

5.2. DAINTREE FERRY INFRASTRUCTURE QUARTERLY REPORT ENDING SEPTEMBER 2022

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RECOMMENDATION

That Council receives and notes the Daintree Ferry Infrastructure Project quarterly report for the period August to September 2022.

EXECUTIVE SUMMARY

The project is currently in the planning phase of project delivery with geotechnical investigations tender out to the market. The geotechnical report will be an input into the concept design. The existing concept plan for the road improvements will be updated once geotechnical reports are received.

The project is currently on track as per the project timeline.

The initial landside infrastructure component of the project is scheduled to commence in 2023. Preliminary discussions have commenced with the current operator of the ferry service around potential south bank traffic queueing solutions.

BACKGROUND

At a Special Council Meeting held Tuesday 9 August 2022, it was resolved that a quarterly report would be made available to the Councillors at Ordinary Council Meetings concerning all matters associated with the Daintree Ferry Project, including financials.

This project is to address the following objectives as discussed by Councillors at Council Workshops on 24 May 2022 and 12 July 2022:

- Priority lane improvements, additional lane northside and realignment of lanes on the southside
- Improved tourist experience
- Reduced queuing times

COMMENTS

The past seventeen months have been focussed on the Initiate Phase of the project lifecycle and to determine the feasibility of the project prior to delivery. The Initiate Phase consists of problem definition, project objectives and potential concept solutions to the issue, in addition to defining the level of project governance required.

A detailed review and analysis of data collected over many years has occurred during this period. Some preliminary discussions with approval agencies have also been actioned. This led to the development of several civil infrastructure and vessel options.

The project has now commenced the Planning Phase of the project delivery lifecycle, whereby a comprehensive plan on how to successfully deliver the project is to be generated.

The project has the following parts:

- Vessel replacement
- Landside infrastructure upgrades

The vessel replacement and landside infrastructure upgrades will need to be coordinated together as a decision in one, may require changes to the other, i.e., they need to run in parallel. This portion of the project is expected to take several years to complete.

Landside infrastructure augmentation will look to improve traffic congestion issues by undertaking minor alterations to the existing infrastructure in the short term when the opportunity exists to do so.

Progress for this quarter includes:

PROJECT MANAGEMENT PLAN that will address the following has been completed:

- Project Goals & Objectives
- Project Governance
- Project Milestones
- Project Scope
- Deliverables
- Work Breakdown Structure
- Schedule/Project Timeline
- Budget & Funding Model
- Assumptions & Constraints
- Quality Criteria
- Project Resources – DSC
- Stakeholder Management
- Communications Plan – subplan to be generated
- Safety/Environmental Management Plan – sub plan to be generated
- Risk Assessment – register to be generated
- Risk Management Plan – sub plan to be generated
- Construction Impacts to Current Ferry Service
- Procurement Plan – subplan to be generated

PROGRAM TIMELINE

A detailed project timeline in Gant form has been completed and in summary:

Project Status – Landside Infrastructure

Commence September 2022

Completion November 2024

Currently on track as per the project timeline

Project Status – Vessel Design & Procurement

Commence April 2023

Completion August 2025

Yet to commence

PROPOSAL

That Council receives and notes the Daintree Ferry Infrastructure Project quarterly report for the period August to September 2022.

FINANCIAL/RESOURCE IMPLICATIONS

Budget allocation for the 2022/23 financial year has been allocated for landside infrastructure and commencement of geotechnical investigations, environmental, cultural heritage studies and civil designs (both landside and ferry landing infrastructure).

Total project budget life to date: \$764,000

Project expenditure life to date:

- FY 2020/21 \$67,688
- FY 2021/22 \$77,675
- FY to date 2022/23 \$24,763
- **Total to date \$ 170,126**

Consisting of:

- Contractors eg survey, engineering, AMSA services \$52,449
- Materials purchased \$5,735
- Traffic control \$2,023
- Project Management \$103,482
- Community Consultation \$6,437
- **Total to date \$ 170,126**

Funding for future years will be based on the outcome of the studies and investigations.

RISK MANAGEMENT IMPLICATIONS

The project is highly complex in nature and a comprehensive risk register is to be generated. The many Government Agency applications and permits required and being unable to secure any of these permits and applications may impact the success of the project. The following risks have been identified and are being managed:

Table 1.

Risk Item	Likelihood	Consequence	Rating	Mitigation
Hazardous Substance entering River	Possible	Major	Moderate	Work Practice
Exposure to Dangerous Wildlife	Likely	Major	Moderate	Crocodile fencing installed
Field Workers exposed to Traffic Hazards	Likely	Major	High	Traffic Management Plans and Barriers
External Threats to Field Workers	Unlikely	Minor	Low	Awareness and Toolbox discussions
Material Availability	Almost Certain	Minor	Moderate	Contract discussion
Industrial Relations threat to Resourcing	Unlikely	Minor	Low	Controlled through HR and Industrial Relations Policies
Procurement of Contractors/Resources	Likely	Minor	Moderate	Market extended more widely

Risk Item	Likelihood	Consequence	Rating	Mitigation
Cultural/Heritage items of Significance	Likely	Major	High	Survey undertaken by Consultant prior to works mobilisation
Riverbank Erosion	Unlikely	Minor	Low	Daily monitoring when work is being undertaken
Extreme Weather conditions	Almost certain	Major	High	Contractor monitoring of BOM weather reporting
Work Noise for Residents	Unlikely	Insignificant	Low	Noise Monitor installed on site by Civil Contractors
Site Waste	Likely	Insignificant	Low	Managed on site with waste management bins

SUSTAINABILITY IMPLICATIONS

Economic: The success of the project is critical to the operation and sustainability of businesses on the northern side of the Daintree River.

Environmental: The Daintree World Heritage area is of outstanding scientific importance and natural beauty. It was included on the world heritage list in 1988.

Social: The community north of the Daintree River and trade/service workers are reliant on the ferry service daily.

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2019-2024 Initiatives:

Theme 1 - Celebrating Our Communities

Douglas Shire Council embraces the diversity of our communities and values the contribution that all people make to the Shire. We recognise that it is a core strength of the region. We acknowledge our past so that it may guide us in the future. We recognise the wrongs done to our Indigenous community and we actively seek to reconcile so that we may all benefit from and enjoy our Shire. We acknowledge early European settlers who forged an agricultural base for our economy and we welcome all new arrivals as part of our broader community.

Goal 2 - We will deliver programs and services that protect and enhance the liveability of our beautiful Shire.

Theme 2 - Fostering Sustainable Economic Growth

A robust economy is at the heart of a thriving community and enables investment in environmental protection. While our remoteness is a key attribute, it also presents challenges for attracting new business and investment. We must also meet the challenges of fierce competition in the tourism sector. Council will partner with industry to build, diversify and

promote the Douglas economy. Council will design and deliver infrastructure, strategies and services that support the local economy and businesses.

Goal 1 - *We will build appropriate infrastructure and deliver services that connect and support businesses.*

Theme 3 - Leading Environmental Stewardship

Our visitors and residents deeply value the unparalleled environment in which we live. We recognise our responsibility in protecting and preserving our natural world for generations to come. We understand the strong link between the environment and the economy: they are interdependent. Douglas Shire will be at the forefront of environmental protection by developing strategies, setting policies, and working with all stakeholders to become the envy of and to inspire locations across Australia and the World.

Goal 1 - *We will protect our sensitive environment and plan for the impact of climate change.*

Theme 4 - Inclusive Engagement, Planning and Partnerships

In delivering for our communities, economy and environment, Douglas Shire will ensure open and transparent engagement and communication. We will develop robust strategic plans and we will partner with our community and key stakeholders.

Goal 1 - *We will implement transparent decision making through inclusive community engagement and communication.*

Theme 5 - Robust Governance and Efficient Service Delivery

Strong governance and financial management are the foundations of the way in which Council will conduct its business and implement the initiatives of the Corporate Plan.

Goal 2 - *We will put the customer at the centre of our service delivery and process improvement as we deliver efficient and appropriate services based on community expectations.*

Goal 3 - *We will make sound financial decisions by ensuring robust strategic planning, financial management and reporting.*

Operational Plan 2022-2023 Actions:

Infrastructure Improvements - *Determine options for an enhanced service and commence design if necessary.*

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance. The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

The following areas outline where Council has a clear responsibility to act:

Builder/Owner	Council makes a significant investment every year in the infrastructure that underpins the Shire through its capital works program. Council will manage its assets with appropriate frameworks and deliver its projects through robust project management.
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CONSULTATION

Internal: Internal consultation has been undertaken over the previous 15 months at various internal workshops with Council staff, management team and Councillors.

External: External consultation has occurred with the general public in relation to recent ferry closures and upcoming closures in November 2022 and March 2023.

An engagement plan will be developed as part of this project. At this stage, the following stakeholders have been identified:

Preliminary stakeholders identified at this time, include:

Internal Stakeholders

- Councillors
- Council Management Team including CEO
- Project Management Office
- Infrastructure Department
- Frontline Team
- Council Senior Procurement Officer
- Council Community Liaison Officer - External Stakeholder Coordinator
- Council Communications & Media Officer
- Council Planning & Environment Team
- Council Property Services Team
- Council Safety, Health & Environment Team

External Stakeholders

- Douglas Shire Community
- Visitors/Tourists
- Daintree businesses
- Tourism operators
- Daintree ferry operator Entrada
- Tourism Port Douglas and Daintree
- Douglas Chamber of Commerce

COMMUNITY ENGAGEMENT

Future community engagement will be determined via communications plan, which will be developed shortly.

ATTACHMENTS

Nil