Lifeboats

Beach Lifeguard Service Implementation Guide

DEVELOPED FOR LOW-RESOURCE AREAS

About this guide

The primary aim of the *Beach Lifeguard Service Implementation Guide* is to guide organisations with the background and knowledge to assist them with developing a Beach Lifeguard Service.

This resource has been designed as a guidance document and can be adapted to suit the local environment.

This guide will be reviewed and, if necessary, updated every 3 years.

Please send any feedback or comments to international@rnli.org.uk.

Disclaimer
The content of this book is for general guidance only. It represents best practice as at the date of publication and should not be considered as legal advice. Those using this manual should seek professional advice as and when necessary. The RNLI does not accept responsibility for any errors in this document.

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1.1 The international drowning problem

The World Health Organization (WHO) estimated that drowning is responsible for the loss of an around 372,000 lives each year (2014). This figure is likely to be a significant underestimation as it excludes drowning deaths due to flooding and transportation.

The WHO estimation also relies on data collected from poor reporting systems, which often under-represent or misrepresent drowning deaths.

Despite the scale of the problem, drowning is barely recognised as a public health problem – a silent epidemic that is significantly under- resourced.

The WHO created the following information in 2014 on global drowning:

KEY FACTS

372 000
people die
from drowning
EVERY YEAR

OVER HALF
of all drowning
deaths are among
those aged
UNDER 25 YEARS

MALES ARE TWICE AS LIKELY
to drown
as females
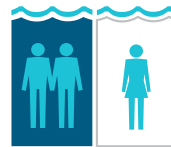
Drowning is
one of the
10 LEADING CAUSES OF DEATH
for people aged
1-24 years

DROWNING RATES

Data not available   Not applicable

DROWNING MORTALITY < 1.3 PER 100 000

DROWNING MORTALITY 1.3-3.9 PER 100 000

DROWNING MORTALITY > 3.9 PER 100 000
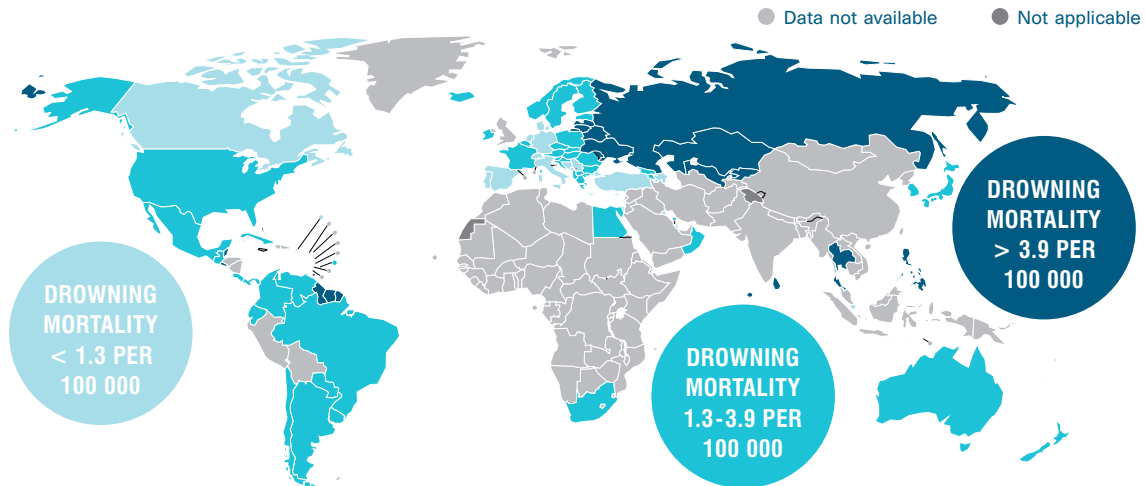
A LEADING KILLER OF CHILDREN

Number of deaths for children under 15 years

TUBERCULOSIS	69 648
MEASLES	125 813
DROWNING	140 219
HIV	199 071
MENINGITIS	217 580

World Health Organization

© World Health Organization 2014

Despite the scale of the world's drowning problem, it is barely recognised – a silent epidemic.

RISK FACTORS

LIVING AROUND WATER

Wherever there is water, there is the threat of drowning

26% Ditch

43% Pond

13% Container

6% Other

7% Lake

5% River
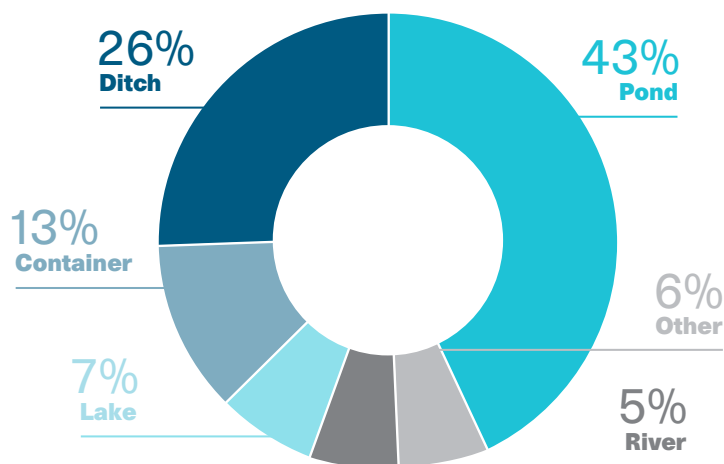
Place of drowning of Bangladeshi children under 5 years

YOUNG CHILDREN

The highest drowning rates are among children aged 1-4 years

FLOOD DISASTERS

Extreme rain fall, storm surges, tsunamis or cyclones

TRANSPORT ON WATER

Especially on overcrowded or poorly maintained vessels

PREVENTIVE ACTIONS

Install
BARRIERS
controlling access to water

Provide
SAFE PLACES
(for example, a crèche) away from water for pre-school children, with capable child care

TEACH
school-age children basic
SWIMMING, WATER SAFETY AND SAFE RESCUE SKILLS

TRAIN
bystanders in
SAFE RESCUE AND RESUSCITATION

Set and enforce safe
BOATING, SHIPPING AND FERRY REGULATIONS

IMPROVE FLOOD RISK MANAGEMENT
locally and nationally

1.2 The role of a Beach Lifeguard service

Lifeguard services exist to keep people safe when using coastal waters. Lifeguards are trained in rescue techniques, as well as first aid and beach management. Lifeguards use a mixture of preventative measures such as flagged swimming zones and signage to encourage bathers to use safe areas of beach and sea. When people get into difficulty, lifeguards are there to intervene and rescue them.

Many countries worldwide are now realising the benefits of having lifeguard services in terms of both keeping communities safe and boosting coastal tourism.

The management of a lifeguard service requires an advanced understanding of the coastal environment, and skills in a range of other disciplines. These include risk assessment, recruitment, training and logistical management. This manual aims to give an overview of every step required in implementing a lifeguard service and provide some example documentation that can be adapted to assist your organisation.

1.3 The RNLI

The Royal National Lifeboat Institution (RNLI) is a UK-based charity with the aim of reducing loss of life due to drowning. It was founded in 1824, and now has a 24-hour on call lifeboat service across over 230 coastal locations in the UK, lifeguard services across 240 beaches, trained flood rescue teams and campaigns to educate the public about drowning prevention.

Since 2012, the RNLI has also been sharing their lifesaving expertise with institutions, organisations and individuals internationally.

The RNLI's International department have developed a portfolio of lifesaving interventions, specifically designed for new and developing lifesaving organisations. Lifeguard Service Implementation is one of these interventions.

From the first rowing lifeboats…

… to the latest RNLI waterjet-propelled lifeboat

The RNLI saves lives by providing:

- a fleet of all-weather lifeboats, which are available at all times

- inshore craft, which are subject to weather limitations

- a lifeguard service on a seasonal basis

- safety education, swimming programmes and accident prevention

- flood rescue.

All of these are carried out to a defined standard of performance, commensurate with the resources available, using trained and competent people who, wherever possible, are volunteers.

Maritime SAR

Lifeguards

Flood rescue

Community safety

Strategic performance standards

- achieve an average launch time of 10 minutes from notification to the RNLI

- reach all notified casualties where a risk to life exists, in all weathers, out to a maximum of 100 nautical miles

- reach 90% of all casualties within 10 nautical miles of the coast within 30 minutes of launch in all weathers, where there is an identified need

- reach any beach casualty up to 300m from shore, within the flags, on RNLI lifeguard-patrolled beaches, within 3½ minutes

- deliver clear, straightforward safety advice and products that positively influence behaviour, measured against agreed benchmarks

- maintain the capability to deploy 7 Type B Flood Rescue Teams within the UK and Republic of Ireland, as declared to the appropriate national authorities

  - two teams to reach any rendezvous point within 6 hours of request

  - maintain a register of suitably trained and competent individuals able to deploy internationally within 24 hours in response to flooding events.

RNLI rescue map

1 Severn
Length: 17.3m
Max speed: 25 knots
Range: 250 nmiles
Crew: 6–7

2 Tamar
Length: 16.3m
Max speed: 25 knots
Range: 250 nmiles
Crew: 6–7

3 Tyne
Length: 14.3m
Max speed: 18 knots
Range: 240 nmiles
Crew: 6

4 Trent
Length: 14.3m
Max speed: 25 knots
Range: 250 nmiles
Crew: 6

5 Shannon
Length: 13.6m
Max speed: 25 knots
Range: 250 nmiles
Crew: 6

6 Mersey
Length: 11.6m
Max speed: 17 knots
Range: 140 nmiles
Crew: 6

Type B Flood Team
Response: 6hrs
Crew: 7
Crew endurance: 4 days

7 E class
Length: 10.5m
Max speed: 40 knots
Endurance: 4hrs at max speed
Crew: 3–4

8 B class (Atlantic 75, 85)
Length: 7.4–8.5m
Max speed: 32–35 knots
Endurance: 2.5hrs at max speed
Crew: 3–4

9 D class
Length: 5m
Max speed: 25 knots
Endurance: 3hrs at max speed
Crew: 2–3

10 Hovercraft
Length: 8m
Max speed: 30 knots
Endurance: 3hrs at max speed
Crew: 2–4

11 Inshore rescue boat
Length: 3.9m
Max speed: 26 knots
Endurance: 2hrs at max speed
Crew: 2

12 Rescue watercraft
Length: 3.3m
Max speed: 48 knots
Endurance: 1.5hrs at max speed
Crew: 1–2

Lifeboats

RNLI lifesaving locations
- All-weather lifeboat station (ALB)
- Inshore lifeboat station (ILB)
- ALB and ILB station
- Lifeguard support centre
- RNLI offices
- Flood rescue asset
- RNLI Headquarters

Aith [1]
Lerwick [1]

Stromness [1]
Kirkwall [1]
Longhope [2]
Thurso [1]
Wick [4]
Stornoway [1]
Lochinver [1]
Leverburgh [6]
Invergordon [4]
Buckie [1]   Macduff [8]
Kessock [8]   Fraserburgh [4]
Portree [4]   Loch Ness [8]   Peterhead [2]
Kyle of Lochalsh [8]
Barra Island [1]   Mallaig [1]   Aberdeen [1,9]
Tobermory [1]   Stonehaven [8]
Montrose [5,9]
Oban [4]   Arbroath [6,9]
Perth   Broughty Ferry [4,9]
Anstruther [6,9]
Helensburgh [8]   Kinghorn [8]
Tighnabruaich [8]   Queensferry [8]   North Berwick [9]
Islay [1]   Largs [8]   Dunbar [4,9]
Arran (Lamlash) [8]   Eyemouth [4,9]
Campbeltown [1,9]   Troon [4,9]   Berwick-upon-Tweed [6,9]
Seahouses [6,9]
Lough Swilly [5,8]   Craster [9]
Portrush [1,9]   Amble [6,9]
Arranmore [1]   Girvan [6]   Newbiggin [8]   Blyth [8,9]
Ballymoney   Red Bay [8]   Cullercoats [8]
Larne [4,9]   Stranraer [9]   Tynemouth [1,9]
Bangor [8]   Portpatrick [2]   Kippford [9]   Sunderland [8,9]
Kirkcudbright [8]   Silloth [8]   Hartlepool [4,8]
Bundoran [8]   Donaghadee [4]   Workington [3,9]   Redcar [8,9]
Ballyglass [1,9]   Enniskillen [8,8,12,12]   Portaferry [8]   St Bees [8]   Staithes and Runswick [8]
Sligo Bay [8]   Newcastle [6,9]   Ramsey [6]   Whitby [4,9]
Achill Island [4]   Peel [6]   Douglas [3]   Scarborough [6,9]
Kilkeel [8]   Port Erin [8]   Barrow [2,9]   Filey [6,9]
Clifden [6,8,9]   Clogher Head [6]   Port St Mary [4,9]   Morecambe [9,10]   Flamborough [8]
Galway [8]   Lough Ree [8]   Skerries [8]   Blackpool [8,9,9]   Bridlington [6,9]
Aran Islands [1]   Swords   Fleetwood [3,9]   Withernsea [9]
Howth [4,9]   Llandudno [6,9]   Lytham St Annes [6,9]   Humber [1]
Lough Derg [8]   Dun Laoghaire [4,9]   Beaumaris [8]   Hoylake [5]   Cleethorpes [9]
Kilrush [8]   Wicklow [3,9]   Moelfre [2,9]   Rhyl [6,9]   New Brighton [8,10]   Mablethorpe [8,9]
Arklow [4]   Holyhead [1,9]   West Kirby [9]   Skegness [6,9]
Fenit [4,9]   Courtown [9]   Trearddur Bay [8,9]   St Asaph   Sheringham [8]
Wexford [9]   Conwy [9]   Flint [9]   Wells [6,9]   Cromer [2,9]
Valentia [1]   Rosslare Harbour [1]   Porthdinllaen [2]   Happisburgh [8,9]
Kilmore Quay [2]   Criccieth [8,11]   Hunstanton [8,10]   Great Yarmouth and Gorleston [4,8,11]
Castletownbere [1]   Youghal [8]   Abersoch [8]   Barmouth [6,9]   Lowestoft [5]
Ballycotton [4]   Pwllheli [6,9]   Borth [9]   Southwold [8]
Baltimore [2,8]   Crosshaven [8]   Aberdovey [8]   Aldeburgh [6,9]
Kinsale [8]   New Quay [6,9]   Aberystwyth [8,11]   Ipswich   Harwich [1,8]
Union Hall [8]   Helvick Head [8]   Fishguard [4,9]   Cardigan [8,9]   Walton and Frinton [2]
Courtmacsherry Harbour [4]   Tramore [9]   St Davids [2,9]   Clacton-on-Sea [8,9]
Dunmore East [4]   Little and Broad Haven [9]   Tenby [2,9]   Port Talbot [9]   West Mersea [8]
Fethard [9]   Angle [2,9]   Porthcawl [8,9]   Burnham-on-Crouch [8,9]
Ilfracombe [5,9]   Burry Port [8,9]   Portishead [8]   Southend-on-Sea [8,9,9,10]
Appledore [2,8]   Horton and Port Eynon [9]   Penarth [8,9]   London   Margate [6,9]
Clovelly [8]   The Mumbles [2,9]   Barry Dock [4]   Weston-super-Mare [8,9]   Sheerness [4,9]   Ramsgate [4,8]
Bude [9,12]   Minehead [8,9]   Burnham-on-Sea [8,9]   Whitstable [8]   Walmer [8,9]
Port Isaac [9]   Dover [1]
Rock [9]   Littlestone-on-Sea [8]
Padstow [2]   Lyme Regis [8]   Calshot [8,9]   Dungeness [5]
Newquay [8,9]   Saltash   Rye Harbour [8]
St Agnes [9]   Poole [3,8]   Hastings [6,9]
St Ives [5,9]   Swanage [6,9]   Brighton [8]   Eastbourne [2,9]
Sennen Cove [2,9]   Weymouth [1,8]   Shoreham Harbour [2,9]   Newhaven [1]
Exmouth [5,9]   Littlehampton [8,9]
St Mary's [1]   Teignmouth [8,11]   Mudeford [8]   Selsey [3,9]
Penlee [1,8]   Torbay [1,9]   Hayling Island [8,9]
Fowey [4,9]   Dart [9]   Bembridge [2,9]   Portsmouth [8,9]
The Lizard [2]   Looe [8,9]   Alderney [4]   Cowes [8]
Falmouth [1,8]   Plymouth [1,8]   Yarmouth [1]
Salcombe [2,8]   St Peter Port [1]   Lymington [8]
St Helier [2,8]   St Catherine [8]

London/River Thames close up
Chiswick [7]   Tower [7]
London
Teddington [9,9]   Gravesend [8]

As of April 2016

RNLI international work

We are committed to reducing global drowning by sharing our 190 years of lifesaving experience. We support lifesaving organisations around the world to empower their own communities – where drowning is a major risk – with the knowledge, skills and solutions to be more resilient.

We work at three levels:

Safer world

Through advocacy, we want to put drowning on the global development agenda. We want more organisations to include drowning prevention in their work and see more investment in reducing the global drowning burden.

Safer regions

In response to a World Health Organization recommendation, we are working with government and non-government organisations to develop coordinated national drowning prevention plans.

Safer communities

We design and test solutions appropriate to the skills and resources available in low-resource environments. Once we have evidence that they reduce drowning, we look for ways to scale up and replicate them.

Key international interventions

- training future leaders from other lifesaving organisations around the world

- survival swimming lessons for children

- classroom-based water safety lessons

- lifeguarding services

- flood and search and rescue training

- designing low-cost rescue equipment

- researching/modelling of drowning risks

- resources and training manuals

- supporting the development of national and regional drowning prevention strategies and plans

- influencing other organisations to address drowning prevention in their policy and practice.

1.4 International standards and governing bodies

Many countries around the world have governing bodies for aquatic lifesaving activities. The standards that these governing bodies adhere to are set by the International Lifesaving Federation (ILS). The ILS is a non-profit association of aquatic lifesaving organisations. It acts as an umbrella organisation that seeks to bring together and assist lifesavers – providing standards, information and assistance to new and existing organisations. Members of the ILS include the Royal Life Saving Society (RLSS), the Belgian Life Saving Federation and the Haitian Swimming and Life Saving Federation (ASHANASA).

The RNLI offers an international lifeguard qualification which has been developed using ILS standards.

1.5 The process of service implementation

The table below details the main steps in implementing a lifeguard service. Each organisation will have slightly different requirements, and some of these steps may not apply to yours. This manual is designed to be a guide for you to adapt to your own needs and circumstances. Each stage will be discussed in more detail throughout the manual, and a range of example documentation is included in the supporting forms and documentation.

Identify the need
- Risk mapping.
- Meet with landowners and other key stakeholders.
- Risk assess specific beach areas.

Initial stages
- Set service levels.
- Source appropriate funding.
- Identify and meet with members of the community.

Logistics
- Decide on lifeguard facilities.
- Write job profiles and begin lifeguard recruitment.
- Source appropriate rescue equipment and signage.

Operations
- Write Standard and Local Operating Procedures, and other relevant documentation.
- Train lifeguards.

Promotion
- Publicise service and continue to engage local community stakeholders.
- Open service.

Manage and review
- Implement complementary measures: signage, education, public rescue equipment.
- Monitor and review service effectiveness.
- Ongoing management and fundraising (if applicable).

Learning outcomes

2.1   Understand how to create an effective risk map.
       Understand how this helps to decide on service locations.

2.2   Understand how to use incident data to inform decisions on service levels.

2.1 Risk mapping

Risk mapping is the first step in getting the right service in the right place. It is the process of looking at a geographical area to identify high risk places where people are drowning or getting into difficulty. Community risk mapping is discussed in the RNLI's **Organisational Development** manual, and helps to decide on what kind of service you may need to put into place in your community based on the types of problems you may be experiencing, whether it be drowning in flood waters, inland waterways or at the coast.

If your community risk mapping exercise shows that drowning is at the coast, then you should conduct a coastal risk map.

Activity

Draw a map of the coastline in your local area. On the map mark on:

• the main access points onto the beach

• any hotels

• any local schools

• any local businesses related to the beach, for example, cafés, sun-lounger hire, personal watercraft rides or surf schools

• any taxi areas or car parks.

Now try to provide answers to the following questions:

• Where do people access the beach?

• Which areas of beach are the busiest?

• What other rescue services exist at the beach already and are they effective?

• Where are the most incidents occurring?

• Which area of beach has the most visitors?

• Which are the main areas for watersports, for example, surfing and personal watercraft?

• Where are the main population centres in the area?

• What activities are people doing?

Providing answers to these questions will assist you in deciding on an area for your service. You should aim to place your service where it will have the maximum impact and benefit the most people.

Once you have an idea of where you will put your service, you must start to consider what level of service you want to provide.

2.2 Historical incident data

The numbers and types of incidents that have occurred at a beach will give an indication of what kind of activity is going on there. These will help to establish what level of service might be needed. This information could be gained from a number of different sources:

• Local or national coastguard agencies may hold statistics on incidents, or would at least have an idea of the kinds of incidents happening at the coast.

• Local businesses at a beach are often a good place to gain anecdotal information on incidents that may have occurred. For example, a local sun-lounger owner who works at the beach every day will most likely see any incidents that may happen at the beach, or local surfers may even have performed ad-hoc rescues themselves.

• Fire and rescue, police or ambulance services, as well as hospitals, may also hold incident data that could be useful, such as drowning statistics.

• Past media coverage of incidents.

The location and frequency of incidents will help you understand which areas of the coast are experiencing the most problems, and also start to think about what level of lifeguard service to establish. For instance, if there are a lot of incidents happening that involve boats and personal watercraft then you might want to consider the use of powered rescue craft. If most of the incidents occurring are relatively minor and infrequent, then you might only need two lifeguards with basic equipment.

Learning outcomes

3.1   Understand what a risk assessment is.

3.2   Understand how a risk assessment relates to service implementation.

3.3   Understand how to identify hazards, risks and suitable control measures.

3.4   Understand how to begin implementing suitable control measures from
       a risk assessment.

3.1 What is risk assessment?

A risk assessment of your beach should be completed once you have decided which areas you want to provide services on. A risk assessment is a systematic process of evaluating the hazards and risks involved in an activity or area, and identifying suitable control measures to try and make it safe.

A hazard is something that has the potential to cause harm.

Risk is the probability that somebody is likely to be harmed by a hazard. This is often described as the severity of the hazard multiplied by the possibility that it will cause somebody harm:
severity x possibility.

A control measure involves the steps that you might take to guard people against the hazard and lower the levels of risk.

A risk assessment should not be a complex or difficult process, but rather a sensible approach to managing safety for you, your lifeguards and members of the public using the coast.

3.2 Beach risk assessment

Risk mapping helps to identify priority areas of coastline for implementing lifeguard services, and a beach risk assessment looks in detail at specific sections of beach. The risk assessment allows you to formally evaluate the hazards at the beach, determine the level of risk to beach goers, and decide on suitable control measures. It helps to inform your decisions on things such as:

• the level of lifeguard service that you need

• how the lifeguards will patrol the beach

• what equipment they will use

• what other complementary services you might like to employ (for example, signage, education and public rescue equipment).

Completing risk assessments for other areas and activities within your organisation is covered in more detail in the RNLI's International *Organisational Development Toolkit*.

3.3 Hazard, risk and control measures

The first stage of a risk assessment is to identify any hazards. There are different ways of doing this, but for a beach risk assessment, one of the most important things is to visit the beach at different times of the day to see the hazards for yourself. While at the beach you should also be able to see how people are interacting with the physical hazards and how this affects the risk levels.

Examples of the sorts of hazards you should look for are:
• rocks
• cliffs
• unstable sand dunes
• rip currents
• use of personal watercraft, power boats or other motorised water craft
• vehicles.

The level of risk is influenced by how many people are being exposed to the hazards, and how frequently. For example, a large number of people swimming close to a rip current on a regular basis would equal a high level of risk. Very few people infrequently entering the water near the same rip current would equal a lower level of risk.

When conducting your risk assessment visit, always try and meet a stakeholder at the beach who is familiar with the area and the way in which it is used by the public, and take an experienced lifeguard or somebody with a good level of operational knowledge.

Examples of hazards, risks and control measures

	Description	Beach example	Office example
Hazard	Something that can cause harm.	A rip current.	A broken step on a staircase.
Risk	The possibility that harm will happen. This is a combination of the severity of the harm, and the possibility that it will happen.	Possibility: It is possible that a member of the public will get caught in the rip current and be taken away from the shore. Severity: As a result, they could drown.	Possibility: It is possible that someone will trip on the broken stair and fall over. Severity: Somebody could sustain a serious injury by falling down the stairs.
Control measure	Something that is put in place to reduce the level of risk.	Put a sign in the area to warn people of the rip current. Educate local people on how to identify and avoid a rip current. Lifeguards to patrol the area and warn people of the dangers.	Get the stair repaired at the earliest opportunity. Restrict access to the stair while it is being repaired. Offer an alternative route until the stair is repaired.

Risk matrix

		1 - Minor	2 - Major	3 - Fatal
Possibility	3- High Likely to happen	3 - Medium	6 - High	9 - High
	2 - Medium Could happen occasionally	2- Low	4 - Medium	6 - High
	1 - Low Unlikely to happen	1 - Low	2 - Low	3 - Medium
		1 - Minor Little or no damage to property or people. Any injuries likely to be minor.	2 - Major Some damage to property or people could happen. Injuries could be major.	3 - Fatal Damage to property or people likely. Death or multiple deaths could occur.
		Severity		

A risk matrix is shown above. This is a tool to help you decide on the level of control measures to put in place. If the hazards you are assessing fall into the 'low' category, then you might not need any new control measures. If a hazard falls into the 'medium' category then control measures should be considered. If a hazard falls into the 'high' category then you must put control measures in place, or stop activities all together.

Some questions to ask yourself when deciding on control measures are:

• What control measures are already in place, and are they appropriate? If not, why not?

• Have I spoken to the right people in identifying the risk levels?

• Can I remove the hazard altogether?

• Could access to the hazard be controlled in some way?

• Do my employees need PPE?

• What money, resources or time do I have available to control this risk?

The answers to these questions will help provide a starting point. The kind of control measures you might want to consider for a beach environment could be:

• improved safety signage

• public rescue equipment

• deliver water safety lessons in local schools

• give water safety leaflets to local hotels and businesses

• train local volunteers in lifesaving and first aid

• implement a lifeguard service

• involve stakeholders.

All the findings and recommendations from your risk assessments should be recorded on a risk assessment template (see the supporting forms and documentation at the end of this book). This document should be reviewed at regular intervals, usually each year and/or after a significant incident; for example following a major change in the topography of the beach or a drowning incident.

Having an organised filing system for your risk assessments will greatly aid this review process. This can be organised online, on your computer (providing you have a back-up) or in a paper format if you do not have access to digital resources.

It is worth remembering that you can only do what is reasonable to control risks. This means balancing the level of risk against the time, trouble and/or money it would take in order to implement control measures. You can only work on the information that is available to you at the time of completing your risk assessment and you cannot be expected to account for unforeseeable risks.

3.4 Implementing control measures

Risk assessments are only useful if you implement the control measures that you have identified. Developing a plan or timetable and assigning tasks to specific people will help.

You should prioritise your risks, firstly using the matrix system shown on the previous page. Risks that come out as 'high' should be considered first.

It may be that not all of the responsibility for implementing the control measures sits with you or your organisation. It may be necessary to consult with your local government or local communities to establish who holds responsibility for safety on the beach and work with them to implement your control measures.

Unit 4: Stakeholder engagement

Learning outcomes

4.1   Understand the difference between internal and external stakeholders.

4.2   Understand how to work with landowners.

4.3   Understand how to work with local businesses.

4.4   Understand how to work with other lifesaving services.

4.5   Understand how to work with local and national government.

4.6   Understand how to work with other non-governmental organisations (NGOs).

4.7   Understand how to work with schools and other community groups.

4.8   Understand how to complete a stakeholder matrix.

4.9   Understand the benefits of having a memorandum of understanding between organisations..

4.1 Internal and external stakeholders

The interests of different stakeholder groups can have a big impact on your service, so it is a good idea to engage with them from the early stages of the service implementation process.

Stakeholders can be engaged through both formal and informal processes. A formal relationship might involve regular, documented meetings to record the progress of your working relationships. Informal processes might be better suited to external community stakeholders who prefer a more relaxed approach.

Different examples of stakeholders in a beach environment and how to work with them are discussed in this section.

Internal stakeholders are groups within your organisation, for example, employees, directors, trustees or donors.

External stakeholders are groups or individuals that are outside of your organisation but have an impact on your activities. They might be beach users, landowners, volunteer lifesaving clubs, local businesses or local surfers.

Internal stakeholders

Employees
Managers
Directors
Trustees
Shareholders

Lifeguard Service

External stakeholders

Local businesses
Other lifesaving services
Landowners
Local and national government
Schools and community groups
Other NGOs and volunteer groups
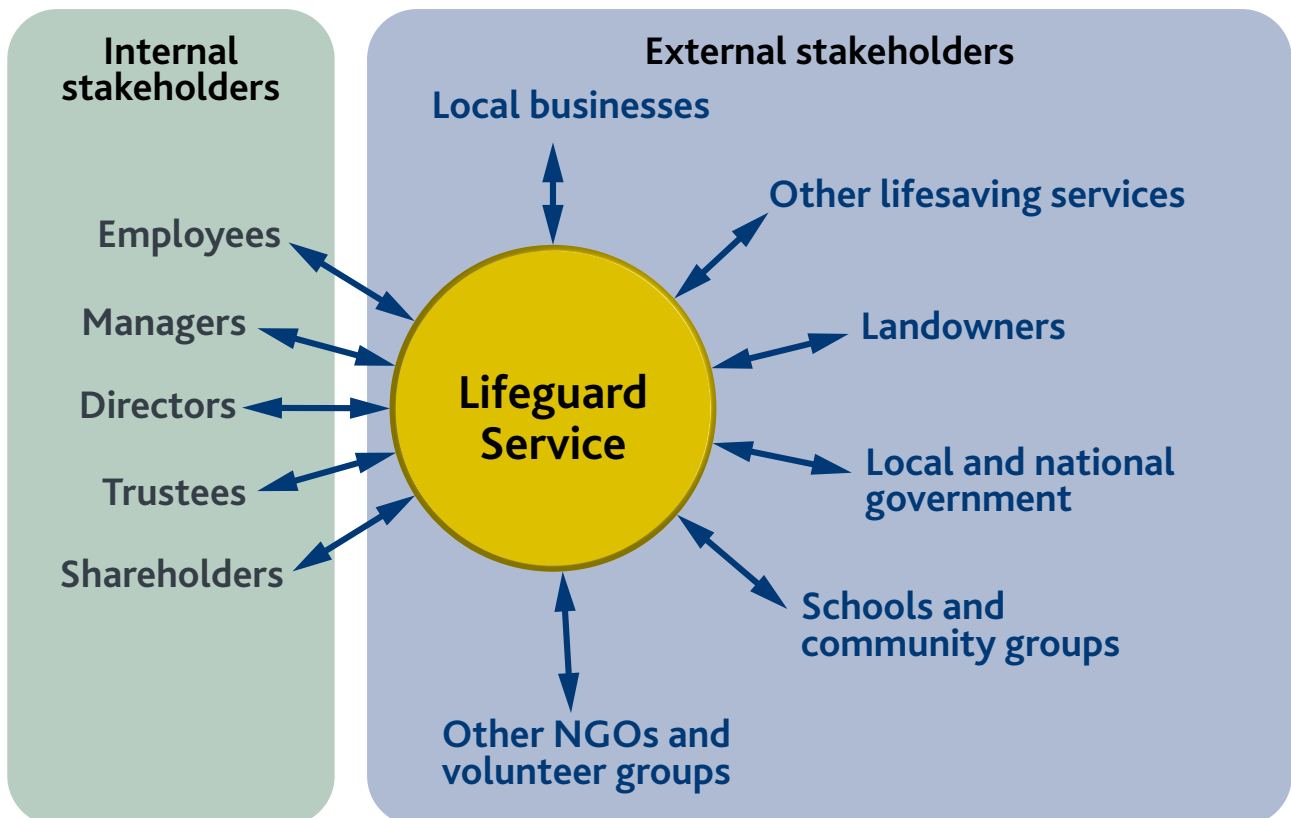
4.2 Landowners

Generally, beaches will have an owner. This person will usually have some level of responsibility for safety and, ideally, would engage into a contract with a lifesaving organisation to provide a lifeguard service on their behalf.

Initial discussions with a landowner should establish their interest or willingness to provide a safety service at their beach. The landowner could be a local or national government official, or a private individual who owns the land adjacent to the beach (for example, a hotel owner). The first step would be to gain their permission to conduct a risk assessment of the beach. Once this is done, you should be able to start deciding on a service level for the beach, which would allow you to discuss potential costs with the landowner.

A landowner may also have good contacts with some other stakeholders in the community.

You should check the regulations in your local area to establish who holds responsibility for safety at your beach.

Case study: Three Cliffs Bay

Three Cliffs Bay in Wales experienced several drownings in 2013, 2014 and 2015. Following these drownings the local community formed a stakeholder group involving local businesses, the RNLI and the owners of Three Cliffs Bay to discuss how to manage safety at the beach. In 2016, the group had identified several measures that would help improve the level of safety, including community education and the provision of a lifeguard service. They also set up a fundraising group to make the service financially sustainable. The mix of skills and knowledge in the group was very valuable when getting these initiatives set up. This is a great example of how community stakeholders can be successful in managing coastal safety.

4.3 Local businesses

Local business owners may have an important role to play in supporting the introduction of a new service in terms of logistical support or advocacy. They could also help to provide background information to your beach risk assessment. In some instances, local businesses might be interested in contributing financially to the introduction of a lifeguard service.

Some business owners will want to see a new lifeguard service introduced as they could benefit financially from the potential rise in tourism. Others might be concerned about the potential impact that a new beach management system could have on their ability to operate.

4.4 Other lifesaving services

There are a number of potential lifesaving or search and rescue services that you could be required to work with in your area:

- lifeboat service, which operates inshore or all-weather rescue boats

- coastguard, who may coordinate coastal search and rescue activity and may also manage a lifeboat service

- fire and rescue services in some areas also have responsibilities for coastal and flood water management

- police services exist in most areas

- other lifeguard services may also operate in some of the areas that your organisation wishes to patrol.

4.5 Local and national government

Examples of local government organisations:

- local authority (council)
- fire and rescue service
- police service.

In some areas, local government may also own the land that you wish to operate on.

Your national government may have policies which affect the delivery of your service. Each lifesaving organisation should research this. This may have an effect on your organisation.

4.6 Other non-governmental organisations (NGOs)

There may be other organisations with similar aims operating internationally, nationally or locally, which could assist with implementing your service in some way. This may be through providing a source of funding, the loan of rescue equipment, delivery of training, conducting research or anything else. It is worth researching which global organisations treat drowning and water safety as a priority, and also which organisations locally to you could help with the logistics of setting up your service.

4.7 Schools and other community groups

Schools are a good starting point when delivering community education. Children often get into trouble in the water, and being able to educate them from an early age on how to keep themselves safe and spot dangers is a very effective way to lower incident rates. They could also be your lifeguards in future years!

Community groups such as voluntary lifesaving or surfing clubs are a great place to find potential lifeguard recruits, and to help spread water safety messages. These people are often well informed and skilled in the water, and have a good network of community contacts that could be very useful in setting up your service. They also foster talent for younger generations who may want to become lifeguards in the future. It is worth finding out if any such groups exist in your local area.

4.8 Stakeholder matrix
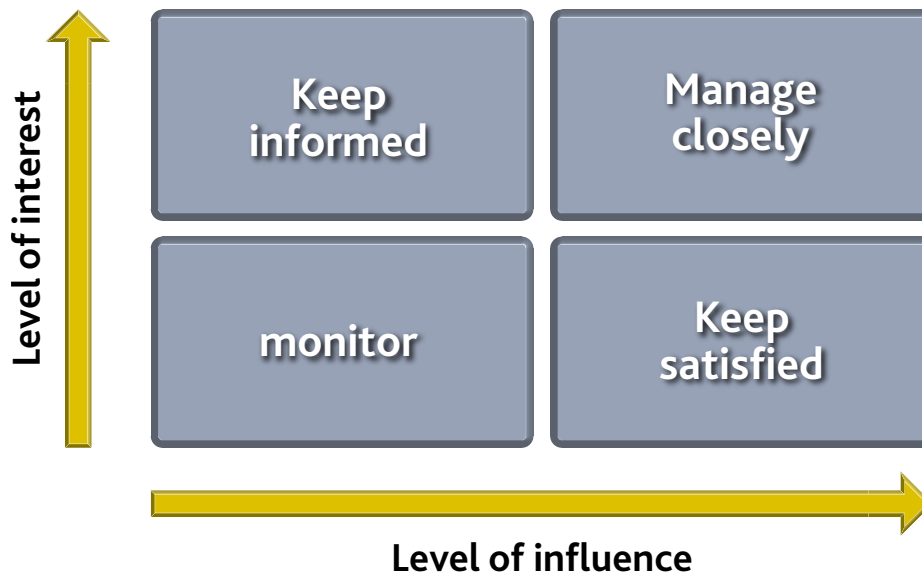
The stakeholder matrix shown above will help you prioritise which stakeholders need the most engagement.

Try this activity: Draw out the matrix above on a sheet of paper, and then write down each of your stakeholders on smaller, separate pieces of paper. Decide how much influence your different stakeholders have on your service (how much they affect you), and how much interest they have in your service (how much you affect them). Now, based on this, place each stakeholder in the appropriate box.

Once you have mapped the interests of the stakeholders you can then prioritise how much engagement you need to have with them.

If your stakeholder has a high level of interest and a high level of influence, it is important to maintain a good relationship with them and manage them closely. This usually means regular meetings, phone calls, reports and emails to keep them well informed. The type of stakeholder that might fall into this category could be a landowner.

If your stakeholder has a high level of influence but only limited interest, then maintain a good relationship with them to keep them satisfied, but they may not need regular information from you.

If the stakeholder has a high level of interest but only limited influence, then keep them informed, which could be with written reports or emails.

Stakeholders who have limited influence and interest require less communication but monitor their activity and contact them when you need to.

4.9 Memorandum of understanding

When working with external stakeholders, it is worth having some form of agreement. This can be achieved by establishing a memorandum of understanding (MOU).

An MOU is a formal agreement between two or more parties. Companies and organisations can use an MOU to establish official partnerships. MOUs are not legally binding but they carry a degree of seriousness and mutual respect and can sometimes be vital to ensure that both organisations agree on set standards, ways of communicating and working in collaboration.

The RNLI has an agreement with the UK Maritime and Coastguard Agency. This covers a number of key points when tasking any lifeboats or lifeguards to carry out operations. Some of the key points the agreement covers are to:

• start and end times of the lifeguard service

• specific patrol areas of the lifeguard service

• the operational capability of each lifeguard unit.

Lifeboats

RNLI / MCA Agreement on Search and Rescue (SAR) Operations and Planning

TRG-115

Lifeboats

RNLI / SAR Helicopter Agreement on Search and Rescue (SAR) Operations and Planning

TP-LB-116
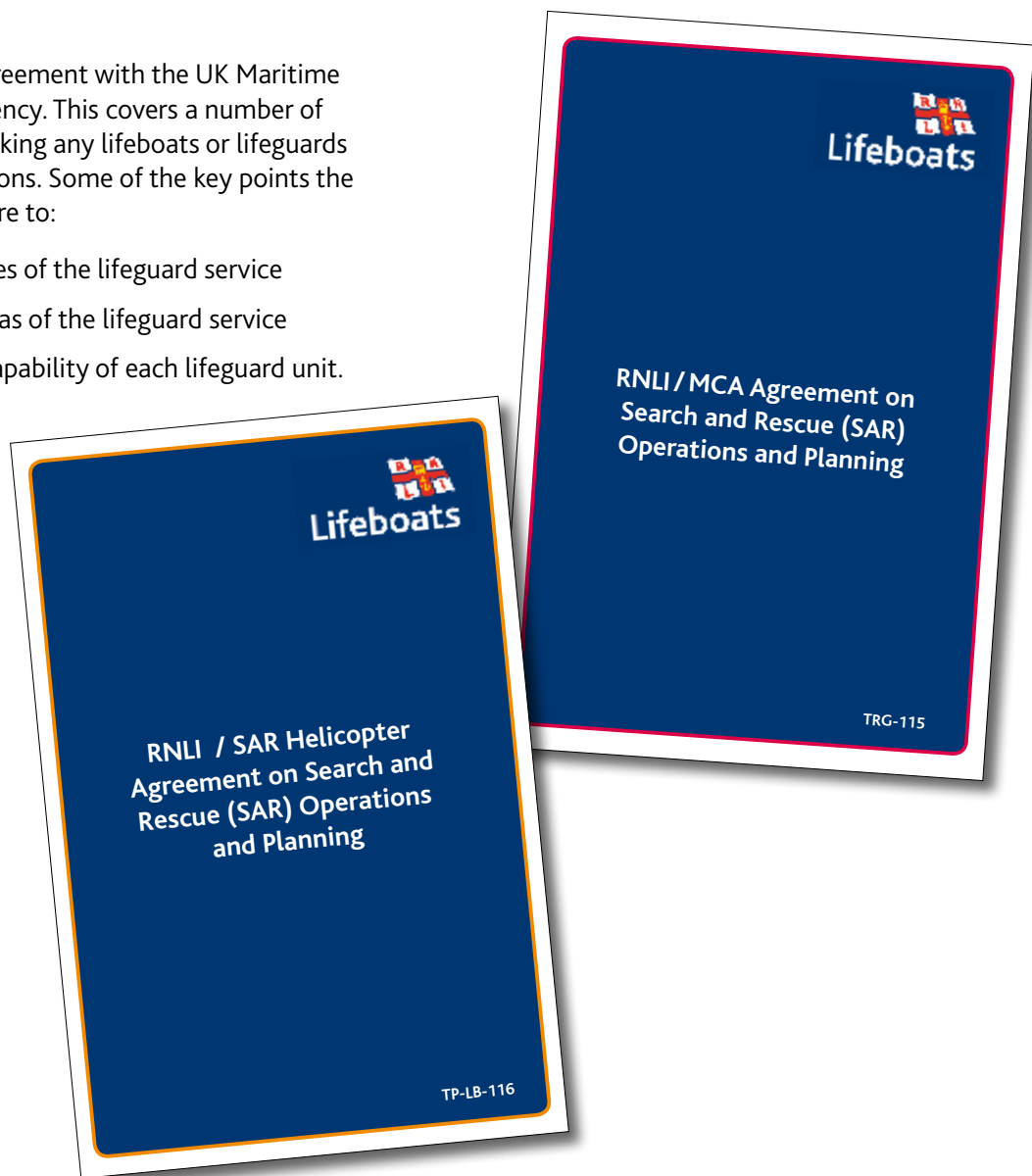
Learning outcomes

5.1   Understand the relevance of a staffing structure.

5.2   Understand the roles and responsibilities of each position in the staffing structure.

5.3   Understand what manning levels are, how to identify them, and how this affects a recruitment process.

5.4   Understand the role of training, and what training responsibilities a lifesaving organisation holds.

Unit 5: People

People are the most important part of your service. Recruiting, training and looking after your lifeguards, supervisors and managers is crucial.

The recruitment process is discussed in the RNLI's International *Organisational Development Toolkit*, but the roles and responsibilities of each position needed for a lifeguard service is covered here.

5.1 Staffing structure
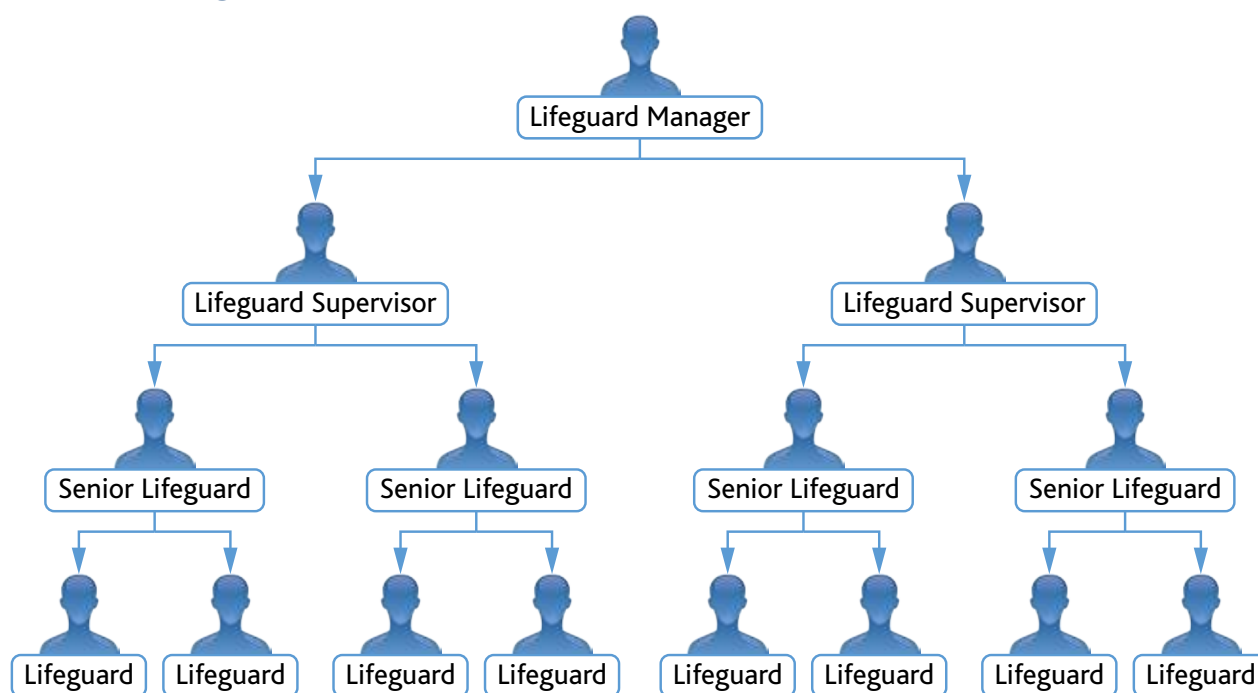
A typical lifeguard service staffing structure

5.2 Roles and responsibilities

The lifeguard manager is responsible for the overall operation of a service over a defined geographical area. Their duties might include:

- management of a budget for wages and other costs
- writing of a supervisor's rota
- setting objectives
- liaising with stakeholders
- giving media interviews
- preparing reports
- writing procedures
- monitoring standards
- managing disciplinary processes.

The lifeguard supervisor will monitor the daily delivery of the lifeguard service over a defined geographical area. They will:

- line manage the lifeguards, in particular the senior lifeguards
- look after the team's appraisal and development
- ensure that all beaches are following the standard and local operating procedures
- run training sessions
- restock supplies e.g. first aid equipment
- ensure the welfare of the lifeguard team
- handle disciplinary issues at an appropriate level.

The lifeguard supervisor reports to the lifeguard manager and takes direction from them.

The senior lifeguard will manage the operation of one beach each day. They must:

- ensure the implementation of local and standard operating procedures
- manage the team of lifeguards and look after their welfare
- fill out all appropriate service paperwork
- make contact with the lifeguard supervisor.

Lifeguards will patrol the beach under the instruction of the senior lifeguard. They must:

- follow local and standard operating procedures
- monitor water users and beach hazards
- perform rescues or first aid as required.

This staffing structure is used by the RNLI, as well as lifesaving organisations in New Zealand and Australia. It is effective and internationally recognised.

5.3 Service levels

Before recruiting your team, you must consider how many people you will need. There is no specific formula to use when making this decision; it is down to personal experience and available budget. The service level would normally be dictated by how many beaches you plan to patrol and how many lifeguards you think each beach will need based on the results of your risk assessment.

As a rule of thumb, if you plan to use powered water craft (rescue boats or personal watercraft) then you need a minimum of three lifeguards to patrol the beach. If you need three lifeguards to patrol the beach, then assuming your lifeguards are normally employed to work 5 days in 7, you must recruit a fourth lifeguard to fill the weekly rota for that beach. It is also a good idea to recruit extra lifeguards on a casual basis to cover sickness and holidays.

5.4 Training

In order for lifeguards to maintain their competency and develop themselves, they should be given opportunities to train. It is up to your organisation to decide what standards you set and how you manage training.

Using externally accredited qualifications from member organisations of the ILS is a good place to start in terms of setting your standards. Having a uniform fitness and competency test for all of your lifeguards should also be considered (Please see the example standards in the supporting forms and documentation section).

It is a good idea to have a formal training governance document in place for your organisation. This is a set of standards and procedures that governs how training takes place within your organisation. It will show things such as:

- who can deliver training
- what qualifications employees need to deliver training
- how often training should be delivered (eg. daily/weekly/monthly?)
- who can assess and verify training
- how training records are kept
- how often training should be delivered.

Once you have written your governance document, it should be made available to your employees, especially trainers.

Lifeguard training is most effective when it is realistic. Training sessions that use scenarios to imitate things that might happen in real life, such as injuries or rescues in particular places, are very useful to lifeguards.

Unit 6: Equipment

Learning outcomes

6.1   Know the different types of basic rescue equipment that are available to lifeguards and understand their uses.

6.2   Know what personal protective equipment (PPE) and uniform lifeguards require.

6.3   Understand how first aid relates to lifeguarding.

6.4   Understand which communication devices can be used by lifeguards.

6.5   Understand the uses of different patrol flags.

6.6   Understand the uses of different powered craft and vehicles.

6.1 Basic rescue equipment

Rescue board

Based on the design of a large surfboard, the rescue board is a lifeguard's primary rescue tool. Most rescues are carried out within 100 metres of the shore, and this can be the quickest to respond in most conditions. The board is designed to cope with large surf, and it is possible to surf in with a casualty on the board. The boards are usually about 3 metres in length and 8 centimetres thick, with pads on the deck for kneeling on and straps along each side for casualties to hold onto.

A rescue board can also be used to patrol bathing zones, offering the lifeguard an elevated platform from which to survey the bathing area. It is cost effective, fast and easy to use.

If rescue boards are not available, then similar rescue techniques can be used on a surfboard if necessary.

Rescue boards are traditionally made from polyurethane foam, and laminated using fibreglass and resin. However, they can be constructed using alternative materials such as wood.

Rescue tube

A rescue tube is the most crucial item of rescue equipment for lifeguarding. They are very versatile and should be carried around by lifeguards at all times. They can be handed to conscious casualties, support multiple swimmers at one time, and can also be strapped around an unconscious casualty, allowing deep-water resuscitation to be performed if necessary. A lifeguard should, however, be a strong swimmer in order to tow a casualty in with a rescue tube. Rescue tubes at their most basic can be made from high density foam and rope.

6.2 Personal protective equipment (PPE) and uniform

Personal protective equipment (PPE) is additional equipment that you may want to give your lifeguards to make sure they are protected from the environment or when involved in work tasks.

Some examples are:

- sunglasses, wide-brimmed hats and long-sleeve T-shirts to protect lifeguards from the rays of the sun
- waterproof clothing to protect them from rain
- gloves to protect the lifeguard whilst administering first aid, and eye protection to safeguard from the glare of the sun.

Lifeguard uniform is red and yellow. This is universal and used by most lifeguard services around the world. The colours are eye-catching, match the colours of the patrol flags and can be seen over long distances. It is usual to have the word LIFEGUARD displayed prominently on clothing.

6.3 First aid

Lifeguards are often the first people on scene to help people in trouble at the beach. This can be somebody that has been in difficulty in the water, or somebody that is ill or injured on land.

First aid is basic medical care that can be administered by trained people with limited equipment. The aims of first aid are to preserve life, prevent worsening of the condition and promote recovery of the casualty.

Lifeguards should be trained in first aid techniques and be provided with first aid equipment to use in order to deal with these situations when they arise.

The RNLI's **First Aid Manuals** offer further information and a baseline standard to train to.

6.4 Radios and communications

Lifeguards often work over large distances, and the beach environment can be noisy. Large numbers of people and the sound of crashing surf sometimes makes communication between lifeguards difficult. Hand-held radios are a good way to solve this problem, and ensure effective communication between lifeguards at all times. Different kinds of radio are available depending on which part of the world you are operating in; in the UK the RNLI uses VHF radio, which allows communication between lifeguards, lifeboats and the UK Coastguard. Other areas might only need a hand-held 'walkie-talkie', which works on one frequency, allowing communication between lifeguards within a defined area. If communication over long distances is required and radios are not available mobile phones may be used

If the use of hand-held radios or mobile phones is not practical, then lifeguards can still communicate with each other using whistles and agreed hand signals. More information on this is included in the RNLI's International *Beach Lifeguard Manual*.

Some areas that have multiple lifeguard stations close together might have a central communications base to handle radio communications. Having one point of contact to process multiple transmissions between the lifeguard stations helps to prevent confusion of messages and stations talking over each other. It also makes dealing with requests for emergency services much easier, as the lifeguards are able to concentrate on dealing with the incident in front of them while the communications base deals with any radio traffic. A communications base should have at least one dedicated person to work there each day.

6.5 Patrol flags

Three main types of flag are used by lifeguards.

Red and yellow flag: two of these are used to mark out a safe swimming area on the beach. This gives members of the public a place that they know they can swim in while under the supervision of lifeguards.

Black and white chequered flag: these flags mark an area that is for the use of surf craft. Again, lifeguards would use two of these flags to mark out a safe area for surf craft to use. This would be separate to the red and yellow swimming zone.

Red flag: this flag is to show members of the public that it is not safe to swim. This flag would be shown on its own and would be used when lifeguards consider that it is inadvisable for members of the public to enter the water when the sea conditions are too rough or unsuitable.

Windsock: although this is not a flag, it can be hung from a flagpole to show the direction of the wind; if the wind is blowing out to sea then it shows that the use of inflatables is not advised.

6.6 Powered water craft and vehicles

The use of powered water craft, such as inflatable rescue boats or rescue watercraft (RWCs) can add speed to the lifeguards' response times when dealing with incidents in the water. They can also be useful for negotiating surf conditions. All-terrain vehicles (ATVs or quad bikes) and four-wheel drive (4WD) vehicles can also assist lifeguards when patrolling on the sand by providing a mobile observation platform and a means of storing and transporting equipment.

The use of these pieces of equipment should be carefully considered as although they can be useful, they also carry high levels of risk and are very costly.

Learning outcomes

7.1   Understand the role of operational facilities and how they are designed.

7.2   Understand the role of a support facility.

7.1 Operational facilities

Lifeguard facilities offer a platform from which to observe bathers and other water users. They provide protection from the sun and weather. They may also provide an area of welfare facilities for the lifeguards.

The kind of lifeguard facility you are able to build will depend on the available budget and locally obtainable resources, but as a minimum you should aim to have an elevated viewing platform and some kind of shade for your lifeguards.

A typical UK lifeguard facility

**A beach facility in The Gambia**

A beach facility in Bangladesh

7.2 Support facilities

A management facility will provide supervisors and managers with an area to work away from the beach. Storage, maintenance facilities (for example for rescue board repair) and office space should be considered. Once again, budgetary constraints and local factors will affect what management facility you are able to have.

The picture below shows an office space in Bangladesh. It has a desk for the manager and supervisor to use, storage for several rescue boards, lockers for uniform and an area for the lifeguards to sit in shelter and take their break away from the beach. This building supports a small service of two beaches and 20 lifeguards.

Unit 8: Procedures

Learning outcomes

8.1   Understand why we have procedures.

8.2   Understand what a standard operating procedure (SOP) is and how to prepare one.

8.3   Understand what a local operating procedure (LOP) is and how to prepare one.

8.4   Understand what a rota is and how to prepare one.

8.1 Why have procedures?

Having set procedures in place for your organisation helps to ensure consistency in both the delivery of your service and the expectations of your employees. These procedures should be set before the delivery of your service begins, and reviewed and updated on a regular basis. Most organisations will aim to review yearly.

In order for procedures to be effective, they must be sensible and easy to understand. Your employees should be given access to the procedures and trained on the most important aspects of them.

As a minimum you should aim to produce standard operating procedures (SOPs) and local operating procedures (LOPs). These two documents work alongside each other, the first explaining the organisational procedures that apply to every lifeguard and lifeguarded beach in your service, and the second explaining the more locally relevant procedures that are specific to one area.

8.2 Standard operating procedures

Standard operating procedures (SOPs) explain clearly how lifeguards are required to perform certain actions or tasks, and gives guidance on organisational standards and protocols. The SOPs should be designed as a tool for lifeguards to use when they need to know the correct way of doing something. Some examples of what may be in a SOP are:

• how to dispose of sharp objects

• the procedure for training on duty

• how to deal with complaints

• what to do when recovering a body

• personal use of mobile phones at work.

Once your SOPs are written, they should be made available in some way to all of your lifeguards while on duty. This could be in the form of a manual that is left in the beach lifeguard facility for the lifeguards to read and refer to.

An example SOP is included in the supporting forms and documentation at the end of this book.

8.3 Local operating procedures

Local operating procedures (LOPs) give lifeguards specific local information about the beach they are working at. They explain things such as:

• the hazards at that beach

• where to put the patrol flags

• telephone numbers of local partners or services

• how to set up and pack down the lifeguard unit

• who to contact in an emergency.

A lifeguard should be able to read a LOP and gain an understanding of the basic layout of the patrol equipment and what to look out for while they are working there. LOPs often have a map or diagram showing the patrol area, making it easy for lifeguards to understand. The LOPs should be specific to each beach and made easily available to the lifeguards while they are on duty. You could consider printing the LOP out and displaying it on the wall of the beach lifeguard facility. Example LOPs are included in the supporting forms and documentation at the end of this book.

8.4 Rotas

Rotas tell the lifeguard team which beaches they are working at and on what day. This ensures that there are appropriate levels of cover for the service. A rota would normally be prepared by the lifeguard supervisor and distributed to the lifeguard team a minimum of one week before the first date of that rota. An example rota is included in the supporting forms and documentation at the end of this book.

Unit 9: Service administration

Learning outcomes

9.1   Understand why we have service administration.

9.2   Understand the role of service paperwork and why it is collected.

9.3   Understand why lessons learned help develop a service.

9.1 What is Service Administration?

The delivery of a lifeguard service will require a certain amount of administration. From an operational perspective, it is important to collect data on the amount of incidents that your lifeguards deal with, and what type they are. This is to gain an understanding of the kind of work you can expect your lifeguards to be involved in and enable you to make sure they have the appropriate equipment, training and procedures in place to assist them.

It is also important to know roughly how many people are visiting the beach so that you can make sure you have the correct amount of lifeguards on duty, and that they are stationed in the right areas. The way that people use beaches can change over time, and collecting data can help you monitor this.

The information you collect can be used for publicity purposes. You may wish to inform the public of specific dangers that you find your lifeguards deal with on a regular basis, or publicise the fact that your lifeguards have dealt with a certain number of incidents this year. Collecting data will allow you to do this.

Example documentation is provided in Appendices 5 and 6. These can be used or adapted by your organisation as necessary.

9.2 Daily information and incident logs

There are two main types of information that lifeguard services should consider collecting:
• daily service information (also known as a daily log)
• incident reports.

The daily log will provide an account of things such as:
• which lifeguards are on duty
• tide times
• weather conditions
• visitor numbers
• preventative actions by lifeguards
• incidents dealt with
• any other significant things that may happen.

Daily logs can be used by management to refer to if there is a complaint or some sort of incident that requires investigation.

Normally, a daily log will be completed by the senior lifeguard each day, and then collected by the supervisor once a week. The forms should then be checked by the supervisor and stored safely at the lifeguard support facility. Your organisation can determine how long you wish to store them for, and your country's laws may dictate how long this will be. The RNLI stores them for a period of seven years, after which they are destroyed.

Incident reports are filled in by lifeguards after an incident has occurred at the beach. They provide information about the details of an incident. Again, they are useful in determining what kind of work lifeguards are involved in, and allowing you to tailor their training, equipment and procedures accordingly. They also influence your staffing levels. For instance, if you find that your lifeguards are dealing with a number of incidents involving numerous casualties at once, you may want to consider adding extra lifeguards to the rota to help deal with them.

The kind of information that would normally be included in an incident report would be:
• the type of incident (such as water rescue or first aid)
• the date and time of the incident
• how many people were involved in the incident
• what action was taken by the lifeguards
• what equipment was used by the lifeguards
• what the outcome of the incident was.

9.3 Lessons learned

An organisation should always look to improve its performance and its safety record. A good way of doing this is to put a system in place to review all incidents and accidents that occur and use the lessons learned.

A lesson learned is knowledge or understanding gained by experience. This could be a good experience, such as something that went well and was a success, or a bad experience such as an accident resulting in injury or equipment damage.

Recording information from incidents, accidents and training exercises will help you to gain an understanding of which of your processes are working well, and which should be reviewed and changed. If you start to notice a pattern or trend in the data,

for example, one kind of incident occurring often, then your previous logs can be looked at so that you can understand why. This should allow you to make informed decisions on changes you may need to make to your operating procedures.

Conclusion

This guide has been designed to assist organisations with the implementation of a lifeguard service.

Every organisation is different in terms of their needs, resources and goals. This guide should be adapted to suit individual needs as required.

Supporting forms and documentation

**The blank forms on the following pages can be supplied
as electronic files.**

Beach Lifeguard Service Implemention
Risk Assessment

Lifeboats

Key terms explained

Hazard	Something that can cause harm
Risk	Possibility of the hazard causing injury multiplied by the severity of the injury
Control measure	A safety system that is put in place to reduce the risk of injury

Risk assessment details

Location	
Type of risk assessment	
Name of risk assessor(s)	
Date of risk assessment	
Suggested review date	

Hazard	Who is at risk	Initial risk (before control measures)		Control measures already in place	Additional Control Measures	Remaining risk (after control measures)	
		Possibility	Risk			Possibility	Risk
		Severity				Severity	
		Possibility	Risk			Possibility	Risk
		Severity				Severity	
		Possibility	Risk			Possibility	Risk
		Severity				Severity	
		Possibility	Risk			Possibility	Risk
		Severity				Severity	

Possibility

Severity

	1 Minor	2 Major	3 Fatal
3 High possibility	3 Medium Risk	6 High Risk	9 Very High Risk
2 Medium possibility	2 Low Risk	4 Medium Risk	6 High Risk
1 Low possibility	1 Very Low Risk	2 Low Risk	3 Medium Risk

Beach Lifeguard Service Implemention
Risk Assessment

Lifeboats

Key terms explained

Hazard	Something that can cause harm
Risk	Possibility of the hazard causing injury multiplied by the severity of the injury
Control measure	A safety system that is put in place to reduce the risk of injury

Risk assessment details

Location	Kolatoli Beach
Type of risk assessment	Beach risk assessment
Name of risk assessor(s)	John Smith
Date of risk assessment	15/01/16
Suggested review date	15/01/17

Risk matrix

Possibility

	3 High possibility	2 Medium possibility	1 Low possibility	
	9 Very High Risk	6 High Risk	3 Medium Risk	3 Fatal
	6 High Risk	4 Medium Risk	2 Low Risk	2 Major
	3 Medium Risk	2 Low Risk	1 Very Low Risk	1 Minor

Severity

Hazard	Who is at risk	Initial risk (before control measures)		Control measures already in place	Additional Control Measures	Remaining risk (after control measures)	
		Possibility / Severity	Risk			Possibility / Severity	Risk
Powered Watercraft	Vulnerable groups Swimmers Surfers Other water craft Lifeguards	Possibility 3 Severity 3	9	Lifeguard patrols. First aid cover. Beach safety signage (bi-lingual). Community education. Beach safety leaflets in local hotels. Tourist police. Volunteer lifesaving clubs.	Designated powered craft area. Work with local jet-ski businesses. Develop and agree powered craft code of conduct. Speed penalties enforceable by tourist police.	Possibility 1 Severity 3	3
Wave type (Plunging wave) (Spilling wave) (Shorebreak)	All water users Lifeguards Hotel event staff	Possibility 3 Severity 3	9	Lifeguard patrols. First aid cover. Beach safety signage (bi-lingual). Community education. Beach safety leaflets in local hotels. Tourist police. Volunteer lifesaving clubs.	Activity zoning (international standard). Develop M.O.U with Lifeguard service, volunteer lifesaving clubs and tourist police.	Possibility 1 Severity 3	3

Lifeguard Standard Operating Procedures		No:	
		Page	of
Prepared by:		Date:	
Authorised by:		Version:	
Title:			

Lifeguard Standard Operating Procedures		No:	001
		Page	1 of 1
Prepared by:	Lifeguard Supervisor	Date:	15/05/16
Authorised by:	Lifeguard Manager	Version:	1
Title:	Raising the red flag		

Lifeguards must continually assess the sea and decide whether to issue specific warnings or to advise against swimming and other activities in and on the water.

The Senior Lifeguard should consider raising red flags when:

- There is an unacceptable level of risk of injury or illness to the public and / or staff
- The lifeguards are over committed or unable to effectively perform water safety tasks

Keeping the beach open and tightly controlling what beach visitors do may be a safer option. If the beach is closed, people will often move away from the patrolled area and swim in a more dangerous place.

Here are some examples of some specific conditions when you should consider raising red flags. This is not a complete list and there may be other situations when you should consider raising red flags:

Lifeguard Local Operating Procedures		No:	
		Page	of
Prepared by:		Date:	
Authorised by:		Version:	
Title:			

Lifeguard Local Operating Procedures		No:	
		Page	1 of 2
Prepared by:	Lifeguard Supervisor	Date:	13/04/16
Authorised by:	Lifeguard Manager	Version:	1
Title:	Laboni Beach		

1. The maximum defined area of the flagged zone is shown by the black arrows. (see page 2 for images) This is subject to the Senior's discretion, which is dependent upon various conditions as detailed in the Standard Operating Procedures (SOP's).

2. At the start of the day a red & yellow flag should be flown from the main flagpole in the centre of the beach. If the wind is offshore, an orange windsock should also be flown. If at any time the beach is red flagged, the red & yellow must be replaced with a red flag.

3. Observation chairs should be positions at equal positions within the flagged zone. Each chair should have a first aid kit, umbrella and rescue tube attached to it. The chairs should be re-positioned as the tide moves in and out.

4. Rescue boards will usually be positioned next to observation chairs; however this is determined by the Senior Lifeguard on duty. Refer to SOP's for more information.

5. Each observation zone should overlap to ensure no areas left unsupervised. This is shown by the red dotted lines.

6. Rescue tubes may be placed at various locations along the beach as directed by the Senior Lifeguard

7. If lifeguards are conducting a roving patrol outside the flagged area, each observation chair MUST be manned. Roving lifeguards must carry a rescue tube.

Setting up the Lifeguard Service

If there are swimmers in the water at the start of the day, a lifeguard must be on patrol whilst the rest of the team set up the patrol area. They should place a rescue board at the water's edge and carry a rescue tube.

Packing down the Lifeguard Service

If there are swimmers in the water at the end of the day, a lifeguard must be on patrol until 10 minutes before the end of the shift. They should have a rescue board at the water's edge until then and also carry a rescue tube.

1. Two lifeguards should collect directional signs and flagpoles and store in the office, while the other lifeguards patrol.

2. Two lifeguards should remove equipment from each observation chair and move the chair to store for the night

3. Signal flags, umbrellas and signboards should be removed and stored in the office.

4. 15 minutes before the end of the shift, lifeguards on patrol should signal to any swimmers in the water that the lifeguard service is finishing for the day.

Lifeguard Swim Test

a   Swim Test.

Skill Base	Knowledge Base	Assessment Criteria
i **Swim fitness.**	• Swimming techniques.	• Demonstrate a 400 metre pool swim in 7 minutes 30 seconds or less, the first 200 metres of which must be completed in 3 minutes 30 seconds or less.
ii **Underwater swimming.**	• Swimming underwater techniques.	• Demonstrate a 25 metre underwater swim followed immediately by a 25 metre surface swim in 50 seconds or less without stopping.

Lifeguard Run Test

a   Run Test.

Skill Base	Knowledge Base	Assessment Criteria
i **Running.**	• How to run.	• Demonstrate a 200 metre run in 40 seconds or less.

Lifeguard Rota

Enter beach name here

From xx/xx/xx to xx/xx/xx	Shift	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
7am - 2pm	Senior							
	LG 1							
	LG 2							
	LG 3							
11am - 7pm	Senior							
	LG 1							
	LG 2							
	LG 3							

Enter beach name here

From xx/xx/xx to xx/xx/xx	Shift	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
7am - 2pm	Senior							
	LG 1							
	LG 2							
	LG 3							
11am - 7pm	Senior							
	LG 1							
	LG 2							
	LG 3							

LABONI BEACH

1st March to 31st October Shift		Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
7am - 2pm	Senior	Kamrul	Kamrul	Sukkur 1	Sukkur 1	Alamgir	Alamgir	Botto
	LG 1	Kamal	Kamal	Hossen	Botto	Botto	Faruk	Sukkur2
	LG 2	Adbulla	Adbulla	Johir	Roshid	Faruk	Junaid	Nasser
	LG 3	Sukkur2	Sukkur2	Nasser	Junaid	Roshid		
11am - 7pm	Senior	Osman	Osman	Kamrul	Kamrul	Sukkur 1	Sukkur 1	Osman
	LG 1	Sero	Sero	Junaid	Kamal	Sero	Roshid	Faruk
	LG 2	Hossen	Ismail	Adbulla	Adbulla	Johir	Kamal	Roshid
	LG 3			Ismail				

SHUGUNDA BEACH

1st March to 31st October Shift		Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
7am - 2pm	Senior	Sefat	Botto	Osman	Osman	Kamrul	Kamrul	Alamgir
	LG 1	Johir	Rashed	Sukkur2	Faruk	Kamal	Hossen	Adbulla
	LG 2	Roshid	Johir	Faruk	Nasser	Nasser	Sero	Hossen
	LG 3	Nasser	Junaid	Roshid	Ismail		Ismail	Ismail
11am - 7pm	Senior	Sukkur 1	Alamgir	Alamgir	Alamgir	Osman	Botto	Sukkur 1
	LG 1	Junaid	Hossen	Kamal	Hossen	Adbulla	Sukkur2	Junaid
	LG 2	Botto	Faruk	Sero	Sero	Sukkur2	Johir	Johir
	LG 3	Ismail	Nasser					

Lifeguard Service Daily Report

Day (Circle): Monday / Tuesday / Wednesday / Thursday / Friday/ Saturday/ Sunday

Date: Day / Month / Year   **Beach Name:** …………………………………………………..

High Tide: ………………………. **Low Tide:** ………………………**Special Holiday**: Yes/No ……………

Senior Lifeguard	Start Time	Finish Time	Paid / Volunteer (Circle)
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
Lifeguards on Duty			
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer
			Paid/Volunteer

Time	Wave Height	Weather	Number of People — On beach	Number of People — In water (Above waist depth)	Preventative Actions	Assistance — First Aid	Assistance — Rescue
Pre- 7am		Cloud/Rain/Storm/Sun					
7-8am		Cloud/Rain/Storm/Sun					
8-9am		Cloud/Rain/Storm/Sun					
9-10am		Cloud/Rain/Storm/Sun					
10-11am		Cloud/Rain/Storm/Sun					
11-12am		Cloud/Rain/Storm/Sun					
12am-1pm		Cloud/Rain/Storm/Sun					
1-2pm		Cloud/Rain/Storm/Sun					
2-3pm		Cloud/Rain/Storm/Sun					
3-4pm		Cloud/Rain/Storm/Sun					
4-5pm		Cloud/Rain/Storm/Sun					
5-6pm		Cloud/Rain/Storm/Sun					
6-7pm		Cloud/Rain/Storm/Sun					
Post 7pm		Cloud/Rain/Storm/Sun					

Senior LG daily comments

Manager/Supervisor visit:

Name:	Time	Comments	Signature

Daily Report Guidance Notes

The daily report is used to record important information on the day-to-day running of the lifeguard service. The following information needs to be recorded;

- Beach name
- Date and indicate if it is a special holiday
- Tide times
- Lifeguards on duty
- Environmental conditions
- Population
- Preventative actions by the lifeguard
- First aid given or rescues made
- General comments

Every day, fill in a new form – please complete in pen

Every day, the Senior Lifeguard ensures the form is fully completed

Every week, the Lifeguard Supervisor checks the forms and ensures the database is updated

Date
Circle the day and write the date in the format dd/mm/yy

Special Holiday
Circle either 'Yes' or 'No'. If 'Yes', write down the name of the holiday

Tide times
Write down the high tide and low tide times. Use 24hr clock format

Lifeguards on duty
Write the names of the Senior Lifeguards and Lifeguards underneath the headings. Write the start and finish times using 24 hour clock. Circle either paid or volunteer for each lifeguard.

Log Information
The log information is divided into hourly slots. You should record the information for wave height, weather, and number of people on the hour. For preventative actions, first aid, and rescues, this should be the number during the time indicated. For example;

| Time | Wave Height | Weather | Number of People | | Preventative Actions | Assistance | |
			On beach	In water (Above waist depth)		First Aid	Rescue
10-11am	3ft	Cloud/Rain/Storm/(Sun)	350	80	55	0	1

In this example, the wave height, weather and number of people was recorded at 10am. The number of preventative actions, first aid, and rescue was taken from 10am-11am.

Preventative Action
A preventative action is when a lifeguard provides advice to the public in order to keep them safer on the beach/in the water. This may be talking to them or using whistles or signals. If you signal to 10 people at once, this is 1 preventative action – not 10.

Assistance
If a Lifeguard provides First Aid or enters the water to help someone, they should write the number in the box and must also fill in an Incident Report Form.

Lifeguard Incident Report Form

General Information

Day (Circle): Monday / Tuesday / Wednesday / Thursday / Friday / Saturday / Sunday

Date: Day / Month / Year   **Time**: ………………….   **Beach name**: ……………………………..

Special Holiday: Yes / No If yes, which?……………   **Name of Lifeguard**: ………………………

Nature of Incident	Location	Distance from lifeguarded area
☐ First Aid ☐ Water Rescue	☐ On the beach ☐ In water inside red & yellow ☐ In water outside red & yellow	☐ 0 – 100 metres ☐ 100 – 500 metres ☐ 500 + metres

Alerted to incident by	☐ Lifeguard	☐ Public	☐ Police	☐ Other,……………………..
Activity of casualty	☐ Swimming ☐ Other,…………………………	☐ Inflatable	☐ Surfing/Body boarding	☐ Fishing

Environmental cause	☐ Rip currents	☐ Tidal cut off	☐ Onshore wind	☐ Offshore wind ☐ Other currents
Behavioural cause	☐ Exhausted	☐ Suicide	☐ Violence	☐ Unable to swim ☐ Not applicable
Method of rescue	☐ First aid ☐ Board rescue	☐ Wade	☐ Swim with equipment ☐ Swim no equipment	

Casualty Details: (Complete for each casualty – use a new form if necessary)

Number of casualties: ……..

Casualty name: …………………………………..

Home town: …………………………………..

Gender: ☐ Male ☐Female

Age: ……….

Casualty origin: ☐Local ☐Tourist

If first aid or CPR was given, explain treatment	

Outcome:	☐ Conscious and walking ☐ Conscious in hospital	☐ Unconscious in hospital ☐ Dead at scene

Lifeguard Incident Report Guidance Notes

The incident report form is used to record every first aid and water rescue that a lifeguard does. The following information needs to be recorded;

- Day, date, time and write down if it is a special holiday
- Name of beach
- Name of lifeguard
- Nature of incident
- Location and distance from the lifeguard area
- Who alerted the lifeguard to the incident?
- What activity was the casualty doing prior to the incident?
- Cause of the incident & method of rescue
- Casualty details – including any treatment given

For each incident, fill in a new form – please complete in pen

The Senior Lifeguard ensures the form is fully completed. Every week, the Lifeguard Supervisor checks the forms and ensures the database is updated

Date / special holiday: Circle the day and write the date in the format dd/mm/yy. Write the time in 24 hour clock (hh:mm). Circle 'Yes' or 'No' to indicate if it is a special holiday. If 'Yes' write down the name of the holiday

Nature of Incident: Tick the box to show if the incident was First Aid or Water Rescue. If a lifeguard enters the water to assist someone, even only a few meters, then this is a water rescue.

Location: Tick the box to show if the incident was on the beach, or in the water. If it was in the water, tick whether it was inside or outside the red and yellow flags

Activity: Tick the box that describes what the casualty was doing. If none of the words describe what they were doing, write it in the 'other' box

Environmental and Behavioural Cause: Tick the box that best describes what caused the incident. If it is a first aid and none of them are relevant, tick 'not applicable'

Method of Rescue: Tick the box that best describes how the lifeguard helped the casualty

Casualty Details: Write down the number of casualties. Write their name, home town and contact number in the boxes. Tick if they were on holiday or local. Tick male or female and their age category

Level of Consciousness on arrival: Tick whether the casualty was conscious or unconscious when the lifeguard arrived

First Aid treatment: Tick either 'Yes' or 'No' if CPR was given, and write in the box below what first aid treatment was given by the lifeguard. If no first aid was given, put a cross in the box

Outcome: Tick the box that best describes what happened to the casualty after the lifeguards had provided assistance.

4WD: four-wheel drive

ALB: All-weather lifeboat

ATV: All-terrain vehicles

ASHANASA: Haitian Swimming and Life Saving Federation

ILB: Inshore lifeboat

ILS: International Lifesaving Federation

LOPs: Local operating procedures

MOU: Memorandum of understanding

NGO: Non-governmental organisation

PPE: Personal Protective Equipment

RLSS : Royal Life Saving Society

RNLI: Royal National Lifeboat Institution

RWC: rescue watercraft

SAR: Search and Rescue

SOPs: Standard operating procedures

UN: United Nations

VHF: Very high frequency

WHO - World Health Organisation

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