AQUATIC FACILITY GUIDELINES

4 Facility Operations



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The Aquatic Facility Guidelines have been developed for use by aquatic managers. They provide detailed information covering the management and operation of an aquatic facility.

This document is a companion document to the Facility Management Manual which can be found on the Sport NZ website and the NZ Recreation Association website:

http://nzrecreation.co.nz/index.php/facilities-home/facilities-guidelines

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1 Introduction

Facility operation covers the everyday running of aquatic facilities, the effective operation of which depends on several factors:

- Developing Normal Operating Procedures that specify every aspect of the day to day running of the facility
- Having well developed supervision systems that are understood and effectively carried out by staff
- Developing effective communication between staff and between staff and customers.

This chapter provides operational guidelines for the supervision of special equipment and activities such as inflatables, water slides and water features.

Considerations of managing use generally and programmes and events specifically are outlined.

There are sections on aquatic education and fitness as well as fitness suites and childcare.

Unique requirements of school and community pools, hospitality and thermal pools are discussed.



2 Normal Operating Procedures

Normal Operating Procedures (NOPs) describes the way facilities will operate on a day-to-day basis. Developed specifically for each facility, it includes layout, opening hours, reporting policies, operational duties, equipment, inspection and maintenance of emergency equipment, hazard identification, customer relations, staff roles, emergency action plan and pool specific requirements.

The complexity of the NOP depends on the nature, design, size and location of the facility. NOPs require regular reviewing and updating to take account of changes in facility management and use. All staff need to be involved in the development of the procedures and fully understand how they impact on their roles and responsibilities.

Regular meetings for staff should be established to enable them to make contributions for implementing policies and procedures

2.1 Business continuation plan

A business continuation plan providing guidelines for communicating to customers and procedures for staff should be developed to cover the situation of an unexpected partial pr full closure of the facility.

Templates: Normal operating procedure content guideline

Sample NOPs

Business continuation plan

3 Facility Supervision

All staff have a responsibility for ensuring customer safety through encouraging responsible behaviour. Key supervision staff include:

- Reception and frontline staff who can advise customers of facility policies
- Lifeguards in and around pools
- Aquatic programme personnel
- Other staff as appropriate.

Signage detailing appropriate behaviour is a simple, positive and easily understood means of communicating facility expectations.

Supervision of changing areas, including shower and toilet blocks, is important. These areas should be checked and inspected regularly to ensure high levels of facility presentation, customer safety, reduce the likelihood of assaults and thefts, and to monitor behaviour of customers.

Staff need to be aware that pool environments can attract child predators such as paedophiles. When supervising the facility, care needs to be taken to check dark areas or 'blind spots' and take notice of unsupervised children over eight years old.

Regular checks on the condition of equipment should be undertaken, and programmed into the daily, weekly, monthly checks of the facility.

Template: Poolside checklist

3.1 Pool Alone policy

A code of practice and policy on child safety, called the 'The Pool Alone Policy', was developed in 1997 and revised in 2002. The policy states that:

Children under eight must be actively supervised by a caregiver 16 or over. Actively supervised means watching your child at all times. Able to provide immediate assistance.

This code should be displayed at the reception area to alert all who are entering the facility of the accepted code. Children under eight years can be refused entry, or can be asked to leave the facility if they are found unsupervised. If a child is found unsupervised, attempt to contact a parent or caregiver to collect the child. If this is unsuccessful contact the local Police.

Tools for promoting this policy are available on the NZ Recreation Association (NZRA) website.

This Pool Alone Industry standard, endorsed by Water Safety New Zealand, can be legally binding if local authorities pass a bylaw on swimming pool use and management.

Further information

www.nzrecreation.org.nz



Case Study: Pool Alone Manurewa Aquatic Centre Ngā mahi a rehia

The Pool Alone Policy was implemented in 2006 and states that all children under eight years must always be ACTIVELY SUPERVISED by a caregiver 16+ years. The Council passed a bylaw that increased the child supervision age from eight years old to 10 years old.

Implementation

Manukau Leisure Services designed posters and flyers to advertise and communicate the under 10 supervision bylaw and engaged "Pool Ambassadors" who helped educate customers.

There were a range of common issues and trends that emerged with the new policy. Education of customers when the new policy was introduced was critical. Entry/exit barriers installed at reception allowed reception staff to screen children and ask questions on age before they entered the facility. Language barriers were an issue so Pool Alone posters and collateral, including the Pool Alone rule, are now produced in four different languages including English.

One of the biggest challenges staff face is when an 10 year old looks older. Staff need to be consistent in asking the appropriate questions to clarify the child's correct age.

General feedback received

Feedback from staff and parents was that the increase to 10 years old was good. Staff think the increased age is better as 10 year olds are more aware of pool surroundings and rules and they can be supervised from a distance as opposed to being an arms length away.

The new signage was really visible and the pamphlets and flyers gave further information. Parents commended staff on how they explained the pool alone rules.

Staff said it was good to see parents coming to the pools to supervise their children as opposed to sending them with a minor and that parents were adhering to the rules and not treating the lifeguards as babysitters.

On-going challenges continue e.g. when a parent says "my child can swim" or "I'll be back in half an hour" staff feel the parent is not being fair to the child as they have to uphold the rules and cannot allow the child access to the facility or into the pool to swim. It can also be very difficult, especially during busy periods, for staff to ensure all children come to the pool with a parent or caregiver 16 years or older and that the parent or caregiver stays with or near the child/children at all times.

Areas of improvement

Staff feel that the parent/caregivers age should be increased to 18 years old, and that in the interim further education of parents/caregivers be carried out so they understand their responsibilities.

Results

Pool Alone records show that incidents have reduced each year from 2006 when there were 17 recorded pool alone incidents to 10 in 2011. Rescues from this age group have also reduced from eight in 2006 to four in 2011.

Templates: Pool Alone posters

Pool Alone procedure flowchart

Pool Alone register

3.2 Pool supervision guidelines

Pool supervision involves the observation and management of customers participating in an activity. The New Zealand guideline for swimming pool supervision, endorsed by the NZRA and Water Safety New Zealand is:

Minimum lifeguard qualifications: All swimming pool lifeguards shall possess a current Pool Lifeguard Practicing Certificate (PLPC).

Minimum swimming pool supervision levels

- During any session when a pool is in use there shall be a minimum of one qualified lifeguard who will be designated to supervise the pool at all times. This supervision level shall apply to the lifeguard's line of sight, as appropriate to the design, function and layout of the facility
- Increased numbers of lifeguards shall be determined by; the number of customers; the
 number of pools within a facility and the environment of the facility; specialized
 equipment such as slides, diving boards, and wave pools; and specialist activities such
 as canoeing, aqua-fitness, water polo, etc.
- Each facility shall set explicit poolside supervision levels for each component of their operation, and these shall be incorporated into operational policy.

In addition to the supervision levels mentioned above, it is recommended that a minimum of two staff be on duty at all times the pool is open to the public. This is to ensure the safety of the pool staff and the public, in particular if an emergency arises.

The pool supervision guidelines do not support the use of unsupervised facilities. If these guidelines are not followed, alternative arrangements are recommended, and these must include:

- A policy established detailing right of access and hours of use which is provided to customers and clearly displayed at the pool
- A clear notice to customers that the facility is unsupervised and has no lifeguarding service
- A code of acceptable customer behaviour be established and clearly displayed at the pool
- Poolside alarm or telephone to summon help in an emergency
- Suitable and clearly identified rescue equipment (poles, rescue tubes) available by poolside
- A clearly displayed notice, which shows customers how to summon help, and what
 actions are required in an emergency.



3.3 Effective pool supervision

To supervise a pool effectively, both as an individual or part of a team, requires continuous scanning of the pool. Different methods of pool supervision are outlined below. The use of each method, or a combination of these, will depend upon the layout of your facility and the number of customers.

Effective scanning requires lifeguards to:

- · Be positioned with clear, unobstructed lines of sight
- Understand the signs of potential trouble and the characteristic behaviour of those in need of help
- Practice and develop supervision skills
- Minimise the effect of reflection or glare
- Be aware of weather changes for outdoor pools and their affect on visibility
- Be aware of customers using hot areas e.g. spa and saunas
- Be aware of the affect of steam and bubbles on visibility with thermal pools

3.4 Methods of pool supervision

Approach	Advantages	Disadvantages
Intensive zone	Lifeguards rotate to the adjacent zone at regular intervals to help stay alert Some zones may be more demanding than others in terms of activity, physical characteristics, angle of the sun, and comfort. Zone rotation allows lifeguards to share less demanding and more demanding positions	Where zone margins are not well defined, lifeguards may not cover their entire zone.
	Lifeguards may be more experienced at some skills than others. It is possible to assign lifeguards to a zone where their experience matches the zone requirements (e.g. use of special equipment) Where a facility is large or has multiple activity areas, the intensive approach is the only practical solution providing adequate observation of the entire area.	
Extensive coverage	Each lifeguard observes the entire area. Where two lifeguards are on duty customers are scanned by two pairs of eyes Lifeguards can adjust position more freely to suit the activities and locations of customers.	Lifeguards do not rotate positions and have little change of pace throughout the hours on duty The size of the zone supervised is often large, therefore, observation of customers is usually made from a greater distance.

Approach	Advantages	Disadvantages
Combined approach	Overlapping of intensive zone and extensive coverage provides better supervision A lifeguard in the extensive supervision role has an overview of all activity and is best positioned to relay communication to the entire team From their overview position, lifeguards can identify trends and patterns in facility use A lifeguard in the extensive supervision role can provide quick contact with emergency services.	Because of the nature of the extensive role, the position usually requires height (as high chairs) or mobility.
Patrolling	Patrolling on poolside allows a lifeguard to communicate with customers, and prevent accidents more easily Lifeguards can move continuously around the patrol area to gain the most advantageous observation view of all the pool and can move to deal with any minor problems which may arise Provide immediate support of others in the team while still maintaining a view of the area or zone for which they are responsible.	The principal disadvantages of poolside patrolling which can reduce efficiency include: A lifeguard is likely to get wet, particularly when the pool is very busy Lengthy periods of standing can lead to rapid fatigue A lifeguard needs to take regular breaks and a change of view.
Lifeguard chair	A lifeguard chair usually elevated about 2 metres above poolside, allows a lifeguard to scan the pool from a sitting position Removes a lifeguard from immediate contact with customers Gives an excellent field of view Overcomes problems created by surface reflection. Allows a lifeguard to see the pool floor easily, even when the water is very deep Removes the lifeguard from noise, splashing from the water and other distractions Allows customers an easy and immediate view of the lifeguard.	Removes a lifeguard from immediate contact with customers Can reduce a lifeguard's ability to concentrate Can lead to accidents as lifeguards leave the chair in order to perform a rescue.

Further information

www.skillsactive.org.nz

3.5 Lifeguarding duty periods

The length and nature of duty spells are dependent upon the facility environment. Duty periods and supervision methods should be organised to ensure adequate cover is provided for all users.

Times of high or low demand, complacency, fatigue or lack of concentration may result in compromised customer safety and needs to be factored into duty rosters and staff rotation schedules.

The maximum period a lifeguard can effectively supervise a particular area or activity will be dependent upon the environment in which it occurs. Ideally a lifeguard should change their position once every 15 minutes, and no longer than once every 30 minutes.

Regular breaks, besides those for morning/afternoon tea, lunch or dinner breaks, should be routine throughout their shift to ensure their attention span is retained.

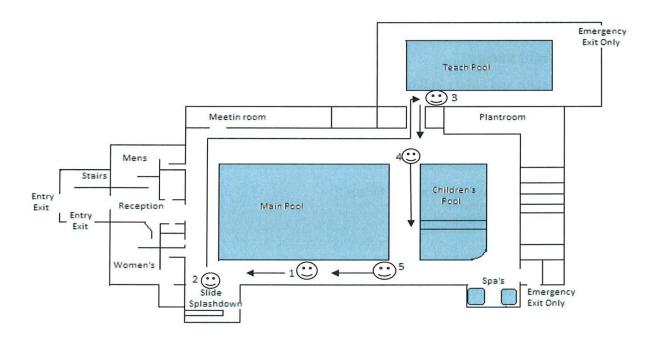
3.6 Lifeguarding duty rotation

When a pool is very busy, rotation around poolside to a chair can allow some relief from fatigue associated with lengthy periods of standing. Combining both stationary and mobile patrolling depends on the facility design and the number of lifeguards.

Using both techniques allows a combination of supervision methods and allows for good rotation of staff and an interchange of information between staff. Including checks of changing facilities and rotation through reception station can help provide variety of supervision and help with attention span.

The NOP should include a rotation plan detailing the maximum period a lifeguard should be on continuous duty at poolside. Rotation plans should ensure a lifeguard located in a high stress area, such as a slide splashdown, is relieved first and given a break or moved to duties away from poolside.

Sample rotation



4 Supervising Specialist Equipment and Activities

The provision of special features and activities in a facility requires additional lifeguard supervision. The continued development of leisure pools requires a lifeguard to be fully aware of the operation and safe supervision of a wide range of equipment and activities. While water slides, wave machines, and inflatable and floating structures are becoming more common, so too are the range of activities and sports undertaken within aquatic facilities.

The NOP should identify which lifeguards are able to supervise specified activities and the method of supervision. Staff also need to understand the operation of these activities and the policies relating to their use. Customers should also be made aware of any policies covering the operation of special equipment and activities.

Accidents from specialist activities are often related to:

- Poor visibility at entry/exit points
- Misuse of equipment
- · Poorly maintained equipment
- Weak or non swimmers in deep or moving water
- Customers failing to clear the area after using equipment
- Diving from the side of a board or platform or poolside
- · Use of electricity or machinery



4.1 Diving

The provision of diving boards which can be used by recreational swimmers requires additional supervision. Ensuring both users and other swimmers are safe when diving boards are in use needs to be taken into consideration when developing the NOP.

Diving into pools without using diving boards is generally discouraged during periods of high use. Managed appropriately and located in deep water, diving and jumping from poolside can widen the range of activities undertaken in a pool without requiring special equipment.

4.2 Bulkheads

Many facilities are able to change the configuration and size of the pool by using bulkheads. When pools are divided by bulkheads, lifeguards can use the bulkhead as a guarding station to enable easy observation of swimmers on both sides of the bulkhead.

NOPs covering the facility must include the positioning and repositioning of the bulkheads, supervision requirements under different configurations, as well as maintenance scheduling for the bulkhead and mechanisms.

4.3 Inflatable play equipment

Careful consideration should be given to the location of play equipment to optimise use and minimise risk. Risks of inflatables and other play structures include customers becoming entangled in mooring lines, swimmers getting trapped beneath the structure and customers diving from raised structures into shallow water.

Safe operating principles include:

- Equipment positioned so swimmers cannot fall from it and strike the poolside
- Positioning and tethering larger floating inflatable structures in deep water
- Lifeguard positions allow a clear view of all parts of the equipment and the surrounding water. In some cases a lifeguard may be stationed in the water if the pool is not too deep
- Lifeguards may need to restrict the use of certain equipment to those above or below a given size or age
- Lifeguards need to educate customers in the use of flotation aids and aquatic toys and be aware of their impact on pool supervision
- Position equipment away from other users such as lane swimmers
- Position air hoses, pumps, and electrical cords to avoid the risk of trips, falls or harm to customers, swimmers or facility staff.

4.4 Interactive play equipment

Interactive play equipment can be described as children's playground equipment in an aquatic environment. Purpose built equipment is available which assists in minimising the risks and hazards associated with this equipment.

Increased supervision may be required when this equipment is in use. NOPs should include the location of equipment (often in toddlers pools), permitted age ranges, maximum number of users and parental supervision requirements.

4.5 Underwater activities

Lifeguards need to be aware of the nature, risks and special equipment of underwater activities, and understand recommended safe practices. The demand for time in pools for underwater activities, such as scuba diving, snorkelling and underwater hockey has increased. Special skills are often required to supervise these activities as well as to effect a rescue. See Chapter 2 – Health and Safety for notes on shallow water blackout.

4.6 Canoes and goals

The use of pools for canoe training and canoe polo is increasingly common. Canoeing equipment, particularly the bow or stern of canoes, can damage the pool. To minimise this risk, staff should ensure that adequate protection is fitted to canoes.

The fitting of sports goals for canoe polo, water polo and underwater hockey must be to secure fittings poolside. Fittings should not protrude from poolside as they may be a risk to swimmers when not in use.

4.7 Water slides

Although water slides have a perceived high level of danger, it is actually low. Inappropriate management or misuse of water slides can however lead to accidents. Accidents can occur as a result of slips and falls on steps, falling out of open slides, collisions on slides or in the splashdown pool, and equipment failure.

Positioning of lifeguards at slides will depend on the design of the slide and use of cameras/monitors at either the entrance or splash down area or lights indicating when users can enter the slide. If cameras or lights are not used, lifeguards should be located at both the top of a slide and in, or immediately adjacent to, the splashdown area. Lifeguards at water slide splashdown areas and wave pools must be aware that constant water turbulence makes supervision difficult.

Communication methods between lifeguards supervising water slides may include two-way radios, telephones, loud hailers or hand signals, and should take into consideration the ease and effectiveness of each method given the layout and design of the water slide within a facility.



4.8 River rides

River rides are usually shallow channels designed to allow water to flow at varying speeds. A lifeguards' position must allow for supervision of the entire ride. Depending upon the design of the ride, more than one lifeguard may be required to supervise the river ride.

Guidelines for customers safety on river rides include:

- Enter and exit ride at designated points only
- No jumping or diving
- Where tubes are used, swimmers should stay in tubes at all times and only one swimmer should be allowed per tube.

4.9 Wave pools

In closely controlled situations, wave pools are safe, however the use of wave pools requires more lifeguards to maintain constant supervision.

Lifeguard to swimmer ratio for wave pools will be defined by the layout, design and wave patterns/operation of the pool. Royal Life Saving Society of Australia recommends a minimum ratio of 1 lifeguard to 40 swimmers for wave pools.

Lifeguards should be aware of the following:

- Sudden influx of customers into the pool
- · Customers kept away from wave chamber outlet
- Access to the pool when the waves are in operation should be limited to the beach area
- Waves can cause disorientation, particularly with weaker swimmers
- Smaller customers may be knocked over by the force of waves
- Diving and jumping from poolside into waves should be prohibited
- Turbulence from waves results in very poor visibility through the water
- Use of flotation devices should be closely monitored and permitted only during periods of low patronage

Controls for the operation of the wave pool including sirens and emergency stop buttons should be located on the pool deck allowing lifeguards to operate while still being able to supervise the pool.



4.10 Steam rooms, spa and saunas

Supervising hot areas such as spas, pools and saunas can be challenging due to the nature of the environment (steam, bubbles and customer privacy) and their location in the facility. Safety messages can be delivered to customers through the use of good signage, and verbal instructions from lifeguards and reception staff. Regular checking of these areas must be included in the staff supervision plan, and for areas of private pools, staff should be located within hearing distance. Staff need to be proactive and interactive with customers in these areas.

Dizziness, fainting, de-hydration and heat exhaustion are common risks when people stay in the spa, sauna or steam room for too long. It is recommended customers:

- Do not enter these areas on their own but have a minimum of two people
- Do not exceed 15 minutes in saunas and 30 minutes in spas/hot pools
- · Are fully hydrated
- Shower before entering the pool again.

Clear signage advising customers of safety information should be visible. These signs should clearly display the recommended time spent in the hot environment, and care to be taken by pregnant women and customers with medical conditions such as high/low blood pressure and heart conditions.

It is recommended that age restrictions be placed on the use of these facilities or that as a minimum, customers under the age of 16 years be accompanied by an adult.

5 Supervising Programmes and Events

5.1 Supervision of swim carnivals and meets

Operating policies, supervision levels and normal operating procedures for the facility should be applied consistently for all customers.

Arrangements agreed in advance with carnival organisers should be set out in writing and include all safety requirements and expectations for using the facility including:

- Information on numbers participating, the activity and skill level of the group
- Name of the hire representative who will be in charge and assume responsibility for the group
- Who will provide pool supervision staff to comply with the facility's supervision standards i.e. the hirer or the facility manager
- · Number and skills/qualifications of available lifeguards or staff
- The hiring party understands and accepts emergency procedures and the specific responsibilities of the facility manager and the hirer in the event of an emergency. The agreement should draw a distinction between an emergency arising from the actions of the group and those such as the failure of the facility e.g. power, structure or equipment
- Conditions and rules agreed upon for the behaviour and conduct of the group during use, and safety advice to be conveyed to participants prior to their use of the facility



PoolSafe facilities must have a facility employed PLPC qualified lifeguard on duty for all bookings.

5.2 School and holiday programmes

Schools

Schools often use local pools for swimming and water safety teaching. Guidelines for facility use must be established to ensure the supervision standard is maintained at all times.

Each facility will have different requirements for school programmes. Principals, teachers and parents need to be aware of those requirements and the issues of health and safety related to the pool environment.

It is usually expected that the facility provides swim teachers to run the school water safety programme.

Holiday Programmes

Many facilities undertake planned programmes in addition to learn-to-swim, fitness and swimming programmes. These recreation and holiday programmes provide a service which includes, in most cases, total supervision of participants.

The facility manager therefore, accepts certain obligations when running these programmes and must ensure staff are aware of the legal implications which accompany this responsibility. It is wise to assume liability where it is clear a parent or guardian is relying on facility staff, or programme staff, or when programme information suggests the facility manager will take responsibility for children enrolled in the programme.

5.3 Social events, consumption of food and drink

There should be specific areas where food and drink may be consumed. During social events, extra careful supervision is necessary and it is essential that activities in the water take place before the consumption of food or drink

When facilities are hired to external individuals or organisations outside public operating hours for events normal operating procedures including supervision levels must be maintained.



6 Communication

Effective communication between staff, especially lifeguards, and between staff and customers, is key to effective service. Without a means of communication staff only act as individuals. Good communication builds good team work and adds to the strength of a team.

Communication between customers and staff is vital for safety and good customer relations. Do not restrict communication to disciplinary and emergency actions. Engage in friendly interchange whenever possible. This approach will create the right environment for future cooperation, particularly should an emergency arise. An outward appearance which is friendly yet professional is most likely to get a positive response from customers.

There are a number of communication methods for a pool, most are determined by the conditions prevailing at any particular time.

6.1 Communication methods

Type of communication	When to use
Spoken word	An essential part of staff communication, particularly when giving specific instructions or in the case of an emergency.
Whistle	Particularly for alerting other staff in the event of an emergency.
Hand signals	Useful if a prearranged system of hand signal is established. Hand signals can effectively convey a simple message after eye contact is established.
Walkie talkies	Used in large facilities or outdoor facilities where other methods of communication are limited. Where staff have access to walkie talkies, they should ensure that they are fully conversant with their use, operational procedures and limitations.
PA systems	Can be used for making announcements or to assist in crowd control during an emergency.
Alarms	Can convey a variety of messages to customers and staff. There is every likelihood, particularly in the larger leisure pools with a variety of features, there may be alarms for fire, poolside incident, or wave machine use. Where possible, support alarms with visual and/or verbal indicators e.g. a wave machine alarm may be supported by a customer address announcement. Staff must be fully conversant with the sound and meaning of all alarm systems and be prepared to explain them to customers.

Templates: Hand signals

7 Managing Use

Programming regular activities and one-off events ensures an aquatic facility is well-utilised and caters to as wide a customer group as possible.

Providing structured programming for activities creates a sense of certainty for all users. In most facilities, non-programmed time is set aside especially for the casual walk-in user. It is important that non-programmed and programmed time is booked into the daily/weekly schedule.

Scheduling the programmed activities at times to suit the various user groups will ensure best use of the facilities e.g. aquafit for 'older 'adults can be scheduled for mid morning, while aqua fun aimed at children can be scheduled for weekend afternoons.

Communicating with users about programmes and events, and specifically the impact upon their use of the facility as early as possible, helps with customer service and user expectations. Signage, notices and using reception staff are all important methods to communicate to both regular and casual users about upcoming events.

Some aquatic facilities provide regular updates (email, newsletter, etc) to clubs and coaches who are regular users of their facility. Be as proactive as possible, especially with one-off events.



Case Study: Rotorua Aquatic Centre

Rotorua Aquatic Centre recently went from having one to two swim clubs as well as their own Learn to Swim Programme utilising the facility on a daily basis. This has contributed to capacity issues during peak times. The Facility Manager has proactively worked with the two swim clubs and their own LTS to ensure at all times there is lane space within each of the pools at all times for community users. They looked at their LTS lane space allocation to see if they could "clean up their own back yard" before approaching the swim clubs to do the same. Now if there is a large number of public swimmers, the swim clubs are happy to condense down to compensate the influx. When it is quiet and ample space is available the clubs can extend their lane space without making a booking.

Having a good working relationship with customers that regularly hire lane space is vital both from a lifeguard perspective and a management perspective. Managers ensure they communicate with each swim club on a daily basis to keep the lines of communication open. This ensures good rapport with customers and also allows easy identification of possible pinch points.

7.1 Booking systems

There are many electronic booking systems available for aquatic facilities. Many of these systems are fully integrated financial, user, staff and resource monitoring systems. No matter what type of system is used, it is important all staff, not just reception staff or managers, are aware of what is happening within the facility.

Case Study: Selwyn Aquatic Centre

The Selwyn Aquatic Centre doesn't currently charge lane hire. This way they are in control of how much space a group will use, and allocate the appropriate space for the number of swimmers. They are also very firm with their policy of ensuring there is public space available in the main pool at all times (apart from when there is a large swimming event – swim carnivals). Space is sometimes reduced to one or two lanes (during swim school time) but they are very mindful that they are a "community facility" and therefore need to ensure the requirements of the community are met as best as

8 Programmes and Events

Programmes and events are the engine house of a successful facility – they bring people and life into an aquatic facility. To ensure that success, programmes will need to align with both the facility strategic direction and the needs of the community.

There are four key steps to running a programme or event, however large or small.



Scoping

- Checking the organisation strategic fit in relation to programmes and events (misaligned programmes or events can lead to a downturn in customer use and demand)
- · Identifying target communities and getting their input
- Developing programme concepts, goals and design.

Planning

- All operational aspects of planning
- Feasibility, timing, pricing, budgets
- Identifying barriers to participation
- Marketing
- Risk management.

Implementation

- · Preparing the facility and staff to implement
- Delivering the planned programme

Evaluation

- Evaluating against goals, participation, satisfaction, health and safety and budgets
- Acting on findings.

8.1 Programme feasibility

To determine the feasibility of a programme or event in the facility, consider the following:

- Target audience who are they and can the facility provide what they want?
- Partners are there groups the facility could partner with?
- Programme goals and objectives do they match needs and the strategic direction of the facility as well as the needs of the target audience?
- Budget what is the financial goal, income and expenditure, and what can people pay?

- Timing what frequency, duration, time of day/week/year that will suit the facility and target audience?
- Resources what will the facility need in staffing, venue, and equipment?
- Promotion what is the best and most effective way to reach the audience?
- Safety what is the health and safety plan?
- Cost/benefits what are the extra costs of cleaning, non-programme staff, or conflict with other users/events?

Further information

Get Set Go guide http://wellington.govt.nz/~/media/events/event-planning-and-support/files/getsetgo-guide.pdf

Get Set Go planning sheets: http://wellington.govt.nz/~/media/events/event-planning-and-support/files/getsetgo-planning-sheets.pdf

Facility Management Manual www.nzrecreation.org.nz

9 Aquatic Education

Aquatic education covers two areas: dedicated learn to swim schools and programmes and water safety, taught to primary aged pupils through school programmes. Swim schools and learn to swim facilities are included within the framework of these guidelines generally, while specific areas of concern are detailed in this section.

Aquatic skills are a compulsory component of the education curriculum in primary schools. Teaching swimming through schools should be undertaken by suitably trained instructors. Traditional high student to teacher ratios in schools makes it more difficult to teach students specific water skills compared to smaller, dedicated learn to swim classes. Utilising external providers and facilities may be the best means of providing more than just exposure to water or skills maintenance.



9.1 Facilities

Pool depth

The desirable pool depth for teaching swimming is chest height to enable students to stand up for recovery. Age and height of students vary, therefore strategies for achieving this range from having a maximum pool depth of 0.90m, to providing platforms for use in deeper pools.

For more advanced swim teaching and water safety education, deeper water experiences are desirable but should be closely monitored and managed.

Water temperature

Water temperature in learn to swim pools is arguably more important than pool depth. Keeping the water warmer than 30 degrees ensures students and instructors do not get cold during lessons.

Instructors teaching for any length of time in the pool will be susceptible to cold. Providing instructors with wetsuits or vests will reduce the likelihood of staff become cold, tired and fatigued.

Leasing facilities

When leasing or using other aquatic facilities to provide swim lessons, it is the responsibility of the swim school operator to ensure the health and safety of staff, students and parents/caregivers.

It is the responsibility of the asset owner to ensure that the facility is compliant e.g. building WoF, emergency evacuation system is operable and to ensure the operator has health and safety plans in place.

Consider the following when undertaking a facility check before agreeing to use a facility:

- Access and car parking
- Pool depth and provision/storage of platforms

- Provision of in-water teaching bar
- Entry steps
- Pool surrounds
- Seating
- Water temperature in changing rooms/showers
- Working toilets with working door latches
- Safety signage
- Emergency exits are clearly marked.

9.2 Customers

Minimum age

The minimum age for formal water instruction lessons is 6 months. Children younger than 6 months should not be encouraged into a public aquatic environment as their immune system is not fully developed and may be susceptible to waterborne illnesses. Once 6 months old, a child also has better head and neck control.

Water confidence classes for babies focusing on exposing young children to the aquatic environment, developing their comfort and familiarisation of water, and educating the parents/caregivers rather than skill development.

Student ratios

Appropriate student:instructor ratios are dependent upon:

- Facility and pool environment (pool depth, water temperature and allocated working space)
- Age of students
- Ability level of class
- Nature of students being instructed (physical, intellectual and emotional ability, behaviour)
- Type of activity.

Ratios should be determined and evaluated at the beginning of each lesson by the instructor in charge of the group. In order to maintain levels of safety for swim school students, the following student:instructor ratios are recommended.

Student:instructor ratio

Level	Student:Instructor ratio
Beginners	3:1
Pre-schoolers	4:1
School age	6:1
School groups	10:1*
Swimmers with disabilities	1:1

^{*} School group ratio based on class teacher being in attendance but not in water.

Using two instructors per group not only increases the number of students per group, but can also enhance the skill teaching and learning achievable in each lesson period.

Teaching students with disabilities requires greater skill and experience on the part of the instructor to assess:

- Level of ability/disability (physical and intellectual)
- Student/instructor relationship
- Instructor/parent relationship
- Student comfort within an aquatic environment
- Lesson length
- · Skill acquisition expectation.

9.3 Staff education and training

There are a range of swim teaching qualifications considered by those in the industry as suitable for New Zealand.

- New Zealand Swim Coaches and Teachers Association (NZSCTA) is responsible for the needs of professional swim teachers, coaches and providers across New Zealand.
- Austswim is Australia's national organisation for teaching swimming and water safety and their qualifications are taught and recognised in New Zealand.

Staff must hold a current first aid certificate, and have the opportunity to train in risk management and customer service.

Further information

New Zealand Swim Coaches and Teachers Association www.nzscat.org.nz

Austswim www.austswim.com.au

9.4 In-water vs. poolside teaching

To achieve best results instructors should be in the water with students rather than teaching poolside, as long as the instructor can observe all students during class. This may change as students' skills advance to a level where they are able to freely swim and a greater viewing and vantage point is required.

9.5 Supervision

Supervision by instructors is for the class being taught, not for all the users in the facility. It is vital that all staff are first aid trained, parents/caregivers remain in the facility during lessons, and student:instructor ratios are within the recommended levels.

Supervision of swim lessons within a public aquatic facility should also be covered by normal supervision practices by lifeguards but in a more general manner by instructors.

9.6 Water safety programmes

As well as teaching swimming skills, water safety is an important part of aquatic education. Teaching people how to act and react when in unexpected aquatic situations, can be the difference between survival and drowning.

Case Study: Dash Swim School, Porirua City

One week of every term is dedicated to water safety week at Dash Swim School. The aim is to teach children how to cope in real life situations such as being caught in rips or seaweed at the beach, or currents in rivers. The pool is turned into 'real life 'situations and rips and currents are simulated using high-pressure hoses. Students are educated on best practice for each situation.

Education also focuses on how to avoid getting into difficulty in and around the water and extends to how parents can to keep children safe around beaches.



10 Aquafitness

Participation in aquafitness is increasing. It is recognised as beneficial for maintaining fitness levels for recreational, amateur and professional sports people. Aquafitness caters to a wide range of participants wanting to improve fitness and strength to customers requiring rehabilitation. It uses water for resistance while providing a low impact environment and can be adapted to different levels of fitness and ability.

Classes must be run by trained instructors who understand the effects of training in water on the body. Workshops and training for staff in these areas can be provided by SkillsActive and AUSTSWIM.

Examples of aquafit programmes are:

Aquajog Fit: Customers experience a low impact, high-level cardio workout. Ideal for focused training needs, muscle toning, and rehabilitation.

Aqua Fit: This is a fun workout designed to improve or maintain fitness. The dynamic cardiovascular base is intensified through learning how to move and use the water.

Aqua Low impact: Designed to help increase cardiovascular fitness, improve flexibility and reduce pain for overall improved health. Ideal for those recovering from surgery, injury, pre/post natal and those involved in the Greens prescription 'Kick-Start' programme.

50's Forward Aquajog Fit: A low impact, gentle cardio workout. Ideal for muscle toning

50's Forward Aquafit: A gentle cardio workout to music. It is a fun exercise session for anyone aiming to improve or maintain fitness. A low impact, medium intensity workout for all levels.

Further information

www.skillsactive.co.nz

www.austswim.co.nz



11 Other Aquatic Programmes

Depending on the size and layout of the facility and the needs of the community various aquatic programmes can be offered in addition to swim school and aquafitness. These can be run either through local sporting clubs or directly by the facility if there are appropriately trained staff. Some of those aquatic programmes are:

- Water safety
- Swim squad
- Water polo
- Flippaball
- Outrigger canoeing
- Kayaking
- Snorkelling
- Scuba diving
- Kiwi Surf
- Spring board diving



12 Fitness Suites and Gyms

12.1 Introduction

Over the last decade the trend to include fitness areas and gyms within an aquatic facility has grown. Creating a fitness area or gym requires changes to operating a swimming pool – in terms of equipment and technical requirements, and staff skills and qualifications.

12.2 Customer requirements

Customer requirements for fitness areas and gyms differ from swimming customers. Many fitness area and gym users will never use the swimming pool. Isolating access to fitness areas and gyms may not be practical, but providing access to dry changing facilities is important.

Maintaining customer comfort, safety and security ranges from temperature, noise, and lighting to customer and staff interaction and crowding. Overcrowding can create both hazards and frustrations to users. Limiting class numbers, advising users of quiet times, and placing time limits on popular machines during peak times are strategies to avoid overcrowding and user frustration.

12.3 Location of fitness areas and gyms

The location and siting of fitness areas and gyms needs to be carefully considered during the design phase. Locating these areas above the swimming pools can create an uncomfortable atmosphere for pool users who do not wish to be watched while using the pool.

In determining the location of fitness areas and gyms, the ways to manage members' use of either or both gym and pool amenities needs to be considered. Do separate membership and/or entrance fees require separate entrances and accesses?

Air temperature and humidity requirements for fitness areas and gyms differ from swimming pool requirements. Most pools aim to achieve an air temperature around 30°C+ while fitness areas and gyms are usually operate at a maximum of 18°C. Ventilation requirements for pools and fitness areas also differ as fitness areas need to provide suitable ventilation to minimise sweat and body odour.

The provision and location of fitness equipment that uses electricity is also an important issue. This equipment needs to be kept away from wet areas or areas where condensation may occur to avoid equipment corrosion and possible electrocution.

Group exercise and fitness areas using music and sound systems should be isolated from pool areas to avoid noise drift and conflict between gym and pool users. Similarly sound insulation from pool areas into a fitness area or gym should be considered during design or retrofit phase.

12.4 Equipment issues

The impact of humidity on fitness equipment, rust, electronics and mechanics need to be taken into consideration when designing and developing such areas.

Cleanliness of fitness equipment not only ensures the effective operation of equipment but also maintains a level of hygiene for customers.

Flooring type and protection in fitness areas and gyms should consider the impact of heavy equipment being dropped. Heavy duty rubber insulation should be installed in areas where free-weights are used to minimise damage and noise.

Some fitness equipment requires individual wiring and circuits which incurs considerable expense. A thorough investigation of electrical and maintenance requirements should be undertaken before any equipment is purchased or hired.

It is important that fitness equipment does not leave the dedicated fitness area and gym as it can create a hazard to other fitness and pool users and the facility. Some equipment, such as dumbbells and weights plates should not be taken anywhere near the pool deck or pool itself.

12.5 Fitness industry bodies

Like the recreation industry, the fitness industry is supported by a representative and standard setting organisation. Exercise Association of New Zealand is responsible for representing its members in the fitness industry.

REPS is the Register of Fitness Professionals and is the recognised industry standardsetting body. Fitness staff should be registered through REPS to ensure they meet minimum training and qualification standards, and for ongoing training and development requirements.

Further information

Exercise Association of New Zealand www.exercisenz.co.nz

REPS www.reps.org.nz

13 Childcare

13.1 Licensed services

The Education Act 1989, defines an early childhood centre as "premises used (exclusively, mainly or regularly) for the education or care of three or more children (not being children of the persons providing the education or care) under 6 years (section 308 (1)".

Therefore, any situation where a group of three or more children are regularly receiving care from someone other than their parent or caregiver is required to meet legislative requirements.

The Education Act 1989 requires all early childhood education services to be licensed by the Secretary of Education and it is illegal to operate any premises as an early childhood education service without a licence. Examples of these services are: kindergartens, playcentres, kohanga, preschools, casual services such as those in shopping malls.

Licensed services are staffed by qualified teachers who hold the New Zealand Teacher Registration Certificate and there are specific teacher/child ratios depending on the age of the children. Every licensed early childhood education provider must meet certain standards relating to their premises and facilities. These standards cover the range of activities offered, and the amount of space provided for play, toileting, food preparation, and sleep.

Children aged three to five are entitled to 20 hours of early childhood education (ECE) at no charge. This applies to all teacher-led ECE centres. To be eligible children must be enrolled in and going to an early childhood centre offering the subsidy.

13.2 Licence-exempt services

An exemption from the requirement to be licensed has been provided for groups that meet specified conditions.

Licence-exempt groups are required to have:

- More than half the parents of the children attending each session present
- The group meets for no more than one session of up to 3 hours on any one day (group rather than child's hours of attendance)
- The group of parents assume responsibility for each child attending the group
- The group operates as an informal, non-profit making, community based group

Examples of such groups are Pacific Language nests, church groups, playgroups. Childcare facilities offered at aquatic facilities would not meet these criteria.

13.3 Ministry of Education advisory services

Organisations interested in establishing or receiving information regarding any of these services should contact the Ministry of Education, for advice and guidance in regards to the funding and establishment of both licensed, and licence-exempt services.

Further information

www.lead.ece.govt.nz

http://www.legislation.govt.nz/regulation/public/2008/0204/latest/DLM1412501.html

www.minedu.govt.nz

14 School and Community Pools

School pools are an important part of the pool network in New Zealand. There are approximately 1300 school pools in New Zealand, compared with approximately 230 pools provided by councils. Under legislation school pools are required to meet the same standards of supervision and water quality as public pools.

School Board of Trustees are encouraged to follow best practice methods for the management of school swimming pools as set out by Water Safety New Zealand and they are to comply with all relevant legislation and NZ Standards that apply to water safety and pool use and management.

For many School Boards, the idea of training staff in pool management may not be an option. In such instances, it is recommended the Board of Trustees make contact with their local public swimming pool to determine whether these services can be managed externally.

School Board of Trustees are responsible for the health and safety of everyone using the pool with the Board's permission, including after school use by the school and wider community.

Outside school hours, the Board could still be held responsible for harm to any unauthorised pool users, so Boards are advised to maintain and regularly check their security. When a pool is being leased by a third party (e.g. a swim school), the health and safety of the users must be clearly stated under the lease agreement.

Boards must develop rules surrounding the use of the pool, and provide clear signs displaying those rules. In addition to displaying the rules, the Board must have procedures covering:

- Regularly checking locks and gates
- Providing first aid equipment
- Storage of pool chemicals
- Storage of pool equipment
- · Water quality compliance
- Prevention of unauthorised pool use.

Further information

http://www.minedu.govt.nz/NZEducation/EducationPolicies/Schools/PropertyToolBox/StateSchools/DayToDayManagement/SwimmingPools.aspx

15 Thermal Pools

Geothermal water can be found in natural outdoor pools, and in commercial pools such as public swimming pools or spas in hotels, motels, health centres and gyms.

15.1 Supervision

The New Zealand guideline for swimming pool supervision applies to thermal pools in general, however, it is recognised that some facilities or amenities within facilities may not be fully compliant due to their make-up and character.

To apply the guideline, the decision on supervision levels must be made by the facility manager after taking into consideration all aspects of risk management. If the New Zealand guideline for swimming pool supervision cannot be applied, then the following minimum levels are required:

- A senior staff member or owner would hold the lifeguard qualification (PLPC)
- · All staff hold workplace first aid qualification
- At all times the complex is open, staff are readily available to customers should an accident happen
- An emergency response action plan is detailed and is clearly communicated with staff and displayed in an appropriate place for staff to act upon
- A minimum standard of first aid equipment is maintained on site
- Private pools (pools which are not in public view or supervised) have a minimum of two people per booking
- At place of payment and in changing rooms notices state that the pools are not lifeguarded.

In areas of private pools, lifeguards/staff should regularly circulate in the general area, be within hearing distance of the area and be available if the customer requires.

15.2 Customer risks

Common risk areas in thermal pools are the lack of hydration and length of time spent in the hot environment. Clear signage encouraging customers to drink plenty of water and having a recommended maximum time in the hot pools can reduce the risks of heat exhaustion.

Due to the higher water temperature of thermal pools, customers suffering medical conditions such as blood pressure and cardiac conditions, and pregnant women can be at increased risk. The best practice to mitigate any risks is to have clear and visable signs advising of the risks to customers in these higher risk categories.

The nature of the customers using these pools can also increase the risks of injury or accident.

Clear customer instructions on arrival, bother verbal and written also help reduce the risk of accident or injury.

Amoebic meningitis is a risk in geothermal pools as the amoeba organisms can live in these pools. Customers need to be advised not to put their heads under water as the amoeba can enter through the nose when a person puts their head under water in a geothermal pool.

15.3 Signage

Good signage governing the rules for thermal pool users needs to be clearly displayed. Information should identify potential risks to customers including:

- Amoebic Meningitis
- Use by pregnant women
- · Use by customers with medical conditions,
- · Recommended length of time spent in the pool
- Risk of dehydration.

Providing customer information on water temperature of each pool is also recommended.

Templates: Thermal Mineral Pool rules





16 Hospitality Pools

Pools at hospitality establishments (hotels and motels) are subject to the same New Zealand Standards for water quality and safety as commercial and community pools.

It is strongly recommended that hospitality managers establish policies for the use of the pool. The policy should include the rules of the pool, use of equipment, location of amenities and incorporate a pool users code for the behaviour of all pool users:

- All children must be supervised
- Never swim alone
- Never swim while under the influence of alcohol or drugs
- Take additional care if you have a medical condition
- Dangerous behaviour is prohibited e.g. running, jumping.

Risk management identification and planning systems provide a framework for identifying and managing any hazards in the swimming pool area. An emergency action plan should be established and all staff made aware of the plan and its requirements.

16.1 Signage

Every pool should have clear safety signs. Good signage should detail what the rules are and what to do in the event of an emergency. Appropriate signage can be obtained from Water Safety New Zealand.

Further Information

http://www.watersafety.org.nz/education-and-safety/education/resource-orders

16.2 Link to Qualmark

Hospitality pools, including those contained in an accommodation facility with a Qualmark rating have to meet a minimum standard. That standard is set by the legal and local government requirements in terms of signage and health and safety. Facilities are visited every 12 to 15 months and if a facility fails to meet the standard their rating will be removed until standards are improved.

17 Templates

- 17.1 Normal operating procedure content guideline
- 17.2 Sample NOPs
- 17.3 Business continuation plan
- 17.4 Poolside checklist
- 17.5 Pool Alone poster
- 17.6 Pool Alone procedure flowchart
- 17.7 Pool Alone register
- 17.8 Hand signals
- 17.9 Thermal mineral pool rules
- 17.10 Examples of signage at thermal pools

17.1 Normal operating procedures content guidelines

	,
Facility facts and layout	Plans, diagrams, and map of facility including location of alarms, exits, emergency vehicle access ways, rescue equipment and first aid stations
	Customer access areas and maximum numbers
	Facility management and services
Opening hours	Standard hours of opening
	Hours of operation for different services e.g. swim school, fitness centre, pool
Personnel	Identification of person(s) in charge
	Job descriptions, staff duties and responsibilities
	Performance standards, expectations
	Staff schedules and roster
	Personnel qualifications and accreditation
	Employment contract details including breaks, timekeeping, hours of work
	Training schedule
Daily operational duties	Opening duties
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Hourly duties
	Daily duties
	Closing duties
	Cleaning procedures
Office operations	Pool entry, fee structure
,	Enquiries, bookings and activities schedules
	Stock and merchandise sales and management
	Equipment loans and hireage
	Vending machine issues
	Banking and till processes
	Security of money and valuables
	Shift handovers
Customer relations	Child supervision policies, PoolAlone
	Customer behaviours
	Customer relations (customers and media)
	Swimmer etiquette and dress policy
Reporting policy	Reporting procedure and authority
	Sample reporting forms and use
	-

Health and safety	Procedures for contacting emergency services
	Lifeguard to swimmer ratios
	Supervision: scanning systems and methods, lifeguard rotations
	Communications (radio, telephone and customer address system), lifeguard signal systems
	Correct setup and use of equipment
	Equipment maintenance schedules
	First aid processes (serious incidents should be addressed within the Emergency Action Plan)
	Hazard identification and mitigation
	Faecal incident procedures
	Safe use of chemicals and cleaning materials
Plant operation	Daily plant check requirements
	Maintenance schedules and requirements
	Troubleshooting checklists
	Manufacturer and supplier contact details
	Delivery and storage of chemicals
	Backup scenarios for equipment breakage and failure
Water testing	Water testing
procedures	Plant room procedures
	Microbiological testing

17.2 Sample NOPs

The following NOPs provide detailed examples of information that should be included. Every NOP needs to be adapted for the specific facility for which it is written.

Normal Operating Procedure - Levin Aquatic Centre

Normal Operating Procedure - Manurewa Pool and Leisure Centre

17.3 Business continuation plan

This business continuation plan provides a detailed example of information that should be contained in this working document and when they should be activated.

Business continuation plan

17.4 Poolside Checklist

Check	Quantity	Faults	Description
Bulk heads			
Starting blocks			
Lane ropes			
Lap pool flags			
Pool tiles in/out			
Lane speed signs			
Lap pool ladder			
Pool cover rollers			
Pool cover motors			
Pool grates			
Door handles			
Windows and latches			
Bins			
Fire extinguishers			
Hoses			
Splash pool features			
Splash & spa jets covers			
Cubby holes			
Sauna			
Seats			
Heater elements			
Rocks			
Lights			
Doors			
Emergency doors			
Egress routes			

17.5 Pool Alone poster



Please help us keep your children safe at our facility by following these simple rules.

Children 10 years and under:

Must be actively supervised by a caregiver 17 years or over.

Actively supervised means:

- · Watching your children at all times and able to provide immediate help.
- At a close distance where you can see, hear and be heard by your child and your child must be able to see you.

Children 4 years and under:

• In pools other than shallow toddler pools, children must be accompanied in the pool and within arms reach.

Maximum adult to child ratios.



One adult to two U5



One adult to four 5-10yr's



One adult to one U5 and three 5-10yrs's

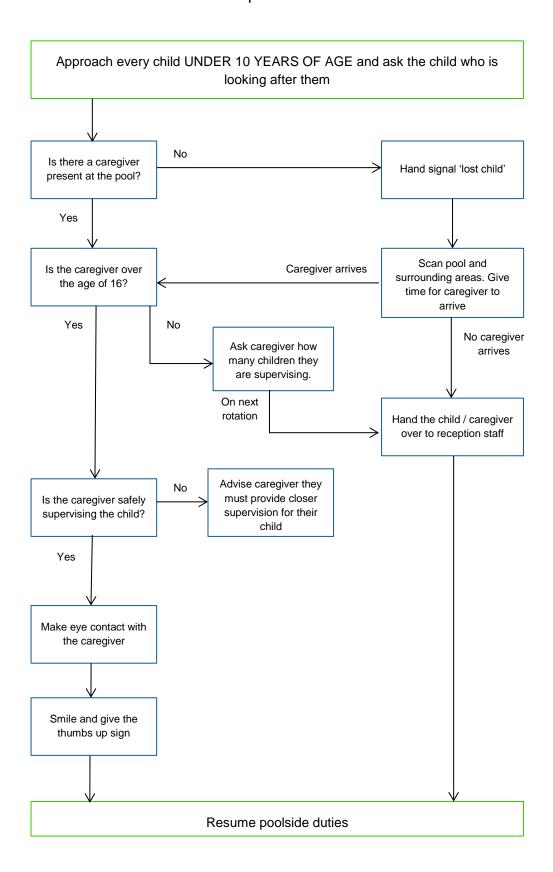
Find out more:

visit www.aucklandleisure.co.nz



17.6 Pool Alone procedure flowchart (Manurewa)

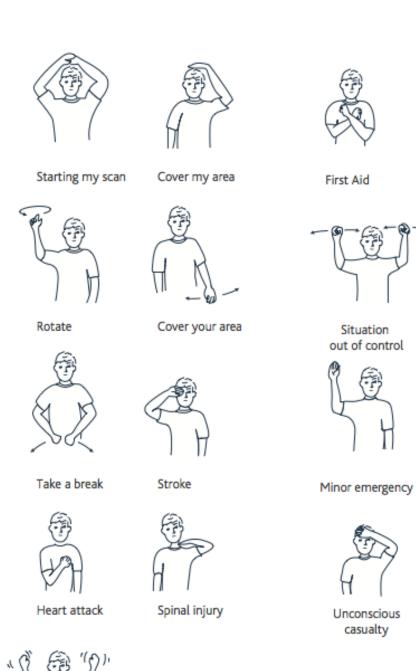
Pool Alone procedure flowchart



17.7 Pool Alone register

Date	Time	Childs name	Address	Phone	Age	Comments	Staff sign

17.8 Hand signals



Epileptic

Lost Child

Situation

under control

Major emergency

Not breathing

17.9 Thermal mineral pool rules

- No diving, splashing or playing around in these pools
- Customers are asked not to put their head under the water in the thermal pools due to the potential of Amoebic Meningitis being present in the water
- Pregnant women should consult their doctor prior to using the pools. We advise
 pregnant women not to use the pools hotter than their body temperature as their
 unborn child will not have sweat glands at this stage and could overheat their bodies
- Not recommended if you have heart disease or high/low blood pressure
- Not recommended to bath longer than 20 minutes without a break
- Thermal water may tarnish some jewellery.









