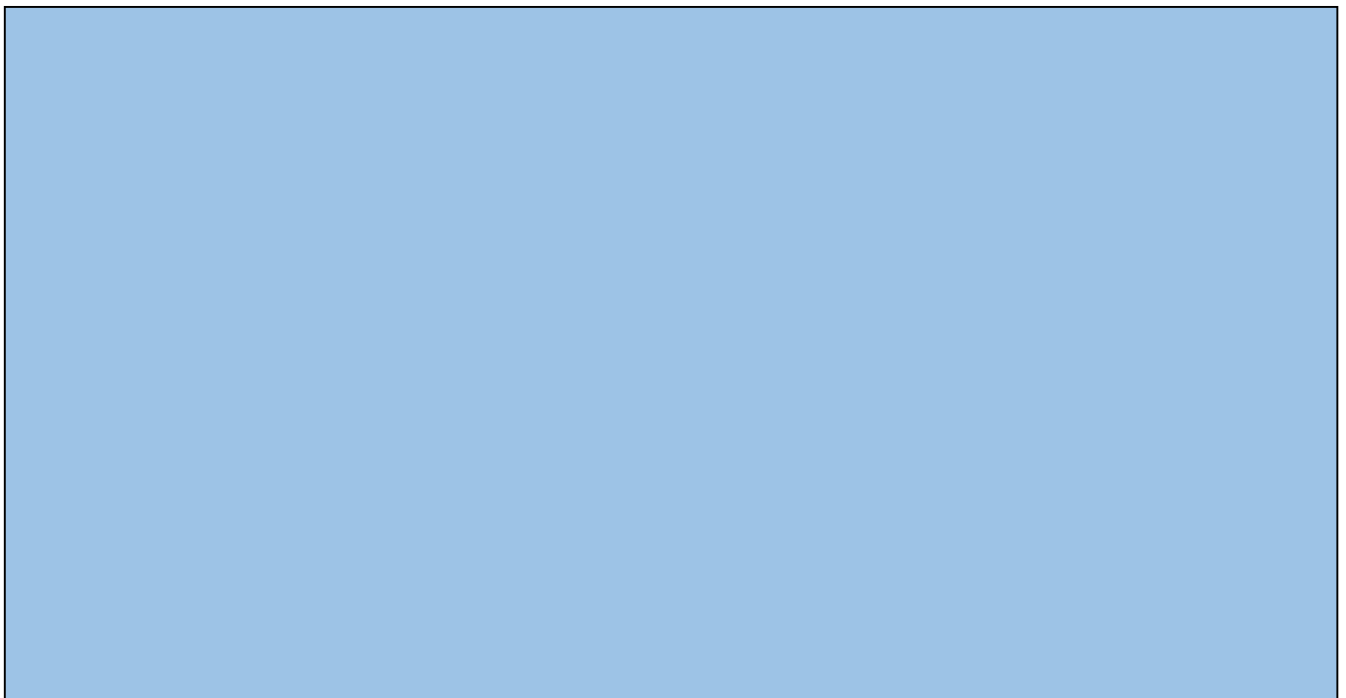




# **Tier Two: Handbook**

January 2021



# Canoe & Kayak Handbook

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# Personnel

## Staffing

1. When qualified staff aren't available to implement an activity, it **must not** take place.
2. All activity staff must have a current first aid certificate.

A modified activity can be run that's appropriate to the certification of the staff available.

An external provider must provide proof of suitable qualifications and operate under our safety plan as specified in this Safety Management System.

Operation Managers must induct these providers to the SMS.

## Supervision

Venue	Maximum Instructor to Client Ratio	Minimum Leader Qualification
Swimming pool	1:10	NZKI 2 Star SK, 3 Star WW or similar
Sheltered waters / non-surf beaches	1:8	NZKI 2 Star SK (Guide) NZKI 2 Star SK Endorsed (Instructor) or similar
Open sea (double sea kayaks)	1:8	NZKI 4 Star SK or similar
White-water: Grade 1 tours	1:7	NZKI 2 Star WW or similar
Open sea (single sea kayaks)	1:6	NZKI 4 Star SK or similar
Surf	1:4	NZKI 4 Star SK or similar
White-water: Grade 2 instruction/ Tours	1:4	NZKI 3 Star WW or similar

Note:

1. Repeat customers are invited subject to availability and are included in the ratio calculation. Instructor/ Client ratios are to be adhered to.
2. An instructor will put themselves in a position where they can assist if a situation eventuates.
3. Positioning of staff will be determined by the AMP and as the situation demands.
4. An instructor can intervene appropriately if a hazard eventuates.

# Operations Manager's Responsibilities

The centre owner will often be the Operation Manager and have direct responsibility for the tasks in this section.

## Instructors/ Guides Responsibilities

Instructors/ guides must have:

- ✓ A valid first aid certificate (no older than two years).  
Unit standards 424, 26551, 26552 are suitable.
- ✓ A current River Safety Rescue Course Certificate (for river paddling only).
- ✓ An appropriate NZKI qualification (or a similar recognised instructor / guide award).
- ✓ A VHF Operators Licence unless paddling only in terrain that make them inoperative, e.g. Mohaka River.
- ✓ Complete and log at least five hours approved professional development per year.
- ✓ Their personal equipment inspected by the Operations Manager every 12 months.

An instructor, guide and assistant must ensure staff and participants are clothed and equipped for the activity in accordance with policy and Take 5 checklist.

## Planning

An Activity Management Plan (AMP) must be completed for all activities and will be reviewed by the Technical Advisor before it takes place. This must be carried with the instructor in either paper or electronic form.

The AMP must include:

- 1) For significant hazards, all practicable steps are taken to:
  - A. Eliminate the hazard, or if that is not practicable;
  - B. Minimise the likelihood that the hazard will cause harm.
- 2) Additional Hazard Identification for the planned activity
- 3) Level of training and/or qualification required to run the activity.
- 4) Staff / participant ratios for the activity.
- 5) The equipment required on the activity.
- 6) Weather parameters, that is, what weather conditions are acceptable.
- 7) Extra group safety equipment required.
- 8) Communication equipment required.

Hazard Identification must be part of the everyday check list for instructors and guides for all activities and should be talked through with participants.

Before the activity, instructors and Operations Manager must review the AMP, participant list, and Hazard Identification, and discuss any possible issues.

Staff leading activities are authorised to halt an activity if a hazard threatens anyone associated with the activity.

Stimulate feedback by using the AMP, participant list and the Hazard Identification during the debrief.

Note: Due to cultural differences, clients may not react as you may expect. This needs to be discussed with instructors and guides.

## Instructor and Guide Administration Kit

The kit will include a:

- ✓ Activity Management Plan (AMP)
- ✓ Course Participant Enrolment Form
- ✓ The latest weather report
- ✓ Activity Check List
- ✓ Course & Tour Participant list
- ✓ Two Minute Form
- ✓ Take-5 form (no need to file this)

On return, all documentation relating to the activity is checked, action taken, and the documentation filed by the Operations Manager.

## Instructor and Guide Checklist

- ✓ Have all equipment checked, stowed, and ready when the customer arrives.
- ✓ Confirm participant numbers, enrolment forms completed, medical conditions and payment.
- ✓ Complete the Activity check list.
- ✓ Label and set aside any faulty equipment, noting the problem to the Operations Manager.
- ✓ Complete a Two Minute Form before departing on trip or course (lodged with the check in person).
- ✓ Check each participant's clothing and equipment. If found to be deficient and extra equipment unavailable, staff may exclude that participant.
- ✓ Confirm that customers are confident swimming/ stay calm while wearing a PFD in the water.
- ✓ The return estimated time of arrival (ETA) and relevant information from the Two Minute Form is communicated to the Operations Manager.
- ✓ Discuss with the entire group the information on the Take-5 form and AMP
- ✓ Customers must receive clear instructions before the activity starts.
- ✓ Brief group on what to do if instructor is incapacitated.
- ✓ Ensure that conditions are suitable to participant experience and inform the Operations Manager of changes to the Two Minute Form – **if in doubt don't do it.**
- ✓ Fill in an accident / incident form when required.
- ✓ Fill in a trip report.

Remind Customers to:

- ✓ Follow instructions, including keeping with the group. Especially important with school groups.
- ✓ Tell an instructor/ leader when they're uncomfortable with an activity.
- ✓ Tell an instructor/ leader if they see a new hazard.

## Assistant's Responsibilities

An assistant reports directly to the Operations Manager.

The Operations Manager will place the assistant with an instructor for supervision.

An assistant must have:

- ✓ A suitable NZKI Qualification (or similar) no more than one instructor level below the instructor/ guide qualification required for that activity.
- ✓ Done two repeats on any course/ tour that they are to assist on.
- ✓ Have completed all staff requirements as laid out in the SMS.
- ✓ A current first aid certificate.
- ✓ Their personal equipment inspected by the Operations Manager every 12 months.

Guide assistants are counted as instructors when calculating instructor: customer ratios.

Assistants should also read the Instructors/ guides responsibilities carefully.

An instructor, guide and assistant must ensure staff and participants are clothed and equipped for the activity in accordance with policy and Take 5 checklist.

## Child Protection Policy

See Child Protection Policy in Administration Forms on the website.

## Use of Ladders

All stores must use 'Industrial Standard ladders and platforms' on low jobs where a fall is considered unlikely to injure, where a fall is likely to injure (one metre) there is a requirement to use Industrial platforms/scaffolding which has fall prevention barriers or industrial step ladders where three points of contact can be maintained while working.

Some stores have retaining walls beside car parks which can pose an increased risk and should be taken into consideration when assessing the work heights.

All staff need to be trained in the safe use of ladders/platforms/scaffolding before use, the Ladder Safety Documents on the website form the starting point in this training along with site training for your specific location.

Industrial ladders/platforms are to be used and for higher jobs, there is the option to hire scaffolding as required and charging this on to the customer.

Please remember when working in carparks that the area should be coned off and staff should have high vis jackets on.

## Equipment

There are equipment requirements for all guided tours and instruction courses.

- ✓ PFDs must be worn at all times while on water except in a supervised swimming pool.
- ✓ Helmets are to be worn when required, especially when surfing or in white water Grade Two and above.

## Equipment lists

Instructors and participants must only use fit for purpose equipment, in excellent repair and approved by the Operations Manager.

If an instructor does not have suitable equipment, the Canoe & Kayak store shall loan the required gear.

### Instructors Personal equipment

- ✓ PFD
- ✓ Towline
- ✓ Whistle
- ✓ Knife
- ✓ Two forms of working electronic communications

## Group Equipment

### For sea and lake kayaking trips:

- ✓ First aid kit
- ✓ Torch
- ✓ Emergency pack
- ✓ Extra warm clothes
- ✓ Food
- ✓ Repair kit
- ✓ AMP
- ✓ Compass
- ✓ Split paddle
- ✓ Pump with leash
- ✓ Paddle float with leash
- ✓ Spare food.
- ✓ Fire-lighting equipment
- ✓ The ability to produce warm drinks.
- ✓ Visibility equipment to attract attention

### For river kayaking trips:

- ✓ First aid kit
- ✓ Torch
- ✓ Emergency pack
- ✓ Extra warm clothes
- ✓ Food
- ✓ Repair kit
- ✓ AMP
- ✓ Compass
- ✓ Split paddle
- ✓ Spare food
- ✓ Fire-lighting equipment
- ✓ Throw ropes x2
- ✓ Pin kit.
- ✓ The ability to produce warm drinks.
- ✓ Visibility equipment to attract attention.

*(Continued)*

## Boats

### Sea kayaks:

- ✓ Paddle
- ✓ PFD
- ✓ Spray deck
- ✓ Helmets must be worn when surfing except if it is a one-off surf landing during a trip, tour or course.
- ✓ Kayaks not fitted with bulkheads require air bags or foam block.

### River Kayak:

- ✓ Paddle
- ✓ PFD
- ✓ Spray deck
- ✓ Airbags
- ✓ Helmet for all grades of river except Grade 1
- ✓ Kayaks not fitted with bulkheads require air bags or foam block

### Recreational sit-in and sit-on-top:

- ✓ Paddle
- ✓ PFD
- ✓ Sealed air compartments
- ✓ Kayaks not fitted with bulkheads require air bags or foam blocks
- ✓ Helmet when surfing

## Customers

Customers should bring:

- ✓ Suitable clothing for the trip e.g. first layer tops, bottoms and hot head beanies.
- ✓ Paddle jacket
- ✓ Footwear for in boat (soft dive boots)
- ✓ Sun cream, sunglasses and a hat
- ✓ Spare warm clothing (in a dry bag)
- ✓ Snacks
- ✓ Water
- ✓ Personal medication in a dry bag.
- ✓ Suitable warm clothing ready for after the activity.

Customers need reminding that cotton becomes very cold when wet and shouldn't be worn.



## First aid kits

Staff must have immediate access to a suitable first aid kit:

- ✓ All company vehicles and centres must have a first aid kit and fire extinguisher clearly signposted. Staff must know where they're stored.
- ✓ Company first aid kits must have a taped or tagged seal that has to be broken to use the contents.
- ✓ If the seal is broken, the kit must be inspected and restocked. The seal must be replaced after restocking and a record added to the maintenance log.
- ✓ As part of general maintenance, the first aid kit must be opened monthly for inspection and maintenance. This is also recorded in the maintenance log.

An advanced First Aid Course is required every two years for all on-water staff. Unit standards 424, 26551, 26552 are suitable.

A copy of the Emergency Procedures Booklet and an Outdoor First Aid book are to be carried in the First Aid kit.

- a. The Emergency Procedures Booklet is available on the Canoe & Kayak website.
- b. A suitable Outdoor First Aid book is available from First Training.  
[www.first-training.co.nz](http://www.first-training.co.nz)

### Outdoor First Aid Kits

When designing an Outdoor First Aid Kit, staff will need to consider several things.

These include;

1. Medical expertise.
2. The location and environment of the destination.
3. Diseases that may be particular to an area of travel.
4. The duration of travel.
5. The distance staff will be from medical care and the availability of professional rescue.
6. The number of people the kit is catering for.
7. Weight and space limitations

For First Aid Kit contents see <https://www.supportadventure.co.nz/assets/Peak-Safety-Outdoor-First-Aid-Kit-List.pdf>

## Communications

Communication devices (can include the carrying of flares where appropriate) must be stowed in such a manner that the leader has immediate access to them from their seated position. In other words, in an emergency, communication devices must be to hand and not stowed away in a hatch that requires the leader to be out of their seat to access.

Staff must carry two forms of electronic communications and safety equipment for the activity.

- ✓ PLB
- ✓ A cell phone charged and in a waterproof bag that protects it while in use.
- ✓ A VHF or mountain radio, where a service is obtainable through repeater stations etc. and where other vessels/ operators that use radio can be summoned to assist.
- ✓ Sat-phone, if cell-phone, VHF or mountain radio do not have adequate coverage to enable almost immediate communication where practicable.
- ✓ All groups must carry suitable flares for the planned activity.

## Communications Equipment

- ✓ When carrying a VHF, cell phone, and flares staff must know how to use them safely and correctly.  
A new model may differ from something with which they're familiar; an emergency isn't the time to learn the difference. The VHF must be charged, and either be a waterproof model or be in a waterproof bag that protects it while in use.
- ✓ Staff should file a trip report or do a radio check with Coastguard if they expect to be more than 200m offshore and the service is available.
- ✓ Staff must be familiar with the resources available and how to contact the coastguard, police, ambulance, local support, their base, and Canoe & Kayak Ltd.

## Hire Equipment

Hire equipment includes all equipment used for courses and tours.

- ✓ Equipment hired will be suitable to the customer's requirements and expected conditions.
- ✓ All equipment will be fit for purpose, appropriately stored, inspected monthly, disposed of at end of life and recorded on the hire equipment list.
- ✓ All hire equipment and vehicles must be inspected during the stocktake with all items needing repair; tagged with an "Out of Service" tag and what is required to rectify the problem is noted in the maintenance log.
- ✓ Accessories for repair must be removed from the hire storage area to avoid accidental use.
- ✓ When the repair has been completed the repairer will document what has been done and sign off in the Equipment Maintenance Log.
- ✓ If staff are borrowing equipment they must be treated as hirers and fill in the forms.

Note:

NZ Safety part number 189813 are suitable for this task.

## Hazard Register

The purpose of the Hazard Identification sheet is to determine hazards and implement risk management strategies to avoid them.

Staff must continually identify and manage hazards during each activity.

The hazards listed below are common in all Canoe & Kayak Centres while the hazards for each activity are recorded on the Activity Management Plan.

Hazard (Store/ General)	Controls
Lifting	If you're unsure whether you can lift something, ask for assistance and wait until it's available.
Falling objects	Kayaks can fall off trailers, roof racks and shop display racks. Never leave stacked kayaks without securing them.
Fire	<p>Have fire extinguishers immediately available, clearly visible and accessible in the centre and each vehicle.</p> <p>Remove, isolate, and repair potential causes of a fire. Ensure all fire exits are well marked, operational, and clear of obstructions.</p>
Robbery	Do exactly what an offender demands and call police at the earliest safe time. (See cash handling in the Retail Manual).
Slipping, tripping and falling	<p>Keep the floor clear.</p> <p>Never climb on any shop structure – always use a ladder.</p>
Electrical appliances	<p>Be cautious when you're near water – your death is highly likely when an electrical appliance gets wet.</p> <p>Use an isolating lifeguard at the wall socket for all mobile appliances. Check the appliance for any visible fault which hasn't been reported. If there is something wrong, don't use it. Attach a large tag naming the fault and give it to the manager to have fixed.</p> <p>All appliances must be tested and tagged by an electrician.</p>
Using tools	You must know how to operate tools correctly and safely. If you haven't been taught, before you pick it up talk to your manager. All power tools require safety goggles. Use them and keep your eyesight. For all noisy equipment use earmuffs.

Hazard (Store/ General)	Controls
Personal hygiene	Ensure that soap and paper towels are available at all sinks and ensure that everyone cleans their hands thoroughly before any food preparation and after using the toilet.
Repetitive Strain/ Sun Exposure	Be aware of the effects of repetitive strains and prolonged exposure to the sun.  Wear a hat & sunscreen while working outdoors.
Shop hygiene	All cooking and preparation areas, including fridge, microwave, sink, bench and tables, plus cutlery and crockery, are to be cleaned regularly, and always before and after use.  Bathrooms are to be cleaned daily and kept clean and tidy at all times.
Trailers & Roof Racks	<ul style="list-style-type: none"> <li>✓ Loads are securely tied.</li> <li>✓ Use bow and stern ties.</li> <li>✓ Clearance from the towing vehicle.</li> <li>✓ Trailer hook-up: ensure the safety chain and trailer lights are securely connected.</li> </ul> <p>When reversing:</p> <ul style="list-style-type: none"> <li>✓ Check area is clear.</li> <li>✓ Ask for an observer to help if required.</li> </ul>

## In Case of Fire.

*Copy and paste to make a personalised sign for your store.*

- Exit the building, confirming as you go that no one is left behind. Ensure your neighbours are informed and evacuate.
- Check all occupants are at the muster station.
- The muster station is located: *[Enter your details]*
- Exits available are: *[Enter your details]*
- As soon as you are safe, call 111 and alert the fire department.
- If there is an opportunity to use the firefighting equipment, only do so if you can do so from a position where you can safely retreat and that will not put you or anyone else at risk. Ensure that you alert others to the fire before any attempt is made to extinguish it.
- Everyone's first priority is the safety of staff and visitors.
- **Do not re-enter the building until the all clear is given by the firemen.**

## Activity

### Weather Forecasts

With all on water activity, staff must obtain a current weather forecast for the area that's being visited.

This should be obtained from a reputable source, e.g. [www.metservice.co.nz](http://www.metservice.co.nz), then local knowledge applied to analyse the situation for specific areas.

If available, local 'Now casting' VHF channels will be noted on the AMP.

### Off-shore winds

If the conditions aren't suitable or won't be suitable as the weather changes, look for other safe options in sheltered areas.

Note:

A sheltered area under a cliff or hills with strong off-shore winds is as potentially dangerous as having no shelter at all. If staff lose control of the group through capsizes, gear failure, or injury; they may drift into the conditions that they're trying to avoid.

## Appropriate Wind Conditions

Customer skill level	Appropriate conditions
Beginners & ALL TOURS	No significant surf or swell, local-wind under 15 knots.  Local conditions where the fetch is short along with an onshore wind can be utilized as long as the AMP clearly shows the lack of risk to the client both physical and mentally.
Intermediate	Surf or ocean swells less than 1.5 metres or wind under 25 knots
Advanced	Any condition that's suitable for the trip's aims.

## Appropriate River Conditions

Customer skill level	Appropriate conditions
Beginners	Grade 1 - 2
Intermediate	Grade 2

## Two Minute Forms and AMPs

These forms keep a track of:

- ✓ Where paddle trips are going.
- ✓ The equipment taken.

With this information, rescue services have a better chance of finding the group or paddler.

A copy of the form must be left or communicated with the Operations Manager at the Canoe & Kayak Centre, with the latest reporting time being clearly noted.

Note:

If the conditions change or the group isn't up to the activity, staff must stop the activity and contact the Operations Manager to let them know/ discuss the new plan.

## Activity check list

Fill out the Activity Check list before leaving the base.

## Take-5 check

A Take-5 form is a check for the entire group to be involved in.

It's to be used before leaving shore.

The Take-5 is a final check list for the staff member and customers to all confirm they have the equipment and skills to safely proceed on the planned activity.

## Food and Hygiene

Level of oversight required:

- |  |  |
|--|--|
| ➤ No food -                            | No action required   |
| ➤ Food brought along by participants - | Have a frank conversation around hygiene.  |
| ➤ Pre-packaged food supplied -         | Adhere to the National Programme 3. Record details regarding products purchased for customers. |
| ➤ Food supplied & prepared -           | Develop and implement a Food Control Plan.   |

### **In General:**

When involved with groups, it's critical to ensure that all people are protected from getting sick through poor personal hygiene or poorly stored or prepared food.

When running a trip where staff supply and organise the food, staff must:

- ✓ Have a frank conversation about washing hands before preparing food or handling cutlery and crockery.
- ✓ Oversee it rigorously.

Staff must:

- ✓ Supply soap and washing water and encourage its use.
- ✓ Ensure that food is stored correctly and, if in doubt of its suitability for consumption, don't serve it.
- ✓ Ensure that the cutlery, crockery, pots, and pans are clean before use and before packing them away.

## Finishing the Job

After a course or trip, the job isn't finished until:

- ✓ All participants are safely ashore.
- ✓ Gear boats and trailers are washed in fresh water.
- ✓ The first aid log and maintenance and accident / incident reports have been filed where required.
- ✓ Collated all documentation of the activity, including:
  - Filed the completed Activity Management Plan
  - Activity booking sheet
  - Weather forecast
  - Equipment list
  - Two-minute form
  - Trip report
  - Any accident / incident reports required

## Accident / Incident Reporting

An accident involves injury or damage. Incidents are near misses which, but for luck, could have been an accident. They're key learning opportunities.

You must report every accident, incident, near misses and illness, however small, to the Centre Manager as soon as possible.

These events are our main learning tool, particularly the near misses.

### Reporting steps

1. Staff will:

Complete the Accident / Incident form (see Canoe & Kayak website for the form) when:

- ✓ A staff member or customer is injured or has a near miss that could have resulted in injury. (Level 4 or above in the Incident Severity Scale. [See Appendix 2](#)).
- ✓ Where any activity results in damage to any asset whether owned by the company, or not.
- ✓ Give the form to the Operations Manager within 24 hours of the accident or incident.

2. The Operations Manager will:

Check that all procedures were followed.

- ✓ Discuss with all relevant staff why the problem occurred and decide on any change in procedures – that could minimise the chance of it occurring again.
- ✓ Send these notes and the Accident and Incident file to Canoe & Kayak Ltd.
- ✓ Enter details on the [Canoe & Kayak Incident Database](#).
- ✓ Notify WorkSafe NZ and OutdoorsMark by the fastest means possible after a notifiable event.

Report to the relevant government organisation:

**Worksafe** (Department of Labour)– for all accidents causing serious harm to staff or customers (Level 6 or above in the National Incident Database Incident Severity Scale)<sup>1</sup>.

Section 25 1c (3) (b)

Within 7 days after the occurrence, or, if the occurrence is not known to the employer, self-employed person, or principal within that period, as soon as possible after it becomes known, give WorkSafe written notice, in the prescribed manner, of the circumstances of the occurrence.

**Maritime New Zealand**– for all water-related accident / incidents.

**Police**– for any accident / incident causing serious damage to property or serious injury or death to any person.

After you've taken steps to prevent similar accidents or incidents occurring, file the completed Accident or Incident Report in the Accident or Incident Report file with all other relevant documents. If an accident / incident investigation shows that procedures in this manual should be changed, then recommend the change to Canoe & Kayak Ltd.



## Overdue return

Every staff member must know the following procedure and be prepared to act.

The senior staff member in the Centre becomes the Operations Manager when a course, tour, club trip, or hirer hasn't reported in by the designated return time.

1. The designated return time isn't the earliest time home but the worst-case scenario which will, if possible, allow enough daylight for a search.
2. Every minute counts when people are in the water and you've a maximum of 15 minutes to find the group.

### Procedures

#### **A. Make contact**

1. Check the answer phone for messages.
2. Phone all the contact numbers supplied, starting with a mobile phone number direct to the person.
3. If it's possible that your missing kayakers are still on the water, you must use their Call Sign on VHF.
4. If a VHF isn't available or is outside the coverage, contact the Coastguard or Harbour Master and ask them to make a call.
5. If there's still no contact you must call all other phone numbers listed on the Enrolment / Hire Form. Ask each:

Have you heard from them?

#### **B. Raise the alarm**

If it's been 15 minutes without satisfactory contact, you must advise the coastguard in your area and / or the police of:

**The route:** the departure point, planned route, and any landing points.

**The kayaks:** how many and what type and colours.

**Communication devices:** call signs or phone numbers

**Additional safety equipment.**

**Participants:** names and experience levels.

#### **C. Advise Canoe & Kayak**

Call:

1. Your manager
2. Peter Townend 0274529255 or James Fitness 0275414474

#### **D. Rescue**

Liaise with rescue services and offer all assistance and information needed.

# Incident Management

If there's a serious incident or accident, you should follow these steps.

## Leader

The senior staff member present should get someone to check that everyone is safe.

- Invite help from skilled people.
- Use equipment that's available.
- If you're involved in an accident / incident, the first priority is to secure the scene. This requires the leader to take control or, in some cases, delegate to an assistant.
- You must secure the rest of the group and deal with first aid issues. This is imperative, as many incidents will turn into accidents if attention isn't paid to the overall situation.

## Example

An example used at first aid training is a car accident with no injuries. Everyone's looking at the damage when another car rounds a corner and drives into the crashed cars. This second accident was caused by no accident control to warn approaching drivers.

A similar situation can occur kayaking when a paddler needs helping back into their kayak – while this happens, the unsupervised group gets into trouble.

Always stop and think before you leap in. Think about 'the big picture', delegate jobs to those that are capable and, if possible, stand back and organise.

## Further assistance

If further assistance is required, call for local help or the area's emergency services:

- Police or ambulance: dial 111.
- May Day call on VHF channel 16 – activate PLB.

Once this call has been made and the situation is under control, the staff member in charge should then contact the **Operations Manager**:

## Operations Manager

Then calls the owner or manager of the **Canoe & Kayak Centre**:

## Owner

Then calls **Canoe & Kayak Ltd**:

It is recommended that the owner contacts their legal advisor at this stage, if required.

## What needs to be communicated?

- The facts known at this stage
- Who was involved?
- What happened?
- Where did it occur?

## Who does what?

Designate roles and record their name and phone numbers in the Emergency Procedures Booklet.

Welfare

Staff support on site.

Customer and their family support person on site through a company liaison person:

Legal support – notify your legal team and bring them up to speed.

Media spokesperson

Decide on telephone numbers to be used for incoming calls allowing a free line for outgoing calls.

Record these numbers in the Emergency procedures booklet.

Is there a need for Canoe & Kayak Ltd personnel to travel to the Centre?

If so, who's suitable and available:

What will be the contact schedule between the owner and Canoe & Kayak Ltd?

15 min                  30 min                  45 min                  60 min

Canoe & Kayak Ltd will regularly update the Canoe & Kayak Group. They will pass on the facts so that staff will be kept informed of developments and avoid speculation. It could be by telephone conference on a fixed schedule of:

15 min                  30 min                  45 min                  60 min

Canoe & Kayak Centres not involved with the situation will:

Update all current staff with the facts from the Canoe & Kayak updates and instruct staff not to comment to third parties.

Not contact the Centre involved until given the approval to do so through the update service.

Not give the update service access codes to any other parties.

Make no comment on the situation to any third party, apart from providing the official spokesperson's contact numbers.

## Media

The staff person involved in any accident or incident isn't the person to speak to the media. Usually that will be the centre owner.

### Spokesperson guidelines

Good communications are essential.

The VHF isn't discreet and should only be used to share information with rescue services, not feelings and emotion. The media monitors the VHF channels so what you say can be on TV within seconds.

Don't speculate! Only say what you know.

### **Record information**

- What happened
- Where
- When
- How
- Who

Don't give the media the names of those involved:

Family need to be kept informed through private communication, not by the media.

If there's a fatality, the police will handle this.

### **Get prepared**

Talk to all staff and customers and, once you've a clear picture, then speak to the media if needed.

If asked about an incident that didn't involve your centre, then talk with Canoe & Kayak Ltd personnel before commenting. A situation often seems straightforward at first glance only to be much more complex after investigation. An early comment can seem foolish and unprofessional in a few hours' time.

### **What to say**

- Don't be obstructive to the media:
- Think carefully
- Don't get rushed
- Don't be fazed
- Don't get angry
- Stay cool

You mustn't comment on the blame of an incident – it isn't our responsibility to decide whose fault it is!

It's strongly recommended that very little is said to the media and remember that anything said becomes evidence in any inquiry.

Make comments like:

“At this stage we are investigating what happened and until such time as we've completed our investigations we will not be able to make further comment.”

If a death has occurred, say:

“We're all distraught at what has happened, and our thoughts are with the family and friends of the deceased.”

and follow it up with the previous comment.

## Appendix 1: Legislation, standards, codes of practice and guidelines

This section provides an overview of relevant health and safety related legislation. It identifies what legislation is relevant to, and imposes responsibilities on, the directors, management, staff and contractors of Canoe & Kayak.

It also identifies some legislation that might be relevant to our business.

No.	Document title	Reviewer	Date reviewed
<b>Safety</b>			
1	<a href="#">Adventure Activities Regulations (2016)</a>	James Fitness	January 2022
2	<a href="#">Health &amp; Safety at Work Act 2015</a>	James Fitness	January 2022
3	<a href="#">Food Hygiene Regulations 1974.</a>	James Fitness	January 2022
4	<a href="#">Health Act 1956.</a>	James Fitness	January 2022
5	Individual Harbour Board bylaws. <a href="#">Auckland</a> <a href="#">Waikato Region</a> <a href="#">Wellington</a> <a href="#">New Plymouth</a> <a href="#">Taupo</a> <a href="#">Northland</a> <a href="#">Tauranga</a>	James Fitness	January 2022
6	<a href="#">Changes to Marine Legislation and regulations</a>	James Fitness	January 2022
7	<a href="#">Land Transport Act 1998.</a>	James Fitness	January 2022
8	<a href="#">Local Government Act 1974.</a>	James Fitness	January 2022
9	<a href="#">Maritime Transport Act 1994.</a>	James Fitness	January 2022
10	<a href="#">Occupiers Liability Act 1962.</a>	James Fitness	January 2022
11	<a href="#">Maritime Rules Part 91</a>	James Fitness	January 2022
<b>Environment</b>			
1	<a href="#">Conservation Act 1987.</a>	James Fitness	January 2022
2	<a href="#">Fishing codes of conduct.</a>	James Fitness	January 2022
3	<a href="#">Heritage New Zealand Pouhere Taonga Act 2014 (2014 No 26)</a>	James Fitness	January 2022
4	<a href="#">Marine Reserves Act 1971.</a>	James Fitness	January 2022
5	<a href="#">National Parks Act 1980.</a>	James Fitness	January 2022
6	<a href="#">Reserves Act 1977.</a>	James Fitness	January 2022
7	<a href="#">Resource Management Act 1991.</a>	James Fitness	January 2022
8	<a href="#">Marine Mammals Protection Regulations 1992.</a>	James Fitness	January 2022
9	<a href="#">Marine Recreation Fishing Rules.</a>	James Fitness	January 2022

No.	Document title	Reviewer	Date reviewed
<b>Customer service</b>			
1	<a href="#">Commerce Act 1986.</a>	James Fitness	January 2022
2	<a href="#">Consumer Guarantees Act 1993.</a>	James Fitness	January 2022
3	<a href="#">Fair Trading Act 1986.</a>	James Fitness	August 2020
<b>Other</b>			
1	<a href="#">Accident Compensation Act 2001</a>	James Fitness	January 2022
2	<a href="#">Employment Relations Act 2000.</a>	James Fitness	January 2022
3	<a href="#">Holidays Act 2003.</a>	James Fitness	January 2022
4	<a href="#">Privacy Act 1993.</a>	James Fitness	January 2022

[refer to [www.supportadventure.co.nz](http://www.supportadventure.co.nz) for additional relevant legislation]

## Appendix 2: Severity Scale

### Incident Severity Scale

Severity Ranking	Impact on Participation	Injury	Illness	Social or Psychological Damage	Severity Ranking	Equipment Damage	Environmental Damage
1	<b>MINOR/SHORT TERM IMPACT</b> on individual(s) that doesn't have large effect on participation in activity or programme	Splinters, insect bites, stings	Minor irritant	Temporary stress or embarrassment	1	Minor cost	Littering
2		Sunburn, scrapes, bruises, minor cuts	Minor cold, infection, mild allergy	Temporary stress or embarrassment with peers	2	Greater than \$50	Minor damage to environment that will quickly recover
3		Blisters, minor sprain, minor dislocation, cold/heat stress	Minor asthma, cold, upset stomach	Stressed beyond comfort level. Shown up in front of group.	3	Greater than \$100	Scorched campsite, plant damage
4	<b>MEDIUM IMPACT</b> on individual(s) that may prevent participation in the activity or programme for a day or two.	Lacerations, frost-nip, minor burns, mild concussion mild hypothermia, mild heat stroke	Mild flu, migraine	Stressed, wants to leave activity, a lot of work to bring back in.	4	Greater than \$500	Burnt shrubs, cut live branches, washed group dishes in stream
5		Sprains & hyper-extensions, minor fracture	Flu, food or hygiene related diarrhoea or vomiting	Distressed, freezes on activity, requires 'emotional rescue', and does not want to participate again	5	Greater than \$2,000	Walked through sensitive ecological area destroying some plant life, toileting close to water course

**Any incident ranked 6 or above needs to be reported to the Department of Labour**

6	<b>MAJOR IMPACT</b> on individual(s) that means they cannot continue with large parts of the activity or programme.	Hospital stay less than 12 hours e.g. frostbite, major burn, fractures, dislocations, concussion, surgery, breathing difficulties, moderate heat stroke or hypothermia	Hospital stay less than 12 hours e.g. serious asthma attack, serious infection, or anaphylactic reaction	Very distressed, leaves activity and requires on site counselling, unwilling to participate in activity ever again.	6	Greater than \$8,000	Destroyed or killed flora or fauna
7		Hospital stay greater than 12 hours e.g. arterial bleeding, severe hypothermia or heat stroke, loss of consciousness	Hospital stay greater than 12 hours e.g. infection or illness causing loss of consciousness, serious medical emergency	Therapy or counselling required by professional	7	Greater than \$20,000	Killed, destroyed or polluted small area of environment.
8	<b>LIFE CHANGING</b> effect on individual(s) or death.	Major injury requiring hospitalisation e.g. spinal damage, head injury	Major illness requiring hospitalisation e.g. heart attack	Long term counselling/ therapy required after incident	8	Greater than \$50,000	Killed example of protected species
9		Single death	Single death	Post-traumatic stress disorder, changed profession because of incident	9	Greater than \$250,000	Fire or pollution resulting in area of wilderness being destroyed
10		Multiple fatality	Multiple fatality	Suicide because of incident	10	Greater than \$1,000,000	Major fire or pollution causing serious loss to environment

## Document control

Canoe & Kayak Ltd will retain all versions of the Safety Management Plan on computer.

Current versions will be stored at [www.canoeandkayak.co.nz//login](http://www.canoeandkayak.co.nz//login) for viewing. No paper copies will be printed by Canoe & Kayak Ltd.

## Update Register

Updated by	Date	Key changes
	Winter 2009	Feedback from stores on May 2009 manual.
Peter Townend	Nov 2009	Insertion of 'Conditions of involvement'
Peter Townend	Dec 2009	Modified weather parameters Re-named 'Hazard Identification and Management List' Inserted 'Maximum number of kayaks 1:6'
James Fitness	Dec 2009	Inserted 'Kayak Equipment Hire policy' Inserted 'New Zealand Law' Modified RAMS form
Stu Allan	Feb 2010	Re-organised and re-formatted Added serious harm information (reporting and definition) Added a stronger acknowledgement of the H&S Act Added information on staff deployment Added information on changing plans Added a distribution list Added information on reviewing Extended the Operations Manager's checklist Added information on technical advisors Added information on faulty equipment
Ruth Henderson	Mar 2010	Proof read
James Fitness	September 2013	Re-named and re-formatted the document: <ul style="list-style-type: none"> <li>- Separated out the quality control aspects to the syllabus.</li> <li>- Separated out staffing to the new Canoe &amp; Kayak Staffing Manual.</li> <li>- Separated out the Yakity yak Kayak Club to the new Yakity Yak Kayak Club Safety Management System % Handbook</li> </ul>



James Fitness	January 2014	Page 6 – Qualifications. White Water Grade One tours qualification changed to 2 star as NZKI now allows for a 2 Star WW as a Grade one guide.
James Fitness	July 2014	Inserted Page 8 Hire Equipment paragraph
		Inserted Page 18 – <ul style="list-style-type: none"> <li>• Appendix 1: Legislation, standards, codes of practice and guidelines</li> <li>• Refreshed Contents Page</li> </ul>
		<ul style="list-style-type: none"> <li>• Moved Introduction to Tier 1</li> <li>• Renumbered pages</li> <li>• Updated Contents</li> </ul>
	August 2014	<p>Inserted Page 3 –</p> <p>Note:</p> <ol style="list-style-type: none"> <li>1. Repeat customers are invited subject to availability and are included in the ratio calculation. Instructor/ Client ratios are to be adhered to.</li> <li>2. An instructor will put themselves in a position where they can assist if a situation eventuates.</li> <li>3. Positioning of staff will be determined by the AMP.</li> </ol> <p>An instructor can intervene appropriately if a hazard eventuates.</p> <p>Inserted Page 4 –</p> <ol style="list-style-type: none"> <li>1) For significant hazards, all practicable steps are taken to: <ol style="list-style-type: none"> <li>A. Eliminate the hazard, or if that is not practicable;</li> <li>B. Isolate the hazard, or if that is not practicable;</li> <li>C. Minimise the likelihood that the hazard will cause harm.</li> </ol> </li> </ol>

James Fitness	August 2014	<p>Inserted Page 7 – Instructors and participants must only use fit for purpose equipment, in excellent repair;</p> <p>Either of a brand that is approved by the SATAP and stocked in-store, or if supplied by a third party, it is approved by the instructor prior to commencing activity.</p>
		<p>Inserted Page 14 –</p> <p>You must report every accident, incident and near misses, however small, to the Centre Manager <b>as soon as possible</b>.</p> <p>And:</p> <p>Section 25 1c (3) (b) Within 7 days after the occurrence, or, if the occurrence is not known to the employer, self-employed person, or principal within that period, as soon as possible after it becomes known, give WorkSafe written notice, in the prescribed manner, of the circumstances of the occurrence.</p>
James Fitness	September 2014	<p>Page 12 White water - Deleted 'Advanced - Grade 3'</p>
		<p>Inserted – Page 7 – If an instructor does not have suitable equipment, Canoe &amp; Kayak shall loan the required gear.</p>
James Fitness	October 2014	<p>Inserted - Page 14 –</p> <ul style="list-style-type: none"> <li>✓ A staff member or customer is injured or has a near miss that could have resulted in injury. (Level 4 or above in the National Incident Database Incident Severity Scale) <sup>1</sup>.</li> </ul>
		<p>Inserted - Page 14 – Report to the relevant government organisation:</p> <ul style="list-style-type: none"> <li>✓ <b>Worksafe</b> (Department of Labour)– for all accidents causing serious harm to staff or customers (Level 6 or above in the National Incident Database Incident Severity Scale) <sup>1</sup>.</li> </ul>

James Fitness	March 2015	<p>Inserted - Page 14 – Note:</p> <p>1. For the National Incident Database Incident Severity Scale see <a href="http://www.incidentreport.org.nz">www.incidentreport.org.nz</a></p> <p>Page 4 – AMPs – Inserted “. This must be carried with the instructor in either paper or electronic form.”</p> <p>Page 5 – Inserted “Brief group on what to do if instructor is incapacitated.”</p> <p style="padding-left: 40px;">- changed from leaving Two-minute form in car to: “(lodged with the check in person).”</p> <p>Page 12 – removed “Fold a copy and place it on the vehicle dashboard with the leader’s name and check-in person visible. (Don’t leave the return times visible as this gives an easy signal to people to break into the car).”</p>
James Fitness	November 2015	<p>Page 3 – Supervision Changed ‘Sheltered Bay’ to Sheltered Waters</p> <p>Page 5 - Instructor and Guide Administration Kit Changed “Course Participant List” to “Course Participant Enrolment Form”</p> <p>Changed to ‘the documentation filed by the Operations Manager.’</p> <p>Inserted “(no need to file this)”</p> <p>Instructor and Guide Checklist</p> <p>Changed to ‘Confirm that customers are confident swimming/ stay calm while wearing a PFD in the water.’</p>

		<p>Page 6 – Assistants Responsibilities</p> <p>Reworded to “A suitable NZKI Qualification (or similar) no more than one instructor level below the instructor/ guide qualification required for that activity”.</p>
James Fitness	November 2015	<p>Page 7 - Equipment</p> <p>Inserted “and approved by the Operations Manager”</p> <p>Deleted “Either of a brand that is approved by the SATAP and stocked in-store, or if supplied by a third party, it is approved by the instructor prior to commencing activity.”</p> <p>Changed ‘Canoe &amp; Kayak’ to ‘the Canoe &amp; Kayak Store’</p> <p>Changed to ‘<b>Instructors Personal equipment</b>’</p> <p>Changed ‘Two forms of working communications’ to ‘Two forms of working electronic communications’</p> <ul style="list-style-type: none"> <li>- Group equipment <ul style="list-style-type: none"> <li>Moved from boat equipment to group.</li> <li>✓ Pump with leash</li> <li>✓ Paddle float with leash</li> </ul> </li> <li>- River Equipment</li> </ul> <p>Removed “Throw Rope(20m)” from boat equipment. Covered by “Throw ropes x 2” in Group equipment</p> <hr/> <p>Page 8 – Equipment Continued</p> <p><b>Recreational sit-in and sit-on-top:</b> added</p> <ul style="list-style-type: none"> <li>✓ Kayaks not fitted with bulkheads require air bags or foam blocks</li> </ul> <hr/> <p>Page 10 – Communications</p> <p>Reworded to: “Sat-phone, if cell-phone, VHF or mountain radio <b>do not have adequate</b> coverage</p>

to enable **almost** immediate communication where practicable.

- Communications Equipment

Changed 'Staff must file a trip report or do a radio check with Coastguard if they expect to be more than 200m offshore.'

to

'Staff should file a trip report or do a radio check with Coastguard if they expect to be more than 200m offshore and service is available.'

- Hire Equipment

Reworded to "tagged with an "Out of Service" tag and what is required to rectify the problem is **noted in the maintenance log.**

Modified to say 'When the repair has been completed the repairer will document what has been done and sign off **in the "Equipment Maintenance Log."**

Removed 'The "Out of Service" tag information will then be filed in the "Equipment Maintenance log" in the office.'

Page 11 – Hazard Register – electrical Appliances

Modified to 'Use an isolating lifeguard at the wall socket for all mobile appliances.'

And inserted

'All appliances must be tested and tagged by an electrician.'

Page 11 – Hazard Register – Trailers & Roof Racks

Modified to 'Ask for an observer to help if required.'

Page 13 – two Minute Forms

Changed to 'Two Minute Forms and AMPs

James Fitness

May 2016

These forms keep a track of:

Page 15

Accident/Incident Reporting

- Reworded to "An accident involves injury or damage."

- Reworded to "You must report every accident, incident, near misses and illness, however small, to the Centre Manager as soon as possible."

- Reworded to: " (Enter your store in the 'region' box)"

Reviewed legislation and Inserted/ updated  
Page 20 (Appendix 1)

**Safety**

#1 Changed "Adventure Activities Regulations" with "Health & Safety at Work Act 2015"

#5. Removed HSE Act 1992 – Now revoked

Renumbered

**Environment**

#3 Removed "Historic Places Act 1993 – repealed

Inserted "Heritage New Zealand Pouhere Taonga Act 2014 (2014 No 26)"

Page 21

**Customer Service**

#2 removed "Commercial Kayaking Operators' Code of Conduct 2011" – SKOANZ no longer exists

Page 3 – Supervision:

Modified Sheltered waters / non-surf beaches requirement to:

"NZKI 2 Star SK (Guide)

NZKI 2 Star SK Endorsed (Instructor)

or similar"

James Fitness	August 2016	<p>Page 4 – Inserted “Note: Due to cultural differences, clients may not react as you may expect. This needs to be discussed with instructors and guides.”</p> <p>Page 10 – inserted “If staff are borrowing equipment they must be treated as hirers and fill in the forms.”</p>
	September 2016	<p>Page 15 – Removed: reference to National Incident Database</p> <p>Note:</p> <p>1. For the National Incident Database Incident Severity Scale see <a href="http://www.incidentreport.org.nz">www.incidentreport.org.nz</a></p> <p>Inserted – “Enter details on the <a href="#">Canoe &amp; Kayak Incident Database</a>.”</p> <p>Page 22 – Inserted Incident Severity Scale</p>
James Fitness	March 2017	<p>Page 4 – Removed A. Isolate the hazard, or if that is not practicable;</p> <p>Page 8 – modified ✓ “Helmet when surfing” To read “Helmets must be worn when surfing except if it is a one-off surf landing during a trip, tour or course.”</p> <p>Page 12 – Added section “Hazard Register” and added “In case of fire”</p> <p>Page 14 – modified Changed to “No significant surf or swell, localised wind under 15 knots. Localised conditions where the fetch is short along with an onshore wind can be utilized as long as the AMP clearly shows the lack of risk to the client both physical and mentally.”To read No significant surf or swell, localized wind under</p>

James Fitness	August 2017	<p>15 knots Take beginners into winds up to 30kn as long as there is a lee shore for protection.</p> <hr/> <p>Page 5 modified: Take-5 check now reads: It's to be used before leaving shore. Food and Hygiene: added the following. Level of oversight required:</p> <ul style="list-style-type: none"> <li>➤ No food - No action required</li> <li>➤ Food brought along by participants -Have a frank conversation around hygiene.</li> <li>➤ Pre-packaged food supplied -Adhere to the National Programme 3. Record details regarding products purchased for customers.</li> <li>➤ Food supplied &amp; prepared - Develop and implement a Food Control Plan.</li> </ul> <p><b>In General: ...</b></p>
James Fitness	August 2017	<p>Page 9 – Updated Mountain safety address to : <a href="https://www.mountainsafety.org.nz/resources/outdoor-safety-code/take-sufficient-supplies/">https://www.mountainsafety.org.nz/resources/outdoor-safety-code/take-sufficient-supplies/</a></p>
James Fitness	September 2017	<p>Page 10 – inserted Communication devices (can include the carrying of flares where appropriate) must be stowed in such a manner that the leader has immediate access to them from their seated position. In other words, in an emergency, communication devices must be to hand and not stowed away in a hatch that requires the leader to be out of their seat to access.</p>



	May 2018	Page 14 Inserted “& ALL TOURS”
	August 2018	<p>Page 16 Inserted: “Notify WorkSafe NZ and OutdoorsMark as soon as possible after a notifiable event.”</p> <p>Page 21 <b>Reviewed Legislation &amp; inserted hyperlinks</b></p> <ul style="list-style-type: none"> <li>• Removed “General Harbour Regulations.” (now covered by Maritime Rules Part 91)</li> <li>• Replaced “Accident Rehabilitation and Compensation Insurance Act 1992.” with “Accident Compensation Act 2001”</li> <li>• Replaced “Water Recreation Regulations.” (Revoked) With “Maritime Rules Part 91”</li> <li>• Replaced “International Collision Regulations.” With “Changes to Marine Legislation and regulations” (More relevant)</li> <li>• Expanded “Individual Harbour Board bylaws.” To “Individual Harbour Board bylaws.</li> </ul> <p> <a href="#">Auckland</a>                      <a href="#">Waikato Region</a>  <a href="#">Wellington</a>                <a href="#">New Plymouth</a>  <a href="#">Taupo</a>                         <a href="#">Northland”</a>  <a href="#">Tauranga</a> </p>
James Fitness	August 2019	<p>Page 3 Added the italics to this line: Positioning of staff will be determined by the AMP <i>and as the situation demands.</i></p> <p>Page 4 &amp; 6 Extend inspection of instructors kit to 12months. Most of us only operate in the summer.</p> <p>Pg 9 – new first aid content list – old one no longer exists. Pg 10 – Remove the reference to monthly stocktakes as most of us don’t do them monthly.</p> <p>Various grammatical changes</p>

James Fitness	August 2020	Legislation Review
	October 2020	<p>Page 6</p> <p>“Inserted Child Protection Policy</p> <p>We are not a specified organisation under the Vulnerable Children’s Act 2014, and as such our policy is to ensure there are enough teachers and school helpers to supervise children so even in an emergency, children are not left alone with our staff.”</p> <p>Page 12</p> <p>Replaced “Ensure that soap and clean towels...”</p> <p>With “Ensure that soap and paper towels”</p> <p>Page 14</p> <p>Replaced “No significant surf or swell, localised wind under 15 knots.”</p> <p>With “No significant surf or swell, local wind under 15 knots.”</p> <p>Replaced “Localised conditions”</p> <p>with “Local conditions”</p> <p>Page 17</p> <ol style="list-style-type: none"> <li>1. Your manager</li> <li>2. <del>Canoe &amp; Kayak Ltd.</del> Peter Townend 0274529255 or James Fitness 0275414474</li> </ol> <p>Page 18</p> <p><b>Operations Manager</b></p> <p>Then calls the owner or manager of the <b>Canoe &amp; Kayak Centre:</b></p> <p><b>Owner</b></p> <p>Then calls <del>Canoe &amp; Kayak Ltd.</del> Peter Townend 0274529255 or James Fitness 0275414474</p>
	November 2020	<p>Page 16</p> <p>Replaced “as soon as possible” with “by the fastest means possible...”</p>

January 2021

Page 6

Added Child Protection Policy

Added Ladder Use Policy

## Sign Off

There must be no longer than six months between training sessions.

Date	Position	Staff signature I accept Note 1	Manager's signature I accept Note 2



1. I have reviewed and received further training on Tier One & Two of this Safety Management Plan and I agree that I will operate within its guidelines. I won't undertake any new responsibilities without first reading and understanding the relevant pages in this Safety Management Plan.
2. I, the Operations Manager, have reviewed Tier One & Two of this Safety Management Plan with the staff member and retrained them in any areas that required attention. I believe they're competent in the tasks and responsibilities as outlined in this Safety Management Plan.

# Notes

Staff notes for discussion	Managing Director	Date Signed:	Date sent to James Fitness: