

5.7. DAINTREE FERRY INFRASTRUCTURE QUARTERLY REPORT ENDING MARCH 2023

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RECOMMENDATION

That Council receives the Daintree Ferry Infrastructure Project quarterly report for the period January to March 2023.

EXECUTIVE SUMMARY

The project is currently in the planning phase with geotechnical investigations completed for both sides of the river infrastructure design. The geotechnical report is a key input into the concept design and all environmental studies. The concept design for the road improvements has had a design iteration throughout February and March 2023 and will be workshopped with Councilor's once that revision is received.

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

The initial landside infrastructure component of the project is scheduled to commence civil works later in 2023.

Project delivery staff were assigned to coordinate the mandatory five-year AMSA inspection on the existing vessel and have predominately been focussed on this task during the reporting period.

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 project is in the Planning Phase, whereby a comprehensive plan on how to successfully deliver the project has been generated and will continue to be updated throughout the project life.

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 or delay in one area, may require changes to the other, i.e., both project aspects need to run in parallel. The project is expected to take several years to complete.

Landside infrastructure augmentation (in relation to the roads/lanes), will look to improve traffic congestion and queuing issues, by undertaking alterations to the existing road infrastructure configurations.

Progress for this quarter includes:

ENVIRONMENTAL CONSULTANCY

- Onsite studies have commenced.
- Flora and Fauna audit and counts are currently occurring onsite.

PROJECT MANAGEMENT PLAN

Ongoing and a living document throughout the project to address the following areas:

- 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 – Douglas
- Stakeholder Management
- Communications Plan
- Safety/Environmental Management Plan
- Risk Assessment
- Risk Management Plan
- Construction Impacts to Current Ferry Service
- Procurement Plan

PROGRAM TIMELINE

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

AMSA INSPECTION

Project delivery staff were assigned to coordinate the mandatory five-year AMSA inspection on the existing vessel and have predominately been focussed on this task during the reporting period. The Daintree ferry was closed for service from midnight Sunday 5 March until Monday 10:30am 13 March 2023, some 53.5 hours later than scheduled.

The closure period was extended an additional two days due to the following emergent works:

- Internal hull preparation for painting was scheduled to be undertaken within the five-day closure. However upon commencement of paint preparation activities, it was found that the internal hull corrosion was more significant than previously observed. This resulted in the preparation techniques having to be adjusted from localised hand tool techniques to full compartment grit blasting.
- Some external underwater hull corrosion had been anticipated with a patch and paint approach being the planned repair approach. However, upon inspection it was determined that the excessive corrosion found warranted localised repairs and a full hull repaint requirement. This typically takes five days to complete in addition to the five days of scheduled closure. The additional works were completed in 2 days.
- Excessive corrosion was found to have compromised the internal hull integrity after a redundant sewage tank was removed from compartment C4, and the hull was able to be exposed and inspected. These defects required, preparation, filling, preparation for painting and painting activities to repair.
- Wheelhouse support braces on the underside of the vessel were scheduled to be fully replaced as a maintenance activity during the closure. However, 60% of those required a localised section of the hull to be removed from the vessel which was not anticipated. Repairs were rewelded both internally and externally before the new supports could be welded into position, prepped and repainted.

One of the major contractors spent over 1000 hours completing boilermaker and confined space activities to repair the ferry hull, wheelhouse support structures, internal compartment hull repairs and external sections of both the Port and Starboard areas below the water level.

At critical periods of the inspection and maintenance works, Council had up to twelve contractor companies working on repair and maintenance work concurrently.

The estimated total cost for the docking, inspection, repairs, maintenance and re-floating including the additional works identified above is \$645,361. Mechanical items maintenance and repairs also undertaken concurrently with the AMSA inspection are not included in this amount.

It should be noted that ongoing maintenance requirements for the vessel which will result in customer service impacts are still anticipated.

Table 1. AMSA Expenditure

Item	Pre-AMSA estimate	Post-AMSA actual
Ferry retrieval/relaunch	\$134,238	\$156,833
Welding/Fabrication	\$73,978	\$160,581
Vessel painting	\$53,220	\$91,575
Internal DSC staff	\$40,000	\$70,346
Single Car Ferry	\$23,100	\$29,400
Traffic Mgt, Site Security, Signage	\$11,929	\$29,997
Equip Hire – lights, generators, bob cat, excavators	\$14,929	\$36,602
Ferry Operations	\$12,155	\$24,548
Miscellaneous Items	\$42,789	\$45,479
TOTAL	\$406,338	\$645,361

PROPOSAL

That Council receives the Daintree Ferry Infrastructure Project quarterly report for the period January to March 2023.

FINANCIAL/RESOURCE IMPLICATIONS

Budget allocation for the 2022-2023 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 – (eg: life to date, 2020-2021 FY through to 2022-2023 FY) is \$764,000

Project expenditure life to date consists of:

- FY 2020/21 \$67,688
- FY 2021/22 \$77,675
- FY to date 2022-2023 \$125,000
- **Total to date** **\$270,363**

Funding requirements for future years will be based on the outcome of the geotechnical investigations that will drive the environmental approvals required and subsequent civil designs. Funding for the vessel replacement will also be necessary.

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 major risks have been identified and are being managed:

Table 2. Major Risks identified

Risk Item	Likelihood	Consequence	Rating	Mitigation
Project Governance	Possible	Major	High Risk	Queensland Treasury Corporation are assisting Council with Project Governance
Environmental Approvals	Almost Certain	Major	Extreme High	Engage experienced Environmental Consultant
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
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
Political	Almost Certain	Major	Extreme Risk	Councillors/Community to be fully informed on the process & progress

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.

CONSULTATION

Internal: Internal consultation has been undertaken at various internal workshops with Council staff, management team and Councillors.

A de-brief after the AMSA inspection was held with Councillors on 14 March 2023.

External: External consultation has occurred with the general public in relation to recent ferry closures and upcoming closures in November 2022 and March 2023. Consultation will continue as civil designs are developed.

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 a communications plan.

ATTACHMENTS

Nil