
AQUATIC OPERATIONS POLICY 23

Aquatic Facility Safety and Operations Policy

Safe, healthy, well-maintained aquatic centres: Trangie and Narromine

Version 1.0 - July 2026

Policy owner	Board of Directors, THRIV3 (Indigenous Corporation)
Responsible officer	Chief Executive Officer
Applies to	All THRIV3 People working at or for the THRIV3 Aquatic Centres and water-based programs
Effective date	July 2026
Next review	July 2027 (or earlier if legislation or funding conditions change)
Related documents	Risk Management Policy; Work Health and Safety Policy (v1.1); Child Safe Policy; Grievance and Complaints Policy; Forms F12, F15, F33-F37

1. Purpose and Scope

THRIV3 (Indigenous Corporation) operates and supports Aquatic Centres for communities across New South Wales. Water gives our communities life, and it carries real risk. This policy sets out how THRIV3 runs safe, healthy and well-maintained aquatic facilities and water-based programs at every site we are responsible for, and it consolidates the full body of policies, procedures, guidelines, standards and practice notes that govern our aquatic operations into one comprehensive reference.

It applies to all THRIV3 aquatic centres and to all THRIV3 People working at or for them (employees, volunteers, contractors, kiosk staff, plant operators, swim teachers and students on placement), to all programmed activities (public swimming, learn to swim, SkillBuilders, squad and school use, carnivals, events and out-of-hours hire), and to THRIV3 water-based programs delivered away from the centres, including the Paddling Pathways Program.

This is Policy 23.1, the comprehensive, all-sites version of the Aquatic Facility Safety and Operations Policy. It draws every item together from the THRIV3 Aquatic Centres Master Policy, Procedure and GSPO Register so that a single document reflects the whole safety and operating system.

2. Application and Operating Models

THRIV3 aquatic centres are operated under three models, and this policy applies in full to all of them:

- **Council-operated.** THRIV3 operates the centre on behalf of a Council under a management or operating agreement. Council remains the owner and asset custodian, and THRIV3 delivers day-to-day operations, safety and programs.
- **Contractor-operated.** THRIV3 delivers operations under a contract to a Council, private owner or other operator, within the terms of that contract.
- **THRIV3-owned.** THRIV3 owns or holds the head lease for the centre and is the operator, asset custodian and duty holder.

Where a Council or contracting owner sets a requirement that is higher than this policy, the higher requirement applies. Where the operating or management agreement is silent, this policy sets the THRIV3 minimum standard. Each centre keeps a site profile recording its operating model, the responsible Council or owner, the agreement reference, reporting obligations, fees and charges consultation arrangements, complaint-sharing arrangements, and start and end of season site walk-through arrangements.

3. Legal, Regulatory and Industry Framework

THRIV3 operates its aquatic centres in accordance with:

- **Work Health and Safety Act 2011 (NSW)** and Work Health and Safety Regulation 2017 (NSW), including emergency plan requirements and the hazardous chemicals provisions.
- **Public Health Act 2010 (NSW)** and Public Health Regulation 2022 (NSW) requirements for public swimming pools and spa pools, supported by the NSW Health Public Swimming Pool and Spa Pool Advisory Document and the NSW Health Public Pools and Spa Pools Operators Handbook.
- **Royal Life Saving Society Australia Guidelines for Safe Pool Operations (GSPO)**, which THRIV3 adopts as its benchmark across child safety, supervision, training and qualifications, signage, safety equipment, emergency planning, incident management, risk management, asset management, facility and swimming pool design, and swimming, water safety and aquatic exercise programs.
- **Office of Local Government Practice Note 15 (Water Safety)**, which guides councils and their operators in managing aquatic locations.
- **National Aquatic Industry Safety Framework (RLSSA)**, which THRIV3 adopts to ensure a quality, consistent approach to the GSPO.

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- **Swimming Pools Act 1992 (NSW) and Swimming Pools Regulation 2018 (NSW)** governing pool barriers and access.
 - **National Swimming and Water Safety Framework**, which sets the balanced program benchmark for our swimming and water safety education.
 - **Children's Guardian Act 2019 (NSW)** and THRIV3's Child Safe Policy, the National Principles for Child Safe Organisations, and the Children and Young Persons (Care and Protection) Act 1998 (NSW), which apply to all aquatic programs.
 - **Local Government Act 1993 (NSW)**, which frames the duties of councils in relation to aquatic locations under their care and control.
 - **Anti-Discrimination Act 1977 (NSW)**, the Disability Discrimination Act 1992 (Cth), the Privacy Act 1988 (Cth), ISO 31000:2018 (Risk Management), AS 1926.1 (pool barriers) and Australian Resuscitation Council guidelines (CPR signage).
 - **THRIV3's operating agreement** with the Council or contracting owner, including reporting, fees and charges consultation, complaint sharing and start and end of season site walk-throughs.

THRIV3 maintains a Master Register of Policies, Procedures and GSPO sections for the aquatic centres, with owners and review cycles, and reviews it against the current GSPO each season.

4. Master Register of Policies, Procedures and GSPO Sections

The THRIV3 Aquatic Centres Master Policy, Procedure and GSPO Register lists every document that governs our aquatic operations, its purpose, owner, review cycle and audit dates. The register is the single source of truth and is reviewed against the current GSPO each season. It covers the GSPO safety sections, the supporting NSW Health and Office of Local Government references, and the THRIV3 policies below.

GSPO safety sections adopted by THRIV3

Child Safety (CS1 to CS14); Training and Qualifications; Aquatic Supervision; Aquatic Signs; Asset Management; Emergency Planning; Facility Design; Incident Management; Risk Management; Safety Equipment; Safe Design; Swimming Pool Design; and Swimming, Water Safety and Aquatic Exercise Programs.

Supporting references

RLSSA National Aquatic Industry Safety Framework; NSW Health Public Pools and Spa Pools Operators Handbook; NSW Health Public Swimming Pool and Spa Pool Advisory Document; Office of Local Government Practice Note 15; Swimming Pools Regulation 2018; National Swimming and Water Safety Framework; and supporting operator handbooks.

THRIV3 aquatic policies

Child Safety Policy; Child Safety Code of Conduct; Child Safety Risk Management Policy and SOP; Child Safety Reporting and Complaints Policy; Induction, Screening and Training Policy; Online and Digital Safety Policy; Water Safety Policy; Banning Framework; Whistleblower Policy; Privacy Policy; Dispute Resolution Policy; and the Equal Employment, Anti-Discrimination, Bullying and Harassment Policy.

5. Child Safety and Child-Safe Practices

THRIV3 has zero tolerance of child abuse. Child safety and wellbeing is embedded in our leadership, governance and culture, and our practice follows the GSPO Child Safety section (CS1 to CS14), the National Principles for Child Safe Organisations, the Children's Guardian Act 2019 (NSW) and THRIV3's Child Safe Policy.

Child Safety Policy

- **We ensure** a culturally safe and inclusive environment for every child and young person.
- **We prevent** abuse through risk management and child-centred practices.
- **We display** a public Statement of Commitment in every facility and apply robust HR practices, including screening and Working with Children Check (WWCC) clearances.
- **We maintain** child safety in both physical and online environments (GSPO CS1).

Code of Conduct (GSPO CS3)

- **Always** act in the best interests of children.
- **Never** engage in grooming, favouritism, or inappropriate touch.
- **Avoid** one-on-one unsupervised situations unless unavoidable (for example first aid), and only with visibility.

Risk management, reporting and complaints (GSPO CS2, CS4, CS12)

- A child-specific risk register is maintained and risks are assessed for events, pool operations and camps, with corrective actions applied (aligned to ISO 31000).
- Mandatory reporting is made to the NSW Child Protection Helpline where abuse is suspected. All complaints are documented and escalated to the Child Safety Officer, and confidentiality is maintained in line with the Privacy Act 1988 (Cth).
- Incidents involving children are also handled under the Child Safe Policy.

Induction, supervision and safe interactions (GSPO CS5, CS6, CS8)

- WWCC clearance is required before commencement, induction covers child safety responsibilities, and refresher training is ongoing.

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- Supervision ratios follow GSPO recommendations, active supervision maps address blackspot areas, and parents are required to actively supervise children under 10.
 - Physical contact happens only when necessary (rescue, first aid, instruction), and staff are trained to manage one-on-one contact with visibility.

Photography, online and digital safety (GSPO CS9, CS10)

- Written consent is required before photographing minors, images are stored securely and access is restricted, and staff do not share images on private devices.
- There is no unauthorised direct contact with children via social media, and online learning is monitored by management.

6. Supervision and Staffing

- **Every operating session has a documented Supervision Plan per the GSPO Aquatic Supervision guidelines:** lifeguard positions, rotations, zones and sightlines that eliminate blind spots, ratios for programmed activities, and arrangements for peak load, inclement weather and low-patronage periods.
- **Supervision meets the GSPO and Practice Note 15 minimum:** at least one person over 18 on duty who holds a current Pool Lifeguard skill set (Bronze Medallion or Pool Lifeguard qualification). Lifeguards under 18 work only under the supervision of a qualified person over 18. A minimum of one qualified lifeguard is provided per 50 patrons, adjusted upward for higher-risk conditions (Practice Note 15, s.5).
- **Lifeguards are positioned poolside with active scanning;** supervision is never left to parents, signage or cameras alone. The Keep Watch and Watch Around Water principles apply to children: under-fives within arm's reach of a parent or carer, and under-tens actively supervised.
- **Working alone at a facility** is managed under the Work Health and Safety Policy with scheduled check-ins.

7. Training, Qualifications, Induction and Screening

- **Staff Induction.** Every aquatic worker completes a site induction before their first shift: facility layout, supervision plan, emergency plan, water testing, chemical safety, radios and communication, child safety, incident reporting and the Code of Conduct.
- **Training Matrix.** The Operations Manager maintains a training matrix mapping every role (lifeguard, duty manager, swim teacher, plant operator, kiosk) to its required qualifications, licences and in-service training.

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- **Qualification Register.** Current qualifications are recorded with expiry dates tracked: Pool Lifeguard licence, CPR (updated annually), First Aid, swim teacher accreditations, pool plant operations training and WWCC clearances. No one is rostered to a role without current qualifications.
 - **Currency.** CPR and rescue skills are practised through in-service training and at least three emergency drills each season, including a wet rescue scenario.
 - **Screening and records.** WWCC clearance is required before commencement, and the Council or contracting owner is provided with copies of staff certificates and policies for its records under the operating agreement.

8. Risk Management for Aquatic Facilities

The THRIV3 Aquatic Centres Risk Management register (under the Risk Management Policy and aligned to ISO 31000:2018) is reviewed pre-season, during the season and after every incident. Activity-specific risk assessments are completed for carnivals, school bookings, learn to swim, splash pad operation, out-of-hours use and any new activity. Site hazards including pool covers, plant, chemicals, slips, UV exposure and aggressive patrons are controlled per the register, and corrective actions are logged and signed off by the Operations Manager.

9. Emergency Planning and Response

- Each facility maintains an Emergency Response Plan consistent with the WHS Regulation and the GSPO Emergency Planning section: emergency types (medical and drowning, chemical spill or gas exposure, fire, electrical failure, severe weather and lightning, missing child, structural hazard, aggressive behaviour), roles (Emergency Controller, first aiders, wardens), alarms and communication, evacuation procedures, assembly areas and re-entry authorisation.
- Activity-Specific Emergency Plans are prepared for activities whose risks differ from normal operations: carnivals and large events, learn to swim, out-of-hours hire, on-water programs away from the centres, and night events. They cover the added hazards, adjusted roles, communication and rescue arrangements for that activity.
- Emergency equipment (first aid kits, AED, oxygen where provided, rescue equipment, fire extinguishers, chemical spill kits, radios) is listed, located and inspected at set frequencies, with checks recorded in the asset management system.
- Plans are practised: at least three drills per season including a wet rescue scenario, with outcomes logged and improvements actioned (Practice Note 15, s.8.4).

10. Incident Management and Reporting

All incidents, near misses and hazards are reported under the Work Health and Safety Policy and managed per the GSPO Incident Management section:

- immediate response and casualty care first; preserve the scene for serious incidents.
- notifiable incidents (death, serious injury or illness, dangerous incident) are reported by the CEO to SafeWork NSW immediately on 13 10 50.
- drowning and non-fatal drowning incidents are additionally reviewed with Royal Life Saving guidance, and public health risks (contamination, chemical exposure) are managed with the local public health unit where required.
- incidents involving children are also handled under the Child Safe Policy.
- the responsible Council or contracting owner is notified of serious incidents, and complaints received by either party are shared and resolved under the Dispute Resolution and Complaints arrangements.
- every incident is investigated for causes, the risk register updated, and learnings briefed to staff.
- **Coronial recommendations.** Coronial findings and recommendations relevant to aquatic operations are reviewed by the Board, and action plans are documented and implemented.

11. Water Quality and Plant Operations

- Pool water is tested and dosed in accordance with the Public Health Regulation 2022, the NSW Health Advisory Document and any Council requirement: disinfectant and pH within required ranges, chlorine and pH tested every 2 hours or more often as conditions require, and full records kept of every test, dose and corrective action under the Public Health Act 2010 (NSW).
- Water testing, backwashing (main pools, learn to swim and splash pad), vacuuming and end-of-day procedures follow the documented site procedures, and only trained operators run the plant.
- Water quality failures follow the response procedures (closure where required, correction, retest, record), are reported to the Operations Manager, and to the public health unit where the Regulation requires.

12. Chemical Management

Pool chemicals are managed under the WHS Regulation hazardous chemicals provisions: a chemicals register with current Safety Data Sheets, segregated and ventilated storage, decanting and dosing procedures, PPE, spill kits and trained handlers. Chemical deliveries are supervised, and incompatible chemicals are never stored or handled together.

13. Maintenance, Inspection and Asset Management

THRIV3 uses a QR-coded asset management system for the aquatic centres and THRIV3 plant and equipment: every significant asset carries a record, and inspections, pre-starts, defects, work orders and servicing history are tracked from identification to closure, per the GSPO Asset Management section.

- **Maintenance and Inspection Program.** Each facility has a documented program covering daily open and close checks, the daily run sheet, weekly and monthly equipment checks, and periodic structural, electrical and signage inspections.
- **Season Start Plant Inspection.** Before each season opens, a full documented inspection of plant, pool shells, concourse, fencing, signage, and safety and emergency equipment is completed, and defects are cleared or risk-assessed before opening.
- **Servicing records.** Chemical plant servicing records and external maintenance reports (contractor servicing, electrical testing and tagging, backflow prevention, heater and pump servicing) are attached to the asset record and retained for the life of the asset.
- **Plant and equipment safety.** Daily inspection checklists and a replacement log are kept for pumps, filters and chemical storage, and staff are trained in handling hazardous substances under the WHS Regulation.
- **End-of-season walk-through.** THRIV3 and the Council or contracting owner jointly inspect each site at season end, compile the outstanding works list, and agree responsibilities before shutdown.

14. Facility, Pool and Barrier Design and Safety

- **Design standards.** New works, renovations and upgrades follow the GSPO Facility Design, Safe Design and Swimming Pool Design sections, in consultation with the Council or owner, so that structures around swimming pools and bodies of water are safe by design.
- **Barriers and access.** Pool barriers comply with AS 1926.1, and spa pools are covered with lockable, child-resistant covers.

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- **Regulatory compliance.** Barriers, access and fencing comply with the Swimming Pools Act 1992 (NSW) and Swimming Pools Regulation 2018 (NSW), Parts 2 and 3.

15. Signage and Safety Equipment

Safety and rules signage at each facility follows the GSPO Aquatic Signs section and Royal Life Saving aquatic signage guidance, including the Aquatic Responsibility Code, Keep Watch child supervision signage, facility rules, depth markings and inclement weather notices. CPR signage follows Australian Resuscitation Council guidelines, warning signs are legible at 3 metres, and all signs are maintained in good condition. Rescue and safety equipment (AED, rescue tubes, spinal boards and reach and throw aids) is provided per the GSPO Safety Equipment section, inspected daily, checked pre-season and mid-season, kept unobstructed, and logged for compliance.

16. Sun, Shade and UV Protection

THRIV3 provides shaded areas at its centres, monitors the UV index daily, and promotes sun-safety messages to patrons and staff. Sun protection is built into program planning, staff rostering and signage.

17. Swimming, Water Safety and Aquatic Exercise Programs

Swimming, water safety and aquatic exercise programs follow the GSPO Swimming, Water Safety and Aquatic Exercise Programs section and the National Swimming and Water Safety Framework, which provides a balanced basis for developing and selecting programs. Learn to swim, SkillBuilders, squad and school programs, and THRIV3 water-based programs away from the centres (including the Paddling Pathways Program) are risk-assessed, staffed by accredited teachers and supervisors, and supported by Activity-Specific Emergency Plans where their risks differ from normal operations.

18. Patron Conduct, Conditions of Entry and Banning Framework

Conditions of entry and patron code of conduct

- No abusive, unsafe or offensive behaviour, and patrons must always follow staff instructions and signage.
- Children under 10 must be supervised by an adult 16 years or older at all times.

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- Alcohol and glass are prohibited, and no smoking or vaping is permitted anywhere within the facility.
 - Toddlers and babies must wear aqua nappies when swimming, and correct swimming attire is required.
 - No mobile phones, video cameras or other recording devices are permitted in the change rooms.
 - Do not leave valuables unattended. THRIV3 accepts no responsibility or liability for lost, stolen or damaged items.

Banning Framework

Bans protect the safety of patrons, staff and community. They are applied fairly, progressively and respectfully, and every ban is supported by documented evidence. The framework defines bannable offences in three categories, five levels of ban, and a clear process and appeal path.

- **Category A (zero tolerance):** violence or assault (verbal or physical), harassment, bullying, intimidation or discrimination, vandalism, theft or property damage, bringing alcohol, drugs or weapons on site, serious safety breaches, and child protection concerns. These attract immediate bans and may involve Police notification.
- **Category B (moderate):** persistent non-compliance with pool rules, disruptive behaviour, repeated unsafe conduct, smoking or vaping in prohibited areas, and trespassing outside operational hours. Warnings may apply first unless repeated.
- **Category C (minor):** running on the pool deck, spitting or unhygienic conduct, ignoring low-level staff instructions, and repeated minor disruptions. Usually managed with education or a verbal warning.

Levels of ban run from Level 1 (warning, verbal or written, recorded in the incident register), Level 2 (short ban, 1 day to 1 week), Level 3 (medium ban, 2 weeks to 1 month), Level 4 (long ban, 3 to 12 months), to Level 5 (permanent ban, approved only by the Director after review). The Director must approve any ban longer than 2 weeks.

- **Process.** the incident occurs and is de-escalated and recorded; the Operations Manager reviews evidence and recommends action; for Level 3 or higher the Operations Manager consults the Director for a joint decision; the patron is notified respectfully in writing with the reason, duration, appeal process and return expectations; and appeals may be lodged in writing within 14 days and are reviewed by the Director with input from the Operations Manager, whose decision is final.
- **Evidence and review.** every ban is supported by an incident report, witness statements, CCTV where available, factual staff notes and copies of correspondence, stored securely for a minimum of 7 years in line with NSW record-keeping requirements. Long-term bans

(3 months or more) are reviewed after 50 per cent of the duration has passed, with the possibility of early lifting on evidence of changed behaviour.

19. Complaints, Feedback and Dispute Resolution

THRIV3 manages disputes and complaints fairly, safely, transparently, confidentially, promptly and with cultural safety. Complaints are logged in writing, responded to within 10 business days, and escalated where needed. The Dispute Resolution Policy sets a clear, staged process:

- **Step 1, informal resolution.** staff resolve minor disputes respectfully and immediately, escalating at once if safety is at risk.
- **Step 2, escalation to Senior Lifeguard or Kiosk Manager.** the Senior Lifeguard or Kiosk Manager listens to both parties, attempts resolution and documents the matter in the Incident and Dispute Register.
- **Step 3, escalation to Operations Manager.** for serious matters (harassment, discrimination, bans or safety breaches) the Operations Manager investigates, meets the parties, determines remedies and records the outcome.
- **Step 4, escalation to Director.** the Director as Project Lead reviews unresolved matters or matters involving the Operations Manager.
- **Step 5, escalation to the THRIV3 Board.** the Board makes the final internal determination on unresolved or governance-level matters.
- **Step 6, external resolution.** matters may be referred to mediation or community dispute services, the Fair Work Ombudsman or Fair Work Commission, or another regulator, whose decisions are binding.

No staff member, volunteer or patron faces retaliation for raising a dispute in good faith. Parties may bring a support person, including a family member, colleague, Elder or representative. All disputes are recorded in the Incident and Dispute Register, and the Operations Manager reviews records quarterly for trends.

20. Cultural Safety, Accessibility and Inclusion

- **Cultural safety.** THRIV3 respects and embeds Aboriginal cultural practices and ensures accessibility for culturally and linguistically diverse and disabled children and patrons (GSPO CS13, Anti-Discrimination Act 1977 (NSW)).
- **Accessibility.** THRIV3 provides wheelchair access and equipment and complies with the Disability Discrimination Act 1992 (Cth).
- **Inclusion.** First Nations cultural values and community diversity are respected across supervision, programs, dispute resolution and employment.

21. Privacy and Records Management

THRIV3 collects, stores, uses and releases personal information in accordance with the Privacy Act 1988 (Cth) and the Australian Privacy Principles. Personal information is not disclosed to recipients outside Australia except in the limited circumstances set out in the Privacy Policy. Privacy complaints are acknowledged within 2 business days with a reference number, aimed to be resolved within 30 business days, and complaint records are retained for 24 months following resolution. Aquatic records, including water quality logs, incident reports and ban evidence, are retained for the periods required by NSW record-keeping laws (a minimum of 7 years for incident and ban evidence). Privacy queries and complaints are directed to Directors@thriv3.com.au.

22. Whistleblower Protections

Any employee or other person who wishes to raise concerns about whether THRIV3 (Indigenous Corporation) or its people have complied with applicable laws or THRIV3's own policies or codes of conduct may do so under the Whistleblower Policy. A person who reports such behaviour in good faith is protected from any adverse action, and reports are handled confidentially.

23. Equal Employment, Anti-Discrimination, Bullying and Harassment

THRIV3 (Indigenous Corporation) is an equal employment opportunity employer and is committed to providing a safe working environment free of discrimination, vilification, bullying or harassment. This applies to all workers (employees, volunteers and contractors), at the workplace and at any work-related event on or off site.

- **Discrimination** is unlawful and not permitted. It includes direct, indirect and non-deliberate discrimination based on race, marital status, age, gender, transgender or intersex status, sexual preference, religious beliefs, pregnancy or breastfeeding, disability, carer's responsibilities, political belief or activity, and union membership or activity, or personal association with someone with those attributes. Reasonable adjustments and inherent role requirements are not discrimination.
- **Vilification** (any public act that encourages hatred, contempt or ridicule based on race, sexual preference, gender or HIV/AIDS status) is unlawful and not permitted.
- **Sexual harassment** (unwelcome behaviour of a sexual nature that a reasonable person would find offensive, humiliating or intimidating) is unlawful and not permitted.

- **Workplace bullying** (repeated unreasonable behaviour that creates a risk to health and safety, and single serious incidents) will not be tolerated. Reasonable management action carried out in a reasonable manner is not bullying.

THRIV3 fosters a diverse and inclusive workplace through mentorship, diverse recruitment and regular training, reported annually, and provides reasonable accommodations for workers with disabilities, assessed case by case. Any worker who breaches this policy is subject to disciplinary action, which may include termination. No worker is penalised for raising a genuine concern in good faith.

24. COVID-19 and Public Health Risk

Where a public health direction or elevated public health risk applies, THRIV3 implements the additional precautions set out in its COVID-19 and public health risk guidance, in line with NSW Health requirements and any Council direction. Measures are scaled to the current risk and removed when no longer required.

25. Responsibilities and Review

- **The Board** owns this policy, receives seasonal reporting, reviews coronial findings, and oversees the relationship with each Council or contracting owner.
- **The CEO (Director)** holds the operating or contracting agreement, reports to the Council or owner, approves bans longer than 2 weeks and permanent bans, handles appeals, and is the escalation point for serious incidents.
- **The Operations Manager** runs the facilities day to day: supervision plans, training matrix and qualification register, water quality, maintenance program, asset records, drills, inductions, complaints and enforcement of bans.
- **Aquatic staff** hold current qualifications, follow the supervision plan and procedures, test and record, de-escalate and escalate disputes, and report every hazard and incident.

This policy is reviewed pre-season each year against the current GSPO, NSW Health requirements, Practice Note 15 and each Council or contracting agreement, and after any serious incident. It sits alongside Policy 23 and is the comprehensive, all-sites version.

Policy number	23.1 (comprehensive, all-sites version; sits alongside Policy 23)
Policy owner	Board of Directors, THRIV3 (Indigenous Corporation)

Responsible officer	Chief Executive Officer
Operational owner	Operations Manager
Applies to	All THRIV3 Aquatic Centres (council-operated, contractor-operated and THRIV3-owned), all THRIV3 People working at or for them, and THRIV3 water-based programs including Paddling Pathways
Effective date	July 2026
Next review	July 2027 (or earlier if legislation, GSPO, NSW Health requirements, coronial findings or funding conditions change)
Related documents	Master Policy, Procedure and GSPO Register; GSPO sections (Child Safety, Training and Qualifications, Aquatic Supervision, Aquatic Signs, Asset Management, Emergency Planning, Facility Design, Incident Management, Risk Management, Safety Equipment, Safe Design, Swimming Pool Design, Programs); NSW Health Operators Handbook and Advisory Document; OLG Practice Note 15; Swimming Pools Regulation 2018; Child Safe Policy; Banning Framework; Dispute Resolution Policy; Whistleblower Policy; Privacy Policy; Equal Employment, Anti-Discrimination, Bullying and Harassment Policy

Board adoption

This policy was adopted by the Board of Directors of THRIV3 (Indigenous Corporation) and takes effect from the date recorded below. It will be reviewed at least every 12 months, and earlier if legislation, ORIC or ACNC requirements, GSPO or NSW Health guidance, coronial findings, or funding conditions change.

Adopted On: 25/07/2026