



Effective Management of Lifeguards and Managing Health and Safety in Swimming Pools

**Tara Dillon – Executive Director,
IQL UK Ltd**

**Mike Hill – Managing Director,
Leisure-Net**



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Methodology

- Online self completion survey

Results to then be checked and corroborated by

- In depth telephone interviews with 7 organisations (at 3 levels within each organisation)



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About you:

What best describes your role within your organisation?

General Manager Survey

Operations Manager	37%
General Manager	39%
Group Manager	4%
Other (please specify)	7%

Duty Manager Survey

Duty Manager	62%
Operations Manager	15%
General Manager	6%
Group Manager	1%
Other (please specify)	5%

Senior Manager Survey

Operations Manager	14%
Group / Regional Manager	30%
Chief Executive / MD of Trust	9%
Head of Service	16%



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Lifeguard Training and Standards



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A minimum qualification for lifeguard

	GM	DM	SM
Yes	99%	100%	100%
No	1%	0%	0%
Don't know	0%	0%	0%

A policy on frequency of training?

	GM	DM	SM
Yes	93%	92%	96%
No	6%	6%	4%
Don't know	1%	2%	0%

A policy on competency standards?

	GM	DM	SM
Yes	88%	87%	86%
No	9%	9%	11%
Don't know	3%	3%	4%



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Who produced the Lifeguard Training and Assessment Plan?

	GM	DM	SM
DM	5%	6%	5%
Ops Manager	16%	13%	16%
GM	9%	4%	7%
Internal TA	47%	44%	42%
External TA	5%	12%	5%
Corporate Programme	17%	20%	23%
Don't have one	1%	1%	2%

Who runs this plan?

	GM	DM	SM
DM	8%	11%	9%
Ops Manager	6%	8%	12%
GM	5%	1%	7%
Internal TA	65%	64%	60%
External TA	12%	13%	5%
Corporate Programme	4%	3%	5%
Don't have one	0%	1%	2%



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Do your lifeguards undertake their training: During their normal working hours?

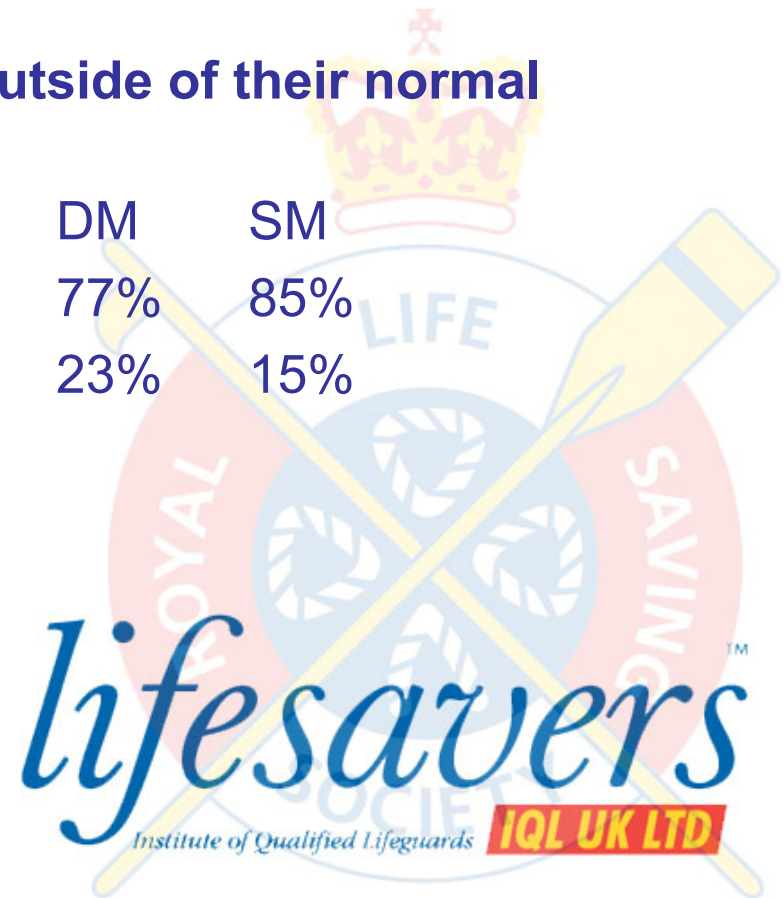
	GM	DM	SM
Yes	65%	62%	77%
No	35%	38%	23%

During allocated sessions outside of their normal working hours?

	GM	DM	SM
Yes	74%	77%	85%
No	26%	23%	15%



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At a training session of their choice i.e. not compulsory?

	GM	DM	SM
Yes	25%	32%	37%
No	75%	68%	63%
Don't know	0%	0%	0%

Does the amount of training and competency differ dependent on employment status of lifeguard e.g. full or part time etc?

	GM	DM	SM
Yes	7%	9%	9%
No	92%	90%	91%
Don't know	1%	1%	0%



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Procedures



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Who writes your Pool Safety Operating Procedures (PSOP), (including your EAP, NOP and Risk Assessments)?

	GM	DM	SM
GM	34%	28%	39%
Ops Manager	62%	50%	53%
DM	29%	48%	23%
H & S Manager / Coordinator	36%	40%	42%
TA	21%	22%	12%
Don't know	0%	1%	0%

Who reviews your PSOP?

	GM	DM	SM
GM	31%	21%	30%
Ops Manager	46%	39%	42%
DM	17%	34%	16%
H & S Manager / Coordinator	25%	19%	30%
TA	24%	30%	28%
Don't know	0%	2%	0%



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Who updates your PSOP?

	GM	DM	SM
GM	28%	21%	32%
Ops Manager	54%	40%	40%
DM	17%	34%	18%
All	14%	13%	14%
H & S Manager / Coordinator	25%	26%	33%
No one	0%	0%	0%
Don't know	0%	3%	0%

How often do you review / update your Pool Safety Operating Procedures?

	GM	DM	SM
3 months	7%	8%	12%
6 months	53%	41%	42%
12 months	31%	31%	28%
18 months	5%	7%	11%
Other	4%	6%	5%
Don't know	0%	8%	2%



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Emergency Action Plans



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Does your EAP include Serious Incident Management procedures?

	GM	DM	SM
Yes	81%	85%	84%
No	11%	12%	13%
Don't know	7%	3%	4%

If yes, does it cover how to deal with:

The press (local and national)

	GM	DM	SM
Yes	54%	45%	63%
No	44%	49%	31%
Don't know	1%	6%	6%

The HSE or Environmental Health Officer

	GM	DM	SM
Yes	53%	51%	53%
No	45%	41%	45%
Don't know	2%	9%	2%



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Post Traumatic Stress Disorder after an emergency

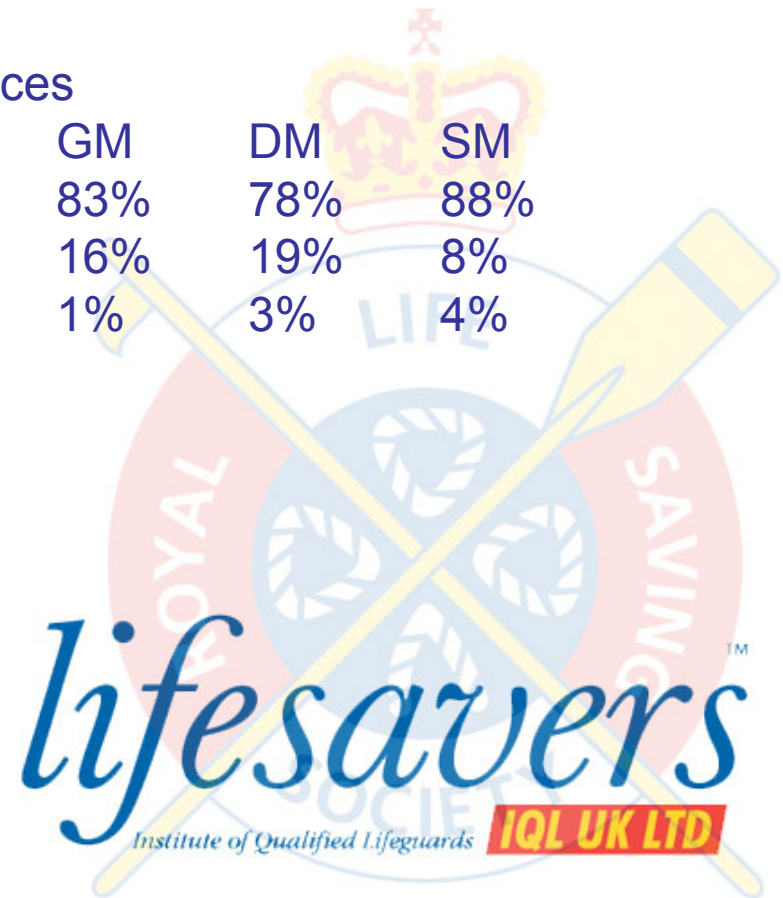
	GM	DM	SM
Yes	61%	55%	53%
No	37%	34%	43%
Don't know	2%	11%	4%

Liaising with the Emergency services

	GM	DM	SM
Yes	83%	78%	88%
No	16%	19%	8%
Don't know	1%	3%	4%



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The Coroner

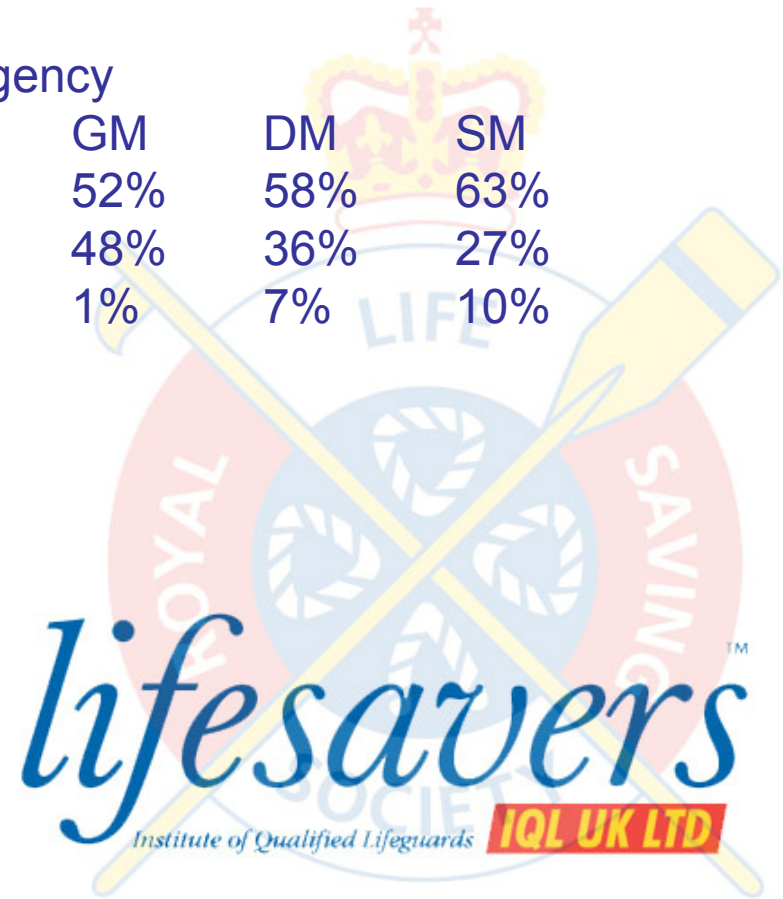
	GM	DM	SM
Yes	7%	9%	10%
No	89%	77%	82%
Don't know	4%	14%	8%

The customer following an emergency

	GM	DM	SM
Yes	52%	58%	63%
No	48%	36%	27%
Don't know	1%	7%	10%



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The family of the injured / deceased

	GM	DM	SM
Yes	20%	25%	37%
No	76%	64%	53%
Don't know	4%	11%	10%

Your responsibilities under Corporate Manslaughter and Homicide Act

	GM	DM	SM
Yes	15%	23%	33%
No	81%	62%	61%
Don't know	4%	15%	6%



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How often does your centre run refresher training in the EAP / NOP?

	GM	DM	SM
At least every 3 months	33%	30%	51%
At least every 6 months	30%	35%	18%
At least every 12 months	30%	23%	26%
Less frequently than 12 mths	4%	7%	2%
Never	2%	4%	4%

Who delivers your NOP and EAP refresher training?

	GM	DM	SM
DM	19%	26%	18%
Ops Manager	23%	15%	25%
GM	8%	5%	12%
TA	43%	43%	37%
Don't know	1%	2%	0%
Other	4%	2%	4%



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Training the Duty Managers and Health Safety Policy



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Does your organisation run emergency management training for your DMs?

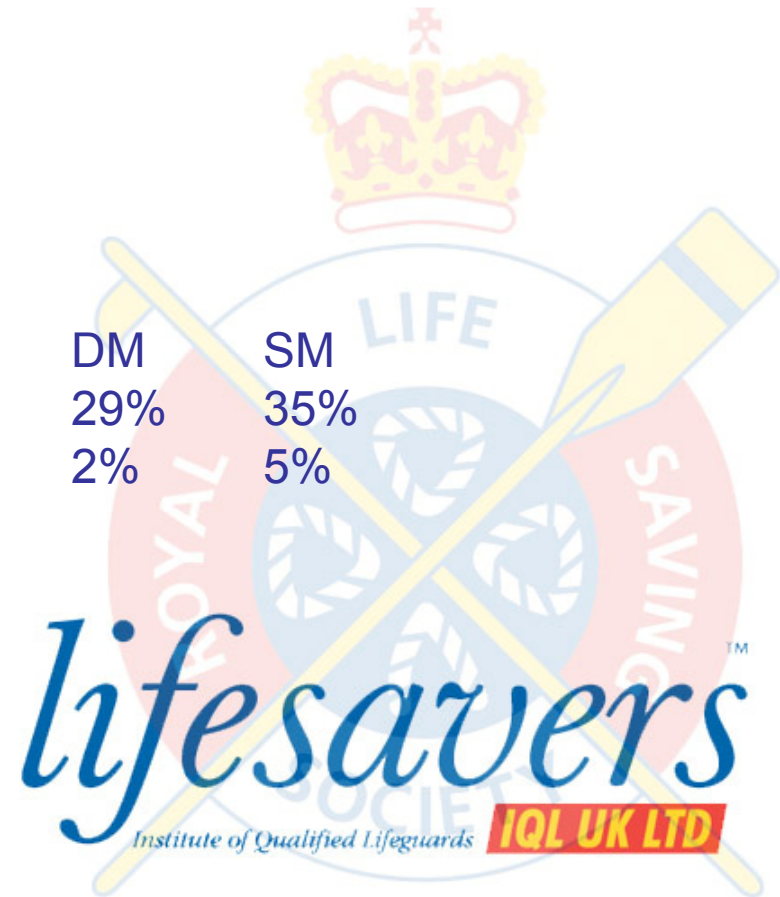
	GM	DM	SM
Yes	39%	35%	45%
No	56%	54%	46%
Don't know	5%	11%	9%

If yes, who runs it?

	GM	DM	SM
In-house	34%	29%	35%
External provider	4%	2%	5%



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Are Duty Managers given specific training in managing the lifeguard team?

	GM	DM	SM
Yes	36%	29%	53%
No	64%	70%	40%
Don't know	0%	1%	7%

Do all members of staff receive a copy of the Health & Safety Policy?

	GM	DM	SM
Yes	82%	70%	88%
No	18%	27%	11%
Don't know	0%	3%	2%



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If yes, do you feel all staff are adequately trained in it?

	GM	DM	SM
Yes	66%	61%	75%
No	27%	29%	19%
Don't know	0%	3%	2%

Do you feel that the policy is regularly updated?

	GM	DM	SM
Yes	72%	72%	93%
No	23%	17%	6%
Don't know	5%	11%	2%



Do you feel there are adequate training opportunities and qualifications for Duty Managers in managing pools?

	GM	DM	SM
Yes	51%	42%	60%
No	49%	58%	40%

If no, what areas of responsibilities would you like them to have further training in?

	GM	DM	SM
Risk Assessments	27%	27%	21%
Incident Management Training	33%	39%	30%
Post Incident Press Enquiries	29%	31%	14%



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Analysing your site incidents



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Does your centre analyse “near miss incidents”?

	GM	DM	SM
Yes	72%	72%	80%
No	28%	28%	20%

If yes, how often does your centre analyse near miss incidents?

	GM	DM	SM
3 months	55%	41%	65%
6 months	15%	11%	19%
12 months	3%	4%	0%
18 months	4%	4%	2%
N/A	13%	13%	10%
Don't know	10%	27%	4%
Other (please specify)		11%	



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Analysis



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Who produced the Lifeguard Training and Assessment Plan?

	Gen Mgr	Duty Mgr	Sen Mgr
DM	5%	6%	5%
Ops Manager	16%	13%	16%
GM	9%	4%	7%
Internal TA	47%	44%	42%
External TA	5%	12%	5%
Corporate Programme	17%	20%	23%
Don't have one	1%	1%	2%

Who runs your Lifeguard Training and Assessment Plan?

	Gen Mgr	Duty Mgr	Sen Mgr
DM	8%	11%	9%
Ops Manager	6%	8%	12%
GM	5%	1%	7%
Internal TA	65%	64%	60%
External TA	12%	15%	5%
Corporate Programme	4%	3%	5%
Don't have one	0%	1%	2%

Do your lifeguards undertake their training:

During their normal working hours?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	65%	62%	77%
No	35%	38%	23%
Don't know	1%	0%	0%





During allocated sessions but outside of their normal working hours?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	74%	77%	85%
No	26%	23%	15%
Don't know	0%	0%	0%

At a training session of their choice i.e. not compulsory?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	25%	32%	37%
No	75%	68%	63%
Don't know	0%	0%	0%

Only as and when, to renew their qualification?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	2%	9%	3%
No	98%	91%	94%
Don't know	0%	0%	3%

Does the amount of training and competency differ dependent on employment status of lifeguard e.g. full or part time etc?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	7%	9%	9%
No	92%	90%	91%
Don't know	1%	1%	0%



Who writes your Pool Safety Operating Procedures (PSOP), (including your EAP, NOP and Risk Assessments)?

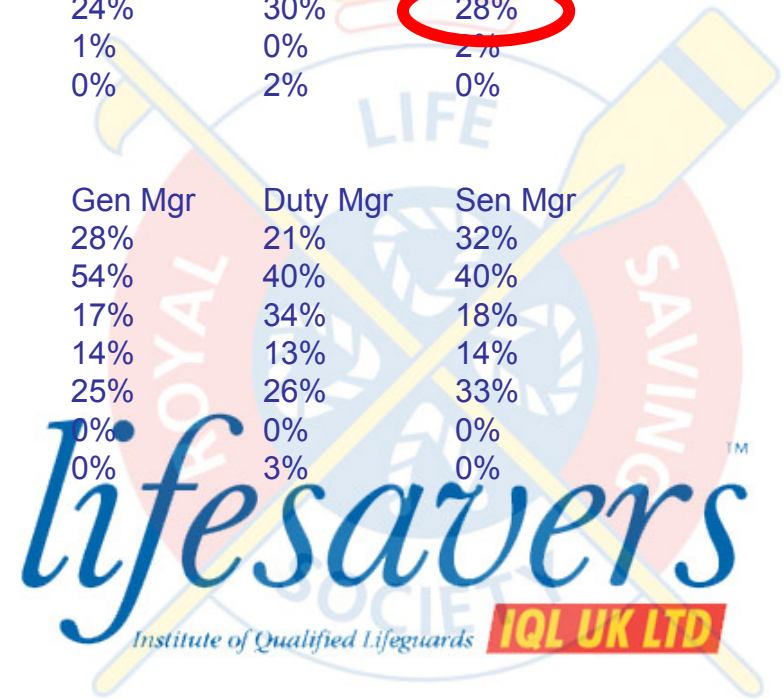
	Gen Mgr	Duty Mgr	Sen Mgr
GM	34%	28%	39%
Ops Manager	62%	50%	53%
DM	29%	48%	23%
Health & Safety Manager / Coordinator	36%	40%	12%
TA	21%	22%	12%
No one	0%	0%	0%
Don't know	0%	1%	0%

Who reviews your PSOP?

	Gen Mgr	Duty Mgr	Sen Mgr
GM	31%	21%	30%
Ops Manager	46%	39%	42%
DM	17%	34%	16%
Health & Safety Manager / Coordinator	25%	19%	30%
TA	24%	30%	28%
No one	1%	0%	2%
Don't know	0%	2%	0%

Who updates your PSOP?

	Gen Mgr	Duty Mgr	Sen Mgr
GM	28%	21%	32%
Ops Manager	54%	40%	40%
DM	17%	34%	18%
All	14%	13%	14%
Health & Safety Manager / Coordinator	25%	26%	33%
No one	0%	0%	0%
Don't know	0%	3%	0%





How often do you review / update your Pool Safety Operating Procedures?

	Gen Mgr	Duty Mgr	Sen Mgr
3 months	7%	8%	12%
6 months	53%	41%	42%
12 months	31%	31%	28%
18 months	5%	7%	11%
Other	4%	6%	5%
Don't know	0%	8%	2%

Does your EAP include Serious Incident Management procedures?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	8%	85%	84%
No	11%	12%	13%
Don't know	7%	3%	4%

If yes, does it cover how to deal with:

The press (local and national)

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	54%	45%	63%
No	44%	49%	31%
Don't know	1%	6%	6%

The HSE or Environmental Health Officer

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	58%	51%	58%
No	45%	41%	45%
Don't know	2%	9%	2%



Post Traumatic Stress Disorder after an emergency

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	61%	55%	53%
No	37%	34%	43%
Don't know	2%	11%	4%

Liaising with the Emergency services

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	83%	78%	88%
No	16%	19%	8%
Don't know	1%	3%	4%

The Coroner

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	7%	9%	10%
No	89%	77%	82%
Don't know	4%	14%	8%

The customer following an emergency

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	52%	58%	63%
No	48%	36%	27%
Don't know	1%	7%	10%



The family of the injured / deceased

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	20%	25%	37%
No	76%	64%	53%
Don't know	4%	11%	10%

Your responsibilities under Corporate Manslaughter and Homicide Act

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	15%	23%	33%
No	81%	62%	61%
Don't know	4%	15%	6%

Does your centre analyse "near miss incidents"?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	72%	72%	80%
No	28%	28%	20%

If yes, how often does your centre analyse near miss incidents?

	Gen Mgr	Duty Mgr	Sen Mgr
3 months	55%	41%	65%
6 months	15%	11%	19%
12 months	3%	4%	0%
18 months	1%	1%	2%
N/A	13%	13%	10%
Don't know	10%	27%	4%
Other (please specify)			



How often does your centre run refresher training in the EAP / NOP?

	Gen Mgr	Duty Mgr	Sen Mgr
At least every 3 months	33%	30%	51%
At least every 6 months	30%	35%	18%
At least every 12 months	30%	23%	26%
Less frequently than every 12 months	4%	7%	2%
Never	2%	4%	4%

Who delivers your NOP and EAP refresher training?

	Gen Mgr	Duty Mgr	Sen Mgr
DM	19%	26%	18%
Ops Manager	23%	15%	25%
GM	8%	5%	12%
TA	43%	43%	37%
Don't know	1%	2%	0%
Other	4%	2%	4%

Does your organisation run emergency management training for your DMs?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	30%	35%	45%
No	56%	54%	46%
Don't know	5%	11%	9%



If yes, do you feel all staff are adequately trained in it?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	66%	61%	75%
No	27%	29%	19%
Don't know	0%	3%	2%

Do you feel that the policy is regularly updated?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	72%	72%	93%
No	23%	17%	6%
Don't know	5%	11%	2%

Do you feel there are adequate training opportunities and qualifications for Duty Managers in managing pools?

	Gen Mgr	Duty Mgr	Sen Mgr
Yes	51%	42%	60%
No	49%	58%	40%

If no, what areas of responsibilities would you like them to have further training in?

	Gen Mgr	Duty Mgr	Sen Mgr
Risk Assessments	27%	27%	21%
Incident Management Training	33%	39%	30%
Post Incident Press Enquiries	29%	31%	14%



Thank you
for listening!
Any questions?



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