



Shire of
CARNARVON
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SHIRE OF CARNARVON
MINUTES
MAJOR PROJECTS AND INFRASTRUCTURE
COMMITTEE MEETING
TUESDAY 25 NOVEMBER 2025

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.

To be noted that, in accordance with Regulation 11 of the Local Government (Administration) Regulations 1996, the minutes of the Council Meeting are a record of the decisions of the Council, any additional officers' advice, and explanatory notes as required. The minutes contain a summary of questions asked by members of the public and the answers given. The minutes are not a transcript of the proceedings of the meetings.

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 Bulleting April 2014 and Guideline No. 3 Managing Public Question Time.)

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1 DECLARATION OF OPENING

The Presiding Member declared the meeting open at 10.30am

2 ATTENDANCE, APOLOGIES, LEAVE OF ABSENCE

Mr Eddie Smith Presiding Member/Shire President
Cr Burke Maslen Councillor, Gascoyne/Minilya Ward
Cr Paul Kelly Councillor, Town Ward
Cr Merome Beard Councillor, Town Ward
Cr Dudley Maslen Councillor, Town Ward
Cr Mark Young Councillor, Coral Bay Ward

Mr Colm Stanley Executive Manager, Infrastructure Services
Miss Stephanie Leca Executive Manager, Lifestyle & Community
Mr Jamie Bone Executive Business Manager
Mr Mark Davis Lead Strategic Projects Manager
Ms Peta Greening Strategics Project Manager

Mrs Dannielle Hill Senior Executive Officer

Apologies

Nil

Leave of Absence

Nil

Press Nil
Observers Nil

3 DECLARATION OF FINANCIAL INTEREST/ PROXIMITY INTEREST/ IMPARTIALITY 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.)

Nil

4 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.)

There was no public in attendance.

5 CONFIRMATION OF MINUTES

5.1 Minutes of the Major Projects and Infrastructure Committee Meeting - 23 September 2025

COMMITTEE RESOLUTION MPIC 03/11/25

Moved: Cr Burke Maslen

Seconded: Cr Mark Young

That the minutes of Major Projects and Infrastructure Committee Meeting held on 23 September 2025 be confirmed as a true record of proceedings.

FOR: Mr Eddie Smith, Cr Burke Maslen, Cr Paul Kelly, Cr Merome Beard, Cr Dudley Maslen and Cr Mark Young

AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 6/0

6 PRESENTATIONS

CARNARVON AIRPORT UPGRADE - UPDATE

Mr Colm Stanley – Carnarvon Airport Upgrade

Refer to presentation attached to these minutes.

TOURISM CONFERENCE UPDATE

Miss Stephanie Leca, accompanied by Leslee Ireland (Chief Operating Officer, WATC)

Refer to presentation attached to these minutes.

7 REPORTS

7.1 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:	September 2025
Schedules:	1. Major Projects Update November 2025 - Dashboard

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 Reputation	Projects require appropriate and adequate Council oversight to maintain transparency and ensure the community is well-informed.	D3 - Moderate	The proposed Committee will provide Council oversight, strategic direction, and transparency across key projects and initiatives. This structure is intended to support informed decision-making, strengthen governance, and ensure the community remains engaged and confident in the Shire's activities.
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.

Officers have continued to progress projects since the last committee meeting, including commencing procurement as allowed during the caretaker period across a number of projects.

As flagged at the September committee meeting, significant procurement processes have been commenced through Request for Tenders (RFT) as outlined in the attached dashboard. Major Projects and Infrastructure Staff also presented an update to the Community Meeting in Carnarvon on November 18; engaged with community members before and after the meeting; and presented project updates in the venue's foyer.

Presentations to the Committee will also provide further updates on the Carnarvon Airport Upgrades, and the 2026 Tourism Conference.

For clarity, the justification for projects included for updates at this meeting are summarised in the table below:

Project	Criteria			
	Strategic Value	Community Interest	Risk	Budget
Carnarvon Airport Upgrades	✓			✓
RPPP Projects			✓	✓
Housing Development Northwater	✓			
Coral Bay Refuse Site	✓			
Tramway Bridge Restoration		✓	✓	
Carnarvon Activation Plan (Lotterywest Funded)	✓			✓
Quobba Gnaraloo Road	✓		✓	
2026 Tourism Conference	✓			

OFFICER'S RECOMMENDATION

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

COMMITTEE RESOLUTION MPIC 04/11/25

Moved: Cr Burke Maslen
Seconded: Cr Paul Kelly

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

FOR: Mr Eddie Smith, Cr Burke Maslen, Cr Paul Kelly, Cr Merome Beard, Cr Dudley Maslen and Cr Mark Young
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 6/0

8 URGENT BUSINESS APPROVED BY THE PRESIDING MEMBER OR BY A DECISION OF THE COUNCIL

Nil

9 MATTERS FOR WHICH MEETING MAY BE CLOSED TO THE PUBLIC

Nil

10 REQUEST FOR REPORTS FOR FUTURE CONSIDERATION

Nil

11 DATE OF NEXT MEETING

The next meeting will be held on Tuesday 27 January 2026 at Shire Council Chambers, Stuart Street Carnarvon commencing at 11.30am

12 CLOSE

The Presiding Member declared the meeting closed at 11.29am.



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AIRPORT OVERLAY PROJECT PRESENTATION

Executive Manager Infrastructure Services

Presented by: Colm
Stanley
September 2025

PROJECT OVERVIEW: WHY THIS UPGRADE MATTERS

CRITICAL DRIVERS FOR UPGRADE

Aircraft and Pavement Requirements

Larger aircraft like Q400 require stronger pavement and adherence to CASA standards for safe operations.

Runway Classification Downgrade

Recent assessments downgraded the runway classification, reducing safety margins and limiting capacity.

Project Objectives

The upgrade aims to restore compliance, enhance infrastructure resilience, and future-proof airport operations.



OBJECTIVES & BENEFITS

KEY GOALS AND EXPECTED OUTCOMES

Compliance with CASA Standards

Ensuring all airport systems meet CASA regulations to maintain operational safety and legal compliance.

Runway and Pavement Improvement

Enhancing runway surface integrity and extending pavement life to support heavier aircraft and reduce repairs.

Apron Lighting System Upgrade

Replacing outdated lighting to improve visibility and compliance, enhancing safety for all users.

Economic and Operational Benefits

Upgrades will support regional air services, streamline operations, and foster local economic development.



SCOPE & TIMELINE

PROJECT COMPONENTS & KEY MILESTONES

Project Scope

The project includes runway overlay, aircraft parking revisions, and apron flood lighting upgrades meeting CASA standards.

Inspections and Technical Reviews

Daily runway inspections are ongoing with a RAMS pavement inspection scheduled to deliver technical insights in December.

Key Milestones and Timeline

Critical milestones include cost estimate submission by December 1, 2025 and project completion before May 2026 Q400 concession expiry.



FUNDING & BUDGET

FINANCIAL CONTEXT & COLLABORATIVE EFFORTS

Funding Aspect	Original Allocation	Revised Estimate
Upgrade Budget	\$8 million	Just under \$14 million
Funding Source	Original deed	ERC submission and state support
Shire Contribution	Limited	Borrowing application unsuccessful



RISKS & MITIGATION

CHALLENGES & STRATEGIES TO OVERCOME THEM

Project Risks

The project faces risks such as weather delays, technical uncertainties, and potential funding shortfalls.

Mitigation Strategies

Contingency planning, collaboration for funding, and scheduling during low traffic reduce operational disruptions.

Ensuring Project Success

Proactive risk management ensures timely delivery, regulatory compliance, and airport operational integrity.





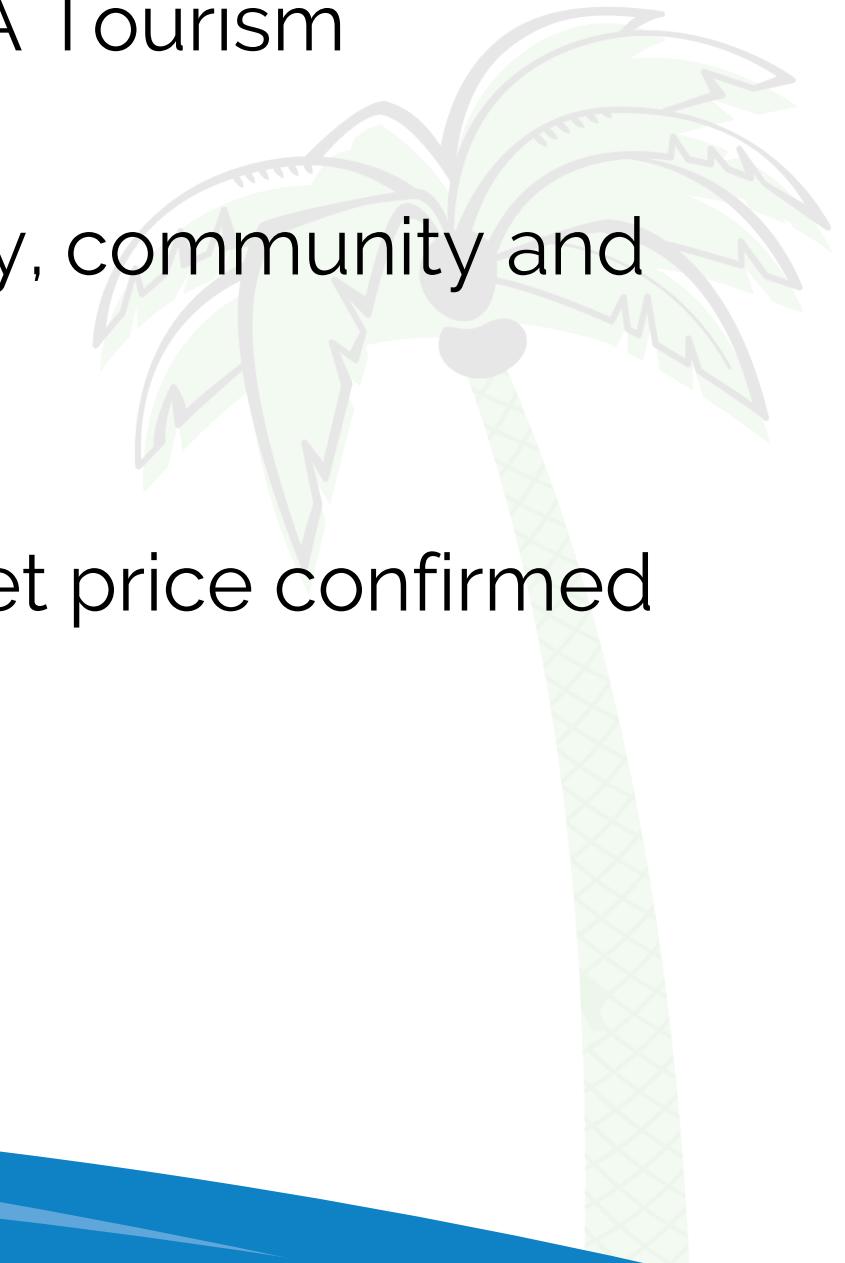
**TOURISM CONFERENCE UPDATE
MAJOR PROJECTS COMMITTEE
25 NOVEMBER 2025**

WHERE WE ARE

Update from the Shire of Carnarvon perspective

NOW

- Carnarvon has been confirmed as the host destination for the WA Tourism Conference - 25 - 27 May 2026
- A working group has been established, bringing together industry, community and business representatives.
- Preliminary planning has commenced with Tourism Council WA.
- Charter Flight, Accommodation and Conference attendance ticket price confirmed
 - Packages currently being developed.



WHERE WE ARE

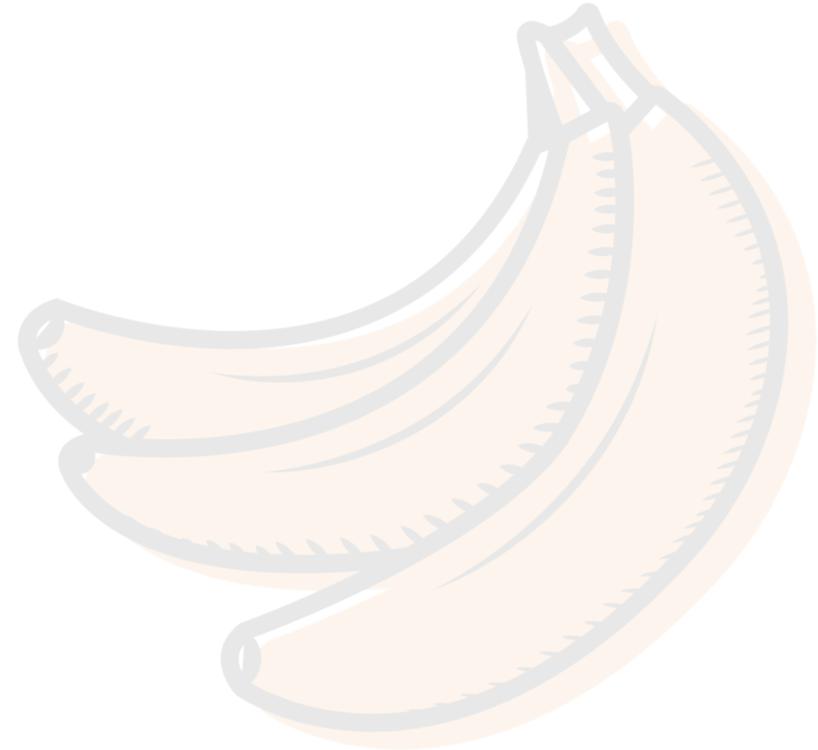
Update from the Tourism Council of WA:
NOW

Leslee Ireland
Chief Operating Officer



WORKING GROUP

Name	
Tracey Tonga	Chairperson
Rennee Turner	Owner
Tash Land	Owner
Michelle Pinner	Owner
Matt Dodd	Owner
Jillian Bilich	Manager
Lee-Anne Daly	Owner
Amosa Spili	Community M
Barry Bellotti	Manager
Sue Maslen	Committee M
John McCloy	Committee M
James Archibald	Senior Regior
Cr Merome Beard	Councillor
Kara Stalker	Owner
Rebecca Western	Owner
Tricia & Clarkey	Owner



THE ROLE OF THE WORKING GROUP:

The Working Group will play a supportive and advisory role to ensure the Carnarvon community and region are well represented and prepared for the event. Responsibilities include:

PRE-CONFERENCE AND PROGRAM DEVELOPMENT

- Support the Shire in shaping the preceding delegate program on Saturday 23 and Sunday 24 May 2026.
- Designing half-day and full-day itineraries that showcase Carnarvon's key attractions.
- Coordinating participation from local Aboriginal-led experience and culinary producers.
- Identifying opportunities for local events, such as pop-up markets, art activations, and live entertainment.

LOCAL BUSINESS AND COMMUNITY ENGAGEMENT

- Encourage local businesses to prepare delegate offers and promotional displays.
- Facilitate partnerships between tourism operators, hospitality venues, and community groups.

CULTURAL AND REGIONAL STORYTELLING

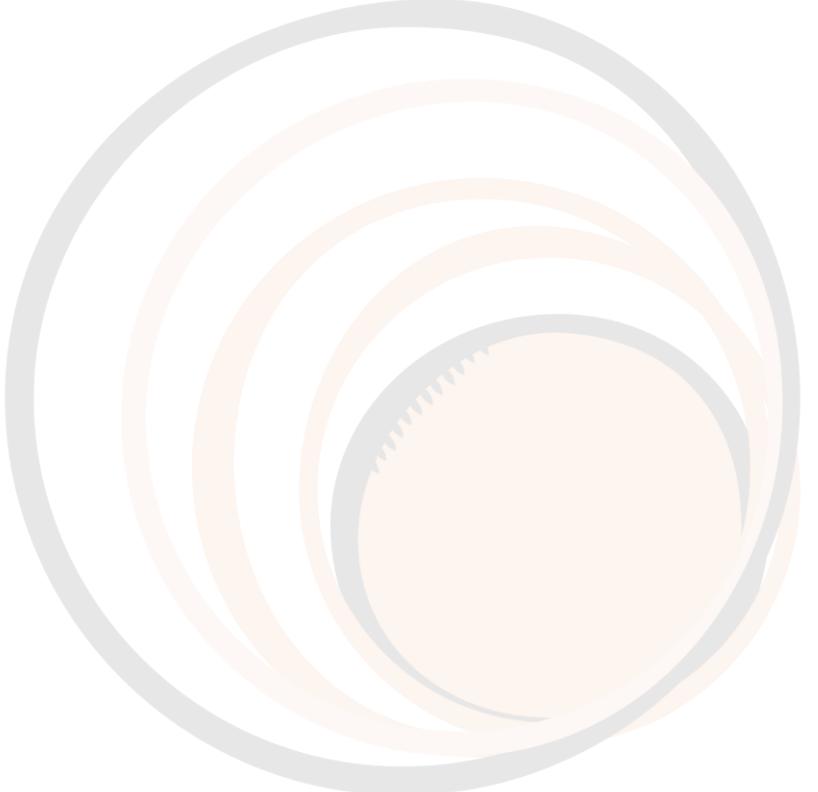
- Ensure Aboriginal heritage and regional identity are embedded in the delegate experience.
- Advise on cultural protocols and identify local storytellers, artists, and performers.

DELEGATE EXPERIENCE

- Assist with planning for on-the-ground visitor support, welcome packs, signage, and volunteer coordination.
- Work collaboratively with Gwoonwardu Mia, the Visitor Centre, and other partners to create seamless delegate journeys.

ONGOING ADVISORY INPUT

- Act as a conduit between TCWA, the Shire, and the community.
- Provide insights on local capacity, opportunities, and challenges.



WORKSHOP SUMMARY

The six themes were:

- Community Impact – what the event should mean for local people and pride.
- Community & Local Showcases – how Carnarvon can authentically present itself.
- Delegate Experience – what delegates will feel, see, and say while here.
- Economic Benefit – how local businesses can gain from conference activity.
- Hopes – the big-picture aspirations for Carnarvon.
- Legacy – what remains after the conference.
- Opportunities – where Carnarvon has its strongest competitive advantage.

2026 Perth Airport

WA TOURISM CONFERENCE

25-27 MAY • CARNARVON



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CARNARVON

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Community Impact

Participants want locals to feel proud, engaged and recognised throughout the conference.

Themes included:

- Increased community pride and positive stories about Carnarvon
- Locals feeling included, valued, involved
- Strong sense of diversity, friendliness and cultural identity
- Opportunities for youth, community groups and cultural groups
- A lasting uplift in morale and cohesion
- “We didn’t know this was here” – discovery and renewed local appreciation
- Positive media and marketing outputs
- Cross-promotion between businesses and groups
- Community feedback loops (QR codes, surveys)
- Showcasing the town’s beauty, culture and heritage



Community & Local Showcases

Participants highlighted a strong desire to integrate Carnarvon's identity into the program:

- Rich food, culture and produce experiences (Carnarfin, long table dinners, multi-cultural food events)
- Plantation, marine, river and heritage experiences
- Aboriginal cultural showcases, dancers, storytelling
- Local musicians, performers, children's dance groups
- Drone shows, sunset events, signature dinners
- Night sky and astronomy experiences
- Markets featuring local artists
- Activation of key spaces: Jetty, Fascine, Heritage Precinct, plantations
- Merchandise and branding opportunities



Delegate Experience

The focus here was on creating a “wow” moment from arrival to departure:

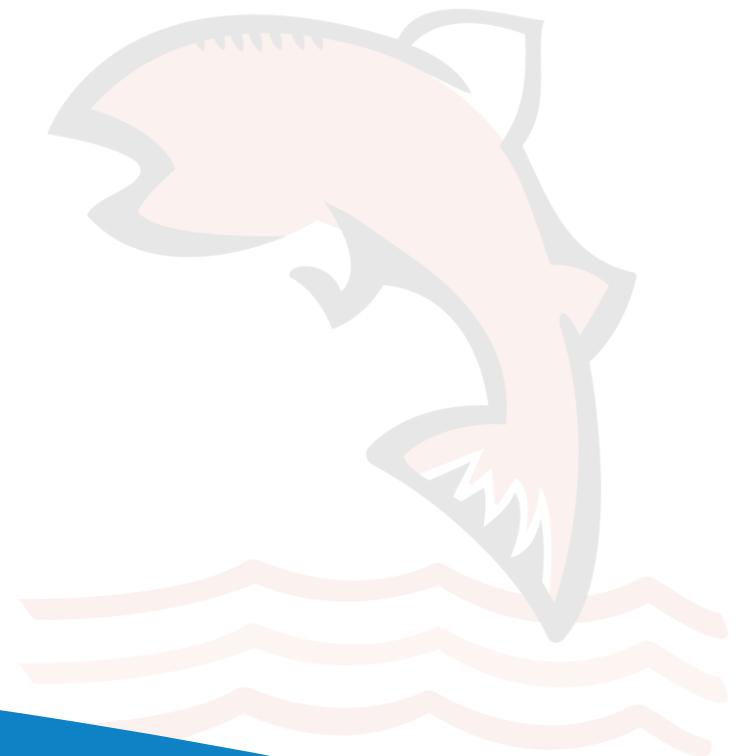
- Warm welcome at airport and through volunteers/ambassadors.
- High-quality tours: plantations, river, station stays, museums.
- Strong promotion of fresh produce, culture and stories.
- Feeling safe, relaxed, and genuinely welcomed.
- Weekend opening hours and vouchers to encourage shopping.



Economic Benefit

Participants emphasised business capability-building and exposure:

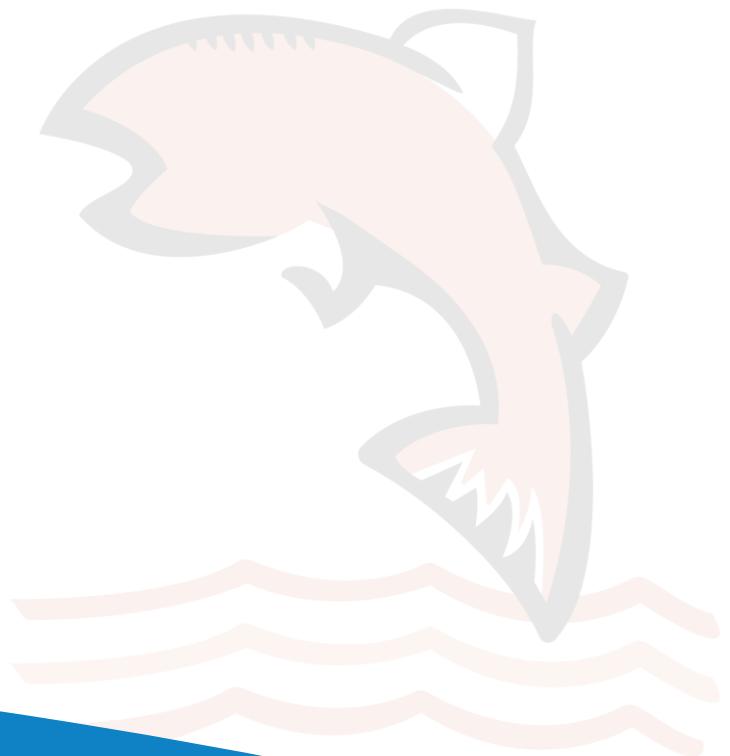
- Creating packaged itineraries and delegate deals.
- Half-day famils to local businesses and attractions.
- Business capability development prior to the conference.
- New tourism products (tours, experiences, food events) emerging.
- Increased local spend, higher visitation, improved reputation.



Hopes for Carnarvon

This section captured aspirations and long-term vision:

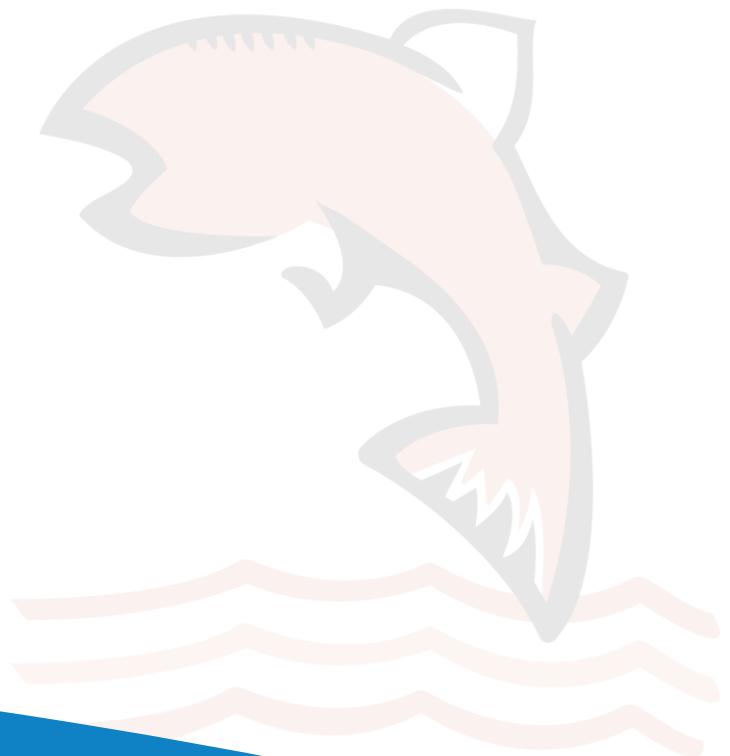
- Raising Carnarvon's profile as a destination, not a stop-over.
- Bringing new business interest and investment.
- Showcasing fresh produce, culture, sky, river, heritage and diversity.
- Building pride and cohesion in the community.
- Creating memorable and lasting experiences for delegates.



Legacy

Participants want long-term impact beyond the conference itself:

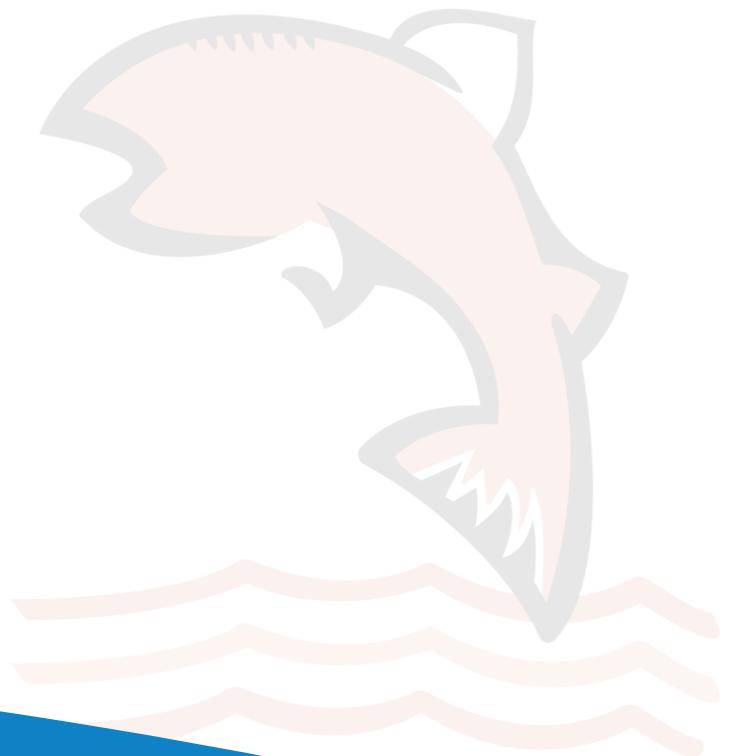
- Long-term business training, engagement and improved customer service.
- Stronger cross-sector partnerships and confidence.
- Ongoing events, marketing and industry capability.
- A united, proud and positive community identity.
- Businesses becoming better “visitor hubs” with improved information sharing.



Opportunities

The strongest opportunities identified were:

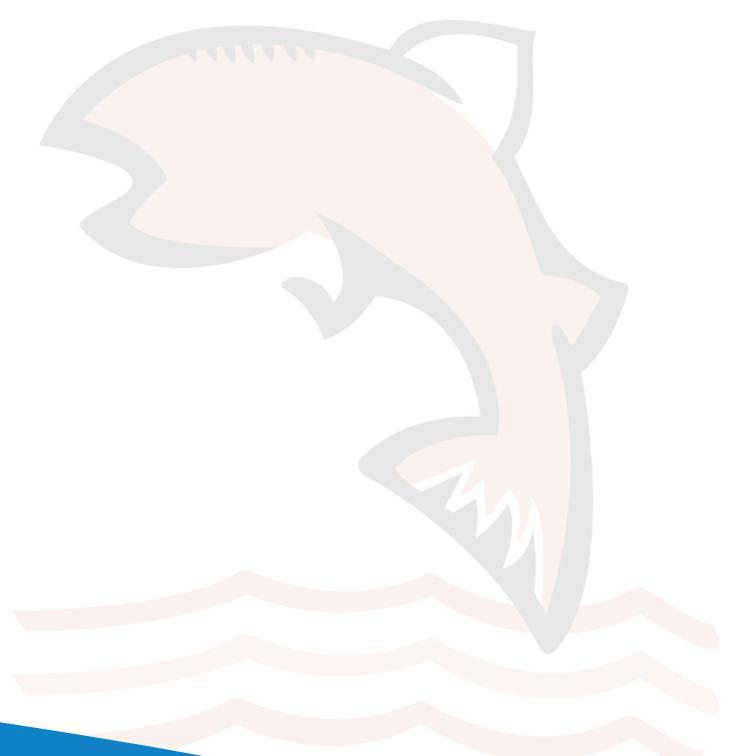
- Natural assets: coastline, river, climate, stars, sunsets, history, food bowl status.
- Connecting horticultural, pastoral, and fishing industries into tourism.
- Raising awareness of Carnarvon's produce and local talent.
- Positioning Carnarvon as a family-friendly destination for delegates to return to.
- Using the conference to showcase strengths to ministers and decision-makers.



HOW THIS FEEDS INTO PLANNING

The workshop has helped identify key themes the working group should work towards to ensure we can measure success.

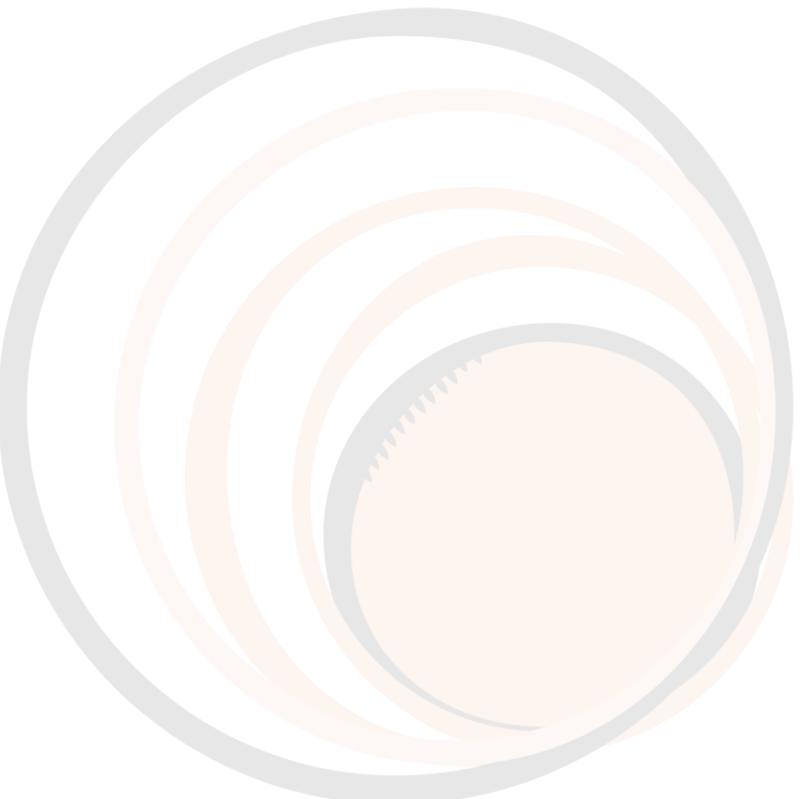
- The Conference Prospectus
- Programming and optional tour development
- Marketing and media strategy
- Venue selection and event design
- Business capability initiatives
- Community engagement and volunteer programs
- Visitor servicing and welcome experience



COUNCILLORS FEEDBACK

**ARE THERE ANY ADDITIONAL SUCCESS MEASURES
OR OUTCOMES YOU BELIEVE ARE IMPORTANT TO
DELIVER FOR THE CARNARVON COMMUNITY?**

QUESTIONS?





A large, white, sans-serif font text "THANK YOU" is overlaid on the image. The text is positioned in the center of the image, with "THANK" on the left and "YOU" on the right. The background of the text is a blurred image of a coastal town and a river at sunset, with the town's lights visible and the water reflecting the warm colors of the sky.