstate the existing condition.
- We will ensure any changes to adjoining parts of Challis and Cape Street proposed in the masterplan integrate well.

How is this concept masterplan different to the one created in 2011?

- The 2011 Dickson centre masterplan presented a broad, higher-level vision that included not just streets but also considered the surrounding blocks including building heights.
- This concept masterplan complements this by providing a more detailed vision of the desired street level environment.

Action Officer: Joss McAlpin

Cleared By: Lucy Wilson

ACT Government

Chief Minister, Treasury and Economic Development Directorate

Ministerial Brief

To:	Chief Minister	**Tracking No.: CMTEDD2026/1910**
Date:	13/05/2026	
CC:	Click here to enter text.	
From:	City Renewal Authority	
Subject:	Dickson Shops resin bricks – stakeholder engagement	
Critical Date:	04/06/2026	
Critical Reason:	Fabrication of the brick will begin in June 2026	

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

Andrew Barr MLA ..../...../.....

Minister's Feedback

Background

1. In 2023-24 the City Renewal Authority was awarded $7.18M to deliver the Dickson Shops Public Realm upgrade. A further $5.065M was provided in 2025-26 to simultaneously deliver upgrades to the stormwater system.
2. As part of community consultation in 2024, the Dickson community highlighted the importance of retaining the eclectic and community-focused character of the Dickson Shops.
3. To respond to community feedback City Renewal has invited key community stakeholders to contribute small objects, to be installed in a red brick seating structure as part of the Dickson Shops upgrade.
4. These objects will be permanently embedded inside transparent resin bricks and installed within a brick seating structure near the post office. This will create moments of discovery, giving the seating structure a unique, playful character, while also reflecting some of the stories, history and character of the Dickson Shops and its community.
5. City Renewal is working with OCULUS Landscape Architecture and Thylacine – a Queanbeyan based design studio – to deliver the project.
6. City Renewal also has several other creative public realm projects underway:
    a. Garema Place Ngunnawal artwork – as part of the Garema Place upgrade, Ngunnawal storytelling totems are being delivered.
    b. Braddon Art Project - City Renewal is currently procuring an artist to create a public artwork for Braddon (location to be determined). The artist is expected to be engaged in June 2026, and the artwork designed and installed by June 2027.
    c. City Walk art project - CRA has partnered with the ANU Arts School on student-led playful interactive urban art for City Walk (between Akuna and Allara Street). Development and installation of the artwork will be completed by late 2028.

Issues

7. Approximately 28 bricks will be fabricated. As the Dickson Shops is a 60-year-old precinct with many individuals, organisations and businesses connected to it, it's not feasible for all stakeholders and history to be represented. City Renewal has developed a list of stakeholders that includes long-standing businesses, organisations, local creatives and the Dickson Residents Group, representing a diverse cross-section of the community (Attachment B).
8. On 23 April 2026, City Renewal contacted these stakeholders inviting them to participate. We have requested that objects be donated by Monday 25 May 2026.
9. Due to the fabrication methodology City Renewal has put placed strict requirements on the type of objects that can be incorporated.

Financial Implications

10. The project is being funded through the Dickson Shops Upgrade budget.
11. The bricks are funded through the City Precinct Renewal Program - *Renewing Canberra's city precinct initiative* (2023-24).

Consultation

Cross Directorate

12. Infrastructure Canberra are delivery partners for the Dickson Shops upgrade.

13. The tiered seating structure including these bricks was included in the design documentation approved by City and Environment Directorate as part of design acceptance for the upgrade.

External

14. The list of community stakeholders invited to donate objects is at Attachment B.

Work Health and Safety

15. Safety in Design has been a key consideration in developing the installation methodology for the resin bricks. City Renewal is working closely with OCULUS and the managing contractor for the Dickson Shops upgrade to address any safety concerns.

Benefits/Sensitivities

16. The resin bricks will create moments of discovery that reflects some of the stories and character of the area and its community. It will give the seating structure a unique, playful character that is likely to appeal to many, particularly children.

17. Questions may be raised about the selection of stakeholders included, or why some elements of the area's diverse history are not represented. If raised, City Renewal will highlight that due to the limited project scope – given this this is a small component of a much larger upgrade – a targeted approach was necessary, and that we attempted to include a broad cross-section of community with strong connections.

Communications, media and engagement implications

18. Overall, City Renewal expects this project will be broadly well received for its unique, quirky nature and that it was created through community participation.

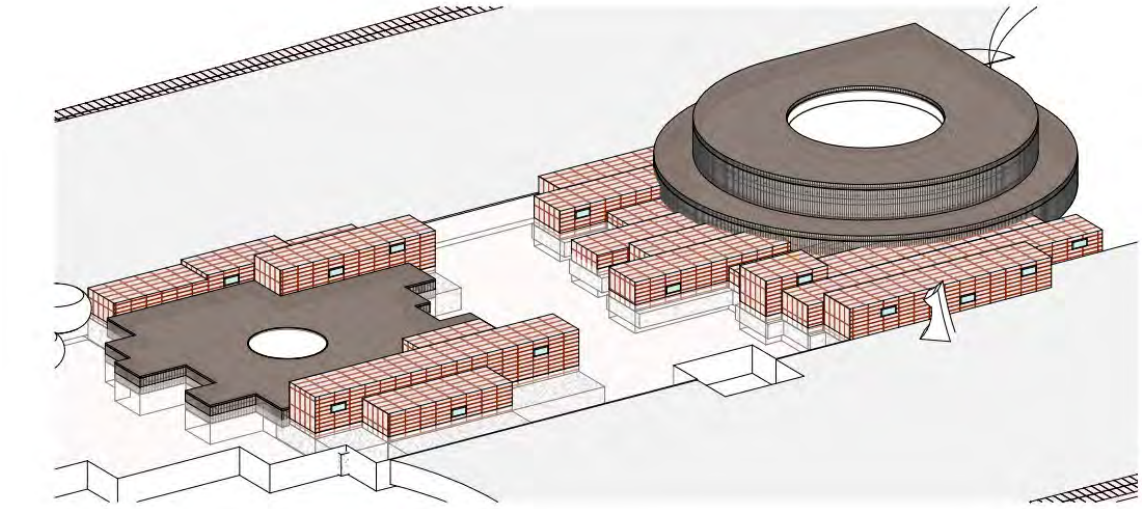
Signatory Name:	Lucy Wilson	Phone:	Sch 2.2(a)(ii)
Action Officer:	Sophie Davis	Phone:	

Attachments

Attachment	Title
Attachment A	Images of tiered landscape feature incorporating resin bricks
Attachment B	Community stakeholder list

Attachment A

Images of planned tiered landscape feature including resin bricks





Attachment B

Dickson Shops resin bricks project – Selected community stakeholders

	INDIVIDUAL / ORGANISATION	STAKEHOLDER TYPE
1.	Dickson Residents Group	Residents group
2.	North Canberra Community Council	Community council
3.	Northside Community Service (Common Ground Dickson) & Cafe Stepping Stone	Community housing Work integration social enterprise
4.	Taglietti family (daughters of Dickson Library architect Enrico Taglietti)	Architecture
5.	Majura Poets Society	Arts and design
6.	Bev Hogg (created dog and sheep sculptures)	Arts and design
7.	Trove Canberra	Arts and design / local business
8.	Dickson Library	Community services
9.	Australia Post	Local business
10.	Encore School of Music	Local business
11.	Dickson Newsagency	Local business
12.	Dickson Modern Dental	Local business
13.	Capital Chemist Dickson	Local business
14.	Centrepiece Creol	Local business
15.	Federation of Chinese Associations in the ACT	Community organisation
16.	Dickson Pool	Sport and recreation
17.	North Ainslie Primary School	Education
18.	Daramalan College	Education
19.	Dickson College	Education
20.	Dhawura-Ngunnawal Caring for Country Committee	First Nations committee
21.	Dickson Baptist Church	Religion / community organisation
22.	Oculus Landscape Architects	Designed Dickson Shops upgrade and tiered structure
23.	Complex Co	Construction company delivering upgrade

Legislative Assembly for the
Australian Capital Territory

2024-2025-2026

Questions on Notice Paper

No 20

Friday, 29 May 2026

_____

New questions

(30 days expires 28 June 2026)

1167 **MR CAIN**: To ask the Chief Minister —

1. Have any current or former (a) employees, (b) contractors, (c) consultants, (d) board members or (e) executives of the City Renewal Authority (CRA) at any time since 2019 (i) worked for or with Dionysus or any related entities, (ii) held any financial interest, advisory role or paid engagement with those entities or (iii) declared any actual, perceived or potential conflict of interest relating to those entities; if so, what (A) conflict management, (B) probity or (C) disclosure processes were implemented.
2. Did any person associated with Dionysus have any role in (a) advising on, (b) assessing, (c) managing or (d) influencing (i) procurement, (ii) contract scope, (iii) variations or (iv) performance relating to CRA1087.
3. Has any (a) internal review, (b) audit, (c) probity assessment or (d) investigation been undertaken into (i) procurement governance, (ii) conflicts of interest or (iii) consultant involvement relating to CRA1087; if so, what was the outcome.

4. Have any current (a) employees, (b) contractors, (c) consultants, (d) executives or (e) associates of Dionysus since 22 May 2021 previously been employed or engaged by the CRA; if so, (i) what positions did they hold at the CRA, (ii) were they involved in procurement, contract management, place management, precinct strategy, stakeholder engagement or advisory functions relevant to contracts awarded to Dionysus, (iii) what period elapsed between leaving the CRA and commencing work with Dionysus and (iv) what conflict of interest, probity, post-separation or revolving door assessments were undertaken in relation to those movements between the CRA and Dionysus.

1168 **MR CAIN**: To ask the Minister for City and Government Services —

1. What is the total cost of the current paving and public realm works around Dickson Library.
2. Were paving or comparable public realm upgrade works undertaken around Dickson Library during the COVID-19 period; if so, what was the cost and scope of those earlier works.
3. What assessment was undertaken to justify replacing or upgrading paving works in the Dickson precinct at this time.
4. Has the City Renewal Authority received complaints or concerns from businesses or residents regarding repeated disruption from public works around Dickson Library.

1169 **MR CAIN**: To ask the Minister for Aboriginal and Torres Strait Islander Affairs —

1. What oversight has the ACT Government undertaken of (a) service utilisation, (b) staffing and (c) clinical activity at Winnunga Nimmityjah Aboriginal Health and Community Services, given that Winnunga publicly promotes General Practitioner (GP), nursing, immunisation, chronic disease, mental health, allied health, alcohol and drug and other community health services.
2. Can the Minister provide, specifically for each month since 1 July 2025, the (a) number of unique clients physically attending a Winnunga site, (b) total number of booked appointments or consultations, (c) number of attended appointments, (d) the number of cancellations and "did not attend" appointments, (e) the number of (i) injections, (ii) immunisations and (iii) injectable treatments administered onsite and (f) number of services delivered under each major program area promoted on Winnunga's website.
3. Can the Minister provide, for each month since 1 July 2025, the average number of staff physically present onsite each business day, broken down by (a) doctors, (b) nurses, (c) Aboriginal health workers, (d) allied health staff, (e) administrative staff and (f) other clinical staff.
4. How many currently funded positions at Winnunga are (a) filled, (b) vacant and (c) filled in an acting capacity.
5. Has the Minister, ACT Health Directorate or any ACT Government agency received any (a) briefing, (b) complaint, (c) concern or (d) advice since 1 July 2025 regarding (i) low utilisation, (ii) low patient attendance, (iii) reduced clinical activity, (iv) staff availability and (v) inability to deliver advertised services; if so, what action was taken.

1170 **MR CAIN**: To ask the Minister for Health —

1. What pulmonary rehabilitation services are currently delivered or funded in the ACT by the ACT Government and Canberra Health Services, including the (a) location of each service, (b) mode of delivery of each service and (c) the eligibility criteria for referral.
2. What differences, if any, exist between the eligibility criteria for referral to pulmonary rehabilitation through Canberra Health Services and those recommended in national clinical guidelines and what are the reasons for any such differences.
3. How many referrals to pulmonary rehabilitation through Canberra Health Services were received in each of the last three financial years and of these referrals, how many patients commenced and then completed a program in each year.
4. Does Canberra Health Services record waiting times for pulmonary rehabilitation; if so, what is the most recent available average or median waiting time from referral to program commencement.
5. What work, if any, is underway within the ACT Government and Canberra Health Services to consider options to improve access to pulmonary rehabilitation in the ACT.

1171 **MR CAIN**: To ask the Minister for Police, Fire and Emergency Services —

1. Have any (a) private developers, (b) property groups, (c) investors, (d) consultants or (e) related entities made any (i) unsolicited proposal, (ii) approach, (iii) expression of interest or (iv) informal representation regarding the redevelopment, acquisition, disposal, relocation or future use of the current Civic Police Station site; if so, (A) who made the approach, (B) on what date, (C) to which Minister, Directorate, agency or official was the approach made, (D) what redevelopment or delivery model was proposed, (E) did the proposal contemplate residential, commercial, hotel or mixed-use development outcomes and (F) what response was provided by the Government.
2. Has the Government undertaken any assessment of the redevelopment potential or commercial value of the current Civic Police Station site as part of planning for a replacement or relocated facility.
3. Have any discussions occurred regarding (a) vacating, (b) downsizing or (c) relocating policing functions from the current Civic Police Station site to facilitate redevelopment opportunities.

1172 **MS BARRY**: To ask the Minister for City and Government Services —

1. How many Access Canberra shopfronts no longer accept cash.
2. What consultation was undertaken before the change referred to in part (1).
3. What accessibility assessment was done for elderly, vulnerable, migrant, homeless or financially excluded Canberrans.
4. How many complaints has the Government received.

Binder 5,244

1173 **MR CAIN**: To ask the Chief Minister — In relation to ACT Government contract CRA1087 involving Dionysus, (a) what specific (i) deliverables, (ii) reports, (iii) frameworks, (iv) engagement activities, (v) workshops, (vi) software outputs, (vii) advisory services or (viii) strategic recommendations were delivered under the contract, (b) which of those deliverables remain actively used by the ACT Government, (c) what measurable (i) operational, (ii) policy or (iii) public outcomes have resulted from the contract, (d) what assessment has been undertaken to determine whether the contract delivered value for money for ACT taxpayers, (e) has any (i) post-contract evaluation, (ii) audit, (iii) review or (iv) performance assessment been undertaken; if so, will it be tabled, (f) how many ACT Government staff worked alongside or supported Dionysus under the contract and what was the estimated internal staffing cost associated with the engagement and (g) did any work delivered under the contract duplicate functions ordinarily performed by ACT public servants including (i) policy, (ii) engagement, (iii) strategic planning or (iv) advisory functions.

1174 **MR CAIN**: To ask the Minister for Police, Fire and Emergency Services — In relation to the answer to question on notice No. 995 relating to the new Civic Police Station, (a) when did the "market sounding process" commence, (b) which agencies or directorates participated, (c) how many private sector entities participated, (d) was an external consultant engaged to undertake or assist with the process and, if so, who and at what cost, (e) what delivery models were discussed, including (i) public-private partnership (PPP), (ii) leaseback, (iii) developer-led or (iv) mixed-use arrangements, (f) were participants provided with (i) indicative site, (ii) accommodation, (iii) operational or (iv) security requirements for a new Civic police facility, (g) what specific (i) operational, (ii) financial or (iii) probity reasons prevent the Government from confirming whether Block 18 Section 10 City (74 Allara Street) is under consideration for a police facility, (h) has the Government undertaken any preliminary assessment of (i) the estimated cost of replacing or redeveloping the Civic Police Station, (ii) the comparative cost of public versus private delivery models, (iii) whole-of-life lease costs under a PPP or developer-led arrangement and (iv) whether a mixed-use development could compromise operational policing, security or custody requirements and (i) did any (i) Minister, (ii) ministerial staff member, (iii) ACT Policing representative or (iv) Directorate official proactively approach, invite or encourage discussions with Morris Property Group, Capital Property Group or any other private developer regarding a Civic police facility prior to the unsolicited approaches referenced in the answer.

1175 **MR CAIN**: To ask the Minister for City and Government Services —

1. How many ACT Digital Account transactions were (a) commenced, (b) completed and (c) abandoned before completion for each financial year since 2020-2021.
2. What was the transaction abandonment rate for (a) all ACT Digital Account transactions, (b) vehicle registration renewals and (c) licence renewals for each year referred to in part (1).
3. Can the Minister break down break down abandonment rates for each transaction category by (a) mobile app, (b) mobile browser, (c) desktop browser and (d) tablet browser.
4. What percentage of customers who commenced the transaction online for vehicle registration renewals failed to complete it online and subsequently completed it (a) at an Access Canberra Service Centre, (b) by phone or (c) through another assisted channel.
5. What are the top three (a) pages, (b) steps or (c) error points where users most commonly abandon ACT Digital Account or Access Canberra digital transactions.
6. Does the Government measure (a) "rage clicks", (b) repeated failed attempts, (c) session timeouts, (d) failed logins, (e) failed identity verification, (f) payment failures or(g) form validation errors across the ACT Digital Account and Access Canberra webapp; if so, can the Minister provide monthly data since 1 July 2023.
7. How many (a) complaints, (b) feedback items or (c) support requests have been received since 1 July 2023 about the (i) ACT Digital Account, (ii) Access Canberra webapp or (iii) online vehicle registration renewal process.

1176 **MR CAIN**: To ask the Minister for Disability, Carers and Community Services — In relation to the ACT Food Relief Action Plan 2026–2028 announced in February 2026, (a) what measurable progress or completed outcomes for each of the six key actions identified in the Plan have occurred as at the date this question is answered, (b) has the lived-experience forum been established and met; if so, (i) how many meetings have occurred and (ii) what outcomes or recommendations have been produced, (c) Has the mapping of food relief providers and service gaps been completed; if so, what key gaps or underserved areas were identified, (d) has the Government finalised a formal policy position for the food relief system; if so, on what date, (e) what new (i) funding, (ii) programs, (iii) infrastructure or (iv) services have commenced specifically as a result of the action plan, (f) what progress has occurred toward the proposed shared warehouse model, including whether (i) a location, (ii) funding allocation or (iii) delivery timeframe has been identified and (g) which actions under the plan remain in (i) consultation, (ii) planning or (iii) otherwise not commenced.

1177 **MS CLAY**: To ask the Minister for City and Government Services — In relation to the answer to the question without notice on 26 May 2026 relating to the Commonwealth Grants Commission's assessments of roads and transport expenditure, (a) can the Minister explain why they think the Y-plan and layout of our city is not taken into account by the Commonwealth Grants Commission, (b) can the Minister explain why the ACT is spending more on roads than the Commonwealth Grants Commission assesses we need to, (c) can the Minister explain why the ACT is spending less on transport than the Commonwealth Grants Commission assess we need to, (d) what items of expenditure fit in the category of "roads" and does it include maintaining roads and building new roads, (e) what items of expenditure fit in the category of "transport" and does it include light rail, buses and paths and (f) is the Government advocating to the Commonwealth Grants Commission for any changes to their assessment methodology, which has impacts on how much GST revenue the ACT receives.

1178 **MR CAIN**: To ask the Chief Minister — In relation to contract PICR0007705 for "CRA Board search and recruitment services", (a) what specific services were provided under the contract, (b) why did the City Renewal Authority engage external recruitment consultants for board appointments rather than undertake recruitment internally through existing ACT Government processes, (c) how many board positions or appointments were covered by the contract, (d) why did the contract value increase from the original amount of $44,880 to the current amount of $89,760, (e) did the contract involve (i) executive search, (ii) targeted approaches, (iii) candidate identification, (iv) stakeholder engagement, (v) advertising, (vi) probity advice or (vii) interview support; if so, what services were provided, (f) were all positions subject to open public advertising and merit-based selection processes, (g) how many candidates were (i) identified, (ii) shortlisted and (iii) ultimately appointed through the engagement and (h) what assessment was undertaken by the Government or the Authority to determine that the expenditure represented value for money.

1179 **MR CAIN**: To ask the Chief Minister — In relation to contract PICR0009775 for "Business Case and Commercial Advisory Services" for the Acton Waterfront Neighbourhood project, (a) can the Minister confirm the services tendered were for (i) the preparation of a business case in accordance with the Capital Framework process and (ii) commercial advisory services, including (A) feasibility assessments, (B) inputs to project agreements, (C) approach to market documentation and (D) general commercial advisory services, (b) why was an open tender process not used with capability and experience assessed through evaluation criteria, given the stated justification for using a select tender process was that "a high level of experience" was required, (c) what market testing or analysis was undertaken to determine that a select tender represented better value for money than an open competitive procurement process, (d) how many firms were considered capable of undertaking the work before limiting the procurement to a select tender process and which entities were invited to participate, (e) did the City Renewal Authority consider using (i) an existing whole-of-government panel, (ii) prequalification framework or (iii) open approach to market before proceeding with a select tender, (f) what (i) probity, (ii) procurement and (iii) value-for-money advice was provided regarding the decision to limit competition for this contract, (g) what was the original contract value and what is the current total value including all (i) variations, (ii) extensions and (iii) amendments. and (h) will the Government publicly release the procurement justification, tender evaluation and probity advice relating to contract PICR0009775; if not, why not.

1180 **MR CAIN**: To ask the Chief Minister — In relation to the answer to question on notice No 297 relating to the Canberra Innovation Network's (CBRIN) financial statements, (a) can the Minister provide full details of all payments, benefits or support provided since 1 July 2022 to GRIFFIN Accelerator-related entities or persons associated with GRIFFIN Accelerator, including (i) direct funding, (ii) staff costs, (iii) office space, (iv) IT support, (v) marketing, (vi) events, (vii) workshops and (viii) any other in-kind assistance (b) how does the Government justify the use of taxpayer-funded resources to support what is effectively a private investment ecosystem, (c) since commencing work with CBRIN, what total (i) payments, (ii) salaries, (iii) consulting fees, (iv) grants, (v) reimbursements or (vi) other financial benefits have been paid to Mr Craig Davis personally or to any company, trust or other entity in which he has held a direct or indirect interest, (d) for each payment can the Minister identify (i) the procurement method used, (ii) whether the payment was disclosed as a related party transaction and (iii) whether any conflict management measures were applied, (e) what (i) safeguards, (ii) audits or (iii) independent reviews has the Government undertaken to ensure taxpayer-funded resources, information and relationships are not being used to provide preferential commercial or investment opportunities to private investors or related parties associated with the GRIFFIN Accelerator, given CBRIN has confirmed it provides operational support, founder access, workspace, workshops, promotion and funding support to GRIFFIN Accelerator-related activities while also acknowledging investment participation by persons connected to CBRIN.

1181 **MS CLAY**: To ask the Minister for Climate Change, Environment, Energy and Water —

1. Is Roundup or other glyphosate-based herbicides used by ACT Government (a) staff or rangers and (b) volunteers, such as parkcare.
2. What other herbicides are used by ACT Government staff and volunteers.
3. What is the Government doing to minimise harm from using these chemicals.

1182 **MS CLAY**: To ask the Minister for Homes, Homelessness and New Suburbs —

1. How many of the Federal Government's commitment to build 100,000 new homes for first time buyers is the ACT expecting Commonwealth Government support for.
2. Has the Government applied for grant funding for first time and affordable housing as part of the same package of funding applied to Queensland, confirmation of which was published on 18 May 2026 indicating $2 billion in support from the Federal Government, of which $399 million is a grant and $1.6 billion zero-interest loans to build 51,000 homes, 20,000 of which will be for first time buyers; if so, how much; if not, when will the ACT be applying for that funding.
3. Has the Government applied for zero interest loan support for first time and affordable housing as part of the same package of funding applied to Queensland as referred to in part (2); if so, how much; if not, when will the ACT be applying for that funding.
4. How much funding has been provided for enabling infrastructure, such as sewers and public and active transport networks, and roads, for housing from the Commonwealth for the ACT; if it has been sought, where will that enabling infrastructure be built.

1183 **MR CAIN**: To ask the Minister for City and Government Services —

1. How much revenue has been raised from mobile phone camera infringements in the ACT since the commencement of the mobile phone camera enforcement program.
2. Can the Minister provide a breakdown of infringement revenue raised by each individual mobile phone camera location in the ACT since commencement of the program.
3. Can the Minister provide for each mobile phone camera location (a) the total number of infringements issued, (b) the total revenue raised and (c) the average infringement revenue raised per month.
4. What proportion of revenue raised from mobile phone camera infringements has been allocated to (a) road safety initiatives, (b) road infrastructure upgrades, (c) administration and operation of the camera network and (d) consolidated revenue.
5. Has the Government established any revenue (i) projections, (ii) targets, (iii) forecasts or (iv) budget assumptions associated with mobile phone camera infringement revenue; if so, what are they.
6. What criteria were used to determine the location of each mobile phone camera in the ACT and did projected infringement volumes or anticipated revenue form part of the assessment process.

1184 **MR CAIN**: To ask the Deputy Chief Minister — In relation to ACT Government contract CRA1087 involving Dionysus, can the Minister confirm whether (a) the contract was originally awarded at $5,300,000.00, (b) the current reported contract value or spend is $14,038,046.90 inclusive of variations, extensions, amendments and additional work orders, (c) the reported value of the contract has therefore increased by $8,738,046.90 above the original awarded amount, (d) this represents an increase of approximately 165 percent above the original contract value and (e) if any of the figures referred to in parts (a) to (d) are not correct, what are the correct figures.

1185 **MR CAIN**: To ask the Chief Minister —

1. Why did the Canberra Innovation Network (CBRIN) embed and support GRIFFIN Accelerator, an entity associated with a senior CBRIN staff member, rather than undertake an open expression of interest, tender or equivalent market process, given there are numerous accelerator, incubator and startup support programs operating across the ACT, NSW and Australia.
2. What assessment was undertaken to determine whether this arrangement represented value for money and avoided any actual, perceived or potential conflicts of interest.
3. Does the Government accept reasonable members of the public may perceive it as inappropriate or coincidental that a taxpayer-funded organisation embedded and provided financial and non-financial support to an accelerator associated with one of its own senior staff members.

1186 **MR CAIN**: To ask the Chief Minister —

1. What is the current total project cost of the New Lyric Theatre project at the Canberra Theatre Centre precinct, including (i) design, (ii) enabling works, (iii) early works, (iv) public realm works, (v) traffic and parking changes, (vi) consultants, (vii) contingency and (viii) fit-out costs.
2. How does the total project cost referred to in part (1) compare to the publicly stated $317 million construction figure.
3. Does the publicly stated project cost include all (i) business case work, (ii) consultancy fees, (iii) legal advice, (iv) project management, (v) procurement advice, (vi) design contracts, (vii) architectural services, (viii) communications contracts and (ix) other advisory expenditure associated with the project; if not, what expenditure sits outside that figure.
4. What is the final ownership, governance and operating model for the theatre, including (a) who will own the land and building, (b) who will operate and manage the venue, (c) whether any private entity will receive (i) management, (ii) lease, (iii) programming, (iv) ticketing, (v) hospitality, (vi) naming rights or (vii) revenue-sharing rights and (d) whether the Government will retain ongoing financial liabilities or operating subsidies.
5. In relation to the appointment of Multiplex as Early Delivery Partner and subsequent award of the main construction contract, (a) what procurement processes were used, (b) how many bids or submissions were received, (c) was the main works contract subject to a fresh open tender, (d) what probity and value-for-money assessments were undertaken and (e) did the final contract value differ from earlier estimates or tendered amounts.

1187 **MR CAIN**: To ask the Chief Minister —

1. Has the City Renewal Authority (CRA) discussed (i) crime, (ii) anti-social behaviour or (iii) rough sleeping around the Dickson Library precinct with ACT Policing since 1 July 2022.
2. Were concerns regarding (i) crime, (ii) anti-social behaviour or (iii) rough sleeping considered in the decision to undertake the current Dickson precinct works.
3. Has the CRA received advice from ACT Policing regarding policing or enforcement responses for issues in the Dickson precinct instead of, or in addition to, public realm activation works.
4. What evidence does the CRA rely upon to conclude that "precinct activation" projects reduce crime or anti-social behaviour.
5. Has the CRA measured whether previous precinct activation projects resulted in reductions in (i) crime, (ii) anti-social behaviour or (iii) rough sleeping; if so, what were the findings.

1188 **MS CLAY**: To ask the Minister for Climate Change, Environment, Energy and Water —

1. How many and which of the 34 recommendations made in the *Independent Review of the ACT's Eastern Grey Kangaroo: Controlled Native Species Management Plan* have been followed, implemented and completed.
2. For any recommendations referred to in part (1) that have not yet been fully implemented, which are still in progress.

1189 **MS CARRICK**: To ask the Minister for Homes, Homelessness and New Suburbs —

1. Are Housing ACT dwellings for public housing purchased at market value.
2. Were the Mr Fluffy blocks purchased at market value.

1190 **MR CAIN**: To ask the Minister for City and Government Services — In relation to recent public reporting concerning disputed mobile phone camera infringements in the ACT, will the Minister provide (a) the total number of mobile phone camera infringements issued in the ACT since the commencement of the mobile phone camera enforcement program, (b) the total number of those infringements that have been subject to (i) internal review, (ii) withdrawal, (iii) amendment and (iv) court challenge, (c) details of the evidentiary and review process undertaken prior to an infringement notice being issued, including whether all images are reviewed by an authorised officer before enforcement action occurs, (d) whether Access Canberra or any other ACT Government agency maintains data regarding disputed identifications, error rates, withdrawn infringements or cases where an object initially identified as a mobile phone was subsequently determined not to be a mobile phone; if so, what are the relevant figures, (e) whether the Government has undertaken any (i) independent audit, (ii) assurance review or (iii) quality control assessment of the ACT's mobile phone camera enforcement regime since its commencement; if so, can the Minister table the findings and (f) what safeguards or review thresholds are in place to ensure motorists are not incorrectly fined where imagery may be unclear, partially obscured, or otherwise open to interpretation.

1191 **MS CARRICK**: To ask the Treasurer —

1. Can the Minister provide the number of rate-paying households in the ACT for the categories (a) all residential, (b) houses and (c) units for each of the years (i) 2021-2022, (ii) 2022-2023, (iii) 2023-2024, (iv) 2024-2025 and (v) 2025-2026 (estimate).
2. Can the Minister provide the total dollar value of Unimproved Land Value underlying the categories (a) all residential, (b) houses and (c) units for each of the years (i) 2021-2022, (ii) 2022-2023, (iii) 2023-2024, (iv) 2024-2025 and (v) 2025-2026 (estimate) for (A) Deakin and (B) the ACT as a whole.
3. What specifically has been the (a) fixed charge component and the (b) variable valuation charge, broken down by (i) name, (ii) percentage weight and (iii) dollar amounts for each of the years from 2020-2021 to 2025-2026 for (A) Deakin and (B) the ACT as a whole.

1192 **MR CAIN**: To ask the Minister for City and Government Services —

1. Is the Government currently experiencing (a) contractor, (b) workforce or (c) resource shortages impacting the repair of public streetlighting infrastructure in the ACT.
2. How many streetlight faults across the ACT are presently awaiting repair due to (a) contractor shortages, (b) workforce shortages, (c) supply chain delays and (d) other resource constraints.
3. What is the current average rectification timeframe for (a) accident-damaged light poles, (b) underground cable faults and (c) non-operational suburban streetlights.
4. How many public streetlight faults across the ACT have remained unresolved for (a) more than 30 days, (b) more than 60 days and (c) more than 90 days.
5. Does the Government consider prolonged outages of public streetlighting to present a public safety risk, particularly in residential areas where residents report reduced visibility, antisocial behaviour, property crime or safety concerns.
6. Has the Government undertaken any assessment of whether (a) current staffing, (b) contractor availability and (c) budget pressures are affecting the Territory's ability to maintain safe and reliable public lighting infrastructure.
7. What steps is the Government taking to address any (a) workforce, (b) contractor and (c) infrastructure maintenance shortages affecting streetlight repairs.

1193 **MR CAIN**: To ask the Chief Minister —

1. How much has ACTivate Capital, spent on salaries and employee-related expenses in 2025–2026 year to date.
2. Which companies has ACTivate Capital invested in or committed funding to since establishment and what was the value of each investment or commitment.
3. How many companies has ACTivate Capital undertaken initial due diligence on since establishment.
4. How many companies has ACTivate Capital undertaken extensive or full due diligence on since establishment.
5. What (a) benchmarking, (b) market comparison, (c) recruitment advice and (d) remuneration framework does ACTivate Capital use to determine staff salaries and remuneration levels.

1194 **MS CARRICK**: To ask the Treasurer — In relation to ACT Government borrowings, (a) what entities has the gross debt been borrowed from and (b) at what interest rates.

1195 **MS BARRY**: To ask the Deputy Chief Minister —

1. Can the Minister advise whether the property involved in the fatal fire at Wallcliffe Flats, Belconnen on 18 May 2026 was an ACT public housing property or otherwise managed under an ACT Government housing program; if so, can the Minister advise (a) whether the unit was fitted with operational smoke alarms at the time of the fire, (b) the date of the last smoke alarm inspection undertaken at the property and (c)whether any fire safety maintenance requests had been lodged for the property in the preceding 24 months.
2. Can the Minister provide (a) the number of outstanding maintenance requests relating to (i) smoke alarms, (ii) electrical faults and (iii) fire safety across Housing ACT properties as at 1 May 2026 and (b) the average waiting time for completion of these requests.
3. How many fire safety inspections or audits have been conducted across ACT public housing properties in (a) 2023–2024, (b) 2024–2025 and (c) 2025–2026 to date.
4. Will the Government undertake an urgent review of fire safety compliance across older public housing complexes following the incident referred to in part (1); if so, when that review will commence.
5. Can the Minister outline (a) what support services have been provided to tenants displaced or affected by the fire at Wallcliffe Flats and (b) what preventative measures or public safety strategies are currently in place to reduce fire risks in ACT public housing properties, particularly for vulnerable tenants or older housing stock.

1196 **MR CAIN**: To ask the Minister for Police, Fire and Emergency Services —

1. Has any ACT Government agency considered (a) disposing of, (b) redeveloping or (c) changing the use of the existing Civic Police Station site as part of planning for a replacement facility.
2. Has any analysis been undertaken regarding the potential commercial or redevelopment value of the existing Civic Police Station site.
3. Have any discussions occurred regarding integrating a police facility with (a) residential, (b) hotel, (c) retail, (d) office or (e) other commercial uses within the same development.
4. Have ACT Policing or any security advisers raised concerns regarding (a) co-location with private tenants, (b) custody management, (c) secure vehicle access, (d) protest activity, (e) surveillance or hostile vehicle risks and (f) operational integrity within a mixed-use or privately owned building.
5. Have any (a) probity plans, (b) conflict management plans and (c) procurement integrity frameworks been established in relation to the procurement or market engagement process for a new Civic police facility.

1197 **MR CAIN**: To ask the Chief Minister — In relation to ACT Government contracts with Dionysus, can the Minister confirm whether (a) the total contracted spend with Dionysus since 21 February 2019 to current is $16, 262,266.58, (b) for current contract CRA1087, can the Minister provide a breakdown of each variation including (i) date approved, (ii) additional value approved, (iii) reason for the variation and (iv) approving delegate, (c) was the contract originally procured on the basis of a defined scope of works; if so, what additional work or expanded scope justified the increase to the current value, (d) did the cumulative increase in value at any stage trigger consideration of a fresh procurement process or open tender; if not, why not, (e) were any concerns raised by ACT Government officials regarding (i) escalating costs, (ii) repeated variations, (iii) scope creep, (iv) procurement compliance and (v) dependency on external consultants and (f) can the Minister provide the (i) original procurement method, (ii) number of tender respondents, (iii) evaluation process used and (iv) whether any exemptions or direct source arrangements applied at any stage.

1198 **MS CARRICK**: To ask the Minister for City and Government Services —

1. What is the Government's explicit policy or criteria for providing public toilets at local shopping centres and playgrounds and why are these locations not consistently required to have facilities.
2. Does the Government expect private businesses at local shops to meet community demand for toilets when no public facilities are provided; if not, how is this demand intended to be met.
3. What thresholds, such as foot traffic, presence of playgrounds, age demographics, or accessibility needs, trigger the provision of a public toilet in local centres.
4. How does the Government ensure equitable access to public toilets across suburbs, particularly for families, older residents and people with disabilities who rely on facilities at local shops and playgrounds.
5. Will the Government commit to ensuring that all local shopping centres and playground precincts include accessible public toilets as standard infrastructure.
6. How many local shopping centres in the ACT currently lack a public toilet within 200–300 metres.
7. How is community feedback about toilet shortages incorporated into infrastructure planning.
8. Will the ACT Government provide a public toilet at the local shops that do not have them, such as Garran and Torrens shops.

1199 **MS CARRICK**: To ask the Minister for City and Government Services —

1. What are the plans for the decommissioned bus stop on Bowes Street, outside the Cosmopolitan Building in Phillip.
2. What type of parking spaces, such as (i) accessible, (ii) loading zone, (iii) short stay, (iv) pick up and (v) set down, will it be if new parking spaces is an option at the location referred to in part (1).
3. Will the Government consider disability parking, so parking is close to the internal and external lift to Access Canberra and the north side of the Town Square.
4. Will the Government review the accessible parking and ensure there is adequate well-located spaces so the four parks in the West (CIT) plaza are not required.
5. If there will not be new parking spaces on Bowes Street, what will this area be used for.

1200 **MS CARRICK**: To ask the Minister for City and Government Services —

1. What actions has the Government taken to address the illegal parking that is blocking the footpath next to the driveway of 220 Melrose Drive in Phillip, a major corridor, given there is an ongoing, daily issue of cars parking across and blocking the footpath and multiple fix my street requests and illegal parking reports have been made about this issue.
2. What discussions has the Government had with the Executive Committee and Strate Manager for section 3 blocks 16 and 17 Phillip about the issue referred to in part (1).
3. What action is the Government taking to ensure the footpath is accessible and to ensure the issue referred to in part (1) does not persist.

1201 **MR EMERSON**: To ask the Minister for Skills, Training and Industrial Relations —

1. Is the CEO of the Canberra Institute of Technology (a) a member of and (b) the chair of the recruitment panel responsible for recruiting a new Deputy CEO; if so, is this appropriate given an Assembly committee finding that she actively misled her Board in relation to a misconduct finding made against her by TAFE NSW, and the ongoing committee inquiry into whether she is in contempt of the Assembly; if not, why not, and when was this decision made.
2. Who decided to recruit a Deputy CEO.

1202 **MS CLAY**: To ask the Minister for City and Government Services — Which of these items will be recycled under the new Materials Recovery Facility when it is built and operating, (a) soft plastics smaller than a credit card, (b) soft plastics larger than a credit card, (c) hard plastics larger than a credit card, (d) hard plastics smaller than a credit card, (e) paper larger than a credit card, (f) paper smaller than a credit card, (g) householder batteries, (h) disposable coffee cups; (if so, which kind), (i) aluminium cans, (j) liquid paperboard products, (k) disposable drink lids, (l) bamboo plates and cutlery, (m) bioplastic plates and cutlery, (n) medicine blister packs, (o) standard composite materials used in supermarket packaging, (p) plastic takeaway food containers, (q) plastic bags and (r) wax or plastic lined paper containers such as for takeaway.

1203 **MS CLAY**: To ask the Minister for Climate Change, Environment, Energy and Water —

1. How many Waragul (dingoes) have been killed in the aerial assisted culling program since it has been run.
2. What is the location where each Waragul (dingo) killed via aerial shooting were killed and can the Minister provide an exact or approximate location if possible; if the exact or approximate location is not known, can the Minister indicate which zone.

1204 **MS CASTLEY**: To ask the Minister for City and Government Services —

1. How many primary schools in the ACT have a boundary backing a main arterial road that has a speed of 80km, like Margaret Hendry School.
2. Does journey planning for children walking to school get considered when reviewing traffic safety arrangements.
3. How often do school zones and surrounding roads get reviewed for increased capacity in schools and suburbs.
4. How many schools in Canberra have flashing lights and a dedicated traffic light pedestrian crossing similar to that at Clarrie Hermes Drive in Casey.
5. Would officials or the Minister be willing to visit the Margaret Hendry School intersection at Horse Park Drive during school drop off in the middle of a school term.

1205 **MRS MORRIS**: To ask the Minister for Police, Fire and Emergency Services — How many paramedics have been assaulted on the job in each year since 2020.

1206 **MR BRADDOCK**: To ask the Minister for Health —

1. How was the codesign process undertaken, given that the Ministerial statement given last year indicated community involvement via a co-design process but there appears to have been no public invitation to such a process.
2. Which community groups were consulted in the process that recommended the citizens' jury.

1207 **MR BRADDOCK**: To ask the Minister for City and Government Services — Can the Minister provide an update on the Fix My Street digital platform audit report and any actions underway following on from that report.

1208 **MRS MORRIS**: To ask the Minister for City and Government Services — In relation to the recently opened Lanyon Dog Park, (a) what was the final total cost of the project, including (i) design, (ii) consultation, (iii) construction, (iv) project management, (v) contingency, (vi) defects rectification and (vii) any associated works, (b) what quality assurance inspections were undertaken before practical completion was granted, (c) have any defects or safety issues been identified since opening; if so, can the Minister list them, (d) have these defects been resolved and (e) does the Government consider the dog park complete.

1209 **MRS MORRIS**: To ask the Minister for Planning and Sustainable Development — Is the Minister aware of concerns that documents associated with development applications (DA's) have exposed personal information, including full names, residential addresses, ownership details and mortgagee information, through publicly accessible URLs and search engine indexing; if so, can the Minister provide (a) the total number of breaches, (b) when the breaches were first identified, (c) whether affected parties have been notified; if so, when, (d) whether the breaches have been resolved and information secured and (e) any other action undertaken by the directorate to secure private DA information.

1210 **MR EMERSON**: To ask the Chief Minister —

1. What is the annual cost to ACT Policing for providing policing and security services (a) within the Parliamentary Triangle, (b) for the recent visit made by the Governor-General of New Zealand on 28 May 2026 and (c) for foreign dignitaries over the last 12 months.
2. What was the cost to the ACT Government for providing municipal services within the Parliamentary Triangle over the last 12 months.
3. Is the Government considering advocating for additional payments from the Commonwealth for services the territory provides it, including policing and municipal services.

1211 **MR EMERSON**: To ask the Minister for Disability, Carers and Community Services —

1. Will the Minister make a submission to the National Disability Insurance Scheme (NDIS) bill inquiry.
2. Will the Minister appear at the bill inquiry hearing if she's invited to attend.
3. How many people who currently access NDIS supports is the Government expecting will no longer be eligible under the proposed reforms.
4. How will the Government ensure that individuals receive appropriate and intensive supports with no gap in care given the proposed NDIS reforms may result in people with early-stage neurological disorders like Parkinson's Disease being ineligible for NDIS supports and that early intervention supports have been proven to be essential to delay the onset of symptoms for such disorders.
5. Does the Minister accept that treatment for chronic conditions may now be restricted to those with the means to afford surgery, given that the proposed NDIS reforms would mean that people who have conditions that could be treated, including through expensive elective surgery such as bariatric surgery, are ineligible for NDIS support and that the reforms indicate that the fact a person cannot afford or access surgery is immaterial to their eligibility for NDIS supports.
6. How will the Government support the individuals referred to in part (5).
7. Which specific conditions and cohorts of people is the Government designing NDIS-replacement services for.
8. How will existing NDIS providers, such as Occupational Therapists, be kept in jobs and transitioned into service delivery for Foundational Supports when demand for NDIS services inevitably drops.

1212 **MRS MORRIS**: To ask the Minister for Climate Change, Environment, Energy and Water —

1. How many vehicles are currently held in the operational fleet of Icon Water, including in table form, the (a) type and (b) number of vehicles.
2. What is the function for each type of vehicle in the operational fleet of Icon Water.
3. How many vehicles referred to in part (1) are currently roadworthy.
4. How many vehicles referred to in part (1) are currently off the road for (a) repair, (b) servicing and (c) other reason.
5. Can the Minister provide, in table form, for each vehicle in the operational fleet of Icon Water (a) the total number of days the vehicle has been operational and in active service and (b) the total number of days the vehicle has been unavailable due to (i) repair, (ii) servicing and (ii) being returned to the manufacturer.

1213 **MRS MORRIS**: To ask the Minister for Police, Fire and Emergency Services — How many times has an ACT police officer been assaulted on the job in each year since 2020.

1214 **MR EMERSON**: To ask the Minister for Disability, Carers and Community Services —

1. How will the ACT reduce waitlist times throughout the National Disability Insurance Scheme (NDIS) changes given that waitlists for early intervention in the ACT are 12-18 months long and children and families are missing out on crucial support.
2. How will children with rare genetic and neurological conditions be referred for individualised treatment under Thriving Kids, given that they frequently access the NDIS under early intervention pathways whilst waiting for a formal diagnosis.
3. Is it likely that ACT will follow the approach of NSW, which has indicated that Thriving Kids will be supported by non-government organisations, given that under this model families will have limited choice and control in selecting providers they find most suitable for their needs.
4. Will Thriving Kids hold the same values of choice and control as the NDIS and will families be able to work with providers who align with their child's needs, or will families only be offered one approach, similar to public health currently.
5. Will the Government provide free support groups or even free friendship groups for people with disability, given there does not seem to be enough day programs that are innovative and fun for psychosocial participants in Canberra.

1215 **MR BRADDOCK**: To ask the Minister for City and Government Services — Can the Minister provide a copy of the Lime Micromobility permit that allows them to operate as the preferred provider of shared e-bikes and e-scooters in Canberra for the next three years.

1216 **MRS MORRIS**: To ask the Minister for Police, Fire and Emergency Services —

1. What is the average amount spent on overtime per month by the ACT Policing.
2. What is the average number of hours worked on overtime per month by ACT Policing.

1217 **MS CLAY**: To ask the Minister for Planning and Sustainable Development —

1. Has the Government started looking at what the social infrastructure needs are going to be of the projected new residents being added to the Inner North and City District so that early planning to provide needed schools, health centres and the like are anticipated, given that the redevelopment of Thoroughbred Park Supporting Report anticipates some 6,000 dwellings being added across the Precinct, which is in addition to some 1,000 dwellings to be provided on the Yowani Gold Estate and equates to about 19,000 people being added, and does not include the people who are moving into the dwellings just recently built or those which are under construction along Northbourne Avenue; if not, when will this work commence.
2. Can the Minister provide an update on progress with Draft Plan Amendment No 8.
3. What is the process that the Planning Authority will follow to ensure the decision referred to in part (2) achieves a good planning outcome for Canberra.

1218 **MS CLAY**: To ask the Chief Minister — In relation to the answer to question on notice No 1055 relating to the value of land sold to University of New South Wales (UNSW) that was foregone by the Territory, (a) can the Minister provide the value of the total area of land that will be granted to UNSW, and (b) as at 8 April 2026 what was the cost of the remediation works by the Territory that were advised as being ongoing.

1219 **MS CLAY**: To ask the Minister for Education and Early Childhood —

1. What is the capacity of the $7.5 million geothermal heating and cooling system being installed at Weetangera Primary School.
2. What is the expected performance of the system referred to in part (1) and how would this compare to traditional air-to-air heat pump systems.
3. What energy efficiency measures, such as insulation and improved windows, were undertaken at the school referred to in part (1) to reduce the required system size and therefore capital cost of the geothermal system.
4. Why was another site not chosen for the pilot given the challenging geology was identified as a high risk.

1220 **MR EMERSON**: To ask the Minister for Disability, Carers and Community Services —

1. How can families be confident they are getting accurate healthcare assessments and intervention under Thriving Kids, given that the approach appears to rely on Key Workers who frequently hold education degrees rather than healthcare qualifications.
2. Will the Government fund community clinical nurse consultants and registered nurses to do (a) wound care, (b) catheter care, (c) Percutaneous Endoscopic Gastrostomy (PEG) feeding and (d) Stoma bags for people with disability given gaps in current funding.
3. Are there plans for how cross-border families will be supported given Thriving Kids is going to be managed by each state.
4. How will foundational supports accommodate the complex needs of many disabled people's functional impairment which involves pain, energy limitations, severe debilitating fatigue or an inability to be upright.
5. How will the Territory assist families who face gaps in daycare access because of the National Disability Insurance Scheme (NDIS) changes and will not have funding for support workers.
6. How will the Government support the fallout from the current model where more than six months of Child Development Services (CDS) support leads to referral to NDIS and immediate discharge.
7. How will the current system change, where hospital discharges refer to CDS, but access to CDS is lost once referred to NDIS, leading to out-of-pocket costs.
8. How can the Territory support thriving children when referrals are primarily directed to NDIS.
9. How will the Government address long waitlists for therapies and allied health services.
10. How will the Government prevent disabled people from becoming more isolated due to reduced supports.

1221 **MR EMERSON**: To ask the Minister for City and Government Services —

1. To what extent has the Government been involved in the steering committee indicated by Karen Doran at the Inner South Canberra Community Council meeting on 25 May 2026, established to improve interjurisdictional governance and communication on the Hume Circle precinct development.
2. What will the Government's role be in progressing the development referred to in part (1) moving forward.

1222 **MR EMERSON**: To ask the Minister for Education and Early Childhood —

1. Does the Government maintain detailed asset registers for each ACT public school covering major building assets, plant and equipment, including boilers, HVAC systems, roofing, electrical systems and other critical infrastructure; if so, do the asset registers for ACT public schools include (a) condition assessments, (b) remaining useful life assessments and (c) estimated replacement costs for major assets.
2. Are asset registers and condition assessment processes for ACT public schools aligned with relevant Australian standards for asset management, including Standards Australia standards relating to asset management and condition assessment.
3. How often are formal condition assessments undertaken for major building assets in ACT public schools.
4. When was the last comprehensive condition assessment undertaken for each ACT public school.
5. Does the Government use a standardised asset condition rating system across ACT public schools; if so, what system is used.
6. Are there any ACT public schools that do not currently have a detailed asset register covering major building assets and infrastructure.
7. Has the Government identified any (a) deficiencies, (b) gaps and (c) inconsistencies in asset registers or condition assessment data for ACT public schools in the last five years.
8. What software platforms or asset management systems are used to maintain asset registers and condition assessment data for ACT public schools.

1223 **MRS MORRIS**: To ask the Minister for Corrections — In relation to the answer to question on notice No 650 regarding detainee access to PrisonPCs, email, websites and gaming devices at the Alexander Maconochie Centre, (a) what are the "over 40 information, news and recreational websites" detainees can access through PrisonPC, (b) what process is used to approve, block, review or remove websites, (c) what controls apply to "secure email communication with friends and family", including whether detainees can contact minors, victims, witnesses or protected persons and whether all emails are monitored or reviewed before being sent or received, (d) have any detainees been found to have used PrisonPC, email, websites, gaming consoles, contraband phones or any other electronic device to (i) contact a minor, (ii) contact a victim or protected person, (iii) access prohibited material and (iv) breach communication rules; if so, what was (A) the nature of the breach, (B) was ACT Policing notified and (C) what disciplinary, criminal or administrative action was taken.

Binder 5,260

1224 **MRS MORRIS**: To ask the Minister for Police, Fire and Emergency Services —

1. What is the average amount spent on overtime per month by the ACT Fire and Rescue (ACTF&R).
2. What is the average number of hours worked on overtime per month by the ACTF&R.

1225 **MR EMERSON**: To ask the Minister for Education and Early Childhood —

1. What procurement process is used for routine maintenance and repair works in ACT public schools, including (a) plumbing, (b) electrical, (c) Heating, Ventilation, and Air Conditioning (HVAC) and (d) boiler works.
2. Does the Government maintain formal contractor panels or standing offer arrangements for maintenance works in ACT public schools; if so, (a) what panels or arrangements are currently in place and (b) which contractors are included on those panels; if not used for some categories of school maintenance work, how are contractors selected for individual jobs.
3. How does the Government determine value for money when engaging contractors for maintenance and repair works in ACT public schools.
4. Are multiple quotes for maintenance jobs in ACT public schools below $25,000 required before work is approved; if not, why not.
5. Are records maintained of (a) which contractors are engaged for each maintenance job, (b) how contractors were selected and (c) whether alternative quotes were sought.
6. What auditing or assurance processes are in place to review contractor selection, pricing and value for money for maintenance works in ACT public schools.
7. Has the Government identified any concerns in the last five years regarding (a) procurement practices, (b) contractor engagement processes and (c) value for money in relation to maintenance works in ACT public schools.
8. What was the total expenditure on external contractors for maintenance and repair works in ACT public schools in each year from 2021-2022 to 2025-2026 year to date.

1226 **MR EMERSON**: To ask the Minister for Education and Early Childhood —

1. How many boiler maintenance or repair jobs in ACT public schools have been undertaken since 1 July 2021 and what was the total amount paid to each maintenance company contracted over that period.
2. What is the average amount charged per boiler maintenance job.
3. How many boiler maintenance or repair jobs in ACT public schools since 1 July 2021 were charged at more than $15,000 despite the works and parts having a market value of less than $3,000.
4. Has the Government undertaken any review of (a) pricing, (b) procurement practices and (c) value for money in relation to boiler maintenance jobs.
5. Were all boiler maintenance or repair works undertaken in ACT public schools since 1 July 2021 (a) certified, (b) inspected or (c) approved by Access Canberra.
6. What regular certification audit work is done by Access Canberra on boiler maintenance.
7. Has the Government identified any instances in the last five years where boiler maintenance or repair work in a public school did not comply with required certification, inspection or safety procedures.
8. Have there been any (a) fires, (b) gas leaks, (c) shutdowns, (d) evacuations and (e) other safety incidents associated with boilers or boiler heating systems in ACT public schools in the last five years; if so, (i) how many incidents occurred and (ii) at which schools did they occur.

1227 **MR CAIN**: To ask the Chief Minister — Has the City Renewal Authority (CRA) commissioned, developed or operated any digital twin models or precinct visualisation platforms since 1 July 2022; if so, (a) is there currently a digital twin or similar digital precinct model for Northbourne Avenue, (b) what was the (i) total establishment cost, (ii) annual operating cost and (iii) software licensing cost for each CRA digital twin platform, (c) how many times has each digital twin platform been accessed or used since implementation, including monthly utilisation statistics and (d) which (i) directorates, (ii) consultants and (iii) external organisations have access to CRA digital twin platforms.

T Duncan
Clerk of the Legislative Assembly

_____

Binder 5,262

ACT Government

Andrew Barr MLA
Chief Minister
Minister for Economic Development
Minister for Tourism and Trade

Member for Kurrajong

For Response to question on notice

Questions on Notice Paper No 20
29 MAY 2026
Question No. 1187

PETER CAIN MLA: To ask the Chief Minister

1. Has the City Renewal Authority (CRA) discussed (i) crime, (ii) anti-social behaviour or (iii) rough sleeping around the Dickson Library precinct with ACT Policing since 1 July 2022.

2. Were concerns regarding (i) crime, (ii) anti-social behaviour or (iii) rough sleeping considered in the decision to undertake the current Dickson precinct works.

3. Has the CRA received advice from ACT Policing regarding policing or enforcement responses for issues in the Dickson precinct instead of, or in addition to, public realm activation works.

4. What evidence does the CRA rely upon to conclude that "precinct activation" projects reduce crime or anti-social behaviour.

5. Has the CRA measured whether previous precinct activation projects resulted in reductions in (i) crime, (ii) anti-social behaviour or (iii) rough sleeping; if so, what were the findings.

ANDREW BARR MLA - The answer to the Member's question is as follows:

1. The City Renewal Authority (City Renewal) has discussed crime and anti-social behaviour around the Dickson Shops (including library) precinct since 1 July 2022. Rough sleeping in the precinct has not been specifically discussed with ACT Policing.

2. The decision to undertake a public realm upgrade at the Dickson Shops was partly driven by community concerns about perceptions of safety, particularly at night-time. Concerns raised by businesses during consultation about crime and antisocial behaviour were considered. Concerns about rough sleeping did not inform the decision to undertake the Dickson Shops upgrade.

3. City Renewal received verbal advice from ACT Policing that public realm upgrades were supported, in addition to ACT Policing's policing or enforcement responses.

4. Crime Prevention Through Environmental Design (CPTED) is a long-established framework highlighting environmental factors that discourage crime and antisocial behaviour. Precinct activation can contribute to these factors, for example, attracting more visitors promotes natural (or 'passive') surveillance. For more information about CPTED see the ACT Urban Design Guide (part 5.5A), or NSW's Safer by Design.

5. City Renewal has not measured whether previous precinct activation projects reduced crime, antisocial behaviour or homelessness as this is not typically a key objective of activation projects nor the role of City Renewal. The key goals of City Renewal, including through activation projects, are the:

ACT Legislative Assembly
London Circuit, GPO Box 1020,
Canberra ACT 2601

+61 2 6205 0011
barr@act.gov.au

ABarrMLA
andrewbarrmla

- Curation of high-quality places and precinct development, taking a people-focused and design-led approach.
- Facilitation of new and diverse investment into the precinct.
- Application of robust and innovative social and environmental sustainability principles and programs that will underpin precinct-wide renewal.

While City Renewal aims to foster public spaces that are inclusive, accessible, and safe – including through application of the ACT Government's Gender Sensitive Urban Design guidelines and CPTED principles – addressing crime, antisocial behaviour and homelessness are primarily the responsibility of ACT Policing, Justice and Community Safety Directorate, and the Health and Community Services Directorate. City Renewal engages with these directorates as required to deliver high quality public space upgrades.

Approved for circulation to the Member and incorporation into Hansard. **Andrew Barr MLA** **Chief Minister** **Date:**
This response required 1hr 35mins to complete, at an approximate cost of $167.68.

Binder 5,264

ACT Government

Andrew Barr MLA
Chief Minister
Minister for Economic Development
Minister for Tourism and Trade

Member for Kurrajong

For Response to question on notice

Questions on Notice Paper No 20
29 MAY 2026
Question No. 1187

PETER CAIN MLA: To ask the Chief Minister

1. Has the City Renewal Authority (CRA) discussed (i) crime, (ii) anti-social behaviour or (iii) rough sleeping around the Dickson Library precinct with ACT Policing since 1 July 2022.

2. Were concerns regarding (i) crime, (ii) anti-social behaviour or (iii) rough sleeping considered in the decision to undertake the current Dickson precinct works.

3. Has the CRA received advice from ACT Policing regarding policing or enforcement responses for issues in the Dickson precinct instead of, or in addition to, public realm activation works.

4. What evidence does the CRA rely upon to conclude that "precinct activation" projects reduce crime or anti-social behaviour.

5. Has the CRA measured whether previous precinct activation projects resulted in reductions in (i) crime, (ii) anti-social behaviour or (iii) rough sleeping; if so, what were the findings.

ANDREW BARR MLA - The answer to the Member's question is as follows:

1. The City Renewal Authority (City Renewal) has discussed crime and anti-social behaviour around the Dickson Shops (including library) precinct since 1 July 2022. Rough sleeping in the precinct has not been specifically discussed with ACT Policing.

2. The decision to undertake a public realm upgrade at the Dickson Shops was partly driven by community concerns about perceptions of safety, particularly at night-time. Concerns raised by businesses during consultation about crime and antisocial behaviour were considered. Concerns about rough sleeping did not inform the decision to undertake the Dickson Shops upgrade.

3. City Renewal received verbal advice from ACT Policing that public realm upgrades were supported, in addition to ACT Policing's policing or enforcement responses.

4. Crime Prevention Through Environmental Design (CPTED) is a long-established framework highlighting environmental factors that discourage crime and antisocial behaviour. Precinct activation can contribute to these factors, for example, attracting more visitors promotes natural (or 'passive') surveillance. For more information about CPTED see the ACT Urban Design Guide (part 5.5A), or NSW's Safer by Design.

5. City Renewal has not measured whether previous precinct activation projects reduced crime, antisocial behaviour or homelessness as this is not typically a key objective of activation projects nor the role of City Renewal. The key goals of City Renewal, including through activation projects, are the:

ACT Legislative Assembly
London Circuit, GPO Box 1020,
Canberra ACT 2601

+61 2 6205 0011
barr@act.gov.au

ABarrMLA
andrewbarrmla

- Curation of high-quality places and precinct development, taking a people-focused and design-led approach.
- Facilitation of new and diverse investment into the precinct.
- Application of robust and innovative social and environmental sustainability principles and programs that will underpin precinct-wide renewal.

While City Renewal aims to foster public spaces that are inclusive, accessible, and safe – including through application of the ACT Government's Gender Sensitive Urban Design guidelines and CPTED principles – addressing crime, antisocial behaviour and homelessness are primarily the responsibility of ACT Policing, Justice and Community Safety Directorate, and the Health and Community Services Directorate. City Renewal engages with these directorates as required to deliver high quality public space upgrades.

Approved for circulation to the Member and incorporation into Hansard.

Andrew Barr MLA
Chief Minister

Date: 26.6.26

This response required 1hr 35mins to complete, at an approximate cost of $167.68.

Binder 5,266

Question on Notice Costing Sheet

Notice paper	
QoN reference number	

	Input Minutes		Cost
ASO3		$	-
ASO4		$	-
ASO5		$	-
ASO6		$	-
SOGC		$	-
SOGB	95	$	167.68
SOGA		$	-
SES1		$	-
SES2		$	-
SES3		$	-
Total	95.00	$	167.68

Instructions:

Only the green cells require input.
Input the time taken in minutes to the relevant cells.
The costing sheet will calculate the total time taken and cost.

A separate costing sheet should be used for each individual QoN.

For support or queries on how to use this costing tool contact the
Assembly Coordination Team

Activity	Level	2025-26 cost (incl. on-costs)	Hours	Hourly cost
Research	ASO3	$116,124	36.75	$60.60
Research	ASO4	$127,580	36.75	$66.58
Research	ASO5	$137,361	36.75	$71.68
Preparation	ASO6	$146,602	36.75	$76.50
Preparation	SOGC	$174,945	36.75	$91.30
Review	SOGB	$202,937	36.75	$105.90
Review	SOGA	$220,982	36.75	$115.32
Clearance	SES1	$281,137	38	$141.89
Clearance	SES2	$356,742	38	$180.04
Clearance	SES3	$443,594	38	$223.88

Notes: Data on this sheet is used to Calculate calculations - do not modify

Notes: Current costs are FY 2025-26 based on average costs for levels ASO3-SOGA and .2 levels for SES1-SES3

Binder 5,268

ACT Government
Chief Minister, Treasury and Economic Development

DLO Request Container:
CMTEDD2020/xxx

RESPONSE TO DLO REQUEST

*** <u>All information provided should be factual</u>.**
Electronic approval at Executive Branch Manager level is required.

Subject: Dickson Shops Paving

Response:
City Renewal is aware that the unfinished paving outside Dickson Woolworths is causing difficulty for shoppers, particularly because trolley wheels can catch in the gaps before the paving is completed.

City Renewal is working on a medium-term solution to improve conditions while the broader works continue. We will also investigate temporary signage to acknowledge the issue, apologise for the inconvenience, and advise that it will be resolved as works progress.

ACT Government
Chief Minister, Treasury and Economic Development

DLO Request Container:
CMTEDD2026/2111

RESPONSE TO DLO REQUEST

*** <u>All information provided should be factual</u>.**
Electronic approval at Executive Branch Manager level is required.

Subject: Dickson Shops Paving

Response:
City Renewal is aware that the unfinished paving outside Dickson Woolworths is causing difficulty for shoppers, particularly because trolley wheels can catch in the gaps before the paving is completed.

Advice 10 June 2026:
City Renewal is working on a medium-term solution to improve conditions while the broader works continue. We will also investigate temporary signage to acknowledge the issue, apologise for the inconvenience, and advise that it will be resolved as works progress.

Update 09 July 2026:
A solution has now been identified and implemented, resulting in improved conditions at the site while broader works continue.

City Renewal and the project team will continue to monitor the effectiveness of the implemented solution.

Thank you for your patience and understanding while the Dickson upgrade works are being completed.

Separately to City Renewal's work, City Renewal has been advised by Woolworths management that a trolley locking system has been installed within the store. It is City Renewal's current understanding that the system automatically locks trolley wheels when they exit the store entrance/exit. The installation was undertaken by Woolworths and is not part of the upgrade works being delivered. City Renewal will continue to work with Woolworths to further understand the intent behind the system being installed.

ACT Government
Chief Minister, Treasury and Economic Development

DLO Request Container:
CMTEDD2020/xxx

RECORD OF CONTACT/CONVERSATION

*** <u>All information provided should be factual</u>.**
Electronic approval at Executive Branch Manager level is required.

Conversation time: 11:58am 5/6/26

Conversation with: Chris Hallett

Contact phone: 0417 844 332

Subject discussed: Dickson zodiac sculpture

Advice provided: Ascertained Chris had previously emailed CRA to enquire about the sculpture but had not received a response, committed to following up internally to ascertain why a response had not been actioned. Chris noted that he had seen a comments on social media from another community member that had received a response from CRA stating that the sculpture would be installed mid-June. I (Mark Usherwood) confirmed with Chris that this was correct (install scheduled for the week of 15 June) and that we were expecting the sculpture to be delivered to site 14 June. Chris enquired about who was making the sculpture and where. I noted the sculpture was being manufactured by Ironbark, a Sydney based metal fabricator who specialise in these types of art installations. Chris noted understood there were issues with the supplier, I noted that the supplier had experienced a significant medical issue within their team which had resulted in delays. Chris was satisfied with the response and had no further questions. Call ended 12:02pm.

QON No. 06

Legislative Assembly for the **Australian Capital Territory**

Standing Committee on Environment and Planning

Inquiry into annual and financial reports 2024–25

Answer to question on notice

Asked by: Mr Thomas Emerson MLA

Addressed to: Craig Gillman, Chief Executive Officer, City Renewal Authority

Reference: City Renewal Authority Annual Report 2024-25

Hearing: 10 November 2025
In relation to: Dickson Upgrades
Question received: 14 November 2025
Answer Due: 25 November 2025

(1) In 2025, CRA completed consultation on Better City Streets, including a Dickson Streetscapes Masterplan. What specific projects are planned as a part of this.

(2) Stakeholders understand that Oculus consultants received $1.205 million for their work on Dickson Streetscapes and the Dickson Shops upgrade. Are the final reports, including underlying analysis, of these projects available, and if so, can I please be provided with a copy.

(3) Stakeholders understand the consultancy contract includes a $22,000 provision for a 1:600 3D model of the shops as a basis for consultation. Has this ever been shown to the general public or the businesses?

(4) The City Renewal Authority's Annual Report describes the Woolley Street upgrade as “already completed”, but the eastern end was never completed, and there were more changes proposed in the Better City Streets documents. Can you please explain why the remaining upgrades haven't been completed, and when they will be or if there are any future works planned for this area.

The answer to the Member’s question is as follows:

(1) Better City Streets included:
   a. Alinga Street (West)
   b. City Walk (Ainslie Avenue to Binara Street)
   c. Cooyong Street Masterplan
   d. Dickson Streetscapes Masterplan

   These projects are at various stages of design development.

   Consultation information can be found here: Better City Streets | YourSay ACT

(2) The site analysis for both Dickson Streetscapes and Dickson Shops has informed the final design. The contract requirements can be found on the ACT contract register. The underlying site analysis is not publicly available.

a. For the Dickson Shops upgrade, City Renewal has published to its website:

i. information about the final design online- https://www.act.gov.au/cityrenewal/blog/city-renews/upgrading-the-dickson-shops-safer,-greener-and-more-welcoming/_nocache; and

ii. a Listening Report from public consultation- https://yoursayconversations.act.gov.au/revitalisation-dickson-shops.

b. The Dickson Streetscapes masterplan is being finalised, and an update will be published to City Renewal's website once complete.

i. Information about the design to date - Dickson Streetscape Improvements | Better City Streets | YourSay ACT

(3) Development of a 3D model was allowed for in the consultancy contract with Oculus as a provisional sum, however City Renewal did not action this option within the contract. A 3D model was produced through a collaboration with the University of Canberra which has been regularly used in community consultation.

a) Region Canberra wrote an article about the model here: https://region.com.au/scale-models-of-canberras-shopping-centres-very-big-step-forward-for-city-planning/785274/

(4) Upgrades to parts of Woolley Street were completed in 2023 and included delivery of a central plaza and the southern entry off Cape Street. The Dickson Streetscapes masterplan (which is in progress) provides the foundation for further works at Woolley Street, including the Badham Street intersection, subject to approvals and future funding.

Approved fo e Standing Committee on Environment and Planning

Signature: Date: 25 November 2025

By Chief Executive Officer, City Renewal Authority

QON No. 07

Legislative Assembly for the **Australian Capital Territory**

Standing Committee on Environment and Planning

Inquiry into annual and financial reports 2024–25

Answer to question on notice

Asked by: Mr Thomas Emerson MLA

Addressed to: Craig Gillman, Chief Executive Officer, City Renewal Authority

Reference: City Renewal Authority Annual Report 2024-25

Hearing: 10 November 2025
In relation to: Dickson Upgrades
Question received: 14 November 2025
Answer Due: 25 November 2025

(1) Has the CRA taken any baseline data other than footfall trends to inform evaluation of the Dickson Working Group, including economic data (ie. business turnover, sales, vacancy rates).

(2) What broader plans are in place to evaluate the effectiveness of Dickson Shops Working group, given that there is a second report back on the impact of the working group due by the first sitting week of 2026.

The answer to the Member's question is as follows:

(1) Dickson Working Group (DWG) is chaired by the Deputy Director General, Policy Cabinet Division, Chief Minister, Treasury and Economic Development Directorate (CMTEDD) and brings together representatives from across ACTPS directorates and agencies.

The City Renewal Authority is working to establish a baseline against which it will analyse trends in footfall before and after the Dickson Shops upgrades at a more granular level than current data provides.

(2) Dickson Working Group (DWG) was established in March 2025 to lead the government response to the Legislative Assembly of the ACT (the Assembly) resolution regarding concerns about a number of issues occurring at the Dickson Shops. The DWG is chaired by the Deputy Director General, Policy Cabinet Division, Chief Minister, Treasury and Economic Development Directorate (CMTEDD) and brings together representatives from across ACTPS directorates and agencies.

As part of this work, data, where it is available, has been compiled through the DWG and included in the *Report on progress and improvements at the Dickson Shops*.

Data provided to date has focused on:

- Incidents relevant to the Dickson retail precinct reported to ACT Policing
- Visits and engagements by the Street to Home (STH) program, delivered by St Vincent de Paul, and
- City Renewal Authority engagement with local businesses, property owners, residents, community members, and key stakeholders.

The report back to the Assembly in the first sitting week of 2026 will, where feasible, provide available trend data on:

- Visits and engagements by local service providers supporting vulnerable individuals
- Incidents reported to ACT Policing, and
- Footfall and consumer spending patterns.

The DWG will continue to explore sustainable opportunities to build out a dataset that is useful for monitoring progress at the Dickson Shops.

Approved for circulation to the Standing Committee on Environment and Planning



Signature: Date:

By the Chief Executive Officer, City Renewal Authority

Binder 5,275

ACT Government | CITY RENEWAL AUTHORITY

Board Minutes

Date	**Friday, 13 December 2024**
Location	**Level 5 Conference Room, Nara House and Video Conference**

Board Attendees

Name	Role	Name	Role
Ms Marcia Doheny	Chair	Mr James Willson	Member
Ms Elizabeth Dibbs	Deputy Chair	Mr Peter Mould	Member
Ms Maria Sykes	Member	Ms Alison Kimber	Member
Mr Stephen Bull	Member		

Executive Attendees

Name	Role	Name	Role
Mr Craig Gillman	CEO	Ms Lucy Wilson	A / EGM Urbanisation and Renewal
Ms Jennifer Ramsay	A / EGM Enabling Operations	Ms Teresa Comacchio	A/ EBM PEMCE
Mr Geoff Bunnett	EBM Development		

In attendance for relevant items

Name	Role	Name	Role
Ms Fiona Codd	Director Governance, Assurance and Capability	Ms Sarah Campese	Secretariat
		Ms Jan Horley	Senior Director PMO
Mr Rueben Pellizzer	Program Director Capital Works		

External attendees

Name	Role	Name	Role
Ms Helen Leayr	Communication Link	Mr Nic Purdue	CBRE
Mr Jonathan Kobus	Visit Canberra		

ACT Government | CITY RENEWAL AUTHORITY

Board Minutes

13/12/24

Apologies

Name	Role		Name	Role

1	In-camera session

Management representatives left the room for the Board to have a short members-only discussion with the CEO.

2	Welcome, Acknowledgement of Country, Apologies

The Chair opened the meeting at 9:00am by welcoming those in attendance and acknowledging that the meeting was being held on Ngunnawal Country.

The Chair noted the finance paper at item 5.02 was self-explanatory, and members were asked if they had any questions. There was one question regarding the change in the land sale, which the CEO addressed.

The paper was noted and Ms Woods was not required for the meeting.

3	General Business
3.01	Conflict of Interest Disclosures

No new conflicts were disclosed.

3.02	Acceptance of previous minutes

The minutes for the meeting held on 18 October 2024 were accepted.

4	Strategic Discussion
4.01	Strategic Development Planning

outside scope

FINAL

outside scope

3.03	Action items

outside scope

5	**CEO**
5.01	CEO Report

outside scope

outside scope

Sch 1 1.6, Sch 2.2(a)(xvi)

outside scope

The Board resolved to note the CEO Report.

5.02	Financial Report and Analysis

This matter was dealt with in the opening of the meeting.

outside scope

5.03	Organisation Structure

outside scope

	NCA Update

outside scope

5.04	Roadshow Debrief

outside scope

6	**Urbanisation and Renewal**
6.01	Development Activity

outside scope

6.02	Dickson Delivery Strategy

Reuben Pellizzer (Program Director Capital Works) joined for this item and was introduced to the Board by Ms Wilson. Ms Wilson noted that the paper was written at a "point in time" and that there had been developments since then.

Mr Pellizzer updated the Board that a brief had been sent to the Chief Minister seeking permission to put forward a Sch 1 1.6

Board members questioned the storm water issues and what had been approved. Ms Wilson explained that the brief included different stormwater options to de-risk the upgrade project, ranging from upgrading the entire storm water system to minor maintenance for the shops

upgrade. Sch 2.2(a)(xvi)

When further questioned about the storm water, Ms Wilson mentioned that there is no asset management plan in place by the asset owner TCCS. The current storm water facilities have been in place since approximately the 1970s, and many large trees have since grown in the area, leading to the current issues. These problems are not exclusive to Dickson Shops, there have been similar issues in Garema Place and across the Territory.

Resolution:

The Board considered:

i. **The remediation strategies proposed for the storm water network within the Dickson Shops Upgrade project site and supports City Renewal continuing to work towards delivering the public realm upgrade through Options 2 and 3 as detailed within this paper.**

Sch 1 1.6, Sch 2.2(a)(xvi)

7	**Enabling Operations**
7.01	Proposed CEO sub-delegation

outside scope

7.02	2024-25 Internal Audit Program

outside scope

outside scope

7.04	Footfall and spend data update – October data

outside scope

7.03	Visit Canberra Update

outside scope

7.05	Report from the Chair of the Audit and Risk Committee

outside scope

7.06	Report from the Chair of the Significant Development Projects Committee

outside scope

outside scope

8	Wrap-up
8.01	Other Business

outside scope

8.02	Next meeting

outside scope

	Meeting close

The meeting was closed at 2:30 pm.

Sch 2.2(a)(ii)

Approval of Minutes

These Minutes were approved by the City Renewal Authority Board on 11 April 2025.

Ms Marcia Doheny

Chair

11 April 2025

FINAL

ACT Government | CITY RENEWAL AUTHORITY

Dickson Shops Delivery Update

Key Details

Item number	6.02	Considered at:	Consideration date:	Agenda item
Paper Type	Discussion / Noting	City Renewal Authority Board	09.02.2023	Item 9.02 (CPRP 2 business case)
Meeting Date	13 December 2024	Audit and Risk Committee	20.11.2024	Item 5.01
Time Estimate	20 Minutes			
Prepared by	Reuben Pellizzer			
Approved by	Lucy Wilson			
Draft Resolution	**The Board considered:** i. The remediation strategies proposed for the storm water network within the Dickson Shops Upgrade project site and supports City Renewal continuing to work towards delivering the public realm upgrade through Options 2 and 3 as detailed within this paper. **The Board noted that:** ii. A minute to the Chief Minister and Minister for City and Government Services, seeking resolution and agreement to a preferred option will be actioned in December 2024. iii. Value Management activities are being undertaken to align the Dickson Shops Upgrade design with the approved budget amount.			

1. Purpose

The City Renewal Authority (City Renewal) is seeking Board consideration and advice in relation to the strategies proposed to address the risks associated with the defective storm water reticulation system, that serves Dickson Shops.

2. Background

The Dickson Shops revitalisation project aims to upgrade the ageing Dickson Shops courtyards and laneways to improve safety, amenity, connectivity, and sustainability.

Dickson is a growing urban community, adjacent to the Dickson Shops the Tradies are currently progressing design work with the expectation to deliver a mixed used precinct over the next 5-8 years.

In 2022 during business case scoping City Renewal visually identified challenges with ponding and minor flooding in Dickson Shops and raised the issue with Transport Canberra City Services (TCCS). At this time TCCS did not support remediation work, asserting that the stormwater network was not defective.

In July 2023 the City Renewal received $7.18M in capital funding through the City Precinct Renewal Program 2 (CPRP 2) to complete the design and delivery of the project.

In August 2023 during development of a design brief for public tender City Renewal reinterrogated TCCSs position on the stormwater asset status, due to community feedback of localised flooding. At this point TCCS acknowledged there were issues with the stormwater system and requested City Renewal engage a stormwater engineer as part of the public realm design brief. TCCS agreed to fund the stormwater design work.

In November 2023 the Principal Consultant was engaged to deliver the design and construction documentation, including stormwater designs, which is currently scheduled for completion in early 2025.

Following further investigations during the design phase it became evident that stormwater issues are a result of the existing stormwater infrastructure being no longer fit for purpose, mainly due to tree root ingress and natural ground movement.

City Renewal worked in collaboration with TCCS, to produce a rectification scope and a method for implementation. The outcome of this collaboration revealed that fully replacing the stormwater network would provide the greatest benefit and extend the serviceable lifespan of the asset. Additionally, if the rectification work is carried out concurrently with the Dickson Shops Upgrade project, it will minimise future disruptions for stakeholders and lead to efficiencies in infrastructure delivery, ultimately resulting in cost savings for the Territory.

Sch 1 1.6

In August 2024, City Renewal applied for a Commonwealth Thriving Suburbs grant to secure funding for a comprehensive stormwater upgrade and to establish additional project contingency.

In October 2024 the City Renewal was advised the grant application was ineligible due to insufficient information provided. Following a thorough internal review of the feedback and a de-brief with the grants administers the City Renewal was informed there had been errors in the assessment process. City Renewal was advised to challenge the eligibility via the Assistant Secretary of the Regional Programs Branch, Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

On Thursday 31 October 2024 the Chief Executive Officer initiated communication with the Assistant Secretary. On 11 November 2024 the Assistant Secretary acknowledged the request for a review and identified a 10-day review process.

At its meeting on 23 November 2024, City Renewal updated the Audit & Risk Committee on potential risks and proposed mitigation strategies for site stormwater.

Sch 2.2(a)(xvi)

City Renewal is currently drafting a minute to the Chief Minister and Minister for City and Government Services, seeking resolution of the stormwater network issue through the following options outlined in Table 1.

A risk assessment, outlining the risks, outcomes and mitigation strategies associated with each option has been undertaken in developing the proposed options, refer to Attachment A - Options Risk Register.

Sch 2.2(a)(xvi)

On 28 November 2024, the DRAFT Document Readiness Cost Plan was released, projecting the total construction cost to exceed the current project budget. In response to this, City Renewal is actively collaborating with the Principal Consultant to identify value management items and reduce the project scope to ensure alignment with the budget. On the 29 November 2024, City Renewal and the Principal Consultant identified numerous value management opportunities related to paving materials and furniture materiality that work towards achieving value management targets without reducing overall design quality. Value Management exercises will be complete prior to approaching the market to engage a Contractor by mid-2025.

3. Previous Board Consideration

Nil - an update on the Dickson Shops upgrade risks and proposed mitigation strategies was presented to the Audit and Risk Committee (the Committee) for noting in November 2024.

4. Recommendation

Sch 2.2(a)(xvi) o support the delivery of the City Renewal Precinct Tranche 2 program in a timely manner, whilst minimising disruption to businesses and providing engineering solutions that allow for efficient stormwater upgrades as required. Further to this, water diversion features will be established within the public realm design to help alleviate future ponding in downpour events.

Sch 2.2(a)(xvi)

Sch 1 1.6

5. Issues

a. Strategic Implications

The Dickson Shops Upgrade project is part of CPRP 2 and aligns with the City Renewal and broader Government's strategies.

City Renewal met its Key Performance Indicator (KPI) to submit the Preliminary Sketch Plan to TCCS by 30 June 2024. TCCS has already provided in-principle support of the designs.

City Renewal is on track to approach the market for construction by 30 June 2025, in accordance with the Statement of Expectations and Statement of Intent. This is however at risk, pending the outcome of a preferred method to remediate the stormwater network.

The poor condition of stormwater assets is an emerging strategic issue across the City Renewal Precinct which may lead to challenges across other projects.

The nearby Tradies mixed use development is expected to commence construction of a multi-stage precinct adjacent to the Dickson Shops in 2025/2026. The Tradies are expected to lodge their development application in late 2024. City Renewal would expect construction to

commence within the next 12 on the multi-year project. Delay in starting the Dickson Shops project will lead to the public realm upgrade works occurring entirely simultaneously with The Tradies' development project. This overlapping schedule will have additional disruption impacts on the Dickson Community. Commencing construction within the current project program will reduce the likelihood of any simultaneous disruptions.

Strategic Implications for each option are outlined at Attachment A - Options Risk Register.

b. Financial Implications

As part of the 2023-24 budget cycle, City Renewal received $7,180,000 (ex GST) in capital funding through the City Precinct Renewal Program 2 (CPRP 2) to complete the design and delivery of the project. The base funding covers the public realm upgrade. In addition to the above, City Renewal has identified $750,000 (ex GST) of uncommitted funds with-in the City Precinct Renewal Program Tranche Two budget that can be utilised for the Dickson Shop Upgrade construction works.

TCCS indicated a contribution of $500,000 (ex GST) as being sufficient to deliver the basic maintenance works required to mitigate the stormwater issues in the short term. On 03 December TCCS verbally confirmed a $500,000 (ex GST) contribution for FY25/26 for works associated with the stormwater rectification. A revised budget Summary is proposed at Table 2.

Table 2 – Revised Budget Summary

Budget / expenditure	Amount (ex GST)
Total allocated project budget	**$ 7,180,000**
plus	
City Precinct Renewal Program Tranche Two	
CPRP 2 Contingency	$750,000
Stormwater Rectification Works	
TCCS Contribution	$500,000
less	
Design phase – commitments/expenditure	
OCULUS - design and planning fees	$650,388
Communication Link - C&E support	$ 90,200
Other (legal fees, mailouts, utilities fees, etc)	$ 10,037
equals	
Current construction stage budget	**$ 7,679,375**

Financial Implications for each option are outlined at Attachment A - Options Risk Register.

c. Risk Analysis

A risk assessment, outlining the risks, outcomes and mitigation strategies associated with each option has been undertaken in developing the proposed options, outcomes are at Attachment A - Options Risk Register.

d. Corporate Governance and Compliance

The Dickson Shops Upgrade project is aligned with the Project Management Framework and Design Management Framework.

e. Management Responsibility

Lucy Wilson is the Project Executive.

Sophie Davis is the Project Manager for the design stage.

Reuben Pellizzer is the Project Director for the construction stage.

Adam Deutsch will be the Project Manager for the construction stage.

6. Engagement and Consultation

We have engaged across government and with our Industry partners, throughout this process, including:

- Transport Canberra and City Services
- Environment Planning and Sustainable Development Directorate (EPSDD)
- Infrastructure Canberra
- Oculus Pty Ltd
- WSP Australia Pty Ltd

Executed by:

Lucy Wilson – A/EGM Urbanisation and Renewal

04 December 2024

Attachments

A	**Options Risk Register**

ACT Government | CITY RENEWAL AUTHORITY

Dickson Shops Delivery Update

Binder 5,293

Dickson Shops Delivery Update - Options Risk Register

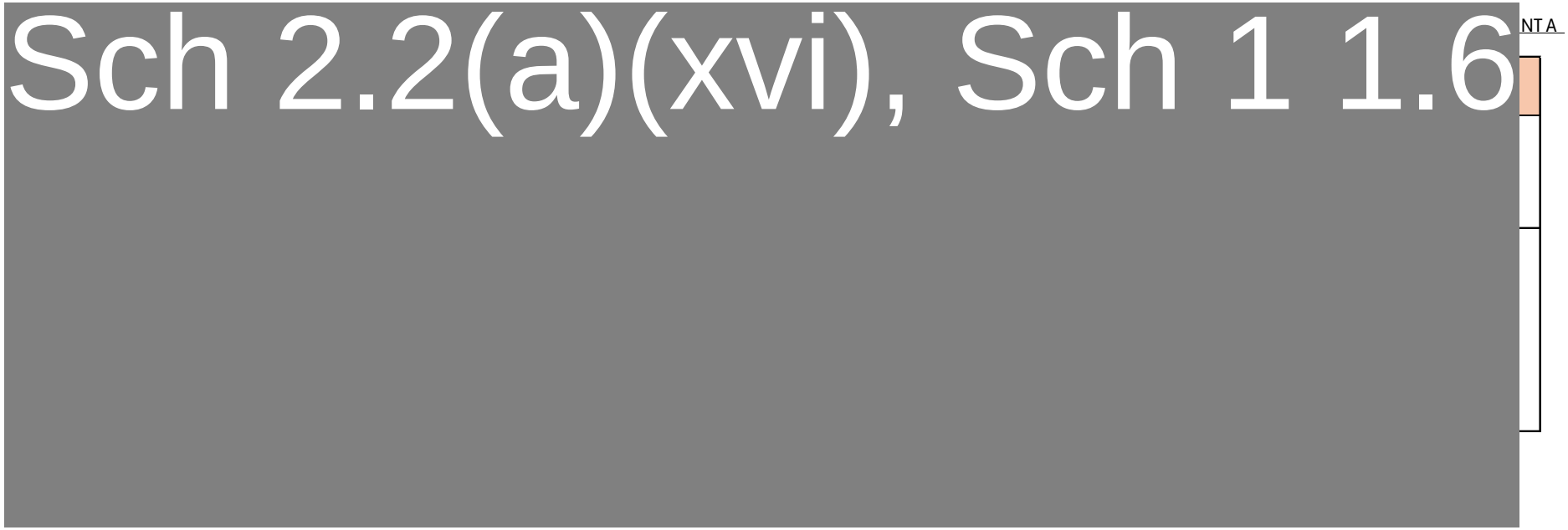
ATTACHMENT A



Dickson Shops Delivery Update - Options Risk Register

ATTACHMENT A




Sch 2.2(a)(xvi), Sch 1 1.6
NT A

Dickson Shops Revitalisation: Delegate Authorisation

Key Details

Item number	6.02		**Considered at:**	**Consideration date:**	**Agenda item**
Paper Type	DECISION		Board meeting	09.02.2023	Item 9.02
Meeting Date	13 June 2025		Audit and Risk Committee	20.11.2024	Item 5.01
Time Estimate	10 Minutes		Board meeting	13.12.2024	Item 6.02
Prepared by	Reuben Pellizzer				
Approved by	Lucy Wilson				
Draft Resolution	**The Board resolved to:** **Approve** the Chief Executive Officer of the City Renewal Authority to act as the financial delegate for the Dickson Shops Revitalisation Managing Contractor contract and approve variations up to a total contract value of $15M(excluding GST).				

1. Purpose

Seek approval to delegate authority to the Chief Executive Officer for the Dickson Shops Revitalisation Managing Contractor contract, including approval of variations, up to a total contract value of $15M. Revised contract value is subject to successful funding through the ACT Government business case and/or the Commonwealth Government Urban Precincts Partnerships Grant.

2. Background

The Dickson Shops Revitalisation project will improve safety, access, connectivity, and sustainability through upgrades to the public realm.

In December 2024, Capital Works presented the Dickson Shops Upgrade Delivery Status to the Board, refer Attachment A. At the meeting, the Board noted the strategy to progress design and procurement activities, while seeking additional funding for full stormwater replacement. Concurrent to the board submission, a Ministerial Information Brief sought approval for City Renewal to proceed with the public realm upgrade, while seeking additional funding.

Due to funding uncertainty and deferral to the 2025–26 business case cycle, City Renewal and Infrastructure Canberra, as the procurement manager, selected a Managing Contractor contract as the delivery model. This contract mechanism supports continued progress within current funding limits and allows for future adjustments to scope, timing, and cost if additional funding becomes available.

Sch 1 1.6

In April 2025, City Renewal applied for funding through the Commonwealth Government's Urban Precincts Partnership Program. The application seeks $5M for stormwater network replacement and $3M for expanded public realm works. The requested $8M is in addition to the $7M currently allocated to deliver the project.

In May 2025, a tender was issued to engage a Managing Contractor for the Dickson Shops upgrade. The tender includes provisions for a potential scope increase by requiring suppliers to demonstrate financial capability to deliver the full stormwater replacement and to provide rates for validating any future budget increases. The tender is scheduled to close by the end of June 2025.

The outcome of the ACT Government budgeting process is expected by the end of June 2025. If funding is approved Sch 2.2(a)(xvi) City Renewal will include a full stormwater upgrade into the Managing Contractor contract. If required, this will be submitted to the Government Procurement Board (GPB) for endorsement.

3. Previous Board Consideration

At its meeting on Friday, 13 December 2024, under Item 6.02 (Dickson Delivery Strategy), the considered:

i. The remediation strategies proposed for the stormwater network within the Dickson Shops Upgrade project site and supports City Renewal continuing to work towards delivering the public realm upgrade through Options 2 and 3 as detailed within this paper.

The Board noted that:

ii. A minute to the Chief Minister and Minister for City and Government Services, seeking resolution and agreement to a preferred option will be actioned in December 2024.
iii. Value Management activities are being undertaken to align the Dickson Shops Upgrade design with the approved budget amount.

Item 6.02 - Dickson Delivery Strategy Board paper is at Attachment A.

4. Recommendation

This paper seeks board approval to vary the Managing Contractor contract from the current estimate of $7M to a maximum of $15M, subject to securing additional funding from the ACT Government and/or the Urban Precincts Partnership Program, to deliver the Dickson Shops stormwater replacement and additional infrastructure works.

5. Issues

a. Strategic Implications

The Dickson Shops Upgrade project is part of City Precinct Renewal Program 2 and aligns with the City Renewal and broader Government's strategies.

City Renewal met its 2024–25 Key Performance Indicator by submitting the Design Review Package for the Dickson Shops public realm upgrades to Transport Canberra City Services.

In accordance with the Statement of Expectations 2024 and Operational Intent 2025, tenders have been invited to bid for the construction of public realm upgrades at Dickson shops.

The poor condition of stormwater assets is an emerging strategic issue across the City Renewal Precinct which may lead to challenges across other projects.

Performing the stormwater rectification and additional infrastructure works concurrent to the Dickson Shops Upgrade project will minimise future disruptions, enhance infrastructure delivery efficiency, and result in cost savings for the Territory.

Minimising disruption to businesses is a priority. Support measures include wayfinding signage, social media updates, and the "Open for Business" guide. A staging plan is being developed based on business operational needs to inform the construction approach.

b. Financial Implications

The current estimated contract value is Sch 2.2(a)(xi) comprising of City Precinct Renewal Program 2 and Transport Canberra City Services recurrent funding.

If the 2025–26 ACT Government business case and/or UPPP grant funding are successful, a maximum of approximately an additional Sch 2.2(a)(xi) will be allocated to the construction budget and delivered by the Managing Contractor.

The total potential value of the Managing Contractor contract would therefore be up to Sch 2.2(a)(xi)

This amount exceeds the current financial delegation of the Chief Executive Officer.

c. Risk Analysis

A summary of the key related risks are below.

Identified Risk	Likelihood	Consequence	Strategy to Manage	Rating
The total contract value may exceed Managing Contractor Panel threshold, resulting in delayed variation approval.	Likely	Moderate	Early engagement and agreement with the iCBR Project Management Office (Panel Managers) and Delivery Team to utilise a MC contract. iCBR Procurement Plan Minute considered this approach. Selected suppliers meet pre-qualification requirements for the full stormwater replacement works. GPB briefing tentatively scheduled for July 2025 (if required). Civil Pricing Schedule includes rates for stormwater replacement. Initial preparatory and enabling works to be staged to align with GPB approval timeframes.	M

			Maintain clear documentation of the procurement strategy and justification.	
Abortive works may be required, including re-design, demolition, and re-construction of public realm elements, resulting in increased costs, delays, and resource inefficiencies.	Likely	Minor	Secure TCCS design approvals for the full replacement scope. Stage preparatory and enabling works to accommodate the expanded scope. Contingency allowance made with-in budget. Program contingency to be in allocated in schedule.	M
Reputational risk due to contract increase if funding is approved.	Possible	Minor	GPB review to validate the increase and reinforce credibility. Transparent Communication with concerned stakeholders.	M
Higher likelihood of latent conditions, which may lead to delays, cost overruns, or scope changes.	Possible	Minor	Contingency allowances made within the budget. Program contingency to be allocated in schedule. Conduct detailed site investigations and surveys early in the project. Establish clear processes for identifying, reporting, and resolving latent conditions promptly. Maintain flexibility in the delivery program to accommodate unforeseen issues.	M

Public expectations for project completion may not be met, leading to dissatisfaction or reputational damage.	Likely	Minor	Communicate achievable milestones with client contingency. Provide consistent and transparent progress updates through public channels. Involve community stakeholders early to align expectations with project scope and constraints. Build flexibility into the schedule to accommodate delays without compromising public trust. Establish channels for public feedback and respond promptly to concerns.	M
Undertaking the stormwater replacement will result in additional and extended disruption to stakeholders.	Likely	Moderate	Support measures include wayfinding signage, social media updates, and the "Open for Business" guide. A staging plan is being developed based on business operational needs to inform the construction approach. Additional contractor trade resources to expedite construction works.	M

d. Corporate Governance and Compliance

The Dickson Shops Upgrade project is aligned with the Project Management and Design Management Framework.

e. Management Responsibility

Lucy Wilson, Executive Group Manager, Urbanisation and Renewal, is responsible for the project, with support from Capital Works, Design & Place, and Infrastructure Canberra.

2. Engagement and Consultation

City Renewal undertook community consultation on the Dickson Shops Revitalisation from March to April 2024. The consultation reports are available on the YourSay website. City Renewal has continued to engage regularly with the community, businesses and building

owners, most recently to discuss business continuity during construction. In addition, City Renewal is engaging more broadly across Government as part of the Dickson Working Group lead by Chief Minister Economic Development Directorate. The revitalisation is a key component of this work.

Engagement has occurred across government and with industry partners, including:

- Chief Minister
- Minster for City and Government Services
- Head of Service
- Infrastructure Canberra
- Transport Canberra and City Services
- Chief Minister, Treasury and Economic Development Directorate
- Dickson Residents Group
- Dickson Community

Executed by:

Lucy Wilson

Executive Group Manager, Urbanisation and Renewal

29/05/2025

Attachments

A	**Dickson Shops Delivery Update**

Binder 7a. 1

Id	Projects	Initiative/s	Date and Time	Event Type	Topics	Summary	Stakeholder Comments	Stakeholder comments ext	Stakeholder comments ext ext	Stakeholders
5086	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	05/08/2026 10:45	Stakeholder meeting	Construction:Notice;Construction:Affect on business	Sch 2.2(a)(ii) – Meeting Notes – 5 August 2026 – 10:45am-11:15am Attendance: Sch 2.2(a)(ii) •Lisa Thomas – CRA •Sch 2.2(a)(ii) •Sch 2.2(a)(ii) – Sch 2.2(a)(ii) The intention of the meeting was to provide an update on timing of works in stage 6b (area in front of My Rainbow Dreams/ Flowers form the Garden) and walkway access, noting flower displays that need to be moved during works.	•Sch 2.2(a)(ii) provided overview of works in stage 6a and 6b and notes each stage will take approx. 6 weeks to complete. •Sch 2.2(a)(ii) noted noise from hydrovac works being very disruptive. Hannah to inform Sch 2.2(a)(ii) when hydrovac works will be undertaken as curtesy. •Sch 2.2(a)(ii) explained that delays experienced during Stages 1 and 4A were caused by service clashes, utility assets requiring assessment, and delays in sourcing materials. •Sch 2.2(a)(ii) happy to remove flower displays out front of store when required while construction works are underway in stage 6b. •Sch 2.2(a)(ii) noted that Sch 2.2(a)(ii) (building owner) mentioned to her that she is happy for works to proceed on pavement under awning. •Sch 2.2(a)(ii) acknowledged recent buskers' noise and informed Lisa that they will move back into Taglietti Square now that it is open again.			Sch 2.2(a)(ii) Sch 2.2(a)(ii)
5071	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	30/07/2026 16:36	Face-to-face conversation	Construction:Affect on business	Rennae stopped by Sch 2.2(a)(ii) to see Sch 2.2(a)(ii) (owner) availability to discuss the upcoming 6B works in her area and walkway access when construction fencing is up.				
5063	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	29/07/2026 17:12	Email or letter - incoming	Construction:Noise;Construction:Notice;Communication, engagement and participation	Confirmation from property manager of Dickson Village apartments that they will share details about proposed night works with tenants. Night works are planned for Thursday 30/07.	From: Sch 2.2(a)(ii) Sent: Wednesday, 29 July 2026 10:28 AM Cc: Sch 2.2(a)(ii) Subject: Re: Dickson Shops upgrade - Night works notification Good morning Please see attached letter to share with residents via push notification to inform about night works occurring overnight from this evening. My colleague Jackie will give Sch 2.2(a)(ii) a call shortly to discuss. Thank you, we appreciate your assistance with distributing the update to residents today. Kind Regards, Sch 2.2(a)(ii) Sent: Tuesday, July 28, 2026 5:14 PM To: Sch 2.2(a)(ii) Subject: Dickson Shops upgrade - Night works notification Hi Sch 2.2(a)(ii) Hope you are well. The Dickson Shops upgrade have some upcoming night works scheduled for this week. We appreciate your help in sending your residents a push notification email with the details of the works tomorrow, if possible. I will provide a letter to share with residents in the morning. Apologies for the late notice - please let me know if this will be possible. Thank you, speak soon. Kind Regards, Sch 2.2(a)(ii)			
5048	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	22/07/2026 12:30	Face-to-face conversation	Construction:Affect on business	Sch 2.2(a)(ii) Karen (CRA) and Lisa (CRA) stopped by the Sch 2.2(a)(ii) shop to speak to Sch 2.2(a)(ii) to confirm if Sch 2.2(a)(ii) had received the text messages Rennae sent offering the opportunity to meet with the project team to discuss staging and timing of construction works. Sch 2.2(a)(ii) confirmed the number was correct and will follow up with Sch 2.2(a)(ii)			
5052	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	22/07/2026 12:00	Stakeholder meeting	Land, planning and urban renewal:Public spaces, parks and amenities;Construction:Notice;Construction:Affect on business;Crime and policing	Sch 2.2(a)(ii) – Meeting Notes – 22 July 2026 – 12pm -12:30pm Attendance: Sch 2.2(a)(ii) •Karen McLean – CRA •Lisa Thomas – CRA •Sch 2.2(a)(ii) •Sch 2.2(a)(ii) The intention of the meeting was to provide an update on construction staging and timing including stage 6a with Sch 2.2(a)(ii) owners, Sch 2.2(a)(ii)	Discussion included: Stage 3 •The laneway work is expected to be finished within three weeks. •No work will occur in front of the store until the laneway is complete. •A pedestrian walkway will be instated through stage 3 next week to provide access from carpark to businesses. Laneway works •Project team to switch the laneway entrance to the opposite side to reduce mud and dirt being tracked in front of the store. •There are ongoing issues with people climbing the light structure in the laneway to access rooftops and undertake graffiti. Stage 6A •Works are scheduled to start at the end of next week. •Approximately six weeks of work will occur in front of the shop. •Some works in this stage will be undertaken after hours. •Night works will be required to complete pavement works directly in front of the store. Construction Management •The project team will be mindful of ensuring hoarding does not block shop frontages. •In the Sch 2.2(a)(ii) area, most works in front of store will be completed in August before progressing in front of Praga/Hudsons Cafe. •Fencing will be pulled back as much as possible for September, including in front of the store. •Saturday works are typically limited to a half-day. Business Impacts •September is the store's busiest trading period. •A review meeting was offered to Sch 2.2(a)(ii) to meet in mid-August to assess progress and impacts of stage 6a works. Project Staging •Stage 1 is open. •Stage 2 is expected to open next week before Stage 5 commences. Landscaping •Additional trees will be reinstated as part of the project.			
5041	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	22/07/2026 8:00	Email or letter - incoming	Business, industry and economy;Construction:Affect on business;Transport and roads;Active travel	Email from owner of Sch 2.2(a)(ii) to register her frustrations with the upgrade works. CRA team provided a response validating her concerns and providing information about night works to expedite the constuction timelines.	From: Sch 2.2(a)(ii) Sent: Thursday, 25 June 2026 10:19 AM To: City Renewal	ACT Government Subject: Re: Dickson Shops upgrade	June 2026 Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. RE: DICKSON RENOVATION Hello, I am registering my frustration and that of my colleagues and our clients. We are all annoyed at the tiresome length of time that this renovation has taken. We have also noticed that the traffic flow through the shopping centre has reduced significantly. I have clients who are so exasperated that they have stated that they will not return until construction is complete. Some new clients explained that they were late because they got lost and found ot too difficult to navigate. When is this to be completed? Can this be expedited with overnight work? Sincerely Sch 2.2(a)(ii) 0473 Sch 2.2(a)(ii) On Fri, Jun 19, 2026 at 8:24 AM City Renewal Authority wrote: [Artist's impression of Taglietti Square, the Library Plaza at the Dickson Shops.] Dickson Shops upgrade We're making improvements to public spaces at the Dickson Shops. ...			
5016	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	16/07/2026 22:46	Email or letter - incoming	Construction:Affect on business	The Manager of Dickson Sch 2.2(a)(ii) Sch 2.2(a)(ii) has expressed concern over the fencing for stage 3 of upgrades that now prevents easy access from the carpark to the store. The intended path for customers has been obstructed, leading to complaints and lost business, particularly affecting elderly customers who struggle to navigate around the fencing. Sch 2.2(a)(ii) requests a solution to restore access, ideally with a representative meeting to discuss the issue, as there is no digging affecting their end of the situation. The email underscores the confidentiality of the communication and warns recipients not to disclose or rely on the contained information unless intended for the specified addressee. The primary focus is on the inconvenience caused by the fencing and the call for a remedy to facilitate customer access to the store. The underlying issue remains the need for a dialogue with the responsible party to address the access problem.	From: Sch 2.2(a)(ii) Sent: Friday, May 29, 2026 8:09 AM To: dicksonact@Sch 2.2(a)(ii) Subject: Re: RE fencing for stage 3 To whom it concerns, Good morning, I am writing to you in regards to the fencing that has now been erected for stage 3 of the upgrades. It was our understanding that there would be some sort of walkway path from the carpark across to our store that would moved spots in accordance to where the work is, not completely fenced so there is no access for customers to get to the store unless they walk all the way around from the otherside of the post office near the library or through the grassed area and around near the bus stop. I have had numerous complaints from customers already and lost business due to this. One customer just this morning said Sch 2.2(a)(ii) He is elderly, he left without purchasing and said he would be contacting the council. Is there something you can do to fix this issue, especially seeing there is no actual digging going on up to our end at all at the moment. Can I please get some sort of response, preferably someone to come and have a chat about this. Thank you Sch 2.2(a)(ii) Sch 2.2(a)(ii) This email is confidential. The information communicated in it is intended only for the person to whom it is addressed. If you are not the intended recipient, please immediately notify the sender and delete the information and you must not review, disclose, use or rely on the information.			
5014	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	16/07/2026 15:40	Email or letter - incoming	Construction:Affect on business	Rennae and Sch 2.2(a)(ii) along with other stakeholders, are engaged in discussions about the upgrade of Dickson Shops. Sch 2.2(a)(ii) the engagement lead's counterpart, has previously met with them and offers a meeting to update on the project, discuss upcoming works, and outline expectations for Stage 6A in their area. Emma has expressed a desire to meet and is available to coordinate a suitable time. The conversation acknowledges the Ngunnawal people as the Traditional Custodians of the land where Communication Link's head office is located, showing respect for their culture. A reminder about the potential legal privilege of the communications and the unauthorized use of the emails is also present. The summary encapsulates the ongoing engagement process, respect for Indigenous peoples, and the formal meeting proposal.	From: Sch 2.2(a)(ii) Sent: Wednesday, July 15, 2026 10:05 PM To: Rennae Sillett <rennae@communicationlink.com.au> Cc: Sch 2.2(a)(ii) Subject: Re: Dickson Shops upgrade - Request for meeting Hi Rennae Thanks for the email and for popping into the shop. Yes please we would love to meet with the project team and get an update on the project. We are available next week Wednesday or Thursday if either of those days suit you? Kind regards, Sch 2.2(a)(ii) On 13 Jul 2026, at 5:27 PM, Rennae Sillett <rennae@communicationlink.com.au> wrote: Good afternoon Sch 2.2(a)(ii) Sch 2.2(a)(ii) a quick introduction. I am the engagement lead for the Dickson Shops upgrade [https://protect.checkpoint.com/v2/r04/___https://www.act.gov.au/cityrenewal/places/dickson/dickson-shops-upgrade project, we have spoken in the past at an early drop-in session held at the Dickson library for the project. I wanted to reach out to offer a meeting with the project team to provide an update on the project, discuss the staging of upcoming works, and provide an overview of what to expect during the Stage 6A works in your area. If you would like to meet with the project team, please let me know your availability for this month and we can arrange a suitable time. I look forward to hearing from you. Kind Regards, Sch 2.2(a)(ii)			
5040	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	15/07/2026 14:30	Face-to-face conversation	Construction:Affect on business	Sch 2.2(a)(ii) and Lisa (CRA) spoke to Sch 2.2(a)(ii) from Sch 2.2(a)(ii) Sch 2.2(a)(ii) requested a wayfinding sign be installed to promote her business and she mentioned she had left a comment on CRA Facebook about having her business promoted on CRA socials.	Sch 2.2(a)(ii) and Lisa (CRA) met with Sch 2.2(a)(ii) (business owner) from Sch 2.2(a)(ii). During the discussion, Sch 2.2(a)(ii) requested the installation of a wayfinding sign to help promote her business. She also mentioned that she had previously left a comment on the CRA Facebook page requesting that her business be featured and promoted on CRA's social media channels.			
5031	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	15/07/2026 14:00	Stakeholder meeting	Construction:Notice;Construction:Affect on business	Sch 2.2(a)(ii) Meeting Notes – 15 July 2026 – 2pm-2:30pm Attendance: •Sch 2.2(a)(ii) •Lisa Thomas – CRA Sch 2.2(a)(ii) The intention of the meeting was to provide an update on timing of works in stage 6b (area in front of Sch 2.2(a)(ii) while the businesses is closed in late August to early September,	•Sch 2.2(a)(ii) explained that noise barriers will be used where possible. However, due to safety and visibility requirements, they cannot be used in confined or tight spaces. •Sch 2.2(a)(ii) explained that delays experienced during Stages 1 and 4A were caused by service clashes, utility assets requiring assessment, and delays in sourcing materials. •Sch 2.2(a)(ii) also noted that the project team has been responsive to business needs throughout Stages 1 and 4A, including bringing construction activities forward to align with renovation works at the former Commonwealth Bank building and Bakers Delight. •Sch 2.2(a)(ii) advised that Stage 3 is expected to reopen by September, provided there are no further delays. •Sch 2.2(a)(ii) advised that they are continuing to open new stages to remain on track for completion mid-2027. •Sch 2.2(a)(ii) noted that she had not anticipated all three access points being impacted simultaneously, namely the car park, rear laneway, and Taglietti Square. •Sch 2.2(a)(ii) advised that works in Stage 6B are currently scheduled to commence on 17 August. •Sch 2.2(a)(ii) confirmed she is comfortable with Complex Co commencing Stage 6B works earlier than planned, from 3 August, if this would accelerate the program and reduce impacts in stage 6b during September, which is their busiest trading month.			

Binder 7a, 2

5032	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	14/07/2026 10:40	Doorknock	Construction:Notice;Construction:Affect on business	Here is my summary from the doorknock held on 14 July 2026. The purpose of this doorknock was to check in with selected businesses following a business owner complaint the previous day regarding closure of the back laneway. I visited the following businesses: •Elaystone Meats •Hu Cafe •Namaste Mini Market •SaiGon Asian Grocery •The Source Bulk Foods Dickson •Praga Cafe •Hudsons of Dickson Cafe •Princess Nails Spa and Beauty •Canberra Tobacconist •Centrepiece Creole •Rove Canberra •Tip Toe Nail Salon •My Rainbow-Dreams Vegetarian Cafe	Sch 2.2(a)(ii) The owner noted that they receive deliveries every Tuesday and Friday between 3pm-4pm from the back of there store. On Tuesday 14 July a small Complex Co utility truck was parked on the road where the truck usually pulls up. Sch 2.2(a)(ii) Asked how long laneway works are expected to take, [illegible] confirmed with [illegible] and notified [illegible] that it is programmed to take 3-4 weeks, without any delays. Sch 2.2(a)(ii) [illegible] gave me [illegible] mobile number and asked we text message him in the first instance. [illegible] Noted concerns about dust in area from laneway construction settling on outdoor dining tables/chairs. Sch 2.2(a)(ii) •Noted September is their busiest month and not happy about 6a works programmed to still be under construction in September. •Felt that there has been inconsistent project messaging to businesses. •Confusion about some timing and duration of staged works currently happening. The other business I spoke too had no other comments or concerns to share.		
5002	Project 3: Dickson	Dickson Shops Upgrade	08/07/2026 10:30	Doorknock	Construction:Notice;Construction:Affect on business;Transport and roads:Parking;Accessibility	Doorknock of Dickson Shops businesses completed on Wednesday 8 July, prior to July Construction Update EDM distribution. Key messages included: •Stage 1 to open in July. •Pedestrian link through stage 3 to be established from carpark to shops in July once stormwater is complete. •laneway access next to SaiGon Asian Grocer to be closed from Monday 13 July 2026 as part of stage 6a works - additional pedestrian signage will be installed. •Construction in stage 5 and stage 6a of the project will start on Monday 27 July 2026. Stage 5 includes the area out the front of Good Day Gift Shop, TSG Dickson and Best One Barber. Stage 6a includes the laneway next to SaiGon Asian Grocer and the area in front of Hudsons Cafe and Praga Cafe. Please see staging diagram attached for both stage 5 and stage 6a areas. Businesses closed: •Mak's Repairs •Awesome Japanese •Bindabella Health •Dickson Psychology •Nathan Harris Psychology •Eva Boland •W Learning •Navigating Calm •My Canberra Osteopath •Bindabella health •Good day •Mak's repairs •Benture clinic	Feedback from stakeholders: Sch 2.2(a)(ii) •The delivery driver was uncomfortable driving the van into the construction site and had been carrying parcels around the site instead. He noted that he does not have a white card and asked who would be responsible if he were injured in the construction zone. [illegible] said no other delivery drivers have raised concerns about entering the site. •[illegible] asked if the concrete ledge in front of the PO boxes (the ledge you step up onto to access the PO boxes) would be re-installed or will it be flat pavers? [illegible] noted the Bakers Delight renovation construction is extremely noisy. Sch 2.2(a)(ii) •Rennae confirmed they have 16 outdoor tables and chairs. They will put out 6 tables and store 10 tables and chairs. Sch 2.2(a)(ii) •Rennae confirmed they have 11 outdoor tables and chairs. They will put out 6 tables and store 5 tables and chairs. Sch 2.2(a)(ii) •Supportive of works in her outdoor dining area to be undertaken in August while they are closed. They close on Monday 17 August and open back up on 2 September. •[illegible] available for meeting on Wednesday 15 July from 2pm-2:30pm. [illegible] •Rennae stopped by to chat to Sch 2.2(a)(ii) about her signage request, but she was not there. Rennae to email [illegible]. Sch 2.2(a)(ii) •Raised tree maintenance issue again in area in front of store. [illegible] reported that he is losing customers. •Asked whether businesses will be compensated for loss of customers due to construction. Rennae informed him we will not be but are supporting in other ways (i.e. signage and social media). Sch 2.2(a)(ii) •Asked about signage for store once fences go up •Required about fencing locations and how close they will be to the front door/width of walkways •Curious about timelines for stage 6, suggested that he may be able to close for a week or two during works outside the store if given enough notice. Sch 2.2(a)(ii) •New business – Dickson Chambers, level 1. Provided general overview and update on the construction works and project. •Sch 2.2(a)(ii) contact already added to Open Point and distribution list [illegible] •Interested in any planned tree maintenance, said that in summer the trees block a lot of light •Asked about signage for store when the stage 5 fences go up to ensure people know they are there •Curious about fencing locations and how much noise is expected from construction (although understands there is not much that can be done to avoid this) [illegible] •Enquired about long-term parking bays for staff as there is only short-term parking in close proximity. Sch 2.2(a)(ii) •Use back door entrance near-daily for deliveries. Large trolleys are used that require the full width of the awning to get in and out. •Asked about fencing location and how close it will be to the business – shared that the fencing will currently be up to and around Sch 2.2(a)(ii) but will not encroach passed the building awning [illegible] •Business just had tint installed on windows. + [illegible] suggested we contact head office to see if they have a contact number for building owner Sch 2.2(a)(ii) •Requested confirmation on when the stage 3 walkway will be installed – provided advice that the walkway is expected to be in place before the end of July Sch 2.2(a)(ii) [illegible] •Requested information on reimbursement options due to financial hardship endured during construction works •Asked about timing of Stage 3 – was apparently told by Complex Co team that it would be completed within 8 weeks, but then spoke to other owners (cafes & centrepiece) and was under the impression that stage 3 fencing would be up until after January, following work closure over Dec+Jan. Advised [illegible] that Stage 3 is expected to take another 2-3 months but there was no current expectation that it would take 8 months. •Requested a map for upcoming fencing locations to determine how customers may be impacted when navigating through the works – concerned that patrons will be required to walk		
4985	Project 3: Dickson	Dickson Shops Upgrade	06/07/2026 15:30	Telephone call	Construction:Other	Karen from CRA sent Sch 2.2(a)(ii) a text message (see below) (Building owner of S30, B32) at Dickson Shops to organsie a follow up meeting with her regarding paving on private land. No answer, left a voice message. Text message Hi Sch 2.2(a)(ii) It's Karen from City Renewal , just reaching out regarding the Dickson shops revitalisation project . Both Rennae from communication link and Lisa from City Renewal have tried to contact you to set up a meeting to further discuss works around you building . Is there a time you would be available to meet on site ? Kind Regards Karen				
4982	Project 3: Dickson	Dickson Shops Upgrade	06/07/2026 15:13	Email or letter - incoming	Construction:Affect on business;Construction;Other	Email to Sch 2.2(a)(ii), business owner [illegible], Dickson.	From:Sch 2.2(a)(ii) Sent: Monday, July 6, 2026 3:07 PM To: Sch 2.2(a)(ii) Subject: Re: Dickson Shops upgrade - Go Vita Fab, see you then. Kindly, Sch 2.2(a)(ii) [illegible] On Mon, 6 Jul 2026 at 2:27 pm, Rennae Sillett < rennae@communicationlink.com.au > wrote: Hi [illegible], My name is [illegible] a quick introduction. I am leading the engagement with businesses for the Dickson Shops upgrade [https://www.act.gov.au/cityrenewal/places/dickson/dickson-shops-upgrade] project currently under construction. Thank you for reaching out to Hannah from Complex Co regarding signage and timing of the works in your area. I believe you have since had a conversation with Hannah around the timing of the fences being removed in your area. I will stop by on Wednesday morning to formally introduce myself and have a chat to you as well. Look forward to meeting you. Kind Regards, Sch 2.2(a)(ii)		
4980	Project 3: Dickson	Dickson Shops Upgrade	06/07/2026 14:47	Email or letter - incoming	Construction:Affect on business;Construction;Other	Sch 2.2(a)(ii) and Sch 2.2(a)(ii) are coordinating on the construction and outdoor dining plans for Sch 2.2(a)(ii), during construction works in her area. [illegible] main concern is the construction timeline and the sequence of stages, particularly the completion of section 3 before the section outside [illegible] cafe begins construction. Rennae Sillett, a Senior Communication and Engagement Consultant, has proposed a temporary outdoor dining location, marked on a plan, with the option of aligning construction works in front of [illegible] cafe when closed, though this is not guaranteed. They plan to meet again to finalize [illegible] preferences, while acknowledging the Ngunnawal people as Traditional Custodians of the land where their office is located. A follow-up meeting is suggested, with options for [illegible] to confirm the preferred outdoor dining location. The conversation reflects a commitment to reconciliation and maintaining customer access during the construction period.	From: Sch 2.2(a)(ii) > Sent: Thursday, July 2, 2026 12:17 PM To: Sch 2.2(a)(ii) Subject: Meeting Hi [illegible], We are getting closer to a greater impact on Sch 2.2(a)(ii) with the construction I was hoping to have a meeting with the construction company, to get a clearer idea of the construction process as it is now not going in stages with one completed before next started. I was under the understanding the section outside the barbers would be finished before ours started, however i was also under the understanding section 3 would be finished before outside our place will be started. From what i am understanding this is now not correct. For us to better prepare we require some clarity. Is this something that is best with you involved (my preference) and if so when would be a good time to meet with them to discus. Thanks so much [illegible] On 9/4/2026 2:27 pm, Sch 2.2(a)(ii) wrote: Hi [illegible], Thank you for meeting with us this month to confirm your outdoor dining preference for Sch 2.2(a)(ii) during the construction works. Stage 6 works are expected to take place this winter in your area. During this time, you will have access to the other side of the courtyard near the Dickson Chambers building entry for outdoor dining. The confirmed location is shown on the attached plan and marked with a black rectangle. Please let us know if we have misunderstood your preference in any way. As previously mentioned, dependant on timing and progression of the stages prior to you we may be able to align works directly out the front of your cafe within the time you are closed but this is not guaranteed. Access to your front entrance will always remain open, with wayfinding signage to support customer access. We'll keep you updated with the timing of the works and more information about your permit will be shared with you prior to the end of June. Please feel free to reach out with any questions anytime, we are here to help. Kind Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Wednesday, March 25, 2026 12:08 PM To: Sch 2.2(a)(ii) > Subject: Re: Dickson Shops upgrade - Temporary outdoor dining proposed location Good afternoon [illegible], Thank you again for your time to meet with us. We would appreciate the opportunity to meet with you again to confirm your outdoor dining preferences, as discussed in our meeting last month. Please let us know if any of the following times work for you: * Thursday 2 April from 3:30pm - 4:00pm * Thursday 9 April from 3:30pm - 4:00pm If the above dates are not suitable, please let us know a time that works better for you. I look forward to hearing from you. Kind Regards, Sch 2.2(a)(ii)		
4984	Project 3: Dickson	Dickson Shops Upgrade	03/07/2026 12:30	Telephone call	Construction:Other	Lisa from CRA attempted to call Sch 2.2(a)(ii) Sch 2.2(a)(ii) at Dickson Shops to organsie a follow up meeting with her regarding paving on private land. No answer, left a voice message.			
4973	Project 3: Dickson	Dickson Shops Upgrade	01/07/2026 14:00	Telephone call	Construction:Other	Called [illegible] Sch 2.2(a)(ii) request a second meeting with her to discuss building boundray and pavement on provate land. No answer.			
4964	Project 3: Dickson	Dickson Shops Upgrade	25/06/2026 10:19	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) owner Sch 2.2(a)(ii) responding to the June update EDM, enquiring about the timeframe of the construction works as they are impacting her and her colleagues.	From: Sch 2.2(a)(ii) Sent: Thursday, 25 June 2026 10:19 AM To: City Renewal	ACT Government <cityrenewal@act.gov.au> Subject: Re: Dickson Shops upgrade	June 2026 Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. RE: DICKSON RENOVATION Hello, I am registering my frustration and that of my colleagues and our clients. We are all annoyed at the tiresome length of time that this renovation has taken. We have also noticed that the traffic flow through the shopping centre has reduced significantly. I have clients who are so exasperated that they have stated that they will not return until construction is complete. Some new clients explained that they were late because they got lost and found it too difficult to navigate. When is this to be completed? Can this be expedited with overnight work? Sincerely Sch 2.2(a)(ii) 0413 [illegible] [illegible] [illegible] [illegible] [illegible] On Fri, Jun 19, 2026 at 8:24 AM City Renewal Authority < Cityrenewal@act.gov.au > wrote:		
4988	Project 3: Dickson	Dickson Shops Upgrade	15/06/2026 9:00	Doorknock	Construction:Traffic;Construction:Affect on business;Crime and policing	Doorknock completed morning of 15/06 to notify businesses of the EDM coming out later in the week and confirm that a pedestrian walkway will be placed through the Stage 3 site in early July. Businesses closed •Eva Boland •Best one barber •W Learning •Navigating calm •Encore •My Canberra Osteopath •Bindabella health •Good day •Mak's repairs •Benture clinic	Business feedback/questions: •Sch 2.2(a)(ii) Customers have noted that the temp disability car parking is narrower than usual and it is a lot further away from shops and harder to get undercover quickly from the rain. Rennae informed them that accessible car parking in side carpark behind them will not be possible. •Sch 2.2(a)(ii) Buskers on Saturday morning are too loud. Businesses are complaining it's too noisy and customers are impacted by loud noise including children getting upset at the noise. They will be closed from 16 Aug to 1 Sep. Want works done during this time out front of cafe. September is their busiest month. They want to be kept up to date while overseas so can hit the good running when they get back. Sch 2.2(a)(ii) Is going to talk to Access Canberra about getting permit/permission to have umbrella holes in ground. •Sch 2.2(a)(ii) Trolley locks newly installed near Woolworths for technical services – in stage 9 this needs to be considered. •[illegible] More than happy to have Praga and Hudson's cafe have seating near them during works in area. It might even encourage customers to also visit their store. •Sch 2.2(a)(ii) Losing customers due to disability car parking being too far away. [illegible] sent an email to CRA inbox with request: Mural out back of chemist to stop graffiti on walls. Sch 2.2(a)(ii) emailed CC this morning about when complex co will do the pavement in front of library. Rennae said overnight one night to minimise disruption. Sch 2.2(a)(ii) happy to know that there will be a path soon. Did ask about extra signage for people to navigate AROUND the fences, not to a specific business but just to the square in general, particularly for older patrons. Did mentioned that they had an elderly (97yo) patient this morning who asked the workers how to get around the fence and they were unhelpful. Not bothered other than that but appreciate the communication. •[illegible] at Dickson internet is currently down, is it due to construction? •Sch 2.2(a)(ii) [illegible] was in, thanked me for the information. Asked if parking would improved but said everyone has been very understanding and she will pass info on to colleague and clients •[illegible] light in alley between source bulk and [illegible] alley is dark and kids picks scooters and other things, owner almost tripped. Light used to be bright but now is red and doesn't help. Also asked about signage into the square for patrons from carpark and if removing the fence hoarding would allow for more visibility •[illegible] dealing with the noise, appreciate that a walkway will be put in •[illegible] all good, asked about stage 3 timing •[illegible] lost 400 patrons a week because of the works, office is talking about reducing staff there. Will Sch 2.2(a)(ii) be able to get through? •Sch 2.2(a)(ii) all good, it's been very disruptive and patients have mentioned it		
5027	Project 3: Dickson	Dickson Shops Upgrade	11/06/2026 16:00	Stakeholder meeting	Construction:Affect on business	Sch 2.2(a)(ii) Meeting Notes - 11 June 2026 – 4:00pm-4:30pm Attendance: Sch 2.2(a)(ii) Sch 2.2(a)(ii) [illegible] Karen – CRA Lisa - CRA Sch 2.2(a)(ii)	•Outdoor permit lease – upfront payment and will be reimbursed for two months. •August start works - laneway 2 weeks then 6 weeks in square. •28 November – 11 January with no construction for Christmas period. •Access to shopfront all the time, pavement in front of door to be done out of hours. •[illegible] expressed concerns of rebuilding customers again after construction. •Complex Co to work as much as possible from 4pm onwards in quiet period. •Stage 3 fencing – going to open up in middle to provide pedestrian access in 2-3 weeks time. •[illegible] notified about not able to put umbrella holes in ground as a part of upgrade. •Action: CRA to check outdoor licensing team about Sams request for positioning planter boxes in-between cafes once construction is complete in his area. •Action: CRA to explore request of placing planter box in middle of Hudsons and Praga Café in alternative dining location.		

Sch 2.2(a)(ii)

Binder 7a. 3

Sch 2.2(a)(ii)

5028	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	11/06/2026 12:00	Stakeholder meeting	Construction:Affect on business	Sch 2.2(a)(ii) – Meeting Notes - 11 June 2026 – 12:00-1:00pm - Complex Co Office Attendees Sch 2.2(a)(ii) building Owner Karen - CRA Lisa – CRA Sch 2.2(a)(ii)	Sch 2.2(a)(ii) preferences •The preference is to have a mortar set/concrete slab base. •The preference is for the pavers to the extent of the property boundary. •The preference for the red brick recycled pavers on all sides to the boundary. Next steps •Project team to confirm boundary with surveyor, this will inform the extend of paving to be included in the building boundary. •Project team to reach out on your behalf to Telstra to investigate new pit lid, kindly note this is not part of the project scope.		
5029	Project 3: Dickson Shops Upgrade	Dickson Shops Upgrade	04/06/2026 11:30	Stakeholder meeting	Construction:Affect on business	Meeting with Sch 2.2(a)(ii) representative 4 June 2026 – Complex Co Office, Dickson Shops – 11:30am-12:00pm Attendees -Sch 2.2(a)(ii) -Sch 2.2(a)(ii) -Karen and Lisa (CRA) -Sch 2.2(a)(ii)	Meeting notes -Keeping as much red brick as possible in design. -Discussed paving up to building edge to be consistent with paving in public area. -Discussed installation of light on side of building. -Karen to send [illegible] letter and drawing to share with building owner. - [illegible] to send letter to building owner to sign and return.		
4916	Project 3: Dickson	Dickson Shops Upgrade	04/06/2026 11:00	Stakeholder meeting	Construction:Other	Project team meet with Sch 2.2(a)(ii) discuss paving on their land and light installation on side of building. [illegible] to send permisisons letter to building owner to sign and will return to us.	Meeting with Sch 2.2(a)(ii) representative 4 June 2026 – Sch 2.2(a)(ii) Dickson Shops Attendees -Sch 2.2(a)(ii) -Sch 2.2(a)(ii) - Karen and Lisa (CRA) -Sch 2.2(a)(ii) Meeting notes - Keeping as much red brick as possible in design. - Discussed paving up to building edge to be consistent with paving in public area. - Discussed installation of light on side of building. - Karen to send [illegible] letter and drawing to share with building owner. - [illegible] send letter to building owner to sign and return.		
4902	Project 3: Dickson	Dickson Shops Upgrade	28/05/2026 11:55	Email or letter - incoming	Communication, engagement and participation;Construction:Other	The ACT Chinese Australian Association, represented by Sch 2.2(a)(ii) is in discussion with the City Renewal Authority about contributing an object to a resin brick installation as part of the Dickson Shops upgrade. The Association initially considers contributing a membership badge, but is open to suggestions. The final object must meet specific size requirements and be made of non-organic materials, with some exceptions after stabilization. The project aims to embed objects that reflect Dickson's character, history, and community, with a goal of incorporating around 30 resin bricks showcasing shared contributions. The Association is engaged in the process, with a willingness to contribute and a conversation open for further suggestions. The documents highlight the importance of representation for the Chinese community in Dickson and the desire to create a lasting visual reflection of the area'ded.	From: Sch 2.2(a)(ii) Sent: Thursday, May 28, 2026 11:37 AM To: McAlpin, Joss <Joss.McAlpin@act.gov.au> Cc: Sch 2.2(a)(ii) Davis, SophieE <SophieE.Davis@act.gov.au>; Sch 2.2(a)(ii) [illegible] Invitation to contribute object on behalf of ACT Chinese Australian Association Thank you for your feedback. I will seek our committee's suggestion to explore this request. Please let us know when is the dateline. Regards Sch 2.2(a)(ii) Chinese Australian Association inc. Sch 2.2(a)(ii) On Mon, 25 May 2026 at 14:58, McAlpin, Joss < Joss.McAlpin@act.gov.au > wrote: OFFICIAL Hi [illegible] thank you for your prompt reply. I have had a quick chat with our project manager and have decided that the ACT Chinese Australian Association Membership Badge would not be appropriate. We would prefer an object that providers a broader and generic representation of the Chinese cultural connection to Dickson, rather than a representation to an association or club. As a suggestion this could be a, or a collection of small symbols, or ornaments, everyday items such as a miniature bowl, cutlery or traditional or decorative fashion item, perhaps a hair pin, button or similar. We would love this to be guided by you, and we are happy for you to pitch a few small things to allow us to decide on the suitability in consultation with the resin brick manufacturer. I hope this direction helps. Kind regards, Joss Joss McAlpin Communications and Engagement T: Sch 2.2(a)(ii) E: joss.mcalpin@act.gov.au City Renewal Authority ACT Government Nara Centre, 3 Constitution Avenue, Canberra City GPO Box 158 Canberra City ACT 2601 cityrenewalCBR.com.au [http://www.cityrenewalcbr.com.au/] From: Sch 2.2(a)(ii) Sent: Saturday, 23 May 2026 7:31 AM To: McAlpin, Joss < Joss.McAlpin@act.gov.au > Subject: Re: Dickson Shops upgrade - Invitation to contribute object on behalf of ACT Chinese Australian Association Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Hi Joss		
4900	Project 3: Dickson	Dickson Shops Upgrade	27/05/2026 13:33	Email or letter - incoming	Communication, engagement and participation;Construction:Other	Sch 2.2(a)(ii) Operations Manager for Gungahlin Leisure Centre and Dickson Pool, expresses eagerness to participate in a community contribution initiative for the Dickson Shops upgrade in Canberra. The City Renewal Authority seeks expressions of interest from Dickson Pool to contribute a meaningful object that reflects its community significance, potentially involving a long-term staff member or regular user. An online form has been established for interested parties to express interest, with further discussion options available. Meanwhile, Joss McAlpin from the City Renewal Authority outlines the project details, emphasizing the importance of Canberra's cultural acknowledgment of the Ngunnawal people and the potential for Dickson Pool's representation among the contributions. The documents highlight the need for confidentiality and appropriate handling of any communications related to the privileged and possibly confidential project. Overall, there is a collaborative effort to involve local organizations and individuals in the upgrade project, showcasing Canberra's commitment to recognizing and integrating community heritage.	From: Sch 2.2(a)(ii) Sent: Wednesday, May 27, 2026 12:38 PM Subject: Re: Seeking Dickson Pool contact - Call for community contributions - Dickson Shops upgrade Good afternoon Joss, Thank you for reaching out and I apologise for the delay. I have been on leave and returned today, so our Dickson Pool inbox has not been monitored. We would certainly love to participate in this initiative - being involved in our community is a passion of ours, and this is a fantastic way to represent what makes our communities great. I will be the best contact in regards to this one, and am happy to give you some more information about myself, my role and connection to the facility. I would love to discuss this further with you if you would like. Since Dickson Pool is closed for the season, I am primarily stationed at Gungahlin Leisure Centre. Looking forward to hearing back soon! Kind regards, Sch 2.2(a)(ii) (he/him) Operations Manager - Gungahlin Leisure Centre & Dickson Pool To: Dickson Pool <dicksonpool@belgravialeisure.com.au> Subject: RE: Seeking Dickson Pool contact - Call for community contributions - Dickson Shops upgrade Hi Belgravia Leisure team, Following up on my email regarding a contribution from the Dickson Pool for the Dickson Shops upgrade. Kind regards, Joss Joss McAlpin Communications and Engagement T: (02) 6205 1878 From: McAlpin, Joss Sent: Tuesday, 5 May 2026 10:57 AM To: 'dicksonpool@belgravialeisure.com.au' <dicksonpool@belgravialeisure.com.au> Subject: FW: Seeking Dickson Pool contact - Call for community contributions - Dickson Shops upgrade Hi Belgravia Leisure and Dickson Pool team, I hope you're well. I'm getting in touch as part of the Dickson Shops upgrade project, where we're currently seeking expressions of interest for small, meaningful objects to be embedded into a permanent installation in the public realm. Please see invite email attached which outlines the concept where small objects will be suspended in resin then installed within a tiered brick structure. Given Dickson Pool's history and community significance, we were wondering whether you might be able to connect us with an appropriate contact at the pool. Ideally, we're hoping Dickson Pool could contribute one small object that reflects its story or role in the community. We imagine this could come from a long-term staff member or a regular pool user with a personal		
4896	Project 3: Dickson	Dickson Shops Upgrade	26/05/2026 15:01	Email or letter - incoming	Construction:Dust;Construction:Noise;Construction:Traffic;Construction:Notice;Construction:Affect on business;Construction:Other	Sch 2.2(a)(ii) from Sch 2.2(a)(ii) Sch 2.2(a)(ii) from City Renewal are discussing a project upgrade at Dickson Shops. [illegible] is open to meeting to discuss matters potentially related to the upgrade, while Sch 2.2(a)(ii) seeks permission to pave [illegible] land as part of the upgrade, ensuring design consistency with adjacent public areas. The meeting, likely to cover paving improvements and the installation of a wall-mounted light, is being requested for a 30-minute session. Both communications highlight the importance of the meeting and express a willingness to discuss the details further, with meetings proposed for the near future. The communication from Sch 2.2(a)(ii) [illegible] organization, includes a statement of reconciliation with the Ngunnawal people, acknowledging their cultural significance to the Canberra region. The documents contain confidential information, with a clear warning against unauthorized use or copying.	From: Sch 2.2(a)(ii) Sent: Tuesday, May 26, 2026 11:41 AM To: Sch 2.2(a)(ii) Cc: Sch 2.2(a)(ii) Subject: RE: Attention: Sch 2.2(a)(ii) - Request to meet regarding Dickson Shops upgrade Hi [illegible] I'm happy to meet with you at say 11am tomorrow or Thursday Regards Sch 2.2(a)(ii) Sch 2.2(a)(xi) [illegible] --- Sch 2.2(a)(xi) [illegible] ial and te er r. arantee that		
4892	Project 3: Dickson	Dickson Shops Upgrade	25/05/2026 16:33	Email or letter - incoming	Communication, engagement and participation;Construction:Other	Sch 2.2(a)(ii) from the ACT Government's Public Libraries has expressed interest in contributing an object, though his availability may be limited due to part-time work status and non-working Wednesdays. The City Renewal Authority is seeking additional objects for a resin bricks installation at the Dickson Shops upgrade, with a preference for non-organic materials like stone, glass, and metal, while excluding moisture-prone items and certain plastics. They are open to stabilizing porous objects or sealing organic materials but are not suitable for items containing liquids, fresh food, or hazardous materials. Joss McAlpin from the same authority extends an invitation for further contribution and provides contact details for discussion, alongside a reminder of the material guidelines and an acknowledgment of the Ngunnawal people's traditional connection to the land. The communication underscores the potential contribution of objects that can be encapsulated in resin for a long-term display, highlighting the collaborative effort in the upgrade project. The summary encapsulates the key points of interest, material guidelines, and cultural acknowledgment present in the correspondence.	From: Sch 2.2(a)(ii) @act.gov.au> Sent: Monday, May 25, 2026 3:50 PM To: McAlpin, Joss <Joss.McAlpin@act.gov.au> Cc: Sch 2.2(a)(ii) [illegible] Subject: RE: Dickson Shops upgrade - Resin Bricks - Interest in contributing a second object OFFICIAL Hey Joss Thanks for reaching out. I've had a bit of a dig around and there isn't really much else that would be suitable. Cheers Sch 2.2(a)(ii) [illegible] Director, Public Libraries	Access Canberra	City and Environment Directorate	ACT Government Phone: Sch 2.2(a)(ii)	Email: elisha.hammond@act.gov.au GPO Box 158, Canberra, ACT, 2601	www.act.gov.au/accessCBR [http://www.act.gov.au/accessCBR] Part time hours: Please note, I do not work Wednesdays.		
4887	Project 3: Dickson	Dickson Shops Upgrade	25/05/2026 14:35	Email or letter - incoming	Communication, engagement and participation;Construction:Other	Dickson Baptist Church has expressed interest in contributing to the Dickson Shops upgrade project by submitting an object inspired by their stained glass windows, modeled after Coventry Cathedral. They are given a deadline to confirm their submission, with a preference for non-overt religious symbols. The ACT Government seeks contributions that reflect Dickson's unique character and community life, embedding objects in resin bricks within a tiered brick seating structure. Expressions of interest are being solicited, with a final selection process to follow, and the intention is to create a lasting visual representation of the area's stories and history once the project is completed. The submission deadline for expressions of interest is implied to be soon, with a specific mention of a late-notification period being acceptable. The final details and logistics will be confirmed after expressions of interest close, and the objects will be permanently installed.	From: Sch 2.2(a)(ii) dicksonbaptist.org.au> Sent: Monday, 25 May 2026 2:23 PM To: Davis, SophieE <SophieE.Davis@act.gov.au> Subject: Re: Invitation to participate - Dickson Shops upgrade	Call for community contributions for resin brick objects Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Hi Sophie, Dickson Baptist Church would like to participate in the resin brick project. I am hoping to have the objects by the end of this week. Please let me know if I need to complete the expression of interest form and when/where I can drop the objects off. Thanks, Sch 2.2(a)(ii) On Wed, 20 May 2026 at 15:58, Davis, SophieE < SophieE.Davis@act.gov.au > wrote: OFFICIAL Hi Sch 2.2(a)(ii) Thanks so much for sending me the narrative behind the windows – so lovely. That would be great if you can let me know either way.		

4886	Project 3: Dickson	Dickson Shops Upgrade	25/05/2026 14:17	Email or letter - incoming	Communication, engagement and participation;Construction:Other	The City Renewal Authority of the ACT Government is seeking contributions for the Dickson Shops upgrade project, aiming to enhance public spaces with a new seating structure featuring resin bricks embedded with local objects. Stakeholders are invited to contribute sentimental items that represent their connection to Dickson, reflecting local history, culture, or daily life. Objects must meet specific guidelines and are intended to become a lasting part of the public realm. The project team will review submissions and arrange for the placement of selected objects within the brickwork. Contact can be made via email or phone for questions or to discuss contributions. The final selection and placement will be determined by the project team, with unsuitable objects returned.	From: Sch 2.2(a)(ii) Sent: Monday, 25 May 2026 12:56 PM To: McAlpin, Joss <Joss.McAlpin@act.gov.au> Subject: Re: Attn: Sch 2.2(a)(ii) Dickson Shops upgrade	Call for community contributions for resin brick objects You don't often get email Sch 2.2(a)(ii) Learn why this is important [https://aka.ms/LearnAboutSenderIdentification] Caution: This email originiated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Hello Joss, Sorry for the late reply. I have been on leave. This is such a great idea. However we don't have any objects that would fit the spec. Thank you very much for asking us. Regards, Sch 2.2(a)(ii) Sch 2.2(a)(ii)			S A
4866	Project 3: Dickson	Dickson Shops Upgrade	18/05/2026 12:49	Doorknock	Construction:Notice;Construction:Affect on business;Transport and roads:Parking;Accessibility	Monthly doorknock to remind businesses of the EDM with upgrade work details. All health services were notified about upcoming changes to disability parking - except for Brindabella Health Centre (closed), Denture Clinic (closed), My Canberra Osteopath (closed) & Soma Women's Wellness (in-session). Businesses closed: •Awesome Japanese •Murray Fisher Chiropractor •Nathan Harris Psychology •Encore Music •IV Learning •Navigating Calm •Dentist at Dickson •Brindabella Health Centre •My Canberra Osteopath •The Denture Clinic •Soma Women's Wellness (in-session, no receptionist).	Sch 2.2(a)(ii) - asked if new lighting will be installed as a part of upgrade as it is quite dark in some areas. Sch 2.2(a)(ii) confirmed the upgrade will include some new lighting to improve night time visibility. Sch 2.2(a)(ii) - Sch 2.2(a)(ii) asked about contribution to resin bricks or Sch 2.2(a)(ii) said she is waiting for Sch 2.2(a)(ii) to get back to her to confirm an object. Sch 2.2(a)(ii) - Sch 2.2(a)(ii) asked about contribution to resin bricks - Sch 2.2(a)(ii) is following up with head office about an item to contribute. Sch 2.2(a)(ii) - Sch 2.2(a)(ii) asked about contribution to resin bricks. - Sch 2.2(a)(ii) also noted that there is a pest issue under the planter in front of the business. She recently has had several large cockroaches crawl out of the planter and into the shopfront. She requested that when the planter is removed for the construction that they take additional pest control measures to stop cockroaches coming into the shop front. Sch 2.2(a)(ii) - Notified about change to permit discussion. Sch 2.2(a)(ii) - Notified about change to permit discussion. Sch 2.2(a)(ii) - Notified about change to permit discussion. Sch 2.2(a)(ii) - New management d Spoke to Sch 2.2(a)(ii) (new manager)and his wife Sch 2.2(a)(ii) Introduced herself and provided an overview of the project and noted change in permit discussion. Sch 2.2(a)(ii) requested a meeting with Sch 2.2(a)(ii) as he is not up to speed with what has been agreed with outdoor dining changes during construction. Sch 2.2(a)(ii) previously managed a cafe in Charnwood and had a bad experience with delayed construction and appears to have a negative mindset about the Dickson Shops construction. Sch 2.2(a)(ii) - Notified about Stage 3 d Bodie at reception noted that the Sch 2.2(a)(ii) is soundproofed except for the room – have previously requested for the piano to be moved due to noise disturbance. Sch 2.2(a)(ii) confirmed the contact details in the EDM are available if any issues arise. Sch 2.2(a)(ii) – new business located at the Sch 2.2(a)(ii) d Relocated from Mitchell. Jackie introduced herself to the manager, Sch 2.2(a)(ii) and gave a brief rundown of current activities and where the Sch 2.2(a)(ii) office is located if they need to talk to anyone. Contact details are listed in the actions below and have been added to OP. Sch 2.2(a)(ii) – new store manager, Sch 2.2(a)(ii) dJackie introduced herself, Sch 2.2(a)(ii) said that Sch 2.2(a)(ii) had given him a thorough handover briefing and he is aware of the works, where Sch 2.2(a)(ii) is located and contact details for CRA. His personal work email is listed in the actions and has been updated in OP Sch 2.2(a)(ii) – new business owner, Sch 2.2(a)(ii) dGave a brief overview of current works in the area. Sch 2.2(a)(ii) mentioned they are about to renovate and the store name will change to Sch 2.2(a)(ii) Sch 2.2(a)(ii) Contact details are in the actions and have been updated on OP Sch 2.2(a)(ii) r– questioned plans for tree maintenance following the upgrade works, suggested they be pruned back in Autumn to reduce root spread dAsked about extra signage to be added to fencing after Stage 3 fencing goes up. Sch 2.2(a)(ii) – Has already provided their resin object to Sch 2.2(a)(ii)			S 2 S A A E S S A S A S
4855	Project 3: Dickson	Dickson Shops Upgrade	13/05/2026 11:55	Email or letter - incoming	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Place-making;Innovation and ideas;Character, style and maintenance:Other;Construction:Other	Email from Sch 2.2(a)(ii) regarding the Dickson Shops resin brick installation. Sch 2.2(a)(ii) urged the CRA to hold a workshop with stakeholders to discuss options and ideas for items to include in the bricks and shared her concern that without proper considerdation, the installation will not visually enhance the space. Sophie (CRA) responded with a recap of what the project is and it's parameters as a local project rather than a major art installation. She confirmed that no workshop will be held and stated the timelines and requirements needed to ensure the installation can go ahead.	From: Sch 2.2(a)(ii) Sent: Friday, 8 May 2026 1:55 PM To: Davis, SophieE Cc: McAlpin, Joss ; Wilson, Lucy ; Gillman, Craig ; Dickson Residents Group Subject: Dickson Shops Upgrade resin bricks project rings alarm bells Hi Sophie The resin bricks project will be a community art installation at Dickson Shops for many years to come. So, ensuring the result is visually attractive, informative, and turns out well is important to us. If it turns out poorly, and we've contributed to it, we will regret having wasted time and effort, regret enlisting other actors, and also be embarrassed by it personally. CRA may not even exist 10 years from now but we expect to. I am writing to flag concerns about the process that CRA has launched, not just the timeline, but the methodology. It seems to me that without appointing a head curator and holding an urgent workshop we can easily end up with a visually unattractive wall containing random pieces of unidentified inexplicable objects that greets visitors to the shops and serves as a joke of community art installation in the public realm for the next 20-30 years - as indeed has happened already elsewhere. A workshop is necessary to communicate an overall vision, explain the intent, scope, and parameters, and answer questions. A workshop is necessary to draw together participants who can brainstorm ideas and exchange information. A workshop is necessary to encourage creative ideas and responses, because there is a very real risk that we, the community in general (who live here, work here, study here, spend time socialising here, go to appointments here, visit the library and post office here and shop here) are being co-opted and will later be used to justify money being wasted. It seems peculiar, especially given the rushed email right before the Anzac long weekend, that we have not heard back from anyone yet to confirm, provide comments, or reject any of the objects proposed by DRG. We did receive a written response, essentially dismissing the points we raised, but no clarification as to • whether the possible objects are acceptable or not, • whether there might be ways of enhancing the objects to help tell a story or present them with other items so the result is more visually appealing and compelling, • whether we might have unwittingly doubled up with someone else presenting something similar • whether there are gaps, in terms of history or significant groups, that someone needs to fill in order to generate a coherent narrative We also have not had any acknowledgement that other key stakeholders in the community deserve to be considered and engaged. Surely Sch 2.2(a)(ii) should have been invited? Surely ANCA Studios, the Dickson Tradies, Dickson Squash Club, Northside Fitness Centre, should have been invited? There's been a deli at Dickson Shops from the very beginning, yet Hudson's doesn't appear to have been invited. It remains unclear whether Chinatown will be represented, despite the fact that The Golden Phoenix existed at Dickson Shops from 1965, long before Chinatown began, and that an Asian restaurant occupied that tenancy up until last year. It remains unclear whether the scope is able to take in memorable and socially valued former land uses such as the Motor Registry, Space Dome and Observatory (which hosted a planetarium that in the 1990s attracted 40,000 visitors a year and shared a sophisticated Japanese telescope with the general public), the PUTT PUTT miniature golf course			S S
4989	Project 3: Dickson	Dickson Shops Upgrade	07/05/2026 10:08	Doorknock	Construction:Affect on business;Character, style and maintenance:Cleanliness;Character, style and maintenance:Maintenance	All health services were notified about upcoming changes to disability parking - except for Brindabella Health Centre (closed), Denture Clinic (closed), My Canberra Osteopath (closed) & Soma Women's Wellness (in-session). Businesses closed (not included ones listed above): •Awesome Japanese •Murray Fisher Chiropractor •Nathan Harris Psychology •Encore Music •IV Learning •Navigating Calm •Dentist at Dickson	Feedback: Sch 2.2(a)(ii) - asked if new lighting will be installed as a part of upgrade as it is quite dark in some areas. Rennae confirmed the upgrade will include some new lighting to improve night time visibility. Sch 2.2(a)(ii) - Sch 2.2(a)(ii) asked about contribution to resin bricks - Sch 2.2(a)(ii) said she is waiting for Sch 2.2(a)(ii) to get back to her to confirm an object. •Sch 2.2(a)(ii) - Sch 2.2(a)(ii) asked about contribution to resin bricks - Sch 2.2(a)(ii) is following up with head office about an item to contribute. •Sch 2.2(a)(ii) - Sch 2.2(a)(ii) asked about contribution to resin bricks. - Sch 2.2(a)(ii) also noted that there is a pest issue under the planter in front of the business. She recently has had several large cockroaches crawl out of the planter and into the shopfront. She requested that when the planter is removed for the construction that they take additional pest control measures to stop cockroaches coming into the shop front. Sch 2.2(a)(ii) - Notified about change to permit discussion. •Sch 2.2(a)(ii) - Notified about change to permit discussion. Sch 2.2(a)(ii) - Notified about change to permit discussion. Sch 2.2(a)(ii) - New management - Spoke to Sch 2.2(a)(ii) (new manager)and his wife Sch 2.2(a)(ii) Introduced herself and provided an overview of the project and noted change in permit discussion. Sch 2.2(a)(ii) requested a meeting with Sch 2.2(a)(ii) as he is not up to speed with what has been agreed with outdoor dining changes during construction. Sch 2.2(a)(ii) previously managed a cafe in Charnwood and had a bad experience with delayed construction and appears to have a negative mindset about the Dickson Shops construction. Sch 2.2(a)(ii) - Notified about Stage 3 d Bodie at reception noted that the Sch 2.2(a)(ii) is soundproofed except for the room – have previously requested for the piano to be moved due to noise disturbance. Jackie confirmed the contact details in the EDM are available if any issues arise. Sch 2.2(a)(ii) – new business located at the Sch 2.2(a)(ii) d Relocated from Mitchell. Jackie introduced herself to the manager, Sch 2.2(a)(ii) and gave a brief rundown of current activities and where the Sch 2.2(a)(ii) office is located if they need to talk to anyone. Contact details are listed in the actions below and have been added to OP. •Sch 2.2(a)(ii) – new store manager, Sch 2.2(a)(ii) - Jackie introduced herself, Sch 2.2(a)(ii) said that Sch 2.2(a)(ii) had given him a thorough handover briefing and he is aware of the works, where Sch 2.2(a)(ii) is located and contact details for CRA. His personal work email is listed in the actions and has been updated in OP •Sch 2.2(a)(ii) – new business owner, Sch 2.2(a)(ii) - Gave a brief overview of current works in the area. Sch 2.2(a)(ii) mentioned they are about to renovate and the store name will change to Sch 2.2(a)(ii) Sch 2.2(a)(ii) Contact details are in the actions and have been updated on OP •Sch 2.2(a)(ii) - questioned plans for tree maintenance following the upgrade works, suggested they be pruned back in Autumn to reduce root spread - Asked about extra signage to be			S 2 S A A E S S A S A S
4843	Project 3: Dickson	Dickson Shops Upgrade	06/05/2026 15:54	Telephone call	Construction:Affect on business;Construction:Other	Rennae called Sch 2.2(a)(ii) and left a voice message. Requested a call back regarding a meeting time to discuss paving up to building edge on private land for block 32, section 30 as a part of Dickson Shops upgrade works.				S
4831	Project 3: Dickson	Dickson Shops Upgrade	06/05/2026 10:57	Email or letter - incoming	Character, style and maintenance:Maintenance;Construction:Other	Sch 2.2(a)(ii) and Sch 2.2(a)(ii) are coordinating the repair of facade work at Sch 2.2(a)(ii) with a focus on addressing damage that has been previously assessed Sch 2.2(a)(ii) from Sch 2.2(a)(ii) has received a quote for the repair and is willing to discuss further, while Hannah Pearce from Complex Co. is managing the approval process and awaiting final quotes. A conversation between the two parties indicates a willingness to proceed, pending final approval and a quick call scheduled for later in the day. The documents reference an overdue notice for an invoice, urging payment, and highlight ongoing communication to ensure the completion of the repair work. Both parties seem engaged in a cooperative effort to finalize the details and move forward with the payment and repair process. The summary encapsulates the dialogue and transactional nature of the interaction without specific references to email content or expected resolutions.	From: Sch 2.2(a)(ii) Sent: Wednesday, May 6, 2026 9:38 AM To: Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, We have received the attached overdue notice in relation to this invoice. Can you please ensure urgent payment is made? Kind regards, Sch 2.2(a)(ii) On Mon, 13 Apr 2026 at 13:25, Sch 2.2(a)(ii) > wrote: Hi Hannah, No worries. Please see attached. Kind regards, Sch 2.2(a)(ii) On Mon, 13 Apr 2026 at 11:02, Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > wrote: Thanks Sch 2.2(a)(ii) Could the invoice please be issued to Complex Co for payment, see details below: Thanks, Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, 13 April 2026 9:13 AM To: Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just confirming that the work to the facade at Sch 2.2(a)(ii) Dickson has been completed. Please see attached invoice in relation to these works. Can you please arrange payment?	Kind regards, Sch 2.2(a)(ii) On Tue, 31 Mar 2026 at 07:05, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) wrote: Go ahead with the repair, send the invoice to me. Hannah Pearce Sch 2.2(a)(ii) Sch 2.2(a)(ii) From: Oliver Austin < oliver.austin@raywhite.com > Sent: Monday, 30 March 2026 9:16 AM To: Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just touching base to see if you have received any further quotes yet please? Thanks. Kind regards, Sch 2.2(a)(ii) On Mon, 23 Mar 2026 at 09:16, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > wrote: Hi Sch 2.2(a)(ii) We have received one additional quote on top of yours and are still waiting on the final quote, which is expected this week. I assume you must be very busy at the moment, I'll confirm at the end of the week once I have approval to proceed. Thanks, Hannah Pearce Sch 2.2(a)(ii) | P. 1300 048 854 E. Sch 2.2(a)(ii) From Sch 2.2(a)(ii) Sent: Monday, March 23, 2026 9:09 AM To: Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just touching base to see if you've received a response regarding this quote please? Thanks. Kind regards, Sch 2.2(a)(ii)	Thanks. Kind regards, Sch 2.2(a)(ii) On Tue, 17 Mar 2026 at 12:55, Sch 2.2(a)(ii) wrote: Hi Hannah, Thanks for your time on the phone yesterday. We have now received a quote from the contractor who originally installed the fascia on the property. Please let me know if you're happy to proceed with this. Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 11:29, Hannah Pearce - Complex Co. Sch 2.2(a)(ii) wrote: Thanks Sch 2.2(a)(ii) Not a problem I'll call you at 4. Cheers, Hannah Pearce Sch 2.2(a)(ii) | P. 1300 048 854 E. Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, 16 March 2026 10:58 AM To: Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Thanks for reaching out. We are certainly happy to discuss with you. Are you available this afternoon at 4PM for a quick call please? Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) wrote: Hi Sch 2.2(a)(ii) My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our	S T Y
4814	Project 3: Dickson	Dickson Shops Upgrade	29/04/2026 15:30	Telephone call	Construction:Noise;Construction:Affect on business	Rennae called Sch 2.2(a)(ii) (store manager) of Sch 2.2(a)(ii) as he called Communication Link phone number. He raised the following: > Space around click and collect - too tight. Was informed by Complex Co that it is being expanded on Monday 4 May. > Queried why noise protection was taken down. Was informed about recent police incident near barrier. > Informed us he is transferring stores on Sunday 31 May and provided name for new store manager Sch 2.2(a)(ii)				S
4791	Project 3: Dickson	Dickson Shops Upgrade	17/04/2026 10:37	Email or letter - incoming	Construction:Affect on business;Accessibility	Confirmation from Libraries ACT that they have received the latest information about access to Dickson Library	From: Sch 2.2(a)(ii) @act.gov.au> Sent: Thursday, April 16, 2026 8:45 AM To: McAlpin, Joss <Joss.McAlpin@act.gov.au> Sch 2.2(a)(ii) Subject: RE: Dickson Shops upgrade – Information for Dickson Library staff OFFICIAL Hey Joss Sorry I didn't reply sooner, I've been off all of this week. Thanks so much for the detailed reply and contact details for Rennae 😊 we really appreciate it! Cheers Sch 2.2(a)(ii) Director, Public Libraries | Access Canberra | City and Environment Directorate | ACT Government Sch 2.2(a)(ii) GPO Box 158, Canberra, ACT, 2601 | www.act.gov.au/accessCBR [http://www.act.gov.au/accessCBR] Part time hours: Please note, I do not work Wednesdays. [http://www.act.gov.au/accesscbr] From: McAlpin, Joss <Joss.McAlpin@act.gov.au> Sent: Friday, 10 April 2026 5:19 PM To: Sch 2.2(a)(ii) act.gov.au> Cc: Sch 2.2(a)(ii) Subject: RE: Dickson Shops upgrade – Information for Dickson Library staff OFFICIAL Hi Sch 2.2(a)(ii) Going good. Yes, it has all been happening. We are happy to see the contractor, Complex Co, making some good progress. We hope you will be able to notice the surface level improves coming together, particularly in Taglietti Square soon. The spray paint your Assistant Director has noticed on the pavement is marking underground services– usually electricity and communications lines. Additional work on these services (indicated by the red area wrapping around the library in the diagram below) has been underway for the last few weeks and is due to be completed next week. Given Complex Co has already been working in this area and there hasn't been an access issue, I expect this should be okay until the work is complete. With that said, CC'd in is my colleague Rennae Sillett. If access does become an issue, please reach out to Rennae and I to resolve. Rennae is our dedicated engagement contact for businesses and tenancies for the project. If urgent, you can reach me between 8am-5pm, Mon-Fri on Teams.	Rennae – Can you please forward Sch 2.2(a)(ii) email and my response to the Complex Co team for their awareness? For reassurance, if work does need to be undertaken at the doorway at the back of the doorway, they may have scope for this to be done outside of the library opening hours. Thanks again for raising your concern. Please let Rennae and I know if you have any other questions. On another note, I will be reaching out to the Library team for an exciting part of the project we're inviting the community to contribute to. I will circulate an email next week with the details. Thanks, Joss https://www.act.gov.au/cityrenewal/places/dickson/dickson-shops-upgrade Joss McAlpin Communications and Engagement Sch 2.2(a)(ii) joss.mcalpin@act.gov.au City Renewal Authority ACT Government Nara Centre, 3 Constitution Avenue, Canberra City GPO Box 158 Canberra City ACT 2601 From: Sch 2.2(a)(ii) @act.gov.au > Sent: Friday, 10 April 2026 4:26 PM To: McAlpin, Joss < Joss.McAlpin@act.gov.au > Cc: Sch 2.2(a)(ii) Subject: RE: Dickson Shops upgrade – Information for Dickson Library staff OFFICIAL Hey Joss Hope you have been well! I've been in Dickson a few times of late and the works are significant! I wanted to touch base to see if there is a contact we could discuss about plans for the back of the library. One of our Assistant Directors was there today and noted some spray paint lines that she questions will mean our back door will be blocked off in the near future? If its going to be blocked we'll have some access issues, so keen to find out if this is something that will occur. Please let me know who we can reach out to for some info. Cheers Sch 2.2(a)(ii) Director, Public Libraries | Access Canberra | City and Environment Directorate | ACT Government Phone Sch 2.2(a)(ii) @act.gov.au From: McAlpin, Joss < Joss.McAlpin@act.gov.au > Sent: Tuesday, 20 January 2026 3:24 PM To: Sch 2.2(a)(ii) @act.gov.au > Cc: Springett, Emily < Emily.Springett@act.gov.au >; Millen, Doug < Doug.Millen@act.gov.au >; Sch 2.2(a)(ii)	Subject: Dickson Shops upgrade – Information for Dickson Library staff OFFICIAL Hi Sch 2.2(a)(ii) Following a request from Emily Springett, I am writing to share information about the Dickson Shops upgrade to assist Dickson Library staff. I've attached a set of talking points outlining the project, including key features and how the works will be undertaken. These may be helpful for staff when responding to queries from library users. Major construction for the project kicked off last week, 12 January 2026. Construction will be undertaken in stages and is expected to take 18 months, pending weather and the discovery of undocumented underground services. Construction will be staged across areas of the Dickson Shops until mid-2027. Stages one, two and three will be completed in consecutive order in the first half of 2026. Please see staging plan below. We are in the process of simplifying this diagram for a public audience at the moment. This will be uploaded to the project webpage and we can provide a copy of this to be printed and handed out. We have installed wayfinding signage for the Library on the construction fencing (see screenshot below) to help direct visitors to the library during the works. If further signage would be helpful, please let me know and I can see what we may be able to arrange. We may also be able to print additional A5-sized project flyers for placement inside the library if that would assist queries. Currently, our Dickson Library contacts on the project update distribution list are Kamesh Karki and Kelly Carpenter. Please let me know if there are any additional staff email addresses who would like to opt in to receive project updates. We issue monthly stakeholder updates via email, which are also published on the project webpage, alongside face-to-face engagement visits to Dickson businesses. For reference, further project information is available via the links below: • Project webpage: https://www.act.gov.au/cityrenewal/places/dickson/dickson-shops-upgrade/ [https://www.act.gov.au/cityrenewal/places/dickson/dickson-shops-upgrade/_recache] • Design features blog: https://www.act.gov.au/cityrenewal/blog/city-renews/upgrading-the-dickson-shops-safer,-greener-and-more-welcoming/ * Most recent stakeholder update (7 January 2026): https://www.act.gov.au/__data/assets/pdf_file/0009/3007692/20260107-Dickson-Shops-upgrade-Stakeholder-email-January-2026.pdf • Dickson Shops - Open for business guide https://www.act.gov.au/__data/assets/pdf_file/0012/2999055/Dickson-Shops-upgrade-Open-for-business-Web.pdf Please feel free to get in touch if you have any questions or would like to discuss additional communication support for library staff. Kind regards, Joss | Dickson Shops upgrade construction staging plan. Please note: Diagram is indicative and subject to change. Joss McAlpin	S S

Sch 2.2(a)(ii)

Binder 7a, 5

4787	Project 3: Dickson	Dickson Shops Upgrade	14/04/2026 12:45	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) from Sch 2.2(a)(ii) has coordinated the completion of facade repairs at Sch 2.2(a)(ii) Canberra, with Hannah Pearce from Complex Co. confirming the work's completion and requesting invoice issuance. A quote has been received and is awaiting approval, while additional quotes are being considered. Hannah and the team are in communication with [illegible] to finalize details, and a quick call is scheduled for later in the day to discuss further. The conversation involves multiple parties, including Guy Beaumont and Eleni Notaras from Complex Co., ensuring that all parties are informed and can participate in the decision-making process. The summary encapsulates the ongoing dialogue and transactional process for the facade repair project, highlighting the professional interaction between the parties involved. The summary reflects the progression from identifying the need for repairs to scheduling a call for finalizing the transaction, without including specific contact details or quotes.	From: Sch 2.2(a)(ii) Sent: Monday, April 13, 2026 1:25 PM To: Hannah Pearce - Complex Co. Sch 2.2(a)(ii) Cc: Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, No worries. Please see attached. Kind regards, Sch 2.2(a)(ii) On Mon, 13 Apr 2026 at 11:02, Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) wrote: Thanks [illegible] Could the invoice please be issued to Complex Co for payment, see details below: Thanks, Hannah Pearce Sch 2.2(a)(ii) P. 1300 048 854 E Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, 13 April 2026 9:13 AM To: Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just confirming that the work to the facade at Sch 2.2(a)(ii) Dickson has been completed. Please see attached invoice in relation to these works. Can you please arrange payment? Kind regards, Sch 2.2(a)(ii) On Tue, 31 Mar 2026 at 07:05, Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) wrote: Go ahead with the repair, send the invoice to me.	Hannah Pearce Sch 2.2(a)(ii) P. 1300 048 854 E Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, 30 March 2026 9:16 AM To: Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) Cc: Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just touching base to see if you have received any further quotes yet please? Thanks. Kind regards, Sch 2.2(a)(ii) On Mon, 23 Mar 2026 at 09:16, Hannah Pearce - Complex Co. Sch 2.2(a)(ii) wrote: Hi [illegible] We have received one additional quote on top of yours and are still waiting on the final quote, which is expected this week. I assume you must be very busy at the moment, I'll confirm at the end of the week once I have approval to proceed. Thanks, Hannah Pearce M Sch 2.2(a)(ii) P. 1300 048 854 Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, March 23, 2026 9:09 AM To: Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just touching base to see if you've received a response regarding this quote please? Thanks. Kind regards, Sch 2.2(a)(ii)	On Mon, 23 Mar 2026 at 09:16, Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) wrote: Hi [illegible] We have received one additional quote on top of yours and are still waiting on the final quote, which is expected this week. I assume you must be very busy at the moment, I'll confirm at the end of the week once I have approval to proceed. Thanks, Hannah Pearce Sch 2.2(a)(ii) P. 1300 048 854 E Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, March 23, 2026 9:09 AM To: Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Just touching base to see if you've received a response regarding this quote please? Thanks. Kind regards, Sch 2.2(a)(ii) On Tue, 17 Mar 2026 at 12:55, Sch 2.2(a)(ii) > wrote: Hi Hannah, Thanks for your time on the phone yesterday. We have now received a quote from the contractor who originally installed the fascia on the property. Please let me know if you're happy to proceed with this. Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 11:29, Hannah Pearce - Complex Co. <Sch 2.2(a)(ii) wrote: Thanks Oliver. Not a problem I'll call you at 4. Cheers,
5022	Project 3: Dickson	Dickson Shops Upgrade	08/04/2026 15:30	Stakeholder meeting	Construction:Affect on business	Date: 8 April 2026 Time: 3:30pm-4:00pm Location: Complex Co site office at Dickson Shops - Unit 4/34 Dickson Place, Dickson. Purpose: To confirm outdoor dining alternative arrangements preference during construction Attendance: Hannah Pearce (Complex Co), Karen McLellan (CRA), [illegible] (CL) Sch 2.2(a)(ii) Meeting summary •Confirmed preference is to use the area proposed next to The Source Bulk Foods. •Informed permit after June will be for 10 months instead of 12 months to accommodate duration of works. Actions •Send post session email to confirm preference.			
4772	Project 3: Dickson	Dickson Shops Upgrade	08/04/2026 9:10	Email or letter - incoming	Construction:Affect on business;Accessibility	Confirmation from Orange Sky that they recieved the update from the CRA, glad that access to the site is already open again.	From: Sch 2.2(a)(ii) Sent: Tuesday, 7 April 2026 9:31 PM To: City Renewal	ACT Government <cityrenewal@act.gov.au> Subject: Re: Inquiry about pavement disruption next to Dickson Library and carpark. You don't often get email from Sch 2.2(a)(ii) Learn why this is important [https://aka.ms/LearnAboutSenderIdentification] Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Hi Issa, Thanks so much for your email. Great news that we can set up as usual next Monday. Initially we were expecting this to take so much longer so thrilled that it is all moving so quickly. Thanks again. We appreciate your support. Kind regards, [illegible] [illegible] [illegible] [illegible] [illegible] W. www.orangesky.org.au [http://www.orangesky.org.au/]	
5023	Project 3: Dickson	Dickson Shops Upgrade	07/04/2026 15:30	Stakeholder meeting	Construction:Affect on business	Date: 7 April 2026 Time: 3:30pm-4:00pm Location: Complex Co site office at Dickson Shops - Unit 4/34 Dickson Place, Dickson. Purpose: To confirm outdoor dining alternative arrangements preference during construction Attendance: Hannah Pearce (Complex Co), Sch 2.2(a)(ii) (CL), Sch 2.2(a)(ii) [illegible] Meeting summary •Confirmed preference is to use the area proposed next to The Source Bulk Foods. •[illegible] is going overseas at the end of this month (April) for 4-5 months. •[illegible] - manager will be contact while [illegible] is away - Sch 2.2(a)(ii) - Sch 2.2(a)(ii) [illegible] •Informed permit after June will be for 10 months instead of 12 months to accommodate duration of works. Actions •Send post session email to confirm preference.			
4770	Project 3: Dickson	Dickson Shops Upgrade	07/04/2026 12:38	Email or letter - incoming	Construction:Affect on business;Accessibility	Email from Orange Sky, an NFP that provides free mobile laundry services weekly at Dickson Library. Recent construction works have blocked access to their standard location. They requested an indication for how long works would take, and if there is another location option for them to set up.	From: Orange Sky Community Impact Coordinator Sent: Tuesday, 31 March 2026 11:56 PM To: City Renewal	ACT Government Subject: Inquiry about pavement disruption next to Dickson Library and carpark. You don't often get email from Sch 2.2(a)(ii) Learn why this is important [https://aka.ms/LearnAboutSenderIdentification] Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Good morning, Orange Sky is a not-for-profit organisation providing free mobile laundry services to people experiencing homelessness or doing it tough. We have been operating alongside Dickson Library, every Monday evening, for a number of years now. We have a permit to park our van on the pavement next to the Library and the carpark, however when the team arrived to set up shift on Monday evening, they found the shift site to be a work site and no longer accessible. Please could you give us an indication of how long the work on that stretch of pavement is likely to take? An option is for us to set up on the corner further along, as seen in the photos below, but I suspect your work will extend to include this section of pavement as well. If so are you able to provide us with any time line as to when this is likely to happen? Any information would be greatly appreciated so we can make alternative arrangements in order to continue to provide a safe, welcoming and supportive environment for people who might be disconnected from their community and in need of a little support. Thank you. Kind regards, Sch 2.2(a)(ii)	
5025	Project 3: Dickson	Dickson Shops Upgrade	02/04/2026 15:00	Stakeholder meeting	Construction:Affect on business	Date: 2 April 2026 Time: 3:00pm-3:00pm Location: [illegible], Dickson. Purpose: To confirm outdoor dining alternative arrangements preference during construction Attendance: Hannah Pearce (Complex Co), Rennae Sillett (CL), Sch 2.2(a)(ii) [illegible] Meeting summary •Confirmed preference to not have outdoor dining during works. •Informed permit after June will be for 10 months instead of 12 months to accommodate duration of works. •Not open on Wednesdays so pavement works up to the front door will be done on a Wednesday. Actions •Send post session email to confirm preference.			
5024	Project 3: Dickson	Dickson Shops Upgrade	02/04/2026 15:00	Stakeholder meeting	Construction:Affect on business	Date: 2 April 26 Time: 3:00pm-3:30pm Location: Complex Co site office at Dickson Shops - Unit 4/34 Dickson Place, Dickson. Purpose: To confirm outdoor dining alternative arrangements preference during construction Attendance: Hannah Pearce (Complex Co), Rennae Sillett (CL), [illegible] (CL) Sch 2.2(a)(ii) Meeting summary •Confirmed preference to have outdoor dining set up across the courtyard (in new area and in front of tobacco shop. •Informed permit after June will be for 10 months instead of 12 months to accommodate duration of works. Actions •Send post session email to confirm preference.			
4990	Project 3: Dickson	Dickson Shops Upgrade	02/04/2026 10:08	Doorknock	Construction:Affect on business;Character, style and maintenance:Maintenance	Doorknock of businesses in the Dickson Shops area to notify them of the latest construction EDM and project updates. Businesses closed: •Trove •Saigon Asian Grocer •Eva Boland – with client •IV Learning •Denture Clinic •Dickson Psychology •Navigating Calm •Awesome Japanese •My Canberra Osteopath •Bindabella Health – with client •Good Day Giftshop •Max's Repair.	Feedback: •Sch 2.2(a)(ii) raised antisocial safety concerns in area including somebody recently running across building rooftop. •[illegible] asked about staging time changes? And for an updated expected timeframe for the staging out the front of their shop. Concerned about the noise from jackhammers during business hours as it is very loud and makes it difficult to hear customers Closed 16-28 April Mentioned concerns that the 'illegal' tobacco and vape sellers in the area are affecting business and also driving the rise in antisocial behaviour		

Sch 2.2(a)(ii)

Binder 7a, 6

4759	Project 3: Dickson Shops Upgrade	30/03/2026 12:19	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) from Sch 2.2(a)(ii) is coordinating a repair for fascia on a commercial property in Canberra, with Hannah Pearce from Complex Co. as the client. They've received multiple quotes, with the final approval pending. A call has been scheduled for 4 PM to discuss further, and a quote from the original contractor has been provided. The conversation involves ensuring all parties are on the same page and moving forward with the repair process. The document references a sense of progress and readiness to discuss details, with a focus on finalizing the quote and approval. The overall tone is professional and collaborative, aiming to close on the fascia repair quote.	From: Sch 2.2(a)(ii) Sent: Monday, March 30, 2026 9:16 AM To: Hannah Pearce - Complex Co. Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) Dickson - Damage Repair Hi Hannah, Just touching base to see if you have received any further quotes yet please? Thanks. Kind regards, Sch 2.2(a)(ii) On Mon, 23 Mar 2026 at 09:16, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) wrote: Hi [redacted] We have received one additional quote on top of yours and are still waiting on the final quote, which is expected this week. I assume you must be very busy at the moment, I'll confirm at the end of the week once I have approval to proceed. Thanks, Hannah Pearce Sch 2.2(a)(ii) P. 1300 048 854 E Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, March 23, 2026 9:09 AM To: Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) Dickson - Damage Repair Hi Hannah, Just touching base to see if you've received a response regarding this quote please? Thanks. Kind regards, Sch 2.2(a)(ii) On Tue, 17 Mar 2026 at 12:55, Sch 2.2(a)(ii) wrote: Hi Hannah,	Thanks for your time on the phone yesterday. We have now received a quote from the contractor who originally installed the fascia on the property. Please let me know if you're happy to proceed with this. Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 11:29, Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > wrote: Thanks [redacted] Not a problem I'll call you at 4. Cheers, Hannah Pearce M Sch 2.2(a)(ii) I P. 1300 048 854 E. hannah.pearce@complexco.com.au From: Sch 2.2(a)(ii) Sent: Monday, 16 March 2026 10:58 AM To: Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > Subject: Re: Sch 2.2(a)(ii) , Dickson - Damage Repair Hi Hannah, Thanks for reaching out. We are certainly happy to discuss with you. Are you available this afternoon at 4PM for a quick call please? Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > wrote: Hi [redacted] My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our internal investigation into the incident and would like to discuss options for repairing the damage with you. Could you please let me know a suitable time to have a quick call or meeting to discuss the next steps? Kind Regards, Hannah Pearce M. Sch 2.2(a)(ii) I P. 1300 048 854		Sch 2.2(a)(ii)
4757	Project 3: Dickson	Dickson Shops Upgrade	30/03/2026 12:18	Email or letter - incoming	Construction:Affect on business	[redacted] from Sch 2.2(a)(ii) Canberra has provided a quote for repairing the fascia on a property and is seeking to proceed, while Hannah Pearce from Complex Co. is coordinating the Dickson Shops Revitalization project and is interested in discussing repair options for the damage to the adjacent property's awning. They have scheduled a call for later in the day, though a specific time has not been detailed in the document. The conversation highlights a professional exchange between the commercial property manager and the project manager, with a focus on repairing the damage that may contain confidential information. Both parties seem engaged in a cooperative effort to address the issue, with Hannah Pearce's contact details and Complex Co.'s website or LinkedIn page available for further communication. The summary encapsulates the initial dialogue and intention to collaborate on repairing the damage, while also noting the confidentiality of the communication. The summary provides an overview of the professional interaction without including specific contact details or sensitive information that was not meant for all audiences.	From: Sch 2.2(a)(ii) Sent: Monday, March 23, 2026 9:09 AM To: Hannah Pearce - Complex Co. Sch 2.2(a)(ii) Sch 2.2(a)(ii) Subject: Re: 48 Dickson Place, Dickson - Damage Repair Hi Hannah, Just touching base to see if you've received a response regarding this quote please? Thanks. Kind regards, Sch 2.2(a)(ii)		
4756	Project 3: Dickson	Dickson Shops Upgrade	30/03/2026 12:18	Email or letter - incoming	Construction:Affect on business	[redacted] from Sch 2.2(a)(ii) and Hannah Pearce, the Project Manager for Complex Co., are coordinating the repair of damage to a property's fascia in Canberra. They have received a quote from the original contractor and are awaiting approval to proceed. A meeting or call has been proposed for later in the day to discuss the next steps for repairing the damage, which was initially reported through the City Renewal Authority. The document includes legal notices about the confidentiality and privilege of the email content, and it is a reminder that personal correspondence does not necessarily represent Complex Co's views. Both parties seem engaged in a professional dialogue to address the issue, with contact details provided for further communication. The summary encapsulates the situation's essence, focusing on the communication between the parties, the issue at hand, and the proposed resolution pathway.	From: Sch 2.2(a)(ii) Sent: Tuesday, March 17, 2026 12:55 PM To: Hannah Pearce - Complex Co. Sch 2.2(a)(ii) Sch 2.2(a)(ii) Subject: Re Sch 2.2(a)(ii) , Dickson - Damage Repair Hi Hannah, Thanks for your time on the phone yesterday. We have now received a quote from the contractor who originally installed the fascia on the property. Please let me know if you're happy to proceed with this. Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 11:29, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > wrote: Thanks [redacted] Not a problem I'll call you at 4. Cheers, Hannah Pearce M Sch 2.2(a)(ii) P. 1300 048 854 E Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, 16 March 2026 10:58 AM To: Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Thanks for reaching out. We are certainly happy to discuss with you. Are you available this afternoon at 4PM for a quick call please? Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > wrote: Hi [redacted] My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our internal investigation into the incident and would like to discuss options for repairing the damage with you. Could you please let me know a suitable time to have a quick call or meeting to discuss the next steps? Kind Regards, Hannah Pearce M. Sch 2.2(a)(ii) I P. 1300 048 854 E. Sch 2.2(a)(ii)	Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > wrote: Hi [redacted] My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our internal investigation into the incident and would like to discuss options for repairing the damage with you. Could you please let me know a suitable time to have a quick call or meeting to discuss the next steps? Kind Regards, Hannah Pearce M. Sch 2.2(a)(ii) I P. 1300 048 854 E. Sch 2.2(a)(ii)		
4755	Project 3: Dickson	Dickson Shops Upgrade	30/03/2026 12:16	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) from Sch 2.2(a)(ii) and Hannah Pearce from Complex Co. are discussing the repair of damage to an awning at Sch 2.2(a)(ii) . Pearce's team is handling the Dickson Shops Revitalization project and has completed an internal investigation into the incident. [redacted] has proposed a meeting or call later in the afternoon to discuss repair options, while Pearce's contact details are provided for further correspondence. Both parties seem to be engaged in a professional exchange, with [redacted] reminding of the potential confidentiality of the email content and Pearce providing her contact information for the intended discussion. The conversation implies a forthcoming meeting to address the damage repair, with both parties likely involved in a commercial property context. The summary encapsulates the main points of communication between the two parties, highlighting the issue at hand, the proposed resolution, and the professional context.	From: Sch 2.2(a)(ii) Sent: Monday, March 16, 2026 10:58 AM To: Hannah Pearce - Complex Co. Sch 2.2(a)(ii) Sch 2.2(a)(ii) Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Thanks for reaching out. We are certainly happy to discuss with you. Are you available this afternoon at 4PM for a quick call please? Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) wrote: Hi [redacted] My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our internal investigation into the incident and would like to discuss options for repairing the damage with you. Could you please let me know a suitable time to have a quick call or meeting to discuss the next steps? Kind regards, Hannah Pearce M. Sch 2.2(a)(ii) P. 1300 048 854 E Sch 2.2(a)(ii)			
4741	Project 3: Dickson	Dickson Shops Upgrade	26/03/2026 13:23	Email or letter - incoming	Business, industry and economy;Construction :Affect on business	[redacted] owner of Sch 2.2(a)(ii) , confirming a meeting time to discuss outdoor dining changes.	From: Sch 2.2(a)(ii) Sent: Thursday, March 26, 2026 9:37 AM To: Sch 2.2(a)(ii) Subject: Re: Dickson Shops upgrade - Temporary outdoor dining proposed location Hi Rennae, Wednesday 8 April from 3:30pm - 4:00pm works for me kind regards [redacted] On Wed, Mar 25, 2026 at 12:08 PM Sch 2.2(a)(ii) > wrote: Good afternoon [redacted] Thank you again for your time to meet with us. We would appreciate the opportunity to meet with you again to confirm your outdoor dining preferences, as discussed in our meeting last month. Please let us know if any of the following times work for you: * Wednesday 1 April from 3:30pm - 4:00pm * Wednesday 8 April from 3:30pm - 4:00pm If the above dates are not suitable, please let us know a time that works better for you. I look forward to hearing from you. Kind Regards, Sch 2.2(a)(ii) Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, February 9, 2026 2:03 PM To: Sch 2.2(a)(ii) Subject: Dickson Shops upgrade - Temporary outdoor dining proposed location Hi [redacted] Thank you for meeting with us this month to discuss outdoor dining Sch 2.2(a)(ii) during the construction works. As mentioned, Stage 6 is expected to take place this winter in your area, and we would appreciate your feedback on the proposed temporary outdoor dining location. Please refer to the attached plan for your consideration. The proposed temporary outdoor dining location is shown as a black rectangle on the plan for your ease of reference.	Access to your front entrance will remain open at all times, with wayfinding signage to support customer access. We'll check in with you again next month once you've had time to consider the proposed location to organise another meeting with you. Please feel free to reach out with any questions, talk soon. Kind Regards, Sch 2.2(a)(ii)		
4739	Project 3: Dickson	Dickson Shops Upgrade	25/03/2026 13:39	Email or letter - incoming	Land, planning and urban renewal:Public spaces, parks and amenities;Construction:Other;Accessibility	The City Renewal Authority of the ACT Government confirms that the raised pavement surrounding Dickson Shops, including the area in front of Bakers Delight, will be replaced as part of a larger upgrade project. Construction is expected to span approximately 18 months, with specific stages and timelines provided, including the removal of bike racks and pavers in the coming weeks. Sch 2.2(a)(ii) from Sch 2.2(a)(ii) has raised concerns about the trip hazard posed by tree roots affecting the pavement at Sch 2.2(a)(ii) . The City Renewal Authority has been made aware of the issue and is likely to address it as part of the construction schedule, while [redacted] seeks a prompt repair to ensure pedestrian safety. Communication between the City Renewal and property managers is ongoing, with offers to provide monthly updates and additional contact details. Both entities acknowledge the cultural significance of the land they work on and remind recipients of the confidentiality and privilege of their communications.	Sch 2.2(a)(ii) Sent: Thursday, 19 March 2026 4:18 PM To: Ramsay, Jennifer ; McLellan, Karen ; Yap, Jody ; City Renewal	ACT Government ; Duarte, Renee Subject: Raised Pavement and Trip Hazard Sch 2.2(a)(ii) , Dickson Hi All, I hope you're well. Sch 2.2(a)(ii) is the managing agent for Sch 2.2(a)(ii) , Dickson. We have received a number of reports regarding significantly lifted pavement surrounding the building, particularly in front of the Bakers Delight tenancy where the current government works are underway. Given the high volume of pedestrian traffic, this presents a clear trip hazard. The issue appears to be caused by tree roots from the adjacent tree. Photos are attached for reference. As the boundary extends to the external wall of the building, as shown in the attached ACTmapi extract, we request that you investigate and arrange for the affected area to be repaired and made safe as soon as practicable. Please let me know if you require any further information. Looking forward to hearing from you soon. Kind regards, Sch 2.2(a)(ii)			
4737	Project 3: Dickson	Dickson Shops Upgrade	25/03/2026 13:38	Email or letter - incoming	Construction:Affect on business	The sender, Sch 2.2(a)(ii) , from Sch 2.2(a)(ii) , alerts the ACT Government and related parties about a trip hazard caused by raised pavement due to tree roots near Sch 2.2(a)(ii) Dickson. [redacted] the commercial property manager, highlights the issue's potential danger given the high pedestrian traffic in the area. Requests for a government investigation and repair of the affected pavement are made, with additional details and photos provided for reference. [redacted] communication underscores the importance of verifying the safety and legitimacy of any attachments and emails received, as they may contain confidential information. The email also serves as a reminder of the sender's authority and the viewpoints expressed, while urging recipients to handle any attachments with caution. Overall, [redacted] email is a formal request for prompt action to address a safety concern in a commercial area.	From: Sch 2.2(a)(ii) Sent: Thursday, 19 March 2026 4:18 PM To: Ramsay, Jennifer <Jennifer.Ramsay@act.gov.au>; McLellan, Karen <Karen.McLellan@act.gov.au>; Yap, Jody <Jody.Yap@act.gov.au>; City Renewal	ACT Government <cityrenewal@act.gov.au>; Duarte, Renee <Renee.Duarte@act.gov.au> Subject: Raised Pavement and Trip Hazard Sch 2.2(a)(ii) , Dickson Hi All, I hope you're well. Sch 2.2(a)(ii) is the managing agent for Sch 2.2(a)(ii) , Dickson. We have received a number of reports regarding significantly lifted pavement surrounding the building, particularly in front of the Bakers Delight tenancy where the current government works are underway. Given the high volume of pedestrian traffic, this presents a clear trip hazard. The issue appears to be caused by tree roots from the adjacent tree. Photos are attached for reference. As the boundary extends to the external wall of the building, as shown in the attached ACTmapi extract, we request that you investigate and arrange for the affected area to be repaired and made safe as soon as practicable. Please let me know if you require any further information. Looking forward to hearing from you soon. Kind regards, Sch 2.2(a)(ii)			

Binder 7a, 7

4736	Project 3: Dickson	Dickson Shops Upgrade	25/03/2026 13:37	Email or letter - incoming	Construction:Other	Email from Sch 2.2(a)(ii) at [redacted] questioning why the upgrade works are expected and planned to take place over 2 years.	From: Sch 2.2(a)(ii) Sent: Sunday, 22 March 2026 11:44 AM To: City Renewal	ACT Government Subject: Dickson refurbishment Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Dear CRA thanks for the progress report. But why is a simple refurbishment taking so long? Nearly two years to re-pave the area and replace street furniture seems like an unduly long time. It's not like it's Red Square! Why can't it be finished well before mid-2027? I can anticipate your reply - it's more complex, involves drainage works, etc. - but I'd still like to know. Thanks Sch 2.2(a)(ii) [redacted] [redacted] [redacted]			Sch 2.2(a)(ii)
4721	Project 3: Dickson	Dickson Shops Upgrade	19/03/2026 15:39	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) from Sch 2.2(a)(ii) and Hannah Pearce, the Project Manager for Complex Co, are coordinating the repair of damage to a property's fascia in Canberra. They have received a quote from the original contractor and are awaiting approval to proceed. A meeting or call has been proposed for later in the day to discuss the next steps for repairing the damage, which was initially reported through the City Renewal Authority. The document includes legal notices about the confidentiality and privilege of the email content, and it is a reminder that personal correspondence does not necessarily represent Complex Co's views. Both parties seem engaged in a professional dialogue to address the issue, with contact details provided for further communication. The summary encapsulates the situation's essence, focusing on the communication between the parties, the issue at hand, and the proposed resolution pathway.	From: Sch 2.2(a)(ii) Sent: Tuesday, March 17, 2026 12:55 PM To: Hannah Pearce - Complex Co. Sch 2.2(a)(ii) Sch 2.2(a)(ii) [redacted] Subject: Re: Sch 2.2(a)(xi) - Damage Repair Hi Hannah, Thanks for your time on the phone yesterday. We have now received a quote from the contractor who originally installed the fascia on the property. Please let me know if you're happy to proceed with this. Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 11:29, Hannah Pearce - Complex Co. Sch 2.2(a)(ii) wrote: Thanks [redacted] Not a problem I'll call you at 4. Cheers, Hannah Pearce M. Sch 2.2(a)(ii) I P. 1300 048 854 E Sch 2.2(a)(ii) From: Sch 2.2(a)(ii) Sent: Monday, 16 March 2026 10:58 AM To: Hannah Pearce - Complex Co. < hannah.pearce@complexco.com.au > Sch 2.2(a)(ii) [redacted] Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Thanks for reaching out. We are certainly happy to discuss with you. Are you available this afternoon at 4PM for a quick call please?	Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > wrote: Hi [redacted] My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our internal investigation into the incident and would like to discuss options for repairing the damage with you. Could you please let me know a suitable time to have a quick call or meeting to discuss the next steps? Kind Regards, Hannah Pearce Sch 2.2(a)(ii) I P. 1300 048 854 E Sch 2.2(a)(ii)		
4719	Project 3: Dickson	Dickson Shops Upgrade	19/03/2026 15:38	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) from Sch 2.2(a)(ii) and Hannah Pearce from Complex Co. are discussing the repair of damage to an awning at Sch 2.2(a)(ii). Pearce's team is handling the Dickson Shops Revitalization project and has completed an internal investigation into the incident. [redacted] has proposed a meeting or call later in the afternoon to discuss repair options, while Pearce's contact details are provided for further correspondence. Both parties seem to be engaged in a professional exchange, with [redacted] reminding of the potential confidentiality of the email content and Pearce providing her contact information for the intended discussion. The conversation implies a forthcoming meeting to address the damage repair, with both parties likely involved in a commercial property context. The summary encapsulates the main points of communication between the two parties, highlighting the issue at hand, the proposed resolution, and the professional context.	To: Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) Sch 2.2(a)(ii) [redacted] Subject: Re: Sch 2.2(a)(ii) - Damage Repair Hi Hannah, Thanks for reaching out. We are certainly happy to discuss with you. Are you available this afternoon at 4PM for a quick call please? Kind regards, Sch 2.2(a)(ii) On Mon, 16 Mar 2026 at 10:25, Hannah Pearce - Complex Co. < Sch 2.2(a)(ii) > wrote: Hi [redacted] My name is Hannah Pearce and I am the Project Manager for Complex Co delivering the Dickson Shops Revitalisation project. I am reaching out regarding the damage to the awning of the adjoining property, which was brought to our attention via the City Renewal Authority (CRA). We have now completed our internal investigation into the incident and would like to discuss options for repairing the damage with you. Could you please let me know a suitable time to have a quick call or meeting to discuss the next steps? Kind Regards, Hannah Pearce M. Sch 2.2(a)(ii) I P. 1300 048 854 E Sch 2.2(a)(ii)			
4697	Project 3: Dickson	Dickson Shops Upgrade	07/03/2026 18:33	Email or letter - incoming	Construction:Other	[redacted] from Sch 2.2(a)(ii) Dickson provided availability to meet with CRA and Complex Co about the location of new lighting outside the store entrance.	From: Sch 2.2(a)(ii) Dickson Sent: Friday, March 6, 2026 11:44 AM To: Sch 2.2(a)(ii) Subject: Re: Dickson Shops Upgrade - Meeting request - March 2026 Hi [redacted], I am booked out most of that week, At this stage the best I have would be Tuesday between 3-4. Kind Regards, Sch 2.2(a)(ii)			
4683	Project 3: Dickson	Dickson Shops Upgrade	03/03/2026 11:23	Stakeholder meeting	Construction:Notice;Construction:Affect on business;Construction:Other	Meeting with Sch 2.2(a)(ii) CRA and Complex Co to discuss impacts on outdoor dining during upgrade construction works. Email from [redacted] following meeting with proposed outdoor dining locations - included in attached document.	Hi [redacted] Thank you for meeting with us yesterday to discuss outdoor dining for Sch 2.2(a)(ii) during the construction works. As mentioned, Stage 6 is expected to take place this winter in your area, and we would appreciate your feedback on the proposed temporary outdoor dining location. Please refer to the attached plan for your consideration. The proposed temporary outdoor dining location is shown as a black rectangle on the plan for your ease of reference. Access to your front entrance will remain open at all times, with wayfinding signage to support customer access. We'll check in with you later this month once you've had time to consider the proposed location to organise another meeting with you. Please feel free to reach out with any questions, talk soon. Kind Regards, Sch 2.2(a)(ii) Senior Communication and Engagement Consultant			
4671	Project 3: Dickson	Dickson Place Management; Dickson Shops Upgrade;Strategic Stakeholder Relationships	23/02/2026 16:10	Stakeholder meeting	Construction:Notice;Construction:Other	Notes from the meeting with Dickson Residents Group (DRG) to provide an update on the upgrade works.	Dickson Residents Group meeting Attendees: City Renewal * Nat Bishop, A/g Senior Director Communications, Engagement and Culture * Joss McAlpin, Communications and Engagement Partner City and Environment Directorate * Bruce Fitzgerald – Deputy Director-General, Transport, Territory and Municipal Services. Dickson Residents Group Sch 2.2(a)(ii) Parking in the Dickson Group Centre Key issues raised: * Availability of two hour free parking and potential for all day free parking in the area. * Paid parking noted in the City Centre, Braddon (Lonsdale Street - TBC). * Dickson Tradies Club is currently offering free parking. * Questions regarding the rationale for paid parking in the Joan Kellett Way car park. Concerns raised: * Impact on the Dickson Walk-in Centre and the desire to encourage lingering at the shops. * Challenges for people using trolleys and prams due to walking distances. * Need to clarify the Taxi Zone location next to the Dickson Library on Joan Kellett Way. * Hannah Elders Lane is busy and often full and obstructive during peak periods. Actions * Bruce to investigate potential changes to introduce free short stay parking (0-30 mins or 0–1 hr), while retaining some paid two hour parking in the Joan Kellett Way car park. * Joss to confirm the Taxi Zone arrangements for Dickson Shops upgrade near the Dickson Library with @Davis, SophieE . Parking on verges – Cowper Street * Ongoing issues with vehicles parking on verges. * Request for clearer no parking signage. Actions * Noted by Bruce. DRG Requests for data * Access to Spiire and Oculus data that informed the design for the Dickson Shops Upgrade. * Access to the City Renewal Authority annual sentiment survey results from last year and the previous 4–5 years. * DRG suggested presenting this data at a business event in Dickson, such as the Business Expo recently coordinated by Economic Development and Business Assist. * Joss stated that key insights in both Spiire and Oculus reports are contained within Dickson Streetscapes concepts masterplan, which will be released in the next few months. * [redacted] stated that he will undertake an FOI request if not released after Joss stated that City Renewal has no plans to publish these documents. Actions * @Millen, Doug to present data and insights in Dickson Streetscapes concept masterplan. * Joss to respond to DRG outlining that we will not be publishing Spiire and Oculus data publicly and reiterate that Doug will present data and insights contained in Dickson Streetscapes Concept Masterplan. Summernats Dickson Fringe proposal * DRG was approached by Summernats regarding a potential Show and Shine event in Woolley Street, similar to Braddon's annual Fringe activation. * Joss outlined that City Renewal's current contract with Summernats (supporting the Braddon Fringe event) is up for renewal and this will likely be included on their proposal for sponsorship. Joss glad to see that Summernats are consulting the DRG regarding the event. * DRG noted they do not have strong representation in apartment buildings in the Dickson Group Centre. * The Braddon Fringe partnership recognises Braddon's historic relationship with Summernats and helps manage hooning behaviour during the period. * Joss noted that Dickson does not share this historical connection, and introducing a similar event may create issues that do not currently exist during the Summernats period. Actions * Noted by Joss. City Renewal await sponsorship proposal from Summernats. * Joss to thank DRG for sharing. Dickson Shops upgrade - Joss provided an update on the Dickson Shops upgrade. * Site fencing installed; demolition for Stage 2 (around the Post Office) is underway. * Major construction continues, with stormwater upgrades to be completed before surface works begin. * Businesses are being regularly updated through monthly construction updates and site visits.	Paving palette questions from [redacted] * [redacted] questioned the 'pouring' of new paving following it being mentioned in the most recent project construction update. * Joss explained that a small concrete section is being poured in Taglietti Square for the installation of brass lettering spelling Taglietti Square (not achievable using unit paving). * A concrete slab will be poured between the Joan Kellett Way car park and Hannah Elders Lane, later to be covered with unit pavers. Reinforced concrete is required to prevent cracking or distortion. * Detailed design documents will not be shared, as previously communicated. Paving types in the upgrade: 1. Concrete unit paving – approx. 50% 2. Red brick paving – approx. 40% 3. Permeable pavers (small area) – approx. 6% 4. Reinforced concrete for maintenance vehicle access – approx. 3–4% Most paving will be installed on sand and gravel to improve permeability and reduce stormwater runoff. No follow-up actions required. Lunar New Year Festival – Joss provided an update on the upcoming event. * Notification issued to residents and businesses two weeks ago. * Twelve hours of programming expected, with an estimated 11,000–15,000 attendees throughout the day. * Several Dickson businesses are featured in event promotional content. * A new zodiac sculpture (a traditional Chinese lantern design) will be installed on Woolley Street within the next two weeks. * The lantern includes a "hero panel" that displays the zodiac animal for each year. No follow-up actions required. Dickson Streetscapes Concept Masterplan - Joss * The Masterplan is currently progressing through government approval processes prior to public release. * Doug Millen (CRA) will present on the document and key features at next meeting. No follow-up actions required. Next meeting * Joss proposed the next meeting to be held at 4-5pm on Tuesday 12 May 2026. Actions * Joss to revise dates due to clash with GLO Forum, push to week earlier or week prior (Tuesday 5 or 19 May 2026). From: McAlpin, Joss Sent: Thursday, 15 January 2026 4:52 PM To: Davis, SophieE ; McLellan, Karen ; Dance, Victoria ; Usherwood, Mark ; Perez, Elsa ; Millen, Doug ; Clark, Kristi Cc: Bishop, Natalie Subject: Dickson residents Group - Action items ahead of 17 February meeting Hi all, At the last Dickson Residents group meeting, the group requested updates to several items that had been raised at previous meetings that they have not received updates to and some additional enquiries. I did explain that many of these items are not within the remit of the City Renewal Authority and we have limited leavers to create change. Our next meeting with the group has been scheduled for 17 February and I would like to have our responses sent ahead of this meeting. Can you please respond to the items I have tagged you in before COB, Friday 6 February to allow me to pull the responses together and get across them ahead of the meeting.	Thank you, Joss CRA/ DRG items ahead of Feb 17 meeting. 1. @Davis, SophieE / @McLellan, Karen DRG requested installation of wayfinding signage after Dickson Shops upgrade project. City Renewal to investigate feasibility. * I understand this is out of scope for the project, and not include in currently project features. I can use the City Centre signs as an example as to how easily these fixed signs become redundant and outdated. But is there any something I may not know of for Dickson? 2. DRG request update on status of Federal Government grant for additional funding for Dickson Shops - Notably installation of CCTV. Noting the installation and ongoing management of CCTV is the responsibility of Justice and Community Services directorate. * @Davis, SophieE – We spoke briefly on this before Christmas and that there hasn't been an update from the federal government regarding out application and no indication of when we will receive an outcomes. Any further update? 3. DRG requested data gathered by Oculus and Spiire to inform Dickson Shops upgrade. * @Davis, SophieE – I was unaware of what they were referring to, I think it was visitation/ parking studies. If these are public I have no issue sharing them again. 4. DRG requested advocacy on request for free two hour parking at Dickson Village and the Joan Kellett Way carpark. * @Dance, Victoria I outlined it does not govern public or privately owned car parks or have authority to change parking arrangements, but we can send another request for consideration to Dickson Village and City Services. 5. DRG interested discussions about objects to be suspended in resin for tired seating structure in Post Office plaza as part of Dickson Shops upgrade. * @Davis, SophieE – No response - CRA to reach out if and when ready for contribution from DRG. 6. DRG requested investigation for potential of vacant tenancy activation at Dickson Shops. * @Usherwood, Mark – I stated that there is a funding limitation due to the lack of the CCMIL which funded the tenancy activations for the Placemaking Grants program. Is there any scope for a vacant tenancy activation at the Dickson Shops? 7. DRG requested promotion of Dickson Soul. * @Perez, Elsa @Millen, Doug – Can you please create some posts to promote Dickson Soul. Although, @Usherwood, Mark mentioned this may be ending soon? 8. DRG requested seating options in addition to deck chairs at Canberra Lunar New Year event. * CRA stated will pass on feedback to event team. * @Clark, Kristi – FYI – DRG would like more accessible seating rather than the deck chairs to be available. Particularly the elderly. 9. DRG raised concerns over the health and protection of neighbouring trees regarding Complex Co fenced area near Cowper Street and Dickson Pool. * DRG interested in understanding decisions made for this location. Was the location selected due to close proximity to the shops area and would not implicate parking arrangements on the Joan Kellett Way car park? * @McLellan, Karen – I understand that a DA was not required for this site compound, and has been granted permission for this area. Was there any remediation requirements from CED/ ICRR? Joss McAlpin Communications and Engagement T: (02) Sch 2.2(a)(ii) E: joss.mcalpin@act.gov.au	
4669	Project 3: Dickson	Dickson Shops Upgrade	23/02/2026 14:29	Stakeholder meeting	Construction:Notice;Construction:Affect on business;Construction:Other	Follow up from Rennae after meeting between CRA, Complex Co and the owner of [redacted] about the impact on outdoor dining space. Notes from the meeting are in the attached document. Sch 2.2(a)(ii) Date: 20 February 2026 Time: 2:00pm-2:30pm Location: Complex Co site office at Dickson Shops - Unit 4/34 Dickson Place, Dickson. Purpose: To discuss outdoor dining alternative arrangements during construction Attendance: Hannah Pearce (Complex Co), Sch 2.2(a)(ii) Sch 2.2(a)(ii) and [redacted]	Meeting summary •[redacted] open from 6:30am – 6pm every day except for Wednesdays. •Complex Co will do paving directly out front of shop on a Wednesday when it is closed. •Stage 7 construction in the area is scheduled for September and will take approx. 6 weeks. •Hannah informed [redacted] that there will be no access to laneway in June/July/August and no outdoor dining access to area in front of her place in September. •[redacted] does not want outdoor seating during construction; she is comfortable to use only indoor dining. •The new area will be ready for use in Spring. Add [redacted] personal email to the distro list - Sch 2.2(a)(ii) Actioned 20.02.2026.			
4668	Project 3: Dickson	Dickson Shops Upgrade	23/02/2026 14:26	Stakeholder meeting	Construction:Notice;Construction:Affect on business	Meeting with owner of Sch 2.2(a)(ii) to dicuss outdoor dining options as construction progresses.	Hi [redacted] Thank you for meeting with us this month to discuss outdoor dining options for Sch 2.2(a)(xi) during the construction works. As mentioned, Stage 6 outside your area is expected to take place in winter this year, and we would appreciate your feedback on the proposed temporary outdoor dining location. Dependant on timing and progression of the stages prior to you we may be able to align works directly out the front of your cafe within the time you are closed but this is not guaranteed. The alternative is to provide a temporary outdoor dining location for use during the works. Please refer to the attached plan for your consideration. The proposed area is shown as a black rectangle on the plan for your ease of reference. Access to your front entrance will remain open at all times, with wayfinding signage to support customer access. We'll check in with you again next month once you've had time to consider the proposed location to organise another meeting to confirm your preference. Please feel free to reach out with any questions, talk soon. Kind Regards, Sch 2.2(a)(ii) Senior Communication and Engagement Consultant			

Sch 2.2(a)(ii)

4642	Project 3: Dickson	Dickson Shops Upgrade	04/02/2026 15:30	Stakeholder meeting	Construction:Affect on business	Meeting with Sch 2.2(a)(ii) owners Date: 4 February 2026 Time: 3:30pm-4:00pm Location: Complex Co site office at Dickson Shops - Unit 4/34 Dickson Place, Dickson. Purpose: To discuss outdoor dining options during construction Attendance: Hannah Pearce (Complex Co), Karen McLellan (CRA), Rennae Silett (CL), Sch 2.2(a)(ii)	Meeting summary Completed a site walk to discuss an alternative outdoor dining location for Sch 2.2(a)(ii) to potentially use while works are being undertaken directly out front of cafe. • Current outdoor dining permit finishes in June. • Area in front of cafes to be done during wintertime over 8 weeks. • [redacted] confirmed that lots of people sit inside in Winter and is happy about works being undertaken during Winter. • Access to front door will always be maintained. • [redacted] to consider the alternative outdoor dining location option provided and we will touch base again in about a month.			
4641	Project 3: Dickson	Dickson Shops Upgrade	04/02/2026 15:00	Stakeholder meeting	Construction:Notice;Construction:Affect on business	Sch 2.2(a)(ii) Meeting Date: 4 February 2026 Time: 3:00pm-3:30pm Location: Complex Co site office at Dickson Shops - Unit 4/34 Dickson Place, Dickson. Purpose: To discuss access to services during stage 2 and design of new Sch 2.2(a)(ii) Attendance: Hannah Pearce (Complex Co), Karen McLellan (CRA), Rennae Silett (CL), Sch 2.2(a)(ii)	Meeting summary: • CC will provide minimum 1.2m walkway around post boxes. This is to accommodate the trolley width and locker doors opening as they require a wide clearance. The Sch 2.2(a)(ii) are re-filled up to 10 times a day and they need to remain accessible 24/7. • Complex Co action: Hannah to confirm with [redacted] the walkway width once set up. • Stage 2 will take 6-8 weeks and the area around the parcel lockers will take 6 weeks. • Stage 3 will impact the Sch 2.2(a)(ii) . • [redacted] is the Sch 2.2(a)(ii) . • [redacted] confirmed she received email from Hannah regarding the removal/design of new Sch 2.2(a)(ii) but thought they had been actioned. [redacted] to follow up with Glen. CRA to set up another meeting if not heard back by Friday 13 February. • [redacted] is away for 5 weeks from 16 February, Sch 2.2(a)(ii) – second in charge is point of contact during her leave. CL to add them to distro list to receive updates – actioned 5 February 2026. Future signage requested by Sch 2.2(a)(ii) : • Sch 2.2(a)(ii) access sign required by 9 February to be displayed with stage 2 fencing. This was actioned 5 February 2026. • Dedicated parking spot for Sch 2.2(a)(ii) during construction. • Temporary removal of Sch 2.2(a)(ii) for construction and direct customers to take Sch 2.2(a)(ii) .			
4622	Project 3: Dickson	Dickson Shops Upgrade	02/02/2026 10:35	Email or letter - incoming	Construction:Affect on business;Communication, engagement and participation	Confirmation from the owner of Sch 2.2(a)(ii) cafe for a meeting with CRA and Complex Co.	From: Sch 2.2(a)(ii) Sent: Thursday, January 29, 2026 9:43 PM To: Sch 2.2(a)(ii) Subject: Re: Dickson Shops upgrade - Sch 2.2(a)(ii) - Meeting invitation Hi [redacted] Thursday 19 Feb at 3pm will work Cheers On 29/1/2026 10:34 am, Sch 2.2(a)(ii) wrote: Hi [redacted] No problem, are you available to meet at one of the following proposed times once you are back? Wednesday 18 February * 11:00am - 11:30am * 11:30am - 12:00pm * 12:00pm - 12:30pm * 12:30pm - 1:00pm Thursday 19 February * 2:00pm - 2:30pm * 2:30pm - 3:00pm * 3:00pm - 3:30pm * 3:30pm - 4:00pm Please let me know what time suits you best, we appreciate your time. Hot drink vouchers - total cost In addition, can you please let me know the total cost of the outstanding hot drink tally from last year and I will organise payment from my end. Previously you confirmed 6 people redeemed vouchers at your cafe. Thank you so much, chat soon. Have a wonderful weekend. Kind Regards, Sch 2.2(a)(ii) (she/her)	Senior Communication and Engagement Consultant From: Sch 2.2(a)(ii) Sent: Wednesday, January 21, 2026 10:04 AM To: Sch 2.2(a)(ii) Subject: Re: Dickson Shops upgrade - Sch 2.2(a)(ii) - Meeting invitation Hi [redacted] I am away at that time and back 13 February. Either I can come after that or ask someone else to come. Cheers Sent from my iPhone On 20 Jan 2026, at 15:17, Sch 2.2(a)(ii) wrote: Good afternoon [redacted] Hope you had a nice Christmas and holidays. We are seeking your availability to meet with the project team next month to discuss outdoor dining options for when the construction reaches your area. This will include discussion around permits and alternative locations for your outdoor dining set up. We will work with Complex Co to support the retention of outdoor dining setups for as long as possible. Timing will vary based on the agreed construction staging plan. Can you please let me know if you are available to meet on Wednesday 4 February for 30mins at one of the following times: * 2.30pm - 3.00pm * 3.30pm - 4.00pm * 4.00pm - 4.30pm * 4.30pm - 5.00pm The meeting will be held at the onsite Complex Co office - Unit 4/34 Dickson Place, Dickson, ACT (located next to Hudsons Cafe). If not, can you please provide a list of dates and times in February you are available to meet and I will confirm a time with the team. We appreciate your time to talk to the project team. Thank you, look forward to hearing from you. Kind Regards, Sch 2.2(a)(ii) (she/her) Senior Communication and Engagement Consultant		
4584	Project 3: Dickson	Dickson Shops Upgrade	18/12/2025 10:00	Doorknock	Construction:Notice;Construction:Affect on business	Doorknock of businesses to drop off Business Continuity Guide and provide notice about when works will begin in 2026. Elaine's Pies closed Nov 2025. Businesses closed (guide was placed under door or in mailbox): - Denture Clinic - Dickson Psychology - Navigating Calm - Encore Music School - Brindabella Health - IV Learning	Sch 2.2(a)(ii) - anti-social behaviour has dropped - feeling more relaxed about the process of the upgrade now - it's getting back to how it was a few years ago which is a positive - mentioned that there was someone on drugs in the area the week prior and enquired about the best contact number when this happens as they weren't hurting anyone but it was making the place feel unsafe [redacted] - CRA to organise meeting with manager in first 2 weeks of Feb [redacted] [redacted] Dickson: - happy that the garden beds will be replaced - happy to see the works finally starting Sch 2.2(a)(ii) - the trees should be better maintained, letting them grow too much and then chopping them all back doesn't benefit the tree or the shade/leaf litter - cameras have been good at deterring anti-social behaviour - last week a man was on drugs and took his clothes off making the area feel unsafe - asked what the start of the works will be like in Jan - asked about signage for awareness while fences are up - [redacted] advised that signage will be provided and installed by the CRA Sch 2.2(a)(ii) - enquired about pedestrian access and was happy to hear that it wouldn't be impeded			
4561	Project 3: Dickson	Dickson Shops Upgrade	04/12/2025 10:33	Email or letter - incoming	Health, safety and wellbeing;Construction:Other	Email from Sch 2.2(a)(ii) (owner of Sch 2.2(a)(ii)) regarding testing of soil on site. Hannah from Complex Co replied to [redacted] on 9 December 2025 to confirm that no soil contamination testing has been undertaken for the Dickson Shops upgrade.	Dear Hannah, I understand you are the Project Manager for the Dickson Shopping Centre upgrade. My family owns the Sch 2.2(a)(ii) in Dickson. We are interested in whether a soil contamination test has been conducted for the shopping centre site. If a test has been completed, would you be willing to share those results with me? Thank you for your time. Kind Regards, Sch 2.2(a)(ii) [redacted]			
4559	Project 3: Dickson	Dickson Shops Upgrade	04/12/2025 10:30	Stakeholder meeting	Construction:Affect on business	Sch 2.2(a)(ii) meeting Date: Thursday 4 December 2025 Time: 10.00am – 10.30am Location: Complex Co site office, Dickson Shops Attendees: Hannah (Complex Co), Karen (CRA), Sch 2.2(a)(ii) [redacted] Sch 2.2(a)(ii) [redacted] Full meeting notes are also included in the attached document.	•Alternative parking spot will be made available to Sch 2.2(a)(ii) during stage 3. •Complex Co to explore doing paving at night around parcel lockers. • Sch 2.2(a)(ii) is usually around 4pm-8pm. • Sch 2.2(a)(ii) start work at 5:30am – usually on site by 5am. Sch 2.2(a)(ii) through the day every hour. •End of February / March is expected construction for stage 3. This is quietist time for [redacted] which has been received well. • Sch 2.2(a)(ii) pick up/drop off items at 5:30am, 6:30am and 11:30am, 2:20pm and 4:00pm. •Contractors – come back twice a day in the afternoon. Depends on volume – anywhere from 2pm-5pm. • Sch 2.2(a)(ii) have coordination meeting that happens every morning internally where they will share ongoing info about construction with team. • Sch 2.2(a)(ii) give dimensions of large van previously. • Sch 2.2(a)(ii) doorway – need wide access maintained at all times for trolleys. Sch 2.2(a)(ii) •Construction stages that will impact Sch 2.2(a)(ii) include: Stage 2a: Feb-mid march and Stage 3a Mid-March to end of May. •CRA to provide 2 weeks' notice with any changes during stage 2/3. • Sch 2.2(a)(ii) are flexible to work with us throughout construction.			
4557	Project 3: Dickson	Dickson Shops Upgrade	27/11/2025 11:00	Stakeholder meeting	Construction:Notice;Construction:Other	Business and building owner drop-in session 2 Thursday 27 November 2025 Dickson Library in the Community Room 11:00am-1:00pm Meeting notes: The Sch 2.2(a)(ii) , Sch 2.2(a)(ii) attended the session along with two others from this team We handed out three coffee vouchers - #001, #002 and #003.	- Enquired about whether upgrades will fix draining issues. - Have green light to install grease trap and starting work week commencing 1 December 2025. - The lease is confirmed and they have subdivided the building into three tenancies (likely to include a bakery and a cafe). - They are working through a couple issues such as getting enough power to the building had triggered the need for a substation. - All external works including grease trap is scheduled to be completed before Christmas so timing should not overlap with start of major construction works in mid-Jan 2026. - We discussed a temporary solution for the pavement around the grease trap as Complex Co will replace the pavement as apart of the works next year so we do not double up. - Complex Co to share indicative staging plan with [redacted] for awareness noting indicative nature of timing of later stages.			
4554	Project 3: Dickson	Dickson Shops Upgrade	20/11/2025 13:47	Doorknock	Construction:Affect on business;Transport and roads:Parking	During doorknock with businesses on Wed 19 November, staff at [redacted] raised the issue that a tradie had parked in their private business parking space and was very rude when asked to move and refused to park elsewhere until they left. Sch 2.2(a)(ii) staff on the doorknock notified ComplexCo of the issue and requested they visit Sch 2.2(a)(ii) to discuss the issue and talk to all workers about onsite parking arrangements. ComplexCo visited Sch 2.2(a)(ii) confirmed the vehicle did belong to an employee of theirs who would no longer by attending the Dickson Shops project.	(Email from [redacted] to ComplexCo on behalf of Sch 2.2(a)(ii) concern) Hi Sch 2.2(a)(ii) Thank you both for a great session yesterday afternoon, it was great to see representation from multiple businesses in the area. Sharing some feedback with you that we received yesterday from [redacted] the receptionist of Sch 2.2(a)(ii) She informed us that on Monday 17 November a construction worker parked in her Sch 2.2(a)(ii) which she noted is marked as a private carpark on the wall. He arrived and parked before 8:30am before she got to work. He was driving a ute with the number plate Sch 2.2(a)(ii) She said his language towards her was not pleasant when she attempted to speak to him to try reason with him to get him to move. She could not specify what construction project he was working on the site for but made the assumption he was a part of our project. Can you please visit her to discuss the matter and talk about on-site parking arrangements for all workers on the project. Thank you so much. Kind Regards, Sch 2.2(a)(ii) (she/her)			
4530	Project 3: Dickson	Dickson Shops Upgrade	18/11/2025 15:00	Stakeholder meeting	Construction:Notice;Construction:Affect on business;Communication, engagement and participation	Session 1 information Date: Wednesday 18 November from 3pm-5pm Venue: Dickson Library in the Community Room Format: Casual drop-in. Business owners/operators will stop by when suits them during the session time. Organically they will join in on discussions already happening in the room and then add to the conversation. Attendees > 11 business owners > 2 Strata management - Dickson chambers Business representation SaiGon Asian Grocery -1 Dickson Chambers building strata management - 2 Source bulk foods (owners and manager) - 3 Hudson's Cafe - 1 Australia Post - 2 Best One Barber -2 My Rainbow Dreams - 2 Handed out 13/45 hot drink vouchers including numbers: #0010, #0011, #0012, #0013, #0014, #0015, #0019, #0020, #0021, #0022, #0023, #0024 and #0025.	Key comments • November/December for Sch 2.2(a)(ii) is peak times for trading. > Request for businesses to be notified of when a new stage is completed each time. > Set up meeting with Sch 2.2(a)(ii) early 2026 and invite primary contractor and managers to discuss parking arrangement in stage 3. Signage requested to show new dedicated parking spot. Schedule a meeting with Sch 2.2(a)(ii) , workshop early next year. Put additional signage and fencing up to help contractors know where to park. • Sch 2.2(a)(ii) are the company doing Sch 2.2(a)(ii) They will attend session 2. • Two representatives from the Tradies development attended the session.			
4524	Project 3: Dickson	Dickson Shops Upgrade	14/11/2025 13:07	Doorknock	Construction:Notice;Construction:Affect on business	Conversation between Complex Co and the Sch 2.2(a)(ii)	Sch 2.2(a)(ii) owner [redacted] was quite vocal in her opinion directly to Complex workers this morning setting up for Hyrdovac works. She was not happy, raising concerns about access to her business, mentioning she would have to close for the day. Sch 2.2(a)(ii) from Complex Co spoke with the owner directly, re-assuring her access to her business would not be affected, explained we have 2 x traffic controllers directing pedestrians and following our approved temporary traffic management plan (TMP). [redacted] confirmed Hydrovac works, pavement reinstatement in the vicinity of the Sch 2.2(a)(ii) will be completed today, noting there will be noise during works. [redacted] provided his contact details to the Sch 2.2(a)(ii) owner if further issues arose. The conversation ended with the Sch 2.2(a)(ii) owner happy, appreciative of our conversation and that she can remain trading as normal. Following on, the Sch 2.2(a)(ii) owner popped into the Complex Co site office early in the week to have a general discussion with Hannah, Grant and myself. No further action required, just a note to the project team.			
4523	Project 3: Dickson	Dickson Shops Upgrade	13/11/2025 13:07	Doorknock	Construction:Notice;Construction:Affect on business	Doorknock of businesses with outdoor dining that needed to be moved for Hydrovac activities, and organising vouchers for information sessions with cafes.				

Binder 7a, 9

4522	Project 3: Dickson Shops Upgrade	13/11/2025 13:07	Doorknock	Construction:Notice;Construction:Affect on business	Doorknock of businesses with outdoor dining that needed to be moved for Hydrovac activities, and organising vouchers for information sessions with cafes.	Sch 2.2(a)(ii) - Happy to do the vouchers. Would like to make contact with the construction company in order to do the vouchers. - ComplexCo took on request to do a certain location early this morning. - Asks; - When do they need to give up outdoor seating? - Will they be reimbursed for the cost of the outdoor permits? - Are the seat locations flexible? - To support our visitors during construction could the carpark provide 1hour free parking? - What other business have you contacted about RE staging?			Sch 2.2(a)(ii)
4521	Project 3: Dickson Shops Upgrade	13/11/2025 13:07	Doorknock	Construction:Notice;Construction:Affect on business	Doorknock of businesses with outdoor dining that needed to be moved for Hydrovac activities, and organising vouchers for information sessions with cafes.	Sch 2.2(a)(ii) Confirmed they will remove and stack furniture into a corner at 1:30pm.			
4520	Project 3: Dickson Shops Upgrade	13/11/2025 13:07	Doorknock	Construction:Notice;Construction:Affect on business	Doorknock of businesses with outdoor dining that needed to be moved for Hydrovac activities, and organising vouchers for information sessions with cafes.	Sch 2.2(a)(ii) - Received [redacted] contact number. - Spoke with [redacted] on the phone and [redacted] confirmed attendance at the library meeting. [redacted] would prefer 3:30-4pm onwards.			
4514	Project 3: Dickson Shops Upgrade	13/11/2025 13:07	Doorknock	Construction:Notice;Construction:Affect on business	Doorknock of businesses with outdoor dining that needed to be moved for Hydrovac activities, and organising vouchers for information sessions with cafes.	[redacted] - requested emails to be sent to [redacted] with details.			
4474	Project 3: Dickson	Dickson Shops Upgrade	15/10/2025 12:12	Stakeholder meeting	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Place-making;Land, planning and urban renewal;Urbanisation; Land, planning and urban renewal:Development applications;Land, planning and urban renewal:Public spaces, parks and amenities;Construction:Other	Meeting Notes - Tradies x Dickson Shops Integration Meeting	OFFICIAL Meeting held 10 October 2025 Attendees Lucy Wilson – CRA Karen McLellan – CRA Reuben Pellizzer - CRA Sch 2.2(a)(i), Sch 2.2(a)(ii) [redacted] Discussion points; * Objective to the meeting was to discuss integration of the Dickson Shops Capital Works upgrade and the Tradies development. * General discussion about timeframes, scope, car parking disruption, and project progress. * The Tradies requested information/support from City Renewal related to Urban Arts Strategy and the Creative Hoarding Program to ensure an integrated approach to arts across Dickson. * Agreement to establish a fortnightly meeting with the project teams to ensure suitable integration to minimise business and community disruption * All confidentiality and probity requirements were maintained.		
4421	Project 3: Dickson	Dickson Shops Upgrade	08/09/2025 14:16	Doorknock	Construction:Notice;Construction:Affect on business	Notes from Dickson Shops engagement on Friday	Hi all, Please see below notes from the Business engagement for the Dickson Shops upgrade, undertaken on Friday, 5 September. These are being logged into the CRM this week. Thanks, Joss *** Engagement notes | Dickson Shops upgrade flyer drop – Friday 5 September. Majority of businesses were appreciative of the info and happy to help spread the word. Most common question was around timelines which I was able to answer without answering (because we don't know). Otherwise everyone was pretty chill. Comments: Sch 2.2(a)(ii) * Asked about if the upgrades would help with moving people on who had multiple tents outside. * Also talked about walls being constantly vandalised. They are going to commission a mural on one wall with the help of a school to at least have some colour there. Sch 2.2(a)(ii) * Said she was looking to move her business elsewhere due to the constant roadworks and disruptions to local business. * Understands it will be better in the long-run, but feels it is unsustainable for her. Sch 2.2(a)(ii) [redacted] * Not happy the upgrades are happening but understand that they are. * Will be very disruptive to their business. Not sure how customers will be able to access the shop. Sch 2.2(a)(ii) [redacted] * Main and only real concern was how customers who use wheelchairs will access the shop. Would like to know what is being done about that. Sch 2.2(a)(ii) * Not happy about upgrades, have been fighting them for 2 years. * Says it will badly impact their business. * Many businesses in Dickson have gone under (she says) because of the light rail and other construction works. Sch 2.2(a)(ii) * Asked about the Tradies development. * Commented that all of the works together will run businesses under.	* Described the developments as "criminal" and the ACT Government has: "done us no favours". Sch 2.2(a)(ii) * Asked about signage and would businesses have to shut down because of the works. Joss McAlpin Communications and Engagement Sch 2.2(a)(ii) E: joss.mcalpin @act.gov.au City Renewal Authority ACT Government Nara Centre, 3 Constitution Avenue, Canberra City GPO Box 158 Canberra City ACT 2601	
4423	Project 3: Dickson	Dickson Shops Upgrade	05/09/2025 10:30	Doorknock	Construction:Other	Greg (CL) completed a door knock to 56 businesses to provide an update on the upcoming construction (including the medical area) and handed each business a set of flyers to hand to their customers	General Notes * A number of businesses and the local church were closed; a flyer was placed under their doors. * Most businesses were appreciative of the information provided and expressed willingness to assist. * The most common enquiry related to project timelines. * Some negative comments were also recorded (see below). Business/Stakeholder Comments Sch 2.2(a)(ii) Enquired whether the upgrades would assist in moving people on who had set up multiple tents outside the premises. Raised concern about ongoing vandalism of walls. Advised they are commissioning a mural with support from a local school to add colour and discourage further vandalism. Response: Acknowledged the concern about tents and confirmed it would be formally recorded. Sch 2.2(a)(ii) Indicated she is considering relocating her business due to continual roadworks and disruptions. Recognised the long-term benefits but believes the current situation is unsustainable for her business. Response: Acknowledged the challenge, expressed regret given [redacted] is a well-known local business, and noted the impact of construction works on traders. Sch 2.2(a)(ii) [redacted] Expressed dissatisfaction with the upgrades proceeding, but acknowledged they are inevitable. Concerned about disruption to trade and how customers will access the shop during works. Response: Acknowledged concerns and advised that signage and wayfinding would be provided, with efforts made to minimise business impacts. Sch 2.2(a)(ii) Primary concern was accessibility for customers using wheelchairs. Requested details on how this would be managed during works. Response: Acknowledged the issue and confirmed it would be formally recorded. Sch 2.2(a)(ii) Stated strong opposition to the upgrades, noting they have been raising concerns for two years. Believes works will severely affect their business and highlighted that many Dickson businesses have closed due to construction, including light rail. Response: Acknowledged the impact, emphasised long-term benefits, and advised mitigation measures would be taken where possible. Sch 2.2(a)(ii) Asked about the Tradies development. Stated that cumulative works would "run businesses under," describing the situation as "criminal" and claiming the ACT Government had "done us no favours."	Response: Listened to concerns and acknowledged them. Sch 2.2(a)(ii) Asked about signage and whether businesses would be required to close during works. Response: Confirmed signage would be provided. Explained that a definitive answer on business closures could not yet be given but further information would be shared as it becomes available.	
4444	Project 3: Dickson	Dickson Shops Upgrade	12/08/2025 11:30	Stakeholder meeting	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Urbanisation; Land, planning and urban renewal:Public spaces, parks and amenities;Construction:Affect on business;Communication, engagement and participation	Sophie and Karen met with [redacted] to provide an informal project update and introduce him to Karen.			
4339	Project 3: Dickson	Dickson Shops Upgrade	08/07/2025 15:05	Email or letter - incoming	Construction:Other	Sch 2.2(a)(i) gave permission to undertake lighting works on this leased land as a part of the Dickson Shops upgrade. He attached the signed letter.	Hi Julia, Please find signed letter attached as requested. In the letter you have my mailing address details incorrect. Are you able to update them to: Sch 2.2(a)(ii) [redacted] Kind Regards, Sch 2.2(a)(i)		
4335	Project 3: Dickson	Dickson Shops Upgrade	08/07/2025 14:44	Email or letter - incoming	Construction:Other	[redacted] gave permissions via email to proceed with installing light on Sch 2.2(a)(ii) wall in laneway.	Hi Julia, Yes, we give permission for CRA to install a wall mounted lighting along the laneway wall leading up to Dickson Place. If you can keep us in the loop regarding the installation that would be much appreciated. Kind Regards, Sch 2.2(a)(i) [redacted]		
4334	Project 3: Dickson	Dickson Shops Upgrade	08/07/2025 10:40	Email or letter - incoming	Construction:Other	FW: Request for permission to undertake paving works and install wall-mounted light on leased land | G7b/25, G5, 48, 3/25, 25 Dickson Place, part of Section 30, Block 7.	From: Sch 2.2(a)(i) [redacted] Sent: Friday, 4 July 2025 7:13 AM To: Cityrenewal <cityrenewal@act.gov.au> Cc: McLellan, Karen <Karen.McLellan@act.gov.au>; Sch 2.2(a)(ii) [redacted] Subject: RE: Request for permission to undertake paving works and install wall-mounted light on leased land | G7b/25, G5, 48, 3/25, 25 Dickson Place, part of Section 30, Block 7. Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Hi Julia Yes…signed and returned Regards Sch 2.2(a)(ii) Sch 2.2(a)(ii) [redacted] From: Cityrenewal [mailto:cityrenewal@act.gov.au] Sent: 3 July 2025 1:54 PM To: Sch 2.2(a)(i) [redacted] Cc: McLellan, Karen; Sch 2.2(a)(ii) [redacted] Subject: RE: Request for permission to undertake paving works and install wall-mounted light on leased land | G7b/25, G5, 48, 3/25, 25 Dickson Place, part of Section 30, Block 7. OFFICIAL Hi [redacted] I hope you are doing well. I am following up to check if you have received the letter sent by mail regarding permission for City Renewal to carry out work on your property. Please don't hesitate to reach out if you need further information. Best regards, Julia Julia Zhu	Project Manager, Design & Place Strategy City Renewal Authority ACT Government Nara Centre, 3 Constitution Avenue, Canberra City GPO Box 158 Canberra City ACT 2601 ABN 40 746 096 162 cityrenewalCBR.com.au [http://www.cityrenewalcbr.com.au/] Follow us @cityrenewalCBR [https://www.facebook.com/CityRenewalCBR/] [https://www.act.gov.au/cityrenewal/home] From: Cityrenewal Sent: Tuesday, 10 June 2025 9:26 AM To: Sch 2.2(a)(i) [redacted] Cc: McLellan, Karen < Karen.McLellan@act.gov.au >; Zhu, Julia < Julia.Zhu@act.gov.au >; Sch 2.2(a)(ii) [redacted] Subject: Request for permission to undertake paving works and install wall-mounted light on leased land | G7b/25, G5, 48, 3/25, 25 Dickson Place, part of Section 30, Block 7. Hi [redacted] Thank you for your time on site the other week to discuss the wall-mounted light and pavement works out the front of the Sch 2.2(a)(ii) building. As discussed, a letter is in the mail and on its way to you and we have also attached a copy here for you. We kindly ask that you confirm you are comfortable with the pavement and light works going ahead on the property owners land by signing the back of the letter and returning it to us via email. Please let us know if you have any questions and we look forward to hearing from you. Kind regards, Karen Karen McLellan Senior Project Manager City Renewal Authority ACT Government Nara Centre, 3 Constitution Avenue, Canberra City GPO Box 158 Canberra City ACT 2601 cityrenewalCBR.com.au [http://www.cityrenewalcbr.com.au/]		

4298	Project 3: Dickson	Dickson Shops Upgrade	11/06/2025 15:05	Email or letter - incoming	Construction:Affect on business	Sch 2.2(a)(ii) (owner of Sch 2.2(a)(xi)) emailed regarding extend or works on private/public land.	Hi Karen I've noticed that the proposed paving is only shown at the front of the building.....what about the remainder ie sides and rear of the building along the other tenants.?? Regards Sch 2.2(a)(ii)			Sch 2.2(a)(ii)
4295	Project 3: Dickson	Dickson Shops Upgrade	11/06/2025 10:35	Email or letter - incoming	Land, planning and urban renewal:Planning and design;Character, style and maintenance:Aesthetic;Construction:Other	FW: Request for permission to undertake paving works and install wall-mounted light on leased land | G7b/25, G5, 48, 3/25, 25 Dickson Place, part of Section 30, Block 7.	From: Sch 2.2(a)(ii) Sent: Tuesday, 10 June 2025 10:23 AM To: Cityrenewal Cc: Sch 2.2(a)(ii) McLellan, Karen ; Zhu, Julia Subject: RE: Request for permission to undertake paving works and install wall-mounted light on leased land | G7b/25, G5, 48, 3/25, 25 Dickson Place, part of Section 30, Block 7. Caution: This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. Hi Karen I've noticed that the proposed paving is only shown at the front of the building.....what about the remainder ie sides and rear of the building along the other tenants.?? Regards Sch 2.2(a)(ii) Sch 2.2(a)(xi) Sch 2.2(a)(xi)			
4279	Project 3: Dickson	Dickson Shops Upgrade	22/05/2025 16:00	Stakeholder meeting	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Place-making;Construction:Affect on business	Meeting with Sch 2.2(a)(ii) Sch 2.2(a)(xi) held on 22 May 2025 from 4.00pm-4.30pm at Dickson Shops. During this meeting we discussed seeking permission to undertake paving works on his land and the installation of one wall-mounted light on his building to improve safety and accessibility to the surrounding public spaces.	•In support of new pavement and installation of wall-mounted light out the front/on the Dickson Chambers building. •Concerned about graffiti at Dickson Shops.			
4287	Project 3: Dickson	Dickson Shops Upgrade	22/05/2025 13:57	Email or letter - incoming	Land, planning and urban renewal:Planning and design;Construction:Affect on business	Email from Sch 2.2(a)(ii) Sch 2.2(a)(xi) confirming she could not attend the stakeholder meetings with Julia Zhu and building owner Sch 2.2(a)(ii) . Sch 2.2(a)(ii) also provided some feedback on the proposed lighting and paving works around Sch 2.2(a)(ii) .	Hi Julia and Sch 2.2(a)(ii) I must extend my apologies - I will be unable to attend this afternoon. My main concerns to address are as follows: •Wall Mounted Light: I have no real issue with its installation, and agree it will assist with safety. However we also agreed to the installation of the festoon lighting to be run from the Sch 2.2(a)(xi) house power and were promised at the time we would receive some type of reimbursement for the additional energy consumption - Which has not come to fruition. •Paving: I understand the paving will be done in stages, but the impacts on our ground floor tenants will be significant. Will provisions be made to work outside of hours, where the entrance to the ground floor tenancies is inaccessible? Alternatively, with the CRA be providing financial assistance to them, noting that we will likely be required to offer rent abatements during the works? Sch 2.2(a)(ii) happy to catch up over the phone sometime tomorrow... Kind regards Sch 2.2(a)(ii)			
4276	Project 3: Dickson	Dickson Shops Upgrade	21/05/2025 15:30	Stakeholder meeting	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Public spaces, parks and amenities;Construction:Affect on business	Meeting with Sch 2.2(a)(ii) Dickson store manager - Sch 2.2(a)(ii) Held: 3-3:30pm 21 May 2025 at Dickson Sch 2.2(a)(ii) site.	•Existing lighting in laneway was put in approx. 3 years ago. •Comfortable with proposed new light on building facade in the side entrance laneway. •Comfortable with the proposed Sch 2.2(a)(ii) configurations in carpark. •Noted the pavement will be the part that effects Sch 2.2(a)(ii) the most - clear communication around timing and staging was requested.			
4230	Project 3: Dickson	Dickson Shops Upgrade	29/04/2025 14:12	Email or letter - incoming	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Public spaces, parks and amenities;Transport and roads:Parking;Accessibility	Response to Sch 2.2(a)(ii) from the Sch 2.2(a)(xi) following questions about wheelchair accessible parking.	Hi Sch 2.2(a)(ii) Thanks for your email and apologies for the delayed reply. Regarding the reference to PV06 – this refers to the paving immediately surrounding the tree to the south (highlighted below) which would be permeable paving to support tree health . The disability designated drop-off area would be standard in-situ concrete. Following up on your previous comments about whether a kerb ramp could be incorporated to the edge of the taxi rank – please see attached updated plans which include a ramp at the southern end. Thanks for raising the 3 metre requirement for wheelchair accessible taxis – I will pass this onto the consultant team to ensure this is considered. As for showing the plans to the upcoming forum – let me check and I'll get back to you shortly. Cheers Sophie			
4227	Project 3: Dickson	Dickson Shops Upgrade	24/04/2025 14:43	Email or letter - incoming	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Public spaces, parks and amenities;Transport and roads:Parking;Accessibility	Email from Sch 2.2(a)(ii) Sch 2.2(a)(xi) bout the plans for the location of the disability designated drop off.	Hi Sch 2.2(a)(ii) I'm attending a taxi stakeholder meeting early next month, is there any issues in showcasing the plans within the forum there? Also, we may have covered this on the day but I've noticed something behind the disability designated drop off area marked with PV06. Might be a surveyor locator however seems to have different brick patterns. Anyway, as a safety requirement, wheelchair accessible taxi's require up to a 3 meter area behind their vehicles to safely load and unload wheelchair passengers. Which is 1.5 meters for the ramp itself, then 1.5 meters of flat ground until the wheelchair is safely off the ramp. Regards Sch 2.2(a)(ii)			
4225	Project 3: Dickson	Dickson Shops Upgrade	12/04/2025 9:53	Email or letter - incoming	Communication, engagement and participation;Transport and roads:Parking;Accessibility	Email from Sch 2.2(a)(ii) (DRG) in response to an email from Doug Millen explaining changes to the Dickson Shops upgrade plans.	Hi Doug Just wondering where the nearby off Street parking is that is under utilised? Cheers Sch 2.2(a)(ii)			
4208	Project 3: Dickson	Dickson Place Management; Dickson Shops Upgrade	11/04/2025 16:07	Email or letter - incoming	Character, style and maintenance:Aesthetic;Communication, engagement and participation;Transport and roads:Parking	RE: Dickson Residents Group <> CRA regular meeting	From: Sch 2.2(a)(ii) Sent: Friday, 11 April 2025 11:33 AM To: Millen, Doug Sch 2.2(a)(ii) Subject: Re: Dickson Residents Group CRA regular meeting Hi Doug, many thanks: this is all very helpful, not just for DRG's next Committee meeting on 24 April (when we'll consider CRA's placemaking activities in Dickson) but more generally into the future. Mea culpa for not being aware of CRA's Newsletter and other publications: rather too much else going on! We look forward to receiving your report on parking at the Dickson Group Centre. With best wishes, Sch 2.2(a)(ii) On Thu, Apr 10, 2025 at 4:22 PM Millen, Doug wrote: Dear Sch 2.2(a)(ii) and DRG members, Thanks for yesterday's meeting. May I encourage you all, and your members, to sign up to our newsletter via this subscription page [https://www.act.gov.au/cityrenewal/subscribe]. This will keep you up to date on our activities in Dickson, and it's easy to lift copy and images from this email for your newsletter and socials (we can also supply on request – just reply to the email as it comes in ??). Our place experience and marketing strategy [https://www.act.gov.au/__data/assets/pdf_file/0003/2535447/Place-Experience-and-Marketing-Action-Plan-2024-25.pdf] for the current financial year is available on our documents webpage [https://www.act.gov.au/cityrenewal/documents]. In addition to discussing how to mark Dickson's 60 th , last night we provided an overview of the key activities we are considering for next FY, including: 1. Lunar New Year 2. Christmas in Dickson (performances and free Santa photos) 3. Dickson Soul (weekend daytime busking) 4. Limited cleaning and floral plantings additional to baseline TCCS services. At the last meeting a query was raised regarding the forecast parking supply in Dickson Group Centre and we didn't get time for this last night. I'll provide a written response to this early next week. In a moment I'll book our next meeting for 430pm on 18 June 2025. Looking forward to it! Doug Doug Millen (he/him) A/g Senior Director, Communications, Engagement and Culture T: Sch 2.2(a)(ii) E: doug.millen@act.gov.au From: Sch 2.2(a)(ii) Sent: Thursday, 10 April 2025 8:48 AM	To: Cityrenewal Sch 2.2(a)(ii) Subject: Re: Dickson Residents Group CRA regular meeting Hi Doug, thanks for a useful meeting yesterday, particularly on CRA's place management activities in Dickson (current and proposed). As a follow-up, and in order for DRG to give CRA a clearer steer on future activities, I'd be grateful if you could send us a summary of CRA's current year's activities in Dickson and what you hope to run next financial year (hopefully with something to mark 60 years of Dickson Shops). Our Committee will meet on 24 April, so that would be a good time for us to consider the information you provide and to respond. As agreed, we are more than happy to "spread the word" about CRA-sponsored activities but that depends on receiving timely information about them. All the best, Sch 2.2(a)(ii) Interim President Dickson Residents Group On Mon, Apr 7, 2025 at 3:35 PM Cityrenewal wrote: Dear Dickson Residents Group Committee members, Just confirming this Wednesday's meeting: * Wednesday 9 April, 430-530pm * ACT Govt office 480 Northbourne Ave * Ground floor room 0.030 (please wait in foyer - room is near to the room we used last time). * Please note I've planned for an in-person meeting and will need to move rooms if MS Teams is required. * If you need to call me on arrival for any reason, my number is Sch 2.2(a)(ii) . I've copied an updated agenda below. I propose moving infrastructure updates (incl. Dickson shops and streetscapes) to the back end as I have timing updates for you but not a substantial discussion. The main portion of the meeting will be discussion on place management as requested at the last meeting. Looking forward to seeing you, Doug Revised agenda 1. Acknowledgment of Country – Doug Millen. 2. Intros and call for agenda items – Doug Millen, all. 3. Action items review – Doug Millen, DRG Secretary. 4. Place management updates 1. Discussion on activating vacant spaces in Dickson Group Centre [Requested at 11 Feb mtg]		
4150	Project 3: Dickson	Dickson Shops Upgrade	06/03/2025 16:13	Telephone call	Construction:Affect on business;Communication, engagement and participation	Phone call with Sch 2.2(a)(ii) to complete construction survey. She advised she hasn't been receiving updates (which have been going to the reception email address). Her personal email address and mobile has now been added in Consultation Manager. D. Lavers to send link to Dickson shops project information and designs.				
4148	Project 3: Dickson	Dickson Shops Upgrade	06/03/2025 11:11	Telephone call	Construction:Affect on business;Communication, engagement and participation	Sch 2.2(a)(ii) made calls to the following businesses on 6 Mar. Brindabella Natural Health: No answer, voicemail left requesting callback. Dickson Psychology: Voicemail left. Eva Boland Exercise Physiology: No answer, sent SMS message requesting callback (including survey link) Nathan Harris Psychology: No answer, sent SMS message requesting callback (including survey link) Yellow Bridge: advised they moving to Fyshwick at the end of March 2025 Awesome Japanese Language & Culture School: no answer, No answer, sent SMS message requesting callback (including survey link)				
4143	Project 3: Dickson	Dickson Shops Upgrade	06/03/2025 8:27	Telephone call	Construction:Affect on business;Communication, engagement and participation	Sch 2.2(a)(ii) had a positive conversation with business owner, Sch 2.2(a)(ii) Sch 2.2(a)(ii) did not know much about the upcoming Dickson shops upgrade., Sch 2.2(a)(ii) completed survey over the phone and committed to sending YourSay link to the project and ensuring she would received future updates. She raised an additional concern about what the upgrade means for her outdoor space. Sch 2.2(a)(ii) committed to following up specifically on this point.				
4140	Project 3: Dickson	Dickson Shops Upgrade	05/03/2025 10:46	Doorknock	Construction:Affect on business;Communication, engagement and participation	Doorknock conducted to complete construction business survey. Surveys completed for: Dentist at Dickson The Denture Clinic Contact details acquired for: Ran's Massage Tip Toe Nail Salon Vien Beauty Salon Closed businesses: Yellow Bridge Yu Cafe Awesome Japanese Language and Culture School Brindabella Natural Health Dickson Psychology Nathan Harris Psychology Eva Boland Pysiology	Sch 2.2(a)(ii) comments: - moving to Fyshwick over the coming month (March/April 2025 - however, this is not due to any of the following issues raised) - anti-social behaviour is everywhere, noisy and dangerous - nearby roof damaged from kids o roofs, walking and jumping - police presence in the area has lessened in recent times, despite social issues. It seemed to be higher before the new Coles development - business move due to more parking, more office space and facilities			

4113	Project 3: Dickson	Dickson Shops Upgrade	26/02/2025 12:00	Telephone call	Construction:Affect on business;Construction :Other	Phone call following up on the Dickson Shops Business Needs Survey sent 12/02/2025. •Awesome Japanese – no answer, left message •Brindabella Natural Health – received survey, will complete •Dickson Psychology – no answer, left message •Eva Boland Exercise Physiology – no answer, left message •My Canberra Osteopath – completed survey over the phone, updated phone contact details •The Denture Clinic – updated email thedentureclinicreception@gmail.com let them know we would send it through again				Sch 2.2(a)(ii)
4106	Project 3: Dickson	Dickson Shops Upgrade	25/02/2025 12:07	Email or letter - incoming	Construction:Affect on business	Email from Sch 2.2(a)(i) Dickson regarding the Dickson Shops - Business needs survey.	Hi Sch If you get a moment do you mind completing the linked feedback form please? There is information being requested which is best provided by the store. Thank you, Sch 2.2(a)(i)			
4097	Project 3: Dickson	Dickson Shops Upgrade	24/02/2025 13:48	Telephone call	Construction:Affect on business;Communicat ion, engagement and participation;Construc tion:Other	Phone call to Sch 2.2(a)(ii) regarding the Dickson Shops business needs survey. Called following 18/02 door knocking activity.	- Homeless people aren't really the issue, it's more the antisocial behaviour. - It's difficult to create a space that's cohesive because there are a lot of owners, right now there's a real problem due to the economy and what businesses are viable in the area. - Tried to come to the Dickson Shops engagement events but was unable to leave work to attend during the day. - Clients are weary of the area because of the uneven paving. Queried as to whether smoother paving is going to be included in the work. - Will complete survey and will also include questions to be passed on to project manager regarding business viability, zoning and scope of project works.			
4112	Project 3: Dickson	Dickson Shops Upgrade	21/02/2025 14:00	Telephone call	Construction:Affect on business;Construction :Other	Phone calls to businesses that were closed / could not complete Business Needs Survey during dooknock on 19/02/2025. •Awesome Japanese – closed, left message to call back •Brindabella Natural Health – no answer, left message to call back •Dickson Psychology – no answer, left message to call back •Eva Boland – not open Friday and will call Monday (note that she hasn't been receiving campaign emails so I will confirm her email with her when I call) •My Canberra Osteopath – owner not in, confirmed email and they will check when they are in •Sun's Massage – unable to complete survey over the phone, said she has poor English and wasn't sure if she'd received the email •The Denture Clinic – only open Wednesday 8:30-5, will call then •Vien Beauty – resend survey to admin@VienBeauty.com.au			
4111	Project 3: Dickson	Dickson Shops Upgrade	19/02/2025 13:00	Doorknock	Construction:Affect on business;Construction :Other	Doorknock to ensure businesses had received the Business Needs Survey email sent 12 February. Businesses closed/not door knocked: Awesome Japanese Language & Culture School Brindabella Natural Health BWS Dickson Capital Chemist Centrepiece Creole Dickson Psychology Eva Boland Exercise Physiology My Rainbow Dreams Nathan Harris Psychology Solutions Hair Studio The Denture Clinic The Source Bulk Foods Dickson Trove Canberra Woolworths Yu Cafe Vien Beauty Salon			
4024	Project 3: Dickson	Dickson Shops Upgrade	16/01/2025 12:01	Email or letter - incoming	Land, planning and urban renewal:Planning and design;Land, planning and urban renewal:Place-making;Events and activations;Land, planning and urban renewal;Public spaces, parks and amenities;Character, style and maintenance;Aesthetic;Transport and roads:Parking;Accessibility	Email DRG to CRA Fw: Thank you for yesterday's workshop	From: President DRG Sch 2.2(a)(ii) Sent: Thursday, 5 December 2024 16:05 To: Davis, Sophie E <SophieE.Davis@act.gov.au>; Doherty, Cara <Cara.Doherty@act.gov.au>; Gordon, Tom <Tom.Gordon@act.gov.au> Cc: Millen, Doug <Doug.Millen@act.gov.au>; Sch 2.2(a)(ii) Subject: Thank you for yesterday's workshop Hi Sophie, Cara, Tom Thank you for hosting yesterdays workshop. We found it useful and informative, CommunicationLinks crew also did a great job of listening and recording. We'll be reading all the material on YourSay and talking to residents of the area including DRG members in order to supply written feedback by the end of February. One further thought - is it possible to put up onto YourSay the background reports? Wed very much appreciate copies of (or links to) three or more reports you cited: 1. walkability as the catalyst for a boost of up to 40% in trading (based on case studies in Brisbane and London?) 2. a Dickson parking study quoting 1500 car spaces as available – clearly this did not factor in the distance and time involved moving from a supermarket pushing a shopping trolley (or safe travel in the dark for women in particular) so must be counting spaces at some considerable distance from the hub 3. Adams Urban reports by Chris Hale – couldnt find this anywhere on YourSay We also wanted to give you copies of the Ministerial letter we sent to the Chief Minister and Kurrajong MLAs this week, copies of which weve given to shopkeepers. Thanks again for taking the time to engage, especially at a time of year when theres so much on and so much pressure. Best wishes for a relaxing Christmas and New Years! Kind regards, Sch 2.2(a)(ii) President			