



## FNQ QWRAP Meeting No. 9 Agenda

**Date:** Friday 12 February 2016

**Time:** 10am – 2pm

**Location:** Cairns Regional Council - level three Committee meeting room.

1. Welcome and Apologies
2. Introduction of Ted Aldred, Manager Assessment and Compliance, Dept of Energy and Water Supply (approx. 20-30mins).
3. Presentation from CRC Alison Barret – Replacement Rates for Water and Waste Water Assets. - refer action from previous meeting CRC to provide unit rates for Water and Waste Water current replacement rates.
4. **ACTIONS FROM PREVIOUS MEETING:**

ACTION	Org Responsible	Complete
Councils to provide contact details, to Amanda Hancock, of representatives for the Bio-solids technical committee.	All councils	√
Amanda Hancock to facilitate meeting for Bio-solids technical committee group, Amanda to provide terms of reference to next QWRAP meeting.	FNQROC	√
Rob Fearon to provide a short summary of the bio-solids studies done by FNQROC and the WIM Alliance to highlighting some of the difficulties faced in regional Queensland.	QLD Water	√
Rob Fearon to forward current informal arrangements from other QWRAP groups for consideration. - RAPAD group (the Outback Regional Water Alliance Mou, refer Appendix E, and Constitution, refer Appendix F) and also the Whitsunday Isaac Mackay - WIM Water Alliance agreement). Documents forwarded out with previous minutes.	QLD Water	√
To begin the process of identifying priorities within region, each council to identify three priorities for group discussion – at February meeting (see item 9 this agenda).	All councils	To be completed at Meeting
Steve Cosatto to develop and distribute Statements of Intent (SOI) to members for input. SOI's would include criteria such as: (refer page 4 previous minute)	FNQROC	√
Steven Porter to liaise with Steven Cosatto regarding CRC unit rates for Water and Waste Water current replacement rates. (See item 3 this agenda).	CRC and FNQROC	√

### 5. Regional Bio-solids Investigation Project - Update from Amanda Hancock FNQROC

FNQROC Regional Bio solids Disposal & Beneficial Reuse - Sub-committee Meeting No. 1 (January 29, 2016)

6. **Terms of Reference FNQ QWRAP** –(for consideration - see also Agenda, Appendix A, Whitsunday, Isaac, Mackay (WIM) Council's - Water Alliance, Feb 2015, Terms of Reference - Draft)
  - a. Objectives
  - b. Membership
  - c. Deliverables
  - d. Term



e. Frequency of meetings.

7. **General discussion – Member councils to advise group of three Water or Waste Water priorities - (to identify synergies or opportunities for collaboration).**

8. **Update from QLD Water Directorate - Rob Fearon.**

9. **Update from LGAQ – Arron Hieatt.**

10. **General Business:**

1. Cairns Regional Council Business Advisory Group - Mark Wuth.

2. Regional Pump Register – Amanda Hancock - research update.

3. CTM update (if any) – Cairns Regional Council

4. Update from councils.

5. Correspondence:

a. Training: Stormwater Drainage Condition Assessment PN 5 on condition assessment of stormwater drainage.

6. Proposed QWRAP Meetings, 2016.

Venue	Date
Cairns	20 May
Cairns	12 August
Cairns	4 November

11. **Close meeting.**



**APPENDIX A – Whitsunday, Isaac, Mackay (WIM) Council's - Water Alliance**

**TERMS OF REFERENCE - Draft**



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# **Whitsunday, Isaac, Mackay Water Alliance (WIM WATER ALLIANCE) TERMS OF REFERENCE**

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**Draft**

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**February 2015**

## **Table of Contents:**

### **Contents**

<b>TABLE OF CONTENTS:</b> .....	<b>5</b>
<b>1.0 OVERVIEW OF THE WIM ALLIANCE</b> .....	<b>6</b>
1.1 STATEMENT OF INTENT .....	6
1.2 OBJECTIVES .....	6
1.3 SCOPE .....	6
1.4 PURPOSE OF THIS TERMS OF REFERENCE .....	6
1.5 STRUCTURE OF THE TERMS OF REFERENCE .....	7
<b>2. STRUCTURE OF THE ALLIANCE</b> .....	<b>8</b>
2.1 GENERAL .....	8
<b>3. ROLES AND RESPONSIBILITIES:</b> .....	<b>9</b>
3.1 ALLIANCE CHAIR: .....	9
3.2 ALLIANCE MEMBERS .....	9
3.3 ASSISTANT MEMBERS .....	10
3.4 PROJECT CHAMPIONS .....	10
3.5 WHITSUNDAY REGIONAL ORGANISATION OF COUNCILS .....	10
<b>4. ALLIANCE FUNCTIONS</b> .....	<b>11</b>
4.1 APPOINTMENT OF ALLIANCE CHAIR .....	11
4.2 APPOINTMENT OF MEMBERS .....	11
4.3 EX OFFICIO MEMBERSHIP .....	11
4.4 RESOURCING AND PROCUREMENT OF SERVICES .....	11
4.5 SECRETARIAT/COORDINATOR SERVICES: .....	11
4.6 CONFLICT OF INTEREST .....	11
4.7 LIABILITY .....	11
<b>5. PROCESSES</b> .....	<b>12</b>
5.1 BUILDING CONSENSUS .....	12
5.2 ALLIANCE MEETING OBLIGATIONS .....	12
5.3 MEETINGS CALENDARS .....	12
5.4 ANNUAL REGIONAL FORUM: .....	13
5.5 REVIEW OF THE TERMS OF REFERENCE .....	13
5.6 STRATEGIC REVIEW .....	13
5.7 REPORTING OBLIGATIONS .....	13
5.7.1 Reporting to the Whitsunday ROC .....	13
5.7.2 Reporting to Participant Councils .....	13
<b>APPENDIX A – ACTION PLAN</b> .....	<b>14</b>

## 1.0 Overview of the WIM Alliance

### **Statement of Intent**

The Water Industry in regional Queensland is facing unprecedented challenges. The experience within the Industry suggests that a collaborative approach can provide significant benefits both directly (through improved scale economies) and indirectly (via proactive and consistent engagement with the state and other common stakeholders). Recognising the benefits of cooperation, the water services business of Whitsunday, Isaac and Mackay are seeking to establish a formal alliance across the region (the **WIM Alliance**).

The overarching intent of the WIM Water Alliance can be summarized as follows:

**“As far as practical, the WIM Water Alliance should lead to greater consolidation of strategy and work practices between the region’s water services businesses.”**

### **Objectives**

The objectives of the **WIM Water Alliance** will be to:

- **Build the businesses collective capabilities** through development of stronger networks, greater “cross border” cooperation and alignment of systems and processes;
- **Demonstrate leadership** in development of the water industry within regional Queensland;
- Develop an agreed position on common issues in **consultation with stakeholders** (e.g. the state, regulators, the business owners, key customers etc.); and
- **Strive for further opportunities for reform** of the businesses to improve the efficiency of the water services businesses across the region.

By achieving these objectives, the **WIM Water Alliance** will achieve its intent to develop a more consolidated water industry for the benefit of the Region.

### **Scope**

The scope of **WIM Water Alliance** initiatives will initially encompass the following:

1. **Resource sharing/optimisation and knowledge building:** Develop the regional capabilities through sharing resources (both in terms of staff/skills, equipment, services and data) and knowledge. This may include secondment of staff for a defined period each year;
2. **Business improvement and operational alignment;** Pursue specific opportunities for business improvement and options for greater operational alignment (through use of shared resources, common systems and alignment of policies);
3. **Advocacy:** Advocate for reasonable/rational regulatory outcomes which suit the needs of regional Queensland as well as provide a strong voice for the water industry in regional Queensland; and
4. **Build on the current goodwill** between the three (3) entities

### **Purpose of this Terms of Reference**

The purpose of this Terms of Reference is to:

- Outline the **governance framework** which will be used to manage the WIM Water Alliance (i.e. HOW the Alliance will operate); and
- Provide a succinct **Action Plan** on WHAT the Alliance will do.

It is intended that the governance element of the Terms of Reference will exist largely in perpetuity. The Action Plan has been developed as a separable table (Appendix A) which can be amended on a needs basis.

### **Structure of the Terms of Reference**

The structure of the Terms of Reference has been developed to clearly summarise key elements of the governance framework relevant to the functioning of the WIM Water Alliance including:

- **Section 1** provides a succinct overview of the **key principles** which will drive the WIM Water Alliance;
- **Section 2** broadly **defines the relationship** between Alliance Members, the Whitsunday Regional Organisation of Councils and the individual Councils;
- **Section 3** provides a clear outline of the **roles and responsibilities** of members of the Alliance;
- **Section 4** provides a broad overview of the **functions of the Alliance**;
- **Section 5** provides a summary of the **processes** through which the Alliance will discharge its responsibilities; and
- **Appendix A** contains the **Action Plan** which will define what the Alliance intends to achieve in the coming year(s)

## Structure of the Alliance

### General

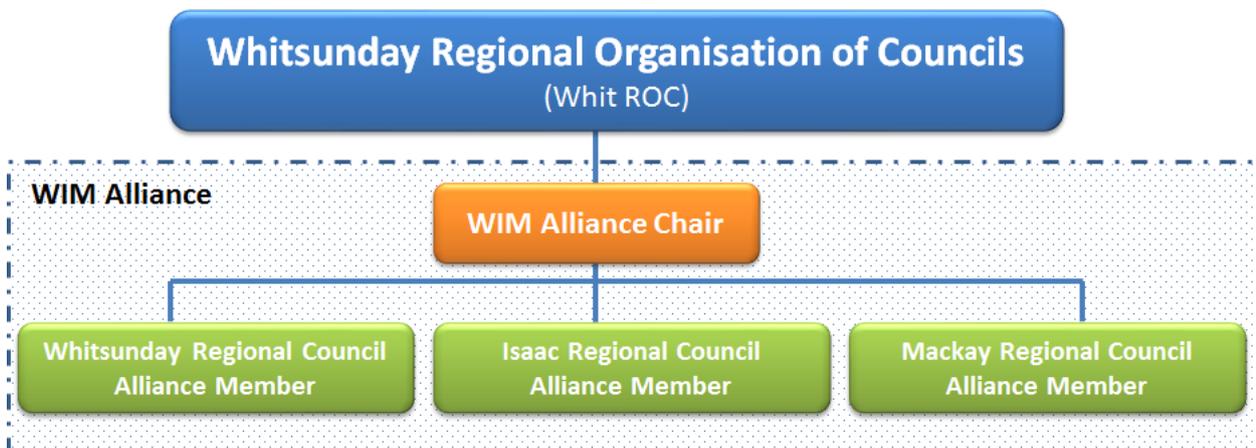
Membership of the **WIM Water Alliance** is currently limited to the water services businesses of Whitsunday, Isaac and Mackay Regional Councils. These three businesses have been selected on the basis that they:

- Share common geographical boundaries;
- Have a common focus on improving water services across the entire region;
- Face common issues and challenges;
- Have an established working relationship between the Councils (through the Whitsunday Regional Organisation of Councils);
- Have an established working alliance with clearly identified opportunities for collaboration; and
- Have demonstrated a willingness to invest time and resources in such projects.

Expansion of the Alliance Membership would require the unanimous agreement of all current member Councils.

The structure of the WIM Water Alliance is illustrated schematically in Figure 2.1 with specific detail on roles, responsibilities and functions of the Alliance outlined in greater detail below.

**Figure 2.1 – Alliance Framework**



## **Roles and Responsibilities:**

### **Alliance Chair:**

The Chairman of the **WIM Water Alliance** will be responsible for the overall performance of the Alliance. Key roles/responsibilities of the **Alliance Chair** are as follows:

- The Alliance Chair has full administrative control of the WIM Water Alliance and is responsible for the overall performance of the Alliance (this includes ultimate responsibility for the timely and efficient execution of Action Plan initiatives) and any financial accountabilities;
- Act as the primary point of contact between the Whitsunday ROC and the WIM Alliance;
- Be the sole point of contact for all external inquiries on the WIM Alliance;
- Work with all WIM Water Alliance Members to develop, implement and review the Action Plan (Appendix A)
- The Alliance Chair must be available for all meetings (meetings cannot proceed without the involvement of the Chair), ensure that protocols are observed (as outlined in this TOR) and meetings are run in a manner which results in consensus and commitment on issues;
- Report quarterly to the Whitsunday ROC on progress in the development and execution of Action Plan initiatives; and
- Work with the Alliance members to nominate a “champion” for each initiative. The nominated “champion” shall be responsible for execution of the action item and reporting progress to the Alliance.

### **Alliance Members**

The **Alliance Members** shall be the managers with primary responsibility for the water services business within each of the three Councils.

Key roles/responsibilities of **Alliance members** are as follows:

- Act as their respective Councils primary point of contact for the other Alliance members;
- Work with the Alliance Chairman and other Alliance Members to assess, agree and authorise specific initiatives (refer Action Plan in Appendix A);
- Provide the necessary resources and support to ensure that initiatives can be delivered within the time/budget constraints;
- Monitoring and reporting to the Alliance Chair on progress (and cost) of individual initiatives;
- Participate in all Alliance meetings;
- Be objective in the assessment of alternative options and declare any potential conflict of interest at the first available opportunity;
- Liaise/report to their individual Councils on the progress of the Alliance as required; and
- Assist the Alliance Chair in the development of reports to the Whitsunday ROC.

## ***WIM Water Alliance***

### ***Terms of Reference***

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#### ***Assistant Members***

Individual Councils may nominate an “Assistant” member who will provide support to the Councils Alliance Member. The Assistant Members role is optional and these positions will be “ex officio” as defined below. Key roles/responsibilities for any Assistance Managers will be as follows:

- Maintain awareness and knowledge of the current status of the WIM Water Alliance and associated Actions; and
- Provide assistance to their Councils nominated Alliance member.

#### ***Project Champions***

Project Champions will be individuals nominated to manage the implementation of specific project initiatives. Their role will be to deliver the initiative in accordance with the requirements of the Alliance members.

#### ***Whitsunday Regional Organisation of Councils***

The Whitsunday Regional Organization of Councils (Whitsunday ROC) advocates for the interests of the Mackay, Isaac and Whitsunday regions. Given its collaborative structure and focus on building regional prosperity and sharing resources and expertise, the Whitsunday ROC is the logical governing body to oversee the WIM Alliance. Key roles/responsibilities of the Whitsunday ROC will be to provide broad strategic direction for the WIM Water Alliance including endorsement of the Action Plan (Appendix A). However, administrative responsibility for delivering initiatives under the WIM Water Alliance will be the responsibility of the Alliance Chair as stated above.

## **Alliance Functions**

### **Appointment of Alliance Chair**

The role of the Alliance Chair is central to the functioning of the WIM Alliance.

At its first meeting of the year, the Alliance Members shall endorse one member to serve as chairman for a two (2) year term. Nomination for the role of Alliance Chair shall be by majority vote. The nominated Alliance Chair shall commence their duties immediately. The nominated Alliance Chair shall be endorsed by the Whitsunday ROC. However, endorsement of the Chair shall not impede the Chair undertaking the work necessary to drive the WIM Alliance.

In the event of the Alliance Chair vacating the role, the Alliance Members shall immediately nominate a new member to serve in the role.

### **Appointment of Members**

The respective managers of each of the three (3) Council Water Services business shall be automatically appointed to the role of Alliance Member by their respective Councils.

On appointment, each Alliance Member may nominate an "Assistant Manager" as required.

### **Ex officio membership**

From time to time the participant Councils or Alliance Chair may suggest the involvement of an "Ex officio" member. This may occur when initiatives proposed by the WIM Water Alliance require the input of specific skills from outside the Alliance (e.g. specialist service providers). These may be internal or external agents. Such "Ex officio" members will have no authority within the WIM Water Alliance and serve only in an advisory role.

### **Resourcing and Procurement of Services**

Participation in the WIM Water Alliance itself shall be at the cost of each of the Councils.

Cost sharing arrangements for specific initiatives (including consideration of internal resource allocation, procurement of services or external resources and/or cash contribution) shall be managed by agreement between the participating Alliance Members.

The WIM Water Alliance itself will not have any independent authority to commit the Alliance members to any expenditure.

Procurement will be undertaken in accordance with the relevant policies of the participating Alliance members.

### **Secretariat/Coordinator services:**

The WIM Alliance may utilise Secretariat or Project coordination services provided by the Whitsunday ROC to assist in development and coordination of WIM Water Alliance activities.

### **Conflict of interest**

Members of the Alliance who may have a material personal interest<sup>1</sup> on an issue being considered shall immediately declare their interest in writing to the Alliance Chair. Such a conflict of interest shall be managed in accordance with the relevant Councils internal processes and policies for conflict of interest.

### **Liability**

The WIM Water Alliance has no independent legal liability. Activities of the WIM Water Alliance will be covered under the auspices of the Whitsunday ROC. Individual officers will similarly be covered under each Councils insurance

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<sup>1</sup> The term "material personal interest" has the meaning defined in the Local Government Act (Section 9)

## **Processes**

### **Building Consensus**

Development of the Alliance Action Plan (Appendix A) will be done in a cooperative manner. While consensus between all three parties is to be sought, it is not imperative that all three Councils agree to each individual initiative. This level of flexibility is necessary to ensure that those businesses that are the most mature in a given area (and who wish to collaborate further in developing that capability) are not prevented from doing so.

Initiatives should be developed through the following stages:

- **Proposal Phase** – in which one (or more) Alliance members may propose an initiative for consideration by the Alliance. The proponent of the initiative should provide a brief (1 or 2 page) synopsis to the Alliance for consideration and discussion;
- The **Assessment phase**: Each of the Alliance Members will consider the proposed change and provide their recommendation to the Alliance Chair for discussion at the next Alliance meeting;
- **Adoption Phase**: If more than one Alliance member supports an initiative, the proposal will be accepted and included in the Action Plan. Those members who do not support an initiative will not play any role in the further development of the project and nor will they be entitled to information on the outcomes of the initiative;
- **Project Development**: once accepted as an “Action Item”, the proponent of the initiative shall develop the necessary project delivery documentation. This documentation will clearly outline the scope, target outcomes, staging and resourcing required for the success of the initiative; and
- **Project Implementation** Project implementation will be achieved through agreement by the participating Alliance Members.

Those who decline to participate in an initiative will be required to provide a clear and objective statement (recorded in the minutes) of the reasons why they will not participate.

### **Alliance Meeting Obligations**

Alliance meetings held on a quarterly (3 monthly) basis. The location of these meetings shall be agreed between the Alliance members. Each meeting will have a specific focus (refer Meeting Calendar below).

The Alliance Chairman will issue an agenda at least five (5) working days prior to the meeting. Minutes of each meeting will be kept and provided to Alliance Members within five (5) working days of the meeting date.

Members may attend meetings either in person (preferred), by teleconference or Skype.

### **Meetings Calendars**

**General functions** of these meetings will include the following:

- A review of progress against specific initiatives and previous action items;
- Discuss and address any new issues arising from previous action items; and
- Opportunity for each Alliance Member to suggest new proposals for consideration by the group.

In addition to “general functions”, each meeting will have a specific focus as follows:

- The **first meeting** of each year will confirm the role of Alliance Chair and close the register for any new initiatives proposed for the next financial year. This will allow each Council time to accommodate any budgetary considerations from such initiatives into their internal processes;

## **WIM Water Alliance**

### **Terms of Reference**

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- The **third meeting** of each year will include an evaluation of the Alliance structure and processes. The objective of this review is to assess how well the WIM Water Alliance is functioning and identify opportunities for improvement; and
- The **fourth meeting** of the year will include an evaluation of the degree to which the Alliance is delivering on the “Statement of Intent”. Specifically the focus of this review is to assess the extent to which the Alliance is achieving “...greater consolidation of strategy and work practices between the region’s water services businesses”.

### **Annual Regional Forum:**

One of the centerpieces of the WIM Water Alliance agenda will be to host an Annual forum at which the Alliance Member Councils will discuss, develop and agree on the key initiatives for the next 1-3 years. In addition to identifying a response to common challenges, these forums will provide opportunities for professional development and networking across the region.

### **Review of the Terms of Reference**

The WIM Alliance will undertake a review of this Terms of Reference (TOR) on a biannual basis to ensure that the terms and conditions of the TOR continue to support the WIM Water Alliance in achieving its outcomes. Such a review may be held immediately before or after the Annual Regional Forum.

### **Strategic Review**

Every 5 years the WIM Water Alliance will undertake a comprehensive strategic of the region’s water services needs and consideration of the potential for further reform. The focus of this review is to objectively assess the effectiveness of the Alliance in its current form and options for further development of the business relationships. This may include consideration of the advantages/disadvantages, cost and risks associated with establishing a Combined Council Entity for the region’s water businesses.

### **Reporting Obligations**

#### **Reporting to the Whitsunday ROC**

At the end of each quarter, the Alliance Member responsible for an individual initiative shall provide to the Alliance Chair a succinct summary of the progress of each initiative for which they are responsible.

The Alliance Chair shall then develop a quarterly briefing paper which summarises the progress of the WIM Water Alliance over the past quarter, targeted activities for the next quarter as well as provide an overview of how these activities are assisting the WIM Water Alliance deliver its objectives. The Alliance Chair shall provide a copy of this quarterly report to Alliance members for their review and comment prior to reporting to the Whitsunday ROC.

#### **Reporting to Participant Councils**

Each Alliance Member will be responsible for ensuring that their Council is informed on the scope and progress of initiatives being undertaken by the WIM Water Alliance.

**Appendix A – Action Plan**

Business	Project	Description	Tasks	Project Champion	Timeframe	Participating Agency		
						WRC	IRC	MRC
<b>Recurrent Events</b>								
	<b>Annual Regional Forum</b>	Annual one day forum to discuss, develop and agree on the key initiatives for the next 1-3 years		Alliance Chair	Annual			
	<b>Strategic Review</b>	Undertake a Strategic Review of the region's water services needs and consideration of the potential for further reform in the medium to long term (3-5 years). This may include due diligence advantages/disadvantages, cost and risks associated with establishing a Combined Council Entity for the region's water businesses; and		Alliance Chair	Annual			
<b>Specific Initiates</b>								
<b>CU</b>	<b>Marketing / Demand Management</b>	Joint input into regional advertising campaigns (demand Management)						
	<b>Water and Sewerage Treatment (Operation and Maintenance)</b>	Sharing of specialist resources/expertise across the region  Building capability by sharing staff	<ul style="list-style-type: none"> <li>Identify opportunities for sharing resources/expertise</li> <li>Develop a strategy for sharing treatment staff across the region (including consideration of HR/IR constraints)</li> <li>Investigate opportunities for potential benefit of regionally contracted services</li> </ul>					
	<b>Telemetry and Communication Systems</b>	There is an opportunity to collaborate on Scada protocols and systems development (ultimately moving toward common systems across the region)	<ul style="list-style-type: none"> <li>Develop a report on the opportunities (and constraints) for the development of a regional SCADA/Comms including consideration on:                             <ul style="list-style-type: none"> <li>Common screen layouts</li> <li>SCADA protocols</li> <li>System development strategies</li> <li>Hardware considerations</li> </ul> </li> </ul>					
	<b>Maintenance Planning (planned vs. reactive)</b>	Investigate opportunities for using data/systems (Assetic) ,and common data structures (asset register), data sharing (trends), to facilitate more efficient and effective capital investment and operational strategies	<ul style="list-style-type: none"> <li>Report on opportunities for using common data/systems for maintenance planning</li> </ul>	???				
	<b>Water Industry specific WH&amp;S</b>	Improve the businesses capabilities through joint training and common work practices.	<ul style="list-style-type: none"> <li>Development of a longer term strategy for assessment of training needs and joint delivery of industry specific training (e.g. confined spaces, chlorine gas management)</li> <li>Collectively review/align work method statements</li> </ul>					
	<b>Work Procedures/Practices</b>	Collaborative development of work procedures and practices across the region	<ul style="list-style-type: none"> <li>Identify key areas of common practice sin operations and project management and recommend specific opportunities for alignment</li> <li>Undertake alignment of work procedures for operation/construction of water services activities</li> </ul>					
	<b>Asset Plann</b>	<b>Strategic Asset Management / Asset Planning</b>	Collaborative development of consistent AM frameworks and sharing of Asset Management data.	<ul style="list-style-type: none"> <li>Undertake a review of best practice in Am among regional water service providers</li> <li>Identify opportunities to share asset information</li> </ul>				

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**Terms of Reference**

Business	Project	Description	Tasks	Project Champion	Timeframe	Participating Agency		
						WRC	IRC	MRC
Procurement	Capital Program Development, Prioritisation	Potential improvement at program level and project level.	<ul style="list-style-type: none"> <li>Consider the potential "regionalisation" of the Capital Advisory Committee process.</li> <li>Consideration of development of common processes for capital planning and delivery</li> </ul>					
	Design / Design Management/ Technical Standards	There is an opportunity for adopting common technical standards across the region. This will reduce costs and provide opportunities for purchase of common equipment	<ul style="list-style-type: none"> <li>Consider adoption of the CTM technical Code across the region</li> </ul>					
Innovation	Procurement - Project	Savings via scale economies through collaborative buying power)	<ul style="list-style-type: none"> <li>Clearly identify opportunities for combined purchase of any/all goods and technical expertise</li> </ul>					
	Research and Development	The scope of potential benefits lies in collaborating on any area of shared needs. This may include influencing the R&D agenda to reflect regional needs, attracting R&D funding or specific areas of interest such as wastewater reuse.	Further collaboration around innovation (e.g. taggle; membrane technology; comms etc.)					
Audit and Support	Compliance Testing / Verification (Lab) - Management (Identifying scope testing)	There are opportunities for improvement through discussion and development of management strategies between businesses. There is specific scope for consistency in negotiation of operating licences.	Isaac and Whitsunday have identified the scope of testing as a key area of benefit through collaboration and are already using MRC testing expertise (S Boyd) and specialist process consultant (P Zemek) to address issues. There is potential benefit in negotiating common licence conditions with regulators.		In progress			
	Compliance Testing / Verification (Lab) - Doing testing	There may be an opportunity for outsourcing of testing and/or doing the testing collaboratively.						
	Reporting External (Planned and Reactive)	Shared use of resources in meeting external reporting obligations	Consider development of common reporting frameworks (e.g. data collection and collation and storage; use of common systems like Monitor Pro or SwimLocal) and standardisation of KPIs.					
	Workforce development (Incl succession planning, capacity building (training), recruitment/retention)	Greater skills sharing across council especially around joint plant operators. Also opportunities for collaborative skills development.	development of workforce plan for the region which identifies training gaps and opportunities for joint training to develop skills within the region					
Other	Political advocacy	Regional collaboration at the political level (e.g. CTM and RAPAD) to provide a collective voice at state level or industry.	Identify opportunities for collaboration					



**APPENDIX B:**

FAR NORTH QUEENSLAND WATER REGIONAL ALLIANCE PROGRAM –  
SCHEME STATEMENT OF INTENT

<b>Council</b>	
<b>Scheme</b>	
<b>Scheme Location</b>	
<b>Scheme Function</b>	
<b>Current Connections</b>	
<b>Capacity</b>	
<b>Vision</b>	
<b>Gap Analysis</b>	
<b>Scope of Works (Proposed projects)</b>	
<b>Proposed Project Costs (est.)</b>	
<b>Influences</b>	
<b>Other</b>	
<b>Attachments</b>	