



SHIRE OF CARNARVON

AGENDA

MAJOR PROJECTS & INFRASTRUCTURE

COMMITTEE

TUESDAY 24 MARCH 2026

Shire Council Chambers,
Stuart Street Carnarvon,
West Australia

Phone: (08) 9941 000

Fax: (08) 9941 1099

Website – www.carnarvon.wa.gov.au

The Shire of Carnarvon acknowledges and respects the Yinggarda (Carnarvon) and Baiyungu (Coral Bay) as the traditional custodians of the lands where we live and work. We pay our respects to Elders, past, present and emerging. The Shire of Carnarvon is committed to honouring the traditional custodians' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

NOTICE OF MEETING

Notice is hereby given

Shire of Carnarvon
Major Projects and Infrastructure Committee
Meeting
will be held
on Tuesday 24 March 2026
at the Shire Council Chambers, Stuart Street
Carnarvon,
commencing at 11.30am.

Amanda Dexter
CHIEF EXECUTIVE OFFICER

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Carnarvon for any act, omission or statement or intimation occurring during Council/Committee Meetings or during formal/informal conversations with Staff or Councillors. The Shire of Carnarvon disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee Meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or limitation of approval made by a member or officer of the Shire of Carnarvon during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of Carnarvon. The Shire of Carnarvon warns that anyone who has an application lodged with the Shire of Carnarvon must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of the application, and any conditions attaching to the decision made by the Shire of Carnarvon in respect of the application.

MAJOR PROJECTS & INFRASTRUCTURE COMMITTEE

TERMS OF REFERENCE

NOVEMBER 2024

Purpose

To provide advice, support and guidance to Councils Major Project Management Team in relation to Councils major projects and asset management, ensuring alignment with strategic goals and community needs.

Key Functions

- Oversee, monitor, and review Council's major projects.
- Evaluate asset management programs and review relevant service levels.
- Advise on strategies for strategic property holdings.
- Review key financial matters associated with the Major Projects and provide advice and support to the Project Management Team, as required.
- Monitor key delivery timelines in relation to Major Projects and provide advice and support to the Project Management Team, as required.
- Report to Council any emerging issues or risks associated with the Major Projects.
- Enhance accountability and transparency in major projects and asset management.
- Establish sub-committees or working parties as needed.
- Consider other matters referred by the council, other committees, and the CEO.

Meetings

- Frequency: Bi-monthly as advertised by Council
- Location: As advertised

Composition

- **Members:**
 - Shire President (Presiding Member)
 - Deputy Shire President (Deputy Presiding Member)
 - 1 Councillor
 - 1 Proxy Councillor
 - Chief Executive Officer
 - Executive Manager of Infrastructure
 - Manager of Strategic Projects
 - Contracts Manager
 - Manager of Finance
 - Secretariat (administrative support)
 - Official Observers (Communications and Media, Technical Experts, Project Management Team as required)

Term of Members

Members serve for a term of 2 years, with the possibility of renewal.

Quorum

A quorum consists of 5 members, including at least 2 Council members.

Duties of the Presiding Officer

- Preside at meetings.
- Preserve order and ensure proper conduct of business.
- Sign minutes upon confirmation.
- Ensure observance of the Terms of Reference.
- Provide advice to the Responsible Officer between meetings.
- Act as the principal spokesperson.
- Exercise other functions as determined by the Council.

General Duties of Members

- Act honestly and within the law.
- Act in good faith and not for improper motives.
- Act reasonably, justly, and non-discriminatorily.
- Undertake roles with care and diligence.
- Conduct relationships with respect, courtesy, and sensitivity.
- Use information prudently.

Roles and Responsibilities

- Advisory Role: Provide strategic guidance, facilitate stakeholder engagement.
- Reporting: Prepare and present reports on project status, risks, and outcomes.
- Risk Management: Identify and assess risks, recommend mitigation strategies.
- Strategic Responsibilities: Ensure alignment with strategic goals, promote sustainable development.
- Resource Allocation: Provide input on resource needs, advocate for funding.
- Performance Evaluation: Establish KPIs, conduct post-project evaluations.

Delegations

The committee is delegated the authority to undertake its functions on behalf of the Council, pursuant to section 44 of the Local Government Act 1999.

The committee does not have executive powers or authority to implement actions; the committee has an advisory role only.

The committee does not have any delegated financial responsibility or any management functions; the committee has an advisory role only.

Review and Amendment

The Council may amend these Terms of Reference by resolution. The committee shall review the Terms of Reference annually.

Cessation

The committee may be dissolved upon a decision of the Council.

INFORMATION ON PUBLIC QUESTION TIME

The following information is provided should you wish to ask a question of Council at the Ordinary Meetings held on a monthly basis.

Please note that questions that have not been filled out on the Submission Form will not be accepted.

- The Local Government Act 1995 allows members of the public to ask questions in regard to any issue relating to the Shire.
- A maximum of 15 minutes will be allowed for public question time and the Presiding Member will allow a maximum of three (3) verbal/written questions per person.
- Prior to asking a question, the speaker must state his/her name and address.
- Members of the public are discouraged from asking questions which contain defamatory remarks, offensive language or questioning the competency of staff or Council members.
- The Presiding Member may nominate a member or officer to answer the question and may also determine that any complex questions requiring research be taken on notice and answered in writing.
- No debate or discussion is allowed to take place on any question or answer.
- A summary of each question asked and the response given will be included in the minutes of the meeting –

Local Government (Administration) Regulations 1996 – Pt 2, r.11 – (in part reads -)

11. Minutes, content of (Act s.5.25(1)(f))

The content of minutes of a meeting of a council or a committee is to include –

(e) a summary of each question raised by members of the public at the meeting and a summary of the response to the question.

Responses to questions that are taken on notice will be responded to as soon as possible.

- If you wish to ask a question, please complete the Public Question Time Submission Form at the back of this information sheet. Alternatively, questions can be submitted in writing to the Shire of Carnarvon 3 days prior to the meeting.

SPECIAL MEETINGS OF COUNCIL

Members of the public are welcome to attend a Special Meeting of Council if open, and ask questions of the Council within the allotted public question time *subject to the questions being asked only relating to the purpose of the Special Meeting (s5.23 of the Act and regulation 12 (4) of the Local Government (Administration) Regulations 1996, the Department of Local Government and Communities Guide to Meetings and Governance Bulletin April 2014 and Guideline No. 3 Managing Public Question Time.)*

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1 ATTENDANCE AND APOLOGIES

(The Local Government Act 1995 Section 2.25 provides that a Council may, by resolution, grant leave of absence to a member for Ordinary Council Meetings. The leave cannot be granted retrospectively and an apology for non-attendance at a meeting is not an application for leave of absence.)

2 PUBLIC QUESTION TIME

(In accordance with Section 5.24 of the Local Government Act 1995, a 15 minute public question time is made available to allow members of the public the opportunity of questioning Council on matters concerning them. All questions are to be provided on the Public Question Time Submission Form.)

3 DECLARATIONS OF INTEREST

(Elected Members and Officers are reminded of the requirements of Section 5.65 of the Local Government Act 1995, to disclose any interest during the meeting or when the matter is to be discussed.)

4 CONFIRMATION OF MINUTES

4.1 Minutes of the Major Projects and Infrastructure Committee Meeting - 27 January 2026

5 PRESENTATIONS, PETITIONS AND MEMORIALS

5.1 WA TOURISM CONFERENCE – PROGRAM OVERVIEW

Stephanie Leca, Executive Manager Lifestyle & Community, will present an overview of the WA Tourism Conference program.

5 REPORTS

5.1 WA TOURISM CONFERENCE UPDATE

File No:	ADM0207
Location/Address:	N/A
Name of Applicant:	N/A
Name of Owner:	N/A
Author(s):	Stephanie Leca, Executive Manager Lifestyle & Community
Authoriser:	Stephanie Leca, Executive Manager Lifestyle & Community
Declaration of Interest:	Nil
Voting Requirement:	Nil
Previous Report:	OCM 27 May 2025 MPIC 27 May 2025 MPIC 22 July 2025 MPIC 23 September 2025 MPIC 25 November 2025 MPIC 27 January 2026
Schedules:	Nil

Authority/Discretion:

- | | | |
|-------------------------------------|-----------------------|--|
| <input type="checkbox"/> | Advocacy | When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency. |
| <input type="checkbox"/> | Executive | The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets |
| <input type="checkbox"/> | Legislative | Includes adopting local laws, town planning schemes and policies. |
| <input checked="" type="checkbox"/> | Information | Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting). |
| <input type="checkbox"/> | Quasi-judicial | When Council determines an application / matter that directly affects a person's right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses |

Summary of Report

This report provides Council with a comprehensive update on preparations for the WA Tourism Conference, which forms part of the Major Projects and Infrastructure Committee's priority projects.

Background

At the Ordinary Council Meeting held on 27 May 2025 in Coral Bay, Council resolved to enter into an agreement with the Tourism Council Western Australia to host the 2026 WA Tourism Conference in Carnarvon from 25 to 27 May 2026.

The WA Tourism Conference is the State's premier tourism industry event, bringing together tourism operators, government representatives and industry leaders for keynote presentations, panel discussions, professional development sessions and networking opportunities that support the ongoing development of Western Australia's tourism sector.

Following a competitive expression of interest process, Carnarvon was selected as the host destination for the 2026 event. The conference is expected to attract between 250 and 300 delegates, providing a significant opportunity to showcase the region's tourism experiences while generating an estimated \$300,000 in economic benefit for local businesses through accommodation, dining, retail and tourism services.

Hosting the conference also aligns with the Shire's broader economic development objectives by elevating Carnarvon's profile within the tourism industry, strengthening networks with operators and government agencies, and creating long-term destination awareness for the Gascoyne region.

Key regional attractions and experiences identified through the bid process included Gwoonwardu Mia – Aboriginal Heritage and Cultural Centre, the Carnarvon Heritage Precinct and the Carnarvon Space and Technology Museum, demonstrating the region's capacity to host industry events and provide memorable delegate experiences.

At the Major Projects and Infrastructure Committee meeting on 22 July 2025, the Committee agreed that the WA Tourism Conference would form part of the Committee's bi-monthly reporting and oversight process, recognising the event as a project of strategic importance with a high level of community interest and delivery risk. The conference therefore sits alongside other key initiatives reported through the Major Projects and Infrastructure Dashboard to ensure appropriate governance, risk management and transparency as planning progresses.

The conference continues to be delivered in partnership with Tourism Council WA and supported by local tourism operators, community stakeholders and regional partners, providing a significant opportunity to position Carnarvon as a leading destination for tourism, culture and industry events in Western Australia.

Stakeholder and Public Consultation

Updates with Council:

- Council Meeting – Tuesday, 27 May 2025 – Council endorsed to host the WA Tourism Conference.
- Major Projects and Infrastructure Committee Meetings – Regular updates provided on the progress of conference planning and programming:
 - Tuesday, 22 July 2025
 - Tuesday, 23 September 2025
 - Tuesday, 25 November 2025
 - Tuesday, 27 January 2026
- Corporate Information Session – Tuesday, 17 March 2026 – A report was presented with details ahead of the scheduled Community Meeting on the 17 March, though was postponed until Tuesday, 24 March, of which is the same day this report is being presented.

Stakeholder Engagement and Working Group:

- Business, Community and Industry Workshop – Thursday, 19 November 2025 – Invitation to businesses, community groups and industry stakeholders to share their priorities to assist the Shire and the Tourism Council of WA in shaping the conference program, activations and community involvement:
 - Four (4) Councillors
 - Six (6) Shire Staff
 - Six (6) Community Members
 - Ten (10) Businesses
- Working Group Meeting – Thursday, 12 November 2025 – Review of the conference program and an overview of package development, including a summary of feedback received at the workshop held on 19 November. The working group will be invited to confirm whether the direction remains aligned with stakeholder feedback and discuss the remaining actions required.

Statutory Environment

N/A

Relevant Plans and Policy

Strategic Community Strategic Plan 2022 - 2032
 Carnarvon Activation Plan
 Economic Development Strategy 2023 - 2028

Financial Implications

At the Ordinary Council Meeting held on 27 May 2025 in Coral Bay, Council resolved as part of the agenda to allocate \$30,000 to the Tourism Council of Western Australia as the host town contribution for securing the WA Tourism Conference 2026. This funding was allocated within the 2024/2025 Shire of Carnarvon Budget.

In addition to this financial contribution, the Shire will provide in-kind support estimated at up to \$50,000, which includes venue hire, staffing resources, event coordination and operational support required to deliver conference activities across multiple venues.

The Shire has also successfully secured external sponsorship and partnership support totalling up to \$457,500 to assist with the delivery of the conference program and associated activities. Contributions have been confirmed from:

- Carnarvon Space and Technology Museum
- Horizon Power
- Tourism Council of Western Australia
- Chevron
- Tourism Western Australia
- Gascoyne Development Commission

These funds will support the delivery of the WA Tourism Conference program from 25–27 May 2026, along with the Gnulli Festival, a two-day pre-conference event to be held on 23–24 May 2026, designed to showcase Carnarvon’s culture, food, community and visitor experiences ahead of the conference.

Risk Assessment

		STEP 3 – Risk Tolerance Chart Used to Determine Risk				
Consequence →		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood ↘						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Risk that conference delivery costs exceed budget allocations or sponsorship funding is reduced or delayed.	B2 High	External funding and sponsorship totalling up to \$457,500 has been secured to support program delivery. Conference elements are being staged and budget monitored through the Major Projects and Infrastructure Committee oversight process.

			Agreements with key partners and sponsors are being finalised to provide financial certainty.
Health & Safety	Risk of injury or incident during conference activities or the Gnulli Festival due to large gatherings, event infrastructure or crowd management.	C2 Possible	Event planning will follow the Shire's standard event management procedures including risk assessments, traffic management plans, emergency management arrangements and coordination with emergency services where required. Appropriate public liability coverage and contractor compliance will be required.
Reputation	Risk that the event does not meet expectations of delegates, industry stakeholders or the community, potentially impacting Carnarvon's reputation as a tourism destination.	C3 Unlikely	The conference program is being developed in partnership with Tourism Council WA and informed by local stakeholders through workshops and a working group. Ongoing consultation with businesses, operators and community groups will ensure the program reflects local strengths and capacity.
Service disruption	Risk that Shire operational resources may be stretched due to staff involvement in conference planning and delivery.	C3 Moderate	Planning has been integrated across Shire departments with responsibilities shared across teams. Key activities are scheduled well in advance to minimise disruption to core services.
Compliance	Risk that event delivery does not comply with required permits, licensing or safety requirements.	C1 Low	Event approvals, licensing, contractor requirements and venue compliance will be managed through standard Shire governance and event management processes.
Property	Risk of damage to Shire or private property used as conference venues or event locations.	C1 Low	Appropriate event planning, contractor management, insurance requirements and supervision will be implemented to minimise risk to facilities and infrastructure.
Environment	Risk of environmental impacts such as litter, waste generation or site impacts associated with festival and conference events.	C1 Low	Waste management planning, collaboration with community groups and sustainability initiatives will be incorporated into event delivery.
Fraud	Risk associated with financial transactions related to sponsorship, procurement or event delivery.	C1 Low	Procurement and financial processes will follow the Shire's internal financial management and governance procedures.

Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our community is engaged, inclusive and supportive*
- *Our community acknowledges our history and celebrates our diverse cultures*
- *Our economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grows our horizons*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

The Executive Manager, Lifestyle & Community, will present an overview of the WA Tourism Conference and Gnulli Festival program at the upcoming Community Meeting on 24 March, providing an update on the event and the opportunities it presents for Carnarvon.

This report is presented alongside a presentation to the Major Projects and Infrastructure Committee with further details and visuals of the content outlined below:

Gnulli Festival – 23–24 May 2026

The Gnulli Festival, meaning “Two of Us” and “All of Us”, will take place across Saturday 23 and Sunday 24 May 2026 as a pre-conference cultural celebration.

The festival has been made possible through the support of Tourism Western Australia and Chevron and is designed to showcase Carnarvon's culture, food, community and natural environment to both visitors and conference delegates.

The program will feature a range of community-focused events and activations, including:

- A street festival and market activation showcasing local growers, food vendors, artisans and community groups
- Live music and cultural performances celebrating Yinggarda and Baiyungu culture
- Local food experiences and produce showcases highlighting Carnarvon as the food bowl of the Gascoyne
- A spectacular drone show and evening entertainment
- Family-friendly activities and community programming

The festival is intended to encourage conference delegates to arrive early, explore the region and connect with the local community, while also providing an opportunity for local businesses and community groups to participate and benefit from increased visitation.

WA Tourism Conference – 25–27 May 2026

The 2026 WA Tourism Conference will be held in Carnarvon for the first time, bringing together tourism operators, industry leaders, government representatives and innovators from across Western Australia.

Over three days the conference will deliver a program of industry presentations, workshops, networking opportunities and regional experiences designed to explore the future of Western Australia's visitor economy.

The program includes:

Industry Keynotes and Updates

- Presentations from leading tourism voices including futurist Steve Sammartino and digital strategist Meg Coffey
- Updates from Tourism Australia, Tourism Western Australia and the Minister for Tourism
- Panels exploring emerging visitor trends, regional tourism growth and air access to regional destinations.

Business Development Workshops

- Practical workshops for tourism operators covering:
 - Artificial intelligence and digital marketing
 - Financial resilience and tax planning for tourism businesses
 - Emerging visitor trends and opportunities for regional operators

Visitor Centre WA Program

- Dedicated sessions for Visitor Centre representatives across the state focusing on industry collaboration, data insights and best practice.

Curated Carnarvon Experiences

Delegates will also participate in experiences designed to showcase Carnarvon's unique offering, including:

- Cultural experiences at Gwoonwardu Mia Cultural Centre
- Heritage and art walking tours through Carnarvon
- Industry showcase tours highlighting local development and investment opportunities
- Produce-focused experiences celebrating Carnarvon's agricultural heritage

Networking and Signature Events

The conference will feature several key networking and showcase events including:

- A coastal networking function at Quobba Station
- A conference dinner celebrating Western Australia's tourism industry
- A closing celebration at the One Mile Jetty precinct
- These experiences are designed to ensure delegates not only discuss tourism, but experience Carnarvon as a destination.

Conference Registrations

Conference packages are now available for the 176 delegates who pre-registered their interest, with packages opening to the general public on 19 March 2026.

Packages have been designed to streamline the booking process and include options for:

- Conference registration
- Accommodation in Carnarvon
- Travel options including a charter flight from Perth or drive packages
- Participation in the Gnulli Festival pre-conference program

OFFICER'S RECOMMENDATION

That the Major Projects and Infrastructure Committee Meeting notes the Tourism Conference update as presented in this report.

5.2 MAJOR PROJECTS AND INFRASTRUCTURE UPDATE

File No:	ADM2331
Location/Address:	Shire of Carnarvon
Name of Applicant:	N/A
Name of Owner:	Shire of Carnarvon
Author(s):	Mark Davis, Project Manager
Authoriser:	Amanda Dexter, Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	January 2026
Schedules:	1. Major Projects Update March 2026

Authority/Discretion:

<input type="checkbox"/>	Advocacy	When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
<input type="checkbox"/>	Executive	The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets
<input type="checkbox"/>	Legislative	Includes adopting local laws, town planning schemes and policies.
<input checked="" type="checkbox"/>	Information	Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
<input type="checkbox"/>	Quasi-judicial	When Council determines an application / matter that directly affects a person's right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses

Summary of Report

This report and the Major Projects and Infrastructure Dashboard (**Attachment 1**) provide a high level update to Council to provide oversight and awareness of key projects to Council. Officers continue to refine the dashboard as projects progress and evolve; and further revisions have been made based on Councillor feedback.

Background

The Shire of Carnarvon's approach to the successful delivery of major projects and infrastructure continues to evolve, and includes the initiation of the Major Projects Office, Major Projects Committee (**Committee**) and addition of specialist skillsets to the Shire team.

The purpose and intent of the Committee is to:

- Strengthen community confidence in the Shire's delivery of major works;
- Support scrutiny, accountability, and good governance; and
- Provide a forum for discussing risks, resourcing, and alignment with strategic goals.

As part of this evolution, officers reviewed the master list of projects and the way in which updates are reported to this committee. It was discussed at the May 2025 committee meeting that the Major Projects and Infrastructure Dashboard (**Dashboard**) should include projects which are considered to include one or more of the following at a high degree –strategic value, community interest, risk or budget.

Further, committee members expressed a desire for the dashboard to include updates on status, risks/mitigation and budget. These changes have been actioned, and the Major Projects and Infrastructure Dashboard is attached. It is intended to be a working document, and is expected to continue to evolve.

Stakeholder and Public Consultation

Committee Meetings are publicly advertised and open to attendance. Stakeholder consultation and engagement is undertaken on a per project basis as part of delivery, and will be reported on by exception in the dashboard.

Statutory Environment

Nil

Relevant Plans and Policy

Strategic Community Strategic Plan 2022 - 2032
Carnarvon Activation Plan

Financial Implications

Project budgets are reported on at a high level within the dashboard, noting both Shire and external financial contributions.

Risk Assessment

STEP 3 – Risk Tolerance Chart Used to Determine Risk						
Consequence →		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood ↘						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Projects require strong financial oversight to ensure transparency, maintain budget accuracy, and minimise the risk of cost overruns or funding shortfalls.	D3 - Moderate	The Committee provides oversight, strategic direction, and transparency across key projects and initiatives. This structure supports informed budget decision-making, strengthens financial governance, and ensures the community remains confident in the Shire's management of project funding and expenditure.
Reputation	Reputational damage arising from misinformation or inadequate project management.	D3 - Moderate	Implement clear and consistent communication strategies, including regular updates via official channels. Ensure strong project governance and oversight through established committees and reporting frameworks. Actively engage with stakeholders and the community to address concerns and clarify project objectives.

			Monitor public sentiment and respond promptly to emerging issues or misinformation.
Service disruption	Project delays due to lack of funding and/or limited availability of resources.	D3 - Moderate	Stage project delivery to align with available resources and budget capacity. Engage early with key delivery partners to secure commitments and identify potential resourcing gaps. Maintain regular project monitoring and adjust timelines proactively where required.
Environment	Environmental impacts resulting from project activities, including potential harm to land, water, flora, and fauna.	D3 - Moderate	Conduct environmental assessments and ensure compliance with all relevant legislation and regulations. Develop and implement an Environmental Management Plan (EMP) prior to project commencement. Engage qualified environmental consultants to monitor and guide works. Incorporate sustainable design and construction practices to minimise environmental footprint.

Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our infrastructure, housing and amenities are high quality and accessible*

ADDITIONAL FOCUS AREAS:

- *Monitor the implementation of our Community Strategic Plan*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

The Dashboard (**Attachment 1**) provides an update on the following projects, and the table below provides an indication of the criteria for their inclusion. This meeting will provide an overview of the projects and allow for discussion on points of interest for Committee members.

OFFICER'S RECOMMENDATION

That the Major Projects and Infrastructure Committee Meeting notes the Major Projects and Infrastructure Dashboard (Attachment 1) and updates provided therein.

6 DATE OF NEXT MEETING

7 CLOSE