

# SAFETY MANAGEMENT PLAN

Policies and Procedures



The Kind  
Foundation™

Mō tātou katoa. For all of us.

## CONTENTS

1	Health and Safety Statement .....	3
2	Policy Content.....	4
2.1	Introduction.....	4
2.1.1	Organisational Details.....	4
2.1.2	Description of Operation .....	4
2.1.3	Staff Structure .....	4
2.2	Safety Management System Overview .....	5
2.3	Legislation, Standards, Codes of Practice and Guidelines .....	5
2.4	Safety Goals and Objectives.....	5
2.5	Communication and Consultation .....	6
2.5.1	Introduction.....	6
2.5.2	Communication .....	6
2.5.3	Consultation.....	7
2.6	Hazard Management .....	8
2.7	Emergency Procedures .....	8
2.8	Maintenance of Buildings, Plant and Equipment .....	8
2.9	Incident Investigation and Reporting.....	9
2.10	Contractor and Sub-Contractor Management .....	9
2.11	Staff Induction, Training and Competency .....	9
2.12	Continual Improvement .....	9
2.13	Roles and responsibilities.....	10
3	Definitions .....	13
4	Related Documents .....	14
4.1	The Kind Foundation Documents.....	14
4.2	Legislation.....	14
4.3	Standards and Codes of Practice .....	14
4.4	Other.....	14
5	Document Control .....	15
5.1	Policy Owner.....	15
5.2	Parent Policy.....	15
5.3	Date of Implementation .....	15
5.4	Review Date.....	15
5.5	Document Control Procedure .....	15
5.6	Version Table.....	15
6	Appendices .....	17
6.1	The Kind Foundation Organisational Chart.....	17

# 1 HEALTH AND SAFETY STATEMENT

We care for the safety of our people, families and communities.

The Kind Foundation is committed to:

- The ongoing dedication to an incident and accident-free workplace, including no harm to people, no damage to equipment, the environment or property
- Providing safe and healthy work conditions and environments
- Consulting, enabling participation and communicating with workers, customers, stakeholders and members of the public on health and safety matters
- Continually looking at ways to improve health and safety

The Kind Foundation will achieve this by:

- Complying with all relevant legislation, regulations, codes of practice and industry standards including the Health and Safety at Work Act 2015
- Consult and actively promote participation with employees and contractors to ensure they have the training, skills, knowledge and resources to maintain a healthy and safe workplace
- Eliminate health and safety hazards and risks in the first instance so far as is reasonably practicable, and where this is not reasonably practicable, minimise those risks
- Ensure our workers have the appropriate instruction, skills, training and confidence to be healthy and safe at work
- Establish processes to protect and support physical and mental health including the safe return to work of injured or ill workers
- Accurately report, record and learn from all incidents, injuries, illnesses and near miss events
- Establish strategies, goals and objectives to maintain and continually improve our health and safety and public safety management systems

Health and safety is everybody's responsibility and all workers must:

- Take personal responsibility for the health and safety of themselves and others
- Report all incidents and injuries as soon as possible
- Comply with any reasonable instructions, policies and procedures
- Question or stop any work activity if health and/or safety would be compromised, or the requirements are unclear

## **2 POLICY CONTENT**

### **2.1 Introduction**

#### **2.1.1 Organisational Details**

Organisation Name: The Kind Foundation  
Postal Address: PO Box 2004, Christchurch 8140  
CEO Name: Josie Ogden Schroeder  
CEO Email: josie@thekindfoundationchch.org.nz  
CEO Phone: 027 675 2300

#### **2.1.2 Description of Operation**

The Kind Foundation was established in 1862, so has been in the community for over 150 years. It is the oldest charitable trust and social service organisation in Canterbury.

The Kind Foundation employs 190 staff, volunteers and contractors over five sites.

The Kind Foundation's range of services includes:

- Health & Fitness
- Youth Training and Development
- Outdoor Education and School Camps
- Accommodation and Conferences
- Early Childhood Education
- After School Recreation Activities
- Climbing
- Holiday Programmes
- Events
- Café and Bistro
- Volunteering Opportunities

The Kind Foundation's audience, or primary customers, is young people, children, families and all others.

#### **2.1.3 Staff Structure**

The Kind Foundation is a charitable trust with a Board of Trustees which has full responsibility for the organisation, but it appoints a Chief Executive Officer to run operations on a day-to-day basis.

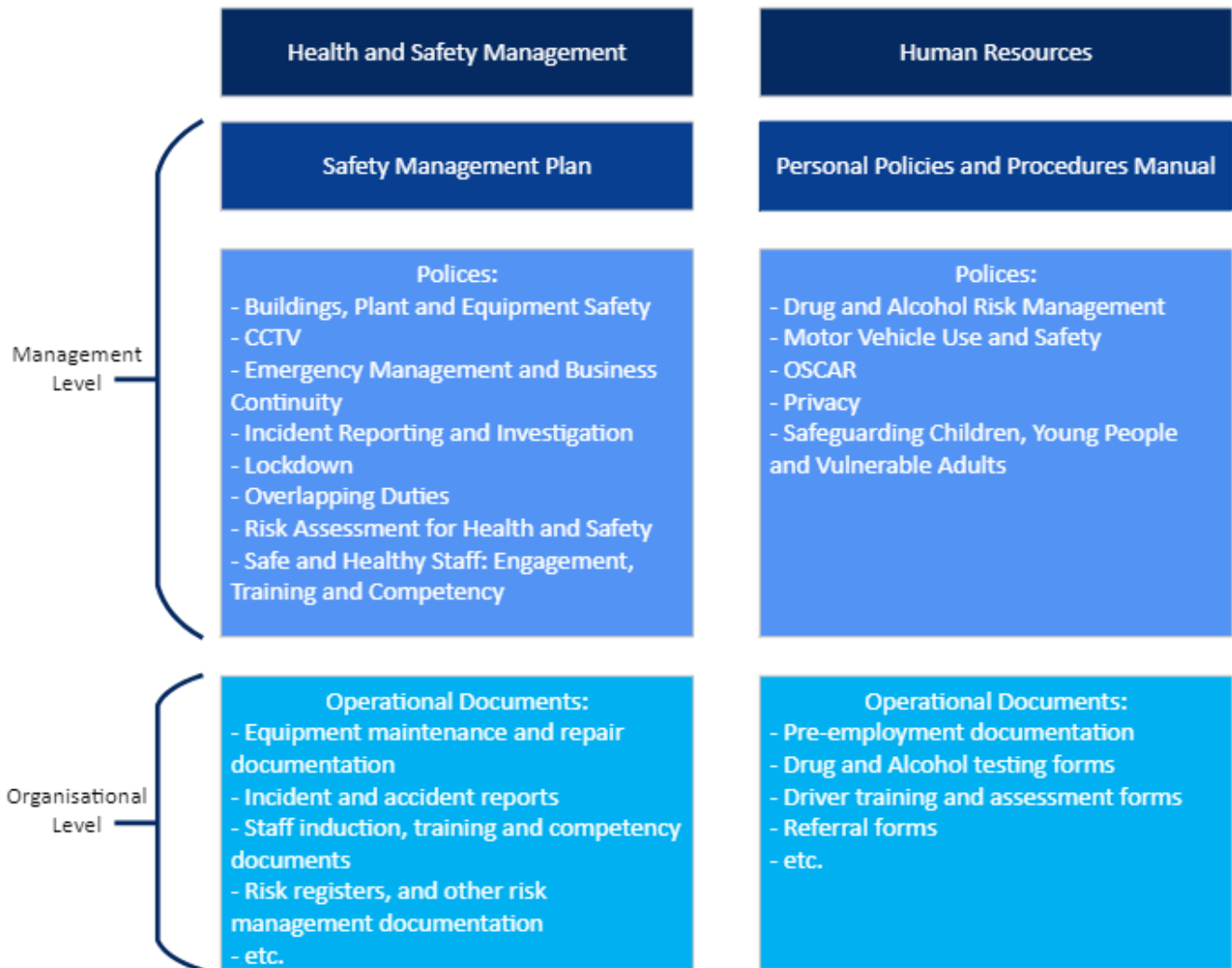
The current staff structure is shown in Appendix 1.

## 2.2 Safety Management System Overview

This document outlines the overarching safety management system (SMS) for The Kind Foundation and is the 'umbrella' document in the hierarchy of the SMS.

The following diagram illustrates the SMS hierarchy of documents and also includes documentation related to human resources that have relevance to health and safety at The Kind Foundation.

**Safety Management System Diagram**



## 2.3 Legislation, Standards, Codes of Practice and Guidelines

The Kind Foundation will identify all of the legislation (including local bylaws), standards, activity safety guidelines, codes of practice, and similar information that is relevant to the safe management of all activities including ancillary services. This information can be found in the Related Documents section of The Kind Foundation Policy and Procedure documents.

## 2.4 Safety Goals and Objectives

Safety goals and objectives will be set each year during the end of year departmental review and planning process.

These goals and objectives will be determined with the collaboration of staff and management of The Kind Foundation and take into consideration the following:

- Hazards and risks
- Technology and usage options
- Financial, operational and business requirements

- The views of stakeholders and relevant other parties

The Kind Foundation management will monitor performance against the chosen safety objectives, and the results will be communicated to the CEO and Board during the end of year report and planning process.

## **2.5 Communication and Consultation**

### **2.5.1 Introduction**

Communication and consultation are an important part of the safety management system as it helps to ensure staff and client participation in every level of safety management. The process occurs in a number of different ways across the organisation.

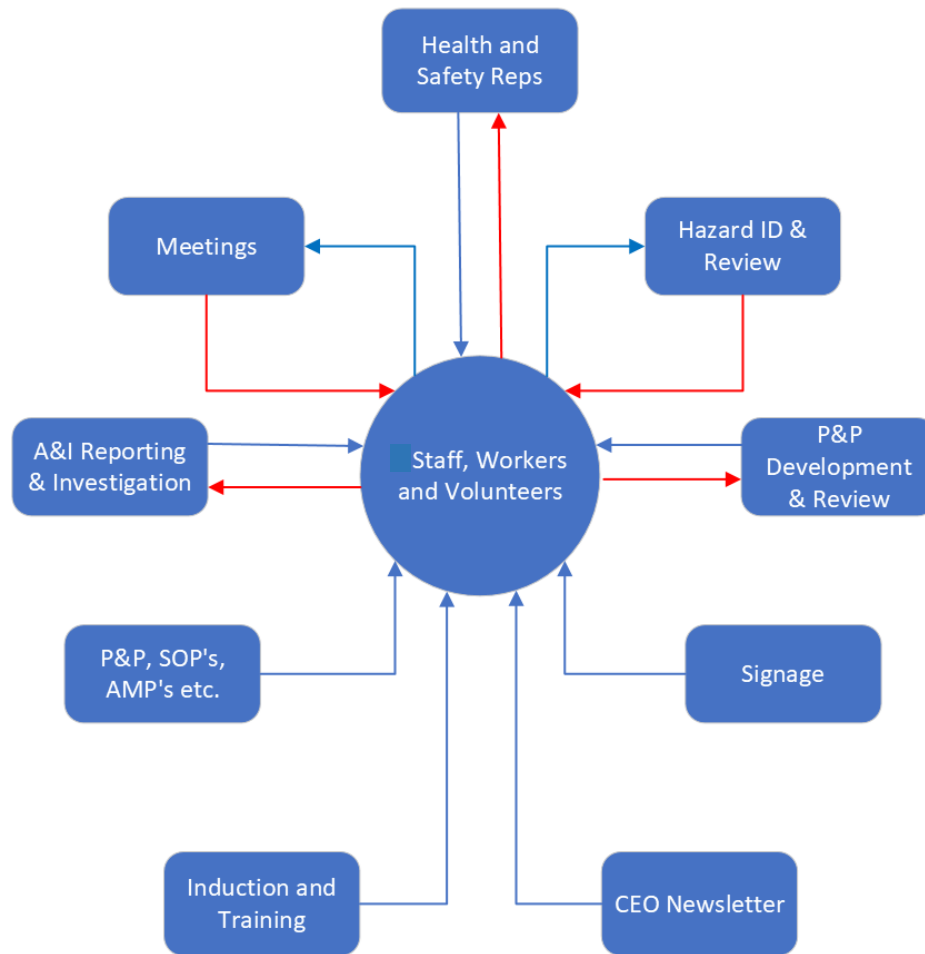
### **2.5.2 Communication**

The Kind Foundation uses various tools and methods for communicating safety across the organisation. This communication is both formal and informal, scheduled and routine, and in response to various emergencies or incidents that have occurred, or in direct response to a risk/hazard. Communication occurs through a number of different ways, including:

- Signage e.g. Fire, earthquake and evacuation procedures
- Meetings e.g. Board meeting, H&S Committee meeting
- CEO Newsletters
- Microsoft 365 e.g. SharePoint
- The Kind Foundation Website

### 2.5.2.1 H&S Communication with Staff Flowchart

#### Health and Safety Communication



### 2.5.3 Consultation

#### 2.5.3.1 Introduction

Consultation is a two-way process between management, staff, contractors, customers, clients and visitors. Consultation involves:

- Exchanging opinions
- Raising concerns and paying attention to those concerns
- Actively listening
- Seeking and sharing views and information
- Considering what has been said before making decisions

#### 2.5.3.2 When to Consult?

Consultation is required when:

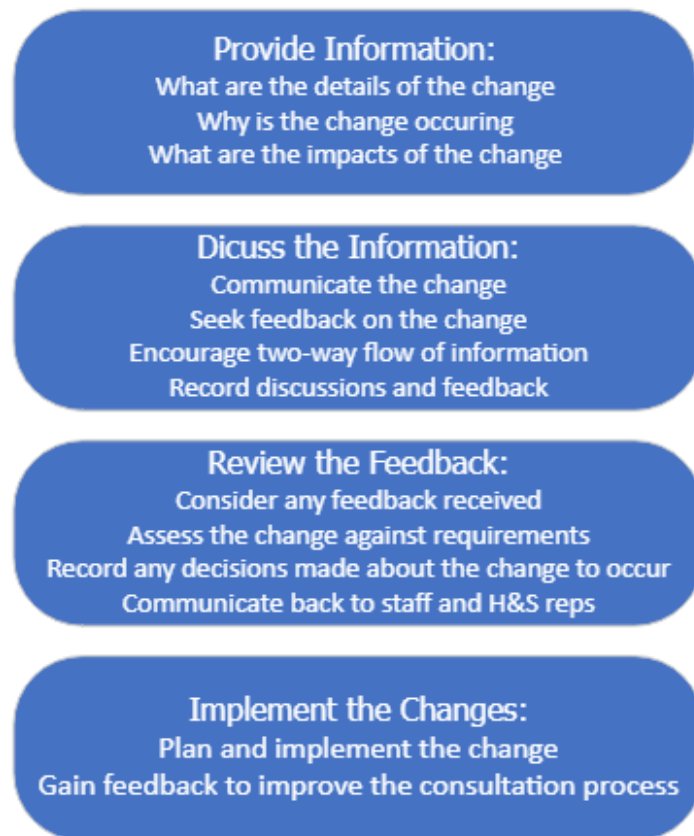
- Identifying hazards and assessing risks arising from the work The Kind Foundation does or could do
- Making decisions about ways to eliminate or minimise those risks
- Making decisions about the adequacy of buildings, plant and equipment
- Proposing changes that may affect health and safety at work. For example, changing work systems, developing or purchasing new equipment, plant or projects
- Resolving health and safety issues
- Monitoring staff health and workplace conditions
- Providing staff with information and training

### 2.5.3.3 The Consultation Process

The consultation process involves:

- Sharing relevant health and safety information (i.e. policies, procedures, hazard reports, risk assessments, A&I data etc., and any proposed changes)
- Giving staff a reasonable opportunity to express views, raise concerns and contribute, including through HSRs
- Taking staff views into account, Management is required to decide the outcomes of consultation and advise staff in a timely way

The following flowchart gives an overview of the consultation process:



## 2.6 Hazard Management

The Kind Foundation will take all reasonably practicable steps to manage any and all hazards, and the risks associated with them, with the intent of reducing the probability of harm to all staff, contractors, clients and visitors. The Kind Foundation's hazard management system is detailed in the Risk Assessment for Health and Safety document.

## 2.7 Emergency Procedures

All The Kind Foundation sites will implement preventive measures whenever possible to minimise operational disruptions and to recover as rapidly as possible when an incident occurs, with the wellbeing of people taking precedence over financial considerations. The Kind Foundation's emergency procedures system is detailed in the Emergency Management and Business Continuity document.

## 2.8 Maintenance of Buildings, Plant and Equipment

The Kind Foundation is committed to ensuring all buildings, plant, structures, clothing and equipment that is used by staff, volunteers, other workers, clients and members of the public is

maintained to the highest safety standard. The Kind Foundation's maintenance system is detailed in the Building, Plant and Equipment Safety document.

## 2.9 Incident Investigation and Reporting

The Kind Foundation will take all reasonably practicable steps to ensure that all incidents, injuries, illnesses and near miss events are accurately reported, recorded and learnt from. The Kind Foundation's incident reporting and investigation system is detailed in the Incident Reporting and Investigation document.

## 2.10 Contractor and Sub-Contractor Management

The Kind Foundation will consult, co-operate with, and co-ordinate activities with goods and service providers, hirers, clients, independent contractors, visitors and other duty holders to ensure that all those that work at, or visit The Kind Foundation Christchurch will be healthy and safe. This system is detailed in the Overlapping Duties document.

## 2.11 Staff Induction, Training and Competency

The Kind Foundation will provide induction and training for all staff, ensure staff are competent for the activities and work tasks that they undertake, and provide mechanisms to allow effective staff engagement in health and safety processes. This system is detailed in the Safe and Healthy Staff – Engagement, Training and Competency document.

## 2.12 Continual Improvement

The Kind Foundation is committed to the continual review and improvement of the SMS.

The SMP and the policies and procedures related to it are live documents which will be reviewed as necessary, and at a minimum annually. The following events will likely trigger review of policies, procedures:

- Audit findings
- Proposed changes to high risk or adventure activities, including the sites used, that may change the hazards or the seriousness of the risks or hazards
- Changes to the environment in which high risk or adventure activities are conducted
- Changes to key staff
- Incidents and emergencies
- Changes in legislation, standards, activity safety guidelines, codes of practice or similar information
- Identification of a new relevant hazard or risk

Note: The review date for each part of the safety system can be found in the Document Control section of the relevant document.

### 2.12.1.1 The Review Process

The review of the SMS will include both internal and external input.

Internal review input will include:

Performance against the safety goals and objectives;

- Findings from internal audits, internal reviews of adventure activities, reports from the Health, Safety & Culture Manager, reports from other internal technical advisors, and analyses and recommendations from incident and accident reviews and investigations;
- Input from staff, Health and Safety Representatives and the Health and Safety Committee

External review input will include:

- Changes to relevant legislation, standards or codes of practice;

- Where available, collated data and information from relevant industry sectors;
- External audits of The Kind Foundation or facets of its operation

Reviews will cover the following:

- Policy alignment with practice
- Policy alignment with legislative requirements
- Significant breaches and how learnings from these are reflected in training and/or policy and/or service delivery decisions

The Kind Foundation management will ensure:

- Reviews are conducted by people with current competence in the relevant activity, or industry sector;
- Opportunities for improvement are identified;
- Outcomes are communicated to staff and other relevant parties through processes given in Section 2.2.4;
- Actions arising from reviews are implemented. Implementation will be the responsibility of Departmental Management with overview and assistance from Senior Management and the Health, Safety & Culture Manager

### 2.13 Roles and responsibilities

Role	Responsible for
The Kind Foundation Board	<ul style="list-style-type: none"> <li>• Ensure that the operation has available the appropriate resources to establish, implement, maintain and continually improve the SMS</li> <li>• Ensure there is an active commitment and consistent behaviour from the board that is aligned with the organisation's values, goals and beliefs</li> <li>• To monitor and ensure that the organisation complies with health and safety duties and obligations</li> <li>• To be aware of the organisation's risks and the controls processes used to mitigate those risks</li> </ul>
Health & Safety Representatives	<ul style="list-style-type: none"> <li>• Be available to personnel to hear concerns and feed back</li> <li>• To represent staff viewpoints in terms of day-to-day operations that impact on safety and wellbeing</li> <li>• To initiate or enforce stop work procedures where there is a significant and immediate safety concern</li> <li>• Giving feedback to The Kind Foundation management about the current safety culture and whether health and safety requirements are being complied with</li> </ul>
Chief Executive Officer	<ul style="list-style-type: none"> <li>• Driving appropriate health and safety policies and procedures which are developed and implemented to enable the effective management of health and safety issues</li> <li>• Providing all reasonable resources which will support the health and safety management functions</li> <li>• Enabling the development of health and safety management performance reviews and assessments</li> <li>• Ensuring all health and safety related reports and information are made available to appropriate people in a timely and easily understandable manner</li> </ul>

Senior Management	<ul style="list-style-type: none"> <li>• Ensuring H&amp;S policies and procedures relating to their areas of responsibility are followed</li> <li>• Participating in regular review of H&amp;S systems</li> <li>• Providing appropriate training and induction for new staff</li> <li>• Providing operational guidance and support around all matters relating to health and safety, and holding an overview about the safety culture within the departments they are responsible for</li> </ul>
Health, Safety & Culture Manager	<ul style="list-style-type: none"> <li>• Ensure the SMS complies with legislation and relevant safety audit standards</li> <li>• Provide leadership, analysis, guidance, advice and recommendations of Health and Safety policy and practice</li> <li>• Create pathways for implementation including such things as training, writing of policies or procedures, pro-active communication and feedback</li> <li>• Enforcing all safety-critical procedures and policies and ensuring safety-critical procedures and policies are understood and followed</li> <li>• Ensure incidents and accidents have been reviewed, investigated, and managed in accordance with legislation</li> <li>• Evaluate and review performance of SMS</li> </ul>
Departmental Management	<ul style="list-style-type: none"> <li>• Ensuring H&amp;S policies and procedures relating to their areas of responsibility are followed by staff/volunteers/contractors who report to them</li> <li>• Provide staff with the resources, (including but not limited to: time, information and training) which empowers them to take an active part in health and safety management</li> <li>• Ensuring all hazards and risks are identified and managed, including health and environmental monitoring, in the most practicable manner</li> <li>• Providing all necessary information to the Health, Safety &amp; Culture Manager and/or Senior Management by the due date</li> </ul>
Staff and Volunteers	<ul style="list-style-type: none"> <li>• Acting in a manner that is responsible at all times, particularly in relation to adhering to H&amp;S policy, procedure, practice or direction</li> <li>• Using all required safety equipment designed to protect their health and safety</li> <li>• Participate in the setting of policies and procedures</li> <li>• Notifying their manager of any hazard or risk that becomes apparent in the workplace</li> <li>• Adhering to the controls implemented to manage hazards</li> <li>• Reporting all incidents which did, or might have, caused harm to their manager</li> <li>• Refraining from taking any drugs that might endanger themselves or any other person</li> </ul>

<p>Contractors/Consultants and other involved people</p>	<ul style="list-style-type: none"> <li>• Acting in a manner that is responsible at all times, particularly in relation to adhering to H&amp;S policy, procedure, practice or direction</li> <li>• Following all hazard management controls implemented by The Kind Foundation</li> <li>• Ensuring all people working under the contract are appropriately trained and supervised to work safely</li> <li>• Notifying the appropriate department manager of any hazard or risk that becomes apparent in the Kind Foundation’s workplace</li> <li>• Report all incidents which, did or might have, caused harm to anyone to the appropriate manager</li> </ul>
<p>All The Kind Foundation Clients and Visitors (Children, young people and adults)</p>	<ul style="list-style-type: none"> <li>• Following the rules, regulations and requirements of The Kind Foundation, as requested</li> <li>• Acting in a manner where you don’t knowingly breach any regulation or law</li> </ul>

### **3 DEFINITIONS**

**Accident:**

An Unplanned event that causes harm to a person, damage to property, damage to the environment, financial loss, or some other adverse result.

**Adventure Activity:**

From Regulation 4 in the Health and Safety at Work Adventure Regulations 2016 Adventure Activity means an activity:

- that is provided to a participant in return for payment; and
- that is land-based or water-based; and
- that involves the participant being guided, taught how, or assisted to participate in the activity; and
- the main purpose of which is the recreational or educational experience of the participant; and
- that is designed to deliberately expose the participant to a serious risk to his or her health and safety that must be managed by the provider of the activity; and
- in which –
  - failure of the provider’s management systems (such as failure of operational procedures or failure to provide reliable equipment) is likely to result in a serious risk to the participant’s health and safety; or
  - the participant is deliberately exposed to dangerous terrain or dangerous waters

**Competence:**

Demonstrated ability to apply knowledge and skills to achieve intended results.

**Contractor/Consultant:**

A person engaged by The Kind Foundation to do any work for gain or reward under a Contract for Services.

**Emergency:**

Any serious incident or situation concerning the health, injury or death of staff or customers. This includes extensive damage involving staff, clients or property.

**Incident:**

An undesired event not considered to be accidental that either caused harm or could have caused harm (such as a deliberately not following safety instructions).

**Hazard:**

An activity, arrangement, circumstance, event, occurrence, phenomenon, process, situation or substance (whether arising or caused within or outside a place of work) that is an actual or potential cause or sources of harm.

**Near miss:**

An unplanned event that may have caused harm or loss.

**Policy:**

Intentions and direction of an organisation as formally expressed by its top management, which amounts to a non-negotiable instruction or rule.

**Procedure:**

The method by which a policy can be accomplished, it provides the instructions necessary to carry out a policy statement.

**Risk:**

The chance or probability that a person will be harmed or experience an adverse effect if exposed to a hazard. It may also apply to situations with property or equipment loss.

**Risk Management:**

In general terms risk management is the process of identifying, assessing, controlling and monitoring the risks to an organisation. Within the context of safety management, the risks that have been considered are those that could affect the wellbeing of people. Therefore, the definition of risk management used within the SMS is the process of identifying, assessing, controlling and monitoring risks in order to prevent an accident, incident or loss.

**Staff:**

The term 'staff' in this document refers to any person working at The Kind Foundation under the direction of The Kind Foundation Management and includes employees and volunteers.

**Technical Advisor:**

A technical advisor is an individual, or group of people, that are experts in a particular field. They have the high-level professional credentials or extensive knowledge, skills and experience required to assist with various technical tasks, including advising and reviewing policies, procedures and practices. They may be either internal or external to the organisation.

## **4 RELATED DOCUMENTS**

### **4.1 The Kind Foundation Documents**

- Health and Safety Statement
- Personal Policies and Procedures Manual (PPPM)

### **4.2 Legislation**

- Health and Safety at Work Act 2015
- Health and Safety at Work Adventure Activities Regulations 2016

### **4.3 Standards and Codes of Practice**

- Safety Audit Standard for Adventure Activities

### **4.4 Other**

- NA

## 5 DOCUMENT CONTROL

### 5.1 Policy Owner

- Health, Safety & Culture Manager

### 5.2 Parent Policy

- NA

### 5.3 Date of Implementation

- November 2023

### 5.4 Review Date

- October 2025

### 5.5 Document Control Procedure

This document is considered a 'living document' and as such, regardless of the review date, this document remains relevant until such time as a new version is produced or it is retired.

Documents will be identified by a header and footer that states the version number and total number of pages within the document.

Any previous versions or copies will be removed from circulation if obsolete or marked clearly that they are not current. Archived copies and other safety-related records will be kept for seven years and archived accordingly.

Once printed, documents are uncontrolled.

### 5.6 Version Table

Version	Amendments made	Approved by	Date
1.0	<ul style="list-style-type: none"> <li>• Original document created</li> </ul>	Josie Ogden Schroeder	Aug 2017
1.1	<ul style="list-style-type: none"> <li>• General edit</li> </ul>	Josie Ogden Schroeder	Oct 2018
1.2	<ul style="list-style-type: none"> <li>• General edit</li> <li>• Updated Section 3.1.2 to reflect changes to operations</li> <li>• Updated Organisational Structure chart in Appendix 1 (Section 8.1)</li> <li>• Removed Section 3.2.3.1</li> </ul>	Josie Ogden Schroeder	Jun 2021
2.0	<ul style="list-style-type: none"> <li>• Converted to new policy template</li> <li>• General edit</li> <li>• Updated Section 1: Health and Safety Statement to new statement</li> <li>• Updated Section 2.2.1 to include updated SMS diagram</li> <li>• Moved Section 4 to Section 2.13</li> <li>• Added Sections 2.6 to 2.11</li> <li>• Removed Sections 3.3, 3.4, 3.5 and 3.6 (the added sections replaced these)</li> <li>• Updated Section 6.1 to include latest organisational chart</li> </ul>	Josie Ogden Schroeder	May 2023

2.1	<ul style="list-style-type: none"> <li>• Updated Section 2.5 Communication and Consultation with greater detail</li> </ul>	Josie Ogden Schroeder	Jun 2023
2.2	<ul style="list-style-type: none"> <li>• Document converted to new organisational naming and branding</li> </ul>	Crispian Hills	Nov 2023
2.3	<ul style="list-style-type: none"> <li>• General edit</li> <li>• Added "Ensure the SMS complies with the Safety Audit Standard" to the Health, Safety &amp; Culture Manager's Roles and responsibilities</li> <li>• Added "Review, evaluate the performance of the SMS" to the Health, Safety &amp; Culture Manager's Roles and responsibilities</li> <li>• Added "Review incidents to ensure they have been investigated and managed in accordance with legislation" to the Health, Safety &amp; Culture Manager's Roles and responsibilities</li> <li>• Changed Health and Safety Officer to Health, Safety &amp; Culture Manager</li> <li>• Updated Review Date to October 2025</li> </ul>	Dave Goldsworthy	Oct 2024

## 6 APPENDICES

### 6.1 The Kind Foundation Organisational Chart

