



# Living Springs Camp and Conference Centre

Education and Adventure Activities Dept

# SAFETY MANAGEMENT SYSTEM

Version 1.8

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## OVERVIEW

This Safety Management System (SMS) details the nature and scope of the Living Springs Camp (referred to as Living Springs from here on), the principles under which we operate and our management of health and safety aspects specifically but not necessarily just within our education and adventure activities department of our organisation.

The Living Springs SMS approach encourages analysis of our adventure activities, understands participants requirements, defines the processes that ensures safety for both the participant and the staff, and manages those processes. The Living Springs SMS provides the basis for continual improvement.

Adhering to the SMS, Living Springs operates with the goal of achieving zero serious harm incidents each calendar year.

The SMS is fully endorsed and authorised by Officers of Living Springs and senior management to ensure the importance of health and safety and communicated to all relevant parties. Resources to implement and maintain continually are provided for in order to improve SMS on an ongoing basis.

Signed.....Date.....John Down  
Chairperson of the Board

Signed.....Date.....Greg Williamson  
Board Member

Signed.....Date.....Tessa Dodge  
Board Member

Signed.....Date.....Denis Aldridge  
Senior Management

Signed.....Date.....Wendy Duggan  
Senior Management

Signed.....Date.....John Donaldson  
Senior Management

## Documentation

The SMS consists of the following documents and supporting material:

- Health and safety policy, covering all aspects of Living Springs as a PCBU.
- Action Management Plans (AMPS) for each activity run at Living Springs.
- Emergency procedures, for each activity run at Living Springs.
- Appendices, with all supporting documentation attached.

This above documentation specifically refers to Living Springs adventure activities and the need to recognise the unique properties of managing risk within the adventure activity sector. However, it refers to and encompasses the broader range of services we offer to the public.

The Living Springs SMS has been designed to be appropriate to the nature and scale of this organisation's operation. Officers of the PCBU will ensure the appropriate resources are available to establish, implement, maintain and improve the SMS.

SMS documents are located within the Programmes office clearly labelled in a folder titled "*SMS Documents – Adventure Activities*". There are also electronic copies kept in a pdf format within the shared files on the Living Springs network. The editable version of the document will be kept on a cloud-based system with restricted access by key staff only. If key staff make any changes to the editable version, they will ensure the pdf is reprinted and a hard copy is printed, and the old files and copy are archived.

This SMS (or parts thereof) is available and accessible to all staff, board members and interested parties. Officers of the PCBU and managers will ensure the importance of effective safety management and conformance to the SMS is communicated to all relevant parties. Reports on safety performance will be presented to the Living Springs Board monthly.

This SMS is the property of Living Springs Trust. The information it contains is confidential and privileged. Any unauthorised use, distribution, or copying of the contents is expressly prohibited.

Version No.	Date	Author	Reviewed by
1.0	January 2013	Mike Barber, Programmes Administrator	Denis Aldridge, CEO Jon Ward, Operations Manager
1.1	May 2013	Mike Barber, Programmes Administrator	Doug Aitken, Outdoors Education Teacher at Lincoln High Emma Ward, HR & Fundraising Jon Ward, Operations Manager
1.2	Sept 2014	Priscilla Hill, Programmes Manager	Wendy Duggan, Programme Services
1.3	Sept 2015	Wendy Duggan, Business Development Manager, Hannah Strickland, Senior Instructor	John Down, Chairperson of the Board, Priscilla Hill, Programmes Administrator, CEO
1.4	August 2016	Wendy Duggan, Business Development Manager	John Down, Chairperson of the Board, Priscilla Hill, Programmes Administrator John Smart Board, Tessa Dodge Board.
1.5	January 2017	Cindy Tapscott	Priscilla Hill, Programmes Administrator
1.6	September 2019	Wendy Duggan	Priscilla Hill, Programmes Administrator
1.7	March 2019	Wendy Duggan	Priscilla Hill, Programmes Administrator, Alex Lattimore Health and Safety Rep.
1.8	August 2019	Alex Lattimore	Wendy Duggan, Business Development Manager

## Document Control

Change from Version 1.7	Where
Changed Programmes Manager to Programmes Administrator	Throughout
Changed Line Manager to Duty Manager	Throughout
Added Document control to easily see what has changed from previous version	This page
Added Safety Management Team Document	Appendices
<u>Added</u> - Walk-in, Waterslide, Stream Study, Rogaine, and ecology, ecosystems <u>Removed</u> - Indoor Initiatives	1.2c
Removed paddle boarding and Horizons from list of other businesses	1.2d
Added reference to appendix 6	1.4a
Added Wendy Duggan	1.5a
Added note about L.S. H&S Objectives	1.5c
Removed	1.5g (i)
Added note about activity guidelines	1.5g (ii)
Removed reference to Maritime and River Facilities Bylaw as it is not applicable to us anymore	1.6b
Added that H&S Rep. and Programmes Administrator will monitor changes in legislation and best practices	1.6d
Added risk disclosure information being in booking form that group leader must sign	2.3a (i)
Added note about who must be a part of the Safety Management Team	2.5f
Reworded completely to add clarity	2.5j
Reworded to add clarity about short term staff	3.3a
Took out reference to Training Booklet which was outdated	6.1b
Added Maximum participants	6.7c
Added details about specific storage requirements and reassessed list of those activities	7.1a

## **1.0 ORGANISATION**

### **1.1 Details of Organisation**

**1.1 a Details:** Living Springs Camp and Conference Centre

**1.1 b Living Springs Management:**

Living Springs Board: John Down (Chairperson), Tess Dodge, Greg Williamson

SENIOR MANAGEMENT TEAM: Denis Aldridge (Property) John Donaldson (Hospitality Services), Wendy Duggan (Operations)

**1.1 c Contact Details:**

Living Springs

218 Bamfords Road

Allandale

RD1 Lyttelton

8971

03 329 9788

info@livingsprings.co.nz

www.livingsprings.co.nz

VHF – ZMT6688

**1.1 d After Hours Contact Details for Living Springs:**

SENIOR MANAGEMENT Denis Aldridge 0210450749, John Donaldson 0210450749, Wendy Duggan 0273377826

**1.1 e Mission**

To create high quality environments where people have experiences that enrich them as human beings, enable them to grow stronger together and inspire them to live life to the full.

### **1.2 Description / Scope of Organisation**

**1.2 a** Living Springs provides a range of educational and adventure activities within its own grounds and other local venues in New Zealand to groups and individuals from all aspects of the public. Most activities are undertaken within Living Springs property or within the confines of the Lyttelton Harbour area and incorporate some form of accommodation on the Living Springs site. Living Springs provides a range of accommodation and venues for groups to host a variety of different camps and gatherings each with its own intended goals and outcomes. All activity operations are planned and organised from the base at main camp on the details above. The current organisation structure can be found in Appendix 1 of the SMS folder.

**1.2 b** Living Springs clients range from (but not exclusively) Primary schools, High Schools, Colleges, Universities, Community groups, Special needs groups, Church groups, Corporate groups, Wedding and other celebration parties (e.g. birthdays) and individuals.



**1.2 c Living Springs provides the following outdoor activities:**

- ABL games
- Adventure Stream
- Air Rifles
- Animal Survival and wide games
- Archery
- Archery Tag
- Bouldering Wall
- Burma Trail
- Bush Walk, ecology, ecosystems
- Campfire
- Code Cracker
- Crate Stack
- Farm Park Activities
- Initiatives Course
- Low Ropes Course
- Mountain Boarding
- Mud Challenge
- Orienteering/Rogaine
- Outdoor Living Skills
- Recreational Activities including, rope swing, monorail, balanz bikes, mini golf, trampolines, and swimming pool
- Stream Study
- Tree Climb
- Walk-in from Governors Bay / Sign of the Kiwi
- Waterslide
- Zip Line

All current activities can be viewed on Living Springs Website.

**1.2 d Activities run in partnership with another business are: coasteering:**

Adventure Specialties

P.O. Box 7354  
Sydenham 8240  
03 3799130

- 1.2 e** Activities which may incorporate overnight stays or multi-day experiences off site are: walking/tramping, environmental studies and outdoor living/camping/survival/cooking.
- 1.2 f** Activities which may utilise transport components are: walking/tramping, outdoor living/camping/survival/cooking, and environmental studies, walk in.
- 1.2 g** Activities are run by Living Springs staff or appropriate contractors operating under Living Springs policy unless run in partnership with the named business above.

### **1.3 Goal of the Safety Management System**

- 1.3 a** Living Springs will adhere to the system laid out within this document to ensure the safety of both its staff and clients.
- 1.3 b** This document will be available to all relevant staff to ensure clarity of safety policies within the Living Springs staff and to help develop a “safety culture” to further develop the safety management system at times of review.

### **1.4 Health and Safety Policy Statements**

- 1.4 a** Living Springs will comply with the provisions of the Health and Safety at Work Act 2015 and any other relevant legislative and regulatory requirements referenced through this SMS and in Appendix 6. The Living Springs Health and Safety Policy and Objectives can be found in Appendix 2 of the SMS folder.
- 1.4 b** Living Springs is committed to attaining an excellent standard of health and safety for its employees, contractors, visitors and participants. Living Springs Health and Safety Objectives and Targets are set by the Officers and Senior management in consultation of all staff and are found in Appendix 3. The staff are involved in implementing plans to meet objectives. The achieved objectives are recorded in the Table of Achieved Health and Safety Objectives and Targets Chart Appendix 4.
- 1.4 c** Living Springs is committed to improving health and safety performance standards, through the ongoing monitoring of progress towards the health and safety objectives.
- 1.4 d** Living Springs and/or its staff is a member of Outdoors New Zealand, EONZ, NZOIA, Adventure Mark accredited and follows industry guidelines and current, accepted practices for all outdoor activities provided.
- 1.4 e** At times of review and when establishing safety objectives the following will be considered:
  - 1.4e (i)** Hazards and risks – a systematic analysis of all adventure activities will be undertaken to ascertain any new hazards and risks.
  - 1.4e (ii)** New technology and methods of usage will be explored and researched to keep activities safe with up-to-date methods and technologies.
  - 1.4e (iii)** Appropriate budget allowances will be made to allow allocation of funds to policy development, reviews and staff training.
  - 1.4e (iv)** The views of staff and other relevant parties will be considered. Staff are encouraged to participate and express safety concerns.
  - 1.4e (v)** Relevant safety legislation and guidelines.

## **1.5 Maintaining, Reviewing and Updating the SMS**

### **1.5 a The key person responsible for maintaining, reviewing and updating the SMS is:**

A member of the Senior Management team, Wendy Duggan with consultation with the Programmes Department. Input from other staff, HOD's and senior management particularly through the Safety Management Team (SMT) is sought where necessary as well as any information sought from relevant industry technical advisors and governing bodies, audits and from analysis and recommendations from specific reviews including incident reviews and investigations. The SMT meet quarterly to discuss safety issues and review incidents.

### **1.5 b A formal, internal operational document review is conducted annually and includes revising, filing, archiving and discarding. In addition, there is continual revision throughout the year as necessary and in response to health and safety related events. The performance of the SMS will be reviewed annually:**

**1.5 b (i)** Revisions are indicated by the version number and/or footer with specific changes from the previous version noted in the Document Control.

**1.5 b (ii)** Archived material is stored within the Programmes office and is discarded following three years of its initial archive.

### **1.5 c An annual documented review is conducted to ensure legal and other requirements are met, and current industry best practise is being conformed to as well as Living Springs Health & Safety Objectives. This is also covered on an ongoing basis through the SMT meetings and at other appropriate occasions.**

**1.5 c (i)** Particular note is made of any new, or amended, legislation or other requirements to be acted upon and any changes made where necessary in each new SMS version.

**1.5 c (ii)** The SMS will be signed off following the annual review by senior management and Board.

### **1.5 d Internal field reviews of activities are conducted periodically to ensure compliance to the safety management system and are also prompted by audit findings, changes to the activity, site, hazards or risks, changes to the environment, key staff or as a result of incidences and emergencies. Reviews of activities will also be prompted by changes in legislation.**

**1.5 d (i)** The frequency of these reviews will reflect the risk assessments completed.

**1.5 d (ii)** The reviews will be carried out by people with current competency in an activity.

**1.5d (iii)** The review will identify opportunities for improvement of activity and the outcomes will be communicated to all staff and other relevant parties. Actions arising from the reviews will be implemented.

### **1.5 e Specific safety management procedures (emergency procedures) are reviewed in the event of any significant incident or as a result of emergency procedure practice which may result in amendments to procedures. Emergency procedures can be found within this document and within the Action Management Plans (AMP's) in Appendix 9 of the SMS folder.**

**1.5 e (i)** Revisions and updates are communicated to all instructional staff and support staff before the activity resumes or following any major changes.

### **1.5 f Adventure Mark**

**1.5 f (i)** Annual internal audits and declarations are completed by due date or on request. A review of the adventure activities will be prompted as a result of the annual audit.

**1.5 f (ii)** An external audit is conducted every three years. This will satisfy the new regulations brought into the outdoors industry as it stands of July 2012. A review of the adventure activities will be prompted as a result of the external audit.

## **1.5 g Technical advisor/s**

**1.5 g (i)** A technical advisor will review relevant adventure activities based on activity guidelines, as required or with the development of new activities.

**1.5 g (ii)** The technical advisor must be a recognised and qualified person working within the outdoors industry with relevant experience and/or qualifications to be able to make comments/give advice on the Living Springs safety management system.

**1.5 g (iii)** It is acceptable to have more than one technical advisor specifically if using different advisors with regards to different activities matching their own expertise.

**1.5 h** A list of external technical advisors can be found in Appendix 5 of the SMS folder.

## **1.6 Legislation**

**1.6 a** Living Springs is committed towards compliance with the following Acts identified to have specific relevance to the day-to-day operations of Living Springs. Other Acts are in force that may have relevance from time to time and these are adhered to as and when operations dictate. Top leadership will review and evaluate compliance of operation with health and safety regulations on an annual basis.

All legislation below is accessible through the internet at [www.legislation.gov.nz](http://www.legislation.gov.nz), and a short synopsis is available in Appendix 6 of the SMS folder. Updates are kept in an email folder and listed on the Legislation Email Update register in this appendix. These legislations will be checked bi-annually for updates.

- Health and Safety at Work Act 2016
- Fire Safety & Evacuation of Building Regulations 2018
- Health and safety in Employment (Adventure Activities) Regulations 2016
- Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
- Health & Safety at Work (Worker Engagement, Participation and Representation) Regulations 2016
- Resource Management Act 1991
- Land Transport Act 1998
- Local Government Act 1974
- Employment Relations Act 2000
- Holidays Act 2003
- Privacy Act 1993
- Conservation Act 1987
- Fair Trading Act 1996
- Children's Act 2014
- Accident Compensation Act 2011
- Building Act 2004

**1.6 b** Codes of practise and conduct that Living Springs must abide by are as below and can be found on the relevant bodies website.

- Department of Conservation National Code of Practice – Programmes and Activities
- Environmental Care Code
- The Water Safety Code, Water Safety New Zealand
- EOTC Guidelines Bringing the Curriculum Alive 2016

**1.6 c** Legislation and best practices are monitored by the Health and Safety Rep.: Alex Lattimore and Programmes Administrator: Priscilla Hill. Any changes to legislation will prompt a review of the practices around any of the relevant areas of compliance. Changes in legislation controlling the adventure activities department will prompt a review of these activities. Reviews will be conducted by people with current competency in the relevant activity looking for opportunities for improvement. Outcomes will be communicated to all staff and changes will be implemented.

## **2.0 HAZARDS, RISKS AND PROCEDURES**

### **2.1 Hazard and Risk Management**

- 2.1 a** A hazard is considered as anything that can cause harm or injury to any person, building, equipment, vehicle or the surrounding natural environment that hasn't been anticipated or managed previously and deemed severe enough to warrant further inspection or action.
- 2.1 b** Living Springs staff will report anything they deem hazardous to their Duty Manager and action will be taken from there if it is necessary. On identifying a new hazard, a review of the affected activity will take place. The review will be conducted by people with current competency in the relevant activity, either in-house or external technical expert. They will be looking for ways to eliminate or minimise impact of hazard. Changes will be implemented and communicated to all staff.
- 2.1 c** In the event of no Duty Manager or senior staff being available immediately, staff members will cease any activity they consider seriously hazardous and/or cease an activity in an area they deem seriously hazardous or containing any major hazards and return to main camp and contact the most senior staff member available.
- 2.1 c (i)** Records of hazard control measures are included in the risk assessments and any further hazards identified outside these risk assessments will be added into the risk assessments and dealt with immediately. This process is outlined in the Living Springs Hazard Management Process Appendix 7 and the Hazard Identification Assessment Form Appendix 8. This process applies to new activities and is also used to re-evaluate existing activities on an ongoing basis.
- 2.1 c (ii)** After assessing hazards of both new and existing activities, steps are taken in the first instance to eliminate the hazard and to minimise any harm resulting from hazard.
- 2.1 c (iii)** Any hazard that needs serious action or alters any operations must be reported to Duty Manager immediately, if this isn't possible then notify the Duty Manager in writing and follow up to ensure the risk assessments are altered to remain current to operations.
- 2.1 c (iv)** Instructional staff will be notified daily by either the Programmes Administrator or senior instructor in daily morning meetings on any operational changes involving hazard management/risk assessments.
- 2.1 c (v)** Instructional staff will notify the participants of adventure activity of possible risk associated with activity as outlined in the Action Management Plan for that activity.
- 2.1 d** All staff members are involved in hazard identification, reporting, control and communication. In the front office, kitchen and programmes office, there is a health and safety area where staff members can find incident report forms, hazard identification book, near miss record book, and our Hazard Register (Appendix 29).
- 2.1 e** Any staff member feeling that they are exposed to hazards they aren't willing to handle or give consent to should report this immediately to their Duty Manager or senior management and the issue will be dealt with immediately within the process of the staffing policies.
- 2.1 f** Instructional staff should not be exposed to any prolonged hazards. During sessions it is possible that instructional staff may be out in the sun for a time and sun cream is encouraged to be worn and provided by Living Springs. Drinking water is always available close to all operations and if not on-site, provisions will be made to ensure staff have adequate drinking water.

## **2.2 Risk Assessment**

- 2.2 a** Risk assessment have been conducted for all activities run at Living Springs all staff involved in running the activities and are assessed on an ongoing and daily basis. The risk assessments for each activity can be found in the AMP for each activity. A list of these is found in Appendix 9.
- 2.2 b** Risk assessments of the activities are annually reviewed and updated by competent programme staff or external technical expert. If hazards or situations arise within this time period, the specific AMP will be reviewed and altered to reflect any new changes made to sessions and/or equipment.
- 2.2 c** All staff are encouraged to assess for risks and hazards during the performance of their job at any level.
- 2.2 d** AMP's are always to be adhered to unless in extreme circumstances such as natural disasters where an instructor might deem a safer course of action applicable to those in the AMP's.
- 2.2 e** All AMP's are available to be viewed in the appendix and within the Safety Management System file, both physical and on the computer.
- 2.2 f** Any activity run with one of our activity partners will be run under their AMP with the partnership company taking the lead role in instructing and hazard management for the session. Copies of these AMP's can be found together with the Living Springs AMP's in the places stated above.

## **2.3 Risk Disclosure**

- 2.3 a** Risk disclosure is an integral programme component.
  - 2.3 a (i)** Risk disclosure agreements are sent to group leaders and require a signature as a part of their booking form prior to attending Living Springs with the expectation that they have shared this information with their participants.
  - 2.3 a (ii)** Participation in outdoor activities demonstrates some understanding of the risks involved however any specific risks will be verbally communicated and on occasion backed up by physical signage or actions by the instructional staff working with each group.
  - 2.3 a (iii)** Each group at Living Springs working with the instructional staff will receive a degree of safety briefing covered in the AMP's to ensure conformity to risk assessments and current SOP guidelines prior to commencing activity.
  - 2.3 a (iv)** Risk assessments of each activity are available on the Living Springs website as part of the AMP's and accessible to all participants prior to engaging in activity.

## **2.4 Activity Standard Operating Procedures**

- 2.4 a** Activity standard operating procedures (SOP's) exist for all accompanied and unaccompanied activities or programmes and are found in the AMP for each activity.
  - 2.4 a (i)** The AMP can be found in the Programmes office and is available for reference at any time for the instructional staff and/or any staff members with a client group. There is a copy of the current AMP's in Appendix 9.
- 2.4 b** Activity SOP's outline the required level of risk disclosure, supervision, and where necessary, the appropriate style of leadership.
  - 2.4 b (i)** The SOP will contain both set numbers and/or general guidelines on ratios for each activity depending on its risk level.
- 2.4 c** Instructional staff will be given a copy of the AMP that relates to the specific activity when are being

trained. Staff who are being checked for competency in a specific activity are then tested for knowledge on that SOP.

**2.4 d** SOP's will be reviewed annually by the Programmes Department. Any changes to the SOP's within this time will be clearly communicated to all instructional staff in the morning meetings with the opportunity of receiving a new updated hard copy of the SOP's available.

**2.5 e** Any proposed changes to an activity will prompt a review of the activity AMP.

## **2.5 Safety Involvement and Communication**

**2.5 a** At Living Springs the staff are part of an open safety culture where each staff member takes responsibility for their own safety and the safety of others and has opportunity to communicate any changes they think are necessary to the way Living Springs safety procedures operate. Staff are encouraged to share and discuss issues and experiences to make an "open culture" with regards to safety and operations at the morning meetings or other relevant times throughout the day.

**2.5 a (i)** Meetings are held every morning for instructional staff on days with outdoor operations. Instructional staff can use these meetings to inform the Programmes Administrator of any safety issues, equipment, maintenance or general concerns they may have about operations.

**2.5 a (ii)** On days where staff can't attend these meeting it is up to the individual instructional staff member to catch up on any information they missed during the meeting. The Programmes Administrator will be available after the morning meetings to catch up any instructional staff on things they have missed or to clarify any points they are unsure on.

**2.5 a (iii)** Action points are taken from these morning meetings agreed by all operational staff and noted by the Programmes Administrator. These will be acted upon and checked to ensure any issues arisen have been solved. These can relate to operational procedures or health and safety points.

**2.5 b** In the event the Programmes Administrator is not at work or unable to attend these meetings the senior instructor will lead the morning meeting.

**2.5 c** Living Springs staff meetings are held monthly involving all staff members. Staff are encouraged to openly share and discuss issues and experiences to make an "open culture" with regards to safety and operations both at the meetings or any other relevant times throughout the day.

**2.5 c (i)** During these meetings any health and safety updates are communicated to all staff and any operational changes that affect the entire staff communicated clearly. All staff have a chance to comment on anything discussed at the meetings and have time to raise any further issues they feel are appropriate. These comments are taken in to consideration by Senior Management when developing new health and safety policy.

**2.5 d** Senior Management meetings are held weekly. During these meetings significant health and safety matters are discussed and ensure incidents are managed and investigated according to legislation. Management will communicate any issues/changes to the health and safety policies.

**2.5 e** Senior Management will be responsible for monitoring staff performance in relation to assigned responsibilities and delegation and conduct staff performances regularly.

**2.5 f** The Living Springs Safety Management Team; which consist of at least a senior management member, property member, and programmes team member, meet four times a year to ensure that staff and client safety is maintained. A full description of the role of the SMT is available to all staff in the Health and Safety Area in the main office.

**2.5 g** Hazard Identification, Near Miss Record, and Accident/Incident books are in the Health and Safety Area and other accessible areas for staff to easily record hazards and near misses as they occur.

- 2.5 h** The information from the Hazard Identification, Near Miss Record, and Accident/Incident books are at the Management and Safety Management meetings. Solutions to issues are communicated to staff at the staff meeting.
- 2.5 i** It will be the responsibility of the Senior Management Team member, specifically Wendy Duggan to ensure the SMS complies with the Safety Audit Standard. The Safety Management Team and appointed health and safety member will be responsible for reporting to the Board of Living Springs on performance of Health and Safety on a monthly basis.
- 2.5 j** Instructors will communicate relevant safety information to participants, potential participants, and other parties before and during activities based on the activity's specific AMP. Any additional relevant safety information from instructor's morning meeting will be communicated as well.
- 2.5 k** Participant feedback is encouraged. Feedback opportunity is given through post camp surveys. Staff are always open to receiving complaints and feedback regarding safety. When received, staff will communicate to Programmes Staff and this will be assessed and acted on immediately if required and brought to the SMT quarterly meetings.

## **2.6 Drug, Alcohol and Substance Impairment**

- 2.6 a** Living Springs operates with a drug, alcohol and substance impairment policy in place, available to view in Appendix 10 in the SMS folder. This policy shows commitment to a safe and healthy workplace. It outlines the roles and responsibilities of staff, how testing is carried out and the consequences of being impaired by drugs or alcohol at work.
- 2.6 b** If any staff member is suspected, or randomly tested and found to be in breach of the Living Springs drug, alcohol and substance impairment policy, they will immediately relinquish any responsibilities and duties and disciplinary action will be taken.
- 2.6 c** Participants are informed of our drug and alcohol policy prior to commencing activity. Participants who are under the influence of drugs or alcohol are under the discretion of the instructor. Living Springs reserves the right to withdraw participants from any activity if safety is being compromised.

## **3.0 EMERGENCIES**

### **3.1 Emergency Procedures**

- 3.1 a** Emergency procedures for all activity areas are outlined in the AMP's. For general execution within Living Springs and as a general guide the responsibility for the execution of the emergency procedure will be assigned to the most senior manager onsite.

#### **Emergency Evacuation**

- Ensure the safety of the group and/or persons around you during any emergency.
- Raise the alarm – This can mean setting off the fire alarm, calling the emergency services, contacting the Programmes Administrator, Senior management team or all the above.
- If possible safely walk any persons around you to the muster point, the flag pole near Living Springs main building.
- The nominated Emergency Duty Manager will take control of the situation and get a list of people on site from the Living Springs fire box and ensure each group make a roll call to ensure everyone is there.
- Administer any first aid needed where and when it is safe to do so.
- If safe to do so Living Springs staff will complete a sweep search in each area of the Living Springs complex.

- 3.1 a (i)** Always try to notify senior management of an emergency however, only do so at a suitable time when all else is dealt with.



- 3.1 a (ii)** Living Springs policy is that if a staff member is in doubt of whether or not to call the emergency services then call them. No disciplinary action will be taken if the emergency services are called when later deemed not to be required.
- 3.1 a (iii)** The Duty Manager will be nominated at the beginning of each workday and will have outdoor first aid certification and will remain within proximity of the main camp buildings. Weekend and evening groups will have a nominated leader to take responsibility of coordinating emergency responses until a staff member, or emergency responses arrive onsite. The Duty Manager will be displayed in all three Health and Safety stations in office, kitchen and programmes office.
- 3.1 b** The emergency procedures come into practise during any major earthquake, fire, serious injury or if the Living Springs fire alarm has been activated for any reason. The emergency procedure on each individual AMP's form is to be followed if on an activity. An Emergency Communications flowchart is found in Appendix 11 of the SMS folder. This flowchart outlines the flow of communication in the event of an emergency in the field away from the main camp area.
- 3.1 c** Living Springs fire box is located outside the rear of the kitchen (trade entrance) and always will contain a full list of clients on Living Springs site to ensure we have a register available at the muster point.
- 3.1 c (i)** Instructional staff or the host welcoming and "checking in" a group into Living Springs are responsible for getting a full accommodation list from the group and placing it in the fire box. This details every individual within a group and where they are sleeping.
- 3.1 d** Emergency procedures are covered during the induction of all staff. Within this all staff will be guided around site and shown fire alarm trigger points, the muster point, fire box, emergency lighting box, emergency equipment.
- 3.1 d (i)** The emergency procedures and walk around will be completed by the Duty Manager or senior management.
- 3.1 d (ii)** If any staff member is unsure of what actions they are to take during an emergency they should talk to their Duty Manager immediately.
- 3.1 e** Emergency procedures are individually assessed and laid out for each activity, these are noted in the risk assessments. Further to this other emergency procedures such as Lockdown Procedure and Lost Child Procedure can be found in the Health and Safety area and staff are trained in these procedures.
- 3.1 f** Emergency evacuation procedures are provided to each group leader/teacher that accompanies each group. Additional to this there will be a nominated fire warden for each accommodation unit and their instructions are handed to them upon "check in" also. These procedures and duties can be found in Appendix 12 in the SMS folder as they are provided to the clients on red paper.
- 3.1g** Emergency procedures are practiced quarterly, reviewed, analysed and where appropriate updated. A record table is shown in Appendix 13.

## **3.2 Emergency Equipment**

- 3.2 a** Emergency equipment comprising of a complete first aid kit, emergency lighting and foil blankets are available outside the main buildings in the shed by the tree climb. Other emergency lighting, defibrillator and air horn canisters can be found in locations throughout the main building.
- 3.2 b** Fire extinguishers are monitored by the maintenance team and checked to ensure they are within the date.
- 3.2 c** Any specific needs of clients at Living Springs are communicated clearly to staff to ensure all clients can evacuate the buildings safely with any specific equipment readily available, e.g. wheelchair.

### **3.3**     **First aid**

- 3.3 a** All full-time instructional staff leading an activity will be a qualified first aider. Short-term voluntary staff who lead adventure activities will work closely with those who are qualified first aiders. They will always work near a qualified first aider.
- 3.3 a (i)** All instructional staff will be briefed on procedure for first aid during their induction. First aid procedure is as follows:
- Call for help in any emergency first aid situation, this can be senior management and/or the emergency services.
  - Ensure the safety of the rest of the group and/or other people in the area.
  - Administer first aid if appropriate.
  - Notify senior management at an appropriate time.
- 3.3 b** Living Springs has a fully supplied first aid room available to all its clients. This is monitored and checked by a named staff member, **Priscilla Hill**. This person is responsible for all the first aid kits on Living Springs site and instructional staff needing further supplies for their own kit should check in with this person.
- 3.3c** Living Springs first aid room will remain locked due to the nature of its contents and a key will be given to every group leader, the instructional staff will always also have access to the first aid room.
- 3.3 d** The first aid room will be regularly checked and cleaned to ensure it is suitably stocked and equipped. Some equipment may be locked in cupboards and accessed by Living Springs staff only. Groups are informed in the bookings process that they are always required to bring their own first aid supplies but have access to the first aid room.
- 3.3 e** Whilst out on programme each instructional staff member will have their own first aid kit and is always expected to carry it when working with a group. Failure to do so can result in disciplinary action.
- 3.3 f** Any use of the first aid room should be reported to the Programmes Administrator and/or senior instructor and an incident report form filled in where necessary.
- 3.3 g** Living Springs offers first aid courses to all staff and current lists of qualified first aiders working at Living Springs are displayed in the offices and first aid room for all to view. There is also a copy in Appendix 14 in the SMS folder.
- 3.3h** Additional larger kits are in Don's Shed and the Farm Park.
- 3.3i** Living Springs has provided a fridge in the first aid room for any medication that must be stored in a cool or cold state.
- 3.3j** A defibrillator is kept in the kitchen and regularly checked. A spinal board is kept in the first aid room and a neck brace is kept at Don's Shed and the first aid room.

### **3.4**     **Activity Review**

- 3.4 a** Post emergency event a review of the adventure activities will take place to ensure the AMP's are still relevant and a full equipment inspection will also occur. The review will be conducted by people with current competency in the relevant activity looking for opportunities for improvement. Outcomes will be communicated to all staff and changes will be implemented.
- 3.4 b** Regular reviews of adventure activities will occur at a minimum twice a year post school season. A review of the activity AMPs will occur. An extensive assessment tool is found in Appendix 15 Activity Review Sheet and a summary of the detailed report will be recorded on the Activity Review Summary Appendix 16. This review will assess any incidents and accidents that have occurred during participation of activity, any

incidents occurring with equipment, a review to ensure the AMP's are current, resources and methods updated.

## **4.0 ACCIDENTS & INCIDENTS**

### **4.1 Reporting and Recording**

**4.1 a** Accident and Incident reports at Living Springs is based around the National Incident Database (NID) and accidents are graded using the severity scale by Davidson 2005.

**4.1 a (i)** Near misses are discussed as part of the "open safety culture" at both operational morning meetings, all staff meetings and the health and safety meeting as part of the management meetings and reviewed by the SMT.

**4.1 a (ii)** The near miss book is filled in as part of all meetings if any staff member didn't get chance to fill it in previously.

**4.1 b** All incidents and accidents are recorded on accident and incident report forms located in the Programmes office and in the health and safety section in the operations office, and in the camp kitchen. Any serious incidents causing permanent injury are reported immediately to Worksafe.

**4.1 b (i)** All major accidents are discussed with Senior management and also at SMT meetings. There is regular monitoring of accidents at a minor level to ensure any changes that can be made to make Living Springs safer is done so.

**4.1 c (ii)** An example of Living Springs accident/ incident report form can be found in Appendix 17 in the SMS folder. Minor accidents/incidents are recorded in the Minor Accident/Incident register Appendix 18.

**4.1 c** All significant accidents resulted in permanent loss of bodily function or temporary severe loss of bodily function, is reported to Worksafe NZ and reported to the Living Springs board.

**4.1 c (i)** The required time frame is as soon as possible and in writing within seven days.

**4.1 d** Living Springs will monitor the number of incidents, accidents and near misses that are reported monthly and look for trends and patterns. These statistics will be used when reviewing activities and in the review of the policies and procedures.

### **4.2 Investigation and Review**

**4.2 a** Living Springs will review and investigate all major accidents and incidents and anything that may have resulted in permanent loss of bodily function or temporary severe loss of bodily function after reporting directly to Worksafe. The investigation will identify causes, make improvements to the SMS and change AMP's assessments to correspond with any incident trends.

**4.2 b** Investigations and reviews will be done by the Programmes Team and if deemed necessary the higher management or in severe cases by an external investigator.

**4.2 c** Where deemed appropriate, incidents will prompt a review of the adventure activity involved. The review will be conducted by people with current competency in the relevant activity looking for opportunities for improvement.

**4.2 d** Outcomes from an incident review will be communicated to all staff and changes will be implemented with staff involvement and all other relevant parties.

## **5.0 OPERATIONS**

### **5.1 Field Communication**

- 5.1 a** Communication for each instructor operating on a session at Living Springs is done so via radio, Living Springs operates on channel **8**. Instructors can use radio's or cell phones as a means for communication to seek assistance if required during an emergency.
- 5.1 a (i)** There is a base station in the Living Springs kitchen and the Programmes Administrator will have a radio on at all times for base contact. In event of the Programmes Administrator and kitchen staff not being available there will be a suitable staff member allocated as base point of contact.
- 5.1 a (ii)** Radio operating procedures and protocol are covered in the Living Springs AMP's. This will be covered in the staff department induction.
- 5.1 a (iii)** Radios will be charged each night when operations have ceased, it is the instructor's responsibility to ensure this is done.
- 5.1 b** During evening programmes where there is no base contact the Programmes Administrator will ensure instructors have a mobile phone for contact to staff on the Living Springs site and to call emergency services if needed.
- 5.1 b (i)** Both radio and mobile communication on Living Springs site have been tested and are adequate for the nature of the business.
- 5.1 c** Contact for groups going off site are covered in the AMP for each activity. Each off-site venture will be assessed for their communication needs on an individual basis and if deemed necessary mountain radios or other communication forms will be hired and tested.
- 5.2 d** Current and updated contact lists are available from the main office and reception and are displayed within both.
- 5.2 e** There are no recorded reception "dead spots" where there is neither radio contact possible or mobile phone coverage.

### **5.2 Overdue Groups**

- 5.2 a** Details of each group's operating area and activity programme are known and accessible. These are printed for each week on a weekly rotation available within the main office. All operational staff are issued with a rotation schedule.
- 5.2 b** Delays to group programmes are to be expected and are relayed though cell phone communication or operational morning meetings.
- 5.2 b (i)** Unless a group is operating off-site then overdue groups are contactable by cellphone. If an instructor can't be reached via cellphone then staff will be sent to the session venue after 15minutes to see if there is an issue.
- 5.2 b (ii)** For off-site activities an individual plan will be written for the possibility of an overdue group, this will relate to the nature of the group/trip distance/weather/route. If the instructor can't be reached on their mobile and are overdue back and/or checking in via phone call. Emergency services will be called after a period of 20 minutes.

### **5.3 Modification of Area and/or Activity**

- 5.3 a** Activity areas are clearly defined and physically shown to instructors on their induction in conjunction with the AMP's.
- 5.3 b** Changes to activity areas due to weather or any other unforeseen circumstances will be communicated in morning operational meetings or if in need in extreme circumstances at the instructor's discretion for the safety of their group. This will then be communicated via cellphone back to base.
- 5.3 c** Any changes to the environment in the area that any of the adventure activities are held will prompt a review of the adventure activities affected. Reviews will be conducted by people with current competency in the relevant activity looking for opportunities for improvement. Outcomes will be communicated to all staff and changes will be implemented.

### **5.4 Stopping of an activity**

- 5.4 a** Any session can be stopped or cancelled at the discretion of the instructor running the session. If the instructor feels the group is in danger, unsafe for internal or external reasons an instructor will cease any activity and return to main camp.
  - 5.4 a (i)** At the closest opportunity the instructor will contact base and ask for assistance or let base know the session will be ending.
  - 5.4 a (ii)** Full support and backing will be given to any instructor stopping an activity session for valid safety reasons.
  - 5.4 a (iii)** Only in extreme circumstances like abuse or serious personal health problems or risks should an instructor leave their group prior to support turning up.
  - 5.4 a (iiii)** Duty of care should be handed back to the responsible adult with a group formally if the instructor feels they cannot continue with the session for any reason mentioned previously.

### **5.5 Lost Child Policy**

- 5.5 a** In the event of a lost child or any participant, Living Springs follows the Lost Child Policy Appendix 19 of the SMS folder.
- 5.5 b** In the event of a threat on site or in the area, such as a gunman, Living Springs follows the Secure in Place and Lockdown procedures Appendix 20.

### **5.6 Overnight supervision**

- 5.6 a** Any group staying overnight on the Living Springs property will have access to contact numbers of staff for emergency situations. Groups are informed and expected that if bringing persons under 18 that they are responsible for the pastoral care during any time where a Living Springs instructional staff member is not running an activity for the group. The instructor will clearly indicate the times from when they take responsibility for the group until they pass this responsibility back to the group adults.
- 5.6 b** Groups staying overnight off-site on a Living Springs run activity will have access to a Living Springs staff member throughout the night.

### **5.7 Operation areas**

- 5.7 a** See Appendix 21 in the SMS folder for the operational areas that Living Springs staff run activities. If any of these sites change this will prompt a review of the affected adventure activities held in the new locations. Reviews will be conducted by people with current competency in the relevant activity looking for

opportunities for improvement. Outcomes will be communicated to all staff and changes will be implemented.

## **6.0 STAFF**

### **6.1 Induction**

**6.1 a** All new employee's to Living Springs go through the company induction giving an overview of the organisation and its activities, prior to commencing departmental induction.

**6.1 b** Departmental inductions will happen following the new employee finishing the Living Springs company induction.

**6.1 b (i)** New employees to the programmes department will go through a structured departmental induction with the Programmes Team. The Programmes Department Induction Checklist can be found in Appendix 22.

**6.1 b (ii)** All employees will receive a copy of their job description. Examples of these for the programme team can be found in Appendix 23.

**6.1 b (iii)** No staff will take on the responsibility of others in the activity until they are inducted into the SMS.

### **6.2 Staff Training**

**6.2 a** Ongoing staff training will be carried out according to the employee's job role by the relevant department manager.

**6.2 b** Staff training for activities will be run on an on-going basis but a comprehensive training week is held bi-annually for the seasonal staff. Any additional staff employed throughout the year will undergo a similar training regime.

**6.2 b (i)** Staff training records for activities are kept in the Programmes office and updated regularly when further training is carried out.

**6.2 b (ii)** For instructional staff working on activities the training will be based on information from the AMPS's and the Training and Competency sign off sheets. These can be found in Appendix 24 in the SMS.

**6.2 b (iii)** Training and Competency sign off sheets have been developed by the Programmes department and Senior instructors who are experienced in the specific activities. The training criteria includes ratio's, major hazards and how to minimise them, important information to impart to participants to ensure safety, the required safety equipment, group management skills, and knowledge of the AMP's for each activity. Sign off sheets are reviewed at least annually to assess training is to current standards for the activity.

### **6.3 Staff Competence**

**6.3 a** Staff running activities will have the relevant level of competence either through site-specific training or nationally or internationally recognised qualifications. Programmes Administrator and senior management will ensure staff will comply with the relevant requirements of the SMS. The Programmes Administrator will assess staff ability to perform duties daily.

**6.3 b** Staff competence is recorded on the staff training matrix displayed in the Programmes office. Each activity has a training sign off sheet where an instructor's training is recorded. While running a programme the instructor will be assessed by the Programmes Administrator and/or senior instructor to assess their competence.

**6.3 b (i)** Competence is matched to activities as laid out in the AMP's.

**6.3 b (ii)** The Programmes Administrator and/or senior instructor will periodically observe trained instructors to ensure the level of competence is maintained.

**6.3 c** External contractors have their competence checked by the Programmes Administrator prior to them beginning group work and any site-specific training run through.

## **6.4 Assignment of Staff**

**6.4 a** A member of the Senior Management will be responsible for Health and Safety requirements and recorded in performance agreement.

**6.4 b** Staff are matched to activities based on their training, qualifications and experience and assigned by the Programmes Administrator on a weekly rotation system.

## **6.5 Clarity of Responsibility**

**6.5 a** Staff responsibility are documented in job descriptions and their induction and continuous training records held by the Programmes Administrator.

**6.5 b** Specific health and safety responsibilities are stated clearly in the job descriptions and outlined at the time of induction.

**6.5 c** Roles and responsibilities for safety are communicated to staff. Staff training ensures these roles are communicated to participants before and during an activity or programme as outlined in the AMP's.

## **6.6 Contractors and subcontractors**

**6.6 a** Contractor are inducted on to the Living Springs site or if off site a meeting is held where hazards are explained, and an agreement is signed that covers the contractor's health and safety records and outlines any hazards they will be bringing on to the site. A sample agreement and induction checklist is found in Appendix 25.

**6.6 b** Specific health and safety responsibilities are stated clearly in the job descriptions and outlined at the time of induction.

**6.6 c** Communication of roles and responsibilities before and during the activity or programme is outlined in the safe operating procedures. These are run through with the contractor or subcontractor prior to them beginning the work and the AMP document is available for them at any stage as a reference.

## **6.7 Supervision of Participants**

**6.7 a** There are written operational procedures about the supervision of participants documented in the AMP's.

**6.7 a (i)** Living Springs staff members can intervene at any stage to halt, or otherwise manage, an activity deemed unsafe.

**6.7 a (ii)** All staff are required to continually identify and manage hazards during each activity.

**6.7 b** Informal monitoring is performed by the Programmes Administrator on a regular basis and feedback given. Relevant instructional staff are also used to monitor the Programmes Administrator's sessions when out working with groups.

**6.7 c** Ratios and maximum participants are stated in the AMP's.

## **6.8 Key Changes to Staff**

- 6.8 a** Any changes in Key staff will prompt a review of the adventure activities to ensure systems and records are current and updated appropriate for staffing change over. Review will be conducted by people with current competency in the relevant activity looking for opportunities for improvement. Outcomes will be communicated to all staff and changes will be implemented.

## **7.0 EQUIPMENT AND CLOTHING**

### **7.1 Equipment**

- 7.1 a** There are specific storage requirements for certain activities. The activities below need their equipment locked away/made inaccessible between sessions and when not in use as stated on their specific AMP.

- Climbing (tree climb & Crate Stack)
- Zipline
- Archery Tag
- Mountain Boarding
- Balanz Bikes
- Archery & Air Rifles
- Monorail

- 7.1 b** Records of use for critical safety equipment i.e. rope logs, are located with the climbing kit in the tree climb shed and climbing gear records are kept in the three-monthly checks folders.

**7.1 b (i)** All climbing equipment is inspected three-monthly by competent staff. Checks are recorded within 3 months checks folder and entered into the Audit Safety System online.

**7.1 b (ii)** Ropes used for any form of climbing activity are replaced as appropriate to industry and manufacturers recommendations.

**7.1 b (iii)** Flow chart for climbing gear retirement and maintenance can be found in Appendix 26.

- 7.1 c** Records on all climbing equipment are kept detailing product, manufacturer, date of first use, product specifications and retirement dates. Records are kept in the Audit Safety System online.

- 7.1 d** Staff using any personal equipment must have that equipment signed off, fit for purpose by the Programmes Administrator. Any equipment needed for the safe running of a session is provided by Living Springs for all staff members.

- 7.1 e** Routine inspections of equipment are held every three months and documented in the three-monthly checks folder. The three-monthly checks folder is in the Programmes office and this is also entered into Audit for an online record of checks.

**7.1 f (i)** Three monthly checks are conducted by an instructional staff member signed off for the relevant activity equipment.

**7.1 f (ii)** All activity equipment and further emergency equipment is covered by these 3 monthly checks.

**7.1 f (iii)** Safety checks can be held in between the three-monthly checks instigated by a member of the Programmes team. If gear for an activity is not required for a long period or season, the Programmes Administrator may postpone check until the activity and gear is required. This decision is recorded in the checks folder and communicated that the activity is closed on the Health and Safety board in the programmes office.

- 7.1 g** Faulty and expired equipment is recorded in the three-monthly check folder and handed to the Programmes Administrator for safe disposal.



**7.1 g (i)** The competent instructional staff checking equipment will immediately isolate and remove any broken or faulty equipment from use.

**7.1g (ii)** Whilst on session if any equipment is found to be broken or faulty the instructor will immediately remove the item/s from use and report it at the next convenient time to the Programmes Administrator.

**7.1 h** The Programmes Administrator will ensure that all three-monthly checks are undertaken on time by suitable staff members.

## **7.2 Clothing**

**7.2 a** Groups are informed prior to their visit about suitable clothing to bring to Living Springs camp.

**7.2 b** If instructors deem groups to be inadequately clothed to a level that may be hazardous to their health, they are fully entitled to halt the session and return to main camp to dry/warm the group as needed.

**7.2 c** Instructional staff are expected to wear Living Springs branded clothing as issued to them and be suitably clothed for the activity they are running should it require further clothing. Any specific clothing needed to run activities will be provided by Living Springs otherwise it is assumed the instructional staff will carry/wear what is suitable for the activities they are qualified to run as well as staff uniform.

**7.2 d** The Living Springs uniform policy can be found in Appendix 27 of the SMS folder.

## **8.0 Transport**

**8.1** The majority of the activities provided by Living Springs take place within the boundaries of the Living Springs property; therefore, transport of clients is not required.

**8.2** Where transport is required to the start and finish of off-site activities this can be provided based on availability of appropriate vehicles.

**8.3** Transport of client groups to and away from the Living Springs property to participate in activities is the responsibility of the group.

**8.4** The policy for the use of Living Springs vehicles, by staff, can be found in Appendix 28 of the SMS folder. This policy must be adhered to for the safety of all drivers and passengers.

## 9.0 **Glossary of Terms**

**Adventure activity** – An experience and/or challenge with an element of action, movement and possibly risk involved

**AMP** – Action Management Plan

**Client** – A customer

**Equipment** – Apparatus used for a specific reason

**Hazard** – Something that is a risk or a danger

**Instructor** – A coach and/or guide

**Living Springs** – Living Springs Camp and Conference centre

**Participant** – A member of a group or an individual

**Policy** – A procedure or plan

**RAMS** – Risk Assessment and Management System

**SMS** – Safety Management System

**SMT** – Safety Management Team

**SOP** – Safe Operating Procedures