

NICOLE BIRCH

BBE (URP), Grad Dip (URP), MPIA CPP, Grad Cert (Applied Law)

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OBJECTIVES

As an experienced manager, and qualified town planner, with over 15 years' experience focusing on planning, environment and legislative compliance throughout Queensland and New South Wales (both in the public and private sectors).

Nicole has extensive experience in providing strategic direction, leading the effective delivery of projects, priorities and objectives, providing direction and technical leadership, effectively and proactively managing strategic relationships, leading in legislative compliance, effective governance of operational and strategic areas of the business, successfully operating in environments which have high public and political exposure, effectively leading in best practices, and encouraging initiative, continuous improvement and innovation to drive improved operations and outcomes.

Throughout her career, Nicole has developed excellent writing and communication skills, management skills and problem-solving capabilities – providing innovative and strategic solutions. Her communication skills and overall management style allows her to work closely with her peers to ensure that the task at hand is delivered on-time and on-budget.

Nicole is focussed on the delivery of business objectives, projects, compliance with regulatory requirements, workplace health and safety, and assessment and management of risk (to the project and the business).

Nicole is proactive, works well under pressure, understands the importance of upholding the business's core objectives and culture, is passionate about her work and growing her skill set and experience, ready and able to take on new challenges, and is determined to achieve the required outcomes.

CURRENT & RECENT ROLES

Owner & Principal Urban Planner – UPRS Urban Places, Regional Spaces

As the owner of UPRS – Urban Places, Regional Spaces, Nicole provides strategic advice and direction, for property development projects throughout Queensland and New South Wales, to ensure that developments achieve the outcomes of her clients. Nicole leads the approval of projects, in particular the development approval process, due diligence, consultation, strategy, cultural heritage and native title, land access, governance, approvals, project management, legislation compliance and policy development.

Nicole's experience has shown that its possible for small elements such as land access, and native title agreements, to delays the process, as such, she have developed key strategies to minimise, if not remove, the likelihood of such delays – this is where she excels.

Corporate Property Program Leader – Logan City Council

Nicole managed a team of 20 staff who are responsible for the management and overall custodianship of Council's 5,538 land assets, 1,200 building assets, and over 3,000 infrastructure assets. In this role, Nicole was responsible for managing all aspects of the Corporate Property Program, including identifying and implementing business improvement opportunities, meeting the objectives of the Council's business and corporate plan, and providing specialist advice and direction to her peers, Managers, the Deputy CEO's, the CEO, the Councillors, and the Mayor, on a variety of complex property, planning and legislative matters.

Planning & Development Manager – Fyfe Earth Partners Pty Ltd and Ostwald Bros

Nicole was the Planning & Development Manager at Fyfe Earth Partners Pty Ltd and Ostwald Bros., where she was responsible for providing high-level strategic planning and legislative advice, legal interpretation and guidance on a number of matters including, but not limited to, land access and negotiations, acquisition and disposal of land, and approval and permit compliance.

Nicole was the lead in stakeholder and landholder negotiations, establishing and maintaining strong relationships with all stakeholders, management of projects, leading the development and growth of the business, identification of new opportunities, and undertaking business case and commercial viability assessments of projects.

EXPERIENCE

July 2011 to Present	Owner & Principal Planner (Urban Places, Regional Spaces)
April 2016 to November 2017	Corporate Property Program Leader (Logan City Council)
February 2017 to April 2017	Administration Manager (Logan City Council)
December 2014 to June 2015	Planning & Development Manager (Fyfe Earth Partners Pty Ltd)
January 2013 to November 2014	Planning & Development Manager (Ostwald Bros.)
October 2012 to January 2013	Planning Manager / Senior Urban Planner (PLACE Design Group)
June 2011 to January 2013	Team Leader / Senior Urban Planner (PLACE Design Group)
2009 to 2011	Senior Urban Planner (Brisbane City Council)
2008 to 2009	Development Assessment Manager (Brisbane City Council)
2001 to 2008	Urban Planner & Plan Sealing Coordinator (RPS previously Conics)

AREAS OF PRACTICE & EXPERTISE

Planning, Development & Project Management

- Providing critical advice and strategy, including identify opportunities and constraints, costs, and timeframes;
- Extensive experience in undertaken due diligence and feasibility assessments to determine the viability of projects;
- Extensive experience in the preparation and lodgement of development applications, including management of the development assessment process;
- Development and deployment of project optimisation strategy, including approval frameworks;
- Demonstrated successful coordination and management of projects, through the development of management tools to ensure that projects are delivered on-time and on-budget;
- Development of innovative strategies and implementation plans for complex projects;
- Identifying and managing risks, costs, time and project teams; and
- Master planning including concept and detailed design and developing land use provisions and guidelines.

Communication & Stakeholder Engagement

- Excellent written and verbal communication skills;
- Establisher and maintainer of relationships;
- Development, implementation and leading strategic communication and engagement;
- Extensive experience in consultation, negotiation and dispute resolution;
- Confident and informed speaker, who can assert oneself in any given situation/environment; and
- Is well versed in navigating politics, managing conflicts and negotiating.

Legislation & Policy Development

- Comprehensive understanding of current and pending policies, procedures and legislation;
- Providing high-level advice, interpretation and direction of legislation and policies;
- Participation in government reviews of legislation and policies; and
- Providing advice on all available options through undertaking a detailed review of all relevant legislation and policies to assist with the organisation achieving their overall objective.

Governance & Compliance

- Leader in governance and legislative compliance;
- Compliance auditing across all areas of the business and its projects; and
- Development, implementation and management of corporate governance and compliance frameworks.

Business Development & Management

- Identification of business capabilities to ensure to that expectations are met;
- Strategic development, implementation, planning and delivery;
- Business case studies including due diligence and feasibility assessments/commercial viability; and
- Development and implementation of business and operational plans.

Leadership & People Management

- Strong and coordinated leader, who is transparent, honest, and assertive yet adaptable;
- Development, management and leading of successful teams;
- A motivator and mentor to encourage high performance;
- Open communicator and collaborative influence; and
- Management of business resourcing and operations.

Finance

- Develop and maintain budgets;
- Forecasting to accurately determine and manage cash flow;
- Understanding of financial statements and the management of business metrics; and
- Optimising asset performance effective cost management.

AREAS OF PRACTICE & EXPERTISE LAW

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| • Legal Problems & Communications | • Contract Law |
| • Dispute Resolution | • Criminal Law |
| • Commercial & Personal Property Law | • Tort Law |
| • Real Property Law | • Planning Law |
| • Mining & Energy Law | • Commercial Remedies |
| • Administrative Law | • Civil Procedure |

MAJOR CLIENTS

Property Sector

- AV Jennings
- QM Properties
- Lendlease
- Stockland
- Devine
- The Village Retirement Group
- Heritage Pacific
- Epicon Property Group

Mining & Energy Sector

- Origin Energy
- QGC
- Santos (and Santos GLNG)
- Arrow Energy
- Powerlink NBN
- Adani Mining
- Waratah Coal Projects
- Hancock Coal Planning Law

State Government

- Department of Aboriginal and Torres Strait Islander Partnerships
- Department of Communities, Child Safety and Disability Services
- Department of Environment and Heritage Protection
- Department of Housing and Public Works
- Department of Infrastructure, Local Government and Planning
- Department of Natural Resources and Mines
- Department of State Development
- Department of Police, Fire and Emergency Services
- Department of Transport and Main Roads
- Queensland Rail

Local Governments

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| • Toowoomba Regional Council | • Paroo Shire Council |
| • Maranoa Regional Council | • Ipswich City Council |
| • Western Downs Regional Council | • Gold Coast City Council |
| • Banana Shire Council | • Brisbane City Council |
| • Central Highlands Regional Council | • Logan City Council |

MAJOR PROJECTS TO DATE

Master-Planned Communities

- North Lakes, Mango Hill
- Yarrabilba, Logan (as a Stakeholder)
- Flagstone, Logan (as a Stakeholder)

Residential Developments

- Roma Street Parklands Residential Precinct, Brisbane
- Casino Towers, Brisbane
- Coomera Waterfront, Gold Coast
- River Cove, Murrumba Downs
- Castle Hill Estate, Murrumba Downs
- Windermere Estate, Sinnamon Park
- Central Parklands, Mt Ommaney
- Park Hill Village, Cannon Hill

Mixed Use / Commercial / Industrial / Other

- Metroplex on Gateway, Murarrie
- Emporium, Fortitude Valley
- The Village at Coorparoo, Coorparoo
- MotorCross and Trail Bike Facility, Pinkenba
- West End and Manly Markets
- Mayfair on Manly Shopping Precinct, Manly West
- Sandgate Town Hall, Sandgate

Public Infrastructure

- Roma Flood Levee (Stage 1), Roma
- Injune-Taroom Road Upgrade, Taroom
- Blackwater System Electrification Rail Project, Goonyella to Blackwater
- Wyandra-Eulo Flood Levee, Wyandra/Eulo
- Mitchell Highway and Bulloo Developmental Road TNRP, Cunnamulla
- Toowoomba Range (Stage 2), Toowoomba
- M1/M3 Upgrade Project (DTMR), Logan to Gold Coast
- Logan Enhancement Project (DTMR), Logan
- Transit Orientated Developments, Coomera and Kallangur

Community Development & Consultation

- Community Impact Assessment and Consultation Strategy for Quarry
- Consultation Strategy for MotorCross and Trail Bike Facility, Pinkenba
- Community Infrastructure Report and Recommendations, Cunnamulla
- Community Engagement Strategy, Mitchell Highway and Bulloo Development

Mining & Energy

- Santos GLNG Gas Field Development Project, Bowen and Surat Basins
- Comet Ridge to Wallumbilla Pipeline (Santos), Wallumbilla to Injune
- Fairview to Gladstone GLNG Pipeline (Santos), Injune, Arcadia Valley and Rolleston
- APLNG Project (Origin), Miles, Chinchilla, Crossroads, Goombi and Columboola
- Surat Gas Project (Arrow Energy), Wandoan, Dalby and Millmerran
- QCLNG Phase 1 – Surat CSG Project (QGC), Tara, Kogan, Condamine, Miles, Surat and Roma
- Galilee Coal Project Rail (Waratah Coal), Alpha to Abbot Point
- Carmichael Coal Mine and Rail Project (Adani Mining), Galilee Basin
- North Galilee Basin Rail Project (Adani Mining), Galilee Basin to Abbot Point
- Springsure Creek Coal Mine Project (Springsure Creek Coal), Springsure
- Powerlink Transmission Network Extension, North West Surat

MAJOR STRATEGIC & POLICY PROJECTS

Strategic & Policy Development

- Approval Compliance Framework
- Land Audit Framework and Assessment of Assets Procedure
- Coal Mining Assessment Process and Alliances
- Policy and Procedure Framework for Resource Approvals
- Service Delivery Model Report and Recommendations
- Aboriginal Cultural Heritage and Native Title Obligations Policy and Procedure
- Management Directive for Managing Aboriginal Cultural Heritage and Native Title Obligations
- Residential Property Management Strategy
- Standardised Use and Access Agreements Procedure & Policy
- Brisbane City Council Contaminated Land Review
- Gold Coast City Council Affordable Housing Policy and Assessment Process

Strategic & Policy Review, Publication & Implementation

- Council Owned Freehold & Trust Land for Agistment Purposes Policy
- Combined Infrastructure Strategy & Policy
- Strategic Land Acquisition Policy
- Acquisition of Non-Current Assets Policy
- Rental of Council Owned Freehold & Trust Land for Agistment Purposes Policy
- Asset Management – Investment Property Policy
- Depreciation of Non-Current Assets Policy
- Disposal of Non-Current Assets Policy

EDUCATION

- Graduate Certificate in Applied Law (Planning and Mining & Energy Law), Queensland University of Technology, 2017
- Graduate Diploma in Urban & Regional Planning, Queensland University of Technology, 2007
- Bachelor of Built Environment (Urban & Regional Planning), Queensland University of Technology, 2006

TRAINING

- Certificate in Competition & Consumer Law (INDTPA01-182-00), ComplianceNet, October 2014
- Contract Law Fundamentals, Avertedge, May 2014
- General Awareness Training, Mates in Construction, February 2014
- Mine Site Safety Supervisor and G2 Training Course, AXIAL Training, 2013
- Santos 4x4 Course, Transqual Logistical Training, 2013
- Project Management, Brisbane City Council, 2010
- Certified Practising Planner with Planning Institute of Australia. Majoring in Economics of Development, Effective Communication, Negotiation and Mediation, Legislation and Governance, Professional Ethics and Urban Design, 2010

MEMBERSHIPS

- Property Council of Australia, 2014
- Brisbane Development Association, 2014
- Infrastructure Association of Queensland, 2013
- Institute of Quarrying Australia – Full Member, since 2013
- Concrete, Cement and Aggregates Australia – Planning & Environment Committee Member, since 2013
- Planning Institute of Australia – Full Member – Certified Practising Planner (CPP), since 2004