

An aerial photograph of the North Pine Dam, a large concrete structure with multiple spillways, situated in a lush green landscape. The dam is surrounded by a large reservoir of blue water, with several small islands and peninsulas visible. In the background, there are rolling hills and mountains under a clear blue sky. A large blue circle is overlaid on the lower half of the image, containing the title text.

# **North Pine Dam Improvement Project Community Reference Group**

Terms of Reference (ToR)

October 2025

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## Background

### Seqwater's Dam Improvement Project

Dams are long-life assets which require continual assessment, monitoring and maintenance. While Seqwater dams were built to high standards, many were built some decades ago. Methodologies and data used to estimate extreme rainfall events have significantly improved and industry engineering standards and risks have progressed since dams were originally built.

Across Queensland and Australia, there are multiple dam upgrades occurring to meet modern engineering standards and comply with the safety requirements outlined in the *Water Supply (Safety and Reliability) Act 2008*.

Through Seqwater's Dam Improvement Program, we're investing in our region's dams to ensure ongoing safety and water security for years to come.

Since 2008, Seqwater has delivered 13 upgrades, including Leslie Harrison Dam at Capalaba, Sideling Creek Dam north of Brisbane and Ewen Maddock Dam on the Sunshine Coast.

We are working to ensure local communities and key stakeholders are informed about the program, local project progress and the timing for investigative works and upgrades. We are also seeking community input and feedback throughout the life of local projects.

### North Pine Dam Improvement Project

North Pine Dam was constructed in the early 1970s and was designed to the engineering standards of that time. Since then, engineering standards and the dam industry's understanding of extreme flood modelling has advanced, while the population downstream of the dam and dam safety regulations have changed.

A Strategic Assessment for the North Pine Dam was completed in August 2022. The Options Analysis for the North Pine Dam Improvement Project was completed in early 2025. The Options Analysis also known as the Preliminary Business Case, confirmed the preferred design option will include raising the dam wall, raising the saddle dams, and upgrading the spillway and gates.

The project has progressed to the next phase of planning with a Detailed Business Case focusing on developing an effective delivery plan for the upgrade to allow the dam to continue to operate safely and support our water security objectives now and into the future.

The project team is currently developing engineering, commercial, environmental, economic, and social impact assessments, and investigations to refine the recommended option as part of the Detailed Business Case.

## Community Reference Group

### Purpose

This Terms of Reference (ToR) defines the role of the Community Reference Group (CRG) for the North Pine Dam Improvement Project and provide a framework for the establishment and effective operation of the group.

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The purpose of the North Pine Dam Improvement Project CRG is to provide a formal channel for community input on issues of relevance and concern to the project and to assist in the dissemination of information about it.

## Objectives

The objectives of the CRG are to:

- Identify the positive and negative impacts of the project on community interests.
- Provide Seqwater with relevant and timely community feedback to assist in addressing issues and opportunities resulting from the project.
- Provide Seqwater with an indicator of community perceptions and understanding of the project.
- Convey project information to the broader community through members' networks.

## Scope

The scope of the CRG is restricted to the North Pine Dam Improvement Project works. The CRG is to consider issues and impacts arising from project works related to:

- community amenity
- recreational facilities
- the natural environment
- social values and impacts
- water supply
- history and cultural heritage
- business and economic impacts.

## CRG Membership

Participation in the CRG is voluntary and membership does not attract any form of remuneration.

The CRG requires six to 10 members to achieve a diverse representation of the local community.

If insufficient nominations meeting the selection criteria are received, Seqwater may consider issuing invitations to identified stakeholder groups which demonstrate an ability to meet the selection criteria to enable the CRG to proceed.

Upon appointment, each CRG member may nominate one (1) alternative representative to act for them if they are absent from a meeting. The alternate shall be deemed a representative of the CRG with the full responsibilities of a group member, including completion of an application form and adherence to the selection criteria.

Members are expected to attend all scheduled meetings. Repeated non-attendance, specifically missing three consecutive meetings without prior notice, will result in dismissal from the CRG.

The CRG will comprise members representing the following interest groups\*:

- community
- environment
- catchment
- fish management

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- education
- recreation
- business community

*\* A member may represent one or more of these interest groups.*

## Operational principles

### Roles and responsibilities

**The CRG is an advisory body. It does not have the authority to make decisions on behalf of Seqwater.**

### Seqwater

Seqwater commits to keeping CRG members informed, listening to and acknowledging concerns and aspirations, and providing feedback on how CRG input was considered in decisions.

Project team members will attend CRG meetings to represent the project and participate in the meeting but are not members of the CRG.

Seqwater may also invite representatives from local, state or federal government agencies, contractors or subject matter experts to attend meetings if deemed relevant to a particular project stage or if requested by the group. These invited representatives may be required to observe the meeting, present at the meeting, or participate in the discussion.

Seqwater's North Pine Dam Improvement Project team representatives agree to:

- Provide sufficient information for members to meaningfully participate in discussion.
- Review feedback from the community and members of the CRG in relation to the North Pine Dam Improvement Project.
- Provide members with feedback on how their recommendations have been considered.
- Report on North Pine Dam Improvement Project activities and project progress and seek feedback from the CRG members.
- Provide an independent facilitator to ensure workshops are run in a transparent and equitable manner.
- Make sure all members have an opportunity to make comments, ask questions and raise issues.
- Publish the workshop presentations and high-level meeting notes on the project webpage.
- Genuinely consider and respond to all feedback and suggestions raised in the group.

### CRG independent facilitator

The CRG will be facilitated by an independent facilitator appointed by Seqwater. The independent facilitator will meet the following criteria:

- Have no conflict of interest regarding Seqwater, the North Pine Dam Improvement Project, local government any community organisations from the North Pine and surrounding areas:
  - a. To be deemed to have no conflict of interest with the above, an applicant must:
    - i. Have no previous work history with Seqwater outside an independent contractor role.

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- ii. Hold no positions on any community group panel/board in the North Pine and surrounding region.
- iii. Hold no membership with any community group in the North Pine and surrounding region.
- iv. Have held no membership with any community group in the North Pine and surrounding region in the last two years.
- Have no active political affiliations or memberships of any political parties.
- Hold no political office.
- Have availability to attend every CRG meeting.

The independent facilitator will be appointed for two years, with a review by Seqwater of their tenure every 12 months. Should the independent facilitator be deemed by Seqwater to be unsuitable for the role at any stage, the independent facilitator will be removed and Seqwater will appoint a new independent facilitator.

### Knowledge and experience – Essential

- Have at least three to five years demonstrated experience in professional facilitation of CRGs or similar.
- Experience in mediating conversations between groups of people.
- Experience in chairing formal community meetings.
- Demonstrated ability to guide and not lead conversations.
- Demonstrated ability to instigate constructive debate in group meeting environments.

### Knowledge and experience – Desirable

- Experience and understanding or ability and readiness to acquire experience and understanding of local context (North Pine) considerations including knowledge on water supply, community amenity and recreational facilities, the natural environment, social values and impacts, history and cultural heritage, and business and economic impacts
- Appreciation and understanding of issues related to the use and ongoing management of Lake Samsonvale.
- Awareness of the role of Seqwater as the South East Queensland bulk water supplier.

The independent facilitator will also chair the group. As chair, the independent facilitator will:

- Lead but not direct discussions of the CRG.
- Ensure there is fair and productive discussion.
- Instigate constructive debate amongst CRG members.
- Encourage all members of the CRG to share their views.
- Summarise discussions and points of view expressed.

## CRG members

The function of the CRG members is to identify and communicate community ideas, issues and concerns relating to the North Pine Dam Improvement Project to the CRG and Seqwater.

CRG members also act as a conduit to the community for the information raised at the CRG and are required to disseminate this information through their networks, except where this information is deemed confidential.

CRG members agree to:

- Adhere to the Terms of Reference.
- Adhere to the responsibilities of their role as outlined below.
- Allow all CRG members to present their views.

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- Respect other members' opinions.
- Attend meetings and participate in discussions.
- Provide feedback from the meetings to the wider community.
- Suggest agenda items.
- Report their views and those of the wider community to the CRG.
- Only express their own views or the views of the organisation they represent.
- Ensure all media enquiries related to the CRG are directed to Seqwater.

## North Pine Dam Improvement Project team representatives

Seqwater's North Pine Dam Improvement Project team representatives agree to:

- Review feedback from the community and members of the CRG in relation to the North Pine Dam Improvement Project.
- Provide members with feedback on how their recommendations have been considered.
- Report on North Pine Dam Improvement Project activities and project progress and seek feedback from the CRG members.
- Respond within agreed timeframes to requests for information.
- Help promote the CRG's purpose, objectives and meeting outcomes to the community.

## Operational procedures

### Selection process

The selection process will be undertaken to ensure a broad cross-section of the community is represented on the CRG.

People seeking CRG membership are required to complete an application form giving information about themselves to demonstrate their capacity to effectively represent their nominated community or interest group/s.

Applications will be assessed against the selection criteria by a panel of Seqwater representatives.

The selection criteria is available at [www.seqwater.com.au/project/north-pine-dam-improvement-project](http://www.seqwater.com.au/project/north-pine-dam-improvement-project)

Nominations will open for a two week period.

### Meetings

The North Pine Dam Improvement Project CRG will meet quarterly throughout the North Pine Dam Improvement Project.

Meeting times will be set in advance in consultation with CRG members and will be two hours in duration.

To ensure relevant, timely feedback and information sharing, Seqwater reserves the right to alter the frequency of CRG meetings to coincide with project timeframes which may change during the course of the project.

Advanced notice of changes to meeting scheduling will be provided to CRG members will be managed by the secretary.

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Meetings will be held at a suitable venue convenient for members of the CRG and proximate to Lake Samsonvale. The meeting location will also be managed by the secretariat and any changes to venue will be communicated with advance notice.

A maximum of two observers may attend each CRG meeting. Observers are not permitted to participate in discussions unless specifically invited to do so by the Chair. Their role is to listen and gain insight into the group's activities. Observers must register their interest with the CRG Secretariat at least 14 days prior to the meeting, and attendance will be confirmed based on availability. Attendance by observers is at the sole discretion of Seqwater, who reserves the right to approve or deny attendance requests based on the maximum number of allowed observers or other considerations.

## CRG secretariat

Administrative services and report compilation will be provided by the facilitator who will function as the CRG secretary.

The secretary's role includes:

- Keeping and distributing meeting minutes.
- Managing meeting scheduling.
- Managing meeting locations.
- Managing reporting and distributing reports.

## CRG governance and conflict of interest

The independent facilitator shall convene North Pine Dam Improvement Project CRG meetings. Members of the CRG are required to declare any actual or perceived conflict of interest during the application process.

Once appointed to the North Pine Dam Improvement Project CRG, should a CRG member believe they have a conflict of interest in relation to a particular issue or item of discussion, the member is required to make this known to the Chairperson and other CRG members.

The CRG will determine if the member raising their conflict of interest is permitted to contribute to the discussion on the issue or item in question.

## Review

The role, membership and operation of the CRG will be reviewed annually to evaluate the CRG process. Seqwater reserves the right to activate a review at any time.

## Agenda items

All CRG agenda items must be forwarded to the secretariat 10 working days before the next scheduled meeting.

The CRG agenda, with attached meeting papers, will be distributed at least five working days before the next scheduled meeting.

## Meeting and minutes

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The minutes of each CRG meeting will be prepared by the secretariat. Copies of the minutes (including items noted and resolved, and voting results), will be provided to all CRG members no later than 14 working days following each meeting.

Once endorsed by the CRG, minutes are to be published on the North Pine Dam Improvement Project web page [www.seqwater.com.au/project/north-pine-dam-improvement-project](http://www.seqwater.com.au/project/north-pine-dam-improvement-project)

## Dispute resolution

Should a dispute arise, which cannot be resolved, the matter may be referred to the independent facilitator and the North Pine Dam Improvement Project team. The final decision on action will lie with Seqwater.

## Dismissal

Should any member not abide by the terms set out in these Terms of Reference, the member will be removed from the CRG.

Non-attendance at three (3) meetings without prior notice will result in the member or alternate being substituted from the CRG.

## Information confidentiality

CRG members may be granted access to project information that is not yet available to the public. It is also possible that some of the information made available to the CRG may be classified as confidential by Seqwater. CRG members will be required to sign a confidentiality agreement. Breach of confidentiality may result in removal from the group.

It is the responsibility of the member disclosing confidential information to make its confidential nature known to the CRG.

CRG members should only express their own views or the views of the organisation they represent when speaking to others and must not attempt to represent the views of the broader CRG.

## Decision-making process

The CRG is not a decision-making group. The aim of the CRG is to represent a diversity of community viewpoints.

Matters requiring decisions from the CRG, such as allowing a member to contribute to a discussion after declaring a perceived or real conflict of interest, will be undertaken by majority vote of CRG member.

## Media

Members must not speak to the media on behalf the group without authorisation from Seqwater. No member of the group will discuss views or opinions expressed by another member of the group without their prior consent. All media enquiries should be directed to Seqwater to ensure consistent and accurate communication.

## Privacy

Seqwater will use the personal information of CRG members for the purpose of managing meetings and activities, sharing information and for any other purpose specifically related to the CRG.

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It will only be used for another purpose when permission has been requested and provided. Seqwater will not provide your contact information to any other party without consent. Group members are free to discuss the outcomes of meetings with other people.

The views and opinions expressed by other members of the group are confidential and must not be shared outside the group.

## Acknowledgement

By signing here, you agree to the North Pine Dam Improvement Project CRG Terms of Reference:

### Signed and agreed

### Witnessed

\_\_\_\_\_

*Member name*

\_\_\_\_\_

*Facilitator name*

\_\_\_\_\_ **Date** \_\_\_\_\_

*Member signature*

\_\_\_\_\_ **Date** \_\_\_\_\_

*Facilitator signature*

### Independent facilitator contact details

**Name:** Jessica Gallienne, ODAPTIC

**Mobile:** 0421 55 99 60

### Seqwater contact details

**Seqwater email:** [projectInfo@seqwater.com.au](mailto:projectInfo@seqwater.com.au)

**Seqwater phone number:** 07 3432 7000

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**Key**

- North Pine Dam assets
- Recreation facilities
- River, weir and water treatment plant
- Roads and bridges

**North Pine Dam was completed in 1976 to form Lake Samsonvale and provide water to the northern suburbs.**

The dam also relies on three Saddle Dams. A saddle dam is a structure built across a low point on the perimeter of a reservoir. They retain water within Lake Samsonvale that might otherwise cause flooding, and direct the water over the main dam spillway.