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**FEDERATION SQUARE
STRATEGIC PLAN 2018 - 2021**

CHAIR AND CEO'S MESSAGE

Melbourne's Federation Square (known as Fed Square) is one of the most iconic landmarks and community gathering places in Australia. Now, sixteen years after its inception, the venue has come of age, but in the face of new and dynamic challenges, it is time to reinvigorate Fed Square, its financial sustainability and its place in the fabric of Melbourne and Australia.

To this end, we are pleased to present Fed Square Pty Ltd's (FSPL) Strategic Plan 2018 – 2021. This Plan seeks to re-imagine Fed Square through the delivery of memorable visitor-centred experiences. Here, we will combine innovative physical and digital capabilities with programming that is valued locally and recognised globally.

Since its opening in 2002, the operating conditions facing FSPL have fundamentally changed, and will continue to do so. This has presented FSPL with continued, but exciting, challenges most notably that FSPL operates in a highly competitive environment, with a diverse range of destination and event competitors domestically and internationally.

FSPL will leverage the enduring power of community and remain committed to delivering the Civic and Cultural Charter which recognises Melbourne's pre-eminence as a centre for creativity and innovation. The Charter mandates that FSPL:

- Provides a stimulating, educational, comfortable and entertaining destination;
- Represents Melbourne as a leading city for the arts, innovation and creativity;
- Communicates the City's leadership in contemporary ideas and expression, attracting local, national and international visitors to Fed Square.

To achieve this the organisation must modify its ways of working by strongly identifying and positioning itself as a vibrant, collaborative, responsive and sustainable social enterprise, as outlined later in this Plan.

The Board commissioned a corporate planning process to provide an overarching blueprint for the next three years. The process identified four primary objectives to be included in the Plan:

1. Reimagining Fed Square so that it provides a relevant and vital part of an iconic Melbourne City destination and experience.
2. Positioning Fed Square amongst key stakeholders as a critical asset and infrastructure that is essential to Melbourne and Victoria's future.
3. Pursuing innovations that will increase the exposure, use and revenue flows for FSPL.
4. Ensuring the financial sustainability of FSPL into the future.

The resulting Plan focuses on five key strategic imperatives. These imperatives encapsulate the essence of the organisation, the challenges it faces and the developments that will be required over the next three years. FSPL's annual business plans will provide greater detail concerning the tactical and operational implementation, including expected outcomes and timeframes.

While the execution of the plans will signal changes from past priorities and practices, they are necessary to meet the challenges of the organisation. This Strategic Plan reflects a period of transition. FSPL has a creative and committed staff who will be vital in ensuring that it achieves successful outcomes. This Plan recognises that FSPL will require an enhanced range of resources which will necessitate some ongoing investment.

Finally, delivering a world-leading public square that provides high-quality and innovative engagement opportunities across diverse audiences requires a strong working relationship with our partners. FSPL acknowledges the invaluable support of the Victorian Government, City of Melbourne, cultural institutions (particularly ACMI, KHT and NGVA), tenants, community entities and the private sector, and is committed to working closely with them to revitalise and evolve this internationally significant place in the heart of our city.

Deborah Beale,
Chairperson

Jonathan Tribe,
Chief Executive Officer

INTRODUCTION

Fed Square is a vibrant, popular and welcoming place with a proud history and an exciting future.

Fed Square Pty Ltd (FSPL) is wholly owned by State Trustees Limited as custodian trustee on behalf of the State of Victoria. The share is held pursuant to the State Investment Trust Deed and the Treasurer is the Minister responsible for the State Holding in FSPL under the Deed.

The Minister for Tourism and Major Events has State Government portfolio responsibility for FSPL.

FSPL is governed by its Constitution and has regard to the Civic and Cultural Charter that was jointly developed and agreed by the Victorian Government and City of Melbourne at its inception.

The Civic and Cultural Charter recognises Melbourne's pre-eminence as a centre for creativity and innovation, its diverse and successful arts and cultural festivals, its cultural diversity, the popularity and beauty of its gardens and river, and the desirability for a new focal point for contemporary cultural and civic activities.

As well as detailing the purpose of Fed Square, the Charter details key outcomes, implementation requirements, and operating principles expected of FSPL.

Because of its diverse role and broad-reaching significance, FSPL interacts with a wide range of government entities particularly the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) on portfolio matters, and the Department of Treasury and Finance (DTF) in relation to the State Government's shareholding in the company. Within DEDJTR, FSPL liaises with the Creative and Visitor Economies Group with the view to assisting it implement the strategic policies on behalf of Government.

As the state's paramount civic destination, Fed Square plays an important role in helping DEDJTR achieve its vision for 'a productive, competitive and sustainable Victorian economy that contributes to a prosperous and inclusive society'.¹

FSPL supports the Victorian Visitor Economy Strategy (VVES), through the close alignment of FSPL's Strategic Plan 2018-21 with the VVES's own identified priorities. FSPL highly values its role as a leader assisting the VVES in the 'delivery of a diverse range of outstanding experiences that attracts more visitors, and drives jobs and investment across the state'².

Furthermore, through the strategic imperatives and priorities for a reimagined Fed Square as detailed in this Plan, FSPL supports Creative Victoria's Creative State Strategy, which puts creativity at the heart of Victoria's future to strengthen our community and our economy³. As a key creative focal point for the city, Fed Square provides a nucleus for creative and cultural activities that inspire, build and strengthen more cohesive communities.

FSPL places its 'Fed Family' at the centre of its strategic direction, through the delivery of innovative and meaningful visitor experiences, both physically at Fed Square and across the globe by leveraging cutting edge technology and exploring new frontiers in art, culture, music and entertainment.

¹ *Victorian Visitor Economy Strategy, July 2016*

² *Victorian Visitor Economy Vision Statement, July 2016*

³ *'Creative State' 2016-20, Creative Victoria*

PURPOSE

The Civic and Cultural Charter outlines Fed Square's purpose as achieving the following objectives for Victoria:

- to provide a stimulating, educational, comfortable and entertaining destination venue to Victorians, and to interstate and international visitors;
- to represent Melbourne as a leading city for the arts and for innovation and creativity in all forms of cultural expression;
- to communicate the City's leadership in contemporary ideas and expression;
- to provide a focal point for arts and cultural festivals and activities and important civic commemorations;
- to reflect Melbourne's cultural diversity in its overall operations and programming; and
- to attract local, national and international visitors to Fed Square.

Vision

To be internationally recognised as Melbourne's inspirational public place where visitors come to celebrate, learn, innovate and connect.

Mission

To manage and develop Fed Square to actively support and reflect Melbourne's pre-eminent civic and cultural strengths. Fed Square desires to be an iconic destination that delivers a memorable visitor experience.

Values

Community commitment

- Aspiring to help foster a stronger and healthier society
- Support for our diverse community
- Inclusivity through accessibility and the promotion of harmony and engagement

Integrity

- Honesty and transparency in all our practices
- Trustworthiness in the sincerity of our actions and dealings
- Accountability in delivering on expectations and outcomes

Leadership

- Inspiration through passion and animated influence
- Commitment to quality service, systems, experiences, safety and sustainability
- Efficacy ... as a goal for each individual
- High performance which is respected in business and the community

Innovation

- Creativity in bringing new ideas to life
- Boldness in applying innovation to the business
- Flexibility to embrace change and adapt to new challenges

Teamwork

- Pride in our work and shared results including with contractors and stakeholders
- Respect for each other and our differing personalities and styles
- Support for each other and sensitivity to individual interests and priorities
- Resilience in working to achieve our goals
- Balance combining hard work with a fulfilling personal life

Service Goal

To be recognised for providing exceptional customer service that will inspire visitor, customer and clients to return time and again.

Our core service commitments are:

- Providing consistent, reliable customer service and value
- Ensuring that what we do, we do with pride
- Establish a reputation for excellence
- Be a positive ambassador for Victoria

In delivering this service, we will be:

- Welcoming
- Helpful
- Respectful
- Accountable

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EXTERNAL ENVIRONMENT, OPPORTUNITIES, CHALLENGES AND RISKS

In conducting a review of the external operating environment for FSPL and Fed Square, it has become apparent that there are two predominant considerations that have warranted attention in the development of this Strategic Plan.

1. An iconic precinct

Fed Square occupies a unique and treasured place in the hearts of Victorians. It is a welcoming must-visit destination for both locals and tourists; a place where communities engage and share memorable experiences, and are entertained, uplifted and inspired.

Fed Square is a significant player in Victoria's Visitor Economy. It is home to three of Victoria's major cultural institutions – the Australian Centre for the Moving Image (ACMI), the Koorie Heritage Trust (KHT) and the Ian Potter Centre: NGV Australia (NGVA) and hosts many creative and cultural festivals and events.

A thriving precinct, Fed Square has annual visitation of approximately 10 million and is hailed as one of the world's greatest public squares.

FSPL has successfully:

- Delivered thousands of high quality engaging public events and activities annually including multicultural festivals, major public events such as New Year's Eve celebrations, internationally acclaimed creative projects, and participatory community programs;
- Pioneered innovative, sustainability initiatives, achieving carbon neutrality in 2016; and
- Serviced a range of tenancies including cultural institutions ACMI, KHT and NGVA.

2. A complex, ageing asset with a challenged business model

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The funding framework of successive State Governments classifies Fed Square as a Public Non-Financial Corporation. Therefore, unlike other cultural institutions, FSPL is not in receipt of any financial operating grants from Government, and the organisation's operating costs are required to be covered from its operations. FSPL must modify its ways of working by strongly identifying and positioning itself as a vibrant, collaborative, responsive and sustainable social enterprise, that:

- Is led by its social, cultural, and environmental mission for the benefit of the community;
- Derives a substantial portion of income from the organisation's business activities, and
- Reinvests the majority of the organisation's operating surplus in the fulfilment of its mission.

In the absence of recurrent funding or guaranteed Victorian Government capital grants, FSPL's business model has effectively relied on accumulated annual-operating surpluses to fund asset maintenance and capital replacement. Going forward however, funding the increasing cost of asset maintenance and capital replacement from the company's current revenue base is not sustainable.

While treasured by so many, Fed Square requires large-scale capital investment to ensure the ongoing safety of patrons, and to maintain and improve its reputation as a leading destination in the Victorian Visitor Economy and as a significant world site.

FSPL generates its revenues primarily from tenancy rents, car parking fees and third-party venue hire. Whilst the Victorian Government has previously contributed capital funding, this process relies on the outcome of annual budget bids submitted by FSPL, which compete with other government initiatives and priorities.

FSPL's financial position is significantly impacted by its inability to charge commercial market rents to its major cultural tenants. The cultural tenancy rents are linked directly to loans taken out by FSPL to fund construction activities to complete the original Fed Square project.

In considering the external factors and risks which impinge upon the organisation, this Strategic Plan as one of transformation, the nature of which is outlined below.

A transformational plan – Strategic Imperatives 2018-2021

FSPL has already begun the work to transform its internal capabilities and address the current unsustainable financial position. This work includes:

- Overhauling information technology systems;
- Transforming the organisational culture to one of a unified, performance-driven and customer service-oriented team;
- Creating new executive roles and personnel in commercial, marketing and human resources;
- Developing an events framework to combine the strongest elements of its civic values with an appropriately balanced commercial approach to events; and
- Commissioning a new interactive screen to replace the outdated big screen in the main square and provide visitors with a cutting edge digital experience.

This Strategic Plan focuses on five Strategic Imperatives, which will deliver significant business improvement strategies to enhance the organisation's capabilities, prepare it for future challenges, and help it pursue further opportunities. These 2018-2021 Strategic Imperatives are:

1. Enhancing Fed Square's reputation as a globally recognised place for meaningful, visitor-centred experiences.
2. Growing the Fed Square family exponentially, by connecting people to the enduring power of community.
3. Ensuring a sustainable future for Fed Square and FSPL.
4. Building a social enterprise culture that is engaged, aligned and committed to delivering the Strategic Plan 2018-21.
5. Coordinate the planning for and establishment of the Apple Global Flagship Store and its integration with cultural tenants.

To achieve the desired long-term outcomes, FSPL will make several strategic investments in the coming year (2018-19):

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- Develop and deliver enhanced, innovative new programming.
- Strengthen the Fed Square brand and strategic partnerships to support an enhanced visitor experience.
- Enhance revenue and operating margin through ticketed events, advertising and sponsorship.
- Pursue access to funding to support precinct development and public programming.
- Implement IT systems and tools to enhance productivity
- Develop FSPL people capabilities and skills.
- Co-ordinate the activities needed to establish and integrate Apple into Fed Square.
- Develop and execute a Retail Renewal Strategy.

Delivering a world-leading public square that provides high-quality and innovative engagement opportunities to diverse audiences is enabled by working with key partners and stakeholders. FSPL acknowledges the invaluable support of the Victorian Government, City of Melbourne, ACMI, KHT and NGVA, tenants, community entities and the private sector. These efforts will only be effective through FSPL developing a robust, financially sustainable business model, and investing in building excellence in strategic leadership and capabilities – which are the bedrock of this 2018-2021 Strategic Plan.

STRATEGIC CHALLENGES 2018 - 2021

A detailed review of FSPL's current and emerging operating environment has been conducted in the development of this Plan. This review included analysis of internal and external factors that may impact on performance, economic and market conditions, key competitors and other precinct developments. The analysis has been summarised into key strategic challenges as outlined below:

A. Attracting visitation

Over the next ten years, international tourism – particularly from Asia – is projected to account for 86 percent of total growth in visitation to Victoria⁴. This is a key opportunity for the state and importantly, for Fed Square.

FSPL recognises that, to be successful, it must seize on and invest in strategic visitation opportunities by:

- Enhancing its programming to deliver diverse and meaningful visitor-centred physical and virtual experiences.
- Developing best practice systems for acquiring and analysing market data.
- Building alignment with key stakeholders to ensure Fed Square maintains its position as the top destination for visitors to Victoria by leveraging 'Brand Melbourne'⁵ and Fed Square's own assets and popularity.
- Enhancing Fed Square's culinary experience to better align with the diverse and high-quality experiences that reflect Melbourne.
- Ensuring a consistent customer-centric approach is delivered.

B. Building financial sustainability

After 16 years, Fed Square is now a mature and beloved public asset, worthy of significant capital investment to ensure its ongoing enjoyment by patrons.

A new, efficient model of revenue accrual and investment needs to be implemented by FSPL, to allow a greater level of financial independence and profitability.

C. Enhancing capabilities

Leading change, leveraging relationships, aligning with government policy and enhancing strategic capability are fundamental in FSPL's drive to strengthen sustainability in all its forms. The continuous development of its people and resources is vital in ensuring that FSPL delivers excellence in all areas – from operations and leadership, to delivering flawless service to its visitors, partners and key stakeholders in an ever-changing environment.

D. Harnessing disruption

During the period of implementation of this Strategic Plan 2018-2021, FSPL will face major challenges that threaten to disrupt today's organisations at an exponential rate, including, but not limited to:

- The impact of Smart Cities technologies on how Fed Square maintains its attraction within Melbourne city.
- The global transport revolution and the impact this has on visitation and the Fed Square car park.
- Digital, physical and business model disruptions that will impact the operations of Fed Square and FSPL.
- The accelerating emergence of the auto-service economy and its impact on retail services.

With the development of this Plan, FSPL has chosen to proactively embrace disruption and harness change to create a new, desired future.

⁴ 'DEDJTR Delivers' DEDJTR Strategic Plan 2016

⁵ Victorian Visitor Economy Strategy 2016

E. Enhancing collaboration

Strong and authentic stakeholder co-operation is critical to the success of Fed Square. Collaborative engagement with stakeholders is vital as FSPL moves towards a social enterprise model, whether those parties represent government, private sector, not-for-profit and visitors.

This plan acknowledges that the ongoing success of Fed Square is not only reliant on the positive inputs from stakeholders, but also has the capacity to fuel their own success in return.

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STRATEGIC IMPERATIVES 2018 – 2021

1: ENHANCE FED SQUARE'S REPUTATION AS A GLOBALLY RECOGNISED PLACE FOR MEANINGFUL, VISITOR-CENTRED EXPERIENCES

Promote and attract visitation through Melbourne's identity as Australia's cultural and sporting capital and enhance Fed Square's role in Melbourne's civic and cultural life as a destination for surprising and inspiring experiences. This will be achieved through the application of new digital and physical capabilities and world-class programming.

By enhancing the global and local reputation of Fed Square, FSPL aims to address strategic challenges A, D and E and in turn, drive visitation, address disruption and promote stakeholder collaboration.

Priorities:

1.1 Build and enhance physical and virtual capabilities that deliver global quality programs.

Design, produce and deliver world-class programs and experiences that support Fed Square as a social enterprise and are in line with the Civic and Cultural Charter.

1.2 Create and deliver programs that enhance Visitor Experiences.

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Informed by defined key audiences and overall role for Fed Square, develop an annual physical and virtual program and curate installations which deliver memorable experiences that are financially sustainable, locally valued and globally significant.

1.3 Position Fed Square as the 'heartbeat' of Melbourne.

Enhance Fed Square's position as the heartbeat of Melbourne by leveraging "Brand Melbourne"⁶ to develop its audience network, leading to the creation of strong identity, loyalty to, and a community connection with Fed Square.

1.4 Understand and maximise partnerships and opportunities with FSPL's cultural tenants.

Develop a broader precinct visitor experience that maximises the value of partnerships with ACMI, KHT and NGVA, to create a strong program base with benefits for FSPL's partners, Fed Square, other commercial tenants and visitors.

⁶ Victorian Visitor Economy Strategy 2016

2: GROW THE FED SQUARE FAMILY EXPONENTIALLY, BY CONNECTING PEOPLE TO THE ENDURING POWER OF COMMUNITY

Through Fed Square, connect people through a sense of belonging and worth which encourages them to visit both in person and virtually via online platforms. FSPL's range of experiences, provided by Fed Square produced program and through the cultural tenants, will reflect the diverse culture that is Melbourne and will enhance people's well-being and sense of belonging.

This connection of people to place addresses strategic challenges A, D and E, by encouraging the public to embrace Fed Square, utilising innovation and disruption and fostering stakeholder partnerships.

Strategic Priorities:

2.1 Implement the Cultural and Civic Charter in line with being a social enterprise to improve financial, social and environmental wellbeing.

Guided by the Charter, shape the future of a successful Fed Square through a combination of commercial acumen, environmentally and operationally sustainable planning, and an understanding of visitors and how they engage with the Square.

2.2 Gain support of key stakeholders and promoters.

Encourage the financial, emotional and social investment in Fed Square from internal and external sources, by nurturing existing and new relationships. A stakeholder engagement strategy will foster continued stakeholder support, while continually enhancing Fed Square's reputation through its offerings, its culture, its interactions and its responses.

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2.3 Develop strategic partnerships.

Partner with organisations to deliver meaningful, visitor-centred experiences, enhancing Fed Square's reputation and gaining recognition and support from key stakeholders to achieve shared outcomes.

3: ENSURING A SUSTAINABLE FUTURE FOR FED SQUARE AND FSPL

Ensure the sustainability of the organisation and physical site by gaining long term financial viability. In doing so, FSPL will utilise contemporary practices that ensure it minimises the impact of its operations on the environment, whilst maintaining visitor safety and security.

This strategic imperative is fundamental to overcoming strategic challenge B and increases the overall long-term financial stability of FSPL.

Priorities:

3.1 Establish funding certainty for asset replacement and to grow the site.

To deliver the Strategic Plan consistent with Strategic Imperative 1, attract a State Government funding commitment to formulate a masterplan. The need for this plan is predicated on the inextricable integration of Fed Square with the inevitable construction of Fed Square East and their linkages to Birrarung Marr, and the imminent redevelopments in Fed Square resulting from the construction of Metro Rail, the refurbishment of ACMI and the Flinders Street Greening Project. This plan needs to ensure a sustainable and effective tenancy mix and the capacity to renegotiate existing tenancy agreements within a revised Retail Renewal Strategy.

3.2 Further develop FSPL's social enterprise business model and culture.

Align FSPL's commercial focus with the DEDJTR Social Enterprise Strategy to enhance its commercial position, empowering Fed Square to deliver a broad range of community benefits, in line with the Civic and Cultural Charter.

Re-assess all programs and opportunities to reduce reliance on venue hire, elevate sponsorship and business opportunities, and develop capabilities to maximise commercial and creative opportunities and net returns.

3.3 Lead discussion on precinct development and opportunities.

FSPL will lead discussion around the development of Fed Square, in line with the masterplan and Civic and Cultural Charter, ensuring optimal commercial use of the site and opportunities for the broader precinct.

3.4 Ensure operational sustainability and efficiency.

Enhance FSPL's reputation as an innovative and sustainable organisation through the development of a sustainability strategy that provides guiding principles and plans with particular emphasis on asset management, energy use and efficiency of business processes.

3.5 Maintain visitor safety and security.

Ensure, as far as reasonably practicable, Fed Square maintains the highest levels of safety and security through the adoption of best practice systems and practices, thus facilitating a safe site for visitors and the capacity to leverage this to promote positive public and industry perceptions of the site.

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4: BUILD A SOCIAL ENTERPRISE CULTURE THAT IS ENGAGED, ALIGNED AND COMMITTED TO DELIVERING THE STRATEGIC PLAN 2018-2021

In delivering the social enterprise objectives of the plan, a culture will emerge of a highly engaged, productive and cohesive team, committed to ongoing organisational transformation and implementation of the Plan.

Establishing a social enterprise-based culture underpins all other strategic imperatives and strikes at the core of strategic challenges C and E by building on the capabilities of the organisation and encouraging the contribution of stakeholders.

Priorities:

4.1 Ensure the organisational structure is aligned with current and emerging capability requirements, to optimise FSPL performance.

Create an adaptive organisational structure to meet the needs of the Strategic Plan. Continually review and shape the necessary capabilities that ensure the organisational structure can support the emerging workflows required in response to changing conditions.

4.2 Identify and acquire new capabilities to ensure successful outcomes, in response to emerging strategic opportunities.

Continuously map capability shifts in response to current and evolving conditions, by assessing and identifying capability strengths and areas for improvement, the identification of potential gaps, and the blueprint for attracting, developing and retaining key capabilities.

4.3 Continuously review and update systems, procedures and workflow to best leverage organisation structure and capability.

Support a focus on visitor-centred service and financial sustainability, by continually reviewing processes and providing the tools and workplace environment that achieve agile and innovative practices.

4.4 Create a culture within FSPL that embraces agility, adaptability and innovation.

Inspire great leadership, enhance leadership capabilities, and embed strategic management and collaborative practices throughout FSPL, whilst creating highly productive, flexible and adaptive teams to underpin organisational transformation and implementation of the Strategic Plan.

4.5 Facilitate team and individual communication to ensure collective alignment to the vision and goals of the strategy.

Ensure the achievement of the Strategic Plan through effective communication of the vision, strategic imperatives and goals of FSPL as a social enterprise with clear and measurable objectives. Together with an open, honest and courageous communication plan that provides consistently clear insight and feedback to FSPL's strategic progress, staff at all levels will be empowered to innovate and make decisions that advance and support the reimagined Fed Square.

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5: COORDINATE THE PLANNING FOR AND ESTABLISHMENT OF THE APPLE GLOBAL FLAGSHIP STORE AND ITS INTEGRATION WITH KEY CULTURAL TENANTS

FSPL is committed to the Civic and Cultural Charter, its connection to community, responsibilities to Government, and the emergence of FSPL as a social enterprise. It is important to note that Apple's Global Flagship stores exhibit a significant commitment to community development, and the inclusion of Apple into the Fed Square tenancy mix represents an array of opportunities and potential risks addressed through this strategic imperative.

The integration of the Apple Global Flagship store and other major construction projects across Fed Square will contribute to a major architectural refresh for Fed Square, lead to greater visitation and global recognition, and play a key role in addressing strategic challenge A.

Priorities:

5.1 Assist in the management of Government and community relations regarding Apple's entry into Fed Square.

Build support with Government, community and key stakeholders for Apple's integration into Fed Square.

5.2 Ensure an enhanced visitor experience at Fed Square is maintained throughout periods of increased construction.

Successfully leverage construction projects across Fed Square to enhance the visitor experience through creative communication and program design.

5.3 Manage the relocation of tenants and potential issues with remaining tenants.

Regularly engage and involve tenants throughout the relocation process. Consistently promote the strategic opportunity this project presents within Fed Square to foster support and the achievement of shared outcomes for cultural tenants, commercial tenants and stakeholders.

5.4 Build a creative partnership with Apple and cultural tenants to explore mutually beneficial opportunities.

Reinforce Apple's commitment to support the community through its daily program of free events. Through effective collaborative planning, leverage the community and cultural programming capability within ACMI, Apple, FSPL, KHT and NGVA which will deliver an inspiring and meaningful visitor-centred experience at Fed Square, in preparation for the opening of the Apple Global Flagship store.

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