



Lagoon Watersports

Standard Operating Procedures (SOPs)

2021

Reviewed & Updated February 2021



Contents

1 - Introduction

- 1.1 Mission Statement
- 1.2 Guide to the SOPs, EAPs, Safeguarding and Risk Assessments
- 1.3 Policies
- 1.4 Our National Governing Bodies
- 1.5 Operating Areas

2 - Roles and Responsibilities

3 - Child Policies

- 3.1 Safeguarding (changing rooms)
- 3.2 Missing Child Prevention Policy
- 3.3 Child and Youth Activities Briefing
- 3.4 Age Restrictions

4 - Health and Safety

- 4.1 Health and Safety Policy Statement
- 4.2 COSHH
- 4.3 Working at Heights
- 4.4 Manual Handling
- 4.5 First Aid
- 4.6 Accident and near miss reporting
- 4.7 DM Report
- 4.8 Personal On Water Equipment
- 4.9 Personal Protective Equipment
- 4.10 Fire Procedure

5 - Customer

- 5.1 Customer Service
- 5.2 Disclaimers and pre course information
- 5.3 Customer restrictions and limitations
- 5.4 Handling Complaints
- 5.5 Issues with Customers

6 - Staffing

- 6.1 Recruitment
- 6.2 Induction
- 6.3 Standards and expectations
- 6.4 Rota
- 6.5 Staff Development
- 6.6 Equal Opportunities policy
- 6.7 Disciplinary Procedure

7 - Teaching

- 7.1 Ratios
- 7.2 Briefing
- 7.3 On Session
- 7.4 Debriefing

8 - Lagoon Hire

9 - Sea Policies



- 9.1 Sea Operating Areas
- 9.2 Tuition
- 9.3 Unsupervised Sea Hire Policy
- 9.4 Unsupervised Windsurf Sea Hire - Ability Guidance
- 9.5 Unsupervised SUP and Kayak Sea Hire - Ability Guidance
- 9.6 Safety Cover

10 - Wakeboarding Policies

- 10.1 Rules and Features
- 10.2 Wakeboarding Operating Area
- 10.3 Cable Operating Advice
- 10.4 Wakeboard Park Maintenance

11 - Watersports Equipment Care

- 11.1 Maintenance policies
- 11.2 Buoyancy Aid Policy



1 - Introduction

1.1 Mission Statement

Lagoon Watersports is a customer focused commercial watersports centre. We are focused on combining our unique locations with our experience, professionalism and passion for watersports to create a positive, dynamic learning and working environment, where people of all ages, backgrounds and abilities can experience and develop a passion for watersports.

We have an excellent reputation that is built on a welcoming and friendly community environment where there truly is 'something for everyone'.

1.2 Guide to the SOPs, EAPs, Safeguarding and Risk Assessments

SOPs

Standard operating procedures are in place so staff can deliver a consistent service and product with reliable safety measures in place. SOPs are often used to demonstrate compliance with the regulated procedures often guided by our national governing bodies.

EAPs

Emergency action plans are the procedures of what to do in the case of possible incidents and emergencies of different types.

Safeguarding

It is the policy of Lagoon Watersports to safeguard children and young people taking part in activities from physical, sexual or emotional harm. Lagoon Watersports will take all reasonable steps to ensure that, through appropriate procedures and training, children participating in activities do so in a safe environment. We recognise that the safety and welfare of the child is paramount and that all children, irrespective of sex, age, disability, race, religion or belief, sexual identity or social status, have a right to protection from abuse.

Lagoon Watersports has a child protection policy based on the RYA Child Protection Policy. Please refer to the health and safety folder.

Risk Assessments

These are a way to evaluate the risk to staff and customers from various hazards. It is a numerical examination measuring the risk and hazards around the centre with the motive to mitigate against danger.

1.3 Policies

Data Protection

Lagoon Watersports require personal details such as telephone numbers and email addresses from all their clients. They are stored on its secure online booking system. This information is used purely by Lagoon Watersports. Hard copies of sign in sheets are kept for three years and then shredded.

- No customer credit card details are stored onsite or on our computers.
- Customer credit card details must never be requested by email or sent by email under any circumstances.
- Lagoon Watersports is PCI compliant for the scope of its operation.

Insurance

Lagoon Watersports holds insurance for public and employer liability up to the value of 10 million pounds.

Policy number:00420420



(All licence and insurance documentation is displayed on the centre noticeboard)

1.4 National Governing Bodies and Inspection Agencies

Royal Yachting Association (RYA)

Lagoon Watersports is an RYA recognised teaching establishment, which is inspected yearly and licensed to provide instruction and RYA courses in windsurfing, dinghy sailing, powerboating, keel boat sailing and yachting (powerboat, keel boat and yacht sailing take place at our Brighton Marina base not at Hove Lagoon). The centre meets the standards laid out by the RYA in staff qualifications, teaching ratios, teaching standard, safety equipment, operating procedures, equipment provision, child protection and maintenance procedures.

BWSW

Lagoon Watersports is accredited by the British Water Ski and Wakeboard Association. The centre is inspected every two years and the centre has to adhere to their standards to operate Lagoon Wake Park.

BSUPA

Stand Up Paddleboarding is taught to the syllabus of British Stand Up Paddle Association, which provides a lesson guide and operating guidelines for paddleboards.

Learning Outside the Class Room

The centre is inspected every two years by LOfC. Certificate number R2QB103198

1.5 Operating Areas

Overall operating area

The overall Lagoon operating area runs along the outside edge of the lagoon and 500 m out to sea. This is where all of the operations and activities take place.

The building

In the main building upstairs you can find the indoor changing rooms, toilets and showers, Main office, and the cafe area. Underneath the centre is what we call the 'the basement'. This is where dinghy sails and foils are stored along with other spare parts. There is also the board repair area, and separately is the wake maintenance room, the wake store room, and also the wetsuit room where we keep all wetsuits, boots, jackets, helmets and BA's.

Wake area

The lagoon is split into two halves. The westerly side is for the wakeboarding and the easterly half is for ALL other water activities like sailing and windsurfing. These areas are divided by a blue and white floating dividing line.

The wakeboarding section has three cables, Cable 3, Tech Cable and Air Cable.

Cable 3 is shorter and lower which is easier for beginners.

Air and Tech cable's are longer cables and have advanced features. The key difference between the 2 is that we only permit air tricks on the Air cable because Tech is too shallow for air tricks and kicker hits.

Water activities area

The water activities area is the half of the lagoon we allocate for windsurfing, sailing, paddle boarding, raft racing and kayaking. The south west corner of the lagoon can also be used for activities such as SUP yoga provided there is no danger of drifting into the wakeboard area.

Land based activity areas

All grass covered areas on the south side of the lagoon can be used for land based activities. On rare occasions we can use the north east and west grass areas if groups are under close instructor supervision.



Sea

The Sea operating area lateral boarder is from the rocky groin at Millionaires Row to the west, runs to the building with the black balls to the east, and 500 meters out to sea. All clinics and tuition must operate within this area. Unsupervised hire may go out of the operating area at the Duty Manager's discretion. The maximum distance anyone can paddle or windsurf from the centre is 3 miles in any direction.

Site Operating Areas



- Overall Lagoon operating area up to 500m to sea
- Wakeboard area
- Small Lagoon
- Watersports activity area when cables operating
- Main areas for land based activities - however any area around the lagoon may be used as long as deemed suitable



2 - Roles and Responsibilities

Name	Title	Responsibilities
Harvey Dawkins	Centre Director and Owner	Lagoon staff employment and rota. Marketing and advertising. Website. Setting policy in conjunction with Centre Manager. Overseeing centre is run according to policy. Overall financial management
Seb Rouse	Centre Director and Owner	Marina staff employment and time table, activity programme, bookings, overall safe running of centre.
Amanda Dawkins (Tigger)	Accounts/Membership Administrator	Membership standing orders, staff wages, book keeping.
Nick Scott	Centre Manager. Safeguarding Children Officer	Manage the operation of the centre to a high standard. Has overall responsibility for all activities and quality of tuition. Ensuring centre and equipment maintenance is done. Ensuring staff are working to SOPs, NGB guidelines and risk assessments. Staff training Feeding back to Directors on all matters and implementing activity programme. Manage equipment maintenance and recording Coordinating DM's, Office, Cafe and instructors. Marketing and promotions
Jack Shead	Chief Instructor and Head of Education	Assists the centre manager in the running of the centre. Writes the BTEC education programme. Runs the BTEC course. Also operates as Duty Manager.
Dom Charles	Duty Manager	Day to day running of the centre to the SOP's including staff, courses, maintenance. Teach watersports as qualified. Feeding back to Centre Manager on all matters . Acting as role model to instructors
Chad Anderson		
Dom Charles	Cable Manager	Maintain the wake park and ensure its safe running. Teach wakeboarding
Various Staff	Watersports Instructors	Instruct, maintenance, safety cover, customer service, cafe
Tracy Hart	Office Team Leader	Organises the office, enquiries, bookings, ordering and administration, rota for other office staff
Various Staff	Office Staff	Taking bookings, resolving booking issues, customer service
Becky Grimwade	Cafe Manager	Organises the cafe, writes the menu, keeps up with clean, safe working standards, line manager of the cafe staff, reports to Centre Manager.
Various Staff	Cafe Staff	Customer service, keeping clean and organised



3 - Child Policies

At lagoon watersports we define anyone under the age of 18 as a child and therefore the following refers to all persons under the age of 18.

3.1 Safeguarding

It is the policy of Lagoon Watersports to safeguard children and young people taking part in activities from physical, sexual or emotional harm. Lagoon Watersports will take all reasonable steps to ensure that, through appropriate procedures and training, children participating in activities do so in a safe environment. We recognise that the safety and welfare of the child is paramount and that all children, irrespective of sex, age, disability, race, religion or belief, sexual identity or social status, have a right to protection from abuse.

Lagoon Watersports follows the policy recommended by the RYA child protection policy. This can be found within the SOPs folder and on the online training platform.

Safeguarding Guide

This guide only covers the essential points of good practice when working with children and young people. You should also read our Child Protection Policy and Procedures which are available for reference at all times.

- Avoid spending any significant time working with children in isolation
- Do not take children alone in a car, however short the journey
- Do not take children to your home as part of your organisation's activity
- Where any of these are unavoidable, ensure that they only occur with the full knowledge and consent of someone in charge of the organisation or the child's parents
- Design training programmes that are within the ability of the individual child
- If a child is having difficulty with a wetsuit or buoyancy aid, ask them to ask a friend to help if at all possible
- If you do have to help a child, make sure you are in full view of others, preferably another adult.

You should never:

- engage in rough, physical or sexually provocative games
- allow or engage in inappropriate touching of any form
- allow children to use inappropriate language unchallenged, or use such language yourself when with children
- make sexually suggestive comments to a child, even in fun
- fail to respond to an allegation made by a child; always act on it
- do things of a personal nature that children can do for themselves.

It may sometimes be necessary to do things of a personal nature for children, particularly if they are very young or disabled. These tasks should only be carried out with the full understanding and consent of the child (where possible) and their parents/carers. In an emergency situation which requires this type of help, parents should be fully informed. In such situations it is important to ensure that any adult present is sensitive to the child and undertakes personal care tasks with the utmost discretion.

Guide for Coaches, Instructors, Officials and Volunteers

- Consider the welfare and safety of participants before the development of performance
- Encourage participants to value their performance and not just results
- Promote fair play and never condone cheating
- Ensure that all activities are appropriate to the age, ability and experience of those taking part
- Build relationships based on mutual trust and respect
- Work in an open environment
- Avoid unnecessary physical contact with young people
- Be an excellent role model and display consistently high standards of behaviour and appearance
- Do not drink alcohol or smoke when working directly with young people



- Communicate clearly with parents and participants
- Be aware of any relevant medical information
- Follow RYA and club/class guidelines and policies
- Holders of RYA Instructor and Coach qualifications must also comply with the RYA Code of Conduct

Changing Rooms

If necessary instructors may enter the changing rooms while children are changing. If the child is on their own the instructor must be accompanied by another member of staff or responsible adult. Instructors must avoid being alone with children anywhere in the centre. Lagoon Watersports has a Child Protection Policy which all instructors and staff must read and understand. See Child Protection Policy.

School groups will use the groups changing facility when possible. Signs in the changing rooms state that we recommend that adults do not change alone while groups of children are using the main changing rooms. This is to protect adult clients and prevent children feeling at risk.

When children may require assistance :

- Encourage their peers to help.
- If an instructor needs to assist they must be accompanied.

Use of groups /overflow changing rooms

The groups changing rooms give rise to a number of additional child protection and security issues due to their location

- Overflow changing rooms are locked when not in use
- Duty Manager will lay out a plan for their usage
- Overflow changing rooms and outside showers will only be used by young people when supervised by an assigned member of staff.
- Adults and children will not be mixed in the overflow changing rooms except for family events.

We recommend that adults do not change alone while groups of children are using the main changing rooms and we have put up signs in each changing room to inform our advice. This is to protect adult clients and prevent children feeling at risk.

Important

If you feel at any time that someone may not be following the code of conduct or have any questions or concerns, you should immediately contact the Centre Manager, Office Manager or Centre Director.

3.2 Missing Child Prevention Policy

To mitigate against the risk of a missing child at Lagoon Watersports we have set out these guidelines:

- Parents are briefed on the pick up/drop off procedure for their children
- All kids must be signed in and out with their instructor unless accompanied by a responsible adult
- It is the responsibility of the instructor to ensure they know the whereabouts of their students the whole time they are signed in.
- Instructors know group size, stick to ratios, brief the group and carry out regular head counts.
- Instructors will be aware of break time plans
- Instructors have set meeting and collection points
- Ensure children are not left alone during session



3.3 Child and Youth Activities Briefing

On Arrival :-

To be given at the start of all courses by Duty Manager or lead instructor to parents and kids. In the case of private tuition a less formal briefing is given, as less information is required.

- Welcome - introduce instructors
- Timings – include pick up time
- Meeting places for start and sign in/out system
- Centre operation - beware of watersports equipment and wet surfaces. Do not help with equipment or activities unless requested by instructor. Ask parents to advise rest of family that may be watching.
- Bullying – state that our policy on bullying is to remove the bully from the course.
- Suncream (children do this themselves).
- Be aware of dehydration, drinks breaks
- Cafe
- Explain photo policy
- Course content
- Complaints - please raise immediately
- Centre layout, exits and fire meeting point
- Changing room procedure and storage of gear
- Appropriate footwear.
- Where to put valuables and medication
- Remove all jewellery

Additional Safety Briefing for just kids:

- Water depth, do not dive in or push people in!
- Avoid crashing in to the concrete sides
- No jumping from side onto equipment
- Keep your distance from other users
- Designated activity area.
- Wake Cable Towers and wake area – keep away no climbing on towers or docks
- Recall signal
- How to notify the instructor of any issues

Each activity has standard safety points from NGB training or in-house training. These should be given before the start of each activity.

3.4 Age Restrictions

Dinghy Courses and Birthday Parties: 6+

Windsurfing Courses and Birthday Parties: 8+

SUP Courses: 8+

SUP Birthday Parties and Tasters: 6+

Private Lessons in Dinghy, Windsurf and SUP: 5+

Wakeboarding: 10+ Recommended. Minimum age is 8.

Team build/Raft building: 8+

Kayaking Tasters and Birthday Parties : 6+



4 - Health and Safety

4.1 Health and Safety Policy Statement

Part 1: Statement of Intent

Our health and safety policy is to, so far as is reasonably practicable:

- *Prevent accidents for customers and staff.*
- *Manage health and safety risks for customers and staff.*
- *Maintain a safe and healthy centre for customers and staff.*
- *Provide such information, instruction, training and supervision necessary to ensure that our employees are competent to undertake their work.*
- *Consult with our customers, regulators and employees on matters of health and safety.*
- *Encourage all employees to engage in maintaining safe working practices.*
- *Provide and maintain safe plant and work equipment.*
- *Provide all necessary Personal Protective Equipment.*
- *Ensure that all substances are used, stored and handled safely.*
- *Implement all necessary emergency procedures, including evacuation procedures in the event of fire or other significant incident.*
- *Review and revise this policy regularly so as to ensure that these standards of health and safety are maintained.*

Signed:



Print Name: Harvey Dawkins

Date: 20/02/2021

Date for next review: February 2022

Part 2: Responsibilities for health and safety

Overall responsibility for health and safety:

Harvey Dawkins

Day-to-day responsibility for ensuring that this policy is put into practice:

Nick Scott



4.2 Control Of Substances Hazardous to Health (COSHH)

The occupational use of nanomaterials is regulated under the Control of Substances Hazardous to Health (COSHH). COSHH is the law that requires employers to control substances that are hazardous to health and includes nanomaterials.

To reduce risk of harm to employees and customers we aim to:

- find out what the health hazards are
- decide how to prevent harm to health (risk assessment)
- provide control measures to reduce harm to health
- keep all control measures in good working order
- provide information, instruction and training for employees and others
- plan for emergencies.

We identify health hazards with the COSHH folder where we have a list of the most common hazardous substances we use around the centre.

To prevent risk we keep substances harmful to health locked in specific COSHH cupboards:

The cleaning cupboard, the COSHH cupboard in the maintenance room and the COSHH drawer in board repair. We also ensure that only people with the correct PPE and appropriate training use these substances. All staff go through a basic level of COSHH training in their induction.

We also have first aid supplies such as saline solution in the office in the unlikely event of an accident.

4.3 Working at Heights

Employers and those in control of any **work at height** activity must make sure **work** is properly planned, supervised and carried out by competent people.

Do not engage in any job that involves working at heights without consulting the Duty Manager.

There are limited scenarios in which staff are required to work at heights at Lagoon Watersports.

Wakeboard Towers

Wakeboard cable operators are expected to carry out the tower checks as part of the daily set up. It is essential that proper training is completed before climbing the towers. This is part of your operator's license course. You must have received practical training before climbing the towers.

When climbing the towers you must adhere to the following rules:

- You must have received practical training before climbing the towers
- Do not climb in wet conditions, or if winds exceed 25 knots
- Closed toe footwear must be worn
- No loose clothing
- Hair must be tied back.
- Cables must be switched off and unplugged with the entrance to the wake maintenance room blocked by a cone.

For visual checks you do not need to wear a harness, and you should be vigilant about keeping 3 points of contact on the tower at all times.

For maintenance with tools

- You must wear a harness
- The harness has a fall arrest system and a grillion lanyard for a working line.
- You must wear a helmet
- 2 trained members of staff are needed.
- It is a good idea to have a tool bag to help maintain 3 points of contact when climbing the tower.
- Cones **MUST** be placed on the dock to prevent anyone walking below the towers in case of dropped tools.



At the top of the tower there are two points of contact which are suitable for anchoring. These are metal plates welded in the top corners with holes that fit the fall arrest system. The grillion lanyard goes around the tower head clear of any moving parts and electric cables.

Use of Ladders

On occasions you may be required to use a ladder. Perhaps for cleaning the windows.

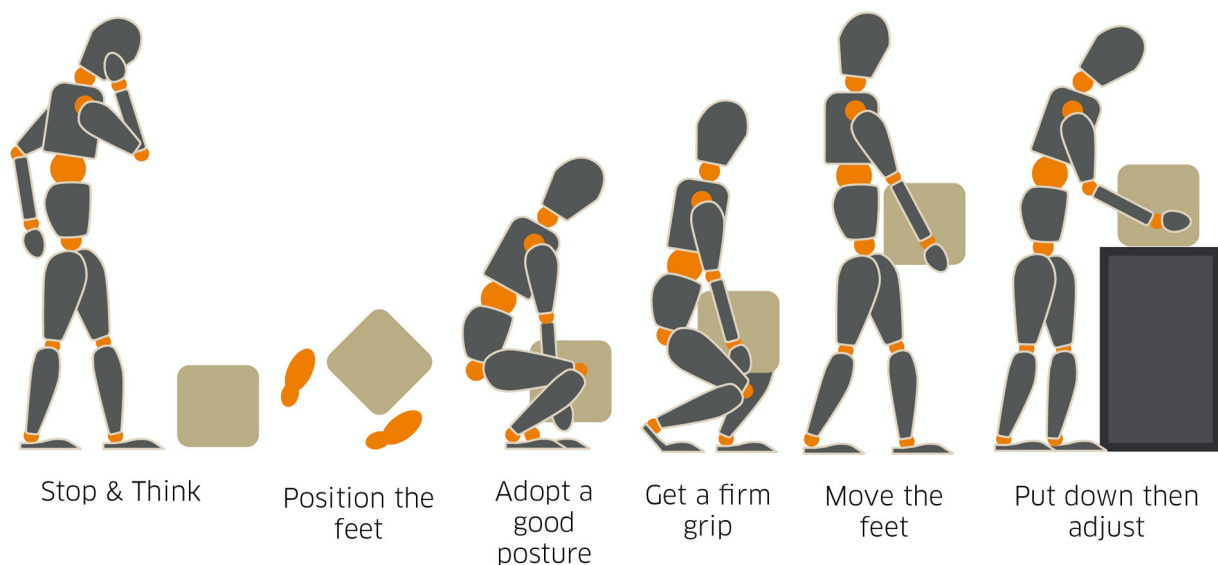
When using a ladder you should

- Always have a spotter
- Ensure the ladder is on a secure surface
- Check the ladder for damage
- Ensure a minimum of 75 degree angle on the ladder.

As a general rule you should not use a ladder and there should be no need for you to 'work at heights' (above 950mm). Do not engage in any job that involves working at heights without consulting the DM as it is likely a senior more experienced member of the team can take over.

4.4 Manual Handling

Manual handling refers to correct technique when lifting heavy objects or equipment to prevent injury. Each new member of staff should have some manual handling training as part of their induction.



Stop and Think - This is figuring out the best way to approach the movement of a heavy object. It is always easier to get someone else to help rather than risking injury. Before moving an object you should also check your route is clear.

Position the feet - The feet should be positioned close to the object and planted securely.

Adopt a good posture - Knees bent, back straight.

Get a firm grip - You should have a good grip on the object to prevent slipping and lifting with your legs.

Move the feet - Then walk with the object.

Put down and then adjust - Carefully place the object down and adjust after you are not taking the weight.

Lagoon manual handling policies:

- When lifting Pico's - 4 people per pico when lifting



- When lifting windsurf boards and SUP's. We advise carrying 2 boards between 2 people if there are a large quantity to shift as it keeps the load even across your spine.
- Recommend a minimum of 6 people to manoeuvre the safety boat.

4.5 First Aid

- Lagoon Watersports has first aid kits located in the main office, wakeboard room and in the rescue boat safety pack.
- There is a check list located in each first aid box which gets signed off monthly.
- All RYA instructor qualified staff are first aid trained.
- A defibrillator is located at the main public Lagoon Cafe on the north facing wall by the kids paddling pool.
- We always advise customers to seek professional medical help following an injury or accident as we are not qualified for diagnosis.

4.6 Accident and Near Miss Reporting

- All accidents must be reported to the Duty Manager.
- Accidents must then be recorded by filling out the accident report form which is kept in the back office. A copy of this is in the Health and Safety Section of the SOPs and on the Online Training Platform.
- The DM will inform the Centre Directors of all accidents in the daily DM report.
- Accidents that lead to hospitalisation must be followed on by a RIDDOR report

Near misses are accidents, which were avoided.

These near misses must be recorded on the daily DM report and with a near miss report.

- Accident reports and risk assessments are reviewed by senior staff and directors at least annually, or in the event of a major incident. Subsequent amendments can then be made if deemed appropriate.
- Procedures are changed or risk assessments updated in order to prevent reoccurring accidents.
- Accidents are also noted in the DM report so that the directors and all DM's can see what has been happening and action can be taken if required.
- If a casualty goes to hospital as a result of injury then it is essential to fill out a RIDDOR form, this is usually done by the Duty Manager or Centre Manager.

See copy of Lagoon Watersports Accident/Near Miss form on next page



Accident Report Form

Accident and Near Miss Report Form

FULL NAME: _____

DATE: _____

TIME: _____

STAFF MEMBER(S) FULL NAME: _____

Details of incident: *Consider... The Activity? Instructor's? Witnesses? Other people involved? Any Failed Equipment...*

continue overleaf if necessary



Details of care given:

continue overleaf if necessary



Details of injuries:

continue overleaf if necessary



Is it necessary to continue recording details on a 2nd sheet? YES / NO

Have you recommended that the guest consults a doctor for further advice? YES / NO

Are there any actions to be taken to minimise the risk of this incident occurring again? YES / NO
If yes, please detail actions to be taken:

CUSTOMER SIGNATURE (parent/guardian if under 18) _____

STAFF SIGNATURE _____



LINE MANAGER NAME AND SIGNATURE
ADDITIONAL INCIDENT INFORMATION SHEET

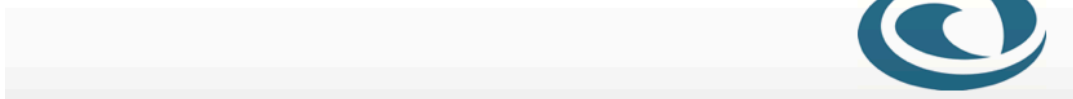
Full details of all incidents and accidents must be recorded accurately. These details are kept as legal documents for several years after the event.

Please use this sheet to record further information whenever necessary.

DATE: _____ **CUSTOMER SIGNATURE (parent/guardian if under 18)** _____
|

STAFF SIGNATURE _____

LINE MANAGER NAME AND SIGNATURE _____



4.7 DM Report

- Every day the DM completes a report which highlights information about the day.
- This includes near misses, accidents and complaints.
- This is sent to the respective director and is used as a method of communicating information about staff performance.
- Any issues raised in the DM reports are dealt with by the Directors as soon as possible.

4.8 Personal on Water Equipment

On the Water

When guests and staff are using the lagoon we have different options for safety equipment this will be a quick guide to go through all of those that we offer. Some are recommended, some are compulsory.

Wetsuits are optional depending on the weather but always recommended for wakeboarding.

Wetsuit shoes/boots are always compulsory when in the lagoon, with the exception of when wakeboarding as your feet will be in the bindings.

Windsurfing

Buoyancy aid is always required when learning how to windsurf and always required when under 16.

If you are 16 and over you can use a harness instead of a buoyancy aid as it does contain a bit of buoyancy itself.

On windy days or particularly busy periods, the instructor or Duty Manager may recommend or insist the use of helmets.

Sailing

Buoyancy aid is compulsory for all sailors.

Helmets are compulsory for anyone under 16 years of age and are advised for all water sailors, especially during busy periods.

Paddleboarding

When paddle boarding we always recommend that people use a buoyancy aid however they are optional if you are over 16 and using a leash.

A leash must always be worn if paddleboarding on the sea.

Wakeboarding

When wakeboarding, due to the features and the lagoon floor, it is compulsory to wear a helmet and an impact vest.

Kayaking, Raft Build, Log Roll and other on the water activities.

A buoyancy aid is always required. Other safety equipment will be at the discretion of the instructor.

4.9 Personal Protective Equipment

When staff are working around the centre they may wish to use certain PPE to carry out their job safely. We always recommend appropriate PPE for any potentially hazardous job. If you have any PPE requests, please immediately request it to the DM.

We should always have latex gloves, plastic aprons, face masks, dust masks, eye protectors, helmets and harnesses to use.

No one should attempt a hazardous job unless specifically trained to do so.



4.10 Fire Procedure

All instructors must familiarise themselves with the fire procedure.

Clients are told where the fire meeting point is at the start of their course or lesson.

A fire drill will be practiced monthly throughout the season and recorded.

Fire extinguishers and alarms are serviced annually.

Lagoon Watersports Fire Procedures

Any person discovering a fire

Sound Fire Alarm
Inform DM
Call Fire Brigade 999

DO NOT PUT YOURSELF OR OTHERS AT RISK

DM and senior staff to clear building

Assign a member of staff to stand on the east and west side of the building to prevent people from entering

If the fire is small and manageable Centre manager or Duty Manager may use provided fire extinguishers to tackle the fire. Not fire trained employees are NOT to tackle the fire

In the event of a fire in the petrol store, DO NOT in any circumstances tackle the fire.

On hearing the Fire Alarm

Make your way to the fire assembly point in an orderly manner by the nearest available exit / route to the

The Fire Assembly Point

On the promenade beside the red and white tower next to the Deep sea Anglers Club



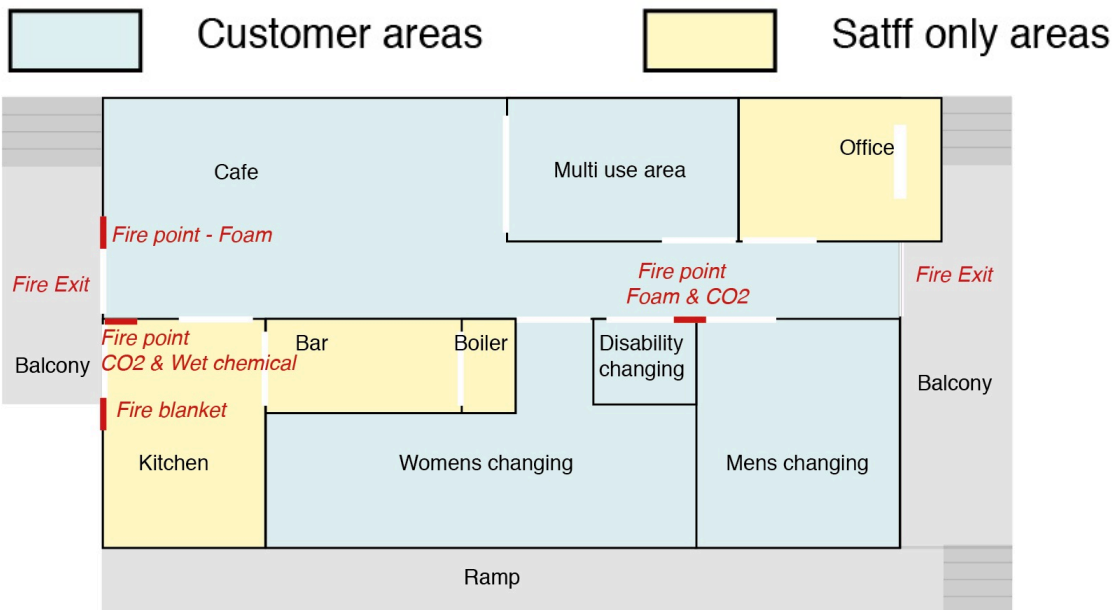
Centre Manager or Duty Manager will immediately take charge and they will:

- Start a Role call
- Check fire Brigade called
- If safe to do so
- Under direction of DM available staff will search the centre upstairs and down stairs plus and both stores and direct unaccounted people to the Fire Assembly Point.
- If anyone is missing a search must be started but no one should be put at risk. If the Fire Brigade attend they must be notified of any unaccounted persons. If possible the DM will assign a member of staff to prevent people from entering the centre.
- As soon as is practical, the Centre Manager and Directors must be notified

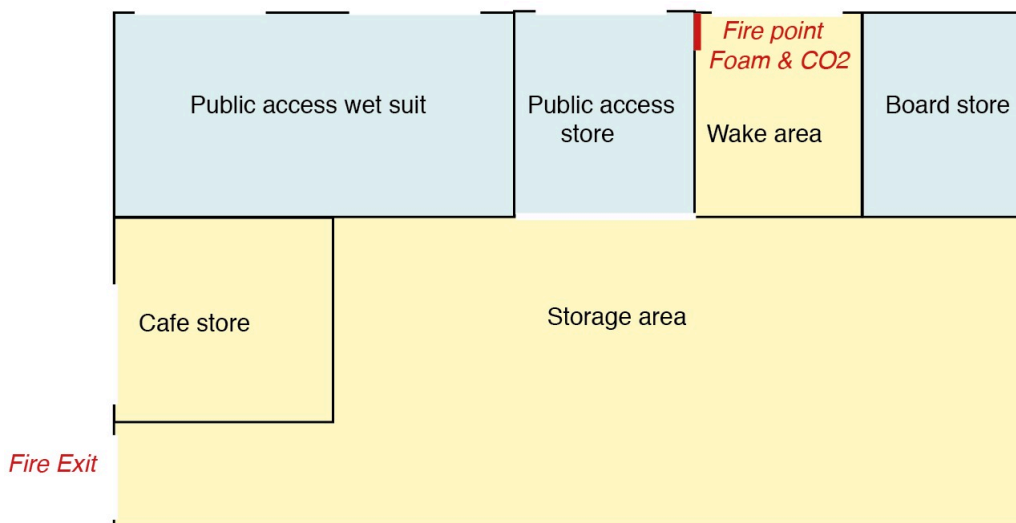
Post incident reporting will be handled by the directors and the centre manager



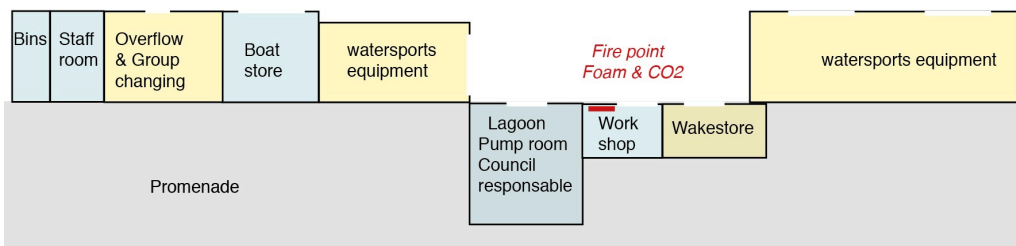
Centre map & fire extinguishers location : Upstairs



Downstairs



Behind centre



5 - Customers

5.1 Customer Service

Key Aims

Our aim is simple, to ensure that all people that come in contact with our company have a great experience. Returning customers and a good reputation is everything for the continued growth and success of this company.

Feedback

It is essential to get quality feedback from customers to ensure that we always improve our service. As well as the end of session feedback sheets, please note any verbal feedback that can feed into our cycle of continuous improvement.

Consistent Quality

The standard of teaching or the attentiveness to any visitor or enquiry should be to the same level on day one of the season and the last day of the season. To ensure a consistent high quality of tuition staff are qualified to the standard of the NGB for all activities (where applicable) and are trained in house on customer awareness and professionalism.

5.2 Disclaimers and Pre Course Information

Once a booking is made clients receive emailed pre course information from us on what to bring with them, timings and what to expect after booking their course. On this email they will receive a link to sign our online disclaimers.

All clients will:

- Provide a signature on the booking form accepting our terms and conditions.
- Have signed any relevant online disclaimers.
- Given information about any medical conditions which could affect them while taking part in the activity and any medication that is required. Medication can be kept at reception or with the instructor.
- Provide an emergency contact number (not their partner who is also on the course)
- Provide confirmation of swimming ability

In the case of anyone under 18 a parent or guardian will give this information on their behalf. Parents/guardians must sign their child in and out at the start and end of each session unless specified by the responsible adult.

5.3 Customer Restrictions

All customers (of any age) taking part in on the water activities should adhere to the following rules:

- Must be water confident.
- Swimming ability should be stated before participation, usually online.
- If they are not a confident swimmer they must notify us and it is the decision of the Duty Manager to ultimately decide whether or not they can participate
- All wakeboarders must be able to swim.
- Must not be under the influence of recreational drugs or alcohol. Alcohol limits are as permitted to drive on the roads.
- There is a guide max weight limit of 127kg (20st) for using the wake cable



5.4 Handling Complaints

All complaints are to be handled seriously, acted upon and resolved.

Employees of Lagoon Watersports may have to receive complaints. It is important that all complaints are taken seriously, acted upon and resolved as soon as possible. It is not the responsibility of the instructor to resolve these issues. Any member of staff being given a complaint should listen and then report back to the Line Manager or the Duty Manager.

Once the complaint or issue has reached the Duty Manager they will listen to the complaint and come up with an appropriate solution/response. This includes but is not exclusive to, listening, refunds, free hire, private lessons and giving a credit note. The Duty Manager will often seek advice from the Centre Manager or the Director.

The Duty Manager will put any complaints onto the DM report and notify the Director.

5.5 Issues with Customers

Lagoon Watersports has a zero tolerance policy towards violence and aggression. No member of staff should be subjected to violent, threatening or abusive behaviour. Our employees have the right to work in an environment free from violence, threatening or abusive behaviour. If at any point you experience or observe any behaviour of this kind immediately report it to the Duty Manager.

We expect customers:

- To co-operate with all requests and decisions for safety made by all Lagoon Watersports staff
- Not to disrupt the course for other participants
- Must not be abusive to Lagoon Watersports staff
- Must control their behaviour which may inconvenience or upset others including bullying
- All participants must wear all appropriate clothing given at all times on the water
- Take care of any equipment belonging to Lagoon Watersports

If any of these expectations are not met Lagoon Watersports reserves the rights to refuse service.



6 - Staffing

6.1 Recruitment

Recruitment Policy

- Over-all staffing requirement is identified by the Centre Manager and Director
- New staff are interviewed in person or by phone/internet.
- Qualifications and previous experience and suitability for further training are considered
- The decision to offer a role is made by the Centre Manager and Director
- Where appropriate a contract of employment is issued subject to satisfactory completion of a DBS check.

DBS/ Reference

- New staff members go through a reference check before being employed.
- All instructors who have regular contact with children are checked through the Disclosure and Barring System (DBS). This will be to the enhanced disclosure level. These staff also attend a Safeguarding and Protecting Children course.
- Those with a DBS will be rechecked every 3 years unless there is reason to believe the DBS should be rechecked.

Scheduling

- Staffing schedules are prepared by senior staff and checked by the Centre Manager and office staff
- It is the individual staff members responsibility to check their schedule
- Staff should check their contracts for details of holiday request, wages, pensions and sick pay.

6.2 Induction

- All staff members complete an online induction course before starting work combining video, text and speech with online tests that cover
 - an introduction to the centre and the company objectives
 - Health and Safety Policy,
 - How a day works
 - Standards and expectations
 - Working with Children
 - Communication
 - Instructor administration and personal development
 - Operating procedures
 - Emergency action plans
 - Risk assessments
 - Customer pathways

This is followed up with practical hands on scenario training.



6.3 Standards and Expectations

The 5 Ps

The 5 P's are in place as a guide as to how to show up and present yourself as an ambassador of Lagoon Watersports. No one is perfect and we very much encourage you to bring your best and most authentic self to work.

We just ask that you do your best to follow the 5 P's to keep the day to day operations running smoothly, and to uphold our excellent reputation as a welcoming environment where there is something for everyone.

Punctual

Arriving to work on time means you are ready to start work when you're rota'd to start. You should arrive at least 5-10 minutes early and sign in with the Duty Manager so they know you have arrived and are ready to GO!

Starting your sessions on time is also your responsibility. If a customer is late getting ready, just ask a member of the office team or an available instructor to bring them over to your session when they are ready so you can get started with the rest of the group.

Prepared

It is your responsibility to be mentally and physically prepared for your session. That means you have a sessions plan in place, your equipment is ready to go, and you are 'water ready' at least 20 minutes before your session starts.

Proactive

We are all a team here, and the efficiency of the centre depends on everyone being proactive. It is astonishing what can be achieved when everyone has a proactive mindset.

When you are not on a session and not on your allocated lunch break, it is up to you to find a way to be helpful and productive. There is ALWAYS something to do; if you can't see any obvious tidying to be done then consult the jobs list in the staff room, or the Duty Manager.

During Peak Season we appreciate that it is easy to burn out; physically and mentally when you are teaching a lot. During these particularly busy periods there is of course leeway and our priority is that you get time to recover after each session so that you are refreshed for your next one.

Positive

We pride ourselves in being a friendly, welcoming and positive environment for customers and staff alike. Everyone has 'stuff' going on outside of work and of course we are entitled to off days once in a while. BUT, positivity breeds positivity and it is important that we are kind, helpful and encouraging to each other and to our customers.

We encourage a solution focussed mindset where there are no problems, only solutions. Please do your best to show up with a positive mental attitude, a solution focussed mindset, and be kind.

Professional

Being professional means that you have an awareness of how you come across to others. There are no second chances at a first impression so when meeting customers; greet them with warmth and compassion, sun glasses off, no coffee in hand, look them in the eye, introduce yourself, and make them feel welcome. Deliver fun, safe sessions. Be an excellent role model displaying high standards of behaviour and appearance on and off the water. deliver high quality, fun, safe sessions to NGB guidelines.

Standards and Expectations - Further Policies

Uniform



Uniform must be worn while working and is expected to be clean and presentable. When wearing uniform you are representing the company. It should not be worn at the pub or other social events.

Drugs and Alcohol

You must not be working under the influence of drugs or alcohol.

Smoking

Smoking is only permitted at allocated break times or with the DMs permission. No smoking in uniform. Smoking is only permitted off site and away from customers.

Lateness

All latenesses are reported in the DM folder. If you realise you are going to be late you must inform the Duty Manager at the earliest possible moment by phone call only.

Sick Days

Please inform the Duty Manager at the earliest possible time if you are ill and are having a sick day. Sick pay can be found in your contract.

Instructor Standards and Expectations

Qualified instructors have extra responsibilities as they are bound by the practice of their national governing bodies and Lagoon Watersports expects high standards of instruction and customer service.

Qualifications

It is the instructors responsibility to ensure all relevant qualifications are valid and up to date. This includes first aid and active NGB membership. Instructors should not teach beyond their qualifications and experience.

Personal Equipment

It is expected that every instructor owns and carries a whistle and a knife whilst on the water. They also must have a watch. All these items are crucial to running safe and organised sessions.

Safety

Safety must always be a priority of every session. This should be put above fun and learning.

Course Timings

All courses should start on time with good, clear briefings and finish with time for feedback and positive debriefs.

Planning and Preparation

You should have checked the forecast, checked the current conditions, checked the number of students and come up with a plan that you believe will give a great learning experience. If you ever need help with a plan don't hesitate to find an experienced instructor or an SI to help. This plan should be shared with the student to manage expectations and inform students of possible break times.

Medical and Swimming

As the instructor it is important you know if any of your students have any relevant medical issues and if any are unconfident swimmers. You can find this out from the Duty Manager.

Feedback

Instructors should encourage students to fill in feedback forms so we can continue to develop our instructing and as a centre.

Child Protection and Safeguarding



All Instructors must understand and follow Lagoon Watersports child policies including missing child prevention.

6.4 Staff Rota

The staff rota will be created a couple of weeks in advance by a single experienced member of the team.

Initially the work load placed on each instructor will be monitored by the person preparing the rota. By monitoring individuals performance and listen to feed back the Duty Manager may decide that an instructors workload should be reduced or increased.

Only appropriately qualified instructors will be assigned to teach each session. Chance of errors is reduced by having one experienced person prepared the Rota. The rota is checked by the Duty Manager before a day starts.

All sessions requiring more than one instructor will have at least one NGB qualified instructor and either additional qualified instructors or assistant instructors.

Staff assignment will take into account the nature of the session, type and experience of the student, experience of the instructor and the work load placed on the instructor

The Duty Manger will check the rota a few days ahead to ensure they are happy with the instructor assignment and work load for each instructor.

Before any day starts the Duty Manager will review the assignments and amend based on weather and other factors.

6.5 Staff Development

Training

Lagoon Watersports aims to give regular staff training in various areas to maintain a safe, efficient and knowledgeable centre. Training sessions can be compulsory or optional depending on the topic. We are always looking to improve so if any staff member believes that a specific training session should be offered then they should request it to the Duty Manager.

We are here to help you flourish personally and professionally. We encourage you to develop your skills and qualifications and want you to take away more than you put in.

Practice time - We encourage you to get on the water in your breaks and in your spare time and you can of course use the kit. Just please ask the DM in advance and be understanding during busy periods.

There is also opportunity to get in a session during working hours provided it is done fairly amongst the team. Again, always ask. Do not abuse the system.

Gaining Qualifications

We have plenty of opportunity to gain additional qualifications and can run many assessments in house; SUP instructor, Cable operator, dinghy and windsurf AI, and occasionally windsurf instructor. Please make it clear if you want to work towards these qualifications and we can support you, professionally and financially. But it is your responsibility to express your interest.



Performance reviews

We want you to be rewarded for your amazing sessions on the water. So you are encouraged to ask your customers to complete feedback forms. There are rewards and luxuries up for grabs for those that get exceptional feedback throughout the season. These change but ask another member of the team or senior staff for details. You get out what you put in!

We also aim to run appraisals so you get the opportunity to get feedback from senior staff as to your performance. These are usually done mid - end of season. However, there is a big team and sometimes we don't get through everyone.

6.6 Equal Opportunities Policy

Lagoon Watersports “The Company” Policy statement

The Company is an equal opportunity employer and is committed to a policy of treating all its employees and job applicants equally. The Company will avoid unlawful discrimination in all aspects of employment including recruitment and selection, promotion, transfer, opportunities for training, pay and benefits, other terms of employment, discipline, selection for redundancy and dismissal.

It is the policy of the Company to take all reasonable steps to employ and promote employees on the basis of their abilities and qualifications without regard to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origins), religion or belief, sex and/or sexual orientation. In this policy, these are known as the ‘protected characteristics’. The Company will appoint, train, develop and promote on the basis of merit and ability alone.

Employees have a duty to co-operate with the Company to ensure that this policy is effective to ensure equal opportunities and to prevent discrimination. Action under the Company’s disciplinary procedure will be taken against any employee who is found to have committed an act of improper or unlawful discrimination. Serious breaches of the equal opportunities policy will be treated as potential gross misconduct and could render the employee liable to summary dismissal. Employees should also bear in mind that they can be held personally liable for any act of unlawful discrimination.

Employees must not harass, bully or intimidate other employees for reasons related to one or more of the protected characteristics. Such behaviour will be treated as potential gross misconduct under the Company’s disciplinary procedure. Employees who commit serious acts of harassment may also be guilty of a criminal offence. The Company has a separate anti-harassment policy which deals with these issues and sets out how complaints of this type will be dealt with.

Employees should draw the attention of their line manager to suspected discriminatory acts or practices. Employees must not victimise or retaliate against an employee who has made allegations or complaints of discrimination or who has provided information about such discrimination. Such behaviour will be treated as potential gross misconduct under the Company’s disciplinary procedure. Employees should support colleagues who suffer such treatment and are making a complaint.



Direct discrimination

Direct discrimination occurs when, because of one of the protected characteristics, a job applicant or an employee is treated less favourably than other job applicants or employees are treated or would be treated.

The treatment will still amount to direct discrimination even if it is based on the protected characteristic of a third party with whom the job applicant or employee is associated and not on the job applicant's or employee's own protected characteristic. In addition, it can include cases where it is perceived that a job applicant or an employee has a particular protected characteristic when in fact they do not.

The Company will take all reasonable steps to eliminate direct discrimination in all aspects of employment.

Indirect discrimination

Indirect discrimination is treatment that may be equal in the sense that it applies to all job applicants or employees but which is discriminatory in its effect on, for example, one particular sex or racial group.

Indirect discrimination occurs when there is applied to the job applicant or employee a provision, criterion or practice (PCP) which is discriminatory in relation to a protected characteristic of the job applicant's or employee's. A PCP is discriminatory in relation to a protected characteristic of the job applicant's or employee's if:

- It is applied, or would be applied, to persons with whom the job applicant or employee does not share the protected characteristic,
- The PCP puts, or would put, persons with whom the job applicant or employee shares the protected characteristic at a particular disadvantage when compared with persons with whom the job applicant or employee does not share it,
- It puts, or would put, the job applicant or employee at that disadvantage, and
- It cannot be shown by the Company to be a proportionate means of achieving a legitimate aim.

The Company will take all reasonable steps to eliminate indirect discrimination in all aspects of employment.

Sources of recruitment

The recruitment process will be conducted in such a way as to result in the selection of the most suitable person for the job in respect of abilities and qualifications. The Company is committed to applying its equal opportunities policy at all stages of recruitment and selection.

Advertisements

Recruitment publicity will aim to positively encourage applications from all suitably qualified people. When advertising job vacancies, in order to attract applications from all sections of the community, the Company will as far as reasonably practicable:

1. Ensure advertisements are not confined to those areas or publications which would exclude or disproportionately reduce the numbers of applicants with a particular protected characteristic;
2. Avoid setting any unnecessary provisions or criteria which would exclude a higher proportion of people with a particular protected characteristic.



Where vacancies may be filled by promotion or transfer, they will be published to all eligible employees in such a way that they do not restrict applications from employees with a particular protected characteristic.

However, where, having regard to the nature and context of the work, having a particular protected characteristic is an occupational requirement and that occupational requirement is a proportionate means of achieving a legitimate aim, the Company will apply that requirement to the job role and this may therefore be specified in the advertisement.

Selection methods

The selection process will be carried out consistently for all jobs at all levels. The Company will ensure that this equal opportunities policy is available to all staff and in particular is given to all staff with responsibility for recruitment, selection and promotion.

The selection of new staff will be based on the job requirements and the individual's suitability and ability to do, or to train for, the job in question. Person specifications and job descriptions will be limited to those requirements that are necessary for the effective performance of the job. Candidates for employment, promotion or transfer will be assessed objectively against the requirements for the job.

With disabled job applicants, the Company will have regard to its duty to make reasonable adjustments to work provisions, criteria or practices or to physical features of work premises or to provide auxiliary aids or services in order to ensure that the disabled person is not placed at a substantial disadvantage in comparison with persons who are not disabled.

Selection tests

Any selection tests which are used will be limited to questions relating to the particular job and/or career requirements. The tests will measure the individual's actual or inherent ability to do or to train for the work or career. Thus, questions or exercises on matters which may be unfamiliar to applicants with a particular protected characteristic will not be included in the tests if they are unrelated to the requirements of the particular job. The tests which are used will be reviewed from time to time in order to ensure that they remain relevant and free from any unjustifiable bias, either in content or in scoring mechanism.

Applications and interviewing

All applications will be processed in the same way. The staff responsible for short-listing, interviewing and selecting candidates will be clearly informed of the selection criteria and of the need for their consistent application.

Wherever possible, all applicants will be interviewed by at least two people. All questions that are put to the applicants will relate to the requirements of the job.

If it is necessary to assess whether personal circumstances will affect the performance of the job (for example, if the job involves unsociable hours or extensive travel), this will be discussed objectively, without detailed questions based on assumptions about any of the protected characteristics.

Training, transfer and promotion

The Company will take such measures as may be necessary to ensure the proper training, supervision and instruction for all line managers in order to familiarise them with the Company's



policy on equal opportunities, and in order to help them identify discriminatory acts or practices and to ensure that they promote equal opportunity within the departments for which they are responsible. The training will also enable line managers to deal more effectively with complaints of bullying and harassment.

The Company will also provide training to all employees to help them understand their rights and responsibilities under the Company's equal opportunities and anti-harassment policies and what they can do to create a work environment that is free of discrimination, bullying and harassment.

All persons responsible for selecting new employees, employees for training or employees for transfer or promotion to other jobs will be instructed not to discriminate because of one or more of the protected characteristics.

Where a promotional system is in operation, the assessment criteria will be examined to ensure that they are not discriminatory. The promotional system will be checked from time to time in order to assess how it is working in practice.

When a group of workers who predominantly have a particular protected characteristic appear to be excluded from access to promotion, transfer and training and to other benefits, the Company's systems and procedures will be reviewed to ensure there is no unlawful discrimination.

Terms of employment, benefits, facilities and services

All terms of employment, benefits, facilities and services will be reviewed from time to time in order to ensure that there is no unlawful direct or indirect discrimination because of one or more of the protected characteristics.

Equal pay and equality of terms

The Company is committed to equal pay and equality of terms in employment. It believes male and female employees should receive equal pay where they are carrying out like work, work rated as equivalent or work of equal value. In order to achieve this, the Company will endeavour to maintain a pay system that is transparent, free from bias and based on objective criteria.

Grievances and complaints

All allegations of discrimination will be dealt with seriously, confidentially and speedily. The Company will not ignore or treat lightly grievances or complaints about unlawful discrimination from employees. Such complaints should be raised promptly under the terms of the Company's grievance procedure.

If the complaint involves bullying or harassment, the grievance procedure is modified as set out in the anti-harassment policy.

Employees will not be penalised for raising a grievance, even if it is not upheld, unless the complaint was both untrue and made in bad faith.

Monitoring equal opportunity

The Company will regularly monitor the effects of selection decisions and personnel practices and procedures in order to assess whether equal opportunity is being achieved. This will also involve considering any possible indirectly discriminatory effects of its standard working practices. If changes are required, the Company will implement them. The Company will also make



reasonable adjustments to its standard working practices to overcome substantial disadvantages caused by disability.

6.7 Disciplinary Procedure

Whilst the Company does not wish to impose unreasonable rules of conduct on its employees, certain standards of behaviour are necessary to maintain good employment relations and discipline in the interest of all employees. The Company prefers that discipline be voluntary and self-imposed and in the great majority of cases this is how it works. However, from time to time, it may be necessary for the Company to take action towards individuals whose level of behaviour or performance is unacceptable.

This disciplinary procedure is entirely non-contractual and does not form part of an employee's contract of employment.

Minor faults will be dealt with informally through counselling and training. However, in cases where informal discussion with the employee does not lead to an improvement in conduct or performance or where the matter is considered to be too serious to be classed as minor, for example, unauthorised absences, persistent poor timekeeping, sub-standard work performance, etc the following disciplinary procedure will be used. At all stages of the procedure, an investigation will be carried out.

The Company will notify the employee in writing of the allegations against him or her and will invite the employee to a disciplinary hearing to discuss the matter. The Company will provide sufficient information about the alleged misconduct or poor performance and its possible consequences to enable the employee to prepare to answer the case. This will include the provision of copies of written evidence, including witness statements, where appropriate.

Having given the employee reasonable time to prepare their case, a formal disciplinary hearing will then take place, conducted by a manager, at which the employee will be given the chance to state his or her case, accompanied if requested by a trade union official, a trade union representative or a fellow employee of his or her choice. The employee must make every effort to attend the hearing. At the hearing, the employee will be allowed to set out their case and answer any allegations and will also be given a reasonable opportunity to ask questions, present evidence, call relevant witnesses and raise points about any information provided by witnesses.

Following the hearing, the Company will decide whether or not disciplinary action is justified and, if so, the employee will be informed in writing of the Company's decision in accordance with the stages set out below and notified of his or her right to appeal against that decision. It should be noted that an employee's behaviour is not looked at in isolation but each incident of misconduct is regarded cumulatively with any previous occurrences.

Stage 1: Written warning

The employee will be given a formal WRITTEN WARNING. He or she will be advised of the reason for the warning, how they need to improve their conduct or performance, the timescale over which the improvement is to be achieved, that the warning is the first stage of the formal disciplinary procedure and the likely consequences if the terms of the warning are not complied with. The written warning will be recorded but nullified after six months, subject to satisfactory conduct and performance.



Stage 2: Final written warning

Failure to improve performance in response to the procedure so far, a repeat of misconduct for which a warning has previously been issued, or a first instance of serious misconduct or serious poor performance, will result in a FINAL WRITTEN WARNING being issued. This will set out the nature of the misconduct or poor performance, how he or she needs to improve their conduct or performance, the timescale over which the improvement is to be achieved and warn that dismissal will probably result if the terms of the warning are not complied with. This final written warning will be recorded but nullified after twelve months, subject to satisfactory conduct and performance.

Stage 3: Dismissal

Failure to meet the requirements set out in the final written warning will normally lead to DISMISSAL with appropriate notice. A decision of this kind will only be made after the fullest possible investigation. Dismissal can be authorised only by a senior manager or a Director. The employee will be informed of the reasons for dismissal, the appropriate period of notice, the date on which his or her employment will terminate and how the employee can appeal against the dismissal decision.

Gross misconduct

Offences under this heading are so serious that an employee who commits them will normally be summarily dismissed. In such cases, the Company reserves the right to dismiss without notice of termination or payment in lieu of notice. Examples of gross misconduct include:

- Theft, fraud, unauthorised possession of Company property, deliberate falsification of records or any other form of dishonesty.
- Offering, promising or giving a bribe or requesting, agreeing to receive or accepting a bribe or bribing a foreign public official in connection with employment.
- Wilfully causing harm or injury to another employee, physical violence, bullying or grossly offensive behaviour.
- Deliberately causing damage to the Company's property.
- Causing loss, damage or injury through serious carelessness or gross negligence.
- Extremely serious insubordination.
- Serious incapacity at work through an excess of alcohol or drugs.
- A serious breach of health and safety rules.
- Harassing or victimising another employee because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origins), religion or belief, sex and/or sexual orientation.
- Bringing the Company into serious disrepute.

The above is intended as a guide and is not an exhaustive list.

Suspension

In the event of serious or gross misconduct, an employee may be suspended while a full investigation is carried out. Such suspension will be on full basic pay. Suspension is a neutral act, which does not imply guilt or blame, and will be for as short a period as possible. Suspension is not considered a disciplinary action.

Appeals

An employee may appeal against any disciplinary decision, including dismissal, to a Director of the Company within five working days of the decision. Appeals should be made in writing and state the grounds for appeal. The employee will be invited to attend an appeal hearing chaired by a senior manager or a Director.



At the appeal hearing, the employee will again be given the chance to state his or her case and will have the right to be accompanied by a trade union official, a trade union representative or a fellow employee of his or her choice.

Following the appeal hearing, the employee will be informed in writing of the results of the hearing. The Company's decision on an appeal will be final.

Employees who have been employed for less than one year

This disciplinary procedure does not apply to any employee who has been employed by the Company for less than one year.



7 - Teaching

At Lagoon Watersports we offer lessons and courses for windsurfing, paddle boarding, sailing and wakeboarding. All our instructors are qualified by the relevant governing body. We strive to give the best tuition possible and with excellent customer satisfaction.

7.1 Ratios

Lessons and activities will run to instructor/student ratios as provided by their national governing bodies. It is important we stick to these ratios for student safety and quality of teaching.

Windsurf Lessons

For windsurf tuition we operate to the RYA ratio of 6 students to one instructor. Each additional Assistant Instructor can take an additional 6 students

Dinghy Lessons

For dinghy sailing lessons the RYA sets the ratio at six boats to one instructor this is with a maximum of nine students. Each additional Assistant Instructor can take an additional 6 students.

SUP Lessons

As provided by BSUPA we can run up to eight students to one instructor. For adult tuition we operate with a maximum of 6 students to 1 instructor. For groups such as school multi activity taster's or party groups we can operate to a maximum of 8 to 1.

Land based activities (including raft build)

For any land-based activities including raft building we will run a ratio of 12 clients to 1 instructor this is with the exception of kids club which runs 6 students to 1 instructor. Remember these are the maximum ratios, if conditions look challenging the Duty Manager may choose to put on extra instructors for each course.

7.2 Briefings

This is a guideline on things that should be mentioned at the start of all courses but may be informally talked through on smaller groups and private lessons.

General Safety Briefing

- Water depth, do not dive in or push people in
- Avoid crashing into the concrete sides
- No jumping from side onto equipment
- Keep your distance from other users
- Designated activity area.
- Wake Cable Towers and wake area – keep away, no climbing on towers or docks
- Recall signal
- How to notify the instructor of any issues - e.g. cold, tired
- Helmets are available should clients wish to wear them.

Adult Briefings

- Welcome and introductions
- Course content or session aims
- Timings for each day
- Meeting place for each day
- Centre layout, exits and fire meeting point
- Changing room procedure and storage of gear
- Appropriate footwear.
- Centre operation - beware of watersports equipment and wet surfaces. Please do not help with equipment or activities unless requested by instructor. Ask them to advise rest of family that may be watching.



- Café
- Check on medical conditions and swimming ability
- Summary of everyone's experience
- Explain photo policy
- Be aware of getting dehydrated or sunburnt.
- Remove all jewellery

Kids and Youth Briefings

Found under Child Policies.

Wakeboard Briefings

In addition to general briefing

- Be aware of water depth when riding and falling.
- Hand signals :
 - Ready to go : Two hands on the handle and raised clearly in air.
 - If fall : one hand in air = ok.
 - Increase speed : Thumb up
 - Decrease speed : Thumb down
- Boards – size, correct bindings and how to fit.
- Rider change over
 - Next rider board on and ready to go.
 - Current rider finishes session, swims to floating dock and climbs on.
 - New rider starts.
- Operator will be monitoring riding times and let you know when to change over.
- Action in event of a craft entering the cable area – the cable will be stopped immediately. The rider should stay in the water while the craft is removed from the area. Make the rider aware that the cable will not start again until the area is completely clear.
- What to do when you fall in
 - Signal OK
 - Cable will stop
 - Swim to rope take hold of handle (not rope)
 - Make sure rope is not tangled around your body or body parts
 - Take hold of handle with 2 hands
 - The operator will move the cable so the rope goes tight
 - As the rope tightens raise one hand in the air to signal ready to start
 - Once you have both hands back on the handle the operator will start the cable

7.3 During Session

Sessions should be run in alignment with our SOP's, and under the guidance of the respective national governing body.

Session plans can be adapted to suit the client base and weather.

When teaching a session instructors are to remain vigilant over the health and welfare of the customers at all times. It is important to consider that the session should be safe, fun and learning should take place.

If instructors need help planning a session, they should speak to a senior member of staff.

7.4 Debriefs

- Explain their next steps on the pathway.
- Feedback and praise to be given.
- Certificates and Logbooks handed out if relevant.
- Progression cards handed out if relevant.
- Advise on the next courses, hire, practice clubs and membership.
- Give out feedback forms



After Course

- Report any issues with your clients to the DM.
- Report any things learned that can be shared to improve the centre with the DM
- Fill in DM Report

8 - Lagoon Hire

8.1 Required Ability Levels

Windsurfing - RYA Start Windsurfing or Stage 2

Sailing - Level 1 or Stage 2

Paddleboarding - BSUPA Ready to Ride Ability

Wakeboarding ride sessions - Cornering

Kayaking - Water confident.

Children under 12 must also be supervised by an adult.

Duty Manager reserves the right to refuse hire at any time, this may be because of staffing levels, amount of people on the lagoon, weather conditions and user experience.

All hirers should have signed the relevant online disclaimers. They should also receive the general safety briefing (see under 'Teaching').

A general recall may be called at any point, this is shown by an instructor or staff member putting both hands high above their head or showing a red flag, all water users must return to the beach.

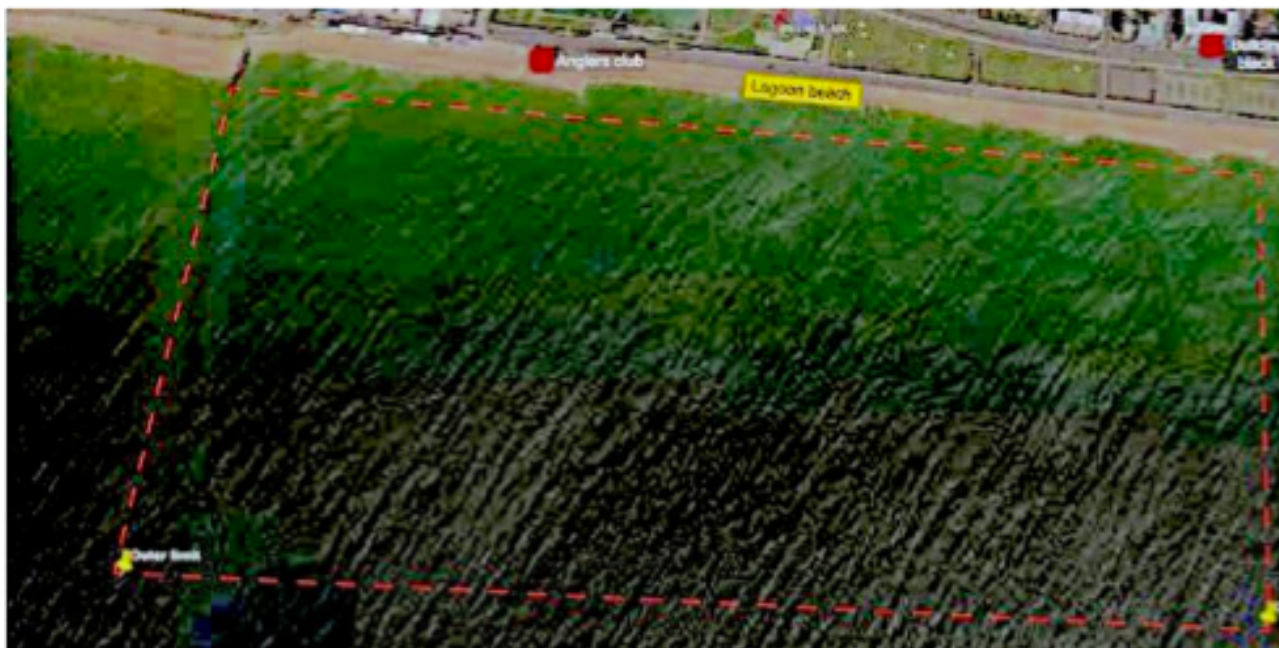


9 - On Sea Policy

9.1 Sea Operating Areas

Standard Operating Area

- No more than 500m out to sea
- The western limit is the groin on Millionaires Row
- The eastern limit is the building with the black balls on the roof



Extended Operating Areas for Hire

- Paddlers must stay between the West Pier and Shoreham arm (see map below).
- No more than 500m out to sea.



Sports offered on the sea: Kayaking, Paddleboarding and Windsurfing.



There is no hire or tuition of dinghy sailing on the sea in Laser Picos or Oppies

A general recall may be called at any point, this is shown by an instructor or staff member putting both hands high above their head or showing a red flag, all water users must return to the beach.



9.2 Tuition

- All tuition will be under the supervision of a qualified instructor who will do regular head counts and set specific sailing areas to keep group control.
- The instructor will carefully assess the students previous experience, sea state , wind direction , wind strength and tide before.
- The instructor will check with the DM before going on the sea, informing them of the number of students, plan, experience, and where they are heading and return time.
- Max number on the sea under tuition at any one time is 18 people. Of that a maximum of 12 can be sailing or windsurfing.
- All customers **MUST** be able to swim
- All tuition follows NGB Ratios and guidance.
- Buoyancy aids must be worn at all times with the exception of...
 - more experienced windsurfers that may opt to wear a harness
 - more experienced adult SUPers may opt to wear a leash for more advanced classes.
- The instructor will also provide specific relevant safety briefing based on the conditions at the time.
- The instructor may at any time stop the on the sea tuition, either for conditions or reasons of safety.
- The duty manager may also at any time stop the on the sea tuition, either for conditions or reasons of safety.
- Instructors leading sessions will take a safety pack.
- This safety pack includes:
 - Rope
 - Phone in waterproof case
 - VHF Handheld radio
 - Knife
 - Whistle

There should be no tuition for Under 18s on the sea paddle boarding or kayaking until we have an AALA Licence

9.3 Unsupervised Sea Hire Policy

Unsupervised sea hire applies to Windsurfing, Stand Up Paddleboarding and Kayaking.

The Duty Manager has the ultimate decision to let a water user on the sea unsupervised.

Before a Duty Manager can allow a water user on the sea, they must check

- They are a member or Flexi pass holder
- Have read, understood, agreed and signed the **unsupervised sea hire disclaimer form** and be comfortable with the knowledge requirements included such as; be able to swim.



- If the Duty Manager is unfamiliar with the water user or for any reason feels uncomfortable letting them on the water they should;
 - Contact and consult an alternative DM to discuss their ability
 - **Complete a competence assessment** before sea hire (clinics recommended)
 - Refuse sea hire.
- NOTE: Under exceptional circumstances the Duty Manager can allow non members on to the sea if they conduct an ability assessment. The customer will still need to complete the 'unsupervised sea hire disclaimer' and be of the appropriate ability.

The best way to be assessed/ coached to be of the **appropriate competence level** is to sign up to the clinics where an instructor can check the ability and help reach the required level for hire. However, in some cases the Duty Manager may run a direct assessment.

Age Restrictions

Under 18's

- Cannot Hire on the sea.
- Can go on windsurf clinics under instruction.

In the case of a missing person, start the Emergency Action Plan: Missing Person at Sea

9.4 Unsupervised Windsurf Sea Hire - Ability Guidance

Fundamentally the conditions are judged by the Duty Manager who will factor in wind, tide, sea state, visibility and other water users, equipment used, temperature, session plans of the user.

Given there are such a variety of conditions, it is impossible to have a black and white rule to distinguish appropriate or not appropriate conditions for individuals. Therefore in practice, the Duty Manager has the responsibility to make the decision. However the user is expected to know their own limitations.

Intermediate (non planing) conditions

To be able to hire windsurf equipment on the sea in Intermediate conditions you should:

- Be at the standard of an RYA intermediate non planing windsurfer. (Details in the G47 RYA national windsurfing scheme). This includes being able to sail upwind without a daggerboard, uphaul in a variety of conditions and have a strong capability with launching and landing.
- Be a PRO member or hold a valid Flexi - Pass.

Advanced (planing) Conditions

To be able to go out in advanced conditions you should meet the above requirements plus:

- Be at the standard of an RYA advanced windsurfer with waterstarting. (Details in the G47 RYA national windsurfing scheme). This includes being able to plane on all points of sail especially upwind.

9.5 Unsupervised SUP and Kayak Sea Hire - Ability Guidance

To be able to hire paddleboards on the sea:

- Have to have completed a basic training course with Lagoon Watersports or be to the standard of 'ready to ride'. This includes being able to demonstrate the prone, kneeling and standing positions with steering.



To be able to hire kayaks on the sea:

- This will be at the discretion of the Duty Manager based on the conditions.

The best way to be assessed/coached to be of the appropriate competence level is to sign up to the clinics where an instructor can check the ability and help to get to the required level for hire. However, in some cases the Duty Manager may run a direct assessment.

9.6 Sea Safety Cover

We do not offer sea safety cover for hire. All on sea water users are either under instructor supervision OR have agreed to our unsupervised sea hire disclaimer.

Our safety boat is used only for tuition on clinics if the conditions allow it. Generally this is in light winds, or off shore wind conditions as the safety boat can be dangerous to launch if there is 2ft of shore break or more. Clinics are not a lesson but are classed as supervised hire.

On weekends, or busy periods for unsupervised hire, we will have the safety boat ready to be launched on the promenade. This however does not guarantee that we are able to launch the boat in an emergency.

In the event of an emergency, we will call the Brighton and Hove seafront office who, during the summer months, have a safety boat patrolling the coastline.

OR

We can call the coastguard if essential.

10 - Wakeboarding Policy

Various regulations are in place for the safety of those using the cables and all other water users. These enable us to comply with our insurance policy.

- Lagoon Wake Park is accredited by the British Water Ski & Wakeboard Federation (BWSW) and operates to their guidelines
- Lagoon Wake Park is operated to the guidelines within the System 2.0 Wake Parks Guide Lines.
- Maintenance is accrued according to the recommendation in System 2.0 Wake Parks Guide Lines on a daily, weekly, monthly and yearly basis.
- All users **MUST** be able to swim - no non swimmers can wakeboard
- Wind limit of 31mph for system 2 usage

10.1 Rules and Features

Lagoon Wake Park Rules

- Users must fill out the relevant online disclaimers. We need to know of any medical conditions, previous injuries and swimming ability.
- It is a requirement to wear a helmet and an impact vest.
- Jewellery must be removed as these may cause injury.
- The Lagoon is waist deep, no diving in.
- Must be able to swim
- No distracting the driver
- No messing about on the docks
- We are not responsible or liable for equipment on the sliders.
- Operator must be respected at all times.
- If the operator is ignored or someone is riding in a dangerous manner we reserve the right to end the session. There will be no refund.



- The DM may restrict usage of any of the features at any time, this could be due to weather conditions, maintenance, ability or any other reason.

The Wake Park has three system 2.0 cables:

AIR CABLE - Is the middle one. It is good for air tricks and also has a number of features. Air tricks can only be done nearest the operator and not at the far end.

TECH CABLE - Is furthest out on the dock. It has a number of features and is NOT suitable for air tricks as the water is shallower.

C3 CABLE - is where we do most of our introductory lessons, it has one feature which is great for learning and wake-skating. No air tricks on "C3"

Custom Layout : Features can be moved to provide variety

Anyone wanting to use the features or do air tricks must ask the drivers permission beforehand as there are certain criteria for using the different features which must be met.

All features will be purchased from an approved supplier and will receive regular recorded checks.

Before riders use features they should be able to:

- Consistently corner
- Switch corner
- Toeside corner
- Ollie
- Ollie 180s

These checks can be asked at any time by the driver to show ability.

Suitability : Cable wakeboarding is an extreme activity. It is therefore not suitable for those suffering from bad backs, weak shoulders or knee injuries. Our advertising and staff make this clear to riders before they take part.

Prior to session start wakeboarder must:

- Sign a wakeboard disclaimer
- Read & understand wake park rules

Communication with drivers

- The cable operators can alert the office of any issues by pressing the alarm button at each driving station which sounds in the office.
- The office provides a view of the wakeboard area
- Staff should not be using phones whilst driving

10.2 Wakeboard Operating Area

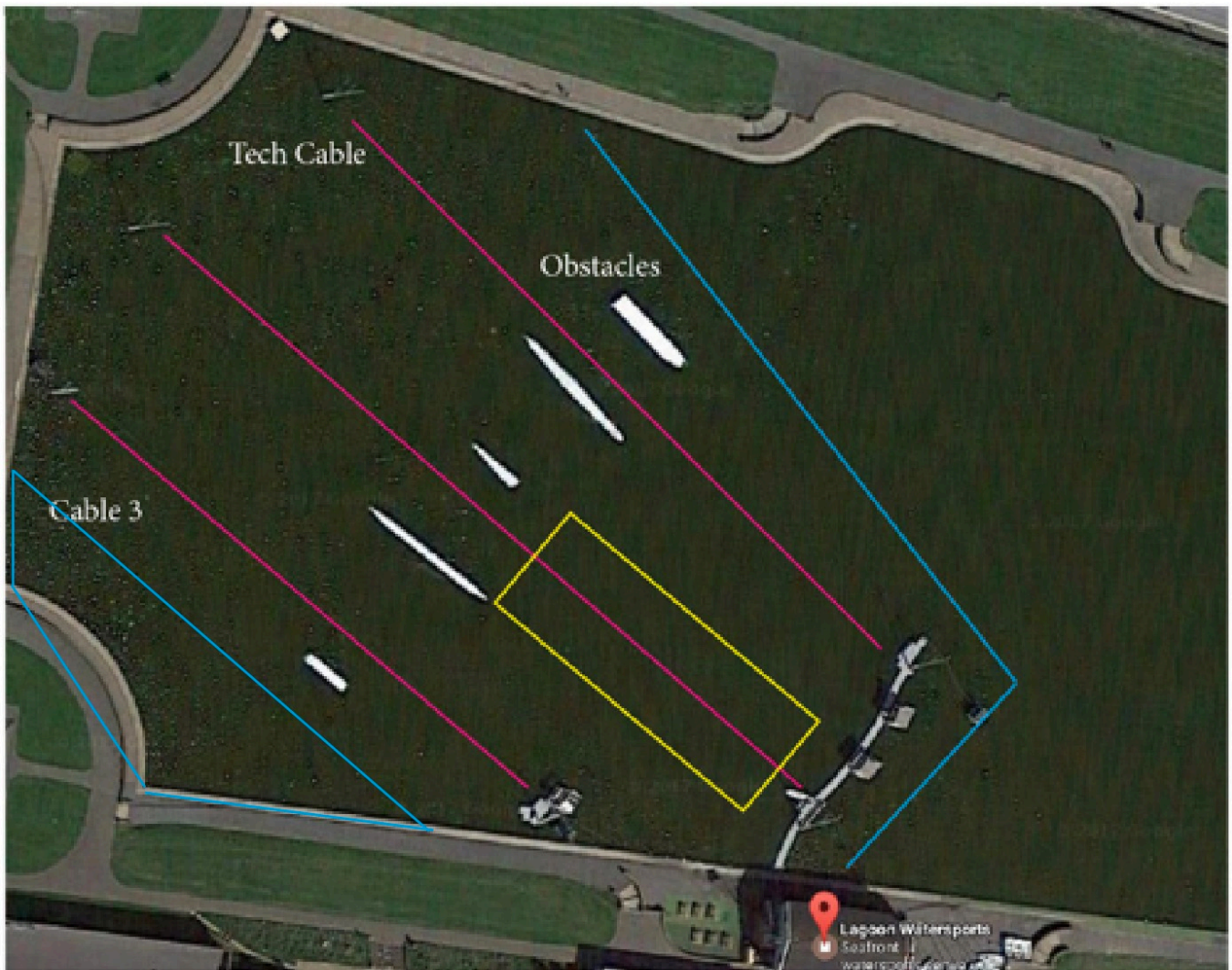
Safety Within Cable Operation Area:

- The cable operating area is clearly marked by lines of buoys.
- The lines of buoys will be in place at all times while cables are in operation.
- The platforms and towers are also surrounded by rope and buoys.
- The operator will ensure all riders communicate using the stated signals.
- Any unsafe practices will be corrected by the operator.

To prevent other craft entering the cable area:

- All instructors are informed by DM if the cables are running.
- Instructors will brief their groups as to the the wakeboarding area and explain the action to take should they enter.





- Line marking wakeboard area
- Running
- Air tricks area

- Clients hiring equipment – DM will ensure hirers are of suitable level, understand the sailing area and understand what action to take if they enter the wake cable area.
- The DM will also ask any hirer who is unable to keep away from the wake area to come off the water.
- The DM or office staff will make members aware of the wake cable area and what action to take if they enter the area. Any members who are unable or unwilling to keep away from the area will be asked to come off the lagoon by the DM.

In the event of a craft entering the cable wake area:

- The cable operator will immediately stop the rider.
- The rider will remain in the water until the area is clear and session can continue.
- The user will drag the craft out of the area.
- An instructor will provide assistance if it is required.



10.3 Cable Operating Advice

All drivers are trained to operate the cable in accordance with British Waterski and Wakeboard Federation.

Information on wakeboard briefings can be found in the teaching section of the SOPs.

Suggested Speeds:

- Starting off steadily increase speed to 4
- Beginners - straight line 5.5-7 depending on weight.
- Intermediates - straight line 6-7.5
- Experienced riders - straight line 7-9
- Corners – speed reduced by 2 to assist the rider in getting around the corner. Speed increased steadily after the corner.
- Experienced Riders – will indicate speed required for tricks and hitting rails.

Operating the Cable on Manual Setting:

- Operator seated on tower or platform, away from distractions.
- Stop button is lifted to activate the control panel
- Forwards button held down to take the line away from the platform
- Backward button used to bring the line back to the platform
- Speed dial turned to increase or decrease speed
- Operator responds to rider signals or actions by increasing or decreasing speed, stopping or starting the cable.
- If operator needs to put the control panel down or stop and speak to participants he MUST press the red button down to deactivate the control panel. This makes it safe and prevents buttons being pressed by accident.
- The cable automatic safety system must be activated at all times. This ensures the cable stops and changes direction a suitable distance from the towers.

10.4 Wakeboard Park Maintenance

Maintaining the systems are crucial not only as a safety aspect, but also ensuring the smooth running of the park.

- Working at heights policy specific to towers can be found under health and safety of the SOPs.
- Training is delivered to staff on how to do cable maintenance
- An external health and safety company have advised us on how to train staff on how to work at heights.
- Only staff that are trained are allowed to do maintenance.
- Daily checks are done before the cable operates and are signed off
- Monthly maintenance checks are carried out by the cable operators in accordance with System 2.0 guidelines.
- Records of these checks are kept.
- Weekly sessions are scheduled to carry out relevant maintenance such as tightening the running cable
- The cable operator must report any problems or damage to the DM, who will ensure that the Centre Manager is informed.
- Advice regarding System 2.0 maintenance is obtained from UK importer Tim Woodhead at Industry Wake Parks.

Yearly Maintenance

- Industry Wake Parks sign off an annual inspection
- Turfer winches and cables are checked by an independent lifting company
- Anchor points for the fall arrest system are checked by a structural engineer



11 - Watersports Equipment Care

11.1 Maintenance:

- At the end of every season an equipment requirement review is carried out and a purchasing plan formed for the following season. Equipment levels and purchasing requirement is under continual review based on bookings taken, feed back from staff and clients.
- The Centre Manager will assign instructors the task of routine equipment checks.
- These include daily, weekly, monthly and annual checks of all safety equipment and watersports equipment
- Checks will be recorded
- Any equipment unfit for use will be moved to the work shop or if cannot be moved wrapped in tape to prevent use.
- Repairs carried out are logged
- Unviable equipment is disposed of. If that can not be done immediately the equipment unfit for use will be moved to the work shop or if cannot be moved wrapped in tape to prevent use.
- Request for new equipment purchases should be made to the Centre Manager.
- All staff are required to develop awareness of the condition of the equipment they use during the day and report any issues to the DM immediately.

11.2 Buoyancy Aid Policy

- Monthly visual checks are made of all buoyancy aids and impact jackets in use at the centre. These checks will be logged in the maintenance folder on the "buoyancy aid check" form.
- If the buoyancy aid is deemed unfit for use the shoulder straps will be cut and it will be disposed of.
- A new buoyancy aid will be ordered to replace it.
- On the buoyancy aid check form there is also a list of staff that have been trained to check buoyancy aids and only these people can sign off the monthly checks.
- Buoyancy aids that are unsuitable for centre use are NOT to be sold.

What makes a buoyancy aid unfit for service:

- Material perished to such a degree that the floatation material from inside is likely to come out. Minor knicks and cuts to the outer material are allowed
- Shoulder and side straps worn to a degree where they will no longer tighten and remain tight. Worn to a degree where they would likely snap or become detached from the main body of the buoyancy aid if under load
- All zippers must be fully functional and be able to be operated quickly to remove or put on a buoyancy aid

