



## 4 GOVERNANCE

### CHAPTER SUMMARY AND CONCLUSIONS:

- Sunwater is the proponent for the NDMIP, and the proposed asset owner and manager under the identified Reference Projects.
- In 2016, the Commonwealth and the State of Queensland (acting through DNRME) entered into an agreement called the National Project Agreement for the National Water Infrastructure Development Fund (NWIDF) for the DBC
- In April 2018, Sunwater and Building Queensland entered into a formal agreement for Building Queensland to lead the development of the DBC.
- DNRME and Building Queensland entered into a Memorandum of Understanding (MoU) for funding the DBC with funding passed directly to Sunwater.
- Sunwater and Building Queensland entered into a separate agreement covering milestones and funding.
- The Project Steering Committee (PSC) provided strategic direction for the DBC with representatives from Sunwater, DNRME, Building Queensland, Queensland Treasury and the Department of Premier and Cabinet (DPC).
- A Project Working Group (PWG) developed the content of the DBC, with representation from Sunwater, DNRME and Building Queensland.
- The Building Queensland Board considers the final DBC, which is then submitted to the Sunwater Board.
- The proponents' Board considers the final DBC and the recommendations presented in this report and submits the DBC to Sunwater's shareholding Minister for Government consideration.

### 4.1 Purpose

This chapter sets out the governance structure and arrangements for developing the DBC.

### 4.2 Overview of Sunwater and Building Queensland

Building Queensland led the development of a DBC for the NDMIP in partnership with Sunwater, the nominated proponent for the NDMIP. Sunwater:

- was established as a statutory Government Owned Corporation (GOC) on 1 October 2000 under the *Government Owned Corporations Act 1993*
- manages and develops bulk water supply infrastructure that spans Queensland
- is Queensland's largest regional supplier, owning and managing around \$13 billion in water infrastructure assets and supplying approximately 40 per cent of all water used commercially in the state.

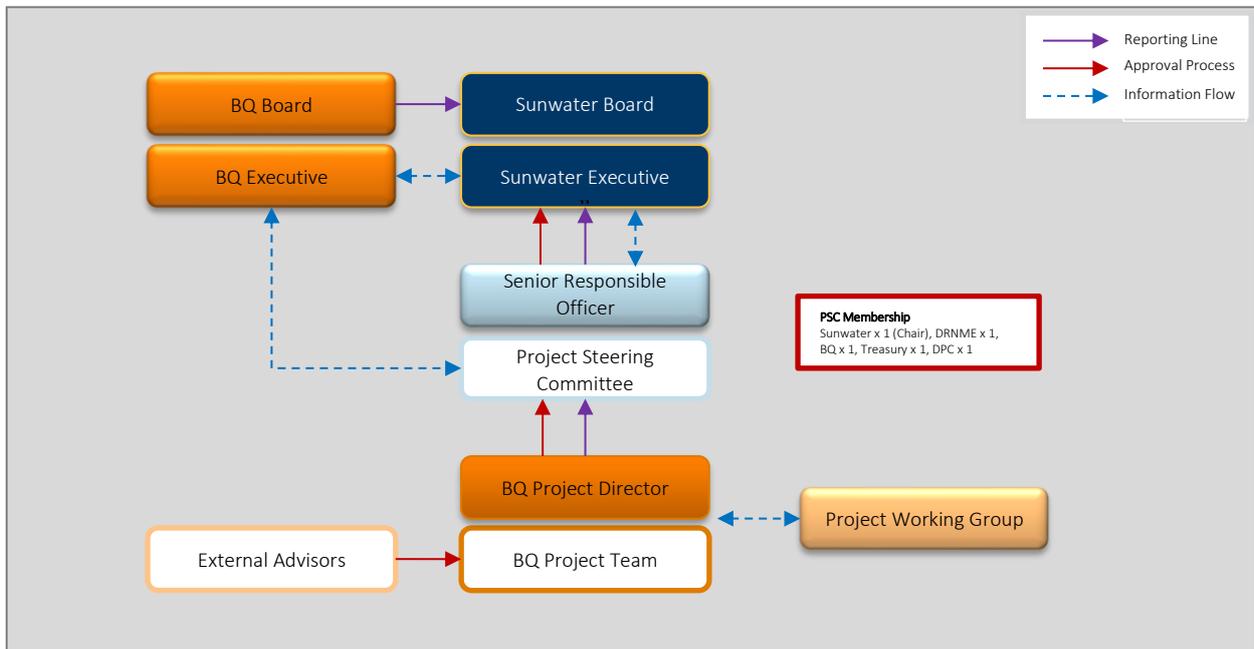


Building Queensland, an independent statutory body established under the *Building Queensland Act 2015*, was responsible for leading the preparation of business cases for infrastructure initiatives proposed by government agencies with an estimated capital cost of \$100 million or more<sup>28</sup>.

### 4.3 Governance Structure

A governance framework was established by Building Queensland in conjunction with Sunwater. The governance structure, illustrated in Figure 4-1, was adopted to guide and inform decision making and to facilitate a transparent and accountable reporting framework.

Figure 4-1 Governance structure for the DBC



### 4.4 Roles and responsibilities

Table 4-1 provides an overview of the roles, responsibilities and composition for delivering the DBC.

Table 4-1 Roles, responsibilities and composition

ATTRIBUTE	DESCRIPTION
<b>Project Steering Committee</b>	
Role	The role of the PSC includes: <ul style="list-style-type: none"> <li>▪ oversight and review of DBC and supporting activities</li> <li>▪ acting on advice from stakeholder agencies, consider the endorsement of key elements of the DBC</li> <li>▪ provision of advice and direction to the project team.</li> </ul>

<sup>28</sup> Building Queensland’s functions and powers are set out in the *Building Queensland Act 2015* and include leading the development of business cases for projects with potential government investment over \$100 million.



ATTRIBUTE	DESCRIPTION
Composition	<ul style="list-style-type: none"> <li>▪ Sunwater - Chair (SRO)</li> <li>▪ Building Queensland</li> <li>▪ DNRME</li> <li>▪ DPC</li> <li>▪ Queensland Treasury.</li> </ul>
Responsibilities	<p>The PSC will provide oversight of the development of the DBC and be asked to review and comment upon project elements which will affect the DBC. Acting on advice from stakeholder agencies, the PSC will endorse key elements of the DBC as it is developed. The PSC will provide advice and direction to the Project Director and Project team throughout the DBC development phase. Key responsibilities include:</p> <ul style="list-style-type: none"> <li>▪ monthly meetings (with special meetings called by the Chair to discuss critical issues as appropriate)</li> <li>▪ issuing an agenda prior to all meetings and record minutes</li> <li>▪ the functions described in the 'Role'</li> <li>▪ being the primary 'control point' approval body, addressing key components of the DBC</li> <li>▪ endorsing key DBC outputs and documentation</li> <li>▪ budget review and acceptance.</li> </ul>
<b>Senior Responsible Officer</b>	
Role	Chair of the PSC and responsible for ensuring the project aligns with broader investment program requirements.
Responsibility	<p>SRO responsibilities includes:</p> <ul style="list-style-type: none"> <li>▪ setting the agenda for each PSC meeting</li> <li>▪ explaining the purpose of the meeting and the agenda at the beginning of each meeting</li> <li>▪ keeping meetings moving, clarifying and summarising what is happening throughout each meeting and keeping meetings to the agreed time</li> <li>▪ encouraging broad participation from members in discussion and guiding consideration and decision-making by the PSC</li> <li>▪ ending each meeting with a summary of decisions and assignments</li> <li>▪ attending Building Queensland Board meeting project updates</li> </ul>
<b>Building Queensland Project Director</b>	
Role	<ul style="list-style-type: none"> <li>▪ manage the activities required to deliver the DBC</li> </ul>



ATTRIBUTE	DESCRIPTION
Responsibility	<ul style="list-style-type: none"> <li>▪ manage the Building Queensland Project Team</li> <li>▪ overseeing the management of a wide number of advisors</li> <li>▪ coordinating and responding to key stakeholder interest and needs</li> <li>▪ progressing project related recommendations to the Steering Committee.</li> </ul>
<b>Building Queensland Project Team</b>	
Role	To support the Project Director
Composition	<ul style="list-style-type: none"> <li>▪ business case leads</li> <li>▪ subject matter experts</li> <li>▪ support staff</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>▪ addressing issues to ensure the successful completion of a DBC</li> <li>▪ assisting the Project Director to manage and oversee external advisors</li> <li>▪ responding to issues raised by Sunwater</li> <li>▪ maintaining appropriate records of issues and responses</li> <li>▪ budget Preparation and management.</li> </ul>
<b>Project Working Group</b>	
Role	Provided a forum for the Project Team, Sunwater and DNRME representatives to discuss critical and emerging issues, resolution strategies and the DBC work program.
Composition	<ul style="list-style-type: none"> <li>▪ Building Queensland Project Director (Chair)</li> <li>▪ Building Queensland Project Team members</li> <li>▪ Sunwater Project Team members</li> <li>▪ DNRME</li> </ul> <p>The PWG could invite observers and parties to participate as required.</p>
Responsibility	<ul style="list-style-type: none"> <li>▪ meet weekly to consider progress of the DBC, discuss and respond to critical emerging issues, devise resolution strategies, and discuss the budget for developing the DBC</li> <li>▪ provide a forum for PWG members to access information to brief their respective agencies</li> <li>▪ issue an agenda prior to all meetings and record minutes</li> <li>▪ document the meetings and actions raised at all meetings</li> <li>▪ identify issues to be raised with the Steering Committee</li> <li>▪ budget review, forecasting and recommendations.</li> </ul>
<b>External Advisors</b>	
Role	Building Queensland engaged external advisors (through competitive tendering processes) to assist with development of the DBC.