

**SURF LIFE SAVING QUEENSLAND – PROVISION OF LIFEGUARD SERVICES FOR REDLAND CITY**

**Objective Reference:** A2221216  
Reports and Attachments (Archives)

**Attachment:** [SLSQ Contract Submission](#)

**Authorising Officer:** Peter Best  
General Manager Infrastructure & Operations

**Responsible Officer:** Lex Smith  
Group Manager City Spaces

**Report Author:** Terri McDonald  
Sport and Recreation Officer

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**PURPOSE**

The purpose of this report is to seek Council's approval for a new three-year contract from 1 July 2017 to provide surf lifesaving services at Cylinder, Main, and Adder Rock beaches on North Stradbroke Island (NSI) and at Wellington Point Reserve on the mainland.

**BACKGROUND**

Redland City Council (RCC) has contracted Surf Life Saving Queensland (SLSQ) as sole provider to provide lifeguard services for the surf beaches on NSI since 2001 and at Wellington Point since 2015. Their existing contract expires on 30 June 2017 and this report is to consider their submission for a new, three-year contract for this service from 1 July 2017.

NSI has some of Queensland's most remote and hazardous beaches, all of which are in a high tourism area. In 2000, Council engaged SLSQ to patrol the beaches of NSI and during this time SLSQ have extended the patrols to some of the more remote areas. There have been no incidents of drowning occur at any of the patrolled locations.

In 2016, there were in excess of 60 rescues performed with in excess of 450,000 people visiting a patrolled beach on NSI. Reports for January 2017 recorded visitations in excess of 127,000 which is a significant increase from the recorded 88,000 in January 2016. During this time there were 24 rescues, 2,016 first aid treatments and 42,725 preventative actions, which is also a substantial increase from the same period last year.

In addition, there are an increasing number of tourists who visit the island with a total lack of knowledge of the surf and beach. Hence SLSQ have been working collaboratively with local tourism operators and ferry services to promote beach safety, advising tourists of the patrolled beaches and dangers of swimming outside the patrolled areas.

Point Lookout Surf Life Saving Club also patrol during weekends from September to April however they rely very much on mainland membership and therefore there

is a significant gap in services on Sunday afternoons with SLSQ assisting in covering these services.

Wellington Point reserve was included as a new service provision in 2015, owing to the significant visitations to that area. Patrols are at this location weekends and public holidays from September to April each year.

## ISSUES

The current provision of services includes patrol activities on Main and Cylinder beaches all year round and during school holidays and patrols including to Adder Rock beach and seasonally at Wellington Point reserve. During the peak school holiday periods of September, Christmas and Easter, there are up to 8 full-time lifeguards engaged, with 3 lifeguards engaged outside the peak periods.

The table below provides an overview of proposed lifeguard services and associated costs which is included in Attachment 1:4.4.1 PROPOSED SERVICES

Beach	No. of lifeguards	Service duration	Proposed hours of operation 2017-2018	Cost 2017/18
Main Beach (RAM) and Cylinder Beach (RCC)	2	July school holidays	Mon-Sun (9am-5pm)	<div></div> Ex. GST
	2	To QLD Sept school holidays	Mon-Sun (9am-5pm)	
	6	QLD Sept school holidays	Mon-Sun(8am-5pm)	
	3	To QLD Christmas school holidays	Mon-Sun (8am-5pm)	
	6	QLD Christmas school holidays	Mon-Sun (8am-6pm)	
	3	To QLD Easter school holidays	Mon-Sun (8am-5pm)	
	6	QLD Easter school holidays	Mon-Sun (8am-5pm)	
	3	To QLD winter school holidays	Mon-Sun (9am-5pm)	
	2	QLD winter school holidays	Mon-Sun (9am-5pm)	
	* From Sept to April weekends and public holidays are covered by the Point Lookout Surf Life Saving Club			
Adder Rock (RCC)	1-2	QLD Sept school holidays	Mon-Sun (8am-5pm)	<div></div> Ex. GST
	1-2	QLD Christmas school holidays	Mon-Sun (8am-6pm)	
	1-2	QLD Easter school holidays	Mon-Sun (8am-5pm)	
	* 1 lifeguard patrol Mon-Fri with 2 life guards patrolling weekends and public holidays			
Wellington Point	1	Lifesaving Season	Sat– Sun (9am-5pm)	<div></div> Ex. GST
	1	QLD Sept school holidays	Mon-Fri (9am-5pm)	
	1	QLD Christmas school holidays	Mon-Fri (9am-5pm)	
	1	QLD Easter school holidays	Mon-Fri (9am-5pm)	
Total Cost: Year 1				<div></div> Ex. GST

The primary service area is within the nominated bathing reserves above. However, SLSQ provide a whole-of-beach precinct which includes roving patrols to provide coverage for additional access points dependent on specific conditions and capacity within the service. This includes 4x4 patrols along Flinders and Main beaches and SLSQ aerial helicopter surveillance during peak periods as part of a regional aerial beach surveillance program.

In addition to this, volunteer life savers from Point Lookout Surf Life Saving Club provide assistance from the first weekend of the September school holidays to the end of the Easter school holidays on weekends and public holidays under the guidance of the professional lifeguard service.

Since 2005 there has been an increase in services and the provision of new resources such as helicopter patrols, jet skis, long range vehicle patrols and extended patrols hours to include weekends.

## STRATEGIC IMPLICATIONS

### Legislative Requirements

*Local Law 22 (Bathing Reserves)* endeavours to enhance the public safety and convenience of beaches through orderly management and regulation of activities within these reserves which includes:

- management of safe, supervised bathing areas;
- regulation and conduct and use of aquatic equipment within the bathing area; and
- assignment of responsibility to life saving clubs for managing patrolling and supervising bathing reserves.

While there are other bathing reserves across the city, NSI and Wellington Point beaches are the only reserves that are actively patrolled due to the higher risks and hazards to swimmers in conjunction with being a high tourism areas.

### Risk Management

Since 1999 there have been 12 fatalities on the beaches of NSI, however, there have been no fatalities in patrolled areas and this can be attributed to the diligence, education and services offered by SLSQ and Point Lookout Surf Life Saving Club.

It is the responsibility of local government to provide lifeguard services and this is either done by the local authority or contracting to the respective Surf Life Saving Associations. Council has a strong association with SLSQ who has serviced the residents and visitors to the Redlands for the past 24 years, providing excellent service and reduced the fatalities on our beaches.

### Financial

The submission for the 2017-2020 contracts is for an annual fee of [REDACTED] (ex GST) for the initial 12 months with subsequent annual rise and fall of costs primarily CPI increases and variation in industrial awards for lifeguards.

2016/2017 Service cost	2017/2018 Proposed costs	Increase

(Ex GST)	(Ex GST)	Increase of or
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This represents an increase of [REDACTED] which is above the normal CPI increases. SLSQ has advised an increase of approximately [REDACTED] is required due to the service costs of the Wellington Point service

Since commencing the patrols at Wellington Point Reserve, Council has been responsible for the labour costs only with all other service costs incurred being for rescue equipment, motor vehicles, travel, training, insurance and maintenance which had previously been absorbed by SLSQ.

Other costs included with the provision of the service comprise of accommodation during peak periods, professional development, additional training for Point Lookout Surf Life Saving Club, promotion and marketing campaigns, out of hours on call rescue service and helicopter aerial support are all costs covered by SLSQ in support of the service.

For auditing purposes SLSQ provides monthly reports which include beach visitation statistics, rescues and other issues identified in the provision of the service.

### People

SLSQ as part of the tender submission provide all lifeguards, support services, training and resources necessary to ensure the effective and efficient delivery of lifeguard services.

### Environmental

There are no environmental impacts as a result of this report.

### Social

The Redlands Tourism profile highlights that the beaches of Redlands is one of the top 5 activities undertaken by residents and visitors with the beaches of Point Lookout being some of the most visited locations in the city. Council, in providing this lifeguard service, ensures that beaches and aquatic activities are safe and enjoyable for all user groups. These services will continue to enhance the reputation of Council as one of Queensland's safe and premier residential, tourist and recreational precincts.

### Alignment with Council's Policy and Plans

The recommendation primarily supports Council's strategic priority to build safe, strong and self-reliant communities with access to community services, infrastructure and opportunities for participation in community life.

### CONSULTATION

The provision of the life guard services agreement has been in consultations with:

- Senior Procurement Officer
- Service Manager City Sport and Venues
- Legal Services Unit
- Finance and Business Partnering Unit
- Quandamooka Yoolooburabee Aboriginal Corporation

- Queensland National Parks
- Local Tourism operators

SLSQ will continue to work with land owners, local tourism operators and businesses in promoting beach safety as part of their on-going campaign to raise awareness of swimming in patrolled areas.

## OPTIONS

### **Option 1 - total cost [REDACTED] (excluding GST):**

The submission for 2017-2020 is an annual service agreement of [REDACTED] (excluding GST) for the initial 12 months with subsequent annual rise and fall of costs primarily CPI increases and variation in industrial awards for lifeguards.

This option provides consistencies with other beach patrols across Queensland and reduces the risk of any future drowning.

### **Option 2 – total cost [REDACTED] (excluding GST):**

The submission from SLSQ (Attachment 1:4.4.2) highlights a service recommendation to consider in addition to the existing contract of service:

- increase from 2 to 3 lifeguards for Main and Cylinder beaches for the winter weekends;

This recommendation is based on historical records and trends based on risks in the area and visitations to those beaches. It is recommended that this be reviewed on an annual basis benchmarked on visitations and considered in future years as the need arises.

### **Option 3 – Terminate the provision for professional life guard patrols - total cost nil**

To remove this service would significantly increase the risks to swimmers both within and outside the bathing reserves. No professional lifeguard service would compromise the ability to provide a safe environment for visitors and residents during peak and off peak seasons and it would lead to potential increased deaths from drowning.

Swimmers that put themselves at risk would have to rely on emergency services which would increase response time significantly to react to incidents. This may have a flow-on affect to the perception of NSI as a safe tourism destination and adversely impact the local economy over time.

The Point Lookout Surf Club would be the only presence on the island to provide volunteer services however would be reduced to servicing only over weekends through summer.

It is recommended that the best value for money and service provision in the protection of swimmers is Option 1 with budget allocated in the proposed 2017/2018 budget.

## OFFICER'S RECOMMENDATION

That Council resolve as follows:

1. That under *Section 104 'Sound contracting principles'* of the *Local Government Act 2009*, and section 235(a) '*Other Exceptions*', of the *Local Government Regulation 2012*, it is satisfied that there is only one supplier who is reasonably available to provide lifeguard services on the beaches of North Stradbroke Island and Wellington Point Recreation Reserve, namely Surf Life Saving Queensland;
2. To engage Surf Life Saving Queensland as outlined in Option 1 and outlined by Surf Life Saving Queensland at Attachment 1, 4.4.1; and accept the submission for the 2017-2018 contract for an annual fee of [REDACTED] (excluding GST);
3. That the Chief Executive Officer be delegated authority under 257(1)(b) of the *Local Government Act 2009* to negotiate, make, vary and discharge the contract for the provision of Lifeguard Services 1 July 2017-30 June 2020 for Redland City Council in accordance with Council resolution; and
4. That the contents of this report and any attachments remain confidential.





**SURF LIFE SAVING  
QUEENSLAND**

# **A SUBMISSION FOR THE PROVISION OF LIFEGUARD SERVICES FOR REDLAND CITY COUNCIL**

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**TO:**

**THE CHIEF EXECUTIVE OFFICER**

Redland City Council

PO Box 21

Cleveland QLD 4163

**FROM:**

**SURF LIFE SAVING QUEENSLAND**

**CONTRACT TERM:**

1 July 2017 – 30 June 2020



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## **PART 1**

### **INTRODUCTION**

- 1.1 Submission Identification**
- 1.2 SLSQ Strategic Plan**
- 1.3 Contract Objectives**
- 1.4 Previous Experience**
- 1.5 Quality Assurance**



## **PART 1**

### **INTRODUCTION**

Queensland's exceptional climate and accessible aquatic resources provides residents and visitors with remarkable opportunities for enjoyment. Queenslanders, along with interstate and overseas visitors, are attracted to the state's many aquatic environments to experience sport, relaxation, recreation and improved health.

An unfortunate side effect of these numerous visitations is any unnecessary tragedies occurring within the aquatic environment.

Since 1930, Surf Life Saving Queensland has worked for and on behalf of the community of Queensland to ensure the beaches and lagoons continue to be recognised as a safe and enjoyable tourist destination for user groups.

Surf Life Saving Queensland has developed a "total service" principle providing the most efficient and effective service to the community. This is achieved through the coordinated delivery of all of the following:

- ✎ Professional Aquatic Safety Services (Lifeguards)
- ✎ Lifesaving Patrols (Surf Life Saving Clubs)
- ✎ Lifesaving Operations Support Services (Varies within regions – Helicopter; Jet Rescue Boat; Waverunners; 6 Metre Offshore Rescue Boat; Communications Systems)
- ✎ Community Education (public, schools, tourists and community groups)
- ✎ Liaison with Stakeholders (Emergency Services, Community Groups etc.)
- ✎ Research and Development Programs (lifesaving equipment, technology)

Surf Life Saving Queensland and affiliated groups take pleasure in presenting this submission for the provision of Lifeguard Services within the Redland City Council in a joint effort to ensure the most efficient and effective management and delivery of a world-class aquatic safety service. We are certain our services will continue to enhance the reputation of Redland City Council as one of Queensland's safe premier residential, tourist and recreational precincts.

Surf Life Saving Queensland has a lengthy history and reputation:-

- ✎ Provider of contract Lifeguard Services for over 30 years.
- ✎ Only White Water Rescue accredited authority in Queensland under the Queensland Department of Community Safety.
- ✎ Is a Registered Training Organisation under the Australian Training Quality Framework in Lifeguarding, First Aid, and Resuscitation.
- ✎ Quality Assured Lifeguard Service since 1997.
- ✎ Only Lifeguard/Lifesaving Service offering a "total" package of services including:
  - Lifeguards
  - Volunteer lifesaving patrols
  - After hours Emergency Response Group(s)
    - Regional Lifeguard Supervisor
    - Regional Lifesaving Coordinator/Manager
    - Charged with tasking for all surf related incidents
    - Access to Surf Life Saving Queensland's Operations Support Services
  - Dedicated Communications Systems

**1.1 SUBMISSION IDENTIFICATION**

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1. This Submission is submitted by Mr George Hill ESM, Chief Operating Officer, Surf Life Saving Queensland. Mr Hill has overall accountability for the operations of the proposed service.
2. **Business Name:**  
Surf Life Saving Queensland
3. **Incorporated Association Number:**  
IA123
4. **Registered Office:**  
18 Manning Street  
SOUTH BRISBANE QLD 4101
5. **Postal Address:**  
PO Box 3747  
SOUTH BRISBANE QLD 4101
6. **Key Personnel:**
  - John Brennan OAM  
Chief Executive Officer
  - George Hill ESM  
Chief Operating Officer
  - Gregory Cahill  
Chief Lifeguard
  - Calan Lovitt  
Lifeguard Supervisor South East Queensland
  - Chantel Fife  
Coastal Safety Officer
  - Andrew Murray  
Enterprise Risk Manager



## 1.2 SLSQ STRATEGIC PLAN

Surf Life Saving Queensland seeks to provide a high quality and effective Lifeguard Service.

### OUR VISION

***Zero preventable deaths in Queensland public waters.***

### OUR VALUES

***Leadership, Community, Safety, Trust, Respect, and Teamwork***

### OUR MISSION

***Surf Life Saving Queensland will operate as a proactive and effective peak body leading the way in lifesaving service provision, education, sport, beach safety advocacy and community leadership.***

### OUR STRATEGIC IMPERATIVES

#### **Committed to our Community**

***To advocate on water safety management and continue to enhance the reputation of SLSQ as the peak body.***

1. Foster research into emerging community service needs and develop our capability to respond efficiently and effectively;
2. Build the research, planning and response capability or partnerships that position SLSQ as the Peak Body for water safety in Queensland;
3. Establish and develop relationships with government and key stakeholders and articulate our key strategies;
4. Develop and support partnerships with relevant agencies to increase emergency response capability;
5. Identify and participate in key stakeholder forums and committees;
6. Develop and conduct targeted education programs, based on research and expertise;
7. Develop and advocate an expert intelligence database for all SLSQ services;
8. Promote the SLSQ brand;
9. Protect the SLSQ brand.

#### **Connected To Our People**

***To recruit and retain the best people through support and development of their skills and knowledge.***

1. Design and implement recruitment and retention strategies to identify members, staff and volunteers with an allegiance to SLSQ's vision and values;
2. Design and implement a system to identify and address member, staff and volunteer technical and career development needs;
3. Build and sustain effective information systems and communication with members, staff, volunteers and stakeholders;
4. Design and implement a performance recognition system, including reward mechanisms for our people (i.e. career opportunities, project work, secondments etc);
5. Develop and implement a staff health and wellbeing plan;
6. Develop leadership development programs for our people;
7. To determine necessary membership levels to meet SLSQ needs.

#### **Effective In Our Business**

***To plan and execute our day-to-day operations to an outstanding level of efficiency, with continuous improvement always in mind.***

1. Research leading edge water safety practices and incorporate into SLSQ policies and procedures;
2. Design and deliver a system for ensuring consistent, best practice lifesaving services at every service point, including accreditation systems;
3. Identify and address gaps in essential training and equipment levels required to provide life saving services safely and effectively;
4. Design and implement systems that ensure consistent, high standard of governance, administration and communication between all levels of SLSQ (surf clubs, supporters clubs, regions and Queensland operations);
5. Develop, deliver and continuously monitor the provision of Sports programs that both enhance life-saving skills and engage the membership of SLSQ;

6. Research and develop a best practice club governance structures appropriate for all different club sizes and locations;
7. Instil a culture that fosters innovation through the active engagement of staff, members, volunteers and supporters.

### **Sustainable For Our Future**

***To ensure our future through continuous growth, strong financial management and sound governance.***

1. Board , Committee and Organisational structure designed and implemented in line with up-to-date governance practices and to support the SLSQ executive in its bid to best deliver and report against the strategic and operational imperatives;
2. Implement five and ten year financial sustainability modelling to improve planning, budgeting and forecasting;
3. Design and implement a plan to minimise SLSQ's environmental impact;
4. Plan, develop and invest in infrastructure (eg. buildings) and IT systems to support future needs;
5. Implement 'balanced-scorecard' approach for all corporate reporting and project planning;
6. Design and implement an on-going review process to ensure continuous improvement in planning, risk management, governance, legislative compliance and finance;
7. Identify the number of regulatory compliance breaches and introduce measures to minimise them;
8. Minimise risk and injury to our people.

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### **1.3 CONTRACT OBJECTIVES**

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Surf Life Saving Queensland acknowledges and aims to follow the objectives of Council:-

- 📖 To provide the public with a safe and enjoyable beach experience;
- 📖 To ensure all surf lifeguard personnel are appropriately trained and qualified and that all lifeguard services provided:-
  - Are cost-effective
  - Comply with widely-accepted service industry standards and best practice
  - Are within all relevant requirements prescribed by legislation, regulations and local laws;
- 📖 To ensure a high level of customer service is maintained and all services are provided in a friendly, courteous and professional manner;
- 📖 To provide all the labour, management, equipment and resources necessary to maintain an efficient and effective lifeguard service;
- 📖 To work in co-operation with other agencies and community groups, fostering the responsible use of Redland City Council's beaches;
- 📖 To increase public safety through proactive measures, including education and awareness; and
- 📖 To encourage beach users observance of Council Local Laws.

#### **1.4 PREVIOUS EXPERIENCE**

Surf Life Saving Queensland currently provides professional Lifeguard Services to:

**Location:** Bundaberg Regional Council  
**Contract Manager:** Mr. Geordie Lascelles  
**Contract Duration:** Christmas, Easter and September School Holidays  
**Lifeguards Employed:** Ten  
**Scope of Work:** Six Beaches  
**Commencement Year of Service:** 1992

**Location:** Burdekin Shire Council  
**Contract Manager:** Mr. Dan Mulcahy  
**Contract Duration:** Christmas & Easter School Holidays  
**Lifeguards Employed:** Two  
**Scope of Work:** One Beach  
**Commencement Year of Service:** 1992

**Location:** Cairns Regional Council  
**Contract Manager:** Mr Tim Dendle and Kylie Richardson  
**Contract Duration:** 12 months duration and all School Holidays  
**Lifeguards Employed:** Fourteen  
**Scope of Work:** Ten beaches + Cairns Lagoon  
**Commencement Year of Service:** 1989

**Location:** Cassowary Coast Regional Council  
**Contract Manager:** Mr. Vince O'Brien  
**Contract Duration:** Christmas & Easter School Holidays  
**Lifeguards Employed:** Four  
**Scope of Work:** Three Beaches  
**Commencement Year of Service:** 1995

**Location:** Fraser Coast Regional Council  
**Contract Manager:** Ms Rob Searle  
**Contract Duration:** Christmas & Easter School Holidays  
**Lifeguards Employed:** Two  
**Scope of Work:** One Beach  
**Commencement Year of Service:** 1992

**Location:** Gladstone Regional Council  
**Contract Manager:** Mr Steve Bankier  
**Contract Duration:** September, Christmas and Easter School Holidays  
**Lifeguards Employed:** Three  
**Scope of Work:** Two Beaches  
**Commencement Year of Service:** 1992

**Location:** Gympie Regional Council  
**Contract Manager:** Mr Heather Kelly  
**Contract Duration:** 12 months coverage and school holidays  
**Lifeguards Employed:** Two  
**Scope of Work:** One Beach  
**Commencement Year of Service:** 1993



*Redland City Council Lifeguard Submission*  
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<b>Location:</b>	Hinchinbrook Shire Council
<b>Contract Manager:</b>	Ms Donna Olivero
<b>Contract Duration:</b>	School holidays
<b>Lifeguards Employed:</b>	One
<b>Scope of Work:</b>	One Beach
<b>Commencement Year of Service:</b>	1995
<b>Location:</b>	Mackay Regional Council
<b>Contract Manager:</b>	Mr Peter Owen
<b>Contract Duration:</b>	12 month's duration and School Holidays
<b>Lifeguards Employed:</b>	Twelve
<b>Scope of Work:</b>	Four beaches & one Lagoon
<b>Commencement Year of Service:</b>	1991
<b>Location:</b>	Moreton Bay Regional Council
<b>Contract Manager:</b>	Ms Glenice Kelly
<b>Contract Duration:</b>	September to May
<b>Lifeguards Employed:</b>	Six
<b>Scope of Work:</b>	One Beach
<b>Commencement Year of Service:</b>	1995
<b>Location:</b>	Redland City Council
<b>Contract Manager:</b>	Mr Tim Goward
<b>Contract Duration:</b>	12 months coverage and School Holidays
<b>Lifeguards Employed:</b>	Two-Eight
<b>Scope of Work:</b>	Three beaches
<b>Commencement Year of Service:</b>	1993
<b>Location:</b>	Rockhampton Regional Council
<b>Contract Manager:</b>	Ms Sophia Czarkowski
<b>Contract Duration:</b>	September, Christmas & Easter School Holidays
<b>Lifeguards Employed:</b>	Two
<b>Scope of Work:</b>	Two Beaches
<b>Commencement Year of Service:</b>	1992
<b>Location:</b>	City Parklands Transition Services Pty Ltd
<b>Contract Manager:</b>	Mr Andrew Bryson
<b>Contract Duration:</b>	12 month's coverage
<b>Lifeguards Employed:</b>	Twenty
<b>Scope of Work:</b>	South Banks Streets Beach
<b>Commencement Year of Service:</b>	1992
<b>Location:</b>	Noosa Shire Council
<b>Contract Manager:</b>	Mr Clint Irwin
<b>Contract Duration:</b>	12 month's coverage
<b>Lifeguards Employed:</b>	Twenty four
<b>Scope of Work:</b>	Six beaches
<b>Commencement Year of Service:</b>	2013
<b>Location:</b>	Townsville City Council
<b>Contract Manager:</b>	Mr John Beltramelli
<b>Contract Duration:</b>	12 months coverage and September, Christmas and Easter School Holidays
<b>Lifeguards Employed:</b>	Thirteen

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<b>Scope of Work:</b>	Six Beaches, One Water Park & One Lagoon
<b>Commencement Year of Service</b>	1990
<b>Location</b>	Sunshine Coast Regional Council
<b>Contract Manager</b>	Gary Ehsman
<b>Contract Duration</b>	12 month's coverage
<b>Lifeguards Employed</b>	Seventy four
<b>Scope of Work</b>	Twenty Beaches
<b>Commencement Year of Service</b>	2012

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## 1.4 INSURANCES and ACCREDITATION

### 1.4.1 PUBLIC LIABILITY

Surf Life Saving Queensland is duly covered for Public Liability and professional indemnity. Surf Life Saving Queensland's Insurance Brokers are Jardine Lloyd Thompson:

Jardine Lloyd Thompson  
Level 3, Comalco Place  
12 Creek Street  
Brisbane, Qld, 4000  
Contact: Mr Brent Jaenke  
Phone: 07 3246 7555

- Public Liability cover is to the amount of \$20,000,000.

### 1.4.2 PROFESSIONAL INDEMNITY

- Professional Indemnity cover is to the amount of \$10,000,000 and the policy will take effect on acceptance of the submission subject to the insurance being suitable to Council.
- Insurance Company – Lloyd's of London through Catlin Australia Pty Ltd  
Policy Number – 835393  
Expiry Date – 7<sup>th</sup> October 2017  
Amount Provided - \$20,000,000

### 1.4.3 WORKCOVER POLICY

- WorkCover Policy (Workers' Compensation)  
Policy Number – WAA850688462  
Period of Insurance – 01/07/16 to 30/06/17

## 1.5 QUALITY ASSURANCE

Surf Life Saving Queensland has recognised the need to maintain and extend "quality assurance" mechanisms to ensure services are maintained at the highest possible levels.

Targeted areas for attention have been Lifesaver/Lifeguard education, research and development, rescue equipment, patrol systems and human resources development

### Accreditation

- Quality Assurance Accreditation is by SAI Global under ISO 9001:2008.

Surf Life Saving Queensland is currently the only accredited White Water Rescue Organisation within Queensland under the Queensland Government Department of Community Safety.

Surf Life Saving Queensland is also recognised as having the capacity to serve the Queensland community in five principal areas:

- Safety in the white water environment.
- Beach safety services
- Provision of specialist marine search and rescue support services in white water.
- Surf safety education.
- Coastal Risk Management



## **PART 2**

### **ORGANISATION**

#### **2.1 CONTRACT ADMINISTRATION & KEY PERSONNEL**

##### **2.1.2 Lifeguard Organisation Chart**

#### **2.2 KEY PERSONNEL**

#### **2.3 LIFEGUARD SERVICES**

**2.3.1 Aquatic and General Safety Services**

**2.3.2 Administrative Support**

**2.3.3 Support Services**

**2.3.4 Community Education**

**2.3.5 Surveillance**

**2.3.6 Preventative Approach**

**2.3.7 Search and Rescue**

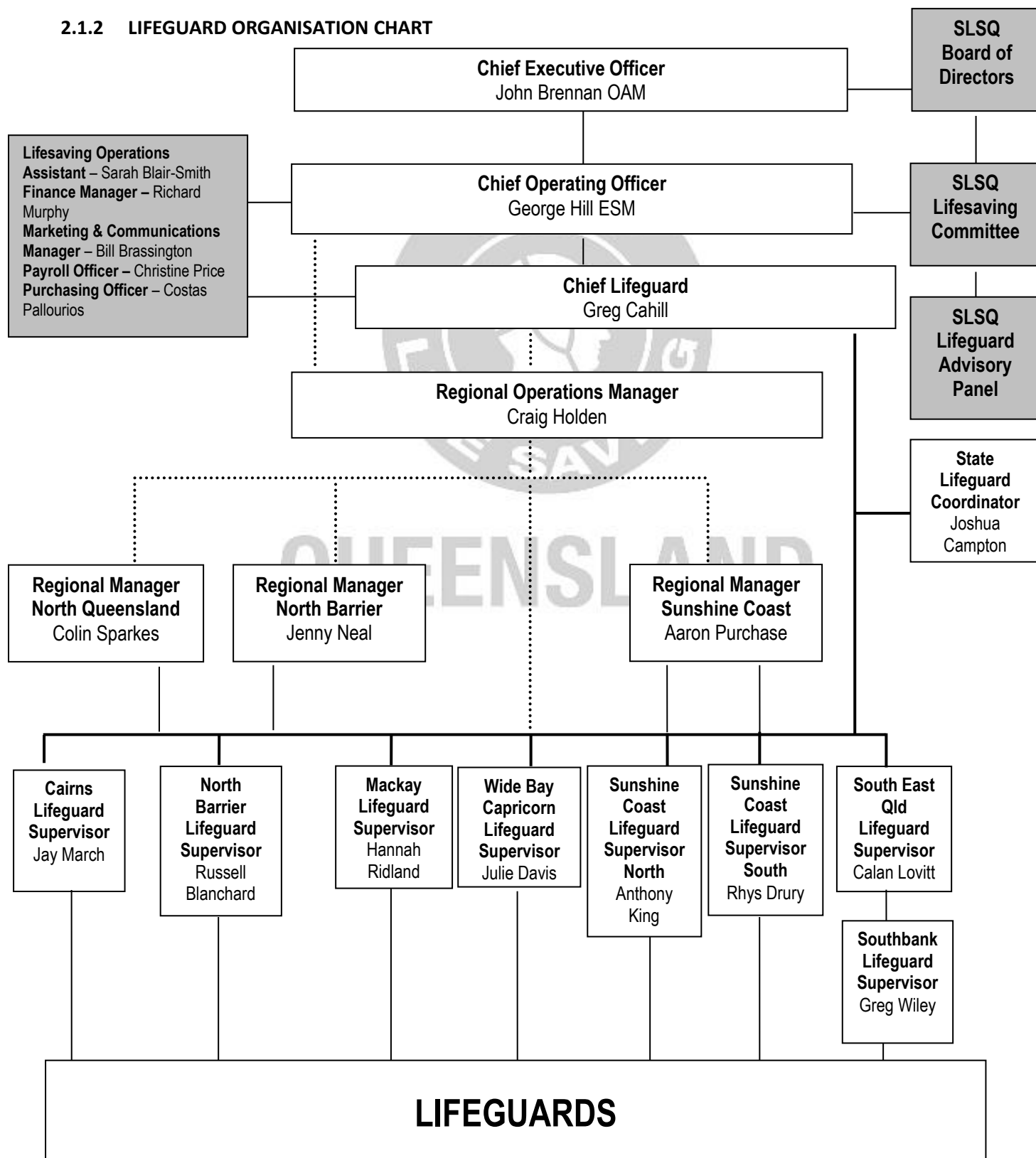
**2.3.8 Emergency Care**

## PART 2 ORGANISATION

### 2.1 CONTRACT ADMINISTRATION AND KEY PERSONNEL

The contract will be administered by Mr John Brennan OAM, Chief Executive Officer, Mr George Hill ESM, Chief Operating Officer and Mr Gregory Cahill, Chief Lifeguard.

#### 2.1.2 LIFEGUARD ORGANISATION CHART



## 2.2 KEY PERSONNEL

### 2.2.1 Chief Executive Officer

Name: **John Brennan OAM**  
Title: **Chief Executive Officer**  
Address: PO Box 3747, South Brisbane Qld 4101  
Phone: 07 3846 8016  
Email: [jbrennan@lifesaving.com.au](mailto:jbrennan@lifesaving.com.au)



#### Position Outline

Develop and manage the overall activities and growth of Surf Life Saving Queensland (SLSQ) whilst effectively leading the ELG to achieve SLSQ's financial and strategic business goals.

#### EFFECTIVE IN OUR BUSINESS

- To *cultivate* and *maintain* close liaison between SLSA officers and SLSQ employees.
- To *take responsibility* for statute affairs and legal compliance matters associated with SLSQ's incorporation status.
- To *liaise* to the President and/or Directors on every matter arising for consideration which does not come within policy or directions previously decided on by SLSQ.
- To *ensure* budgets are signed off.
- To *take responsibility* for statute affairs and legal compliance matters associated with SLSQ's incorporation status.
- To *liaise* to the President and/or Directors on every matter arising for consideration which does not come within policy or directions previously decided on by SLSQ.
- To *ensure* budgets are signed off.
- To *represent* SLSQ at events, industry forums, and in the media.

#### SUSTAINABLE FOR THE FUTURE – KPIs

- To *develop, implement* and *promote* policies required for the advancement of Surf Life Saving.
- To *maintain* an effective Business Services Unit.
- To *monitor* and *progress* overall strategic planning for SLSQ.
- To *represent* SLSQ and *liaise* with relevant government and industry
- All policies reviewed annually or as required if/when there are issues raised.
- Clubs are proactively supported in areas of financial management and gaining supporters.
- All policies reviewed annually or as required if/when there are issues raised.
- To *maintain* an effective Business Services Unit.
- To *monitor* and *progress* overall strategic planning for SLSQ.
- All policies reviewed annually or as required if/when there are issues raised.
- Clubs are proactively supported in areas of financial management and gaining supporters.
- Ensure all forecasting, operational planning and resource requirements are met.
- To *represent* SLSQ and *liaise* with relevant government and industry sectors, agencies and organisations on surf lifesaving matters.
- To *consult* and *assist* in matters within the jurisdiction of SLSQ.
- To *develop, review* and *implement* short-term and long-term strategic plans and maintain developmental operations plan.
- To *achieve* all SLSQ target achievements.
- To *report* to the Board on progress of target achievements.

### 2.2.2 Chief Operating Officer

Name: **George Hill ESM**  
Title: **Chief Operating Officer**  
Address: PO Box 3747, South Brisbane Qld 4101  
Phone: 07 3846 8021  
Mobile: 0419 780 730  
Email: [ghill@lifesaving.com.au](mailto:ghill@lifesaving.com.au)





**Responsibilities:**

**PLANNING and STANDARDS**

- To *progress* and *monitor* the overall strategic and operational planning for the growth of quality lifesaving services throughout Queensland.
- To *ensure* a comprehensive and current services profile is maintained.
- To *monitor, review* and *develop* policies, guidelines and manuals on 'best practice' lifesaving services and associated programs.
- To *develop* and *manage* SLSQ's Lifesaving Operations Quality Assurance and Department of Community Safety Accreditation and Service Agreements.
- To *manage* the efficient and effective delivery and growth of Lifesaving Operations Support Services.
- To *ensure* effective Lifesaver/Lifeguard training, accreditation and program are in place.
- To *consult* with SLSQ's Education and Corporate Service personnel to ensure priorities, with respect to preventative education programs, are being progressed.
- To *coordinate* the efficient management of day to day lifesaving business operations.
- To *ensure* annual patrol service agreements are developed and approved.
- To *ensure* coastal incident investigations are carried out in a timely manner.
- To *ensure* risk assessments and audits are carried out on a regular basis.

**PATROL EXCELLENCE**

- To *manage* the delivery of high quality integrated volunteer and professional lifesaving services.
- To *facilitate* the growth and extension of beach safety services.
- To *produce* state wide and region trends analyses
- To *regularly* review and report on service gaps.
- To *pursue* and foster research and development projects.

**GOVERNMENT and INDUSTRY LIAISON**

- To proactively *liaise* with government and industry stakeholders.

**2.2.3 Chief Lifeguard**

Name: **Gregory Cahill**  
Title: **Chief Lifeguard**  
Address: 18 Manning Street, South Brisbane Qld 4101  
Mobile: 07 3846 8123 or 0403 577 640  
Email: [gcahill@lifesaving.com.au](mailto:gcahill@lifesaving.com.au)



**Responsibilities:**

**MANAGEMENT**

- To *supervise* the day to day operations of SLSQ's contracted services personnel.
- To *maintain* an up to date incident report database for Lifeguard Services.
- To *ensure* monthly statistical reports are compiled and on forwarded to Contractors.
- To *produce* Lifeguard Service 'Beach Safety Reports' encompassing informative and useful analyses of important, relevant statistics and trends.
- To *ensure* effective communications to SLSQ Lifeguard personnel is provided.
- To *monitor* and *report* on issues and information likely to have an impact on Lifeguard Services.
- To assist with the coordination or training and accreditation of all Lifeguard staff.
- To *review* and *develop* 'best practice' policies, protocols, position statements relating to lifeguarding services and operations.
- To *identify* and *recognise* 'Best Practice' awards for Lifeguards, Lifeguard Services and industry providers.
- To *coordinate* appointments, meetings, conferences and other activities, including travel, accommodation and facilities arrangements relevant to Lifeguard Services.
- To *ensure* all service reports are compiled and submitted in a timely and professional manner.

- To ensure SLSQ Lifeguard Services meet client / contract expectations.
- Attend SLSQ Management Meetings

#### **2.2.4 State Lifeguard Coordinator**

Name: **Joshua Campton**  
Title: **State Lifeguard Coordinator**  
Address: 18 Manning Street, South Brisbane Qld 4101  
Mobile: 07 3846 8123 or 0448 959 687  
Email: [jcampton@lifesaving.com.au](mailto:jcampton@lifesaving.com.au)



##### **Operations**

- To *maintain* the lifeguard services' gear and equipment.
- To assist with the procurement of lifeguard equipment, apparel and recognition plaques/certificates.
- To assist with the coordination or training and accreditation of all Lifeguard staff.
- To *monitor* and *report* on issues and information likely to have an impact on lifeguard services.
- To assist with the media associated with the services.
- To liaise with and develop positive working relationships with key stakeholders involved in water safety and lifesaving services including local councils and emergency services.
- To represent SLSQ at meetings, functions and forums relating to Lifeguard issues.
- To carry out coastal incident investigations, risk assessments and audits.
- To complete ad hoc Lifeguard tasks or projects as requested by the Chief Lifeguard.
- To assist with preparation of appropriate responses/submissions to relevant issues.
- To *assist* with the coordination and trial of new lifesaving equipment and/or procedures.

##### **On Duty**

- To *adhere* to procedures and policies.
- To *maintain* good public relations and maintenance of the Lifeguard Service image at all times.
- To *support* the delivery of public education and training programs across the state.
- To *maintain* a level of personal fitness.

#### **2.2.5 Lifeguard Supervisor – South East Queensland**

Name: Calan Lovitt  
Title: **Lifeguard Supervisor – South East Queensland**  
Address: PO Box 3747, South Brisbane QLD 4101  
Mobile: 0437 997 452  
Email: [clovitt@lifesaving.com.au](mailto:clovitt@lifesaving.com.au)

##### **Position Outline:**

To assist with the effective management of the designated contract lifeguard services within the region and ensure contract obligations are complied with, the day to day supervision of Lifeguard personnel, maintenance and provision of all necessary gear and equipment, co-ordinate required fitness testing and training of Lifeguard personnel and support lifesaving operations within the region.

##### **Key Result Areas:**

###### **SUPERVISION**

- To supervise the day-to-day operations of the contracted services' personnel (Lifeguards).
- To ensure compliance with all rules and regulations pertaining to Lifeguard duties and requirements including induction training and performance monitoring of staff.
- To evaluate Lifeguard patrol standards.
- To ensure all Lifeguard personnel's fitness levels meet requirements.

- To communicate daily with rostered Lifeguards through regular radio checks and/or telephone calls.
- To hold regular Lifeguard meetings for discussion on general issues and as a means of Lifeguard training sessions.
- To coordinate fitness testing and training sessions for Lifeguards.
- To be aware of and adhere to the principles of current human resource management practices.

#### **ON DUTY**

- To adhere to procedures and policies.
- To maintain good public relations and maintenance of the Lifeguard Service image while on duty.
- To support the delivery of public education and training programs within the region.
- To maintain a level of personal fitness.

#### **REPORTING**

- To submit daily/weekly/monthly reports to relevant council/corporation representative and Chief Lifeguard.
- To ensure incident reports logs are completed for all incidents.
- To report major issues and incidents.
- To ensure fortnightly timesheets are accurate and submitted on time.
- To develop rosters for Lifeguards.
- To complete other special reports.

#### **2.2.6 Coastal Safety Officer**

Name: Chantel Fife  
Address: PO Box 3747, South Brisbane QLD 4101  
Mobile: 0418 774 421  
Email: [cfife@lifesaving.com.au](mailto:cfife@lifesaving.com.au)

#### **Position Outline:**

To effectively conduct and complete coastal audits, internal quality audits and to provide expert advice and intelligence for Surf Lifesaving Queensland or other relevant parties throughout Queensland.

#### **Key Result Areas:**

##### **COASTAL RISK AUDITS**

- To *conduct* Coastal Risk Assessments on location on Queensland Beaches in accordance with the Australian Coastal Public Safety Guidelines
- To *establish* risk context, project scope and parameters
- To *identify* and *analyse* coastal public safety risks, hazardous task or conditions
- To *manage* collection, documentation and presentation of data
- To *manage* relevant budgets
- To *manage* positive relationships with land managers
- To *develop* and *maintain* costal audit schedules
- To *conduct* training for costal auditors

##### **SERVICE COMPLIANCE**

- To *examine* and *provide* advice on whether the SLSQ's coastal objectives are being met
- To *collect* and *analyse* internal auditing and services data to identify any areas of non-conformance and areas for improvement
- To *assist* Lifesaving Operations division with maintenance of the Quality Assurance (QA) System Compliance
- To *address* any continuous improvements and non-conformances within the relevant department/area of operations
- To *manage* collection, documentation and presentation of data
- To *prepare* and *present* audit findings to relevant management
- To *ensure* SLSA's 'Beachsafe' mobile application information is up to date

### **2.2.7 Enterprise Risk Manager**

Name: Andrew Murray  
Address: PO Box 3747, South Brisbane QLD 4101  
Mobile: 0431 154 057  
Email: amurray@lifesaving.com.au

#### **Position Outline:**

Responsible for managing the risk to Surf Life Saving Qld, its employees, members, reputation, assets and interests of stakeholders.

#### **Key Result Areas:**

##### **RISK MANAGEMENT**

- To develop and implement an effective Enterprise Risk Management framework within SLSQ.
- Support and advise management and staff in the implementation of the Risk Management Framework.
- To manage the process of identifying and assessing the risks affecting SLSQ.
- To oversee and implement, the plan of risk control actions.
- To provide appropriate risk reporting mechanisms to staff, management and board personnel.
- To ensure the Risk Management framework is current and effective in managing SLSQ's organisational risk.

##### **WORK HEALTH AND SAFETY**

- To develop, implement and review SLSQ's WH&S programs, policies, procedures and risk assessments to ensure compliance with legislation and industry best practice.
- To keep up to date with changes to the legislation, standards and codes of practice that impact on SLSQ's WH&S obligations and activities
- To control the overall framework of WH&S throughout SLSQ providing support where necessary to both staff and members.
- To develop and implement an effective Work Health and Safety Management System within SLSQ
- To advice and consult on the undertaking of investigations following accidents or occurrences to determine likely causes and corrective actions.

##### **SECURITY RISK MANAGEMENT, CRISIS MANAGEMENT and CONTINUITY MANAGEMENT**

- To develop, implement and review SLSQ's Security risk management, policies, procedures and risk assessments to ensure compliance with legislation and industry best practice.
- To develop, implement and review SLSQ's business continuity management, policies, procedures and risk assessments to ensure compliance with legislation and industry best practice.
- To develop, implement and review SLSQ's crisis management, policies, procedures and risk assessments to ensure compliance with legislation and industry best practice.

### **2.2.6 Lifeguard**

#### **Responsibilities:**

##### **ON DUTY**

- To *maintain* proficiency in life saving skills and qualifications.
- To *conduct* Lifeguard operations within the areas allocated by the Regional Lifeguard Supervisor or Senior Duty Lifeguard.
- To *fulfil* the physical requirements of a Lifeguard at all times.
- To *adhere* to the procedures and policies as contained in the SLSQ Lifeguard Operations Manual.
- To *maintain* good public relations and the Lifeguard Service image.
- To maintain clothing and equipment provided by SLSQ or contracting organisation.

##### **OPERATIONS**

- To *attend* Lifeguard meetings and training sessions.

- To *complete* documentation required for the position.
- To complete incident logs.
- To comply with all Standard Operating Procedures when operating motor vehicles and marine craft i.e. four wheel drive, ATV & RWC
- To report all involvement motor vehicle and marine craft incidents and complete relevant logs and reports.
- To *maintain* a level of proficiency in additional skills required within the region of operation.
- To *assist* with community education programs.
- To develop rosters for Lifeguards.
- To complete other special reports.

### **2.3 LIFEGUARD SERVICES**

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The successful provision of Lifeguard Services is based on the ability of the provider to apply basic principles to the area of operations. It is from adherence to these principles that all related programs; strategies and arrangements should flow.

In order to maximise the effectiveness and efficiency of Lifeguard Services plans and programs have been prepared that ensure the safest possible environment for the community.

Surf Life Saving Queensland provides a comprehensive service to our client groups. As part of our Lifeguard Services we provide:

1. Aquatic and General Safety Services
2. Administrative Support
3. Support Services
4. Community Awareness and Education
5. Coastal Risk Management

#### **2.3.1 AQUATIC AND GENERAL SAFETY SERVICES**

Surf Life Saving Queensland Lifeguards provide a direct service to the community and client groups through its Patrol Services. Services include: -

- Provision of trained Lifeguards in uniform, bearing the Council name and/or logo, if requested, to patrol the beach and surrounding area.
- The ability to provide extra-trained Lifeguards for special events. Surf Life Saving Queensland maintains a roster of proficient Lifeguards capable of supervising elaborate aquatic events.
- Provision of trained staff who respond to calls for first aid at the beach and adjacent areas.
- Assistance in maintaining the friendly atmosphere of the beach area through proactive and positive public relations activities.
- Maintenance of emergency stores and equipment.
- Supervision of the beach area, including the implementation of bathing (and other) local laws.
- Erection of signs, flags, etc. and performs other duties conducive to optimal water safety.
- Ensuring that emergency access points are kept clear.
- Assisting with keeping the beach and surrounding areas free from glass, litter etc.
- Identification of hazards and elimination or control of risks in the aquatic area.



- Keeping accurate records of all incidents, rescues and first aid treatments and provide reports on all water activity.

### **2.3.2 ADMINISTRATIVE SUPPORT**

Surf Life Saving Queensland maintains its own administrative support structure and provides:-

- Administration for the total operations including staffing, training, payment of wages, insurances, etc.
- Supervision to ensure that all Lifeguards are fully briefed before commencement of duties and to ensure that they are properly managed. All Surf Life Saving Queensland Lifeguards receive induction training covering aspects of service relating to on site needs.
- Comprehensive insurances, including a \$20M Public Liability Policy, personal accident (WorkCover) for all personnel.
- A comprehensive array of reports on all aspects of the service. Lifeguard staff, in consultation with client groups, have designed many of the current reporting mechanisms.

### **2.3.3 SUPPORT SERVICES**

Surf Life Saving Queensland can provide the following additional services as part of the total service:-

- Access to all Surf Life Saving Queensland resources for promotional, operational and educational activities.
- Assistance in the promotion of facilities and services provided by Redland City Council, which are relevant to the region of operations.
- Conduct of community education programs including the distribution of literature, public demonstrations etc.
- Advice/consultation on matters relating to aquatic recreation and development, i.e. water safety impact studies, risk assessment.
- Assistance in the facilitation of recreational activities conducted at the beach.
- Conduct of training and development programs for Council Staff, contractors etc in resuscitation and first aid.
- Access to data from the Australian Beach Management and Safety Program (ABSAMP).
- Access to information relating to Aquatic and Recreational Signage.
- Provide specific community/youth programs.

### **2.3.4 COMMUNITY EDUCATION**

Surf Life Saving Queensland co-ordinates and conducts a variety of community education programs that are designed to reduce the number and severity of incidents leading to injury or death in the aquatic environment.

Community education programs include but are not restricted to the: -

- Distribution of educational material (i.e. pamphlets, videos etc.).
- Delivery of education programs.
- Identification and monitoring of “at risk” groups or individuals.



- Schools (Surf Ed) and comprehensive in-house Safety lectures.
- Community Service announcements (TV, Radio and print Media).

#### **2.3.5 SURVEILLANCE**

One of the primary skills of a trained Lifeguard or Lifesaver is the ability to implement appropriate and effective surveillance strategies to identify hazards to the public and react in a timely fashion to minimise or eliminate risks.

#### **2.3.6 PREVENTATIVE APPROACH**

Surf Life Saving Queensland prides itself on being a proactive rather than a reactive organisation. Existing or potential hazards that pose a threat to the public are identified and dealt with in an appropriate manner.

#### **2.3.7 SEARCH AND RESCUE**

Surf Life Saving Queensland lifeguards and lifesavers are trained in a variety of search and rescue techniques and have the necessary skills and knowledge to deploy a range of rescue equipment, training includes: -

- Land and aquatic search techniques
- Co-ordination of emergency services
- Aided and unaided rescue capabilities
- Deployment of specialist services and equipment
- After hours emergency response.

#### **2.3.8 EMERGENCY CARE**

Surf Life Saving Queensland lifeguards have received specific training to enable them to render assistance to the sick or injured in emergency situations.

The range of potential training programs includes: -

- Basic Life Support
- Advanced Resuscitation
- First Aid
- Marine Stinger Research & Management
  - a) Ongoing research and development
  - b) Marine Stinger identifications and pre-hospital emergency care
- Advanced Clinical Skills
- Use of Defibrillator

A direct phone link has been established for after-hour call outs to key personnel.

## **PART 3**

### **UNDERSTAND RESOURCES**

#### **3.1 Lifeguard Services**

#### **3.2 Communications Systems**

#### **3.3 Affiliates**

#### **3.4 Resources**

#### **3.5 Management Reporting**

#### **3.6 Staff Training & Qualifications**

#### **3.7 Public Relations**

#### **3.8 Association with Surf Life Saving Clubs**

#### **3.9 Development Opportunities with Council**



## **PART 3**

### **UNDERSTAND RESOURCES**

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#### **3.1 LIFEGUARD SERVICES**

Surf Life Saving Queensland will provide the following services to Redland City Council:

- 📁 Patrol Methods
  - Traditional flagged area
- 📁 Personnel
  - Lifeguards
  - Lifeguard Supervisor / Regional Manager
  - SLSQ Support Staff
- 📁 Area of operations
  - Primary – Principle bathing reserves/sites identified within the Redland City Council (as per schedule one – Table of Existing Level of Service)
  - Secondary – Whole beach precinct, which may include roving patrols to provide coverage for the additional access points to the beach precinct (note: the ability to provide roving patrols is dependent on the service level provided i.e. a single Lifeguard does not have any significant capacity to provide a roving service).

#### **SERVICE PROVIDERS (South Coast Branch Region):**

##### **1. Surf Life Saving Patrol**

Services provided by Surf Life Saving Queensland are based on the provision of patrols and surveillance provided by:

- Lifeguards
- Lifesaving Club's (volunteers)
- Operation Support (volunteers)

A combination of services by Lifeguards and Volunteers; Ops Support. Surf Life Saving Queensland's services are provided in the South Coast Region in conjunction with Lifeguard Services, by the Point Lookout Surf Life Saving Club.

##### **2. Surf Life Saving Australia Communications**

Surf Life Saving Queensland utilises landline and mobile phone services to co-ordinate Life Saving Club and Operations Support Services with Police and other rescue organisations in the South East Queensland Region.

#### **3.2 COMMUNICATIONS SYSTEMS**

The Surf Life Saving Queensland communications network utilises radio, landline and mobile telephones, as appropriate, to co-ordinate the Lifeguard Service and Operations Support Services with Surf Life Saving Clubs, Police and other rescue agencies.

#### **3.3 Affiliates**

Surf Life Saving continues to strive to maintain its standing as a world leader in the field of aquatic safety.

Surf Life Saving Queensland is an affiliate of Surf Life Saving Australia and a highly respected affiliate of International Life Saving and, as such, is constantly monitoring, assessing and evaluating life saving systems throughout the world.

Surf Life Saving Queensland also is an active participant in the following organisations/groups:

- ✧ Australian Resuscitation Council
- ✧ Standards Association of Australia
- ✧ Australian Water Safety Council
- ✧ Queensland Water Safety Council
- ✧ AUSTSWIM
- ✧ Queensland Volunteer Marine Rescue Committee
- ✧ Injury Prevention & Control Committee
- ✧ Counter Disaster groups
- ✧ Queensland Emergency Medical Committee

Through its National and State Medical Panels made up of some of the most eminent doctors, professors and physiologists in Australia, Surf Life Saving Queensland is able to obtain up to date medical information regarding lifesaving, first aid and patient care activity throughout the world.

Further quality systems are in place by way of formalised training and instructional programs on standard operating procedure guidelines.

### **3.3.1 External Partners**

Surf Life Saving Queensland is accredited with the Department of Community Safety, as the recognised authority in white water rescue. Surf Life Saving Queensland also works closely with the following government departments -

- ✧ Department of Employment Economic Development and Innovation
- ✧ Tourism Queensland
- ✧ Queensland Transport
- ✧ Department of Communities
- ✧ Queensland Ambulance Service
- ✧ Queensland Police Service
- ✧ Queensland Fire & Rescue
- ✧ Australian Communications Authority
- ✧ Australian Search and Rescue (AusSAR)

### **3.3.2 Work Health and Safety**

Surf Life Saving Queensland is dedicated to the safety, health and well-being of its members, employees and the community in general. Surf Life Saving Queensland meets its statutory obligations with respect to Work Health & Safety. All staff are trained in the application of the Work Health & Safety Act 2011 and remedial measures to be taken.

Surf Life Saving Queensland has Work Health & Safety and Rehabilitation policies in place. The Work Health & Safety legislation clearly identifies the following areas:

“Workplace” is any place/location where work is conducted,

This could include the following Premises:

- ✧ any land, building or part of any building;
- ✧ any vehicle, vessel or aircraft;
- ✧ any installation on land, on the bed of any waters or floating on any waters;
- ✧ any tent or moveable structure.

The Work Health & Safety act applies to members of the general public entering a workplace (i.e. beach) therefore it is mandatory for Surf Life Saving Queensland Lifeguards to be fully conversant with the Work Health & Safety Act and the legal obligations to Councils, the company, supervisors and staff themselves.

### **3.3.3 Risk Management**

Risk Management's objective is to manage, mitigate, minimise or treat risks to a reasonable level. To address a more effective approach to safety, Surf Life Saving Queensland takes a pro-active approach to minimising risk by embracing the following Principles:

- 📁 Identifying any hazards
- 📁 Assessing the risk
- 📁 Determine the appropriate control measures
- 📁 Implement and review the control measures

## **3.4 RESOURCES**

Surf Life Saving Queensland and its affiliated groups propose to deliver a completely integrated lifesaving service to the region utilising the combined resources of the following:

### **INFRASTRUCTURE**

All equipment supplied is fully owned and operated by Surf Life Saving Queensland or affiliated Clubs or Branch.

#### **3.4.1 Facilities**

Accommodation for Surf Life Saving Queensland lifeguards has historically been in foreshore structures (towers), buildings or Surf Life Saving Clubs. Surf Life Saving Queensland will duly enter into a working agreement for use of, and maintenance of, any other buildings or facilities not owned by Surf Life Saving Queensland or affiliated surf life saving clubs and Branches.


Surf Life Saving Queensland has agreements in place with all surf life saving clubs to confirm the existing arrangements and to progress towards a unified approach for beach management.

#### **3.4.2 Equipment**





Each lifeguard will be provided with full uniform to Occupational Health & Safety standards.

Each beach will be provided with the following minimum equipment to Australian Standards:








- 📁 Rescue Board
- 📁 Rescue Tubes
- 📁 Appropriate method(s) of communications (handheld radio network and mobile phone)
- 📁 Binoculars
- 📁 First Aid Kit
- 📁 Defibrillator
- 📁 Spinal Board
- 📁 Stretcher
- 📁 Air Bag Oxygen Resuscitator
- 📁 Stiff Neck Collars
- 📁 Stinger Drag Nets and PPE If required

 Diary and Log Book











#### **3.4.3 Beach Safety Flags**

-  Red and yellow patrol flags
-  Condition flags
-  Signal flags
-  Emergency Evacuation flag

#### **3.4.4 Beach Safety Signage**

-  Surfcraft signs
-  Stinger warning signs
-  Beach report
-  Beach closed
-  No swimming
-  Rip advisory sign
-  Crocodile warning sign

#### **3.4.5 Supervisors Equipment**

-  Rescue Board
-  Rescue Tubes
-  Radio
-  Binoculars
-  First Aid Kit
-  Air Bag Oxygen Resuscitator
-  Stiff Neck Collar
-  Defibrillator
-  Diary and Log Book
-  Mobile Phone



**Note:- All equipment will be in accordance with the appropriate Australian Standards Signs AS2416. Equipment is approved by Surf Life Saving Australia.**

#### **3.4.6 Additional Equipment**

Each lifeguard is required to complete a daily check sheet in a diary including checks and report any defects. A reserve stock of equipment will be available to replace any damaged, lost or stolen equipment.

Motorised equipment will be serviced as per the manufacturer specifications to ensure longevity of operational life.

**Note: All equipment utilised by Lifeguards will be in accordance with Australian Specifications and Guidelines, as such only approved equipment will be utilised.**

Surf Life Saving Queensland has approval from Surf Life Saving Australia to utilise trademark equipment and radio frequencies.



### **3.4.7 Surf Club Equipment (access in emergency from Surf Life Saving Clubs)**

- ✂ IRB
- ✂ Rescue Boards
- ✂ Rescue Tubes
- ✂ Emergency Kit
- ✂ Training Facilities
- ✂ Communication Centres
- ✂ Amenities
- ✂ Air Bag Oxygen Resuscitator
- ✂ First Aid Kit

### **3.4.8 Additional Branch Equipment (utilised when and if required)**

- ✂ Telephone
- ✂ Training Facilities
- ✂ Administration Support
- ✂ Air Bag Oxygen Resuscitator
- ✂ First Aid Kit

### **3.4.9 Lifesaving Operations Support Services (utilised when and if required)**

Access to additional specialists resources of Surf Life Saving Queensland, including:

- ✂ Rescue Water Craft
- ✂ Communications network
- ✂ After Hours Response Group(s)
- ✂ ALSQ Duty Officers

#### **3.4.10 Special Events and Additional Services**

Additional lifesaving services can be provided, as required, by the Surf Life Saving Queensland Lifeguard Service, Lifesaving Support Services, Surf Life Saving Clubs and/or the Branch through a process of negotiation with event organisers and/or Council.

Additional services would be specifically designed to service the needs of the event in the most cost efficient and effective manner.

Early warning for special event requirements allows for arrangements to be made to ensure the most efficient, cost effective and appropriate service is provided.

## **3.5 MANAGEMENT REPORTING**

To effectively manage the Service, a series of mechanisms are followed to ensure correct communication is maintained and total compliance with the specification schedule is achieved.

### **3.5.1 Formal**

- Daily - Daily Reports are completed and submitted to supervisors for report collation.
- Weekly - Senior Lifeguards and Lifeguard Supervisors meet weekly. Supervisor liaises with Council staff to discuss any service issues raised.

Monthly - The Lifeguard Supervisor will hold meetings with Council (if requested) and regional (SLSQ) Lifesaving representatives to discuss relevant service issues.

### **3.5.2 Informal**

The Redland City Council Service will be managed on a day to day basis by the Surf Life Saving Queensland's Southeast Queensland Lifeguard Supervisor, Calan Lovitt.

The process for Council to contact Surf Life Saving Queensland Lifeguards will be via Surf Life Saving Queensland's Chief Lifeguard – Gregory Cahill, or via other approved methods.

All levels of the management structure communicate very regularly, usually daily, via phone or email and are available to Council seven days per week. As well as daily reports, a formalised "incident" handling system is in place. Surf Life Saving Queensland also has a 24-hour contact, with staff contactable seven days a week via a predetermined call out system and/or mobile communications. Further to this, Surf Life Saving Queensland works with Redland City Council to ensure the Council is receiving all the desired information.

To manage the Lifeguard Service, Surf Life Saving Queensland will establish, with consultation from Council, key performance indicators and continue to provide weekly, monthly and annual reports including customer inquiries.

## **3.6 STAFF TRAINING AND QUALIFICATIONS**

### **3.6.1 Skills and Training**




Aquatic rescues represent the core skills of the lifeguard. However, in the course of their duties, lifeguards encounter a range of emergencies. Extensive training prepares the lifeguards to deal with each incident in an efficient and effective manner.

The training systems and resources have been developed by Surf Life Saving Australia over nearly 100 years. The Surf Life Saving Australia awards are internationally acclaimed and endorsed by International Life Saving as the most appropriate for Surf/Ocean lifeguarding.

Under Surf Life Saving Australia and Surf Life Saving Queensland policies, all staff must successfully complete tri-annual assessments to maintain their qualifications.

Surf Life Saving Queensland lifeguards have the best training on offer anywhere in the world.

Minimum training for a Surf Life Saving Queensland Lifeguard includes attainment of:-

-  Surf Life Saving Australia Bronze Medallion (Certificate II Aquatic Rescue)
-  Surf Life Saving Australia Advanced Resuscitation Techniques Certificate
-  Surf Life Saving Australia First Aid Certificate (including proficiency in application of marine stinger first aid)

Surf Life Saving Queensland lifeguards must demonstrate high levels of fitness and excellent rescue skills. Surf Life Saving Queensland Lifeguards must attain proficiency in all above awards and are reassessed at a minimum, annually.

Lifeguards undergo a Surf Life Saving Queensland Lifeguards Assessment comprised of theory and practical components to ensure competency is maintained across a broad skill base.

Surf Life Saving Queensland recognises to bring about desired improvements in quality and productivity requires a highly skilled, flexible and adaptive workforce. Training and development is a key strategy to achieve this objective.

### **3.6.3 Further Training**

Lifeguards have access to a variety of training programs to enhance individual and group skills. Training programs include:-

- ✎ Surf Life Saving Queensland operational and specialist awards.
- ✎ Approved training courses from education institutions eg. TAFE, University (Public relations & Environmental Studies)
- ✎ Courses available within the community (Queensland Ambulance Service, St Johns, Red Cross etc.)
- Surf Life Saving Queensland is able to provide Lifeguards further training in specialist skills (such as search and rescue training) to enhance our operations in this area.

Lifeguards can complete the following Vocational Education and Surf Life Saving Australia certificate courses, dependent on workplace requirements.

- ✎ Certificate II in Public Safety
- ✎ Certificate III in Public Safety
- ✎ Certificate IV in Workplace Training and Assessment
- ✎ Rescue Water Craft Operators Certification
- ✎ Perform CPR
- ✎ Apply (Senior) First Aid
- ✎ Advanced Resuscitation Techniques
- ✎ Spinal Management
- ✎ Training Officer
- ✎ Assessor

## **3.7 PUBLIC RELATIONS**

### **3.7.1 Media**

Surf Life Saving Queensland has a very positive relationship with all media.

- ✎ Local radio stations
- ✎ Local Newspapers
- ✎ TV (Sponsorship arrangement)
- ✎ Local Television Stations

### **3.7.2 Tourism Awards**

Surf Life Saving Queensland has been awarded multiple State and National Tourism Awards and is a Member of the Tourism Hall of Fame. Surf Lifesaving Queensland is often featured in tourism publications and promotions.

### **3.7.3 Community Education**

Surf Life Saving Queensland undertakes Surf Education Tours throughout Regional Queensland (Beach to Bush) and plans to intensify this and other current school education programs with further initiatives such as:

- ✦ Beach activity days
- ✦ Tourist education
- ✦ Primary and Secondary school program
- ✦ School Surf League
- ✦ Council staff emergency care and CPR training
- ✦ Tertiary Education opportunities through University partnerships
- ✦ Little Lifesavers

#### **Surf Awareness & Safety Brochures**

- ✦ Surf Life Saving Queensland Lifeguards regularly distribute surf awareness and surf safety information.

For an example of the education services available please refer to [www.lifesaving.com.au](http://www.lifesaving.com.au).

### **3.7.4 Ecosurf**

#### **Saving the Environment**

Surf Life Saving Queensland is committed to encouraging members and staff to pursue positive coastal management objectives and support environmentally positive activities. Surf Life Saving as part of its involvement in the care, protection and management of coastal resources is an active player in the coastal zone:

- ✦ As a coastal land occupier – Surf Life Saving Clubs occupy, and in some cases own, coastal land for the provision of lifesaving safety and educational services.
- ✦ As a community based organisation with a sense of responsibility for the environment in which it operates.
- ✦ As a coastal manager – Surf Life Saving Queensland, through the Australian Beach Safety and Management Program, delivers strategies for effective coastal management.
- ✦ As a provider of coastal geographic, meteorological and oceanographic information through research conducted as part of the Australian Beach Safety and Management Program project.
- ✦ As a committed representative to local, regional, state and national authorities for the care of the coastal environment.

As part of Surf Life Saving Queensland's commitment to the environment, a range of policies have been developed to provide guidance to clubs and individual lifesavers on appropriate environmental protection strategies.

SLSQ's "EcoSurf" code of practice outlines the following initiatives:

#### ***Caring for the foreshore***

Surf Life Saving Queensland supports and encourages activities to enhance the protection of the foreshore environment.

#### ***Caring for our waterways***

Surf Life Saving Queensland is committed to the conservation and maintenance of coastal water quality. This will minimise the impact on coastal ecosystems and support its ability to provide benefits to users.

#### ***Caring for the community***

Surf Life Saving Queensland concerns itself with strategies for maintaining adequate and appropriate public access and use of coastal recreational facilities. Where appropriate, Surf Life Saving Australia assists with public access, safety, and coastal protection measures.

***Caring for coastal habitats and wildlife***

Surf Life Saving Queensland recognises the importance of sustaining, ecologically sound practices in order to minimise the effects on natural habitats where surf lifesaving activities and development occurs.

### **3.8 ASSOCIATION WITH SURF LIFE SAVING CLUBS**

The South Coast Branch Surf Life Saving Clubs are part of Surf Life Saving Queensland's state-wide network of 58 Clubs that provide patrol and surveillance services on our beaches. This patrol network encompasses many different facets such as:

- 🔗 Beach Patrols - *Clubs*
- 🔗 Inflatable Rescue Boats (IRB's) – *Clubs*
- 🔗 Six Metre ORB – *Clubs and Lifeguard Service*
- 🔗 Four Wheel Drive Vehicles – *Clubs and Lifeguard Service*
- 🔗 Rescue Water Craft – *Clubs and Lifeguard Service*
- 🔗 An effective Communications Network – *Clubs and Lifeguard Service*

As part of Surf Life Saving Queensland's accreditation, all Clubs, Branches and Services are recognised by the Queensland State Government as having the capacity to serve the Queensland community in six principal areas:

- 🔗 Safety in the white water environment.
- 🔗 Beach safety services.
- 🔗 Provision of marine search and rescue support services in white water.
- 🔗 Specialist rescue services in white water.
- 🔗 Surf safety education.
- 🔗 Provision of the management facility infrastructure and qualified personnel to service the needs of the foregoing.

The Lifeguard Service with support from Surf Life Saving Clubs and the South Coast Branch are the current Surf Life Saving Queensland service providers for white water rescue operations and beach patrolling activities in areas adjacent to the Redland City Council area.

As such, Surf Life Saving Queensland Lifeguards Service enjoys the unique position of being able to provide the most comprehensive and proven "total" Service.

### **3.9 DEVELOPMENT OPPORTUNITIES WITH COUNCIL**

Surf Lifesaving Queensland has identified a number of areas the Redland City Council may be interested in being associated with. These programs would enhance the safety services provided in the area.


**Promotion of Redland City Council**

- 🔗 Council logos used on Rescue equipment and Lifeguard uniforms
- 🔗 Use of Lifeguards/Lifesavers for Council promotions

**Community Development**

 Liaison with Community Groups

Environmental Monitoring Services

 Marine stinger reports and actions





## **PART 4**

### **FINANCIAL PROPOSAL**

#### **4.1 PROPOSED SERVICES**

##### **4.1.1 Provision of Lifeguard Services**

#### **4.2 ADDITIONAL SERVICE RECOMMENDATIONS**

#### **4.3 GENERAL NOTES**

#### **4.4 TERMS OF PAYMENT**

#### **4.5 GST**

#### **4.6 FINANCIAL CAPACITY**

#### **4.7 RISE AND FALL**



## PART 4

### FINANCIAL PROPOSAL

#### 4.1 PROPOSED SERVICES

YEAR ONE 2017/2018				
Beach	No. of Lifeguards	Service Duration	Hours of Operation	Cost
Main Beach & Cylinder Beach	2	QLD Winter School Holidays up to September School Holidays 01/07/2017 – 09/07/2017	Monday-Sunday 9am – 5pm	\$428,007.23 Excl. GST
	6	QLD September School Holidays 16/09/2017 – 02/10/2017	Monday-Sunday 8am – 5pm	
	3	To QLD Christmas School Holidays 03/10/2017 – 08/12/2017	Monday-Sunday 8am – 5pm	
	6	QLD Christmas School Holidays 09/12/2017 – 21/01/2018	Monday-Sunday 8am – 6pm	
	3	To QLD Easter School Holidays 22/01/2018 – 29/03/2018	Monday-Sunday 8am – 5pm	
	6	QLD Easter School Holidays 30/03/2018 – 15/04/2018	Monday-Sunday 8am – 5pm	
	2	To Winter School Holidays 16/04/2018 – 30/06/2018	Monday-Sunday 9am – 5pm	
Note: From September to end of April Saturdays, Sundays &Public Holidays (8am – 5pm & 8 – 6pm during Christmas School Holidays) are covered by the Point Lookout Surf Life Saving Club excluding Sunday afternoons from 3pm at cylinder beach. Point Lookout SLSC enters into a patrol agreement with South Coast Branch and Surf Life Saving Queensland for this part of the service. A copy of this agreement is available for council once completed annually.				
Adder Rock	1-2	QLD September School Holidays 16/09/2017 – 02/10/2017	Monday-Sunday 8am – 5pm	\$94,215.66 Excl. GST
	1-2	QLD Christmas School Holidays 09/12/2017 – 21/01/2018	Monday-Sunday 8am – 6pm	
	1-2	QLD Easter School Holidays 30/03/2018 – 15/04/2018	Monday-Sunday 8am – 5pm	
Note: 1 Lifeguard will patrol at the start of the shift and one at the end with 2 during the centre of the day allowing for breaks, roving and peak periods.				
Wellington Point	1	Lifesaving Season 15/09/2017 – 01/05/2018	Saturday – Sunday 9am-5pm	\$64,014.13 Excl. GST
	1	QLD September School Holidays 16/09/2017 – 02/10/2017	Monday- Friday 9am-5pm	
	1	QLD Christmas School Holidays 09/12/2017 – 21/01/2018	Monday- Friday 9am-5pm	
	1	QLD Easter School Holidays 30/03/2018 – 15/04/2018	Monday- Friday 9am-5pm	
TOTAL COST: Year 1				\$644,860.73 Incl. GST

- Total Cost Price is inclusive of GST.
- Service costs include all wages (Supervisor included); administration; rescue equipment, motor vehicles, insurance, and maintenance. (Note: Lifeguard huts or their maintenance have not been allowed for).
- Pricing shall be firm for 12 months (1 July 2017 to 30 June 2018).
- Subsequent 12 month periods shall be subject to rise and fall as per 4.7
- Price quoted commences on first day of lifesaving service on or after 1 July 2017.
- Minimum service levels are to be reviewed by Surf Life Saving Queensland and Redland City Council representatives annually in March to ensure most effective service.

#### 4.2 ADDITIONAL SERVICE RECOMMENDATIONS

SLSQ recommend that Redland City Council consider the following service being added.

##### Priority 1 – Third Lifeguard for Winter School Holidays and Winter Weekends

YEAR ONE 2017/2018				
Beach	No. of Lifeguards	Service Duration	Hours of Operation	Cost
Main Beach & Cylinder Beach	1	Winter Weekends 15/07/2017 – 17/09/2017	Saturday- Sunday 9am- 5pm	<b>\$13,659.56</b> <b>Excl. GST</b>
	1	Winter Weekends 12/05/2018 – 17/06/2018	Saturday- Sunday 9am- 5pm	
<b>TOTAL COST:</b> <b>Year 1</b>				<b>\$15,025.52</b> <b>Incl. GST</b>

- Total price payable is inclusive of GST.
- Service costs include all wages (Supervisor included); administration; rescue equipment, motor vehicles, insurance, and maintenance. (Note: Lifeguard towers have not been allowed for).
- Pricing shall be firm for 12 months (1 July 2017 to 30 June 2018).
- Subsequent 12 month periods shall be subject to rise and fall as per 4.7
- Minimum service levels are to be reviewed by Surf Life Saving Queensland and Redland City Council representatives in February annually to ensure most effective service.

#### 4.4 GENERAL NOTES

- 📄 Hourly rate for additional labour (Mon –Sat) is \$42.81 including GST
- 📄 Hourly rate for additional labour is (Sun) \$64.22 including GST
- 📄 Overtime rate is 1.5 x normal hourly rate
- 📄 Public Holiday rate is 2.5 x normal hourly rate
- 📄 Surf Life Saving Queensland does not intend to engage in sub-contractors

#### 4.5 TERMS OF PAYMENT

Payment is due at the conclusion of the month for which services have been provided.

#### 4.6 GST – ABN: 27 360 485 381

From the 1<sup>st</sup> July 2000, the Federal Government Goods and Services Tax (GST) legislation came into effect. The supply of Goods and Services after this date attracts a 10% GST.

Surf Life Saving Queensland has registered for the New Tax System, and will be issuing approved tax invoices and charging GST accordingly. **All figures quoted in this submission are inclusive of GST.**

Registered entities will be entitled to claim input tax credits from the Australian Taxation Office for all GST paid on creditable acquisitions. It is recommended that Redland City Council seek independent professional advice with respect to the impact and treatment of GST.

#### **4.7 FINANCIAL CAPACITY**

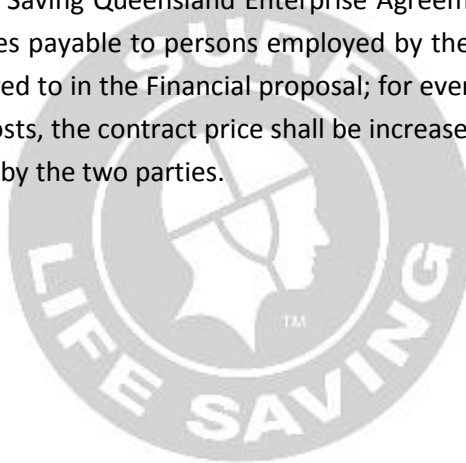
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Copies of Surf Life Saving Queensland's profit and loss statement and balance sheets for the past two financial years are available on request.

#### **4.8 RISE AND FALL**

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If, by any Act of Parliament, or any regulation made there under, or any award, judgment, determination, order of the court, Industrial Board, Industrial Commission, or any other statutory tribunal in authority, there is a variation in the industrial awards or the Surf Life Saving Queensland Enterprise Agreement which result in an increase or decrease in the wage rates or allowances payable to persons employed by the contractor in the performance of Lifeguard duties or in labour costs referred to in the Financial proposal; for every 1 % increase or decrease in such wage rates, allowances and labour on costs, the contract price shall be increased or decreased as the case may be by 1% or such percentage as negotiated by the two parties.



## **PART 5**

### **CONCLUSION**

On behalf of Surf Life Saving Queensland, I am pleased to submit our submission for the provision of Lifeguard Services for Redland City Council.

Surf Life Saving Queensland is proud to have been able to provide professional Lifeguard services to the beaches within Redland City Council's jurisdiction since 1993. Surf Life Saving Queensland is the state's only accredited "White Water Rescue" organisation. Surf Life Saving Queensland was also the first lifeguard organisation to obtain "Quality Assurance" certification for our Lifeguard Services throughout the State, a status which we continue to maintain.

As well as being very "cost effective", Surf Life Saving Queensland Lifeguard Services are closely linked with the Association's volunteer service, training and education programs, and other support products, resources and services associated with Surf Life Saving Australia.

We look forward to working with the Redland City Council to maintain our vision of 'Zero preventable deaths in Queensland public waters.'

I would be pleased to provide any further supportive information you may require.

MR GEORGE HILL ESM  
Chief Operating Officer  
Surf Life Saving Queensland

