



SHIRE OF CARNARVON

AGENDA

MAJOR PROJECTS & INFRASTRUCTURE
COMMITTEE
TUESDAY 28 JULY 2026

Shire Council Chambers,
Stuart Street Carnarvon,
West Australia
Phone: (08) 9941 000
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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 28 July 2026
at the Shire Council Chambers, Stuart Street
Carnarvon,
commencing at 11.30am.

Amanda Dexter
CHIEF EXECUTIVE OFFICER

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INFORMATION ON PUBLIC TIME

The following information is provided for members of the public wishing to participate in Committees of Council.

PUBLIC QUESTION TIME

Consistent with the Local Government Act, Administration Regulations and Shire By-Laws, the following information is provided for members of the public wishing to ask questions at Committee meetings of Council:

- Public Question Time will be conducted for up to 15 minutes, but can be extended by resolution of the Council.
- Questions at ordinary council meetings are limited to matters discussed at the Committee meeting.
- Members of the public are encouraged (but not required) to submit questions in advance or complete a Committee Question Time form to assist with meeting administration.
- Questions submitted in writing prior to the meeting may assist in the preparation of a response; however, a question is only formally considered when it is asked at the meeting, unless otherwise dealt with as correspondence.
- The member of the public must first state their name and residential address, prior to asking their question.
- Each member of the public may ask up to two questions initially, after which other members of the public will be invited to ask their questions. Each member of the public has up to two minutes to ask their question(s).
- Questions must be clear, concise and asked as a question. The Presiding Member may refuse to accept questions that are:
 - defamatory, offensive, or questioning the competency of staff or Council members.
 - statements not framed as a question.
 - substantially the same as a question previously asked and answered.
- Conditional on time being availability, and an equal and fair opportunity being provided to others to ask their question(s) and receive their response(s), then Meeting Procedures Local Law 2021, 6.7(5) is interpreted as allowing the Presiding Member to permit a member of the public to ask additional questions beyond their initial two.
- The Presiding Member may nominate a Member or Officer to respond or may determine that a question be taken on notice.
- When a question is taken on notice, a written response will be provided, and a summary of that response will be included in the next Committee meetings of Council agenda.
- If the Member or Officer allocated to answer the question has a financial or proximity interest, they must declare their interest and the question will then be responded to by another person.
- No debate or discussion is permitted in relation to any question or answer.
- A summary of each question and response will be included in the minutes of the meeting (Local Government (Administration) Regulations 1996 – r.11(e)).

PUBLIC DEPUTATIONS

- As per Meeting Procedures Local Law 2021, Members of the public may request to make a deputation to address the Council on a matter. A deputation must be approved either:
 - in advance by the CEO; or
 - by the Presiding Member at the meeting
 - The Deputation is not to exceed; five persons in total; more than two speakers; or to address the Council for more than ten minutes.
 - Council may however approve; up to five persons to address the Council; and for the deputation's address to extend beyond 10 minutes.
 - The Presiding Member may rule that a delegation no longer continue if it:
 - includes defamatory remarks, offensive, language or questioning the competency of staff or Council members; or
 - diverts from the substance or direction of its deputation application.
 - Where a matter is the subject of a deputation, the Council will not determine the matter until the deputation has completed its presentation.
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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:**
 - Commissioner Martin Aldridge (Presiding Member)
 - Chief Executive Officer
 - Executive Manager, Infrastructure Services
 - Lead Strategic Projects Manager
 - 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.

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.

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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 TIME

Public Time commenced at

2.1 PUBLIC QUESTION TIME

2.2 PUBLIC DEPUTATION TIME

Public Time closed at

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 - 26 May 2026

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: Amanda Dexter, Chief Executive Officer
 Declaration of Interest: Nil
 Voting Requirement: Simple Majority
 Previous Report: March 2026
 Schedules: 1. Major Projects and Infrastructure Dashboard

Authority/Discretion:

☐	Advocacy	When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
☐	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
☐	Legislative	Includes adopting local laws, town planning schemes and policies.
☒	Information	Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
☐	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 the Major Projects and Infrastructure Committee with a strategic overview of the Shire's major projects portfolio.

The report is intended to function as a governance and project health check, enabling the Committee to monitor overall program performance, project risks, funding and delivery progress, while allowing members to seek more detailed information on individual projects where required.

Detailed project information is contained within the attached Major Projects Dashboard, which remains the primary operational reporting tool.

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 Major Projects and Infrastructure Committee continues to provide governance oversight of the Shire's significant capital works and externally funded projects.

The Committee's role is to:

- Provide strategic oversight of major projects;
- Monitor project health, delivery and emerging risks;
- Ensure transparency around funding, procurement and governance
- Monitor strategic alignment with Council priorities; and
- Provide a forum for members to seek additional information on individual projects where required.

Officers have continued refining the Major Projects Dashboard to improve visibility of project status, funding, procurement, key milestones and risks. The dashboard is intended to provide concise reporting while allowing detailed discussion of projects at the Committee's request.

Stakeholder and Public Consultation

Committee meetings are publicly advertised and open to attendance. Stakeholder consultation is undertaken on an individual project basis and reported by exception through the dashboard where significant matters arise.

Statutory Environment

Local Government Act 1995

Section 2.7 – Council is responsible for governing the local government's affairs, overseeing the allocation of finances and resources, determining policies and providing strategic direction. The Major Projects Committee supports Council by monitoring the progress, governance and strategic delivery of major projects and providing recommendations where appropriate.

Section 5.8 – Council may establish committees to assist in carrying out its functions. The Major Projects Committee has been established by Council to provide oversight of major projects and to consider and report on matters referred to it.

Section 5.17 – A committee is to consider and report on matters referred to it by Council or otherwise within the scope of its terms of reference. This report provides a progress update to enable the Committee to monitor project delivery and note the current status of the Shire's major projects program.

Relevant Plans and Policy

Community Strategic Plan 2022 - 2032

Carnarvon Activation Plan

Other adopted Council strategies and project-specific governance documents, where applicable.

Financial Implications

No additional financial implications arise from this report. The attached dashboard includes a high-level financial overview of the Shire's major projects, including project values, funding sources, expenditure status and significant funding milestones where applicable.

Any matters requiring Council approval are reported separately through the Ordinary Council Meeting process.

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	Cost escalation, funding shortfalls, grant non-compliance or delayed project delivery may impact project outcomes and Council finances.	D3 - Moderate	Committee oversight, dashboard monitoring, funding management, milestone reporting and project governance controls.
Health & Safety	Construction activities, site works and project delivery may expose workers, contractors and members of the public to health and safety risks.	D2 - Low	Ensure compliance with Work Health and Safety requirements through project planning, contractor management, site-specific safety plans, risk assessments and ongoing monitoring of works.
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	Minor project delays due to funding availability, procurement timing or resource constraints may impact planned delivery schedules but are not expected to significantly affect overall program outcomes.	E2 - Low	Stage project delivery to align with available resources and acquired funding. Engage early with key delivery partners to secure commitments and identify potential resourcing gaps. Maintain regular project monitoring and adjust timelines proactively where required.

Compliance	Failure to comply with funding agreements, procurement requirements, statutory approvals, reporting obligations or grant acquittal requirements may impact project delivery and future funding opportunities.	D3 - Moderate	Maintain robust project governance, procurement controls, funding compliance processes, milestone reporting, grant acquittals and regular project reviews.
Property	Delays, defects or underperformance in project delivery may affect the condition, availability or long-term value of Council-owned infrastructure and community assets.	D3 - Moderate	Apply appropriate project management, quality assurance, contract management and asset management practices throughout project delivery and handover.
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.
Fraud	Major projects and procurement activities may increase exposure to fraud, conflicts of interest, inappropriate expenditure or misuse of project funds.	D2 - Low	Maintain procurement controls, segregation of duties, contract oversight, financial monitoring, audit processes and compliance with Council policies and procedures.

The Committee provides strategic oversight of the Shire's major projects portfolio, assisting in the identification and management of financial, delivery, governance and reputational risks.

Key project risks are summarised within the Major Projects Dashboard where appropriate.

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

Since the previous Committee meeting, officers have continued progressing the Shire's major capital program, including procurement, funding administration, design development and project delivery activities.

Overall, the portfolio remains on track. Current key areas of focus include delivery of the Disaster Ready Fund Saltwater Inundation Project, Regional Precincts and Partnerships Program, Lotterywest-funded projects, airport infrastructure, road reconstruction programs and strategic funding opportunities. Key items which have been progressed since the last meeting:

- Successful Delivery of the WA Tourism Conference.
- Disaster Ready Fund Saltwater Inundation Project initiated.
- Regional Precincts and Partnerships Program progressing.
- Lotterywest projects progressing.
- Airport infrastructure program progressing.
- Road reconstruction and Black Spot programs progressing.
- Monthly Major Projects Internal Working Group activated.
- Strategic funding opportunities under development.
- Other significant milestones as outlined in the attached dashboard.

The attached Major Projects Dashboard provides a project-by-project summary including current status, funding, procurement, key milestones, risks and next actions. The committee is invited to use the dashboard as a governance tool and request further information on any project during the meeting.

OFFICER'S RECOMMENDATION

That the Major Projects and Infrastructure Committee:

- 1. Receives the Major Projects and Infrastructure Update Report; and***
- 2. Notes the Major Projects and Infrastructure Dashboard attached as Schedule 1.***

Shire of Carnarvon
Major Projects Status Update FY27 - JULY

Report Objective

Provide the Major Projects & Infrastructure Committee of Council a high level snapshot of current major projects within the Shire, including an overview of project status, timelines, funding, budget and risk considerations

MAJOR PROJECTS & INFRASTRUCTURE COMMITTEE MAJOR PROJECTS STATUS UPDATE												
Project Name	Project Detail	Status (Traffic Light)	Key Risk/s	Risk Rating	Risk Mitigation	Status Update (Current Stage)	Future Stage	Timeline	Total Budget (Indicative)	Funding	Current Expenditure	Notes
Carnarvon Airport	Overlay Design		Inefficient funding. Safety in Design/Construction	High	Provide clear advice and working with DTMI. Submitted P90 costing to DTMI for Treasury approval. Project will not progress beyond design without confirmation of additional funding by Treasury. Capping cost exposure.	Design completed with ongoing revision and ITE Certification and DTMI approval is remaining. Current P90 Costing submitted for approval. Current Formally Engaged Independent Technical Expert (ITE). Strategic meetings with DTMI underway. DTMI have briefed Treasury and Minister. Survey activities completed. DTMI have requested supporting letter to Minister (Funding)	Design certification and get approval from DTMI. Prepare the tender documentation and Specification, approval from DTMI. P90 cost approval from DTMI.	Current - Dec 2027	\$ 7,611,013.00	DTMI	\$ 154,286.33	Waiting for DTMI P90 approval to move forward. The design is completed and P90 costing has been confirmed. DTMI will present the P90 costing to Treasury for funding approval. Once approved, the SOC will go to market.
Coral Bay Settlement Structure Plan	Preparation of a Precinct Structure Plan for Coral Bay, which will replace the current Settlement Structure plan.		Reputational risk to the Shire if not completed as 100% funded by State Government.	Low	Council adoption of Precinct Structure Plan.	Initial consultation completed. Consultants have started preparing the Draft Precinct Plan.	Finalising Draft Precinct Plan for endorsement by Council for statutory advertising.	Current -	\$ 330,000.00	DPLH	\$ 99,231.25	
Coral Bay Airstrip Pavement Reshaping and Stabilization	Coral Bay Airstrip pavement reshape and stabilisation project. Works include reshaping and stabilising aircraft areas using polymer stabilisation, scarifying existing pavement, compaction, trimming, surface treatment and proof rolling to maintain a safe and trafficable airstrip for Coral Bay, including RFDs and emergency service access.		Key risks include procurement timing, Council award timing, remote mobilisation and accommodation constraints, weather impacts, continued airstrip access requirements, cost escalation, grant compliance, recordkeeping, acquittal obligations and risk of funding delay if milestones/reporting are not met.	High	Maintain detailed project plan, procurement timetable and grant reporting calendar. Establish separate financial coding for RAUP, RADS and Shire contributions. Ensure early tender preparation, early contractor engagement on mobilisation/accommodation, operational planning around airstrip access, documented evidence capture, photographic records, payment evidence, standards assurance, and acquittal preparation. Any scope or budget changes to be reviewed before commitment and managed in accordance with grant requirements. Strong stakeholder engagement.	Pre-delivery stage. Grant agreements are in place. Project establishment, financial coding and procurement documentation are to be progressed. Scope will be reviewed against the previous 2023 works before public tender.	Budget allocation FY27.		\$ 270,000.00	RADS/RAUP/Shire	\$ -	Treat as a single project funded across RAUP, RADS and Shire contributions. RAUP payment schedule: \$25,000 on 23 August 2026, \$25,000 on 31 March 2027 and \$39,910 on 31 July 2027. RADS is a single 2026/27 milestone payment, subject to completion and provision of required project documentation. Ensure procurement, Council award, evidence capture, financial coding and acquittal requirements are tracked early.
French Street / Robinson Street Safety (Audit & Improvement Works)	Design and cost estimate/construction.		Acceptance of design	High	Safety is design outcome/Reputational	Prepared the concept design. Current Geotechnical Investigation completed. Current Streetlight designer-Engaged	Tender documentation, public tender, evaluation and Council award. Contractor preparation, procurement of stabilisation product, mobilisation to Coral Bay, construction works, acceptance of works, reporting, audit and acquittal.	Current-	\$ 600,000.00	BLACKSPOT/RZR	\$ 80,000.00	Safety in design require. To be completed and endorsed by Council.
Speedway Road	Construction of 280 metre road section		Disturbance of traffic, Project Cost escalation, how to Manage access to tip during construction.	Low	Implementation of traffic management plan, Additional funding has been approved my MRWA	Tender was Published	Tender Evaluation Council endorsement Road Safety Audit for Pre-opening.	15/06 2027	\$ 1,000,000.00	Black Spot + Road to Recovery	\$ 80,000.00	Next steps. Tender Close 10/7. Evaluation/Recommendation/Approved
Minilya Lyndon Road Grid Replacements	The existing nine grids (currently measuring 6 meters by 2 meters) will be replaced with wider grids, measuring 8 meters by 2 meters (for dual lane).		NA	Low	Planned/Project management	Completed	Report Preparation	Current	\$ 680,000.00	Black spot plus Road to Recovery	\$ 660K	Final Safety Audit and payment
Connect & Create	Installation of digital LED screen at the Civic Centre to showcase local artworks, creative content, community stories and events.	COMPLETE	N/A		N/A	Fabrication and installation of LED Screen complete. Note - Request for addition of speakers to support community activation is being explored.	N/A	Completed February 2026	\$ 986,648.00	Lotterywest rPPP	\$ 390,930.07	
	Installation of a series of public art pieces (including sculptural seating along Robinson St and in Van Dongen Park) utilising recovered timber from the historic One Mile Jetty.		Disruption to business operations causing stakeholder concern.	Low	Engagement w/local businesses to ensure minimal disruption; timed delivery in low traffic periods.	Fabrication and installation completed by local contractor W&C Co Mechanical on the Robinson Street elements. Positive feedback from artist. Project recognition plaques for public seating pieces currently being fabricated.	Installation to be undertaken at Van Dongen Park; in coordination with Park construction and landscaping.	Current - October 2026				
	Deliver a locally created art and lighting trail to the local artist hub to complement initial stages of the project and the town's existing public art.		Damage to art / lighting once installed	Moderate	Robust design; strategic placement of lights to deter tampering; utilisation of lighting elements that can be replaced at low cost	Internal collaboration between Major Projects & Community team for initial design and early project creation. Temporary lighting installations were showcased at WA Tourism Conference in May.	Completion of light trail plan including design and art selection. Endorsement by Council. Installation of art and lighting elements.	Current - June 2027				
The Pier	Development of significant housing development to help address Carnarvon's housing shortage, particularly for key workers and professionals who are essential to the community. Delivered by private developer DG Corp, who partnered with the Shire on the successful rPPP funding application.		Management of funding and stakeholder engagement around the project.	High	Establish ongoing communication and steering committee oversight.	Commercial contract executed and first milestone payment received from MRWA. Bank guarantee received from DG Corp, and Shire has paid \$2 million first payment under agreement. Site works underway. Leases drafted with key govt agencies to support key worker accommodation.	Ongoing communication and status reporting throughout building construction. Practical completion scheduled for December 2027.	Current - December 2027	\$ 8,000,000.00	rPPP	\$ 2,000,000.00	Ongoing communication as project commenced regarding site access and minimising disruption to Robinson St and community/tourist traffic. Pours of footings completed. Meeting with Commissioner completed.

Van Dongen Park	Creation of a destination park focusing on iconic play equipment at the important Carnarvon gateway, the park is planned to include a play zone with bespoke equipment, shaded areas with seating, landscaping and public art.		Tender pricing exceeds budget / poor market response	Extreme	Split packages; scope refinement; market engagement; VE workshop with Council	Geotech investigations & Big Banana structure complete. Construction tender awarded to First Class Constructions. Contract executed. Materials ordered and trades confirmed, deliveries commenced with construction to commence mid-late July. Big Banana arrived in Perth and installation starting August.	Construction commencement (20 July 2026). Shipping of Big Banana to Carnarvon for installation (August 2026).	Current - January 2027	\$ 3,407,424.00	Lotterywest rPPP	\$ 646,059.32	
			N/A		N/A	H&H Architects underway on the detailed design of Stage 2 - Car Parking and Toilet Block.	Final options for Stage 2 presented to Council, reflective of remaining budget.	Current - end 2026				Toilet Block is an identified priority should there be remaining funding.
Tramway Walk Trail	Development of the trail signage and seating to create a unique educational experience to guide locals and visitors through its historical significance, with wayfinding signs, interpretive elements and rest nodes.		Stories and communications included in signage is inaccurate or missing content	Moderate	Engagement w/key stakeholders inc LHWG to ensure input and approval of content developed.	Trail signage and seating RFQ awarded to local contractor Stuart Parker. Approvals completed. Final artwork approved and finalised. Installation of footings etc has commenced	Installation of signs and seating	Current - August 2026	\$ 4,905,071.00	Lotterywest rPPP	\$ 225,042.00	
	Construction and installation of Healing Shelter and Tramway Shelter.		Perceived high cost leading to Council rejection or delay	Moderate	Improve cost breakdown transparency; briefing sessions	Request for tender awarded to Trac Building. Contract executed. Materials ordered and trades confirmed. Tramway Shelter to be constructed first. Fabrication has commenced	Construction and installation.	Current - March 2027				Interaction with heritage timber currently being investigated.
	Tramway Bridge Reinstatement and Refurbishment Stage One.		Cost escalation beyond allocated budget impacting scope delivery	High	Value engineering during DD; staged delivery; contingency planning	Detailed design is completed and approved. Construction underway.	Practical completion.	Current - March 2027				
	Tramway Walk Trail - trail surface improvements	NOT STARTED	Budget to be identified to allow completion.		N/A	RFQ to be developed to support design of additional trail surface improvements.	Design to be presented to Council for endorsement.	TBC				
Fascine to Harbour Walk	Detailed design and due diligence works.		Safety concerns for walkway users	Moderate	Ensure adequate signage of hazards on walkway. Consider optional lighting plan.	RFQ awarded to Project Partners. Civil and landscape draft designs completed and reviewed by infrastructure. QS completed. Awaiting final designs	Design to be presented to Executive for endorsement. Investigate Baxter Park frontage (footpath and planting, direction signage) to be addressed through an additional minor scope of works.	Current - July 2026	\$ 400,000.00	rPPP	\$ 58,947.50	
	Construction of walk.	CURRENTLY ON HOLD DUE TO SEAWALL INVESTIGATIONS	Disruption to neighbouring residents and business operations causing stakeholder concern.	Moderate	Engagement w/local residents & businesses to ensure minimal disruption; timed delivery in low traffic periods	RFQ/RFT drafting underway.	Construction commencement.	TBC (late 2026)				Project may clash with Sea Water Indundation Project - should the design solution cross Harbour Road, the timeline for this to be resolved would leave the pathway undeliverable to meet RPPP timelines.
South Carnarvon Seawater Inundation Mitigation Project	Stage 1: Consultation, stakeholder engagement and review of concept designs. Stage 2 (pending council endorsement): Detailed Design and Construction		Community dissatisfaction in solutions.	High	Significant engagement is required with identified stakeholders, including presentation of science, risk and impacts of delivering vs not delivering the project. Collate sufficient information to present to new Council in 2027.	Project initiation is underway - including reviewing project delivery, implementation timeline, funding milestones and development of draft stakeholder engagement plan.	Consultation and engagement phase. Project steering group commences.	Current - January 2027	\$ 5,582,831.00	Disaster Ready Fund	\$0 (excluding co-contributions and studies)	
Urban Forest	Increase the quality and quantity of street trees and planting to create connected canopies along key arterials		Establishment failure due to climate or vandalism	Moderate	Species selection; irrigation planning	Internal collaboration between Major Projects, Community & Infrastructure teams for initial design and early project creation and opportunities.	Commencement of early installations of plants/planter boxes. Endorsement by Council of overarching planting plan. Final installation.	Current - June 2027	\$ 150,000.00	rPPP	\$ -	

6 DATE OF NEXT MEETING

7 CLOSE