



SHIRE OF CARNARVON

MINUTES

MAJOR PROJECTS & INFRASTRUCTURE

COMMITTEE MEETING

TUESDAY 28 JULY 2026

CONFIRMATION OF MINUTES

These minutes were confirmed by the Council on

[Type date here](#)

as a true and accurate record

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West Australia

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INFORMATION ON PUBLIC TIME

The following information is provided for members of the public wishing to participate in Public Committee meetings 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 Public 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 affecting the local government.
- Questions at special council meetings are limited to the purpose of that special council meeting.
- Members of the public are encouraged (but not required) to submit questions in advance or complete a 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 Ordinary Council meeting 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 DEPUTATION TIME

- 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.
 - Deputations made at special council meetings are limited to the purpose of that special council meeting.
 - 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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1 DECLARATION OF OPENING

The Presiding Member declared the meeting open at 11.33AM

2 ATTENDANCE, APOLOGIES, LEAVE OF ABSENCE

Cmm Martin AldridgeCommissioner

Mrs Amanda Dexter Chief Executive Officer

Mr Colm Stanley Executive Manager, Infrastructure Services

Ms Stephanie Leca..... Executive Manager, Lifestyle & Community

Mr Mark Davis Lead Strategic Projects Manager

Mrs Peta Greening.....Senior Strategic Projects Manager

Mrs Dannielle Hill Special Projects Officer

Mrs Racheal KingGovernance, Risk & Compliance Manager

Mr Jamie Bone..... Executive Business Manager

Mr Jasper Benthien.....Executive Services Coordinator

Apologies

Nil

Leave of Absence

Nil

Press Nil

Observers Nil

3 DECLARATION OF FINANCIAL INTEREST/ PROXIMITY INTEREST/ IMPARTIALITY INTEREST

(Elected Members and Officers are reminded of the requirements of Section 5.65 of the Local Government Act 1995, to disclose any interest during the meeting or when the matter is to be discussed.)

Nil

4 PUBLIC TIME

(In accordance with Section 5.24 of the Local Government Act 1995, a 15 minute public time is made available to allow members of the public the opportunity of questioning Council on matters concerning them. All questions are encouraged to be provided on the Public Question Time or Public Deputation Time Submission Form.)

Public Time commenced at 11.33am

4.1 PUBLIC QUESTION TIME

Nil

4.2 PUBLIC QUESTION TIME

Nil

Public Time was closed at 11.33am

5 CONFIRMATION OF MINUTES

5.1 Minutes of the Major Projects and Infrastructure Committee Meeting - 24 March 2026

COMMITTEE RESOLUTION MPIC 01/07/26

Moved: Cmm Martin Aldridge

That the minutes of Major Projects and Infrastructure Committee Meeting held on 24 March 2026 be confirmed as a true record of proceedings.

FOR: Cmm Martin Aldridge

AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 1/0

6 PRESENTATIONS

Nil

7 REPORTS

SUSPENSION OF MEETING PROCEDURES

COMMITTEE RESOLUTION MPIC 02/07/26

Moved: Cmm Martin Aldridge

A motion was moved that Council suspend meeting procedures at 11.34am for Shire Administration to present a detailed breakdown of Projects as reported in Schedule One of Item 7.1 - Major Projects and Infrastructure Update & Presentation.

FOR: Cmm Martin Aldridge

AGAINST: Nil

CARRIED BY ABSOLUTE MAJORITY 1/0

During the suspension of meeting procedures, Mr Mark Davis, Lead Strategic Projects Manager, delivered a presentation to the Committee on the Major Projects and Infrastructure Dashboard, with key executive staff providing an update on the status, progress, risks and key milestones of the Shire's major projects portfolio.

RESUMPTION OF MEETING PROCEDURES

COMMITTEE RESOLUTION MPIC 03/07/26

Moved: Cmm Martin Aldridge

A motion was moved that Council resume meeting procedures at 12.15pm.

CARRIED BY ABSOLUTE MAJORITY 1/0

7.1 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, Lead Strategic Projects 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.***

COMMITTEE RESOLUTION MPIC 04/07/26

Moved: Cmm Martin Aldridge

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.***

FOR: Cmm Martin Aldridge

AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 1/0

**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 22 September 2026 at Shire Council Chambers, Stuart Street Carnarvon commencing at 11.30am

12 CLOSE

The Presiding Member declared the meeting closed at 12.17PM.