

SHIRE OF CARNARVON

AUDIT, RISK & IMPROVEMENT COMMITTEE

MINUTES

TUESDAY 20 OCTOBER 2026

CONFIRMATION OF MINUTES
These minutes were confirmed by the Committee on
Type date here
as a true and accurate record

Presiding Member

Shire Council Chambers
Stuart Street Carnarvon,
Western Australia
Phone: (08) 9941 0000
Fax: (08) 9941 1099
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The meeting was declared open by the Presiding Member at 1:30pm

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.

1 ATTENDANCES AND APOLOGIES

(Regulation 11 of the Local Government (Administration) Regulations 1996 only requires recording Council or Committee Members, present and relevant Member entry and departure times. Members authorised to attend electronically under regulations 14C and 14CA are taken to be present and will be identified accordingly.)

MEMBERS
Ms Leah Horton ..... Independent Chair
Mr Stephen Brown ..... Deputy Chair/Independent Member
Cmm Martin Aldridge .....Commissioner

EXECUTIVE ADMINISTRATION
Mrs Amanda Leighton .....Acting Chief Executive Officer
Miss Denika Sweetman ..... Acting Executive Manager, Corporate Strategy & Performance
Mr Coenraad Louw ..... Executive Manager, Community Planning & Sustainability

STAFF IN ATTENDANCE
Miss Racheal King .....Governance, Risk & Compliance Manager
Miss Billie O'Sullivan .....Executive Services Officer, Corporate Strategy & Performance
Mrs Jacqueline Birch..... Executive Assistant, Lifestyle and Community
Mrs Caroline Ballard .....Coordinator Governance & Information

Apologies
Nil

Leave of Absence
Nil

Press ..... Nil
Public ..... Nil

2 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.)

Nil

3 CONFIRMATION OF MINUTES

3.1 Minutes of the Audit, Risk and Improvement Committee Meeting - 25 August 2026

COMMITTEE RESOLUTION ARIC 09/10/26

Moved: Mr Stephen Brown
Seconded: Cmm Martin Aldridge

That the minutes of Audit, Risk and Improvement Committee Meeting held on 25 August 2026 be confirmed as a true record of proceedings.

FOR: Ms Leah Horton, Mr Stephen Brown and Cmm Martin Aldridge
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 3/0

4 REPORTS

4.1 OUTSTANDING DEBTORS QUARTERLY REPORT SEPTEMBER 2026

File No:	ADM0127
Location/Address:	N/A
Name of Applicant:	Shire of Carnarvon
Name of Owner:	N/A
Author(s):	Racheal King, Governance, Risk & Compliance Manager
Authoriser:	Amanda Leighton, Acting Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	Outstanding Debt Report April 2026 ARIC
Schedules:	Nil

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 an overview of the Shire's outstanding debt position as at 30 September, including rates, sundry debtors, and other receivables. It outlines current collection performance, key risk areas, and any material movements since the previous reporting period.

The report also highlights debts subject to payment arrangements, ageing of receivables, and any accounts recommended for escalation, including legal recovery where appropriate.

This item is presented to support governance oversight, inform decision-making regarding debt recovery actions, and ensure alignment with the Shire's adopted Debt Collection Policy and financial sustainability objectives.

Background

The Shire is responsible for the effective management and recovery of all outstanding debts, including rates, service charges, and sundry debtor accounts, in accordance with the provisions of the *Local Government Act 1995 (WA)* and supporting regulations.

Outstanding debt is monitored on an ongoing basis to ensure timely collection, maintain cashflow, and minimise the risk of financial loss. Regular reporting to the Audit, Risk and Improvement Committee (ARIC) provides oversight of collection performance, emerging risks, and the effectiveness of recovery actions.

The Audit, Risk and Improvement Committee will ensure compliance with the Shire's financial reporting requirements and will liaise with the Chief Executive Officer to support the effective and efficient financial management of outstanding debts, ensuring statutory obligations are met.

The Shire has adopted a structured approach to debt recovery, incorporating staged escalation processes, payment arrangements where appropriate, and referral to external agencies or legal action for long-term or high-risk debts. This approach is supported by the Shire's Debt Collection Policy and internal procedures.

This report forms part of the Shire's ongoing financial management and governance framework, providing transparency over debtor management and supporting proactive intervention where required.

Stakeholder and Public Consultation

Internal Consultation
Consultation has been undertaken with relevant internal officers, including Finance and Rates staff, to ensure the accuracy of outstanding debt data, validation of recovery actions, and alignment with current operational practices and reporting requirements.

Local Government Best Practice (LGBP) Rates Consultants
Industry guidance and benchmarking have been considered through engagement with LGBP Consultants, ensuring that the Shire's debt recovery approach reflects contemporary best practice, including escalation processes, payment arrangement frameworks, and monitoring of aged receivables.

WALGA
Reference has been made to guidance and resources provided by WALGA to support a consistent and compliant approach to debt recovery, governance, and financial management within the local government sector.

No public consultation has been undertaken in relation to this report, as it relates to internal financial management and operational processes.

Statutory Environment

The management and recovery of outstanding debts is governed by the provisions of the *Local Government Act 1995 (WA)* and the *Local Government (Financial Management) Regulations 1996 (WA)*.

Under the Act, local governments are required to levy and recover rates and service charges, and are provided with mechanisms to recover unpaid amounts, including the imposition of interest, legal recovery action, and, where applicable, property-related recovery processes.

The Regulations establish requirements for sound financial management, including the maintenance of proper accounting records, internal controls, and regular financial reporting. These provisions support the

monitoring and management of receivables, ensuring transparency, accountability, and timely intervention where debts remain unpaid.

In addition, the *Local Government (Audit) Regulations 1996 (WA)* require the ARIC to review financial management practices and support compliance with statutory reporting obligations, including oversight of debtor management as part of the broader financial control framework.

Debt recovery practices must also align with relevant legal processes and principles of administrative fairness, ensuring that all recovery actions are applied consistently, transparently, and in accordance with adopted Council policies.

Relevant Plans and Policy

Shire of Carnarvon Policy Manual

- CF007 Debt Collection
- CF011 Recovery of Rates
- CF006 Financial Hardship

Financial Implications

Outstanding debtors can adversely affect the Shire's cashflow, reducing its capacity to deliver services and undertake planned projects. They can also increase administrative burden, impact the reliability of budget forecasting, and constrain funds available for capital investment or unforeseen expenditures.

If not effectively managed, outstanding debts may result in higher levels of bad debt write-offs and can give rise to audit concerns regarding the adequacy of financial controls and overall governance practices.

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	Non-recovery or delayed recovery of outstanding rates and sundry debtors reduces cash flow, impacts the Shire's ability to fund services and projects, and may increase bad debt write-offs.	B3 – High	Maintain proactive debt recovery processes (notices, payment arrangements, legal recovery, sale of land where applicable); continue engagement of LG Best Practices for specialist rates and recovery support; regular monitoring and reporting to EMT, ARIC and Council.
Health & Safety	N/A	N/A	N/A
Reputation	Perception that the Shire is either not managing debts	C3 – Moderate	Apply Shire policies CF006 Financial Hardship, CF007 Debt Collection and CF011 Recovery of Rates consistently;

	effectively (poor financial governance) or is acting unfairly towards vulnerable ratepayers if recovery is not balanced with hardship considerations.		ensure clear, respectful communication with debtors; regularly report debt recovery progress to ARIC and Council to demonstrate oversight and transparency.
Service disruption	Cash flow constraints from high outstanding debt may limit the Shire's capacity to sustain current service levels or deliver planned projects.	C3 - Moderate	Ongoing cash flow forecasting and budget review; prioritise essential services; align recovery activity with treasury management to support operational funding needs.
Compliance	Failure to comply with the Local Government Act 1995, Rates and Charges (Rebates and Deferments) Act 1992 and associated regulations in applying concessions, deferrals and recovery processes.	C3 - Moderate	Engage AMPAC Debt Collection for specialist debt recovery services; provide ongoing training to finance staff in rating and debt recovery procedures; undertake periodic internal reviews and audits to ensure effective controls and compliance; and ensure all recovery actions and decisions are appropriately documented and consistent with adopted policies and legislative requirements.
Property	Errors in initiating sale of land or other enforcement action for unpaid rates may expose the Shire to disputes or claims.	D2 - Low	Follow statutory timelines and notice requirements; obtain legal advice for sale of land and complex recovery matters; maintain clear records of actions taken.
Environment	N/A	N/A	N/A
Fraud	Inadequate segregation of duties or oversight in debtor management could enable misappropriation, unauthorised write-offs or manipulation of debtor balances.	D2 - Low	Maintain segregation of duties, delegated authority limits and documented approval processes; ensure regular reconciliations and management review; report material write-offs and variances through ARIC and Council as required.

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 economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grows our horizons*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

1. Rates and Service Charges

Rates notices for the 2026/2027 financial year were issued on 7 September 2026, with the first instalment due on 12 October 2026. Ratepayers electing to pay their annual rates in full were also required to make payment by 12 October 2026.

As at 30 September 2026, total outstanding rates, services and charges amounted to $9,822,021, of which $1,987,688 relates to outstanding balances from previous financial years.

The outstanding balance should be considered in the context of the timing of rates issuance, with the reporting date falling prior to the first payment due date. Consequently, a substantial portion of the outstanding balance relates to current-year rates that were not yet due for payment.

Of the total outstanding balance, $177,622 relates to deferred pensioner rates (this figure is recognised in prior year figures) which are subject to legislative restrictions on recovery**.**

Rates position Summary 2026/27

Item	Amount	Notes
Total Outstanding rates	$9,822,021	As at 30 September 2026
Current-year outstanding	$7,834,333	Balance attributable to 2026/27
Prior year outstanding	$1,987,688	Rates outstanding from previous years
Less: Pensioner deferred rates	($177,622)	Subject to statutory deferment
Net outstanding excluding deferrals	$9,644,399	Include current year not yet due

The proportion of current-year outstanding rates is consistent with the timing of annual rates notices, with the first payment date falling after the reporting period.

While the current-year balance is not considered overdue as at 30 September 2026, the $1,987,688 outstanding from previous financial years remains an area of focus for debt recovery.

Recoverable vs Legislatively Restricted Debt
Certain portions of outstanding rates are subject to legislative restrictions or agreed payment arrangements, including:

- **Pensioner deferred rates:** $177,622 is subject to deferment provisions under the *Rates and Charges (Rebates and Deferments) Act 1992*. These amounts are generally recoverable when the property is sold, transferred or deferment eligibility otherwise ceases.
- **Financial hardship and payment arrangements:** The Shire continues to consider sustainable payment arrangements in accordance with its adopted policies, taking into account individual financial circumstances.
- **Statutory recovery processes:** Recovery options involving the sale of land for unpaid rates are subject to the eligibility criteria and procedural requirements of the *Local Government Act 1995*.

Amounts subject to statutory deferment should be distinguished from debts that are overdue and available for immediate recovery.

Specific Areas of Concern

The Shire continues to monitor longstanding outstanding rates, with particular attention to balances carried forward from previous financial years.

As at 30 September 2026, prior-year outstanding rates totalled $1,987,688, representing approximately 20.24% of the total outstanding rates balance.

Recovery activities will continue to focus on longstanding arrears, including reviewing payment arrangements, following up overdue accounts and identifying properties that may qualify for further statutory recovery action.

Active Debt Collection – Accounts Without Payment Arrangements
The Shire continues to engage AMPAC Debt Collection to pursue outstanding rates where payment arrangements have not been established or previous recovery efforts have been unsuccessful.

A total of 231 accounts have been referred to AMPAC, representing principal debt of $2,039,374.64. Of these, 48 accounts remain open, while 183 accounts are recorded as closed.

Active Debt Collection

The Shire continues to engage AMPAC Debt Collection to pursue outstanding rates where payment arrangements have not been established or previous recovery efforts have been unsuccessful.

A total of 231 accounts have been referred to AMPAC, representing principal debt of $2,039,374.64. Of these, 48 accounts remain open, while 183 accounts are recorded as closed.

Description	All Accounts	Open Accounts	Closed Accounts
Number of accounts	231	48	183
Principal debt referred	$2,039,374.64	$691,174.07	$1,348,200.57
Recovery costs added	$57,853.75	$52,897.95	$4,955.80
Adjustments made	($7,674.73)	$0.00	($7,674.73)
Interest incurred	$212.77	$212.77	$0.00
Payments received	($8,908.69)	($8,908.69)	$0.00

The 48 accounts remaining under active debt collection represent an outstanding balance of $735,376.10, including recovery costs and interest. These accounts do not have established payment arrangements and remain subject to ongoing recovery action.

The remaining 183 accounts, representing $1,345,481.64, have been classified as closed by AMPAC following the establishment of payment arrangements. While these accounts are no longer subject to active collection proceedings, the outstanding balances remain payable and require ongoing monitoring to ensure agreed payments are maintained.

The Shire will continue to monitor compliance with payment arrangements and review accounts where payments are missed or arrangements are no longer being maintained. Accounts without satisfactory payment arrangements will remain a priority for further recovery action, subject to legislative requirements and the Shire's adopted policies.

The engagement of AMPAC provides a structured approach to debt recovery, while allowing the Shire to distinguish between accounts requiring active enforcement and those being managed through agreed repayment arrangements.

Current Legislative Recovery Options
Under Western Australian legislation, the Shire's recovery options include:

- Issuing final notices and commencing legal recovery proceedings where appropriate.
- Entering into payment arrangements with ratepayers.
- Applying the statutory sale of land process for qualifying unpaid rates.
- Engaging specialist debt collection agencies for formal recovery action.

Recovery processes must comply with applicable legislative requirements, including restrictions relating to deferred pensioner rates and prescribed procedures for enforcement action.

Debt Recovery and Rates Administration
The Shire continues to utilise AMPAC Debt Collection for specialist debt recovery services, including the escalation of longstanding outstanding accounts and formal recovery action where appropriate.

Following the 12 October 2026 payment due date, the Shire will review unpaid current-year rates to identify accounts requiring follow-up and ensure appropriate recovery processes are undertaken.

The Shire is also reviewing its internal rates administration processes, with a focus on improving the accuracy of rating records, timely processing of property transfers, monitoring of outstanding accounts and strengthening internal controls.

These improvements are intended to support more effective management of rates receivables and reduce financial and reputational risks associated with delayed or inaccurate rating processes.

2. Sundry Debtors (Fees and Charges)
As at 30 September 2026, the Shire's total outstanding sundry debtors amounted to **$912,127**.

Of this amount, $390,707 relates to Regional Express (REX) Holdings, representing approximately 42.83% of the total outstanding balance.

Ageing Category	Outstanding Amount	Percentage
Current	$430,283	47.17%
Greater than 30 days	$784	0.09%
Greater than 60 days	$3,296	0.36%
Greater than 90 days	$493,723	54.13%
Credit balances	($15,959)	(1.75%)
Total	$912,127	100.00%

Material Outstanding Debts – REX Holdings
A significant portion of the Shire's longstanding sundry debt relates to Regional Express (REX) Holdings, with an outstanding balance of $390,707.

The Shire has successfully secured grant funding of **$355,188** through the Regional and Remote Support Program to offset the financial impact of the outstanding debt. The grant funding excludes the GST component, resulting in a difference of $35,519 between the grant received and the outstanding debtor balance.
The Shire is seeking advice from the Australian Taxation Office (ATO) regarding the GST treatment of the outstanding debt, including whether an adjustment may be available in relation to the unrecovered GST component.

Given the limited prospects of recovering the debt directly from REX Holdings, a separate report recommending the write-off of the full outstanding balance of $390,707 is being submitted to Council for consideration.

The grant funding has substantially mitigated the Shire's financial exposure, covering approximately 90.91% of the outstanding debt. The remaining GST component is subject to further clarification with the ATO.

The proposed write-off remains subject to Council approval and confirmation of the appropriate accounting treatment. The grant funding received and proposed write-off will be accounted for as separate transactions.

Other Sundry Debtors
Excluding REX Holdings, the remaining sundry debtor balance is $521,420. This comprises current receivables, outstanding invoices and accounts subject to ongoing recovery or dispute resolution processes.

The Shire continues to review aged receivables to identify accounts requiring escalation, with particular attention to debts outstanding beyond 90 days.

Debt Recovery and Monitoring
The Shire continues to strengthen its debt recovery framework through the engagement of AMPAC Debt Collection, regular reviews of outstanding accounts and improved internal monitoring of recovery activities.

Recovery action is prioritised according to the age and value of outstanding debts, the likelihood of recovery and the circumstances of individual accounts.

The Shire will continue to monitor material outstanding balances and report quarterly to the Audit and Risk Improvement Committee to provide oversight of debt collection performance, financial exposure and the effectiveness of internal recovery controls.

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee.

- ***(a)*** ***RECEIVES*** *the Debtors Quarterly Report for the period ending 30 September 2026, detailing outstanding rates, service charges and sundry debtors.*
- ***(b)*** ***NOTES*** *the ongoing recovery activities and improvements to debt management processes.*

COMMITTEE RESOLUTION ARIC 10/10/26

Moved: Cmm Martin Aldridge
Seconded: Mr Stephen Brown

That the Audit, Risk and Improvement Committee.

- ***(a)*** ***RECEIVES*** *the Debtors Quarterly Report for the period ending 30 September 2026, detailing outstanding rates, service charges and sundry debtors.*
- ***(b)*** ***NOTES*** *the ongoing recovery activities and improvements to debt management processes.*

FOR: Ms Leah Horton, Mr Stephen Brown and Cmm Martin Aldridge
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 3/0

4.2 GOVERNANCE AND COMPLIANCE - INTERNAL CONTROLS

File No:	ADM0011
Location/Address:	N/A
Name of Applicant:	N/A
Name of Owner:	Shire of Carnarvon
Author(s):	Caroline Ballard, Governance & Information Coordinator
Authoriser:	Amanda Leighton, Acting Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	ARIC 16.06.2026
Schedules:	1. Compliance Calendar - completed tasks 1 June to 9 October 2026 2. Compliance Calendar - Outstanding tasks to 9 October 2026

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 an update to the Audit, Risk and Improvement Committee on the Shire's internal control framework and compliance monitoring to 9 October 2026 (**Schedules 1 & 2**), in accordance with Regulation 16 of the Local Government (Audit) Regulations 1996.

The report supports the Committee's oversight responsibilities in relation to legislative compliance, internal controls and governance assurance.

Background

Regulation 16 *of the Local Government (Audit) Regulations 1996,* outlines the functions of Audit Committee. At its meeting of 28 November 2023, Council confirmed that the Audit, Risk and Improvement Committee (ARIC) is responsible for:

- Oversight of compliance with legislation and regulatory obligations
- Oversight of risk management and internal control systems
- Monitoring governance frameworks and audit processes
- Supporting the CEO in strengthening internal assurance mechanisms

Internal control effectiveness remains a key governance focus across WA local government. A structured compliance monitoring framework reduces exposure to regulatory breach, audit findings, reputational risk and service disruption.

Internal audit and compliance monitoring deliver the following governance benefits:

- Improved organisational performance and accountability
- Reduced person-dependency through system-based controls
- Early identification of compliance gaps
- Strengthened evidentiary basis for external audit and Compliance Audit Return (CAR)
- Increased transparency and governance assurance

Compliance Monitoring Framework

The Shire utilises ATTAIN compliance software as its central statutory monitoring system.

The Compliance Calendar:

- Identifies legislated and high-risk operational obligations
- Allocates responsibility for completion
- Schedules due dates
- Provides oversight of status and completion
- Maintains evidence records for audit verification

This system forms the primary governance control for managing cyclical statutory obligations, including:

- Legislative reporting requirements
- Annual returns and regulatory lodgements
- Policy review timeframes
- Governance and risk reporting
- Operational compliance functions

Records maintained within ATTAIN provide the evidentiary foundation for preparation of the annual Compliance Audit Return (CAR).

Stakeholder and Public Consultation

Nil

Statutory Environment

Local Government Act 1995 – Section 2.7 (Role of Council)
This section sets out the role of council as the governing body responsible for the performance of the local government's functions. It confirms Council's responsibilities for strategic planning, policy setting, determining services and facilities, allocating resources, and appointing and reviewing the CEO. It also requires Council to make evidence based and lawful decisions, respect the separation between governance and administration, and foster a respectful organisational culture.

Local Government Act 1995 – Section 5.41 (Functions of CEO)
This section defines the role of the CEO as the head of the local governments administration, responsible for managing day-to-day operations, implementing Council decisions, and overseeing service delivery. The CEO is tasked with establishing administrative systems and procedures, managing employees, maintaining records and providing timely and informed advice to Council to support decision making.

Local Government Act 1995 – Section 7.1A (Audit Committee)
This section requires the establishment of an Audit Committee with at least three members, the majority being Council members. It specifies that the CEO and employees cannot be members or representatives on

the Committee. The Audit Committee is to carry out the functions and responsibilities prescribed under the Act in relation to audit, risk and governance oversight.

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	N/A	N/A	N/A
Health & Safety	N/A	N/A	N/A
Reputation	Adverse media and lack of community confidence	C2-Moderate	Continue to build and monitor internal procedures and to train/manage staff on the importance of legislative compliance
Service disruption	N/A	N/A	N/A
Compliance	Non-compliance with Legislation	C-2-Moderate	Continue to build and monitor internal procedures and to train/manage staff on the importance of legislative compliance
Property	N/A	N/A	N/A
Environment	N/A	N/A	N/A
Fraud	N/A	N/A	N/A

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:

- *N/A*

ADDITIONAL FOCUS AREAS:

- *N/A*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

Failure to maintain effective compliance controls exposes the Shire to regulatory breach, audit findings, reputational damage and potential service disruption. The structured use of ATTAIN and ARIC oversight materially reduces this risk through documented monitoring, assigned accountability and timely remediation of issues.

This report demonstrates active management of statutory obligations and reinforces the Shire's commitment to system-based compliance rather than person-dependent processes. Regular ARIC oversight strengthens governance maturity, supports clean audit outcomes and enhances organisational resilience.

OFFICER'S RECOMMENDATION

That the Audit and Risk Improvement Committee:

1. ***Recommends that Council note the Shire of Carnarvon Internal Controls – October 2026 report (Schedules 1 & 2); and***
2. ***Confirms that the Committee is satisfied that appropriate compliance monitoring and internal control mechanisms are in place to support legislative and governance obligations.***

COMMITTEE RESOLUTION ARIC 11/10/26

Moved: Mr Stephen Brown
Seconded: Cmm Martin Aldridge

That the Audit and Risk Improvement Committee:

1. ***Recommends that Council note the Shire of Carnarvon Internal Controls – October 2026 report (Schedules 1 & 2); and***
2. ***Confirms that the Committee is satisfied that appropriate compliance monitoring and internal control mechanisms are in place to support legislative and governance obligations.***
3. ***Update reporting template to include the information for progress and completion status.***

FOR: Ms Leah Horton, Mr Stephen Brown and Cmm Martin Aldridge
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 3/0

4.3 SWIMMING POOL BARRIER INSPECTIONS - 2026

File No:	ADM1941
Location/Address:	Multiple Parcels
Name of Applicant:	N/A
Name of Owner:	Multiple Owners
Author(s):	Tracy Sharpe, Building Services Assistant
Authoriser:	Stefan Louw, Executive Manager, Community Planning and Sustainability
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	26 August 2025
Schedules:	1. Local governments inspections of private swimming pool safety barriers 2024-25

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

The purpose of this agenda report is to inform the Audit, Risk and Improvement Committee of the mandatory requirement for private swimming pool barrier inspections to be reported to the Department of Local Government, Industry Regulation and Safety (LGIRS) formerly Department of Energy, Mines, Industry Regulation and Safety (DMIRS).

Background

Local governments are required to report annually to the Building Commissioner to demonstrate progress with the four-yearly safety barrier inspection program for the preceding financial year, with the data required to be provided before 1 August each year.

The Department of Local Government, Industry Regulation and Safety monitors trends in the data and publishes a report each year to be tabled in Parliament. The Local governments inspections of private swimming pool safety barriers 2024-25 is provided as **Schedule 1.**

New Regulation 53B of the Building Regulations introduces a mandatory reporting obligation on local governments, formalising the current voluntary arrangement of the past six years

Stakeholder and Public Consultation

Consultation is not required.

Statutory Environment

The Building Amendment Regulations 2023 made various reforms to the swimming pool and safety barrier requirements in the Building Regulations 2012 (the Building Regulations).

- Spa-pools are specifically included in the definition, ensuring they continue to be subject to the swimming pool and safety barrier regulatory requirements.

- New regulations implement a specific and separate manner for local governments to appoint a contractor (private practitioners and employees of other local governments) as an authorised person for the purpose of conducting safety barrier inspections.

- Regulation 4A of the Building Regulations prescribes the manner of authorisation in which these persons (contractors) can be appointed for the purpose of section 93(2)(d) of the Building Act 2011 (the Building Act), and regulation 4B of the Building Regulations provide for identity cards to be issued to these persons (aligned with the existing authorised person provisions of Part 8 Division 2 of the Building Act).

- New sub-regulation 53(2)(a) of the Building Regulations requires an initial inspection within 30 calendar days of the local government becoming aware of a new swimming pool or one that has never had a safety barrier inspection. This could be following receipt of a Notice of Completion for a swimming pool (or barrier, where applicable), notification by the owner, or by some other means.

- A new sub-regulation 53(2)(c) in the Building Regulations prescribes a requirement to reinspect non-compliant safety barriers. Where a safety barrier does not comply, a reinspection is to be arranged within a maximum period of 60 calendar days. The local government must continue to reinspect the safety barrier until compliant.

The 60-day timeframe is a maximum, and it is expected that local governments will continue to reinspect at intervals determined by their risk assessment of the circumstances of the non-compliance and in accordance with their enforcement strategy. The cost of reinspecting is to be factored into the local government's inspection charging model and is not an additional separate charge to pool owners.

Relevant Plans and Policy

Nil

Financial Implications

There are no financial implications as part of this report.

The Shire adopts the annual budget and allocates resources and funds to ensure that legislative requirements such as these can be achieved.

Risk Assessment

Consequence →	STEP 3 – Risk Tolerance Chart Used to Determine Risk				
	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	N/A		
Health & Safety	Without inspections, safety barriers may deteriorate and significantly raising the risk of drowning incidents.	A-3 Major	The Shire has a list of private swimming pools and regular inspections are conducted as per legislative requirements.
Reputation	N/A		
Service disruption	N/A		
Compliance	Poor record keeping for example, not having a list of private swimming pool barriers that are due for inspection.	D-2 Low	The Shire has an existing list of private swimming pool barriers which is available to officers responsible and reporting agencies. The list is used to schedule inspections when they are due i.e. every four years.
Property	N/A		
Environment	N/A		
Fraud	N/A		

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*

ADDITIONAL FOCUS AREAS:

- *N/A*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

The table below outlines the current inspection status of swimming pools registered with the Shire of Carnarvon. At present, these registered pools are only located within Carnarvon.

With inspections for registered pools up to date, we will continue identifying, registering, and inspecting private swimming pools and spas that are currently unregistered within Carnarvon, Coral Bay and Remote Stations.

Shire employee Lochie Dunn completed training through Pool Barrier Inspection Training WA in October 2025 and is currently completing the pool barrier inspections on behalf of the Shire. Lochie will be attending the Department of Local Government, Industry Regulation and Safety's Pool Barrier Inspectors Professional Development Session in Perth on the 13th of November. This session is an interactive session providing technical and regulatory updates to support this important safety role.

LGIRS Pool Inspection Report 2025-26

The number of private swimming pools in your district that were subject to part 8 division 2 of the regulations as of 30 June 2026	88
The number that was inspected between 1 July 2025 and 30 June 2026	13
The number that was not inspected by an authorised person, at an inspection arranged under regulation 53(2)(b) of the regulations, within four years of its previous inspection	0

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee notes the response to the Building Commissioner for the status of Private Swimming Pools, as submitted by the CEO.

COMMITTEE RESOLUTION ARIC 12/10/26

Moved: Cmm Martin Aldridge
Seconded: Mr Stephen Brown

That the Audit, Risk and Improvement Committee notes the response to the Building Commissioner for the status of Private Swimming Pools, as submitted by the CEO.

FOR: Ms Leah Horton, Mr Stephen Brown and Cmm Martin Aldridge
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 3/0

4.4 PEOPLE, CULTURE & WELLBEING - ANNUAL RISK AND COMPLIANCE REPORT

File No:	TBC
Location/Address:	N/A
Name of Applicant:	N/A
Name of Owner:	Shire of Carnarvon
Author(s):	Denika Sweetman, Acting Executive Manager, Corporate Strategy & Performance
Authoriser:	Amanda Leighton, Acting Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	Nil
Schedules:	1. People, Culture & Wellbeing - Annual Risk & Compliance Report - Confidential

Authority/Discretion:

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☐	**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 presents the People, Culture & Wellbeing (PCW) Annual Risk and Compliance Report 2025/26, outlining key workforce risks, compliance controls and areas for improvement.

The report reviews workforce stability, recruitment and retention, capability and succession, employee relations, performance management, training and development, workforce governance and the RJED Program. It also identifies key priorities for 2026/27 to further strengthen workforce controls and support organisational capability and service continuity.

Background

People, Culture & Wellbeing forms an important part of the Shire's governance and organisational assurance framework, supporting the effective management of workforce risk, legislative and industrial compliance, organisational capability and workplace culture.

The function provides organisation-wide oversight across the employment lifecycle, including workforce planning, recruitment and retention, employee relations, performance management, industrial relations, learning and development, work health and safety and workforce governance. Through these functions, PCW supports the Shire to maintain an appropriately skilled, safe and sustainable workforce capable of meeting its statutory responsibilities and delivering services to the community.

Workforce risk is particularly relevant within the Shire's regional operating environment, where attraction and retention, access to specialist capability, employee housing, succession and the retention of corporate knowledge can directly affect organisational capacity and service continuity.

During 2025/26, PCW continued to strengthen workforce governance through improved monitoring and reporting, structured compliance processes, mandatory training, performance oversight and the formal management of employee and workplace matters.

The Annual Risk and Compliance Report consolidates these areas to provide an organisation-wide assessment of the Shire's workforce risk environment, the effectiveness of existing controls and the key areas requiring continued focus and improvement during 2026/27.

Stakeholder and Public Consultation

Internal consultation has been undertaken with relevant managers and employees through the Shire's ongoing workforce management, recruitment, performance, employee relations and compliance processes.

No public consultation is required.

Statutory Environment

Local Government Act 1995 (WA) – Sections 5.38 and 5.40
Section 5.38 requires the CEO to ensure that the performance of each employee employed for more than one year is reviewed at least annually. Section 5.40 establishes the principles applying to local government employment, including merit and equity, fair and consistent treatment and freedom from unlawful discrimination.

Work Health and Safety Act 2020 (WA)
Establishes duties relating to the health and safety of workers and others within the workplace. The Shire's workforce controls support these obligations through fitness-for-work processes, training, supervision, incident management and the management of workplace health and safety risks.

Industrial Relations Act 1979 (WA)
Provides the industrial relations framework applicable to Western Australian local governments, including industrial instruments and the management of employment and industrial matters. All WA local governments operate within the State industrial relations system.

Minimum Conditions of Employment Act 1993 (WA)
Establishes minimum employment conditions applicable within the Western Australian State industrial relations system. The Act applies to WA local government employers and employees.

Local Government Officers' (Western Australia) Award 2021
Provides minimum employment conditions for employees falling within its coverage, including classifications, rates of pay, hours of work, allowances and leave arrangements.

Municipal Employees (Western Australia) Award 2021
Provides minimum employment conditions for municipal employees falling within its coverage, including classifications, rates of pay, hours of work, allowances and leave arrangements.

Relevant Plans and Policy

The Shire maintains a range of internal policies, procedures and frameworks supporting the management of workforce risk, employment practices, work health and safety and legislative and industrial compliance.

The key policies and controls relevant to the matters considered are referenced throughout the People, Culture & Wellbeing Annual Risk and Compliance Report 2025/26.

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	Increased workforce costs arising from turnover, prolonged vacancies, reliance on external capability and workforce accommodation pressures.	**C2 – Moderate**	Workforce monitoring, recruitment and retention controls, capability development and workforce planning.
Health & Safety	Failure to effectively manage workforce health, safety, fitness for work and psychosocial risks.	**C2 – Moderate**	WHS Management System, fitness-for-work controls, mandatory training, incident management, consultation and manager oversight.
Reputation	Inconsistent or ineffective management of workforce matters may impact employee and community confidence in the Shire.	**C2 – Moderate**	Established employment processes, PCW oversight, manager training, documented controls and appropriate escalation of employee matters.
Service disruption	Workforce turnover, vacancies, specialist capability gaps and key-person dependency may impact organisational capacity and continuity of service delivery.	**C3 - High**	Recruitment monitoring, succession and knowledge transfer, workforce development and external specialist support where required.
Compliance	Failure to comply with employment,	**D3 – Moderate**	Legislative and policy controls, PCW/WHS oversight, mandatory

	industrial relations, WHS and workforce governance obligations.		training, performance monitoring and formal employee management processes.
Property	N/A	N/A	N/A
Environment	N/A	N/A	N/A
Fraud	Inaccurate employment records, timesheets or inappropriate use of Shire resources may result in financial loss or integrity concerns.	**C2 – Moderate**	Timesheet and approver training, approval controls, monitoring, investigation processes and management oversight.

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:

- *N/A*

ADDITIONAL FOCUS AREAS:

- *N/A*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

The review indicates that appropriate workforce governance and compliance controls are established across the areas assessed, with varying levels of maturity and effectiveness.

The report has identified opportunities to further strengthen existing controls. These have been incorporated into the People, Culture & Wellbeing priorities for 2026/27 and will be progressed through ongoing operational, workforce and corporate planning activities.

Management will continue to monitor the identified workforce risks and the effectiveness of associated controls. Material changes in risk exposure or significant compliance matters will be reported through the Shire's established governance and risk management processes.

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee That the Audit, Risk and Improvement Committee receives and notes the People, Culture & Wellbeing Annual Risk and Compliance Report 2025/26, as contained in Confidential Schedule 1.

MOTION

COMMITTEE RESOLUTION ARIC 13/10/26

Moved: Cmm Martin Aldridge
Seconded: Mr Stephen Brown

That the Audit, Risk and Improvement Committee closed the meeting to the public at 1:48pm, under section 4B confidential reasons.

CARRIED BY SIMPLE MAJORITY 3/0

MOTION

COMMITTEE RESOLUTION ARIC 14/10/26

Moved: Cmm Martin Aldridge
Seconded: Mr Stephen Brown

That the Audit, Risk and Improvement Committee opened the meeting to the public at 2:03pm.

CARRIED BY SIMPLE MAJORITY 3/0

COMMITTEE RESOLUTION ARIC 15/10/26

Moved: Cmm Martin Aldridge
Seconded: Mr Stephen Brown

That the Audit, Risk and Improvement Committee;

1. ***Receives and notes the People, Culture & Wellbeing Annual Risk and Compliance Report 2025/26, as contained in Confidential Schedule 1.***
2. ***Recommends that Council notes the report as contained in Confidential Schedule 1.***

FOR: Ms Leah Horton, Mr Stephen Brown and Cmm Martin Aldridge
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 3/0

4.5 CARNARVON AQUATIC CENTRE - PROGRESS REPORT 2026

File No:	ADM0203
Location/Address:	21 Babbage Island Rd, Morgantown WA 6701
Name of Applicant:	Carnarvon Aquatic Centre
Name of Owner:	Shire of Carnarvon
Author(s):	Stephanie Leca, Executive Manager, Lifestyle & Community
Authoriser:	Amanda Dexter, Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	Nil
Schedules:	1. Meeting Minutes - 31 August 2026 2. Inspection Report - Emergency Planning 3. Inspection Report - Qualifications and Training 4. Inspection Report - Work, Health & Safety

Authority/Discretion:

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Summary of Report

This report provides Council with a follow-up on the 2026 Carnarvon Aquatic Centre Pool Safety Assessment, as requested by the Audit, Risk and Improvement Committee (ARIC) at its meeting held on 25 August 2026.

The purpose of the report is to update Council on progress against the outstanding assessment actions, provide an overview of the management and monitoring arrangements for the Aquatic Centre, and identify any matters requiring further operational or capital consideration.

Background

At its meeting held on 25 August 2026, the Audit, Risk and Improvement Committee (ARIC) considered the outcomes of the 2026 Pool Safety Assessment for the Carnarvon Aquatic Centre.

As part of the officer recommendation, Administration committed to presenting a further report to ARIC in October 2026 to provide assurance that the Shire is actively working with the Aquatic Centre contractor to address the identified actions and support ongoing compliance.

Following the ARIC meeting, a pre-season Emergency Planning Committee meeting was held on 31 August 2026 with representatives from the Shire and Aquatic Centre contractor. The meeting specifically reviewed the Pool Safety Assessment remediation actions, prioritising the Critical and High-risk items, with Moderate

items to be progressively addressed over the following three to six months. The minutes of the meeting held on 31 August 2026 are provided at Schedule 1.

The meeting progressed several key compliance matters, including emergency planning, staff training, supervision and inspection processes, incident reporting, first aid facilities, plant maintenance and other operational requirements. Several actions were completed prior to the commencement of the season, with remaining actions allocated for further investigation, implementation or future capital consideration.

To support ongoing oversight, the requirements of the Pool Safety Assessment have been incorporated into the Shire's Safety Champion system. Rather than undertaking a single annual review, the Shire will progressively audit the Aquatic Centre throughout the operating season, with the audit program broken into the relevant sections identified within the original Royal Life Saving WA Pool Safety Assessment.

The first three Safety Champion audits were completed on 18 September 2026 in conjunction with the Aquatic Centre Manager and covered Work Health and Safety, Emergency Planning, and Qualifications and Training. The Work Health and Safety audit achieved 100%, Qualifications and Training 86%, and Emergency Planning 50%.

In relation to Qualifications and Training, it was identified that relevant staff training had recently been completed in Perth; however, formal certificates had not yet been received at the time of the audit. The contractor advised that copies of the certificates would be provided to the Shire upon receipt to ensure appropriate records are maintained.

The Emergency Planning audit identified the greatest area for further development and implementation. Several procedures, supporting documentation and training requirements require further work as the Centre progresses through the season. Administration will continue to work collaboratively with the contractor and the Shire's Work Health and Safety Coordinator to develop and implement the required emergency management procedures, training and supporting evidence. This area will be subject to further review through the Safety Champion audit program as the season progresses.

The remaining audits will be undertaken progressively throughout the 2026/27 Aquatic Centre season and will cover the applicable assessment areas of Aquatic Programs, Supervision, First Aid, Plant and Chemical Areas, Changing Facilities, Lap and Lane Pools, Leisure Pools, Inflatable Equipment, WA Administration, WA Plant Rooms, and WA Pools and Features.

This approach provides Administration with an ongoing mechanism to work collaboratively with the contractor, monitor compliance, retain evidence of actions undertaken and identify areas requiring further operational or capital attention.

Stakeholder and Public Consultation

Internal:
Shire of Carnarvon – Lifestyle & Community, Work Health and Safety, Environmental Health and Infrastructure/Facilities officers.

External:
BTX Contracting – contracted operator of the Carnarvon Aquatic Centre.

Administration has continued to work collaboratively with BTX Contracting to progress actions identified through the Pool Safety Assessment and undertake ongoing compliance monitoring.

Public Consultation:
No public consultation was undertaken or required, as this report relates to the operational management, safety and compliance monitoring of an existing Shire facility.

Statutory Environment

The operation and management of the Carnarvon Aquatic Centre is subject to the following legislative and regulatory framework:

- Health (Miscellaneous Provisions) Act 1911 (WA);
- Health (Aquatic Facilities) Regulations 2007 (WA);
- Code of Practice for the Design, Construction, Operation, Management and Maintenance of Aquatic
- Facilities; and
- Work Health and Safety Act 2020 (WA) and associated regulations.

The Health (Aquatic Facilities) Regulations 2007 apply to aquatic facilities available for public use, with public aquatic facilities required to comply with applicable regulatory requirements and the Department of Health's Code of Practice.

The Code of Practice establishes requirements relating to the design, operation, management and maintenance of aquatic facilities, including water treatment and quality, chemical safety, management and supervision, operational requirements and facility safety

Relevant Plans and Policy

Strategic Community Plan 2022 – 2032
Asset Management Plan 2024 – 2034

Financial Implications

There are no financial implications associated with receiving this report.

There will be minor ongoing operational expenditure associated with addressing some of the remaining Pool Safety Assessment actions and maintaining compliance throughout the Aquatic Centre season. These costs will be managed within the existing Aquatic Centre operational and maintenance budgets where possible.

Any recommendations requiring significant capital works, infrastructure upgrades or expenditure outside the adopted budget will be further investigated and presented to Council for consideration through future budget and asset management planning processes.

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	Minor ongoing expenditure may be required to address identified safety and compliance actions. Significant infrastructure improvements may	C-1 Low	Minor works managed through existing operational and maintenance budgets. Major capital requirements to be scoped and presented to Council through future budget processes.

	require future capital funding.		
Health & Safety	Failure to adequately address identified Pool Safety Assessment actions may increase risks to staff, contractors and patrons of the Aquatic Centre.	D-2 Low	Ongoing Safety Champion audits, regular review of outstanding actions, and collaboration between the Shire, BTX Contracting and the WHS Coordinator to progressively address identified requirements.
Reputation	Failure to appropriately monitor and respond to identified safety and compliance matters may impact community confidence in the management of the Aquatic Centre.	C-2 Moderate	Active monitoring, documented audits and ongoing oversight of actions arising from the Pool Safety Assessment.
Service disruption	Safety or compliance issues may result in temporary restrictions or disruption to Aquatic Centre operations if not appropriately managed.	C-2 Moderate	Safety or compliance issues may result in temporary restrictions or disruption to Aquatic Centre operations if not appropriately managed.
Compliance	There is a risk that identified requirements may not be addressed or appropriately evidenced, resulting in gaps in the Shire's and contractor's compliance obligations.	C-3 High	Pool Safety Assessment requirements incorporated into Safety Champion, with evidence recorded and outstanding actions monitored throughout the season.
Property	Some identified actions relate to ageing infrastructure, plant and facility improvements which may require maintenance or capital works.	C-2 Moderate	Maintenance issues addressed where possible within existing budgets, with significant capital requirements to be considered through future asset and budget planning.
Environment	N/A		
Fraud	N/A		

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:

- *N/A*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

Administration has continued to work collaboratively with the Aquatic Centre contractor to progress the actions identified through the 2026 Pool Safety Assessment.

The establishment of the Safety Champion audit program provides a structured approach to ongoing monitoring throughout the 2026/27 Aquatic Centre season, with the first three audits now completed. The audits provide an opportunity to identify outstanding requirements, maintain supporting evidence and progressively address operational, procedural and safety matters with the contractor.

While several actions have been completed, further work remains, particularly in relation to emergency planning and supporting procedures. Administration will continue to work with the contractor and the Shire's Work Health and Safety Coordinator to progress these requirements.

Any matters requiring significant infrastructure upgrades or capital investment will be separately investigated and brought forward for consideration through future budget and asset planning processes.

Overall, the actions undertaken since the August 2026 ARIC meeting demonstrate an ongoing and documented approach to monitoring the safety and compliance requirements of the Carnarvon Aquatic Centre.

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. ***RECEIVES the update on the Carnarvon Aquatic Centre Pool Safety Assessment and progress of the identified remediation actions as outlined in Schedule 1.***
2. ***NOTES the implementation of the Safety Champion audit program to monitor the Carnarvon Aquatic Centre's safety and compliance requirements throughout the aquatic season.***
3. ***NOTES that Administration will continue to work with BTX Contracting and relevant Shire officers to progressively address outstanding operational, procedural and compliance requirements.***
4. ***NOTES that any identified works requiring significant capital investment will be further investigated and presented to Council for consideration through future budget and asset management planning processes.***

COMMITTEE RESOLUTION ARIC 16/10/26

Moved: Mr Stephen Brown
Seconded: Cmm Martin Aldridge

That the Audit, Risk and Improvement Committee:

1. ***RECEIVES the update on the Carnarvon Aquatic Centre Pool Safety Assessment and progress of the identified remediation actions as outlined in Schedule 1.***
2. ***NOTES the implementation of the Safety Champion audit program to monitor the Carnarvon Aquatic Centre's safety and compliance requirements throughout the aquatic season.***
3. ***NOTES that Administration will continue to work with BTX Contracting and relevant Shire officers to progressively address outstanding operational, procedural and compliance requirements.***
4. ***NOTES that any identified works requiring significant capital investment will be further investigated and presented to Council for consideration through future budget and asset management planning processes.***

FOR: Ms Leah Horton, Mr Stephen Brown and Cmm Martin Aldridge
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 3/0

5 DATE OF NEXT MEETING

The next meeting will be held on Tuesday 8 December 2026 at Shire Council Chambers, Stuart Street Carnarvon commencing at 1.30pm

6 CLOSE

The Presiding Member declared the meeting closed at 2:14pm.