

**CAIRNS WATER SECURITY STAGE 1 PROJECT STEERING COMMITTEE ESTABLISHMENT**

63/5/3 | #7451314

**RECOMMENDATION:**

That Council:

1. **Endorses the establishment of the Cairns Water Security Stage 1 Project Steering Committee (CWSS1PSC) to oversee the construction of the Cairns Water Security Stage 1 Project.**
2. **Endorses the Terms of Reference for the Project Steering Committee (CWSS1PSC)**
3. **Appoints the following Councillors to the Project Steering Committee (CWSS1PSC)**
  - **Mayor – Cr Amy Eden (Chair)**
  - **Deputy Mayor – Cr Brett Olds**
  - **Elected Member Division 2 – Matthew Tickner**

**INTERESTED PARTIES:**

- John Holland Queensland Pty Ltd;
- GHD Pty Ltd;
- Water Treatment Australia Pty Ltd;

**EXECUTIVE SUMMARY:**

In order to support the construction stage of the Cairns Water Security Stage 1 (CWSS1) Project, a project governance framework has been developed in order to enhance project governance, including the formation of a Project Steering Committee. The structure allows for enhanced governance and consultation, ensuring that the project remains responsive to the needs of Council.

Within the construction of the CWSS1 Project, there will be a multitude of matters that require discussion and deliberation. All Councillors will have the option of attending Project Steering Committee meetings should they so desire noting that decisions that are not within the project budget or defined risk profile will be referred to Council for final decision.

## **BACKGROUND:**

In December 2023, Council endorsed to award Contract 75692 – Design and Construct Contract, Cairns Water Security Stage 1 Project, to John Holland Queensland Pty Ltd (JHQ). Council is developing the Cairns Water Security Stage 1 (CWSS1) project at Gordonvale to deliver a new drinking water supply to the Cairns community. CWSS1 is critically needed to service Cairns' growing population and to build resilience into the existing water network. It is the largest infrastructure project ever undertaken by Council.

The project involves building:

- a water intake at the Mulgrave River, near the Desmond Trannore Bridge, Gordonvale;
- a water treatment plant and water reservoirs, on Council land located on Draper Road/Hickling Access, Gordonvale; and
- a network of pipes to take raw water to the treatment plant and treated water from the plant to residents.

Works will also be undertaken at Council's Behana Creek intake as part of the project, to improve the quality and resilience of that water source. The existing treatment plant at Behana will be made redundant by the new water treatment plant being built at Gordonvale.

## **COMMENT:**

Construction of the Cairns Water Security Stage 1 (CWSS1) Project will involve multiple stakeholders and require close collaboration and coordination among all parties involved.

In order to guide this next stage of work for the CWSS1 project, a steering committee governance structure (see Attachment 1) and accompanying Terms of Reference (see Attachment 2) for the Project Steering Committee have been developed in order to enhance project governance.

The project governance structure is based upon similar models used to support the delivery of the Cairns Gallery Precinct, Cairns Performing Arts Centre construction and the Esplanade Precinct upgrades. The structure allows for enhanced governance and consultation, ensuring that the project remains responsive to the needs of Council.

All Councillors will have the option of attending Project Steering Committee meetings should they so desire noting that decisions that are not within the project budget or defined risk profile will be referred to Council for final decision.

A monthly status report will be provided to the full Council at the Capital Projects workshop as well as Project Steering Committee meeting minutes being tabled at monthly Council Ordinary Meetings by the Director of Infrastructure & Assets.

The project will undergo regular independent project quality assurance reviews (6 monthly), these reports will be provided to the committee. Additionally, an independent Program Assurance Advisor will be appointed to the Steering Committee and be available to provide insights and advice. The focus of the advisory role will be to provide expert guidance to the committee members on program assurance throughout the lifecycle of the project whilst leveraging existing contractual elements, engineering, commercial and legal partners already within scope of the program.

### **OPTIONS:**

#### **Option 1: (Recommended)**

That Council:

1. Endorses the establishment of the Cairns Water Security Stage 1 Project Steering Committee (CWSS1PSC) to oversee the construction of the Cairns Water Security Stage 1 Project.
2. Endorses the Terms of Reference for the Project Steering Committee (CWSS1PSC)
3. Appoints the following Councillors to the Project Steering Committee (CWSS1PSC)
  - Mayor – Cr Amy Eden (Chair)
  - Deputy Mayor – Cr Brett Olds
  - Elected Member Division 2 – Cr Matthew Tickner

#### **Option 2:**

That Council does not support the recommendation and adopts an alternative course of action.

### **CONSIDERATIONS:**

#### **Risk Management:**

The implementation of the CWSS1PSC will further support risk management via regular meetings aligned with the agreed project milestones as well as the Council Ordinary meeting schedules. This ensures key decisions are aligned with agreed project milestones and are made in a timely manner.

#### **Natural Environment and Cultural Heritage:**

The CWSS1 project is being developed on Yidinji Country and the project team have continued engagement with Traditional Custodians of the lands covered by the project area, the Gimuy Walubara Yidinji, Dulabed and Malanbarra Yidinji, and Madjandji peoples.

#### **Community:**

The CWSS1 project has been identified as the next water supply to serve the growing urban demand in the Cairns Region Local Government Area. Extensive and ongoing consultation and community engagement will be continued to inform the local and/or wider community of project updates and any impacts on the community if required.

The implementation of the CWSS1 project will mitigate the treatment risk currently associated with the Behana Creek water source. It will also provide a second major water treatment facility into the Cairns water supply scheme, thereby providing redundancy in the existing system. The implementation of the CWSS1 will enable the preservation of the stored volume in Copperlode Falls Dam, thereby minimising the requirement for the imposition of water restrictions.

The CWSS1 project will deliver a range of benefits:

- Social stability through the provision of a consistent and reliable drinking water supply to the Cairns region
- Supporting regional economic prosperity
- Providing local employment and training opportunities
- Sustainable liveability and public amenities
- Supporting community health by maintaining a clean water supply
- Improved water system redundancy
- Increased cultural and water education opportunities

#### Corporate Plan 2021-2026:

The contract works will assist Council with meeting the following corporate goals:

- Focus One – Robust Economy;
- Focus Two – Natural Assets; and
- Focus Three – Design for Liveability.

The works will also meet Cairns Infrastructure and Asset's charter for "Planning for and delivering water, wastewater and waste infrastructure".

#### Statutory:

As a registered water service provider under Queensland's *Water Supply (Safety and Reliability) Act 2008*, Council has obligations to provide for the safety and reliability of water supply to its customers.

### **CONSULTATION:**

Extensive consultation with internal and external stakeholders has been undertaken throughout the project to date, and will be ongoing as the project progresses.

The CWSS1 project has been identified as the next water source for the Cairns Region LGA through an extensive community engagement process between 2014 and 2015. Community consultation will be an ongoing process throughout the life of the CWSS1 project. Key decision milestones throughout the delivery process will be presented to Council for endorsement.

**ATTACHMENTS:**

Attachment 1: Cairns Water Security Stage 1 Project Governance Structure (#7451345)

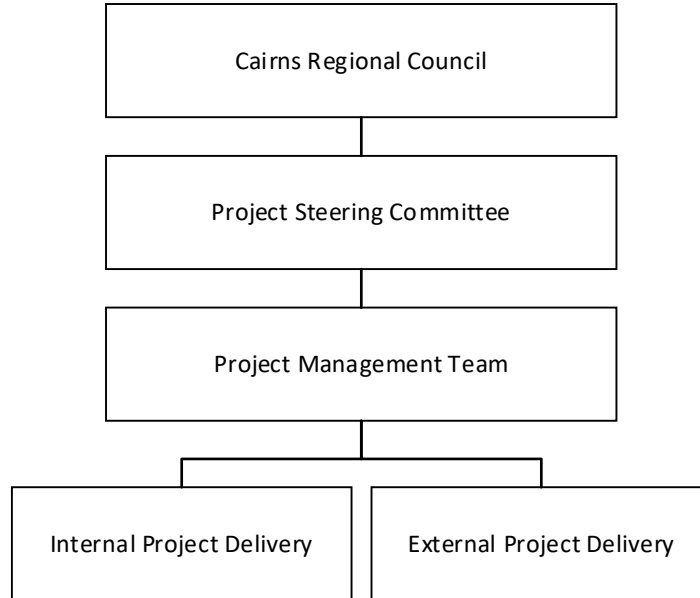
Attachment 2: Cairns Water Security Stage 1 Project Steering Committee Terms of Reference (#7426174)

A handwritten signature in black ink, appearing to read 'Mark Wuth', written in a cursive style.

Mark Wuth  
Director Cairns Infrastructure and Assets

**Attachment 1: Cairns Water Security Stage 1 Project Governance Structure #7451345**

**Cairns Water Security Stage 1 Project**  
Governance Structure July 2024



## **Attachment 2: Cairns Water Security Stage 1 Project Steering Committee Terms of Reference #7426174**

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### **CAIRNS REGIONAL COUNCIL**

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#### **CAIRNS WATER SECURITY STAGE 1 PROJECT STEERING COMMITTEE - TERMS OF REFERENCE**

**Intent** To establish the framework within which the Cairns Water Security Stage 1 (CWSS1) Project Steering Committee operates. The Steering Committee will make decisions with regard to aspects of the construction of the CWSS1 project that are within scope of the project budget. Decisions that are not within the project budget scope or considered to be major or sensitive by the Steering Committee will be referred to full Council for decision.

**Scope** Applies to members and invitees of the Committee.

#### **PROVISIONS**

##### **Name of the Steering Committee**

Cairns Water Security Stage 1 Project Steering Committee (CWSS1PSC)

##### **Purpose, Responsibilities and Powers of the Committee**

Within the CWSS1 Project construction, there will be a multitude of matters that require discussion and deliberation. Matters that are significantly outside the current scope and budget of the project or are considered major or sensitive will be referred to the full Council for decision.

##### **Membership**

The members of the CWSS1PSC will be:

- Mayor – Cr Amy Eden - Chair
- Deputy Mayor – Cr Brett Olds
- Elected Member Division 2 – Matthew Ticker
- Independent Program Assurance Advisor (non-voting advisor role)

The following staff will also attend the CWSS1PSC:

- Chief Executive Officer
- Director Finance & Business Services
- Director Cairns Infrastructure and Assets
- Associate Director Engineering Services
- Executive Manager Major Projects
- Executive Manager Utility Services

Administrative and technical support will be provided to the Committee by Cairns Infrastructure and Assets staff.

##### **Conduct of meetings**

The CWSS1PSC will be chaired by the Mayor. If the Chair is absent the Councillors will elect a replacement for the duration of the meeting.

The CWSS1PSC will receive written agendas on matters pertaining to the CWSS1 Project Construction prior to each meeting.

Nominally meetings will be monthly or as deemed required by the Committee.

**Term of Committee**

It is envisaged that the Committee would run until it is deemed by Council that it is no longer required.