



Shire of  
**CARNARVON**  
catch a *taste* of the great life



**SHIRE OF CARNARVON**  
**AGENDA**  
**MAJOR PROJECTS & INFRASTRUCTURE**  
**COMMITTEE**  
**TUESDAY 27 JANUARY 2026**

Shire Council Chambers,  
Stuart Street Carnarvon,  
West Australia  
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Website – [www.carnarvon.wa.gov.au](http://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 27 January 2026  
at the Shire Council Chambers, Stuart Street  
Carnarvon,  
commencing at 11.30am.

Amanda Dexter  
**CHIEF EXECUTIVE OFFICER**

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### 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

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### Purpose

To provide advice, support and guidance to Council's Major Project Management Team in relation to Council's 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 Bulleting 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 - 25 November 2025

## 5 REPORTS

### **5.1 MAJOR PROJECTS AND INFRASTRUCTURE UPDATE & PRESENTATION**

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: Stephanie Leca, Executive Manager Lifestyle & Community  
Declaration of Interest: Nil  
Voting Requirement: Simple Majority  
Previous Report: November 2025  
Schedules: 1. Major Projects Update Agenda Item - January 2026 - Dashboard FINAL

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#### **Authority/Discretion:**

<input type="checkbox"/>	<b>Advocacy</b>	When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
<input type="checkbox"/>	<b>Executive</b>	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"/>	<b>Legislative</b>	Includes adopting local laws, town planning schemes and policies.
<input checked="" type="checkbox"/>	<b>Information</b>	Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
<input type="checkbox"/>	<b>Quasi-judicial</b>	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.

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

### 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.

Presentations to the Committee will also provide further updates on the progress of Major Projects funded by Lotterywest and rPPP, in addition to 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			✓	✓
Tramway Bridge Restoration		✓	✓	
Carnarvon Activation Plan (Lotterywest Funded)	✓			✓
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.***

## Major Projects Update

Last Update: 18 November 2025

Current Update: 21 January 2026

Project	CURRENT STAGE		NEXT STAGE		Notes
	Stage	Timeline	Stage	Timeline	
Van Dongen Park (CAP 1)	Procurement ( <i>RFT 03/2025 - Landscaping &amp; Construction</i> )	Current	Construction	Commencement TBC post Jan 2026 OCM	<ul style="list-style-type: none"> <li>RFT to Council Jan 2026</li> <li>Alternative delivery methods to be explored and actioned pending Council decision</li> </ul>
Connect and Create (CAP 1)	Fabrication ( <i>Digital LED Screen</i> )	Current	Installation	Completed February 2026	<ul style="list-style-type: none"> <li>Preparations for mobilisation and install continuing</li> </ul>
	Fabrication ( <i>Public Art Elements</i> )	Current	Installation	Commence February 2026	<ul style="list-style-type: none"> <li>Fabrication complete</li> <li>Coordination of Robinson St installation has commenced, and expected to be completed by late February</li> <li>Delivery of the Van Dongen Park portions to</li> </ul>

## Major Projects Update

Last Update: 18 November 2025

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be delivered in due course					
Tramway Walk Trail (CAP 1)	Procurement <i>(RFT 02/2025 - Healing Shelter &amp; Tramway Shelter – Construction &amp; Installation)</i>	Current	Construction	Commence February/March 2026 (TBC)	<ul style="list-style-type: none"> <li>Extension of time to tender process</li> <li>RFT to Council at Feb 2026 OCM</li> </ul>
	Fabrication (Signage and seating)	Current	Installation	Commence April 2026	<ul style="list-style-type: none"> <li>Stuart Parker awarded contract for signage and seating</li> <li>Works have commenced, with Stuart Parker collecting recovered timber from the historic One Mile Jetty for use in the project</li> </ul>
Fascine to Harbour (CAP 2)	Detailed design and due diligence	Current	Procurement (Construction)	April 2026	<ul style="list-style-type: none"> <li>Detailed design and due diligence progressing</li> </ul>

## Major Projects Update

Last Update: 18 November 2025

Current Update: 21 January 2026

					<ul style="list-style-type: none"><li>• Liaison with DTMI regarding services, lighting and road</li><li>• Detailed design anticipated February 2026</li><li>• Late 2026 Construction</li></ul>
Tramway Walk Trail (CAP 2)	Detailed Design and Approvals ( <i>Tramway Bridge</i> )	Current	Construction	February 2026 (pending approvals)	<ul style="list-style-type: none"><li>• Ventia awarded contract</li><li>• Construction (Stage 1 &lt; 170 metres)</li><li>• Practical Completion late 2026</li><li>• Mobilisation and preliminary works still expected to commence in February</li></ul>
	Procurement (RFQ – <i>Tramway Walk Trail path improvements</i> )	Pending – February	Procurement (path improvements)	April - May	<ul style="list-style-type: none"><li>• Development of procurement documents</li></ul>

## Major Projects Update

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					<p>and note Heritage Committee proposal</p> <ul style="list-style-type: none"> <li>• Late 2026 Construction</li> </ul>
Van Dongen Park (CAP 2)	Detailed design	Current	Procurement (Construction)	April 2026	<ul style="list-style-type: none"> <li>• Detailed design by H &amp; H anticipated for completion early 2026</li> <li>• Design likely to be incorporated into consolidated tender packages with VD 1</li> </ul>
Urban Forest Urban Orchard (CAP 2)	Procurement (RFQ <i>10/2025 Town Centre Public Light-Art Trail and Urban Greening Project - detailed design</i> )	Pending – February	Detailed design	April 2026	<ul style="list-style-type: none"> <li>• Internal due diligence being undertaken on the procurement package and documents</li> <li>• Late 2026 Construction</li> </ul>
Connect and Create (CAP 2)	Procurement (RFQ <i>10/2025 Town Centre Public Light-Art Trail and Urban</i>	Pending – February	Detailed design	April 2026	<ul style="list-style-type: none"> <li>• Internal due diligence being undertaken on the procurement package and documents</li> </ul>

## Major Projects Update

Last Update: 18 November 2025

Current Update: 21 January 2026

	<i>Greening Project - detailed design)</i>				<ul style="list-style-type: none"><li>• Late 2026 Construction</li></ul>
DG Corp Sub Project (CAP 2)	Legal Agreement	Current	DG Corp Project Commences	Pending Agreement Execution	<ul style="list-style-type: none"><li>• MRWA Draft and comments on DG Corp agreement received 9 Jan</li><li>• Review undertaken by Shire and Civic Legal</li><li>• With DG Corp for comment and review as of 20 Jan</li></ul>
rPPP Funding Agreement (CAP 2)	Funding Agreement	Current	Execution	February	<ul style="list-style-type: none"><li>• MRWA delaying execution pending finalisation of DG Corp and SoC sub agreement</li></ul>
WA Tourism Conference	Working Group Development and Planning Development	Current	Event Delivery	May	<ul style="list-style-type: none"><li>• Working Group Meeting schedule for 29 January 2026.</li><li>• Final program been developed with Tourism Council.</li></ul>

## Major Projects Update

Last Update: 18 November 2025

Current Update: 21 January 2026

					<ul style="list-style-type: none"><li>• Networking Function on Monday 25 May 2026 – Confirmed partner, Gascoyne Development Commission with financial contribution of \$30k with the event planned to be held at Quobba Station.</li><li>• Conference Dinner and Awards on Tuesday 26 May 2026 – Confirmed partner, Carnarvon Space and Technology Museum with financial contribution of \$20k.</li><li>• Closing Ceremony on Wednesday 27 May 2026 – Confirmed partner, Carnarvon Heritage Precinct with a collaboration with the</li></ul>
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## Major Projects Update

Last Update: 18 November 2025

Current Update: 21 January 2026

					<p>Perth Symphony Orchestra.</p> <ul style="list-style-type: none"><li>• Baiyungu Aboriginal Corporation have worked with Chevron to redirect funding from Jamba Nyinayi Festival to Carnarvon for a pre-conference experience – financial contribution of \$350,000 is available, with \$40,000 from Tourism WA to support.</li><li>• RFQ for businesses to submit for Catering Services is now open and closes March 2026,</li></ul>
Carnarvon Airport Upgrades	Project planning, design and refined costing	Current	Ministerial Briefings and Budget Planning for FY2026/27	TBC	<ul style="list-style-type: none"><li>• Strategic meetings with Department of Transport and Major Infrastructure (DTMI)</li></ul>

## Major Projects Update

Last Update: 18 November 2025

Current Update: 21 January 2026

					<ul style="list-style-type: none"><li>• DTM has briefed both Treasury and the Minister on the project and costings</li><li>• AMS has completed the technical review of the geotechnical data and the Falling Weight Deflectometer (FWD) data.</li><li>• AMS has commenced the design phase.</li><li>• Survey activities have been completed.</li><li>• The Shire is currently progressing the engagement of an Independent Technical Expert.</li></ul>
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**6 DATE OF NEXT MEETING**

**7 CLOSE**