



SHIRE OF CARNARVON

AGENDA

MAJOR PROJECTS & INFRASTRUCTURE
COMMITTEE
TUESDAY 22 JULY 2025

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 22 July 2025
at the Shire Council Chambers, Stuart Street
Carnarvon,
commencing at 10.30am.

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.

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 DECLARATIONS OF OPENING**2 ATTENDANCE, APOLOGIES LEAVE OF ABSENCE****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.)

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.)

5 CONFIRMATION OF MINUTES

5.1 Minutes of the Major Projects and Infrastructure Committee Meeting - 27 May 2025

6 PRESENTATIONS

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:	May 2025
Schedules:	1. Major Projects and Infrastructure 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 have reviewed the dashboard following feedback from the members of the Major Projects Committee at the May 2025 committee meeting; and a refined version and project list are presented here.

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 have 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 including 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 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.

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

OFFICER'S RECOMMENDATION

That the Major Projects and Infrastructure Committee Meeting:

- 1. Notes the Major Projects and Infrastructure Dashboard (Attachment 1) and updates provided therein.***
- 2. Notes the continuing evolution of the Shire of Carnarvon's approach to the delivery, administration and governance of Major Projects and Infrastructure.***

Major Projects and Infrastructure Dashboard - July 2025

Description	Funding	2025/26 Budget	Project Summary	Status Update as at 22 July 2025	Emerging or Identified Risk Mitigation	Variations or Notes to Budget and Timeline
Carnarvon Airport Upgrades	RADS	Budget 25/26 Milestone1. Construction design Tender \$150k. Milestone 2. Construction Contractor Award & Mobilisation \$2m	Carnarvon Airport upgrades to allow for unrestricted operation of Q400 aircraft. Project include \$388,987 of Shire contribution. Project Budget \$8m	Project Team established and meeting conducted with DOT and internal team. RFT 01/2025 issued. Carnarvon Aerodrome Upgrade Project Planning & Design The deadline for Submissions is 2:00PM (WST) 23 July 2025.	Established a dedicated project team. Design requirements and Scope Risk. Risk in definition =, completeness and stability of the design requirements . Scop creep and ambiguous specifications may lead to contractor claims, cost overruns and delivery delays. Mitigation is to ensure final design brief aligns tightly with the operational needs. Conduct early peer reviews of design documentation and engagement of the ITC. FUND Modelling: Framework is reliant on DOT funding with conditional milestones and reporting. Risk is misalignment between DOT funding conditions and actual project cash flow. Any deviation with project scope or standards not agreed with DOT may result in funding disputes. Mitigation: Established approved funding agreement. 3. Engagement of Independent Certifier. Provides neutral, technical assurance of design, procurement and compliance standards. we have established a Project Control Group.	Project Design and Planning commenced in May 2025.
Carnarvon Activation Plan (RPPP Projects)	RPPP	\$15.554 M	Major funding allocation for six sub projects as part of further delivery of the Carnarvon Activation Plan. Sub projects are: Van Dongen Park Stage 2; Fascine to Harbour Walk; Urban Forest and Orchard/Greening; Pier Development; Tramway Bridge Restoration; and Local Connect and Create. Shire contribution of \$239,634.50 to complement RPPP allocation of \$15.5M.	A scoping workshop is scheduled with Council on 29 July to establish priorities within the six sub-projects. Council has endorsed the acceptance of the funding, and a sub contract is being prepared to govern the allocation of funding to DG Corp/	The overarching Heads of Agreement for the funding will be between the Shire and Main Roads WA. The Shire is responsible for the distribution of a portion of funding to DG Corp, and is currently receiving legal advice regarding governance of this arrangement.	Timelines to be established pending scoping workshop and in negotiation with Main Roads WA.
Housing Development - Northwater	RED	\$494,337.20	Worker accommodation construction Parnaa View. Funded via 500k WATC loan, 187k Red Grant (GDC), 678k Strategic Project Reserve reallocation and 70k allocation for landscaping	Claim 6 - Lock up stage of 7 and 11 Parnaa View has been accepted. Northern Aspect to complete flooring, cabinets and painting. Gascoyne Landscaping has been engaged to prepare a landscape and irrigation design for both properties	Nil	Project on time and Budget

Operational and Strategic Review of Coral Bay Waste Facility	Council	NA	Operational and Strategic Review of Coral Bay Waste Facility	The Shire is undertaking a full operational and strategic review of the Coral Bay Waste Facility due to significant environmental, compliance, and heritage constraints. A decision is required on whether to upgrade the facility to meet modern standards or transition to an alternative commercial waste management model. This review will guide the development of a long-term, sustainable waste strategy that aligns with regulatory requirements and supports the future needs of the Coral Bay community.	Risks to be identified and logged as part of the current review.	Review to provide direction to progress.
Tramway Bridge Restoration	LRCI	Allocation for restoration to be workshopped with Council on 29 July. Estimates have ranged from \$4 - 6 Million.	Restoration of the Tramway Bridge to a safe and operational community asset.	Geotech has been completing as the final investigation prior to understanding indicative budget for design and construction of the structure to a restored state. Geotech report is pending.	Officers are undertaking a due diligence process of investigations into the requirements for the structure to be restored. Experienced and credentialled contractors have been utilised to provide the required documentation to proceed.	Scope and works to date are under review to determine likely timeline moving forward, including required approvals from Statutory Bodies.
Pioneer Cemetery Fencing	Council	Project budget captured in previous FY.	Perimeter Fencing and Gates as per OCM May 2024 Resolution - 2.1M Garrison Fence to deter vandalism.	Fencing has been installed, with gates and signage to be installed pending delivery to Carnarvon.	NA	Project completion is pending timely supply of additional fencing and gates required to complete the perimeter.
Fascine Jetties	Council	Final costings TBC.	Revamp of three jetties in Fascine. DualDockers systems getting to end of life - alternative options to be assessed. Pontoons need a lot of parts replaced. Funded from reserve (H)	The new docking systems have arrived from overseas. Installation of new docking systems is pending.	Minor risks to be managed during installation through staff; and exclusion of public from the area during this time.	Project completion is expected by end of August.
Carnarvon Activation Plan (Lotterywest Projects)	Lotterywest	Carnarvon Activation Plan Phase 1. Funded by Lotterywest. Shire contribution \$557,650. Two year project - 50% of Own Source Funding in 24/25 (= \$278,825). Funding in 25/26 = \$278,825. Total budget for 2 years is \$3,611,125	Sub Projects within this package are: Connect and Create (Public Art); Tramway Trail; Van Dongen Park Playground and Amenities; Tramway Shelter; and Healing Shelter. The budget is split between these elements which were identified within the Carnarvon Activation Plan.	Detailed design and specifications are being prepared to allow for tender packages to be released for the construction of the projects following the completion of Council elections and the corresponding caretaker period.	Risks to be identified through construction process. Value engineering to take place as required to ensure budgets are met.	Timeline and Milestones to be established pending review by Lead and Senior Project Manager
2026 WA Tourism Conference		2024/2025 Budget - \$30,000. 2025/2026 Budget - \$50,000	Shire of Carnarvon to host the 2026 WA Tourism Conference.	The Shire has met with Tourism Council WA on two occasions to review roles and responsibilities for the 2026 WA Tourism Conference, informing the development of the Expression of Interest (EOI) for the Working Group aligned to the Shire's commitments. A request for quote has been sent out for technical event support. A draft conference schedule has been prepared to align with potential flight schedules. The final review of the EOI, Terms of Reference, event management spreadsheet, stakeholder engagement plan, and marketing plan is currently underway. Tourism Council WA have commenced the call for speakers, and we are awaiting the final conference logo with confirmed dates to finalise marketing collateral. The EOI is scheduled for release on Monday 28	A key risk remains around flight availability and timing. REX's extension of voluntary administration to 5 December 2025 introduces uncertainty regarding scheduled services. To mitigate this, the Shire is working closely with Everywhere Travel and the internal Airport Business Manager to explore and coordinate viable travel options. This includes securing a private charter flight to and from Perth for approximately 76 delegates, with remaining attendees to use RPT. Attendees from within the broader region (Mid West, Pilbara) are expected to drive to Carnarvon.	

Quobba - Gnaraloo Road	RRG	Budget is allocated. \$1.076M (\$717,306 funded, \$358,694 SoC)	Reshape formation and drainage to achieve consistent Type 3 standard and re-sheet to achieve 7m pavement SLK 47 - 56 (Adjusted to SLK 42 - 50)	Works will be starting as scheduled in August, estimated time to complete 12 weeks.	Risk: availability of water, increased traffic volume and quality of material including location. Gravelly quantity/quality has been identified. Water source confirmed. Traffic risk managed by increase in traffic controller staffing.	On time and budget.
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- 8 URGENT BUSINESS APPROVED BY THE PRESIDING MEMBER OR BY A DECISION OF THE COUNCIL**
- 9 MATTERS FOR WHICH MEETING MAY BE CLOSED TO THE PUBLIC**
Nil
- 10 REQUEST FOR REPORTS FOR FUTURE CONSIDERATION**
- 11 DATE OF NEXT MEETING**
- 12 CLOSE**