

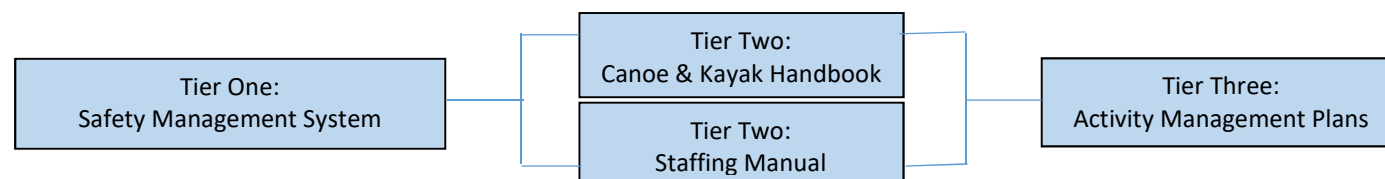
# Tier 1

## Safety Management System Policy Manual

March 2017

### Introduction

This manual sets out the policies that define Canoe & Kayak's Safety Management System. The policy statements in this manual (Tier 1) are supported by operational policy and procedures contained in the Canoe and Kayak Handbook (Tier 2), and Activity Management Plans (Tier 3), and associated templates and forms. Note that the Handbook sets out operational policy that applies to all stores and activities, while Activity Management Plans are trip-specific.



Canoe & Kayak offers paddling instruction courses, hireage and tours.

Safety's our primary concern. We aim to have zero significant injuries or near misses, that is, no serious harm injuries or near misses that could have caused serious harm. Progress in regards to this objective will be recorded at owners meetings.

While accepting that some risk is inherent in our activities, we consider the risks carefully and take all practical steps to manage them. Practice of emergency procedures are held annually then reviewed and recorded at the following meeting.

We are also independently audited by Outdoors Mark.

### Our courses

Through safe, gradual progression, we build customer confidence to give it a go and develop excellent skills and knowledge.

With staff and management working as a team, we can continue to improve the safety of our operation. This requires a constructive, supportive environment where all input is valued and considered important.

Peter Townend  
Canoe & Kayak Ltd

## Review, approval and acceptance

I have reviewed the Canoe & Kayak safety management system comprising this policy manual, the Tier 2 and Tier 3 documentation, and the associated templates and forms, signify my approval of the versions of these documents and acceptance to abide by this documentation, current as of the date of my signature below.

I am responsible for ensuring the SMS complies with:

- A. Safety Audit Standard
- B. Review evaluate report to top management
- C. Monitor staff performance
- D. Review incidents accidents according to legislation.

Centre	Name	Title	Signature	Date	Reason for review
Canoe & Kayak Ltd	Peter Townend	Director/ Operations Manager	<i>P Townend</i>	29/3/2017	Annual Review
Auckland	Russell Williams	Director/ Operations Manager	<i>R Williams</i>	29/3/2017	Annual Review
Bay of Plenty	Dave Atkins	Director/ Operations Manager	<i>D Atkins</i>	29/3/2017	Annual Review
Manukau	Peter Townend	Director/ Operations Manager	<i>P Townend</i>	29/3/2017	Annual Review
North Shore	Peter Townend	Director	<i>P Townend</i>	29/3/2017	Annual Review
	Todd Dorset	Operations Manager	<i>T Dorset</i>	29/3/2017	Annual Review
Taranaki	Peter van Lith	Director/ Operations Manager	<i>P van Lith</i>	29/3/2017	Annual Review
Taupo	Laura Clayton	Director/ Operations Manager	<i>L Duncan</i>	29/3/2017	Annual Review
Waikato	Peter Townend	Director/ Operations Manager	<i>P Townend</i>	29/3/2017	Annual Review
Wellington	Andy Blake	Director/ Operations Manager	<i>A Blake</i>	29/3/2017	Annual Review

## Mission Statement

Canoe & Kayak Centres supply customers with professional advice: providing appropriate equipment, training and support, and opportunities to enjoy safe kayaking.

### 1. Overarching Safety Management Policy

	<b>Policy statement</b>	<b>Implementation and controls (ref)</b>
1.1	Canoe & Kayak Ltd will implement a safety management system across all stores compliant with the Health and Safety (Adventure Activities) Regulations 2011.	SMS documentation
1.2	Canoe & Kayak Stores will maintain a strong commitment to compliance with health and safety legislation, prevention of serious harm, and continual improvement of our safety management system and safety outcomes.	--
1.3	Canoe & Kayak Stores will monitor compliance with the SMS and that it is achieving its objectives.	SMS management procedures (online)
1.4	Canoe & Kayak Stores will undertake internal audits of the SMS every year and maintain OutdoorsMark certification.	Audit procedure and schedule
1.5	From time to time we will establish safety objectives, consistent with the Safety Audit Standard.	<a href="http://www.canoeandkayak.co.nz/Safety/Safety+Objectives.html">http://www.canoeandkayak.co.nz/Safety/Safety+Objectives.html</a>
1.6	Staff will be involved in establishing safety objectives and implementing safety policy and controls.	Operations manager encourages input Staffing manual P. 7. # 4. See also Tier 1 #2.3.
1.7	The SMS is managed by Canoe & Kayak Ltd. Stores may not make changes to the content of Tier 1 or Tier 2 material without the consent of Canoe & Kayak Ltd.	SMS management procedures
1.8	The SMS must be reviewed and approved annually and whenever there is a significant change.	Sign off pages in key documents Staffing manual P. 6 #5.f SMS management procedures
1.9	Canoe & Kayak Stores top management must review regular reports on safety performance to ensure the SMS achieves its goals and objectives.	<a href="http://www.canoeandkayak.co.nz/Safety/Safety+Meeting+Notes.html">www.canoeandkayak.co.nz/Safety/Safety+Meeting+Notes.html</a>

## Canoe & Kayak Safety Management System – Tier 1 Policy

1.10	Responsibility is assigned to communicate to a visitor or contractor (whether a contracting instructor or a tradesman for example) the SMS requirements and some degree of supervision	
1.11	Canoe & Kayak Stores top management must ensure all staff, visitors, contractors and participants conform to the SMS.	Signage and induction. See 1.10 Staffing Manual P6. #15
1.12	Every three months Canoe & Kayak Stores will go to a reliable source, e.g Support Adventure or Legislation websites, to look for changes in policy.	
1.13	Canoe & Kayak stores monitor performance to the Safety Goals & Objectives and will notify Canoe & Kayak Ltd top management at owners meetings.	

## 2. Staff and management

2.1	Staff must comply with: <ul style="list-style-type: none"> <li>- all law</li> <li>- the requirements of the safety management system in general</li> <li>- specific responsibilities and authority delegated to them in relation to the SMS.</li> </ul>	Staff read and sign the SMS, Staffing manual - P. 7 #1
2.2	The operations manager in each store has overall responsibility for ensuring the safety of staff and customers through the implementation of the SMS within the store.	Staffing manual - P. 6 #1
2.3	Safety will be discussed regularly at internal meetings; decisions and action points will be implemented	Staffing Manual - P 6. #8  Meeting notes will be posted on the website. See: <a href="http://www.canoeandkayak.co.nz/Safety/Safety+Meeting+Notes.html">http://www.canoeandkayak.co.nz/Safety/Safety+Meeting+Notes.html</a>
2.4	Staff must be inducted into the SMS before they may take responsibility for others in activities and receive ongoing training relating to the safe delivery of activities.	Staffing Manual - P. 11  Staff induction document
2.5	All activity staff must have a current first aid certificate.	Handbook P. 4

## Canoe & Kayak Safety Management System – Tier 1 Policy

2.6	A P-endorsement will be held if transporting clients.	Canoe & Kayak programmes start at the activity venue and it's recommended that staff don't transport customers. If you do, you must have a P-endorsement to your driver's licence.
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### 3. Customers

3.1	Canoe & Kayak Stores and participants must fully disclose to each other and acknowledge information pertaining to risks and factors that could create risk in relation to our activities.	Activity check list, Take 5, Safety terms and customer declaration.
3.2	Customer complaints will be addressed swiftly.	On public website <a href="http://canoeandkayak.co.nz/complaints">canoeandkayak.co.nz/complaints</a>

### 4. Hazard management

4.1	Canoe & Kayak Stores will systematically identify hazards and assess them for significance, in accordance with the Safety Audit Standard. A technical advisor will be used in this process.	Handbook P4, planning, 2 minute form & AMP records hazards and mitigation.
4.2	All practicable steps will be taken in relation to significant hazards to: <ul style="list-style-type: none"> <li>a) Eliminate the hazard, or</li> <li>b) Minimise the likelihood that the hazard will cause harm.</li> </ul>	Hand Book - P 4 & AMPs
4.3	Canoe & Kayak Stores will operate a workplace free from impairment from drugs and alcohol.	Staffing manual P 11 #6 & P 12.

## 5. Activity Management Plans (AMPs)

5.1	Each activity and ancillary service must have an Activity Management Plan, approved by the technical advisor, which conforms to good practice for the activity or service. The Canoe & Kayak Handbook forms part of every AMP and references to AMP(s) should be read as 'AMP(s) and Handbook'.	AMPs (available on private website).
5.2	Each AMP must describe the staff competence required for the activity as determined by a systematic task assessment.	AMP Handbook – Supervision - P.3
5.3	Each AMP must specify the ratio of staff to customers and when these should change for differing circumstances.	Handbook - P.3, AMP
5.4	The clothing and equipment required for each staff member and customer for the activity, and how such clothing and equipment will be maintained fit for purpose must be specified.	Handbook - P 7, AMP. Hire equipment P10
5.5	Each AMP must specify the communications procedures and equipment to be carried for the activity.	Handbook - P 7, AMP , P9
5.6	Each AMP must specify the appropriate conditions for carrying out the activity, and that the activity must not proceed unless the conditions are appropriate.	Handbook – P5 – “If in doubt”, Activity check list, AMP
5.7	All AMPs and the Handbook will be reviewed annually.	Staff Manual – P 6 #5 f

## 6. Carrying out activities

6.1	All requirements of the AMP must be met before an activity can proceed.	Activity checklist and activity cover sheet and the forms they refer to
6.2	<p>A staff member leading an activity must have the required competence for the activity, or be supervised by someone who does have the competence.</p> <p>Staff competence must be verified through an appropriate assessment or verification process.</p> <p>No activity will proceed without the prescribed staff.</p>	<p>Handbook – Supervision P.3</p> <p>Staff induction programme - online</p>
6.3	Staff must continually identify and manage hazards during each activity.	Handbook - P 11.
6.4	Staff leading activities are authorised to halt an activity if a hazard threatens anyone associated with the activity.	Handbook - P 4.
6.5	Customers must receive clear instructions before the activity starts.	Handbook - P 5.

## 7. Emergency preparedness and response plans

7.1	Canoe & Kayak Stores will have plans in place to prepare for and respond to emergencies.	Emergency booklet – on private website
7.2	All staff will know and understand the emergency response plans that relate to activities they are involved in.	Handbook - P 17-20 Emergency Procedures
7.3	Emergency response plans will be made available to customers and other interested parties on request.	
7.4	Emergencies response plans will be reviewed and tested annually and after incidents.	Staffing Manual – P 6 #12
7.5	All staff will have immediate access to a suitable first aid kit.	Hand Book – P9 & Activity check list
7.6	Staff and customers will have access to someone with an appropriate and current (less than two year old) first aid qualification.	Hand Book – P4 Instructors/ guides must have:
7.7	An emergency contact list will be available to all staff.	On private website – Staffing Manual - P 6 #11

## 8. Incident management

8.1	Incidents and accidents will be investigated and reviewed to identify improvements to the SMS.	Handbook - P 16.
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## Update Register

Updated by	Date	Key Changes
James Fitness	November 2015	Page 3 1.1, changed 'Canoe & Kayak' to 'Canoe & Kayak Ltd'
		1.2,1.3,1.4,1.12,4.1,7.1 changed 'we' to 'Canoe & Kayak Stores'
		1.9 inserted 'Canoe & Kayak Stores'
		1.11,1.13, 3.1, 4.3 changed 'Canoe & Kayak' to 'Canoe & Kayak Stores' top management.
James Fitness	July 2014	Added Introduction & Signoff
		Page 3. Added to 1.5 <a href="http://www.canoeandkayak.co.nz/Safety/Safety+Objectives.html">'http://www.canoeandkayak.co.nz/Safety/Safety+Objectives.html'</a> Added '1.9 Reporting to Canoe & Kayak Ltd on the performance of the SMS will occur at owners meetings. Meeting notes will be posted on the website. See: <a href="http://www.canoeandkayak.co.nz/Safety/Safety+Meeting+Notes.html">http://www.canoeandkayak.co.nz/Safety/Safety+Meeting+Notes.html'</a>

Canoe & Kayak Safety Management System – Tier 1 Policy

		<p>Page 4.</p> <p>Added Note 2.6 P endorsements.</p>
		<p>Re numbered Handbook Page numbers in right column to match new handbook pages.</p>
James Fitness	August 2014	<p>Added</p> <p>Page 1</p> <p>I am responsible for ensuring the SMS complies with:</p> <ul style="list-style-type: none"> <li>A. Safety Audit Standard</li> <li>B. Review evaluate report to top management</li> <li>C. Monitor staff performance</li> <li>D. Review incidents accidents according to legislation.</li> </ul>
		<p>Added</p> <p>Page 1</p> <p>Director/ Operations Manager</p>
		<p>Page 1.</p> <p>Added points 1.10, 1.11, 1.12, 1.13</p>
		<p>Inserted to 5.4</p> <p>'Hire equipment P9'</p>
		<p>Pages re-organised</p>

Canoe & Kayak Safety Management System – Tier 1 Policy

James Fitness	March 2017	4.2 Removed:  a) Isolate the hazard, and/or  Page 8 – Updated page references.  Ops managers signed off
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Canoe & Kayak Safety Management System – Tier 1 Policy

James Fitness	November 2015	<p>Page 1. Introduction</p> <ul style="list-style-type: none"><li>- replaced “bi-monthly meetings” with “objective will be recorded at owners meetings.”</li><li>- Changed “then reviewed and recorded at the following monthly meeting.” To “then reviewed and recorded at the following meeting.”</li></ul> <p>1.1, 1.7 – inserted “Ltd” for clarification</p> <p>1.2, 1.3, 1.4, 1.12– replaced “We” with “stores” – for clarification</p> <p>1.9, 1.11 – inserted “Canoe &amp; Kayak Stores”</p> <p>1.11 – Updated to “Signage and induction. See 1.10</p> <p>Staffing Manual P6. #15”</p> <p>3.1 – Inserted “stores” after Canoe &amp; Kayak</p> <p>7.6 – Changed to “Hand Book – P4 Instructors/ guides must have:” – more appropriate.</p>
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