



SHIRE OF CARNARVON

MINUTES

MAJOR PROJECTS AND INFRASTRUCTURE
COMMITTEE MEETING
TUESDAY 25 MARCH 2025

CONFIRMATION OF MINUTES

These minutes were confirmed by the Council on

as a true and accurate record

Chairman

Shire Council Chambers
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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.

MANAGEMENT REVIEW COMMITTEE

TERMS OF REFERENCE

NOVEMBER 2023

Objectives of the Management Review Committee

The objectives of the Management Review Committee are to assist Council to manage its responsibilities in relation to the recruitment, performance management and termination of the Shire's Chief Executive Officer.

Legislative Considerations

The Management Review Committee (the Committee) is established by Council according to:

- a. Schedule 2 of the *Local Government (Administration) Regulations 1996 Model standards for CEO recruitment, performance and termination*; and
- b. Section 5.8 of the *Local Government Act, 1995*.

The Committee does not have any delegated authority, other than performing the role and responsibilities, as outlined in this Terms of Reference. The Committee recommendations must be adopted by Council before identified actions can be implemented.

All recruitment and review processes must be conducted in line with procedural fairness principles under the *Fair Work Act, 2009* and *Equal Opportunity Act, 1984*,

Membership

The Committee will consist of at least (5) members with four (4) being elected members of the local government, including the Shire President, plus one independent member. The independent member cannot be a current elected member, human resources consultant, or staff member of the local government.

All members will have full voting rights.

For the purpose of this Committee the Shire President has been elected the Presiding Member. In the absence of the Shire President a Deputy Presiding Member is to be nominated and endorsed to preside at that meeting in accordance with Section 5.14 of the *Local Government Act, 1995*.

The role of the Presiding Member includes:

- a) Overseeing and facilitating the conduct of meetings in accordance with the Act and the Shire's Standing Orders Local Law; ensuring all Committee members have an opportunity to participate in discussions in an open and encouraging manner; and
- b) Where a matter has been debated significantly and no new information is being discussed, to call the meeting to order and ask for the debate to be finalised and the motion to be put.

A Facilitator is to assist the Committee in the recruitment or performance review processes but is not a member of the Committee and has no voting rights.

Appointment to the Committee is determined by Council following the Ordinary Local Government Elections, for a term to expire on the date of the subsequent Ordinary Local Government Elections in two years. If a member of the Committee resigns prior to an Ordinary Local Government Election, the Council will appoint a replacement.

Meetings

The Committee is to meet at least once a year to facilitate an annual assessment of the CEO's performance, and in relation to matters arising in relation to the CEO position.

A Committee meeting may also be held if called by Council, requested by the Shire President or requested by at least two (2) members of the Committee in writing to the CEO.

The Committee shall meet with the CEO on such dates and at such times as the Presiding Member determines, to receive and discuss an update on the progress of key performance indicators or other matters.

The following voting protocol applies:

Each member of the Committee at a meeting is to only have one vote.

- a) The Chairperson does not in the event of an equality of votes have a casting vote.
- b) In the event of a tied vote the matter will be referred to the Council for deliberation.

A quorum of the Committee is three (3) members.

Reporting

Minutes of Committee meetings will be kept in accordance with section 5.22 of the *Local Government Act, 1995*. The Committee is to close the meeting to members of the public if the meeting deals with any of the matters listed in section 5.23(2) of the *Local Government Act, 1995*.

Committee Functions

The Committee is to fulfill the following functions:

- a) Review the employment applications received through advertising of the CEO position and determine a short listing of applicants to be interviewed.
- b) Review draft interview questions as prepared by the Facilitator and establish the questions to be asked of the interviewees.
- c) Conduct initial interviews, and if determined by the Committee, second interviews with independent scoring of the candidates.
- d) Undertake negotiation with the preferred candidate to reach consensus on an agreed draft of the employment package and wording of the employment contract for consideration by Council.
- e) Provide a recommendation to Council on the preferred candidate for the position of CEO and agreed remuneration package, including employment contract, for Council's acceptance and adoption.
- f) Further review and recommend changes to Council regarding the key performance indicators for the CEO to achieve the key priorities of the Corporate Business Plan, and any other means that will be used to assess the CEO's future performance to meet the expectations of Council;
- g) In conjunction with a facilitator, undertake an assessment annually, or as requested by Council, of the CEO's performance in accordance with the provisions of the CEO's contract of employment and key performance indicators.
- h) Review the CEO's remuneration package annually and make recommendations to Council in relation to remuneration in accordance with the CEO's contract of employment, having consideration to the CEO's performance, current level of remuneration, and the Salaries and Allowances Determination.
- i) Respond to matters raised by the CEO in the attainment of the performance objectives.
- j) Following each performance review committee meeting report any recommendations to the next Ordinary Council Meeting.

Code of Conduct and Ethical Practices

Members of the Committee acknowledge that they are subject to the Shire of Carnarvon Code of Conduct for Elected Members, Committee Members and Candidates, and will in the discharge of their duties and responsibilities, exercise honesty, objectivity and probity and not engage knowingly in acts or activities that have the potential to bring discredit to Council.

Expiry and Review

The Committee will operate as per these Terms of Reference for two years at which time the Committee's functions and Terms of Reference will be reviewed unless, by decision of Council, the Terms of Reference are amended prior to the expiry.

INDEX

| | | |
|----|--|----|
| 1 | DECLARATION OF OPENING | 6 |
| 2 | ATTENDANCE, APOLOGIES, LEAVE OF ABSENCE | 6 |
| 3 | DECLARATION OF FINANCIAL INTEREST/ PROXIMITY INTEREST/ IMPARTIALITY INTEREST | 6 |
| 4 | PUBLIC QUESTION TIME | 6 |
| 5 | CONFIRMATION OF MINUTES | 6 |
| | There are no previous minutes as this is the inaugural meeting. | 6 |
| 6 | PRESENTATIONS..... | 6 |
| 7 | REPORTS | 7 |
| | 7.1 2024 - 2025 Capital Works Update | 7 |
| 8 | URGENT BUSINESS APPROVED BY THE PRESIDING MEMBER OR BY A DECISION OF THE COUNCIL..... | 12 |
| 9 | MATTERS FOR WHICH MEETING MAY BE CLOSED TO THE PUBLIC..... | 12 |
| | Nil | |
| 10 | REQUEST FOR REPORTS FOR FUTURE CONSIDERATION | 12 |
| 11 | DATE OF NEXT MEETING | 12 |
| 12 | CLOSE..... | 12 |

1 DECLARATION OF OPENING

The Chair declared the meeting open at 11.00am

2 ATTENDANCE, APOLOGIES, LEAVE OF ABSENCE

President E Smith Presiding Member/Shire President
 Cr B Maslen..... Councillor
 Cr L Vandeleur Councillor
 Cr PK Kelly..... Councillor

Mrs Amanda Dexter Chief Executive Officer
 Mrs Amanda Leighton Executive Manager, Corporate Strategy & Performance
 Mr Stefan Louw Executive Manager, Corporate Planning & Sustainability
 Miss Stephanie Leca Executive Manager, Lifestyle & Community
 Miss C Claassens Project Contracts Manager
 Miss S Driscoll Manager, Finance
 Mrs Danielle 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.)

There were no declarations.

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

There are no previous minutes as this is the inaugural meeting.

6 PRESENTATIONS

Nil

7 REPORTS

7.1 2024 - 2025 CAPITAL WORKS UPDATE

| | |
|--------------------------|--|
| File No: | ADM2331 |
| Location/Address: | N/A |
| Name of Applicant: | N/A |
| Name of Owner: | N/A |
| Author(s): | Amanda Dexter, Chief Executive Officer |
| Authoriser: | Amanda Dexter, Chief Executive Officer |
| Declaration of Interest: | Nil |
| Voting Requirement: | Simple Majority |
| Previous Report: | November 2024 |
| Schedules: | 1. Major Projects Update |

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 is the inaugural meeting of the Major Projects Committee with the Intent of the Meeting to ensure that Council has adequate oversight and governance in regards to project management at the Shire and in particular strategic projects.

This Item is an introduction to the 2025 projects being undertaken at the Shire.

Background

This being the inaugural meeting of the Major Projects and Infrastructure Committee a milestone in the Shire's commitment to improved transparency, accountability and strategic oversight in project delivery.

Members are welcomed and thanked for their participation, noting that this Committee is intended to grow and evolve over time, with future meetings becoming increasingly tailored to the needs and priorities of the group.

Members are encouraged to approach the agenda as both a working session and an opportunity to shape the future scope and operation of the committee.

Stakeholder and Public Consultation

To foster greater transparency and strengthen community trust, all Committee Meetings will be publicly advertised and open to attendance. The Shire's marketing team will actively promote these meetings through social media, direct engagement, and the timely publication of meeting minutes. This approach aims to encourage community involvement, ensure residents are informed, and provide more opportunities for two-way communication between the Shire and the community.

Statutory Environment

Nil

Relevant Plans and Policy

Nil

Financial Implications

Nil

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. | 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. | 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. | 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. | | 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 sustainable livelihoods create a community that can flourish into the future*
- *Our infrastructure, housing and amenities are high quality and accessible*
- *Our community is engaged, inclusive and supportive*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*
- *Monitor the implementation of our Community Strategic Plan*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *Fascine Waterway Improvement*

Comments

The purpose and intent of the Committee, including:

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

Importantly, the Shire has recently undergone significant structural and personnel changes, particularly across the executive and project delivery functions. These changes have temporarily affected momentum on some projects. However, the Shire has been successful in recruiting a high-calibre team, with key staff due

to commence from late April through early May. The Administration is energised and optimistic about the renewed capacity and expertise this brings to progressing projects in earnest from that point onward.

This meeting will serve as a foundation-setting session, recognising the current transitional period, while laying the groundwork for regular, informed, and constructive engagement moving forward.

In the future the Executive Manager of Infrastructure Services and Strategic Project Managers will present a broad overview of the Shire's current and upcoming major projects, including:

- Civil works and road upgrades
- Infrastructure and asset renewal
- Plant and equipment acquisition
- Community development projects such as park upgrades, landscaping, and jetty installations

This session will help establish a shared understanding of the scale, complexity and interdependencies across the program. Members will also receive a snapshot of key timelines, funding sources, and early risks.

As internal capacity builds, future meetings will include refined reporting with project dashboards, delivery schedules, and performance indicators.

Focus will be provided on Strategic Challenges and Risk Management. It is intended that the Committee will discuss the structural and regional challenges affecting project delivery, including:

- Historical under-resourcing in project roles
- Heavy reliance on grant funding and timing mismatches
- Contractor availability and supply chain logistics
- Risk of seasonal weather disruptions

The discussion will begin to explore what proactive strategies the Shire can take to mitigate these risks and stabilise delivery going forward. Please see attached **Schedule 1** - Capital and Major Projects Matrix – tabled for detailed discussion

OFFICER'S RECOMMENDATION

That the Major Projects and Infrastructure Committee Meeting

- 1. Notes the establishment and inaugural meeting of the Major Projects Governance Committee as a formal mechanism to oversee the planning, delivery and reporting of key capital works and infrastructure projects within the Shire of Carnarvon.***
- 2. Acknowledges the recent structural changes within the Shire's Executive and Infrastructure teams, and the successful recruitment of new personnel who will commence from late April to early May 2025.***
- 3. Endorses the intent of the Committee to evolve over time into a key governance platform that:***
 - (a) Supports transparency and accountability in project delivery;***
 - (b) Provides strategic oversight of major projects, including risk and funding alignment;***
 - (c) Enhances community confidence through regular reporting and engagement.***
- 4. Requests that the Administration continue to develop and refine project reporting tools (e.g. dashboards, milestone tracking, risk registers) to support the Committee's work in future meetings.***

SUSPENSION OF STANDING ORDERS**COMMITTEE RESOLUTION MPIC 01/03/25****Moved:** Cr Luke Vandeleur**Seconded:** Cr Burke Maslen

A motion was moved that Council suspend standing orders.

FOR: Crs Eddie Smith, Burke Maslen and Luke Vandeleur**AGAINST:** Nil**CARRIED BY SIMPLE MAJORITY 3/0****RESUMPTION OF STANDING ORDERS****COMMITTEE RESOLUTION MPIC 02/03/25****Moved:** Cr Luke Vandeleur**Seconded:** Cr Burke Maslen

A motion was moved that Council resume standing orders.

FOR: Crs Eddie Smith, Burke Maslen and Luke Vandeleur**AGAINST:** Nil**CARRIED BY SIMPLE MAJORITY 3/0****COMMITTEE RESOLUTION MPIC 03/03/25****Moved:** Cr Luke Vandeleur**Seconded:** Cr Burke Maslen***That the Major Projects and Infrastructure Committee Meeting***

- 1. Notes the establishment and inaugural meeting of the Major Projects Governance Committee as a formal mechanism to oversee the planning, delivery and reporting of key capital works and infrastructure projects within the Shire of Carnarvon.***
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- 4. Requests that the Administration continue to develop and refine project reporting tools (e.g. dashboards, milestone tracking, risk registers) to support the Committee's work in future meetings.***

FOR: Crs Eddie Smith, Burke Maslen and Luke Vandeleur**AGAINST:** Nil**CARRIED BY SIMPLE MAJORITY 3/0**

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 May 2025 at Shire Council Chambers, Stuart Street Carnarvon commencing at 10.30am

12 CLOSE

The Presiding Member declared the meeting closed at 11.20am