

Scope of Services

DW26 – 0101 - Provision of Professional Lifeguard Services

Scope of Services

1 Core Services

The scope of service shall comprise the provision of suitably qualified personnel to manage the operation of the Wave and Recreation Lagoons at Darwin Waterfront, during the operating hours specified in Section 5, and at other times as agreed or required, including lifeguard services consistent with the applicable Nationally Accredited competencies.

The contractor shall provide the following services:

1. Provide an adequate number of qualified lifeguards to ensure the safe operation of the aquatic recreation facilities and the safety of patrons using or attending the aquatic recreation facilities within a tourist environment.
2. All lifeguards must hold nationally accredited lifeguard qualifications.
3. Provide surveillance of the users of the Wave Lagoon and Recreation Lagoon to ensure use of the Wave Lagoon and Recreation Lagoon is safe, legal, and generally appropriate given the public nature of the Precinct.
4. Act promptly and proactively to prevent injury or to minimise the impact of the injury to patrons of the Recreation Lagoon and Wave Lagoon.
5. Rescue persons injured or in need of help within the Wave Lagoon, Recreation Lagoon, and the Precinct.
6. Provide first aid treatment to injured persons within the Wave Lagoon, Recreation Lagoon and Precinct.
7. Lifeguards must, as far as practicable, ensure that persons using the Wave Lagoon are wearing the required wristband or other approved means of identification indicating that the entry fee set by the Corporation has been paid.
8. The contractor shall prepare, maintain and implement a comprehensive Emergency Management Plan covering severe weather, water quality emergencies, medical emergencies, security incidents, fire, lost or missing children and dangerous marine life, consistent with the Corporation's Precinct Emergency Management Plan. The Plan must define roles and responsibilities, evacuation routes and muster points, communication protocols, triggers for closure of each facility, and integration with security, events, cleaning and emergency

services. At least two full-scale evacuation drills (one peak, one off-peak) shall be conducted annually with drill reports and corrective actions provided to the Corporation within 10 business days.

9. During normal operating hours of the Wave Lagoon, manage the use of the wave generation controls.

10. Manage, maintain and facilitate the use of equipment including lounges, boogie boards, umbrellas, inflatable tubes and the like, provided for the use and enjoyment of visitors, including set up, pack down and protection from storm, wind and user damage.

11. Prepare, implement and conduct appropriate training and approved promotion, media releases, other events or activities to maximise utilisation of the aquatic recreation facilities and enhance the reputation of the Darwin Waterfront Precinct.

12. Ensure the required rescue and first aid equipment remain in a good state of repair and are available and accessible at all times.

13. Establish and maintain a secure radio communication service and provide full use access to Corporation staff.

14. Utilise, maintain and keep in clean and good order lifeguard facilities and first-aid room provided by the Corporation.

15. Secure all Wave Lagoon and other lifeguard equipment outside the hours of operation or during adverse weather.

16. Conduct three daily tests of Wave Lagoon water quality (free chlorine, pH, temperature) between 10:00–10:30, 12:30–13:00 and at close, recording results in a Water Quality Register accessible to the Corporation. The contractor must alert the Corporation's facility management contractor when free chlorine reaches 2.0 ppm to enable corrective action by the pool contractor and must close the Wave Lagoon immediately if free chlorine falls to 1.0 ppm, notify the Corporation within 15 minutes, and only reopen once levels are restored and clearance is provided by the Corporation or its delegate. The contractor's overarching obligation is to avoid, or minimise the effect of, closure of the Wave Lagoon.

17. Respond promptly and appropriately to incidents of human excrement and other contamination to avoid, or minimise the effect of, closure of the Wave Lagoon or the Recreation Lagoon.

18. Erect approved signs and/or flags to provide safety and risk advice to users of the Precinct.

19. Rake and inspect the sand on the Recreation Lagoon beach at least once daily before 10:00am, ensuring the area is level, well-presented and free from foreign matter and harmful objects, including potentially hazardous waste (e.g. syringes, glass, sharps).
20. Remove any rubbish, visible clumps of algae or other matter from within the inner Recreation Lagoon area and pile it, notify cleaning contractors for them to remove, as and when required.
21. Inspect, tidy up and position sun lounges daily within the Recreation Lagoon and Wave Lagoon areas, notify the Corporation if lounges require additional cleaning or show signs of damage.
22. Remove and dispose of identified Cassiopeia jellyfish from the shallow areas of the Recreation Lagoon and take appropriate action to manage dangerous marine life, including regular spotlight checks and drag-netting of the beach area.
23. Clean the Recreation Lagoon mushroom water feature, floats, buoys, signs and associated fittings of algae, biofilm and other build-up not less than once per week, and more frequently if visual inspection indicates deterioration in cleanliness or presentation.
24. Provide friendly, customer service and advice to the public on the Waterfront, activities and events, beach and water conditions and the existence of any temporary or permanent hazards. The contractor acknowledges that lifeguard and fitness staff are the face of Darwin Waterfront and primary customer contact points. Lifeguards and fitness instructors must greet patrons in a friendly and welcoming manner, provide proactive assistance and information, present professionally in clean approved uniforms, demonstrate cultural sensitivity and contribute to a safe, inclusive and positive environment while enforcing Precinct rules calmly and respectfully.
25. Provide advice to and liaise with the Corporation from time to time in relation to any risks, hazards or issues that exist or could be mitigated within the Precinct.
26. Provide first response for lost children, liaising with Corporation staff, security and the public.
27. Liaise with other Wave Lagoon and Recreation Lagoon commercial/casual users/licensees regarding lifesaving and safety plans/procedures to ensure a co-ordinated and timely response to incidents and at all times act and respond as the authority on water safety in the Precinct.

28. Provide assistance to disabled users of the Wave Lagoon, Recreation Lagoon and Amenities Building, including through the assisted use of the Mobi-Mat, wheelchair and disability facilities and the like.
29. Provide information on Regulations relevant to the Precinct to ensure compliance by the public.
30. Liaise with the Corporation and the Police to mitigate against the incidence of illegal activity.
31. Develop and maintain logs or other detailed records of:
- a. Water safety incidents and the response to such incidents (which must be in accordance with standard operating procedures);
 - b. Security incidents and the response to such incidents (which must be in accordance with a security standard operating procedure provided by the Corporation or its security contractor);
 - c. Risks and the response to such incidents (which must be in accordance with standard operating procedures)
 - d. An estimate of attendance/patronage of the Recreation Lagoon.
32. Prepare, maintain and monitor a comprehensive Aquatic Risk Management Plan for all operational aspects of the service and provide to the Corporation.
33. Implement and maintain a lost property system, including appropriate Corporation notification protocols for items of value/importance (e.g. credit cards, mobile phones, wallets etc).
34. Cooperate with the Corporation in providing, from time to time, advertising and promotion of the Recreation Lagoon, Wave Lagoon and related events.
35. Provide suitably qualified Aqua Fitness and/or Group Fitness Instructors (Certificate III/IV in Fitness with relevant aqua specialisation or equivalent) to deliver the Corporation's regular aquatic and group fitness program in locations agreed with the Corporation, including class planning, safe delivery, equipment management and participant support. The contractor shall coordinate class schedules, provide content for promotion and record attendance statistics for inclusion in the Monthly Report.
36. Provide the Contract Manager a Monthly Report no later than the fifth business day of each month, in the format specified in Section **Error! Reference source not found.**, covering operational statistics, safety and incident

data, water quality compliance, staffing and training, equipment condition, fitness program delivery, complaints/feedback and emergency management activities.

37. Provide additional services outside of core hours for events and activities at an agreed hourly rate.

38. Perform other duties as agreed between the Corporation and the contractor from time to time, subject always to this contract.

2 Service Levels

The contractor shall meet or exceed the following Service Levels and Key Performance Indicators (KPIs) at all times during the Contract. Performance will be measured monthly, reported in the Monthly Report and reviewed quarterly with the Corporation's Contract Manager.

2.1 Minimum Ratios of staffing levels to patrons

1. The contractor shall ensure the Minimum Ratio of lifeguards to patrons is maintained during all Wave Lagoon operating hours (10:00–18:00, 7 days per week) for each of:

- the Wave Lagoon (including the Wading Pool); and
- the Recreation Lagoon.

2. The **Minimum Ratios**, at any time, are the ratios of lifeguards (performing supervisory duties) to patrons stated in the Risk Assessment prepared in accordance with section 3.

3. The Minimum Ratios apply at all times, including during meal breaks, rest pauses, shift changes and special events.

2.2 Staffing attendance and break coverage

1. Rostering and relief arrangements must ensure all lifeguards receive required breaks without reducing supervision below the Minimum Ratio.

2. The contractor must notify the Corporation within 15 minutes if the number of patrons in the Wave Lagoon (including the Wading Pool) or the Recreation Lagoon has caused the relevant Minimum Ratio to be breached.

3. Lifeguards must not be diverted to non-supervisory duties if this would reduce the ratio of lifeguards performing supervisory duties to fall below the Minimum Ratio.

2.3 Water quality testing and compliance – Wave Lagoon

1. Test free chlorine, pH and temperature three times daily (10:00–10:30, 12:30–13:00 and at close) and record results in a Water Quality Register accessible to the Corporation.
2. Alert the Corporation's RAMS officer when free chlorine is at 2.0 ppm to enable corrective action by the Corporation's plant contractor.
3. Close the Wave Lagoon immediately if free chlorine falls to 1.0 ppm, notify the Corporation within 15 minutes and only reopen once levels are restored to at least 1.5 ppm and clearance is provided.

2.4 Incident response and reporting

1. Critical incident response (drowning, suspected spinal, unconscious, cardiac): lifeguard on scene within 60 seconds; first aid commenced within 90 seconds.
2. Minor injury response: within 3 minutes.
3. Behavioural incidents and lost child: response within 5 minutes; security and Corporation notified where appropriate.
4. Written Incident Reports in Beakon: within 24 hours for standard incidents, 4 hours for critical incidents;
5. Notifiable WHS incidents: immediate notification to Corporation and NT WorkSafe as required; zero late notifications.

2.5 Child safety and safeguarding

The contractor shall ensure that all services are delivered in a manner that prioritises the safety and wellbeing of children and young people using the Wave Lagoon, Recreation Lagoon and associated facilities. The contractor must:

1. Ensure all personnel working with, or in proximity to, children have appropriate background checks (e.g. Working with Children Clearance/Ochre Card or equivalent) and that clearances remain current for the duration of the Contract.
2. Implement and comply with a documented Child Safe Policy and Code of Conduct that is consistent with applicable Northern Territory child-safety legislation, standards and any policies notified by the Corporation.
3. provide training to staff on recognising, responding to and reporting suspected child abuse, neglect or inappropriate behaviour, and on maintaining appropriate professional boundaries.
4. require staff to report any child-safety concerns, disclosures or incidents to the contractor's senior management and to the Corporation's nominated representative as soon as practicable; and
5. cooperate with the Corporation and relevant authorities in the investigation and management of any child-safety matters.

2.6 Training and competency

1. 100% of lifeguards to hold current Pool/Open Water Lifeguard, First Aid, CPR and (where required) oxygen administration accreditation at all times.
2. Minimum 4 hours in service, scenario-based training per lifeguard per quarter; 100% participation and quarterly training summaries to the Corporation.

2.7 Customer service, brand representation and complaints

1. Lifeguards and fitness instructors to provide professional, welcoming service and act as positive ambassadors for Darwin Waterfront. Staff must, always, present to the public as alert, friendly, smiling and enthusiastic.
2. All complaints involving staff conduct, safety or serious dissatisfaction recorded in the Daily Log and reported to the Corporation within 24 hours; 100% compliance.
3. Written responses to complainants within 3 business days; 100% compliance.
4. Substantiated complaints about staff conduct or service: zero per quarter.

5. Use of personal mobile and electronic devices during the provision of lifeguard services is strictly prohibited.

2.8 Environmental presentation – beach and mushroom

1. Daily beach raking: Recreation Lagoon beach raked and inspected before 10:00am on 100% of operational days; activities recorded in the Daily Log.
2. Mushroom feature cleaning: feature and associated fittings cleaned at least once per week, with 100% of weeks in a month completed and documented.

2.9 Daily Aqua Fitness program delivery

1. The contractor must deliver a scheduled Aqua Fitness class every day the Wave Lagoon is open, excluding public holidays and days when classes are cancelled due to severe weather or emergency closure.
2. 100% of scheduled Aqua Fitness and group fitness classes are to be delivered in accordance with the agreed timetable, with attendance recorded for each class.
3. Participant feedback surveys (conducted at least quarterly and coordinated with the Corporation) are to show at least 90% of respondents reporting that they are satisfied or highly satisfied with the Aqua Fitness program.

2.10 Monthly reporting

The Monthly Report to be provided by the fifth business day of each month shall include, as a minimum:

- Patronage statistics (Wave, Recreation, classes).
- Incident and near miss statistics and narrative analysis.
- Water quality summaries and any alerts/closures.
- Staffing and training metrics against KPIs (including any under manning incidents).
- Beach raking and mushroom cleaning compliance.

- Fitness program delivery and feedback.
- Complaints and commendations.
- Emergency drills and any plan updates.
- Emerging risks and recommended improvements.

2.11 Performance Reviews

Weekly meetings will be held between the Corporation and the contractor to review KPI performance, trends, incidents, risk issues and improvement actions. Annual performance will be a key consideration in the Corporation's decision to exercise extension options.

3 Risk Management

3.1 Annual Risk Assessment Review

Prior to the Commencement Date and on the annual anniversary of the Commencement Date, the contractor shall perform a risk assessment on the facilities, their recreational use and their inherent risks in the context of aquatic recreation. This will be provided to and reviewed by the Corporation, which may direct additional assessments take place.

3.2 Lifeguard Qualifications

The contractor shall determine the appropriate type and level of qualification required by persons involved in the provision of the scope of services by performing a risk assessment in accordance with applicable National and International Standards.

3.3 Hazard Identification

Prior to the Commencement Date and annually, the contractor shall undertake a hazard identification of the facilities to identify inherent physical and operational hazards of the facilities for which it will be responsible for managing in accordance with this Scope of Services. This will be provided to and reviewed by the Corporation, which may direct additional assessments take place.

3.4 Risk Assessment

The risk assessment shall be in accordance with the RLS Guidelines for Safe Pool Operations and should identify risks and mitigating strategies to ensure the likelihood and/or consequence of a risk being realised is managed to the extent reasonably practicable.

The Risk Assessment must specify the recommended ratio of lifeguards (performing supervisory duties) to patrons for each of:

- the wave pool (including wading pool) when waves are being generated;
- the wave pool (including wading pool) when waves are not being generated; and
- the Recreation Lagoon.

3.5 Recreation Lagoon Water Quality

The Recreation Lagoon's water quality is managed, including sampling and testing, in accordance with National Health and Medical Research Council's Guidelines for Managing Risks in Recreational Water, and NT Department of Health guidelines.

Unlike the Wave Lagoon system, which is chlorinated and filtered, the Recreation Lagoon comprises natural sea-water pumped in from the harbour. This necessitates routine water quality monitoring in the Lagoon, particularly with respect to micro-biological testing, to monitor bacteria levels which may be present.

Whilst the Corporation does not expect the contractor to perform duties with respect to micro-biological water quality monitoring in the Recreation Lagoon, it does expect the risk assessment will consider the Lagoon's inherent water quality attributes.

4 Facilities

4.1 General

The Wave Lagoon and Recreation Lagoon are located at the Darwin Waterfront, in Darwin Northern Territory – see Figure 1: Darwin Waterfront.

4.2 Wave Lagoon

Darwin Waterfront currently operates the Wave Lagoon. The Lagoon comprises the main pool, where waves are generated, and an adjacent wading/water play pool designed for younger patrons, in total covering approximately 3,500m².

The pool facility makes up the majority with a water surface area of approximately 2,500m², which ranges in depth from 0m at the open end to approximately 2.6m at the wave generation end. The wade/water play area has various water spray equipment and an average depth of approximately 200mm.

Entry is controlled by perimeter fencing and a designated access/egress gate. The Wave Lagoon is open for general business 7 days a week all year round (except Christmas Day), between the hours of 10am and 6pm (inclusive). From time to time, these hours will change and expand or contract in response to special events, weather or other operational requirements.

The Corporation provides items such as boogie boards and inflatable tubes for use by patrons, and fixed umbrellas and sun lounges are also provided to enhance visitors' experience. Visitors are allowed to bring their own inflatables and boogie boards, however rigid boards or boards with fins are not permitted in the pool for safety reasons.

The main pool is capable of generating ten (10) different wave patterns, ranging from consistent parallel to extremely turbulent waves, with corresponding range in wave height from 0.6m up to 1.6m. Wave types are selected randomly; with each wave set lasting 30 minutes (cycle) comprising 10 minutes of continuous waves with a 20 minute interval (between wave sets, to give swimmers some respite). Where there are no patrons in the Lagoon, the waves should not be turned on.

Monthly visitation at the Wave Lagoon ranges from approximately 3,000 to 20,000 patrons, with peak visitations usually coinciding with school holiday periods. The maximum capacity of the Wave Pool is 300 patrons. The Wave Lagoon is a salt water chlorinated pool facility.

Tickets for the Wave Lagoon are sold at the Kiosk which is managed by a separate entity. The lifeguards are to work in a cooperative and complimentary way with the Kiosk operator and are to facilitate approved additional kiosk activities and events such as birthday parties, corporate events and other activations.

4.3 Recreation Lagoon

The Darwin Waterfront Recreation Lagoon, shown in Figure 1, has an approximate surface area of 4.5Ha, although only 2.5Ha is currently open for public use. It is a man-made marine waterbody, which requires constant replenishment with fresh sea water from the Darwin Harbour via three submerged pumps on Stokes Hill Wharf.

The pumps deliver fresh sea water at a rate equivalent to the volume of the Lagoon every 7 days, or approximately 25,000m³. The pump intakes are fitted with 500 micron aperture screens which prevent the uptake of flotsam and marine flora and fauna that may be present in the harbour including box jellyfish.

The water enters the Lagoon via three outlets, two are submerged and the third outlet forms the mushroom water feature in the beach inlet area. Standing water level is set at RL3.0m (AHD) and depth of water ranges between 0m at the beach inlet to approximately 10m at the eastern most corner adjacent the sea wall. The mushroom water feature also provides aeration in the more heavily utilised beach inlet area.

It has an established, self-sustaining marine ecosystem with various endemic flora and fauna species including marine jellyfish, algae, shellfish and pelagic fish species like cod, trevally and queenfish. It is thought that these species populated the lagoon naturally, probably during

construction of the seawall, because there is no physical pathway for fish and other marine species to enter the lagoon.

Ensuring water quality of a high standard is essential to the Recreation Lagoon's reputation as a safe place to swim and the Corporation undertakes regular sampling to monitor the levels of bacteria and other contaminants of concern in accordance with best practice guidelines for recreational water quality published by the National Health and Medical Research Council (NHMRC). The need to maintain a high-water quality, consistent with NHMRC's primary contact guidelines, necessitates that fish feeding and fishing, including the removal of molluscs (e.g. cockles) is not permitted in the Recreation Lagoon.

Submerged objects, which comprise primarily the rocks used to protect the lagoon perimeter from erosion and the submerged flushing system pipes also present a risk, therefore jumping/diving in from structures adjacent the Lagoon is not permitted.

The greater Lagoon area is considered 'open water' where the marine flora and fauna are left to flourish. Safety with respect to marine stingers is actively managed by performing regular scans for stingers, and in particular jellyfish, particularly box jellyfish (Cubozoa). The lagoon has an established population of *Cassiopeia* (upside down) jellyfish that can cause skin irritations in swimmers.

The non-tidal nature of the Lagoon means that conditions in the beach sand can become anaerobic. This causes the buried layers of beach sand to turn black and sometimes affects water quality with respect to turbidity when these layers are disturbed (during times of heavy use). There are no health risks associated with this condition.

4.4 Amenities Building

The Corporation will provide appropriate staff amenities and first aid facilities to support delivery of the services. The first aid room must be primarily used for treating injuries and dealing with medical emergencies.

4.5 Plant Room

The Plant Room is shown in figure 2. It houses the filtering, chlorination and wave generating plant of the Wave Lagoon. The wave selector panel, used to start the wave cycle, and the chlorine level monitoring equipment is also located in the plant room. Corporation contractors are responsible for ensuring the plant and equipment is serviced and maintained in accordance with O&M procedures.

5 Operations

5.1 Wave Lagoon

Operating Times

The Wave Lagoon operates 7 days a week between the hours of 10am and 6pm, all year round (except Christmas Day). From time to time, these hours may be extended to open for special events or activations.

Statistics

On average the Wave Lagoon has approximately 110,000 to 120,000 visitations per year.

Tuesdays and Wednesdays tend to be the quietest, while weekends, public holidays, and school holidays are the busiest, with visitor numbers ranging from 3,000 to 20,000 visitors per month.

Darwin Waterfront Corporation statistics show peak visitation occurs during the July school holidays, which also coincides with peak tourist season.

Furniture

The Corporation provides a range of equipment including shade umbrellas, sun lounges, boogie boards and inflatable tubes for the benefit of Wave Lagoon visitors. At the end of each day these items are checked, reorganised and arranged in preparation for the next day's trade.

The day-to-day management of all items, including ensuring sufficient items are available, inflating tubes, managing items during the day and notifying the Corporation about replacement items is the responsibility of the contractor.

Shade umbrella locations are fixed and can only be operated by staff. Umbrellas must be erected at the start of the day and retracted at the end. Umbrellas must be retracted where bad weather or high winds are likely. Umbrellas must then be re-erected once the weather has passed. Failure to retract umbrellas in the event of bad weather will result in damage cost recovery from the contractor.

Boogie boards and inflatable tubes can only be used in the wave pool area. Use of the tubes in the wade/water play area or outside the wave pool area generally is not permitted. These items must be kept in a tidy condition at all times and not left around the Wave Lagoon when not in use.

Access and egress

All visitors to the Wave Lagoon must pay an entry fee. Upon payment, visitors are provided with a wristband which they must wear at all times while visiting the Lagoon. This aids in the verification of payment of the entry fee. This is necessary to prevent fee evasion by way of obtaining wristbands from other sources and visitors from the previous day, who may still be wearing a wristband, from re-entering the Lagoon without payment.

Wristbands are only valid for the day on which they were purchased i.e. up to 6pm daily. Access and egress is controlled via the designated entry gate on the western side of the Lagoon, which must be manned at all times by the contractor during operating hours. Entry is granted only if

visitors have a wristband, and subject to Conditions of Entry. Visitors to the Lagoon can enter and exit without restriction for the day, provided they continue to wear the wristband in accordance with Conditions of Entry.

Restrictions

Conditions of Entry include (but limited to) these restrictions, which are necessary for the safety and enjoyment of everybody, and entry shall be refused if necessary to comply with these restrictions.

The Wave Lagoon is a glass and alcohol-free area. This means no glass or alcohol are permitted in the Wave Lagoon unless a special event or permission has been given by the Corporation. The Lagoon is a no smoking facility and smokers must exit the facility if they wish to smoke. Children must be accompanied by an adult whilst inside the Wave Lagoon.

Lifeguards are the first point of public information and are responsible for lost children and property management. They should be friendly, present professionally, and be personable and helpful at all times. Lifeguards are also the first point of enforcement of Corporation rules and By-Laws. They will instruct patrons to comply with all Corporation requirements and then escalate any non-compliance to Rangers or Security.

5.2 Recreation Lagoon

The Recreation Lagoon is open 24 hours a day, every day of the year i.e. accessible by the public at their leisure and free to access. Lifeguards are required to patrol the Lagoon between hours of 09:00am and 06:00pm, 7 days a week (including Christmas Day).

Visitor numbers can vary considerably from day to day from one or two bathers to more than a hundred during events. The beach inlet area is the designated safe swim area, actively patrolled by lifeguards, however it is expected that lifeguards are vigilant and always monitor the greater Lagoon as part of their general duties.

Lifeguards are the first point of public information and are responsible for lost children and property management. They should be friendly, present professionally, and be personable and helpful at all times. Lifeguards are also the first point of enforcement of Corporation rules and By-Laws. They will instruct patrons to comply with all Corporation requirements and then escalate any non-compliance to Rangers or Security.

Young children e.g. babies and toddlers must wear waterproof nappies if entering the Lagoon and nude (bottomless) bathing is not allowed.

The beach sand must be raked and maintained consistently for several reasons including to:

- Provide a level surface and beach profile,
- Remove rubbish and refuse including leaves, twigs branches etc,
- Inspect for any potentially hazardous waste (e.g. syringes, needles etc)

Additionally, the beach sand is machine cleaned weekly by our maintenance contractors and is re-established and reformed following each Wet Season using heavy earthwork machinery. Entry into the Lagoon is only permitted from the beach area. Jumping and diving into the Lagoon from perimeter boardwalks is not permitted.

The Lagoon also has inherent hazards including variable depth, submerged rocks and an array of endemic flora and fauna, which can cause injury. Jellyfish scans must be undertaken by the contractor using scanning equipment in accordance with the Scope of Services and Risk Assessment.

Flags must be erected during operating hours and a condition report must be displayed for public information. The Lagoon should be closed in accordance with Risk Assessments, with signage and public engagement regarding the reason (i.e. Lightning or Water Quality).

Secure storage facilities are available for use by lifesavers near the Lagoon edge. Lifeguards and equipment are not to use Corporation public beach furniture or seating facilities. A well-

marked shade tent (“Lifeguard Station”) should be used and positioned in an area pre-approved by the Corporation and in a location to maximise visibility of the beach and water.

The Lifeguard Station should contain all equipment necessary to undertake the Scope of Services, including but not limited to:

- All first aid, communications, lifesaving and rescue equipment needed to manage the Lagoon.
- Sunscreen for lifeguard and public use.
- Water for lifeguard use.
- Volleyballs (provided by the Corporation) for public use, managed by Lifeguards.
- Beach raking and sand management equipment.
- Algae and marine rubbish removal equipment.
- Fountain cleaning equipment; and
- Public megaphone loud-hailer.

The Lagoon is surrounded by beach furniture which must be kept in a tidy and well-presented condition, with daily condition checks and layout in accordance with Corporation instructions. Any damage or other issues must be immediately reported to the Corporation.

The Lagoon has accessibility equipment such as a Mobi-Mat, which is supplied by the Corporation but will be managed and deployed by Lifeguards. The Lagoon regularly includes commercial activities and permanent operations (such as the inflatable Aqua Park). Lifeguards are to positively engage with and facilitate these activities, whilst retaining primary responsibility for the public beaches and water areas.

6 Visitation

6.1 General

It is expected that the contractor will undertake a risk assessment in relation to the services under the scope and recommend a minimum service level to the Corporation, for approval,

consistent with industry recognised guidelines and standards with respect to the required number of lifeguards to mitigate risks.

6.2 Wave Lagoon

Visitor numbers in the Wave Lagoon vary considerably throughout the year, with peaks generally coinciding with the Dry Season, large events and school holiday periods. At any given time the wave lagoon water body can accommodate a maximum capacity of 300 patrons.

7 Equipment

7.1 General

The contractor shall procure, manage and maintain all equipment necessary to deliver the services under the scope, including all consumables that are required for the delivery of first aid and rescue response consistent with industry recognised guidelines and Australian Standards.

7.2 Communications

UHF Radio

For the purposes of efficient and effective communications between lifeguards, it is imperative that UHF radios are utilised for day-to-day communications across all areas.

For security reasons, the contractor shall apply for, obtain and maintain an exclusive, secure radio frequency license in accordance with Australian Communications and Media Authority provisions as part of the scope.

Darwin Waterfront Corporation shall be given access to the licensed frequency. The Darwin Waterfront Corporation will supply UHF radios which shall also be programmed for use on the secured frequency.

Loudhailer

At least two (2) operational loudhailers shall always be present on site for use by lifeguards in response to emergencies.

Mobile Phone

Always provide a dedicated mobile phone for use by the supervising lifeguard.

7.3 Lifeguard Station Equipment

Lifeguard Station equipment, including flags and signs necessary to deliver the services under the scope shall be provided, managed and maintained by the contractor.

The Corporation expects that appropriate beach flags and a signboard used to display swimming conditions (e.g. water temp) and other instructions will be used during operating times in the Recreation Lagoon to demonstrate that lifeguards are on duty.

Items need to be removable to permit them to be packed away and secured outside operating times.

7.4 Personal Protective Equipment

The contractor shall ensure that all personnel are trained in the use of all personal protective equipment that may be required from time to time to deliver the services under the scope, including equipment used in first aid response e.g. face masks, gloves, sunscreen etc.

7.5 Clothing & Uniforms

The contractor shall provide uniforms to all personnel performing duties as part of the services under the scope including appropriate hats and footwear, which shall be worn by personnel at all times whilst on duty.

Proposed clothing and uniforms shall be submitted to the Corporation for approval prior to adoption for use at Darwin Waterfront, and once approved, use of alternative items of clothing won't be permitted. Uniforms must include the Darwin Waterfront logo.

All items of clothing and uniforms need to clearly identify lifeguard personnel.

7.6 Rescue Equipment

Provide, manage and maintain all equipment necessary to perform rescues in either the Wave Lagoon and/or Recreation Lagoon.

This should include (but not limited to):

- Rescue tubes, and
- Rescue boards.

7.7 First-Aid Equipment

Provide, manage and maintain all equipment necessary to perform first aid consistent with nationally accredited first aid, including marine sting management, oxygen administration and anaphylaxis response.

This should include (but not limited to):

- Spinal board,
- Utility belts,
- Oxygen resuscitators and cylinders,
- Defibrillator and associated accessories, and
- Consumables (e.g. bandages, swabs, saline etc.)

7.8 Miscellaneous

Provide, manage and maintain any other equipment and consumables necessary to perform the duties and responsibilities associated with providing the service in accordance with this Scope of Services including but not limited to administrative tools e.g. computers, printers, internet etc.

8 Measurement & Payment

8.1 Personnel

Payment for personnel shall be fixed price for the delivery of all services under the Scope of Services.

The contractor must also provide a Schedule of Rates for the provision of lifeguard coverage for events and activities outside normal operating hours. The Schedule of Rates is to specify, at a minimum, separate hourly rates (exclusive of GST) for:

- lifeguard coverage on weekdays (Monday to Friday, non-public holidays);
- lifeguard coverage on weekends (Saturday and Sunday); and
- lifeguard coverage on public holidays.

Each rate is to be expressed as a per-lifeguard, per-hour rate and will be used by the Corporation to price additional lifeguard services required for events, activations and other approved activities during the Contract Period.

The Corporation reserves the right to amend the Scope at any time in consultation with the contractor.

8.2 Equipment

At commencement, the contractor will be provided with the equipment listed at Schedule 1 and first aid consumables at Schedule 2 for the purposes of undertaking the Scope of Services.

The contractor is responsible to manage, maintain and renew all equipment necessary to perform the duties and responsibilities associated with providing the service in accordance with Scope of Services for the duration of the contract.

A one-off payment may be made for the purchase of new equipment where the contractor can satisfy the Corporation it is reasonably required at commencement. The cost of all subsequent equipment shall be borne by the contractor.

All equipment provided or funded at the commencement of the contract by the Corporation remains Corporation property and must be returned by the contractor, having been managed, maintained and renewed, at the end of the contract.

8.3 First Aid

First aid consumables will be recoverable at cost from the Corporation. Records of use and replenishment invoices will need to be provided prior to any reimbursement.

9 Performance Management & Abatements

9.1 KPIs

The contractor's performance will be monitored against the following KPIs.

KPI Category	Measure	Target
Minimum Ratios	As stated in the approved Risk Assessment, for each of: • the wave pool (including wading pool) when waves are being generated; • the wave pool (including wading pool) when waves are not being generated; and • the Recreation Lagoon.	100% of operating hours
Under-manning	Breach of a Minimum Ratio	0 incidents per month

Water testing	3 Wave Lagoon tests per day at specified times	100% compliance
Water quality	Wave Lagoon closed when free chlorine is > 1.0 ppm, or < 10.0 ppm	0 non-compliant operations
Incident response	Critical incidents attended within 60 seconds; treatment within 90 seconds	≥ 95% per month
Incident reporting	Critical incidents reported in Beakon within 4 hours; others within 24 hours	100% compliance
Training	Lifeguards with current qualifications	100% at all times
Training	In-service training hours	≥ 4 hours/quarter per lifeguard
Customer service	Substantiated conduct/service complaints	0 per quarter
Complaints	Responses within 3 business days	100% compliance
Beach raking	Daily raking and inspection before 10:00am	100% of operational days
Mushroom cleaning	Weekly cleaning completed and logged	100% of weeks
Fitness program	Scheduled classes delivered (excluding weather/emergency cancellations)	100%
Fitness satisfaction	Participants satisfied or highly satisfied	≥ 90% per survey

9.2 Safety-critical KPIs

For this Contract, the following are defined as **safety-critical KPIs**:

- Compliance with the Minimum Ratio of lifeguards (performing supervisory duties) to patrons;
- Compliance with Wave Lagoon water quality operating thresholds and closure triggers; and
- Compliance with critical incident response and notification timeframes and notifiable WHS incident obligations.

A **non-critical KPI** is a KPI that is not a safety-critical KPI.

9.3 Monthly performance ratings

Monthly performance will be categorised as:

Acceptable performance – all safety-critical KPIs met and not more than one non-critical KPI missed.

Underperformance – one or more safety-critical KPI missed, or two to three non-critical KPIs missed.

Serious underperformance – repeated or systemic failure (e.g. the same KPI missed in two consecutive months, more than three KPIs missed in a month, or any breach of a Minimum Ratio or water-quality thresholds).

9.4 Abatements to Monthly Service Payment

Where there is Underperformance in any month, the Corporation may apply abatements to the Monthly Service Payment for that month as follows:

- First month of Underperformance in a rolling 12-month period: warning and Performance Improvement Plan (if required) – no abatement.
- Second month of Underperformance in a rolling 12-month period: abatement of 2% of that month's Monthly Service Payment.
- Third and subsequent months of Underperformance in a rolling 12 month period: abatement of 5% of the relevant month's Monthly Service Payment.

Where there is Serious underperformance in any month, the Corporation may apply an abatement of 10% of that month's Monthly Service Payment. The Corporation will notify the contractor in writing of any abatement, including reasons and calculations, and abatements will be deducted from the relevant Monthly Service Payment(s). The Corporation may require a Performance Improvement Plan to address underperformance, to be submitted within 10 business days of notice, implemented at the contractor's cost and reviewed at subsequent performance meetings. Abatements do not limit the Corporation's right to recover any proven loss in excess of the abatement amount.