

4 October 2021

Renee Wiggins  
Manager Community Services  
Shire of Denmark  
953 South Coast Highway  
Denmark WA 6333

**RE: Proposal for Lifeguard Service at Ocean Beach (Updated Pricing)**

Dear Renee,

Surf Life Saving Western Australia (SLSWA) greatly appreciates the opportunity to provide a proposal to deliver beach safety services for the Shire of Denmark (Shire) for the 2021/2022 season.

Based on this, SLSWA provides the following Proposal to summarise the following:

- Organisational Overview
- Methodology
- Resources
- Pricing

This Proposal is an update to the one provided to the Shire in September 2020 based on recent discussions with you over the recent months. All key changes / updates have been highlighted in yellow to enable your review.

We trust this meets the requirements, however if you have any further queries or concerns, please do not hesitate to contact me.

Best Regards,



Nick Pavy  
Lifesaving Coordinator

# PROPOSAL

## Lifeguard Service

Ocean Beach

Shire of Denmark



**WESTERN  
AUSTRALIA**

## Table of Contents

1.0	Organisational Overview	1
2.0	Methodology	8
3.0	Resources	14
4.0	Pricing	20

## 1.0 ORGANISATIONAL OVERVIEW

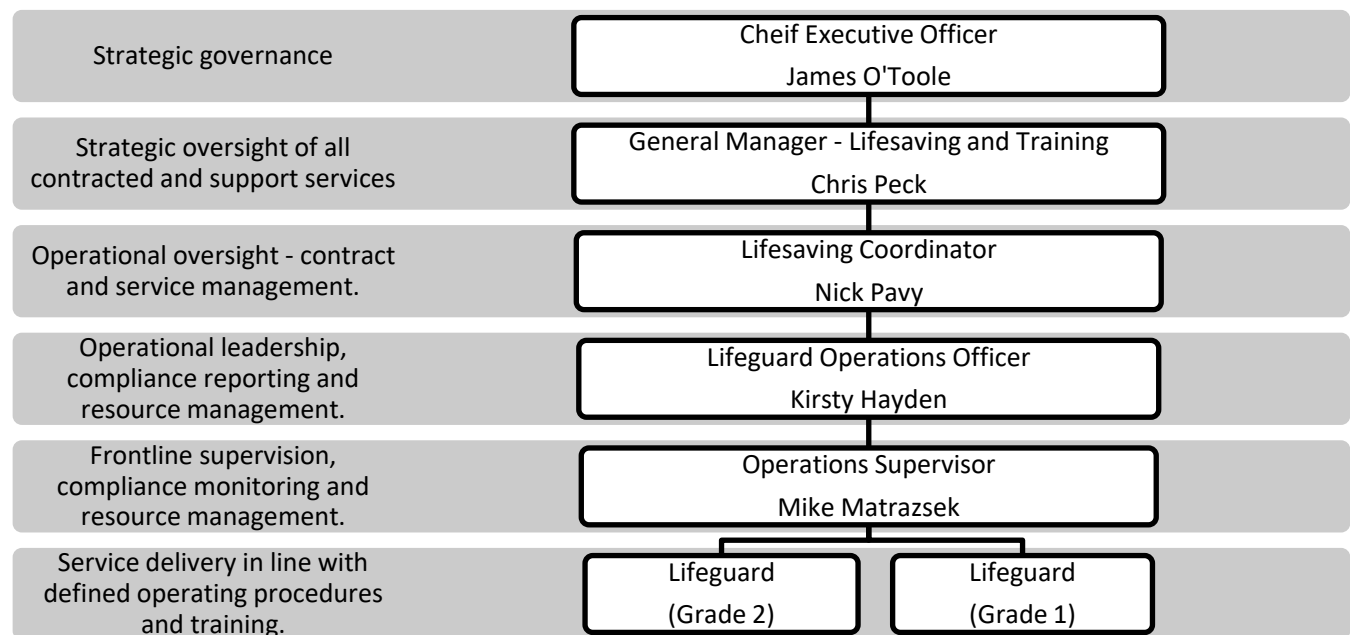
### A. Profile

Structure	SLSWA is an incorporated charitable institution
ABN	38 926 034 500
Registered Entity Name	Surf Life Saving Western Australia Incorporated
Physical Address	7 Delawney Street, Balcatta, WA 6021
Postal Address	PO Box 700, Balcatta, WA 6914

### B. Structure

SLSWA has a robust approach to corporate governance including strategic oversight by a Board of Directors and a corporate policy framework. More information relating to this can be obtained at <https://www.mybeach.com.au/about/governance/>.

SLSWA employs 30 full time staff, 26 part time staff and approximately 170 casual staff each year. In order to provide the necessary oversight of a large number of service contracts and grant agreements while providing support to approximately 22,000 volunteer members across 31 Clubs within Western Australia, SLSWA has a refined yet adaptable organisational structure. This structure is designed to provide a depth of experience and perspectives while also ensuring strategic direction and oversight can effectively translate into the operational environment. All aspects of contract management has also been considered and are accounted for in this organisational design. While a complete representation of this structure can be obtained at <https://www.mybeach.com.au/about/governance/staff/>, an overview of the SLSWA organisational structure directly associated with the delivery of a contracted lifeguard service is shown below:



A summary of these key roles and the personnel who currently fulfil them is shown overleaf.

Role and Name	Status	Length of Service	Suitability to this Contract (i.e. experience, qualifications)
<p>Chief Executive Officer</p> <p>James O’Toole</p>	Employee	11+ years	<p>James has worked across life saving organisations for over 20 years; with the past ten years at Surf Life Saving Western Australia. James has formerly worked as a Lawyer and still maintains a Legal Practicing Certificate. Key areas of business include Finance, Contract Management including Lifeguard Services and Event Management, Risk Management and Policy. James is a member of the SLSWA Hall of Fame and remains an active member after more than 25 years voluntary service.</p>
<p>General Manager – Lifesaving and Training</p> <p>Chris Peck</p>	Employee	14+ years	<p>Chris is synonymous with Surf Life Saving Western Australia and in his current role is responsible for the strategic development and implementation of coastal safety and management objectives for service delivery, commercial ventures, corporate partnerships and community training. Chris has over ten years experience in the oversight of the delivery of various Lifeguard services for Local and State Government agencies; backed by practical frontline experience in the delivery of both professional and voluntary lifesaving services. Chris is instrumental in forming, developing and sustaining core relationships with external stakeholders at a local, regional, state, national and international level. This ensures Surf Life Saving WA remains in tune with expectations and best practice.</p>
<p>Lifesaving Coordinator</p> <p>Nick Pavy</p>	Employee	3+ years	<p>Nick is a qualified mechanical engineer with 10 years of experience within the mining industry across a variety of roles including project engineering, asset management, strategic planning and business improvement. Nick joined Surf Life Saving Western Australia with a breadth of operational and contract management experience. Nick has previously managing remote teams (both national and international teams), delivered service contracts and capital projects and led teams / stakeholders to enable continuous improvement initiatives. In his current role,</p>



Role and Name	Status	Length of Service	Suitability to this Contract (i.e. experience, qualifications)
			<p>Nick is responsible for the oversight of aerial surveillance operations (localised capability via Drone Patrol and regional capability via the Westpac Lifesaver Rescue Helicopters); on beach / on water operations (delivery of lifeguard contracts, support of lifesaver patrols, Jet Ski program and control / coordination) and operational development / enablement initiatives (continuous improvement, resource / asset management, etc.).</p>
<p>Lifeguard Operations Officer Kirsty Hayden</p>	<p>Employee</p>	<p>1 year</p>	<p>Kirsty is an experienced HR professional with robust knowledge of the SLSWA movement within Western Australia based on her continued involvement with the North Cottesloe Surf Life Saving Club. In her current role, Kirsty is responsible for operational oversight and delivery for all contracted lifeguard services within the State.</p>
<p>Operations Supervisor Mike Matraszek</p>	<p>Employee</p>	<p>3+ year</p>	<p>Mike is an experienced lifeguard with over six years of experience within Western Australia and internationally. Mike has been involved in Surf Life Saving for over fifteen years as a member of the Scarborough Surf Life Saving Club and is an experienced leader, trainer and jet ski operator. Mike is also involved in the Wesfarmers Emergency Response Team. In his current role, Mike is responsible for frontline supervision, coaching and mentoring of lifeguards to ensure consistent service delivery. Mike also supports volunteer lifesaver patrols and jet ski operations.</p>

**C. Experience**

SLSWA has been providing professional / paid lifeguard services for more than twenty years and is the largest provider of beach lifeguard services in Western Australia. SLSWA has a demonstrated a track record of delivering these services, as well as lifesaving and emergency response services, in an efficient and effective manner. Key lifeguard service contracts that have been performed in the last five (5) years include:

Agency	Beaches	Years of Service
City of Albany	Middleton Beach	18
City of Busselton	Smith’s Beach and Yallingup Beach	18
City of Rockingham	Secret Harbour Beach	19
Department of Parks and Wildlife	Mersey Points (Penguin Island)	8
Town of Cottesloe	Cottesloe Beach	19
Town of Cambridge	City Beach, Floreat Beach and Cambridge Roving	19+
City of Joondalup	Sorrento Beach, Hillary’s Boat Harbour and Mullaloo Beach	18
City of Wanneroo	Quinns Beach, Yanchep Lagoon and Wanneroo Roving	19
City of Greater Geraldton	Back Beach	17
Department of Primary Industries and Regional Development	The Basin (Rottnest Island), Meelup Beach and Bunker Bay	7+
Shire of Broome	Cable Beach	2+
City of Mandurah	San Remo, Town Beach, Falcon Bay and Pyramids Beach	1+
Shire of Augusta Margaret River	Margaret River Mouth Beach	1+

From these, the following lifeguard service contracts have been extracted from the above table as they have direct relevance to the services requested for by the Shire:

***Department of Primary Industries and Regional Development – The Basin (Rottnest Island), Meelup and Bunker Bay***

Duration

Approximately 75 days per season bound by the start of WA Leavers in November and end of the Summer school holiday period.

Scope of Services

Provision of two lifeguards within the respective patrol areas for 8hrs per day, seven days a week.

Relevance

The contract held with the Department of Primary Industries and Regional Development at these location is focused on providing beach patrol services as a key shark hazard mitigation initiative. Effective beach closures in response to shark sightings is of paramount importance and SLSWA has developed rigorous end to end processes to achieve this; including the ability to broadly communicate

closures to the broader public and to handle enquiries from media or other stakeholders. SLSWA has developed and delivered over its history, of a variety of shark hazard mitigation initiatives including:

- Delivering effective beach management, in particular public engagement and education, based on visitation which involves a diverse demographic (local residents, visitors, non-swimmers, surfers, etc.)
- Ability to conduct both “between the flags” and “beyond the flags” preventative actions to manage both concentrated and broad beach areas accessible from specific carparks and activated areas or dispersed access tracks
- Aerial patrols by the Westpac Lifesaver Rescue Helicopter and SLSWA Drone Patrol
- On water patrols by the Wesfarmers Jetski Team
- Public alerts and messaging, both in real time and upon notification, via Twitter
- Community education and promotion
- Ability to leverage Beach Emergency Number signage to effectively sustain beach closures, conduct preventative actions (localised or broad public announcements) or action first responder taskings.

### ***Town of Cambridge – City Beach Lifeguard***

#### Duration

Approximately 122 days per season between November and April

#### Scope of Services

Provision of two lifeguards within the respective patrol area for up to 12hrs per day, Monday to Friday.

#### Relevance

The requirements of this component of the service contract held with the Town of Cambridge (whereby an additional patrol is provided at Floreat beach as well as a 365 day roving patrol extending the full beach areas within the local government boundaries) is extremely relevant to the requested services at Ocean Beach, based on the need to deliver a service in close partnership and alignment with regulatory services within the Town of Cambridge. This includes:

- Actively monitor compliance to Local By-Laws (in particular surfing / craft use within proximity to the designated bathing area, fishing within proximity to the designated bathing area and unrestrained dog activity) and take preventative or reactive action wherever possible prior to proactively escalating to the Local Government (performed via radio communication to the SLSWA SurfCom team).
- Building an effective and open relationship with the Town of Cambridge to ensure local ordinances are effected in a consistent manner.
- Promoting and facilitating tripartite alignment between the Town of Cambridge, City of Perth Surf Life Saving Club and SLSWA to ensure a consistent approach to managing the public space is achieved.



## ***Shire of Broome – Cable Beach***

### Duration

Approximately 180 days per season between April and October.

### Scope of Services

Provision of two lifeguards within the respective patrol area for 7.5hrs per day, Monday to Saturday.

### Relevance

The requirements of this service contract with the Shire of Broome is extremely relevant to the service within the Shire based on the need to lead, supervise and monitor a workforce that may be perceived as being remote from the SLSWA State Operation Centre in Balcatta. SLSWA has developed, implemented and refined a number of strategies to effectively and efficiently manage staff in all areas, including:

- Selection and onboarding of lifeguards who not only have the required skillsets for the location but also demonstrate the required behaviours and personal attributes suitable for remote working. SLSWA proactively works with staff, and in line with structured HR policies and procedures, to develop their abilities to achieve this. Team make-up / dynamics is also strongly considered when onboarding and mobilising staff in all areas.
- Standardisation of daily on-beach operations via a Local Operating Procedures; highlighting known hazards or issues that on-duty lifeguards need to be aware of.
- Mobilisation of Operations Supervisors to the location for face-to-face interaction with the workforce and stakeholders. These personnel are typically mobilised at the start, middle and end of the service delivery period when persistent allocation of this resource at the location is not possible.
- Daily monitoring the quality of service delivery via lagging and leading key performance metrics / indicators enabled by the collection of on-beach data. This collection is achieved via a bespoke IT application (Operations App) providing near real-time availability of information that characterises the service being delivered at the location.
- Use of an online rostering platform with unique sign-in profile, geo-location and service specific sign-on / sign-off threshold rules to ensure shift compliance.
- Proactive supervision by Operations Supervisors through scheduled or ad hoc frontline interactions.

The following contacts are provided as references:

Full Name	Graeme Meinema
Position Title	Manager, Shark Response Unit, Compliance and Operations
Organisation	Department Primary Industries and Regional Development
Phone Number	(08) 9432 8004
Email Address	<a href="mailto:graeme.meinema@dpird.wa.gov.au">graeme.meinema@dpird.wa.gov.au</a>
Type of Service Provided	Beach patrol services (i.e. lifeguards) as part of the State Government shark hazard mitigation strategy.
Nature of Relationship and relevance to this Request	Graeme is the contract manager / customer representative for services delivered under the grant agreement for the provision of shark hazard mitigation services. This reference is relevant to the Proposal based on the scope of services being comparable to that required at Ocean Beach; recreation centric activation of services at each location and hazard / threat response and mitigation.

Full Name	Dylan Brown
Position Title	Manager Sport and Community Recreation
Organisation	Shire of Augusta Margaret River
Phone Number	(08) 9780 5621
Email Address	<a href="mailto:dbrown@amrshire.wa.gov.au">dbrown@amrshire.wa.gov.au</a>
Type of Service Provided	Beach lifeguard services as part of a Local Government service contract.
Nature of Relationship and relevance to this Request	Dylan is the customer representative for services delivered under the contract for the provision of beach lifeguard services. This reference is relevant to the Proposal based on the scope of services being comparable to that required at Ocean Beach; lifeguard services delivered outside of the metropolitan area.

## 2.0 METHODOLOGY

### A. Service Delivery

As part of developing this Proposal, SLSWA has developed a service profile that aligns with the following:

- Service Days – Friday 10<sup>th</sup> December 2021 to 29<sup>th</sup> January 2022; inclusive
- Frequency – Monday to Saturday; excluding Christmas Day and New Years Day
- Service Hours – 0900hrs to 1700hrs Monday to Friday, and 0900hrs to 1300hrs on Saturdays

Note – This period considers service delivery on Monday 27<sup>th</sup> December, Tuesday 28<sup>th</sup> December and Monday 3<sup>rd</sup> January which are additional gazetted public holiday days.

- Service Days – Friday 15<sup>th</sup> April 2022 to Monday 18<sup>th</sup> April 2022; inclusive
- Frequency – Friday, Saturday and Monday only
- Service Hours – 0900hrs to 1300hrs on Friday, Saturday and Monday

SLSWA delivers contracted lifeguard services by developing and applying Local Operating Procedure (LOPs) that align with overarching Standard Operating Procedures (SOPs). SLSWA has considered the need to develop an LOP for Ocean Beach with consideration of the following:

- High surf conditions
- Rock pools and slippery surfaces
- Submerged objects
- Marine hazards
- Shallow sandbars
- Strong currents and rips
- Beach usage by a broad demographic; non-swimming tourists to local surfers
- Dynamic beach environment subject to both ocean and river conditions
- Hazardous areas activated by limited access points from the carpark
- Multi use area including general beach visitation, river use, surfing, rock access, fishing, etc.

SLSWA has assessed these operating requirements by considering that the primary patrol area for the service will extend from the southern end of Ocean Beach (near BEN Sign DE912) to the southern bank for the rivermouth and approximately 200m offshore. This area is shown in image to the right:



Considering this, the following aims to summarise the approach that will be applied:

- Two (2) Lifeguards will mobilise and demobilise the patrol in line with contracted service hours (i.e. area setup by 0900hrs and pack down at 1700hrs / 1300hrs)
- Equipment retrieved from / stored in the Denmark Surf Life Saving Club (the Club)
- Flagged swimming area established at the safest part of the beach; if suitable
- Signage implemented to warn beachgoers of hazards; as required
- Daily Report Sign/s updated and positioned at primary beach access point/s
- Patrol setup in proximity to the Club to position Lifeguards with the best vantage point to conduct surveillance
- Conduct roving patrols via foot or Side by Side Vehicle (SSV) within the patrol area
- Operational statistics collected during patrol via the Surf Life Saving Australia (SLSA) Operations App (proprietary cloud-based paperless patrol log)

## **B. Operational Communication**

SLSWA delivers a range of services and functions that have a broad range of stakeholders that need consistent, reliable and real time communications with minimal associated down time. Emergency service and response groups like the Western Australia Police, St Johns, Department of Primary Industries and Regional Development Shark Response Unit and the variety of Ranger services rely on the frontline intelligence data collected by SLSWA services to assist in decision-making. Further, they rely on the availability of SLSWA services to be able to assist in responding to both aquatic and non-aquatic incidents. For this reason, SLSWA operates and maintains a mature and layered approach to communications within its service delivery that is, by necessity, integrated vertically and horizontally so that internal and external stakeholder’s needs are met effectively.

Key to SLSWA communications is the state-wide operations communication and control team, known as SurfCom. During seven months of the year, September to April, SurfCom is staffed by Operations Controllers 7 days a week, from 6am through to 6pm each day. Outside of these times, communication channels are monitored by staff via escalation paths.

SurfCom provides support and coordination to active services; monitoring operations, providing feedback and ensuring situational information is passed to the appropriate stakeholders including emergency services and Ranger services.

Central to a range communication platforms and strategies to achieve this is the SLSWA Emergency Rescue Communication Network (ERCN).



The ERCN is a private digital radio network owned and managed by SLSWA which utilises Motorola’s MOTOTRBO voice management system, applications and hardware. The ERCN is a purpose designed real time microwave linked communications network providing mobile digital radio coverage along the coastline between Esperance and Two Rocks. The system has two channel slots for the passage of voice and geospatial data allowing voice communication and people/asset tracking. Radio channels are encrypted, preventing interference or communication monitoring non-SLSWA personnel, however handheld digital radios are also programmed to access open marine radio channels. The ERCN not only links services to each other, at the same or in different geographical locations, but also on water and in air services.

All frontline personnel associated with the proposed services at Ocean Beach will be provided with access to handheld digital radios and basic mobile phones (for fail safe communication redundancy).

The ERCN provides seamless integration of communications across all services, both SLSWA contracted services and volunteer lifesaver patrols, and with the Western Australia Water Police. All voice communications are monitored and recorded by SurfCom.

SurfCom also monitors a range of inbound and outbound telephone communication channels including:

- Dedicated landline; standalone landline for general / non-urgent enquires
- Media phone; standalone contact number for all media enquires

SurfCom is a key catalyst to ensuring SLSWA resources can respond incidents in support of St John Ambulance. SurfCom actively monitors the 13SURF First Responder Hotline which is a priority standalone landline with escalation paths for tasking SLSWA services. A prime example of this type of tasking at Ocean Beach occurred on **Thursday 12<sup>th</sup> December 2019** when SurfCom received a call from St John advising of a 60 year old female believed to be having a seizure and bleeding from the mouth. In this instance, SurfCom was unable to raise support from SLSWA emergency response team members based out of the Club as these members were already involved in responding to the incident (these members had just concluded training). Unfortunately, the outcome for the patient was not favorable. If SLSWA was selected as the Shire’s preferred supplier for lifeguard services at Ocean Beach, SLSWA Lifeguards would be tasked as a first responder (if on duty and available to attend) prior to escalating through other volunteer members.

LIVE WEBCAM SPONSORED BY  woodside

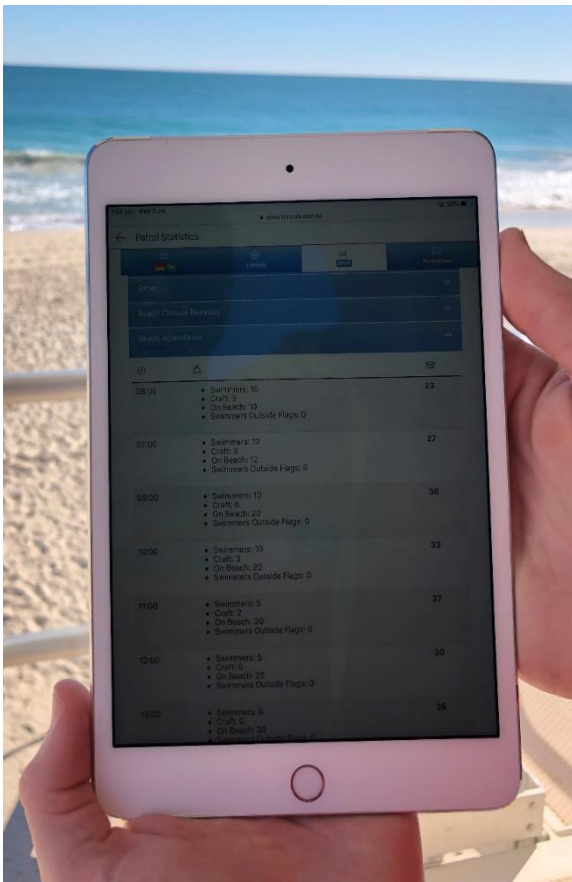
SurfCom also monitors the Woodside Beach Camera Network whereby an existing camera is installed at Ocean Beach (see image to the right). This provides remote operational oversight and situational awareness.

Footage captured by this camera network can be reviewed following an incident to verify sequence of events and understand any lessons learned.



Intra-service (i.e. the Club) and inter-agency (i.e. Shire of Denmark Officers and Rangers, Department of Parks and Wildlife, WA Police and Denmark Hospital) communication outside of the operational incidents (which as noted are handled by SurfCom) is enabled by the following key roles within the corporate structure of SLSWA:

- Operations Supervisor – Communication of day to day items; typically conducted on the frontline / in the operational environment on an ongoing basis
- Lifeguard Operations Officer – Communication of month to month items; typically conducted at planned or on demand frequency
- Lifesaving Coordinator – Communication of year to year items; typically conducted during gated and defined interactions discussing strategic issues



As already outlined in the proposed approach to service delivery for the location, the Surf Life Saving Australia (SLSA) Operations App (proprietary cloud-based paperless patrol log) will be used to capture operational statistics collected during each patrol.

Every hour during each patrol the following statistics, as a minimum, will be collected:

- Beach attendance and closures
- Preventative actions
- Reactive actions including first aid and rescues
- Real time hazards
- Local ordinance actions
- Gear and equipment checks

Statistics captured in this manner provides personnel, including SurfCom, remote from the location visibility of what is occurring at any given time. The app also integrates with the SLSA data management system, SurfGuard, allowing seamless reporting with minimal time delays that can result from paper-based logs and manual data entry.

As the peak coastal aquatic recreational safety organisation in Western Australia, SLSWA is the only organisation in this space that has developed and seeks to implement evidence based behavioural change programs designed to reduce drowning and rescue activity. Where practicable, SLSWA delivers these behavioural change programs into communities where it delivers holistic and seamless lifesaving services, in order to support a reduction in reactive lifesaving activity while increasing proactive and preventative activity. By preferring SLSWA to deliver the lifeguard service at Ocean Beach, SLSWA is able to apply direct attention to prevention strategies that integrate through the contracted lifeguard service and the volunteer patrol services delivered by the Club.

SLSWA works closely with its customers to leverage service delivery experience at each location, internal IP and the data collected on-beach to inform the definition of service profiles to maximise the impact of resources deployed to each location. This partnership approach has seen SLSWA expand its

customer base across Local Government and provide opportunities to implement some innovative services including roving patrols to cover multiple locations, the introduction of Drone Patrol to enable localised aerial surveillance and the integration of Operation Supervisors to enhance frontline leadership, monitoring and support. SLSWA has considered the need to continue to apply this approach during service delivery at Ocean Beach to not only drive continuous improvement strategies embedded in the organisation but to also appropriately evolve in line with lessons learned and adapt to operational changes driven by activation of coastal areas.

### **C. Application of Coastal Safety Signage**

A coordinated approach to signage, with strategically placed signs which are clearly visible, is a very important part of and the first step towards effective aquatic recreational risk management. Safety signs need to be installed in positions that warn about the permanent and occasional hazards that are present in the environment. Occasionally these signs may be permanently installed for long term hazards. However, signage is generally installed every patrol by lifeguards/lifesavers to show the hazards present in a specific location at the time. This signage then needs to be monitored and moved / changed to match the hazard (i.e. signage for rip currents which can move from place to place also need to be moved).

To maximise the impact of any signage installed at beach locations, signage must be compliant to known international standards. These standards are:

- AS/NZS 2416.1:2010 Water safety signs and beach safety flags - Specifications for water safety signs used in workplaces and public areas (ISO 20712-1:2008, MOD)
- AS/NZS 2416.2:2010 Water safety signs and beach safety flags - Specifications for beach safety flags - Colour, shape, meaning and performance (ISO 20712-2:2007, MOD)
- AS/NZS 2416.3:2010 Water safety signs and beach safety flags - Guidance for use

The anticipated equipment list for each location, as detailed in the next section, is based on SLSWA's experience in delivering a lifeguard service at Ocean Beach. However, this list is considered the minimum requirement whereby SLSWA has considered the need to assess equipment suitability over the term of the proposed lifeguard service contract. Signage allowed for includes, but is not limited to, the following:

- |                       |                           |
|-----------------------|---------------------------|
| • Beach Closed        | • Marine Stingers         |
| • Shark Hazard        | • Red and Yellow Flags    |
| • Swimming Prohibited | • Black and White Flags   |
| • Strong Currents     | • Red Flag (Beach Closed) |

SLSWA is also well aligned with the use of Beach Emergency Number (BEN) signs installed across the West Australia coastline. The locations of this signage is incorporated into despatch consoles used by operations communication and control team at SLSWA, SurfCom, to aid in the deployment of additional resources to a patrol location in the event of an emergency or the tasking of lifeguards / lifesavers to aid in incidents outside of the patrol area. SLSWA is aware of the two (2) BEN signs currently installed in proximity to Ocean Beach (DE914 and DE912).

#### **D. Interoperability with the Western Australia Shark Hazard Mitigation Strategy**

SLSWA, as a whole, is a critical component of the Western Australia Shark Hazard Mitigation Strategy. SLSWA has and continues to provide the State Government with advice and recommendation on the strategy and initiatives that warrant continued support and investment while seeking opportunities to improve the strategy. SLSWA and the Clubs provide a number of initiatives within the strategy that work toward improving the safety of beach users and preserving the way of life along the West Australian coastline.

The Western Australia Shark Hazard Mitigation Strategy by necessity is a multi-layered approach with surveillance, detection, response and alerts at its core. Surf life saving services play a significant role in achieving this, especially with regard to in air, on water and on beach initiatives and public messaging. SLSWA are uniquely positioned to ensure all of these have full and seamless integration while also being able to support and link other agencies into each layer. Further, as surf life saving services are common to a large number of land managers, the involvement of surf life saving ensures a high level of consistency is achieved when executing policy, procedure and protocols. This is a significant factor in the effectiveness of the shark hazard mitigation strategy and associated initiatives, especially since sharks are not limited by geospatial boundaries and a single shark can have a cascading impact on safety along the coastline.

#### **E. Continuous Improvement**

As the peak coastal aquatic recreational safety organisation in Western Australia, SLSWA is the only organisation in this space that has developed and seeks to implement evidence based behavioural change programs designed to reduce drowning and rescue activity. Where practicable, SLSWA delivers these behavioural change programs into communities where it delivers holistic and seamless lifesaving services, in order to support a reduction in reactive lifesaving activity while increasing proactive and preventative activity. By preferring SLSWA to deliver the lifeguard service at Ocean Beach, SLSWA is able to apply direct attention to prevention strategies that integrate through the contracted lifeguard service.

SLSWA works closely with its customers to leverage service delivery experience at each location, internal IP and the data collected on-beach to inform the definition of service profiles to maximise the impact of resources deployed to each location. This partnership approach has seen SLSWA expand its customer base across Local Government and provide opportunities to implement some innovative services including roving patrols to cover multiple locations, the introduction of Drone Patrol to enable localised aerial surveillance and the integration of Operation Supervisors to enhance frontline leadership, monitoring and support. SLSWA has considered the need to continue to apply this approach during service delivery Ocean Beach to not only drive continuous improvement strategies embedded in the organisation but to also appropriately evolve in line with lessons learned and adapt to operational changes driven by activation of coastal areas.



## **F. Relationship with Surf Life Saving Club**

Effective, efficient and sustainable service delivery at Ocean Beach is also dependent on achieving alignment with the Club in order to enable member development strategies (recruitment, training, etc.) with the workforce strategy within SLSWA. SLSWA is passionate about further developing these opportunities for future years by upskilling emerging members or residents.

The relationship SLSWA has with the Club and the resultant investment into the Shire community is further demonstrated through:

- Qualitative outcomes
  - Access to professional and standardised training packages enabling high quality outcomes; both on and off beach
  - Sustained community participation in the Club
  - Sharing (two-way) lessons learned, processes and practices to ensure the services being delivered by each party is as consistent as possible
  - Sustained delivery of volunteer patrols resulting in the potential for lives to be saved through rescues performed or preventative actions conducted
  
- Quantitative outcomes
  - Access to capital intensive equipment like jet ski's or the digital radio communications network
  - Provision of equipment obtained through state-wide grants in order to manage lifecycles of key response and roving equipment like side by side vehicles and inflatable rescue boats
  - Access to state or national grants to enable purchasing of smaller and bespoke operational gear like rescue boards, defibrillators, loud hailer, first aid equipment, etc.

## **3.0 RESOURCES**

### **A. Qualification Management**

Through its affiliation with Surf Life Saving Australia (SLSA) and over 100 years of operation in WA as the peak body for coastal safety, SLSWA has established the minimum operational and competency standards to which volunteer surf lifesavers and paid lifeguards must achieve. Land Managers that implement and maintain their own beach safety or lifeguard service adopt the SLSWA standards and qualifications for their employees.

Each year, SLSWA employs staff on a seasonal or casual basis to meet the requirements of all lifeguard service contracts with recruitment leveraging the pool of trained resources (over 5,000 members capable of delivering lifesaver patrols between 1 May 2019 to 30 April 2020) within the network of Surf Life Saving Clubs (Clubs) across the State. This year (2020/2021 season), SLSWA is targeting the recruitment of at least 100 personnel to fulfil lifeguard service contracts within the State.

The essential criteria to qualify for pre-employment status as an SLSWA Lifeguard includes:

- A current SLSA Surf Rescue Bronze Medallion award or PUA21012 - Certificate II in Public Safety (Aquatic Rescue)
- A current SLSWA Provide First Aid award or Provide first aid (HLTAID003) qualification
- A current SLSWA Advanced Resuscitation Techniques Certificate award or Provide advanced resuscitation (HLTAID007) qualification
- Be at least 18 years of age
- 'C' class driver's license
- Police clearance no older than 6 months
- Eligible to receive a Working With Children's Check

In addition, prior to employment the prospective Lifeguard must pass the Lifeguard Capability Trial. This provides SLSWA with an opportunity to benchmark and assess fitness and rescue techniques. The trial criteria is as follows:

- 400m pool swim (under 7min 30 sec)
- 200m open water – rescue board rescue
- 100m open water – rescue tube rescue
- Lifeguard Mission (under 25mins)
  - 800m beach run
  - 400m rescue board paddle – open water
  - 800m beach run
  - 400m swim – open water

Once employed, Lifeguards participate in a one-week structured and intensive induction program which includes site-specific orientation and knowledge transfer. This provides each candidate with the opportunity to develop additional understanding on processes and skills required to fulfil a Lifeguard position. Two key structured training sessions included in this induction program is:

- Deliver pain management (SLSWA holds a Health Services Permit issued by the Department of Health for the storage and administration of a Schedule 4 medicine – Methoxyflurane)
- Operate a four wheel drive and SSV

## **B. Resource Management**

Each year, SLSWA employs staff on a seasonal or casual basis to meet the requirements of all lifeguard service contracts with recruitment leveraging the pool of trained resources (over 5,000 members capable of delivering lifesaver patrols between 1 May 2019 to 30 April 2020) within the network of Clubs across the State. This year (2020/2021 season), SLSWA is targeting the recruitment of at least 100 personnel to fulfil lifeguard service contracts within the State. SLSWA's recruitment strategy is based on five (5) key drivers:

1. Consideration to meet, if not exceed, requirements of the National Employment Standard
2. Service profile; both cumulative State wide and location specific
3. Scope of services including pre-existing experience in service delivery at each specific location
4. Availability of typical staff demographic including ratio of seasonal to casual staff
5. Location of services in proximity to suitable staff

Based on this, SLSWA is targeting to recruit at least 4 staff to enable the lifeguard service at Ocean Beach.

Notwithstanding the breadth and depth of the resource pool available to SLSWA, both preventative and reactive initiatives are applied to managing resources associated with all lifeguard contracts to ensure service continuity at all times:

#### 1. Local Recruitment

SLSWA is focused on employing the right candidates for safety critical and public facing roles; particularly those associated with lifeguard service contracts. However, SLSWA also has a focus on maximising employment opportunities local to each service contract held due to the positive impact this can have on:

- The effective and efficient delivery of the service contract (i.e. local knowledge)
- Building great local communities
- The alignment with complementary services through transferable knowledge and experience

SLSWA is excited to liaise with existing Shire staff who have fulfilled lifeguard positions at Ocean Beach to determine to what extent they will be able fulfil service requirements moving forward (pending successful onboarding). Should the availability of this existing Shire staff or local recruitment more broadly not fulfill service delivery requirements or be sustained throughout the contract term, standalone pricing to mobilise lifeguards to Denmark, as required, has been included in this Proposal.

#### 2. Rostering

SLSWA designs shift patterns to match the service profiles specific to each lifeguard contract. This considers on beach service delivery, the need to complete any pre or post patrol actions and provision of cover for meal / rest breaks. SLSWA implements these shift patterns by using an online rostering platform called ENTO. This platform is also used by a number of large private and public organisations, and helps SLSWA maximise the utilisation of staff availability while ensuring shift compliance from both a contract and fatigue management perspective. The platform also enables staff to manage their own roster and action shift changes due to planned or unplanned availability with a simple two step approval process; by the person receiving the shift and by the appointed SLSWA Operations Supervisor.

#### 3. Employee Engagement

SLSWA is also able to leverage a number of employee engagement and retention strategies to maximise the impact of staff over, on average, a three (3) year period. This includes:

- Further employment opportunities elsewhere within the State
- Continued professional development sessions during each term of employment including upskill training or on-the-job coaching and mentoring delivered by SLSWA Operation Supervisors
- Progression pathways including a two-tiered lifeguard role (Lifeguard Grade 1 and Lifeguard Grade 2), exposure to unique Lifeguard roles (i.e. roving services delivered by a mobile

Lifeguard) or development into frontline supervisory or supporting command / control positions (i.e. Operation Supervisor or SurfCom positions)

SLSWA recognises that the mental wellbeing of our employees is important in helping individuals cope with normal stresses of life, maintaining healthy relationships and better contribute to their roles within SLSWA.

The environment in which SLSWA operates has the potential for employees to be involved in serious incidents of a traumatic nature; which can and do involve death, serious injury and/or significant risk to lifesaving personnel. These incidents are referred to as critical incidents, and they have the potential to evoke strong emotional, physical, behavioural and cognitive responses in those directly or indirectly involved. Understanding and supporting those affected by critical incident stress can make a positive difference to their mental health, as well as promote a safer workplace. SLSWA believes that the mental health and wellbeing of our employees is key to organisational success and sustainability.

SLSWA has a structured and tiered mental health program to support frontline staff with self-help tools, access to trained Peer Supporters and access to a professional psychology services.

#### 4. Resource Mobilisation

When local recruitment does not provide the necessary resource pool to ensure sustainable service delivery, SLSWA has considered the need and is capable to mobilise staff from elsewhere in the State. As noted already, standalone pricing to mobilise lifeguards to Denmark, as required, has been included in this Proposal.

### **C. Subcontracting Arrangements**

The size and approach to managing the resource pool available to SLSWA, as well as the focus SLSWA has on service integrity and continuity, means SLSWA does not use sub-contracting arrangements to deliver service contracts. No sub-contracting arrangements will be used to deliver any parts of the services requested by the Shire.

### **D. Equipment Sourcing**

SLSWA is focused on providing cost-effective services that are sustainable and not susceptible to interruptions caused by equipment losses. SLSWA has existing interoperability with Clubs, and in some cases State Government agencies or local community organisations, associated with lifesaving service delivery and emergency response capabilities. SLSWA also maintains a stock of equipment and are able to replace damaged, lost or stolen equipment should the need arise within reasonable timeframes. SLSWA is also well positioned and has considered the need to purchase specific equipment associated with the proposed lifeguard service. When combined, these approaches ensure a quality service is delivered that meets the needs and expectations of the customer.

The anticipated equipment list for the location, as shown below, is based on SLSWA's experience in delivering lifesaving services at the location. However, this list is considered the minimum requirement whereby SLSWA has considered the need to assess equipment suitability over the term of the proposed lifeguard service contract.

ITEM	QTY	SOURCE	COMMENT
Mobile Phone	1	SLSWA supplied	For communication redundancy
iPad	1	SLSWA supplied	For data collection
Digital Radio	2	SLSWA supplied	For encrypted communication
Beach Signage	12	Hire from Club	Variety of signage aligned with Local Operating Procedure
Daily Report Sign	2	Hire from Club	Nil
Red/Yellow Flags (set)	1	Hire from Club	Nil
Black/White Flags (set)	1	Hire from Club	Nil
Red Flag	1	Hire from Club	Nil
Binoculars	2	Hire from Club	Nil
Loud Hailer	1	Hire from Club	Nil
Defibrillator	1	Hire from Club	Nil
First Aid Kit	1	Hire from Club	Nil
Oxygen Resus Kit	1	Hire from Club	Nil
Spinal Board	1	Hire from Club	Nil
Rescue Board	2	Hire from Club	Nil
Rescue Tube	4	Hire from Club	Nil
Patrol Shelter	1	Hire from Club	Nil
SSV	1	Hire from Club	Required to conduct roving patrols
Building Access	1	Hire from Club	Access to DSLSC club rooms and facilitates for storing additional gear and personal items.

In addition to the equipment specification and sources detailed above and notwithstanding stocks of equipment held by SLSWA to replace damaged, lost or stolen equipment should the need arise, the following maintenance strategies are applied:

ITEM	MAINTENANCE STRATEGY		COMMENT
	PRIMARY	SECONDARY	
Mobile Phone	Condition Based	Condition Based	Time based (annual) maintenance regime. Repair / replacement actioned following daily inspections.
iPad	Condition Based	Condition Based	Time based (annual) maintenance regime. Repair / replacement actioned following daily inspections.
Digital Radio	Preventative	Condition Based	Time based (annual) maintenance regime. Repair / replacement actioned following daily inspections.



ITEM	MAINTENANCE STRATEGY		COMMENT
	PRIMARY	SECONDARY	
Beach Signage	Condition Based	n/a	Repair / replacement actioned following daily inspections.
Daily Report Sign	Condition Based	n/a	Repair / replacement actioned following daily inspections.
Red/Yellow Flags (set)	Condition Based	n/a	Replacement actioned following daily inspections.
Black/White Flags (set)	Condition Based	n/a	Replacement actioned following daily inspections.
Red Flag	Condition Based	n/a	Replacement actioned following daily inspections.
Binoculars	Condition Based	n/a	Replacement actioned following daily inspections.
Loud Hailer	Condition Based	Corrective	Replacement actioned following daily inspections.
Defibrillator	Preventative	Condition Based	Time based (annual) maintenance regime. Servicing / restocking actioned following daily inspections.
First Aid Kit	Preventative	Condition Based	Time based (annual) maintenance regime. Restocking actioned following daily inspections.
Oxygen Resus Kit	Preventative	Condition Based	Time based (annual) maintenance regime. Servicing / restocking actioned following daily inspections.
Spinal Board	Corrective	n/a	Replacement actioned following daily inspections.
Rescue Board	Condition Based	Corrective	Repair / replacement actioned following daily inspections.
Rescue Tube	Corrective	n/a	Replacement actioned following daily inspections.
SSV	Preventative	Condition Based	Odometer / time based maintenance regime in line with OEM specifications. Repairs / improvements actioned following daily inspections.
Patrol Shelter	Condition Based	n/a	Repairs or improvements completed following daily and end of season inspections.

#### 4.0 PRICING

The service outlined in this Proposal is valued at \$66,680.97 (plus GST).

SLSWA is focused on delivering a service at Ocean Beach in partnership with the Shire. With this in mind, SLSWA is able to apply a significant discount of \$16,129.80 (plus GST) to demonstrate our commitment and buy-in to establish this partnership and achieve a sustainable service for future years. We look forward to proportional commitment and buy-in being reciprocated by the Shire during the 2021/2022 season as well as strong consideration for continuing the service in years to come. Leveraging this upfront investment to sustain a peak coastal safety service at Ocean Beach, benefiting local residents and tourists alike, will be key. This significant cost reduction cannot be sustained in future years but SLSWA will collect and analyse service delivery data following the 2021/2022 season to inform future service profiles, budgeting and other potential co-commitments (infrastructure improvements, signage, etc.). Based on this discounting, the service outlined in this Proposal can be delivered for \$47,024.35 (plus GST). A breakdown of this discount price is shown below:

CATEGORY	AMOUNT (plus GST)	DEFINITION
Frontline service delivery personnel	\$34,322.00	Labour plus associated onboarding costs
Operations supervision and coordination	\$7,082.00	Operations Supervisor coverage plus SurfCom
Data and connectivity	\$780.55	Mobile phone, tablet and radio connectivity
Gear and consumables	\$4,839.80	Key service delivery items including items cross-hired from Denmark SLSC under agreement and valued at circa \$3,000 (plus GST)
<b>TOTAL</b>	<b>\$47,024.35</b>	

A further discount of \$3,585 (plus GST) will also be applied to the above price should SLSWA successfully obtain a contract to deliver lifeguard services as Middleton Beach for the City of Albany in the 2021/2022 season. This cost reduction is driven by the expected interoperability possible between the two services.

In addition to this pricing, in the event SLSWA cannot source the required number of employees locally to fulfil service requirements throughout the 2021/22 season, Lifeguard mobilisation costs of \$2,000 (plus GST) per week per Lifeguard (or part thereof) will be passed through to the Shire and invoiced separately. This mobilisation requirement will be mitigated by SLSWA so far as practicable at all times and only action with prior approval from the Shire.