

Lake Mac Swim Centres

School Carnival Hire Agreement Form - Speers Point

HIRE DETAILS			
School name:			
Primary Contact Person:		Position:	
Contact Person to be present on the day:			
Billing Address:			
Suburb:		Postcode:	
Email:		Phone:	Mobile:
Accounts Contact Person:		Accounts Contact email:	

INSTRUCTIONS	
Return a signed copy (pages 1 -3) by E-mail:	council@lakemac.nsw.gov.au

'ATTACHMENTS' TO THIS HIRE AGREEMENT FORM
1. Standard Hiring Conditions and Responsibilities
2. Rules and Conditions of Entry
3. Emergency Site Plan/Evacuation Procedures
4. Shallow Water Diving Information and Risk Assessment
5. Risk Assessment – Swim Centres General – External Organisations Activities/Events

AGREEMENT			
<input type="checkbox"/> I understand that acceptance of this booking is at the discretion of Lake Macquarie City Council. By returning this form, I declare that I am authorised by the above-mentioned School to hire the Centre for the purpose specified.			
<input type="checkbox"/> I have read and understand the Terms and Conditions (and all 'Attachments' mentioned above) and I agree on behalf of the School and confirm that I accept them on behalf of the School.			
Hire Period:	From:	(DD/MM/YYYY) / /	To: (DD/MM/YYYY) / /
Booking Deposit:	A 50% non-refundable deposit (based on your expected attendance numbers) is required to secure the booking. Final payment balance is the balance between actual attendance and your deposit. School must contact Swim Centre to pay the deposit when the Hire Agreement Form is submitted. The booking is not secured until the deposit is received.		
Final Payment Method:	<input type="checkbox"/> Credit Card		<input type="checkbox"/> Invoice
Signed for and on behalf of the hirer:			Date:
Signed by Lake Mac Swim Centres:			Date:

INSURANCE / RISK MANAGEMENT
<input type="checkbox"/> We are a NSW Department of Education government school and confirm that we are covered for Public Liability Insurance (minimum coverage of \$20,000,000) under the current Department of Education Certificate of Currency. OR
<input type="checkbox"/> We are a Catholic School or Independent School and <u>have attached a copy of our Public Liability Insurance</u> (minimum coverage of \$20,000,000) for the current period.
<input type="checkbox"/> School Risk Management Plan attached – Schools must provide their event Risk Management Plan.

School Carnival Hire Agreement Form - Speers Point

BOOKING DETAILS		
Booking Type: (circle)	Single Date	Multiple Dates (<i>additional hire fees may apply</i>)
We request to use: (circle)	Grandstand	Kiosk
We will invite parent spectators		

EVENT DETAILS							
<input type="checkbox"/> Outdoor 50 metre pool				<input type="checkbox"/> Outdoor 25 metre pool			
One pool is provided free for your school. A second body of water may be available upon request - additional hire fees will apply.							
We offer school carnivals between 9:30am-2:30pm only . Schools may access the Swim Centre grounds outside of these hours but will not be able to enter the water. Approved requests to access water outside of the standard carnival hours will be charged the applicable Lane Hire fees. If your school does not require the full allocation of 5 hours please enter your intended start and finish times.							
Pool (50M or 25M)	No. of lanes	Day	Start Date	End Date	Start time	Finish time	No. of attendees
<i>E.g. 50m</i>	<i>8</i>	<i>Friday</i>	<i>18/12/2023</i>	<i>18/12/2023</i>	<i>9am</i>	<i>1:30pm</i>	<i>500</i>
Your booking gives you exclusive use of the pool not the whole facility. All Swim Centres remain open to the public.							

UNSTRUCTURED AQUATIC ACTIVITIES	
Examples of unstructured activities:	<ul style="list-style-type: none"> • Recreational or 'free' swimming • 'Salmon races' or continuous swim activities.
<input type="checkbox"/> YES, an unstructured activity will be conducted between the hours of _____ and _____ See Attachment 1 'Hiring Conditions and Responsibilities', item 4.	
<input type="checkbox"/> We will have less than 50 persons in the pool at any time. (No extra cost – Lake Mac Swim Centres provide a lifeguard for the first 50 persons however additional lifeguards are required once ratio is exceeded).	
<input type="checkbox"/> We will have more than 50 persons in the pool at one time and I agree to pay for an additional lifeguard for every additional 50 persons .	
If you answered 'Yes' in this section you MUST complete the UNSTRUCTURED AQUATIC ACTIVITY CHECKLIST. See next page.	

OTHER BOOKING RELATED INFORMATION
Include all other requests to support your booking. For example, access to grandstands, scheduled kiosk breaks, other.

NSW EDUCATION UNSTRUCTURED AQUATIC ACTIVITY CHECKLIST

School to complete and return with Hire Agreement Form	YES	NO
The school confirms it is responsible for assessing students swimming competency before any unstructured aquatic activity is undertaken during the hire period.	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the appropriate wristbands for the students to wear once a swim assessment is complete? (The school must supply their own wristbands): blue for competent and yellow for non-swimmers.	<input type="checkbox"/>	<input type="checkbox"/>
The School will complete the DET Water Survival Challenge with all participating students prior to commencement of any unstructured activity and the appropriate wristbands will be worn.	<input type="checkbox"/>	<input type="checkbox"/>
Confirm that supervising teachers have the appropriate qualifications . At least one supervisor must hold either an Austswim Certificate, RLSSA Bronze Medallion, RLSSA Swimming Teacher Rescue Award, SLSA Patrol Bronze Medallion or SLSA Surf Rescue Certificate. The School must be able to produce these qualifications upon request in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>
Supervising staff will attend an induction to the Centre prior to commencement of unstructured activity and are to be familiar with the Emergency Response Plan provided in this booking pack. Including: <ul style="list-style-type: none"> Layout of the centre including entries, exits and first aid room. Rules and regulations Appropriate activity areas, including pool space planned for non-proficient or non-swimmers Other information resulting from risk management 	<input type="checkbox"/>	<input type="checkbox"/>
School is providing a ratio of 1:20 supervisors to students (whether it be teachers or parent helpers) and are aware of the responsibilities to this role, including positioning and scanning techniques.	<input type="checkbox"/>	<input type="checkbox"/>
All parent helpers will have a current Working with Children (Volunteer) check that is verified by the school. Lake Macquarie City Council is a child safe organisation.	<input type="checkbox"/>	<input type="checkbox"/>
Supervisors are aware that whilst supervising they must be carrying a piece of rescue equipment; either a kickboard, noodle or rescue tube.	<input type="checkbox"/>	<input type="checkbox"/>
On the day, school staff will inform students of where the change rooms, toilets, first aid room and the emergency exits are located. They will also advise students of the and Emergency Evacuation Plan and how to signal a Lifeguard if assistance is required.	<input type="checkbox"/>	<input type="checkbox"/>

Attachment 1: Standard Hiring Conditions and Responsibilities

Council will undertake the following:

1. Qualified Centre Staff	During operational periods there will be at least two fully qualified staff members available for assistance. Qualifications include Pool Lifeguard Certificate, Current CPR, Senior First Aid, Spinal and Defibrillation Certificates.
2. Facility Induction	Centre staff will provide a facility induction to the Hirer-in-charge upon arrival at the Centre. This induction will include information on basic emergency procedures, observation points for water surveillance and any hazards that may be present in the Centre on that day.
3. Space allocation	Sufficient lanes for the Schools activity will be allocated, however the Centre is still open to the public and therefore allowances must be made for public swimming. Locations for out-of-water marshalling, rest and play areas will also be allocated where identified by the hirer.
4. Unstructured Aquatic Activity	If the School is planning to conduct an Unstructured Aquatic Activity one of the following options must be adopted. <ul style="list-style-type: none"> • OPTION 1: Restrict the unstructured aquatic activity component to class/ participant numbers below 50 students/individuals at a time in the pool, or • OPTION 2: Pay the costs of hiring additional lifeguards for the unstructured aquatic activities thus ensuring a safe ratio of 1 lifeguard to 50 students. Lifeguards are charged at a 2-hour minimum hire. Additional lifeguards will be provided at the current hourly rate, contact Swim Centre Team Leader for further details on this cost. If numbers on the day are higher than predicted by the hirer then Lake Mac Swim Centres will charge additional fees to cover the cost for an additional lifeguard or in water activities will be limited. This will be discussed upfront with the hirer on the day.
5. Centre staff support for First Aid	The Centre staff will be available to support the Schools supervising staff in the event of an incident or accident requiring first aid treatment.
6. Safety equipment	The Centre has appropriate emergency assistance equipment located in the vicinity of the pool. Basic floatation equipment is available for the Schools immediate use in the event of an emergency arising.
7. Procedure in an emergency	In the event of a major emergency the Swim Centre Team Leader/ Senior Pool Lifeguard will become the Chief Warden. Directions, which may be given over the PA System, may include the evacuation of the Centre to the Emergency Assembly Point. Directions from the Chief Warden may be given to event staff to assist with the emergency as required including site control, first aid support etc. Refer to Attachment 3 'The Emergency Site Plan and Evacuation Procedure'.
8. Kiosk	The Centre (limited facilities are available at West Wallsend) has a kiosk facility available that will be operational during standard pool opening hours. Contact the Centre staff prior to booking to discuss food/beverage options.
9. Pool Rules / Conditions of Entry	Pool Rules and Conditions of Entry are displayed at the Centre. Refer to Attachment 2 'Rules and Conditions of Entry'.
10. Sun Protection	The centre has limited shade provision. It is recommended that the school observes appropriate personal sun protection measures. Temporary shade structures may be erected with consultation with centre staff.
11. Adverse weather	The centre has limited provision to assist in providing protection from adverse weather e.g. rain and thunderstorms (lightning). It is suggested that the Hirer advises those attending the activity that they should carry personal protection against wet weather. The school should prepare an action plan to evacuate students in the event of lightning storms.

12. Competitive Dive Starts	To assist the School in preparing for the activity a copy of the Shallow Water Diving Information and Risk Assessment for the main water bodies in the Swim Centre are attached for the School's information.
13. Cancellation of Hire	<p>Council may, at any time for reasonable cause, including mechanical breakdown, safety concern (including lightning), or emergency, cancel the School's hire of the Centre without notice. Council will endeavour to give the School reasonable notice of its intention to cancel this Hire Agreement. Council is to have no liability (of any nature whatsoever) to the Hirer as a result of the cancellation of the School's hire of the Centre.</p> <p>In the unlikely event of a cancellation occurring, every effort will be made to transfer the Hirer's activity to another suitable day or site. If this cannot be accommodated then Council will refund the non-refundable hire agreement.</p>
14. Hygiene	All persons are strongly encouraged to use the toilet and shower facilities before entry into the pool. Persons detected with open wounds, sores & rashes, infected eyes or wearing bandages are requested not to swim. Pool contamination through nose blowing, spitting and spouting of water is actively discouraged. Appropriate swimwear must be worn at all times. For non-toilet trained pool users, aquatic nappies that are specifically designed for use in pools must be used at all times.
15. Health risks	It is essential that Council be advised of any swimmers who are a known potential health risk. The opportunity for these persons to swim will be subject to adequate precautions being in place to protect other pool users. To assist the Hirer in making this declaration please complete the relevant section on the attached Schedule.

The Hirer will be expected to undertake the following:	
16. Schedule	The schedule that establishes the Booking Agreement between Council and the School (Hirer) is included in this booking package. It is essential that the Hire Agreement Form is fully completed and returned to the Centre at least two weeks prior to the day of the carnival. The hire deposit must be paid at the time of booking to secure the hire date.
17. Supervision	<p>The school is required to have 1 Supervisor: 20 students to supervise while in the centre as per Water Safety Practice Note 15 and the Department of Education Policies and Procedures (Excursion Policy). This will include supervision of participants in the water, rest areas and the change rooms. School staff members must not enter toilets/change rooms of the opposite sex. Contact Swim Centre Staff for assistance.</p> <p>Active water surveillance is required at all times whilst participants are in the water during the carnival. Active supervision requires dedicated attention to all in water activities, with rescue devices available for response in the event of swimmer difficulty. It is recommended that 1 staff member is positioned on both sides of the pool performing active water surveillance throughout the carnival.</p> <p>Additional supervision and attention will be required if the School is conducting an unstructured aquatic activity or have participants with special needs entering the water. Lifeguards are not solely responsible for the surveillance of the participants in the water. The school must nominate dedicated supervisory staff on arrival to the Swim Centre Team Leader/Senior Lifeguard. The staff members must be identifiable and will be responsible for supervising students both in and out of the water. They will be the point of contact for Lifeguards to address any behaviour concerns and will be requested to wear appropriate attire such as hi-vis vests (or similar).</p>
18. Schools Guidelines	It will be expected that all supervising teachers and any supporting adults will follow relevant guidelines issued by their respective Education Departments in relation to the conduct of excursions and swimming/aquatic activities. Where these guidelines are in contradiction or are considered to provide a lower 'standard' to Council policy or operating procedures, the Council operating procedure and policy will apply.
19. Risk	The Schools Risk Management Plan for the carnival must be attached to the Hire Agreement Form when returned to the Centre. The School is responsible for inspecting the Centre prior to use, to ensure it is safe and accessible for the planned activity. The School uses the Centre at its own risk.
20. Entry provisions	The School will be charged the amount equivalent to the number of participants, based on the current the Bulk Entry fee. The School and nominated supporting staff will be able to enter the Centre at no charge. An identification badge, or similar, will be required to be prominently worn, to reduce the possibility of misidentification by Centre staff. Additional persons will be charged the current 'Spectator' fee.
21. Unstructured Aquatic Activity	If the School is planning to conduct an Unstructured Aquatic Activity (as outlined in the Lake Mac Swim Centre School Carnival Hire Agreement Form definition) they must declare so on the Form.
22. Pool Rules / Conditions of Entry	The Rules and Conditions of Entry must be observed at all times by the school. Refer to Attachment 2 'Rules and Conditions of Entry'. Any reasonable direction by the Centre staff, including reducing noise levels, must be strictly adhered to. PA's must not be used to play continuous or loud music that may disrupt surrounding residents or other patrons.
23. Procedure in an emergency	The Centre staff will take control of any major emergency and the School and swimmers will be required to follow any directions that are given. School staff must familiarise themselves with the layout of the Centre and the available emergency exits. Directions from the Chief Warden may be given to event staff to assist with the emergency as required including site control, first aid support etc.

24. First Aid	All injuries that occur in the centre must be reported to the Centre staff. If the injuries require first aid treatment the Centre staff will be available to undertake this role. If the injuries require further treatment i.e. hospitalisation, the Centre staff and teacher-in-charge will consult and determine the best course of action to be taken.
25. Arrival at centre	The School contact person must announce the arrival of the hire group at the reception desk prior to any participants entering the Centre.
26. Induction	The Schools person in charge, prior to the activity commencing will receive a site induction (toolbox talk).
27. Health Risks	The Schools person in charge will advise the Centre staff if any participants are potential health risks, identify these persons to staff and advise what precautions are in place.
28. Security of Hirer equipment	The School is responsible for ensuring that all equipment brought into the Centre is secure and safe for all users. Council takes no responsibility for any equipment or goods of the School that are lost, stolen or damaged while in the Centre.
29. Race Starting Equipment	Consult with Centre staff for acceptable starting methods. It is the responsibility of the School to arrange race starting equipment permission from Swimming Clubs or Swim Centres (if available at the Swim Centre).
30. Cleaning and repair	The School must ensure that at the end of the activity, the Centre is left in a clean and tidy condition (including amenities) and that all rubbish has been placed within the appropriate waste receptacles. The School must also ensure that any equipment used is returned in good repair and working order. A charge may be applied if any equipment is returned in a damaged condition.
31. Indemnity	The School indemnifies Council and its officers, employees and agents against any and all claims brought against them in respect of the School's use of the Centre except to the extent that such claim arises out of the negligence of the Council.
32. Completion of activity	Duty of care remains with the School for children that remain at the facility at the completion of the activity. Children 10 years and below are not permitted to remain at the centre without being in the care of a responsible adult or person over 16 years of age.
33. Animals	No animals except dogs assisting medically impaired persons are permitted in the Centre.
34. Photography onsite	Patrons are not to take photos of children other than their children without the consent of the parent/guardian of the child.
35. Loss or Damage	The School agrees to reimburse Lake Mac Swim Centres for any loss or damage incurred as a direct result of the activity in the designated area of hire, within reasonable control of or which would be expected to be in the reasonable control of the school, and in breach of this hire agreement, included but not limited to loss or damage to the building or equipment.

Attachment 2: Rules and Conditions of Entry/ Expectations

- Always follow directions of Swim Centre Staff.
- Council Swim Centres are all non-smoking venues.
- Management reserves the right to refuse entry.
- Patrons are to always observe pool rules and signage as displayed within the Centre.
- Patrons must pay the applicable fee to enter the Centre. No pass outs will be issued.
- Family entry is defined as being 2 adults (parent/partners) and dependent children up to 18 years.
- Patrons are not permitted to bring glass objects, knives, or alcohol into the Centre. Patron's bags may be searched.
- All injuries must be reported immediately to Centre staff.
- It is recommended that no valuables are left unattended. The centre accepts no responsibility for lost or stolen items.
- Parents or guardians may not take children over the age of 8 years into the change room of the opposite sex.
- No pets or animals are permitted in the Centre, except for Guide Dogs and Assistance Dogs.
- Persons with communicable infectious diseases must not use the pool.
- Children are asked to use the toilet prior to swimming.
- Do not enter the pool dirty, showers are available and must be used prior to swimming.
- No soap, detergent or any other substance is to be used in the pool.
- No skateboarding or scootering is permitted within the Centre.
- No running poolside or pushing is allowed.
- Appropriate swimwear must be worn at all times. Adequate and hygienic recognised swimwear made from lycra and nylon must be always worn in the water. Non toilet trained pool users are required to wear only recognised waterproof aqua nappies plus tight leg swimwear. Rash shirts are the recognised swimwear and not cotton tee shirts.
- Inappropriate swimwear includes and is not limited to denim, cotton, leotards, bike pants, female underwear, boxer shorts, t-shirts, polos and singlets, street clothes, sport/gym clothes, footwear.
- The Swim Centre provides trained staff to supervise patron safety and behaviour standards. **They do not replace the supervisory responsibility of parents and guardians of children. The presence of a lifeguard does not diminish the responsibility of a parent or supervisor.**
- Parental / Guardian supervision responsibilities at all Lake Mac Swim Centres include:
- At a minimum a child under 10 years of age is actively supervised by a person 16 years or older.
- Parent/caregiver/hirer supervisory staff are dressed ready for action, including unexpected entry into the water.
- **Children 0-5** years to be actively supervised at all times within arms' reach in the water.
- **Children aged 6-10** under constant supervision, with parent/guardian prepared to get wet.
- **Children aged 11-14 years** - it is recommended that parent/caregivers regularly check on their child by physically going to where they are in or around the water.
- Carers of people with disabilities must notify staff when entering the Centre.
- Do not attempt or allow persons under your responsibility to use facilities beyond your / their level of competency.
- Nomination of number of non-swimmers or weak swimmers and means in which they are to be supervised.
- Abusive, disruptive, racists or offensive behaviour and language are not permitted. Offenders will be removed from the Centre.
- All patrons must behave in an appropriate manner with respect to children and around children. Lake Mac Swim Centres **will not tolerate any form of child abuse**. Child abuse is any behaviour that harms a child including physical, sexual and emotional abuse, as well as neglect and exploitation. Child abuse is against the law.
- Any patrons under the influence of alcohol or drugs will not be permitted into the Centre.
- Patrons are not to take photos of children, other than their own children, without the consent of the parent or guardian of the child.
- Cameras and mobile phones are not permitted in change rooms.
- Only dive in designated areas. No diving in the shallow end is allowed.

Supervision Expectations

- The Swim Centre provides trained staff to supervise patron safety and behaviour standards. **They do not replace the supervisory responsibility of parents and guardians of children.** The presence of a lifeguard does not diminish responsibilities of parents and supervisors.
- Parental / Guardian supervision responsibilities at all Lake Mac Swim Centres include:
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- Do not attempt or allow persons under your responsibility to use facilities beyond your / their level of competency.
- Nomination of number of non-swimmers or weak swimmers and means in which they are to be supervised.

Behaviour Expectations

- Abusive, disruptive, racist, or offensive behaviour and language are not permitted. Offenders will be removed from the Centre.
- All patrons must behave in an appropriate manner with respect to children and around children. Lake Mac Swim Centres **will not tolerate any form of child abuse.** Child abuse is any behaviour that harms a child. It can take many forms including physical, sexual and emotional abuse, as well as neglect and exploitation. Child abuse is against the law.
- Any patrons under the influence of alcohol or drugs will not be permitted into the Centre.
- Patrons are not to take photos of children, other than their own children, without the consent of the parent or guardian of the child.
- Cameras and mobile phones are not permitted in the change rooms.
- All patrons must behave in a manner that keeps children safe from physical, sexual or emotional abuse or neglect, or the fear of apprehension of such abuse and neglect.
- Only dive in designated areas. No diving is allowed in the shallow end.

Attachment 3: Emergency Response Plan

Site Name	SPEERS POINT SWIM CENTRE PARK ROAD SPEERS POINT, NSW 2284
Site Emergency Contact:	Swim Centre Team Leader
Phone:	0418 202 874
AFTER HOURS	02 4921 0333

Purpose and Scope

The purpose of this Emergency Response Plan is to provide a site-specific procedure for Swansea, West Wallsend, Charlestown and Speers Point swim centres to deal effectively with emergencies or crises that may arise. It outlines the types of hazards encountered at the site, the roles and responsibilities of relevant personnel, and the measures in place for implementing, testing and reviewing of this plan.

This document has been developed in accordance with **Emergency Management – Process Control Document**.

In preparing this plan, consideration has been given to the following.

- The nature of the work being carried out at the workplace.
- The nature of the hazards at the workplace
- The size and location of the workplace
- The number and composition of the workers and other persons at the workplace

The primary objective of this Emergency Response Plan is to protect persons on site. In the majority of situations, this means evacuating to a safe place and contacting the applicable Emergency Service.

During any type of emergency teamwork and communication is vital. Each member must be aware of his or her own role and of the roles of their colleagues. Follow Standard Operational Procedures closely and if unsure of the appropriate actions to take, speak to your supervisor.

All staff are required to regularly check pertinent communication sources for information sharing and updates. , They must record details of incidents in the Service Now Portal and complete appropriate reports as required.

Distribution of Emergency Response Plan

Controlled copies of this Emergency Response Plan are to be distributed to the swim centre Team Leader.

Identification of emergencies

The types of potential emergencies that could occur at the swim centre have been identified through the completion of the Emergency Response and First Aid survey. These emergencies will typically require an evacuation of the swim centre; however, the decision to evacuate the centre will be made by the senior lifeguard on duty or duty supervisor.

These are as follows;

- Fire
- Gas leak
- Environmental spills
- Structural damage to building
- Medical emergency
- Deceased person
- Assault
- Armed hold-up
- Violent or threatening person
- Natural disaster - Storm, flood or severe weather
- Bomb threat
- Suspicious mail/packages
- Power failure
- Contamination – Faecal or Vomit

Minor Emergency/Incident Procedures

In addition to the emergencies identified above, there are also a range of minor incidents which can occur at the swim centre. These incidents can typically be responded to without the need to evacuate the centre and some examples are as follows;

Incident	Staff Response
Overcrowding	Stop admittance until numbers reduce, utilize reception staff for supervision as required.
Disorderly behaviour	Ask the person to leave, if they refuse to comply, call the police & record in Service Now portal.
Lack of water clarity/Chemical irregularities	The levels of pool chemicals which must be maintained are detailed in the NSW Health Department "Public Swimming Pool and Spa Pool Guidelines". Should the water clarity deteriorate, close the centre until conditions improve. In the event of chemical irregularities check the chlorine levels, pH and check filter & plant operation. Close the pool and advise Coordinator Leisure Operations immediately of closure
First aid injury	Treat the person and complete the appropriate forms

Evacuation Procedure

The Emergency Evacuation Procedure is to be initiated in the event of a major emergency following the decision to evacuate the centre by the team leader, duty supervisor or senior lifeguard.

Step 1: Alerting wardens - Identifying an emergency

All senior lifeguards are Emergency wardens.

Any person identifying an emergency must take the following action;

- Advise the warden of the emergency and keep other persons away from the area
- Inform the warden of the nature of the incident and whether there has been an injury, loss of life or potential threat to other persons
- Inform the warden of any actions taken or proposed

Step 2: Assessing the situation

The warden will assess the emergency and determine whether an evacuation is necessary, and if Emergency services are required to be contacted. If an evacuation is required, the warden will raise the alarm to alert all persons by the use of a whistle, air horn, emergency alarm or voice.

Step 3: Coordinating an evacuation

The warden is responsible for coordinating an evacuation, and they will take the following action, or delegate the action as required;

- Wear Yellow warden vest to indicate who is in control of the evacuation
- Raise the alarm to alert swim centre users to the emergency and the actions required
- Contact Emergency Services and upon their arrival on site, direct them to the incident and provide a handover
- Ensure that appropriate actions are taken in accordance with the Emergency response guidelines, depending on the nature of the Emergency. This will usually require assigning actions to other members of staff
- Coordinate traffic control on site or delegate as appropriate

Step 4: Controlling traffic

The person nominated to control traffic on site is required to manage access and egress of vehicles on site. This will involve maintaining clear access for Emergency vehicles entering site. Vehicles should not leave the facility unless agreed by the Incident controller of the attending Emergency Services.

Step 5: Communicating with others

The warden will make the initial contact with other staff on site by raising the alarm. This is carried out by using the air-horn, whistle or 2-way radio. Further communication during an emergency can be carried out using the emergency mobile phone.

Depending on the nature and severity of the incident, the warden will raise the alarm to the department manager at an appropriate time once the situation has been controlled. The department manager will escalate as deemed necessary.

Step 6: Accounting for people

The swim centre is a single level building with multiple bodies water. There are staff offices, plant rooms and storage sheds. Persons in these areas will be initially alerted to the emergency by the alarm.

The warden will delegate other team members to carry out area checks to ensure that all areas are clear and occupants are accounted for.

The warden will also delegate the task of ensuring that persons are directed to the assembly area which is identified on the Evacuation plan.

Step 7: Providing First Aid

Injuries of a serious nature will be prioritised for treatment. Other persons requiring treatment will be assessed and treated by swim centre staff accordingly.

Emergency medical equipment held within the swim centre includes oxygen therapy, spinal board and defibrillator. This equipment is stored on or close to the Emergency Response Cart, along with a First Aid kit. There is also a First Aid room within the swim centre with additional First Aid supplies.

Depending on the nature of the emergency, the provision of First Aid may be carried out within the premises. If an evacuation is warranted, staff will take the necessary equipment to the assembly area and administer treatment as required.

Step 8: Assessing that the site is safe to reoccupy following the emergency

The incident controller will advise the warden when the site is safe to reoccupy.

Emergency Equipment / Resources – SPEERS POINT

Description	Number on site	Locations
Evacuation Assembly Map	2	Lifeguard office, Club room
Fire extinguishers	5	Lifeguard office, Kiosk, Store room, Plant room, Club room
Emergency Response guide/Flip chart	1	Staff room
Emergency response plan	1	Lifeguard office
Air horns	1	Lifeguard office
Emergency mobile phone	1	Lifeguard office
Two Way Radio's	5	Managers Office
Spill kit material	1	Old vat room
Fire blanket	1	Kiosk
Defibrillator	1	Emergency Response cart
Oxy-viva	2	Emergency Response cart, First aid room
Barricades	N/A	
PA System	1	Lifeguard office
Safety Data sheets (boxes)	5	Lifeguard office, First aid room, Kiosk, Plant room, Storage container

Facility / Site Hazards and Emergency Response Procedures

Refer to D09878575 – Lake Macquarie City Council – Emergency Response Guide.

Emergency Drills

The swim centre Team Leader should make arrangements to conduct a practice drill, with the purpose of testing the team's response to various emergencies. These drills will be carried out at least once per year; unless an actual emergency has occurred within that timeframe.

Emergency Management Committee

Leisure Services have established an Emergency Management Committee. The members include the Department Manager, Beach and Swim Centre Team Leaders and the Safety Compliance Officer.

The committee is tasked with planning and reviewing the Emergency Response Plans for the beaches and swim centres, including the emergency response procedure and any training associated with the effective implementation of the plans.

The committee is also responsible for the formation of the Emergency Control Organisation for the facilities. The committee meets annually.

Emergency Control Organisation

Emergency Role	Position/Location	Name	Office Phone	Mobile Phone
Crisis Controller	Chief Executive Officer (or delegated Executive nominee) who will coordinate the Crisis Management Team	N/A	N/A	N/A
Facility Manager	Swim centre Team Leader	Callie	X 3033	0419 202 874
Chief Warden	Nominated team members	N/A	N/A	N/A
Area Wardens	Nominated team members	N/A	N/A	N/A
First Aid Officers	Senior Lifeguard or delegate	N/A	N/A	N/A
Site Traffic Controller	Nominated team members	N/A	N/A	N/A
Occupational Health & Rehabilitation Officer	Works Depot Gatehouse Building - Workforce Planning Unit	Shanene Hornery	X543	0417 241 823
Emergency Service	FIRE	Fire Brigade	000 or Mobile 112	
	ACCIDENT (personnel affected)	Ambulance	000 or Mobile 112	
	EXPLOSION	Fire Brigade	000 or Mobile 112	
	BIOLOGICAL THREAT	Fire Brigade HAZMAT	000 or Mobile 112	
	BOMB THREAT	Police	000 or Mobile 112	
	RIOT	Police	000 or Mobile 112	
	NATURAL DISASTER	SES	132500	0418800700
	ENVIRONMENTAL INCIDENT	Fire Brigade HAZMAT	000 or Mobile 112	
Incident Hotline			X1650	

Area Warden Zones

N/A

Post Emergency / Evacuation Debrief

Following an emergency at the swim centre, a meeting will be held with the staff involved to conduct a debrief on the incident. The meeting will be held as soon as possible (at most, within 48 hours) of the incident occurring. The Swim Centre Team Leader or Senior Lifeguard will conduct the meeting, in conjunction with staff who were involved in the emergency response. Representatives from the Safety Management Team may attend the debrief meeting as required.

The Post Emergency Evacuation / Drill Debrief Meeting Form will be used to document the meeting, and this document is available as a meeting template in Microsoft Word.

It will remain the responsibility of the Team Leader or Senior Lifeguard to ensure all actions from the debrief are recorded in action items of meeting minutes indicating task, responsibility and timeframe, and that corrective actions are reported as such to the Incident Hotline for recording. The completed Post Emergency Evacuation / Drill Debrief Meeting Form record will be saved to TRIM.

Attachment 4: Shallow Water Diving Information/Risk Assessment

PART 1 – WATER DEPTH

Charlestown Swim Centre advises the following information regarding shallow water diving. This is particularly pertinent to relay events or other activities where diving in shallow water may be undertaken.

Carnival Pool – 50m			
DEEP END DEPTH	Metres:2.10	SHALLOW END DEPTH	Metres: 1.10
Starting Block height above water	mm: 635	Concourse height above water	mm: 168
OTHER INFORMATION:			

SUGGESTED SAFE WATER ENTRY TECHNIQUE

Based on the RLS Guidelines for Safe Pool Operation Guideline SU22 the following entry is suggested:

DEEP END	Competitive Dive Start Permissible	SHALLOW END	Competitive Dive Start Permissible
OTHER INFORMATION: If you undertake Competitive Dive starts please ensure appropriate induction, training and competitor announcements are undertaken in accordance with DET or Industry requirements.			

PART 2 – RISK IDENTIFICATION / ASSESSMENT / CONTROL

DATE	LOCATION 50m pool
ASSESSORS	Swim Centre Team Leader
WORK AREA	50m pool
HAZARD DESCRIPTION	Risk of steep dive into shallow end of pool causing possible head/neck injury.

ASSESSMENT

CURRENT CONTROLS	Non-elite swimmers require clearance from Hirer	
LIKELIHOOD DETAILS	Very likely – could happen at anytime	
CONSEQUENCE DETAILS	Permanent disability or ill health (possible death)	
	LEVEL OF RISK: A1 Extreme	
PROPOSED CONTROLS		BY DATE
ELIMINATION	Diving blocks are not provided at shallow end	
ADMINISTRATION	Basic carnivals are a deep end start. Relays are able to have competitive dives at shallow end. Hirer to provide prior instruction in safe diving techniques.	
LIKELIHOOD DETAILS (After proposed controls implementation)	Very unlikely – could happen but probably never will	
CONSEQUENCE DETAILS (After proposed controls implementation)	Permanent disability or ill health (possible death)	
	LEVEL OF RISK: D1 Moderate	

APPROVAL TO IMPLEMENT CONTROLS & RESPONSIBLE PERSON

RESPONSIBLE PERSON	NAME	BY DATE	STATUS
Team Leader	Callie Spurr	On-going	Implemented

PART 1 – WATER DEPTH

Charlestown Swim Centre advises the following information regarding shallow water diving. This is particularly pertinent to relay events or other activities where diving in shallow water may be undertaken.

Carnival Pool – 25m

DEEP END DEPTH	Metres:1.10	SHALLOW END DEPTH	Metres: 0.50
Starting Block height above water	mm: 92-110	Concourse height above water	mm: 94-160
OTHER INFORMATION:			

SUGGESTED SAFE WATER ENTRY TECHNIQUE

Based on the RLS Guidelines for Safe Pool Operation Guideline SU22 the following entry is suggested:

DEEP END	Competitive Dive Start Permissible	SHALLOW END	All events will be commenced in water.
OTHER INFORMATION: If you undertake Competitive Dive starts please ensure appropriate induction, training and competitor announcements are undertaken in accordance with DET or Industry requirements.			

PART 2 – RISK IDENTIFICATION / ASSESSMENT / CONTROL

DATE	LOCATION 25m pool
ASSESSORS	Swim Centre Team Leader
WORK AREA	25m pool
HAZARD DESCRIPTION	Risk of steep dive into shallow end of pool causing possible head/neck injury.

ASSESSMENT

CURRENT CONTROLS	Non-elite swimmers require clearance from Hirer	
LIKELIHOOD DETAILS	Very likely – could happen at anytime	
CONSEQUENCE DETAILS	Permanent disability or ill health (possible death)	
	LEVEL OF RISK: A1 Extreme	
PROPOSED CONTROLS		BY DATE
ELIMINATION	Diving blocks are not provided at shallow end	
ADMINISTRATION	Basic carnivals are a deep end start. Hirer to provide prior instruction in safe diving techniques. No competitive dives at shallow end for relays.	
LIKELIHOOD DETAILS (After proposed controls implementation)	Very unlikely – could happen but probably never will	

CONSEQUENCE DETAILS (After proposed controls implementation)	Permanent disability or ill health (possible death)		
	LEVEL OF RISK: D1 Moderate		
APPROVAL TO IMPLEMENT CONTROLS & RESPONSIBLE PERSON			
RESPONSIBLE PERSON	NAME	BY DATE	STATUS
Team Leader	Callie Spurr	On-going	Implemented

Attachment 5: Risk Assessment - Ongoing activity (controlled) - Swim Centres General - Hire of Swim Centre Facilities

This is an **ongoing activity (controlled) risk assessment**.

Location	LMCC Operated swim centres (Charlestown, West Wallsend, Swansea, Speers Point)			TRIM Ref:	D11173463		
Assessed by	Callie Spurr, Chris Wilson	Approved By	Manager Leisure Services - Brendan Callander - 22 November 2023	Review Date Due	22 November 2027	Audience	Departmental - This risk assessment applies to all swim centre staff.

People Risks to health, safety and wellbeing, and employee attraction, engagement and retention.

Risk appetite We support a safe, skilled an inclusive workforce that treats everyone fairly. Council has a medium appetite to attracting and retaining a high-performing workforce with a range of contemporary skills, knowledge and experience. Council has no appetite for work practices, actions or inaction that compromise the wellbeing and safety of people including staff, contractors, volunteers and community.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
Taking booking for facility	Incorrect booking details taken. Details not confirmed with user. Customer dissatisfaction and complaints	C4 = VL	All dry-land bookings to be made through the Leisure Services Business Development Officer or Swim Centre Team Leaders. A site meeting between Business Development Officer and the applicant to take place following the enquiry as required. Aquatics - Lane hire bookings through swim centres		Business Development Officer Swim Centre Staff	D4 = VL	Yes
Attendees using swim centre parking	Reduction in available spaces for centre users	C4 = VL	Monitor and report any effects or complaints by pool users		Senior Lifeguards Duty Supervisors	D4 = VL	Yes
Noise generated by activities	Noise disruption to other centre users	C4 = VL	Noise to acceptable level is permitted. Complaints to be addressed to Team Leader for handling		Swim Centre Staff	D4 = VL	Yes

Noise generated by activities	Noise impacts on surrounding neighbours	C4 = VL	Induction to include information relating to the noise limits and responsibility to neighbours. Timing of events/bookings to take into consideration acceptable noise levels		Swim Centre Staff	D4 = VL	Yes
Swim centre staffing requirements	Inadequate centre staff to manage additional persons attending the centre	C4 = VL	Reception staff are clear on their duties and able to quickly process the fitness entries for the class		Swim Centre Staff	D4 = VL	Yes
Communication with centre users	Regular patrons not aware of activities – concerns regarding loss of their regular service	C4 = VL	Provide communication to centre patrons regarding the proposed fitness classes using communication board where possible		Swim Centre Staff	D4 = VL	Yes
Space provision	Increase in patronage places increased demand on amenities/facilities	C4 = VL	Maximum numbers of attendees have been determined as 20 persons. Numbers not considered to be large enough to adversely affect the demand on facilities		Duty Supervisors Senior Lifeguards	D4 = VL	Yes
Provision of amenities = toilets, change rooms	Amenities not maintained to adequate standard of hygiene and cleanliness	C4 = VL	Centre staff clean amenities daily and provide additional servicing as required throughout day further to reports from patrons and regular checks of the facilities		Duty Supervisors Senior Lifeguards	D4 = VL	Yes
Poor availability of lane space for public	Customer dissatisfaction due to decreased availability of lane space	B4 = L	<ul style="list-style-type: none"> Ensure bookings are entered correctly into activity log to reflect lane space utilisation. Swim centres to promote to customers to use online lap availability matrix to determine best times to swim prior to peak booked activity periods. When accepting a booking, Team Leaders to consider maintaining at least one lane to remain open to public wherever practical. 		Receptionist Duty supervisors Team Leader	C4 = VL	Yes

Service Delivery Impact on quality service delivery and planning for our future city.							
Risk appetite Council recognises the responsibility it has to deliver services to the community. Council understands and accepts some risk is inherent and at times, may impact the delivery of our services.							
Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
General							
Hirer has not been provided with WHS information relevant to the operation of the swim centre	Lack of consultation and communication, resulting in incident or injury to persons	C3 = L	Swim centre staff must provide the hirer with a centre WHS induction, and upon subsequent visits communicate any safety issues that could affect hirers		Senior Lifeguard Duty Supervisor Team Leader	D3 = VL	Yes
Hirer has not provided the swim centre with adequate information regarding booked activity	Lack of consultation and communication, resulting in incident or injury to persons	C3 = L	Hirer to discuss nature of activity to be prior to the activity taking place, Duty Supervisor or Senior Lifeguard to evaluate if activity poses risk to existing users or potential hirers		Senior Lifeguard Duty Supervisor Team Leader	D3 = VL	Yes
Hirers are unaware of correct actions to take in the event of a hazard or incident	Injury to persons, ill-health	C3 = L	Hirer to ensure that persons under their control – class attendees/visitors – are provided with relevant WHS information. <ul style="list-style-type: none"> What to do in the event of an alarm Reporting hazards and incidents to instruction 		Class Instructor/Hirer	D3 = VL	Yes
Hire of Body of Water							
Provide surveillance during water activities	Inadequate surveillance may result in injury or death to patrons	C1 = H	<ul style="list-style-type: none"> Ensure sufficient staff rostered. Call in additional staff as required 		Senior Lifeguard Duty Supervisor Team Leader	D1 = M	Yes
Hire of dry land – Grassed areas only							

Area used for activity is unsuitable, surfaces uneven	Injury to class participants	C3 = L	Hirer to attend swim centre to review area and select most appropriate location in conjunction with centre staff		Senior Lifeguard Duty Supervisor Team Leader	D3 = VL	Yes
Discarded material/debris on grassed areas	Incident or injury to users	C3 = L	Centre staff carry out regular checks of the facility and maintain a high standard of cleanliness. Users to notify centre staff of any issues and remedial action to be taken		Centre Staff Hirer	D3 = VL	Yes
Hire of meeting room facilities							
Maintaining meeting room facilities to appropriate standard	Users encountering faulty/damaged equipment resulting in incident or injury. Damaged/worn floor coverings resulting in slips/trips and falls	C3 = L	Regular workplace inspections carried out at each facility, to identify hazards. <ul style="list-style-type: none"> Formal workplace inspections Ongoing hazard identification by centre staff Checks of facility prior to use Upon identification of hazards, swim centre staff will escalate to supervisor for actioning and prevent users from contact		Lifeguards Duty Supervisors	D3 = VL	Yes

Compliance Potential legal liability or breach associated with non-compliance with legislative and policy framework including claims, prosecutions and penalties.

Risk appetite Council is committed to good governance and meeting legislated and regulatory requirements in a consistent and fair manner. Council has **low appetite** for significant breaches of legal obligations or contractual agreements that result in fines, penalties or reputational damage.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
Child is abused in Swim Centre (verbal, physical, sexual, psychological) while attending the facility.	Serious injury to child which may include physical or psychological.	C4=H	Swim Centre staff have the appropriate qualifications and training to identify and mitigate abusive behaviour.		Swim Centre Staff	D3 = M	

	<p>May result in short-term or long-term harm to the child.</p> <p>Detrimental to Council reputation.</p> <p>Possible repercussion for staff that may witness or be involved in the incident.</p>		<p>The organiser of the event has identified and implemented controls to ensure the safety of children in their care – this is a pre-requisite for events.</p> <p>Adequate staffing and supervision is implemented during events.</p>				
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Financial Risks relating to any financial activity that has the potential to impact the community and the business including loss of revenue, fraud, mismanagement.

Risk appetite Council recognises the financial risk involved in delivering a wide range of services, programs and capital projects. Council has a **moderate (medium) appetite** for variation in short-term financial performance. Council has a **low appetite** for risk associated in achieving long-term financial sustainability.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
N/A							

Assets and Infrastructure Adverse impact on Council’s assets and infrastructure including asset failure, reduced lifecycle or loss of service.

Risk appetite Adverse impact on Council’s assets and infrastructure including asset failure, reduced lifecycle or loss of service.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
N/A							

Environmental Risks to or from the environment including pollution, climate change, natural climatic events, land use and the natural environment.

Risk appetite Council recognises its responsibilities in mitigating environmental impacts and long-term climate projections that will significantly impact on the liveability of future generations. Council has a **low appetite** for environmental and climate impacts on our community arising from normal business activities.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
Continued use of grassed areas	Damage to surface	C4 = VL	Move the class around in the space provided each week to ensure the grass is not too trodden		Hirer	D4 = VL	

Information, Communication and Technology Our ability to deter, manage and respond to cyber security threats and failure to maintain up to date technology.

Risk appetite Council recognises the reliance on technology on most council operations which leads to increased risks of frequent and severe cyber-attacks. Council has a **low appetite** for work practices, actions or inactions that compromise the protection, reliability and integrity of critical IT.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls e.g., B2 Medium	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls e.g., C1 Very Low	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated to? What is the decision/outcome?
N/A							

Reputation Risks that have the potential to negatively impact the reputation of the business or the community, either directly or indirectly.

Risk appetite Council recognises the importance of protecting its reputation. Council does however understand that negative publicity may occur where these is competing priorities and interests in the community. Council has a **moderate (medium) appetite** for significant impacts on Council's reputation.

Activities	Possible risks, hazards, impacts	Initial risk rating without controls	Control measures Identify measures to mitigate, transfer or avoid the risk.	Where actioned The process or document that enacts your control or needs to be modified.	Responsible position/s Who will action, review and report on the risk?	Residual risk rating after controls	Is the residual risk rating within appetite? If no, which coordinator, manager, director has the risk been escalated

		e.g., B2 Medium				e.g., C1 Very Low	to? What is the decision/outcome?
N/A							

List all Hazardous Chemicals to be used in the activities if applicable. All hazardous chemicals must be accompanied by a Hazardous Chemical Risk Assessment. Refer to Hazardous Chemical – Process Control Document for guidance.

N/A	
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The following people were consulted in the development of this risk assessment	
Team member's name	Position or team Name
Janna Wardman, Nick Ophir, Cate Hamilton, Joe Clarence	Duty Supervisor(s)

How is this risk assessment to be communicated to all staff undertaking the activities?

Method e.g., site-specific induction, training, toolbox talk, Team meeting	Evidence of dissemination e.g., electronic note saved to TRIM
Program Staff Meeting	Minutes of meeting and attendance recorded and saved to Trim
School Sport Hire agreement	Schools to read and return signed copy of hire agreement with RA attached
Toolbox talk	Pre start induction on day activity commences, coordinated by Schools Program Leader, Duty Supervisor or Senior Lifeguard

Risk Matrix - Likelihood		Risk Rating	Timeframe	Consequence		Consequence				
A = Almost Certain	80-100% probability the event will occur in the next 12 months. Control environment is weak to missing, known to have failed in the past. No response strategies.	E = Extreme	Immediate - <24hr	<i>if hazard occurs</i>	Likelihood		1	2	3	4
B = Likely	50-80% probability the event will occur in the next 12 months. Control environment is weak, ad hoc. Current response strategies are poorly targeted.	H = High	< 7 days	1= Minor		A	M	H	E	E
C = Possible	25-50% probability the event will occur in the next 12 months. Control environment is established, known and supported, but not regularly monitored.	M = Moderate	< 30 days	2= Moderate		B	L	M	H	E
D = Unlikely	0-25% the event will occur in the next 12 months. Control environment is secure, formalised, and regularly monitored. Critical points identified and generally understood. Current response strategies well designed and appear to be effective.	L = Low	< 6 mths	3= Major		C	VL	L	M	H
		VL = Very Low	<12 mths	4= Catastrophic		D	VL	L	M	H

Risk Matrix - Consequence				
Risk category	Minor – 1	Moderate – 2	Major – 3	Catastrophic - 4
Service Delivery	<ul style="list-style-type: none"> Minor disruption to service delivery (<1% of customers/community disrupted for <5hrs) No impact to critical functions Temporary (less than 24 hours) degradation in quality of outputs Minor delay in project deliverables but still on track 	<ul style="list-style-type: none"> Moderate disruption to service delivery (<1-5% of customers/ community disrupted for 5-24hrs) Loss of functions across some areas, minimal loss of one critical function (less than 1 hour) Moderate (between 25 – 72 hours) degradation in quality of outputs Project deliverables delayed or compromised, project off track, manageable within current resourcing 	<ul style="list-style-type: none"> Major disruption to service delivery (6-20% of customers/ community disrupted for 25-48hrs) Major (up to 4 hours) loss of critical functions across multiple areas Major (between 3-7 days) degradation in quality of outputs Critical impact on project milestones requiring review of implementation date 	<ul style="list-style-type: none"> Extensive disruption to service delivery (>21% of customers/ community disrupted for more than 48hrs) Extensive loss of critical functions across organisation (more than 4 hours) Extensive (more than one week) degradation in quality of outputs Key project deliverables not achieved
People – attraction, retention and culture	<ul style="list-style-type: none"> Annual Turnover rate 5-10% Industrial issue, single employee affected. Less than 10 Days unplanned leave per year per FTE No job position readvertised 	<ul style="list-style-type: none"> Annual Turnover rate 11-15% Industrial issue, less than three employees affected, isolated reduced morale. 10-13 days unplanned leave per year per FTE 1-3 position readvertised (yearly) 	<ul style="list-style-type: none"> Annual Turnover rate 16-20% Industrial issue, multiple employees affected, morale reduced but recoverable. 13-18 days unplanned leave per year per FTE 4-9 position readvertised (yearly) 	<ul style="list-style-type: none"> Annual Turnover rate >21% Significant Industrial issue, multiple employees involved, extensive reduced morale, compensation required. More than 18 days unplanned leave per year per FTE More than 10 position readvertised (yearly)
People - safety	<ul style="list-style-type: none"> Injury or illness requiring first aid treatment. No lost time injury No long-term effects 	<ul style="list-style-type: none"> Medical attention required offsite, such as out-patient treatment provided by the emergency section of a hospital (i.e., not requiring admission) Admission for corrective surgery which does not immediately follow the injury (e.g., to fix a fractured nose) Medium to long term effects-resulting in less than 3 months off work (LTI) 	<ul style="list-style-type: none"> Long term illness/injury or immediate treatment for a serious injury or potentially dangerous incident occurs) Admission into a hospital as an in-patient for any duration, even if the stay is not overnight or longer. Notifiable under SafeWork 	<ul style="list-style-type: none"> Permanent disability or death of person
Risk category	Minor – 1	Moderate – 2	Major – 3	Catastrophic - 4
Financial	<ul style="list-style-type: none"> Minor financial loss, wastage or unbudgeted expenditure. 	<ul style="list-style-type: none"> Moderate financial loss, wastage or unbudgeted expenditure 	<ul style="list-style-type: none"> Major financial loss, wastage or unbudgeted expenditure 	<ul style="list-style-type: none"> Extensive financial loss, wastage or unbudgeted expenditure

	• Less than \$50,000	• \$50,000 - \$500,000	• \$1 Million - \$5 Million	• In excess of \$5 Million
Compliance	<ul style="list-style-type: none"> • Technical breach of legal obligation with limited or insignificant impact such as corrective action • Internal staff warning 	<ul style="list-style-type: none"> • Breach of legal obligation (such as law, regulation, licence or contracts) resulting in one minor regulatory action (e.g., penalty infringement notice (PIN)) 	<ul style="list-style-type: none"> • Breach of legal obligation (such as law, regulation, licence or contracts) resulting in one or more prosecution, regulatory investigation, enforceable undertaking, licence suspension, penalty 	<ul style="list-style-type: none"> • Significant breach or systemic breaches of legal obligation (such as law, regulation, licence or contracts) resulting in one or more high impact prosecutions, class action, extensive penalties (over \$100k), licence sanction/ revocation
Assets and Infrastructure <i>Definition of critical assets are detailed in the Resourcing-Strategy</i>	<ul style="list-style-type: none"> • Minimal or isolated disruption to service potential of non-critical assets or infrastructure for less than seven days • Critical assets unfit and customers/community disrupted for <24hrs 	<ul style="list-style-type: none"> • Significant impact on service potential of non-critical assets or infrastructure for more than seven days less than four weeks • Critical assets unfit and customers/community disrupted for 24hrs-5 business days 	<ul style="list-style-type: none"> • Major impact on key service potential of non-critical assets or infrastructure for more than one month less than one year • Critical assets temporarily unfit for purpose (between 5 or more days) 	<ul style="list-style-type: none"> • Extensive (greater than one year) or permanent impact on key service potential. • Critical assets written off
Environmental	<ul style="list-style-type: none"> • Environmental impact is limited to a small area and are immediately reversible (recovery less than one month) 	<ul style="list-style-type: none"> • Limited/isolated instance of environmental damage that could be reversed (recovery less than three years) 	<ul style="list-style-type: none"> • Significant loss and/or danger of continuing environmental damage (recovering between three and nine years) 	<ul style="list-style-type: none"> • Critical and widespread loss with long-term recovery and/or irreversible impacts on the environment, threatened species or native vegetation (recovery more than ten years)
Information, Communication and Technology	<ul style="list-style-type: none"> • Compromise of information otherwise available in the public domain • Compromise of systems to no more than 5% of workforce or services and less than 24 hours 	<ul style="list-style-type: none"> • Compromise of information sensitive to one internal department • Compromise of systems to less than 25% of workforce or services and more than 25 hours and less than 3 days 	<ul style="list-style-type: none"> • Compromise of information sensitive to more than one internal department or to one external customer • Compromise of systems to less than 50% of workforce or services and more than 3 days and less than 1 week 	<ul style="list-style-type: none"> • Compromise of information sensitive to more than one internal department and/or multiple external customers information • Compromise of systems to more than 50% of workforce or services and 1 week or more
Reputation	<ul style="list-style-type: none"> • Minor localised media interest • Insignificant enquiries on social media • Minor community impact & localised public concern • Minor loss of credibility with key stakeholders • Minor concerns from external agencies 	<ul style="list-style-type: none"> • Limited regional media coverage, unfavourable local and/or social media attention • Significant community impact & public criticism • Temporary but critical loss of credibility with key stakeholders • Criticism by external agencies 	<ul style="list-style-type: none"> • Widespread state media coverage and/or social media attention • Major community impact & loss of public support • Major damage to key stakeholder relationship • Ministerial involvement 	<ul style="list-style-type: none"> • Sustained and extensive national media coverage and/or social media attention • Extensive community impact & public outcry • Extensive damage to key stakeholder relationship • Government censure

Risk Escalation – If a risk is outside of appetite, treatment or escalation is required. The below table is a guide on preferred treatment options and reporting and escalation levels.

Residual risk rating	Preferred treatment options	Reporting and escalation level
Extreme	Avoid	Director
High	Avoid, transfer or mitigate	Manager
Medium	Mitigate or accept	Coordinator, Supervisor or Team Leader
Low	Accept and identify corrective actions	Responsible staff member