



# **SAFETY & MANAGEMENT POLICY**

Reviewed June 2026

# Contents

|                   |                                                         |           |
|-------------------|---------------------------------------------------------|-----------|
| <b>Section 1:</b> | <b>About this Document.....</b>                         | <b>3</b>  |
| 1.                | Definitions.....                                        | 3         |
| 2.                | Document control.....                                   | 3         |
| 3.                | Background Information.....                             | 3         |
| 4.                | Scope of this Document.....                             | 4         |
| 5.                | Other Key Policy Documents.....                         | 4         |
| 6.                | Availability, Copyright & Confidentiality .....         | 4         |
| <b>Section 2:</b> | <b>Safety Culture .....</b>                             | <b>5</b>  |
| 1.                | Safety Culture Statement.....                           | 5         |
| 2.                | Safety Goals and Objectives.....                        | 5         |
| <b>Section 3:</b> | <b>Planning for Safety.....</b>                         | <b>6</b>  |
| 1.                | Policy Improvement.....                                 | 6         |
| 2.                | Annual Safety Calendar .....                            | 6         |
| 3.                | Maintenance and Review of the SMS.....                  | 6         |
| 4.                | Policy Responsibility .....                             | 7         |
| <b>Section 4:</b> | <b>Hazard and Risk Management.....</b>                  | <b>9</b>  |
| 1.                | Introduction.....                                       | 9         |
| 2.                | Risk Management Policies.....                           | 9         |
| 3.                | Hazard and Risk Management Processes.....               | 10        |
| <b>Section 5:</b> | <b>Governance and Management.....</b>                   | <b>12</b> |
| 1.                | Shared PCBU Responsibility .....                        | 12        |
| 2.                | Financial Management.....                               | 12        |
| <b>Section 6:</b> | <b>Operations – Staffing.....</b>                       | <b>13</b> |
| 1.                | Introduction.....                                       | 13        |
| 2.                | Definitions used in this section .....                  | 13        |
| 3.                | Paid Staff.....                                         | 13        |
| 4.                | Ministry Staff .....                                    | 14        |
| 5.                | Staff Code of Conduct.....                              | 14        |
| 6.                | Staff Details .....                                     | 14        |
| 7.                | Police Vetting .....                                    | 15        |
| 8.                | Staff and Safety (Paid, Ministry, and Volunteers) ..... | 15        |
| 9.                | Drug and Alcohol Policy.....                            | 15        |
| 10.               | Staff Fatigue.....                                      | 16        |
| 11.               | Staff Performance Reviews .....                         | 16        |
| <b>Section 7:</b> | <b>Operations – General .....</b>                       | <b>17</b> |
| 1.                | Accommodation Policies .....                            | 17        |
| 2.                | Animal Safety.....                                      | 17        |
| 3.                | Buildings .....                                         | 17        |
| 4.                | Client Information Gathering.....                       | 17        |

|                    |                                                    |           |
|--------------------|----------------------------------------------------|-----------|
| 5.                 | Complaints Procedures.....                         | 18        |
| 6.                 | Firearms Safety.....                               | 18        |
| 7.                 | Record Keeping .....                               | 18        |
| 8.                 | Sickness Policy Notifications .....                | 19        |
| 9.                 | Smoke-Free Policy.....                             | 19        |
| 10.                | Vehicles.....                                      | 19        |
| 11.                | Visitors/Contractors.....                          | 19        |
| <b>Section 8:</b>  | <b>Operations – Incidents .....</b>                | <b>20</b> |
| 1.                 | Procedures for Incidents.....                      | 20        |
| 2.                 | First Aid .....                                    | 21        |
| 3.                 | Annual Review of Incidents .....                   | 21        |
| <b>Section 9:</b>  | <b>Emergency Preparedness and Procedures .....</b> | <b>23</b> |
| 1.                 | Purpose .....                                      | 23        |
| 2.                 | Roles and Responsibilities.....                    | 23        |
| 3.                 | Assembly Points .....                              | 24        |
| 4.                 | General Evacuation Procedure .....                 | 24        |
| 5.                 | Emergency Drills and Testing .....                 | 24        |
| 6.                 | Emergency-Specific Procedures .....                | 24        |
| 7.                 | Emergency Training.....                            | 26        |
| <b>Section 10:</b> | <b>Emergency Communication Plan .....</b>          | <b>27</b> |
| <b>Section 11:</b> | <b>Management Sign-off.....</b>                    | <b>28</b> |
| <b>Appendix 1:</b> | <b>Completed Safety Goals .....</b>                | <b>29</b> |
| <b>Appendix 2:</b> | <b>Glossary .....</b>                              | <b>30</b> |
| <b>Appendix 3:</b> | <b>Changes to Policy.....</b>                      | <b>31</b> |

## Section 1: About this Document

### 1. Definitions

Refer to Appendix 2: Glossary.

### 2. Document control

Current versions of all policy documents are saved as PDF files in the **"CURRENT POLICIES"** folder in the CYC Waihola Server (**"Genesis"**). Previous versions are watermarked **"ARCHIVED"** and stored in the **"ARCHIVED POLICIES"** folder in Genesis. Development versions of each policy are kept in the **"WORKING DOCUMENTS"** folder and are used solely for editing and updates. Access to development versions is restricted to CYC Paid Staff only and all development documents are password protected. All policy documents include a footer displaying the version number, page number and number of pages. All changes made to this document are recorded in Appendix 3: Changes to Policy.

### 3. Background Information

|                                       |                                                                                         |
|---------------------------------------|-----------------------------------------------------------------------------------------|
| <b>Name</b>                           | Christian Youth Camps Waihola Incorporated                                              |
| <b>Also Known As</b>                  | CYC Waihola                                                                             |
| <b>Legal Structure</b>                | Incorporated Society                                                                    |
| <b>Postal Address</b>                 | 70 Finlayson Road, P.O. Box 15061, Waihola, 9243                                        |
| <b>Physical Address</b>               | 70-79 Finlayson Road, Waihola, South Otago                                              |
| <b>Website</b>                        | <a href="https://cycwaihola.org.nz/wordpress/">https://cycwaihola.org.nz/wordpress/</a> |
| <b>Email</b>                          | <a href="mailto:info@cycwaihola.org.nz">info@cycwaihola.org.nz</a>                      |
| <b>Phone Number</b>                   | 03 417 7120                                                                             |
| <b>Operations Manager</b>             | Anna Hynds                                                                              |
| <b>Operations Manager's Mobile</b>    | 027 529 8586                                                                            |
| <b>GST #</b>                          | 13-646-686                                                                              |
| <b>Adventure Activity Operation #</b> | AAO99                                                                                   |
| <b>Charities Services #</b>           | CC25364                                                                                 |
| <b>MSD Nato Provider #</b>            | NATO4556                                                                                |

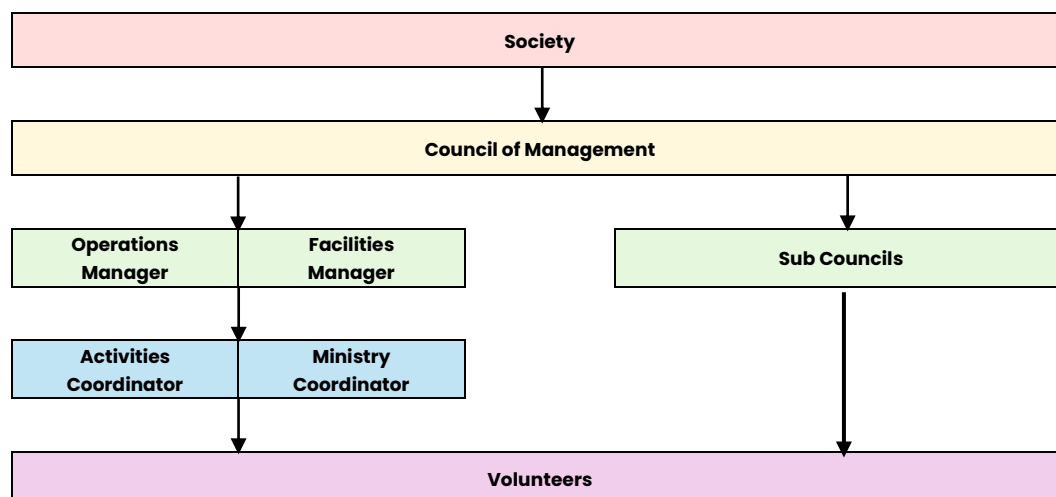
#### Organisation Core Purposes

Christian Youth Camps Waihola Incorporated (**"CYC Waihola"**) exists to run evangelistic outreach camps. In doing so, we deliver entry-level, adventure-based activities and provide accommodation and meals for all campers. CYC Waihola operates as a registered charitable organisation with Charities Services and is an approved Ministry of Social Development social services provider.

To support this mission, CYC Waihola also hires out its facilities, accommodation, and on-site activities to external groups.

#### Society Structure

CYC Waihola is an incorporated society under the [Incorporated Societies Act 2022](#). The society is overseen by a Council of Management which provides governance oversight to ensure operations, including adventure activities, are managed in accordance with legislative requirements and the organisation's safety management system.



## 4. Scope of this Document

This document contains the overarching safety and management policies for CYC Waihola. It should be read in conjunction with the Activity Management Policy, Ministry Policy and Food Control Policy.

All activities defined as Adventure Activities under the [Health and Safety at Work \(Adventure Activities\) Regulations 2016](#) ("**HSW (AA) Regulations 2016**") are managed under this document, the Activity Management Policy and the relevant Standard Operating Procedures ("**SOPs**"). Activities or operations not currently covered by these documents or the HSW (AA) Regulations 2016, may require a new SOP to be created and approved by the Operations Manager before being conducted.

CYC Waihola's core purpose is to run Christian-based evangelistic outreach camps ("**Ministry Camps**"). Due to their specific focus and child-care compliance requirements, Ministry Camps have a separate policy document (see CYC Waihola Ministry Policy).

CYC Waihola operates as a Person Conducting a Business or Undertaking ("**PCBU**") under the [Health and Safety at Work Act 2015](#) ("**HSWA 2015**") and as an adventure activity operator under the HSW (AA) Regulations 2016. CYC Waihola recognises its duty to manage all foreseeable risks and to ensure, so far as is practical, the health and safety of everyone involved in its operations.

Facilities and activities are available for hire by external groups who pay to use accommodation and/or activities. Standard Operating Procedures are shared to external groups via email correspondence and are available on the CYC Waihola [website](#).

All policies apply to activities conducted on-site and are expected to be fully implemented for any off-site activities operated by CYC Waihola.

## 5. Other Key Policy Documents

### Ministry Policy

This is the operational policy for evangelistic camps and programmes ("Ministry Camps") run by CYC Waihola. It is required to meet the Ministry of Social Development's OSCAR accreditation standards and the [Children's Act 2014](#).

### Food Control Policy

The operational policy for all food related operations at CYC Waihola. It is required under the [Food Act 2014](#).

### Activity Management Policy

This policy outlines the requirements for activities run by CYC Waihola. Aims to meet requirements of the [Health and Safety at Work \(Adventure Activities\) Regulations 2016](#) and [Health and Safety at Work Act 2015](#).

Current versions of these documents can be found in Genesis under the **CURRENT POLICIES** folder and should be read in conjunction with this overarching Safety and Management Policy.

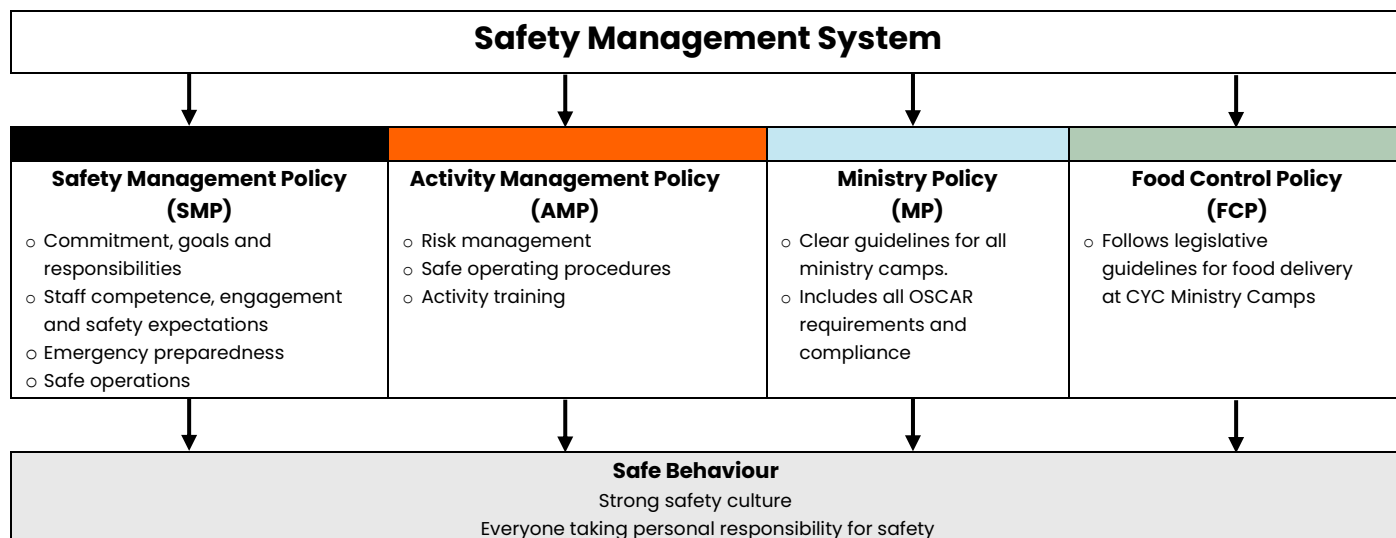
## 6. Availability, Copyright & Confidentiality

This document (and all incidental policies) is available to anyone upon request. Due to sensitive operational content, this document may not be shared, copied, or distributed without permission from the Operations Manager.

## Section 2: Safety Culture

### 1. Safety Culture Statement

CYC Waihola is dedicated to attaining an excellent standard of health and safety for its employees, volunteers, visitors and participants. This is achieved through ongoing monitoring of progress towards health and safety objectives, and compliance with the HSWA 2015, HSW (AA) Regulations 2016 and all other relevant legislation.



### 2. Safety Goals and Objectives

CYC Waihola's primary safety goal is to achieve zero notifiable events for operations each year by providing safe activities and facilities everyone who uses our site.

CYC Waihola tracks all safety goals and objectives through the table below with start and due dates, remove completed goals, and record completed safety goals in **Appendix 1: Completed Safety Goals**. Safety goals and objectives are discussed and reviewed annually through policy reviews, goals are tracked and updated during paid staff meetings. The Council of Management will have a "Health and Safety" agenda item at each meeting.

**When establishing safety objectives, the operator has considered:**

1. Hazards and risks;
2. Technology and usage options;
3. Financial, operational and business requirements;
4. The views of staff and relevant other parties.

The following are the safety improvements and goals for the future:

#### Future Safety Goals & Improvements

| Safety Goal                                                                        | Timeframe | Started    |
|------------------------------------------------------------------------------------|-----------|------------|
| Upgrade the ground level underneath the trye cube at the assault course            | Mid 2026  | 01/09/2023 |
| Implement new training days for staff and volunteers                               | End 2026  | 01/08/2025 |
| Upskilling staff through communication with, and site visits to similar facilities | May 2026  | 21/05/2026 |
| Create website portal to allow sharing of policy documentation to Council Members  | Jun 2026  | 01/11/2025 |
| Build handrails on outdoor stairs between chalets and Clark House                  | Sep 2026  |            |
| Redefine path through forest post storm                                            | Jul 2026  |            |
| Line bunkrooms 3 and 4 to prevent condensation buildup                             | Aug 2026  |            |
| Display hazard map in main facility                                                | Jun 2026  |            |
| Run a First Aid Training day                                                       | End 2026  |            |

#### Complete Safety Goals & Improvements

Refer to **Appendix 1: Completed Safety Goals** for completed safety goals & improvements.

## Section 3: Planning for Safety

### 1. Policy Improvement

CYC Waihola recognises the need to continually improve health and safety policies and performance. This will be achieved through annual assessments and reviews, engagement with appropriate technical experts, staff involvement in reviewing and developing policies and procedures, and feedback from clients.

Council of Management has taken steps to:

- Have an understanding of the activities run at CYC
- Have an understanding of the hazards and risks associated with the activities.
- Ensure the operation has the appropriate resources to establish, implement, maintain and continually improve the Safety and Management policies.
- Verify the provision and use of those resources.

### 2. Annual Safety Calendar

The Operations Manager will plan for the following safety actions each year:

- Staff induction – new staff
- Staff training – paid and volunteer staff
- Regular safety communication (safety updates and safety meetings)
- Emergency response practice
- Equipment checks
- Safety reviews – activity based, post programme and/or post season (as below)
- Annual review of the Safety Management System (“SMS”) (as below)
- External safety audits

### 3. Maintenance and Review of the SMS

CYC Waihola continually improves health and safety systems and performance. The following processes will support this focus on continual improvement:

- Regular assessment of work processes, equipment, and environments to identify hazards and risks, and develop appropriate control measures.
- Review of safety management processes following any critical event and/or significant change in work practice.

We will conduct an internal review of activities:

- To identify opportunities to improve the SMS.
- When prompted by audit findings, changes to the activity, sites, hazards, environment, key staff, incidents, and emergencies.
- Following changes in legislation, standards, activity safety guidelines, codes of practices, or sector information.

We will:

- Engage with Technical Advisors and Experts to advise on the development of standard operating procedures.
- Involve staff (including Council of Management) in reviewing our safety management systems.
- Review Incident reports and analyse trends, checking all incidents on file since the last review.

Our annual review of the Safety Management System, will include:

- Reviewing policies and procedures in line with any organisational changes, including any overlapping duties with other organisations, e.g. schools who contract our services.
- Checking for ongoing compliance to new and changing legislation, standards, codes of practice, good practice guidelines.
- Checking for changes in current good practice.
- Checking staff competence levels are appropriate for tasks required and that processes to ensure this are sufficient.
- Reviewing the effectiveness of hazard and risk management processes.
- Analysing incidents and any incident trends. Recommendations from incident reviews are implemented and communicated to staff and relevant groups.
- Reviewing emergency procedures and ensuring any changes to procedures are communicated.
- Reviewing health and safety goals and targets and developing action plans to support improved safety performance (Annual Safety Calendar).

The external audit of safety management systems on a regular basis three yearly and/or following a serious incident. CYC Waiholā will ensure that:

- Reviews are conducted by people with current competence in the activity.
- Opportunities for improvement are identified.
- Outcomes are communicated to staff and other relevant people.
- Actions arising from reviews are implemented.

#### 4. Policy Responsibility

CYC Waiholā recognises the importance of clear responsibilities and accountability for maintaining a healthy and safe workplace.

Council of Management (as officers) give authority to the Operations Manager to ensure that all day to day operations comply with the Health and Safety legislation, and that the SMS achieves its intended goals and objectives.

The Operations Manager is responsible for:

- ensuring that the SMP complies with the current Safety Audit Standard (SAS).
- performing an annual review of this document and note any changes.
- the implementation and compliance of all policies and procedures, ensuring that they play an integral part in day-to-day operations.

#### The CYC Council of Management (the PCBU – the officers)

The Council of Management has the primary duty of care for the health and safety of workers and others (including clients) at CYC Waiholā. The PCBU must ensure the health and safety at CYC Waiholā for all employees, volunteers, visitors and participants, by ensuring they are not put at risk from any hazards, activities or operations.

The PCBU must as far as practicable:

- Provide a safe and healthy environment, work systems and facilities for workers.
- Maintain a constant interest in health and safety matters, including by requiring and reviewing regular reports on safety performance.
- Ensure that the importance of effective safety management and conformance to the SMS is communicated to staff, participants, contractors, and other relevant people.
- Provide resources to establish, maintain and continually improve the SMS.

As “an Officer of a PCBU”, each **Council Member** must exercise due diligence to ensure that the organisation meets its health and safety obligations. This includes taking reasonable steps to: The Council of Management is responsible for:

- Maintaining a constant interest in health and safety matters, including requiring and reviewing regular reports on safety performance.
- Ensuring that the importance of effective safety management and conformance to the SMS is communicated to staff, participants, contractors, and other relevant people.
- Providing resources to establish, implement, maintain and continually improve the SMS.
- Ensuring that CYC Waiholā complies with the HSWA 2015, the HSW (AA) Regulations 2016, the Safety Audit Standard for Adventure Activities, and other relevant legislation.
- Setting and achieving specific health and safety goals and objectives, which will take into account: hazards and risks, technology and usage options, financial, operational and business requirements, and the views of staff and relevant other parties.
- Involving staff in developing, implementing, and reviewing health and safety goals, objectives, policies, and procedures.
- Incorporating health and safety as an element in job descriptions and as a measurable outcome of an individual's performance appraisals.
- Expecting all staff to share the responsibility for meeting health and safety requirements and maintaining ongoing accountability through the roles and responsibilities defined below.
- Recruiting and employing staff with the relevant qualifications/competency, and safety related attributes, for their job.

The **Operations Manager** under the authority of the Council of Management is responsible for:

- Providing leadership and direction in matters of health and safety.
- Ensuring that CYC Waihola meets all its obligations under the HSW Act, the HSW (AA) Regulations 2016, and other relevant legislation.
- Ensuring compliance with the requirements of the Safety Audit Standard for Adventure Activities.
- Maintaining up-to-date information on changes to health and safety legislation, regulations, codes of practice, and guidelines.
- Establishing, monitoring, and achieving health and safety goals and objectives.
- Reviewing, evaluating, and reporting on the performance of the SMS.
- Developing staff commitment to achieving excellent health and safety standards.
- Ensuring that staff understand health and safety management relative to their position.
- Ensuring that staff receive appropriate training and are involved in the continual development of the SMS.
- Ensuring that staff are promptly informed of any changes to operational policies and procedures.
- Monitoring staff performance in relation to assigned safety responsibilities and delegations.
- Ensuring that any complaints or concerns raised regarding safety are dealt with according to our process.
- Ensuring that hazards are identified that could cause serious risks and that there are appropriate controls.
- Ensuring that all incidents are accurately recorded, reported, and properly investigated.
- Ensuring that systems are in place and in order, and all staff can respond to potential emergency situations.
- Supporting the safe and early return to work of injured employees.
- Arranging the regular review, and external audit of safety management and emergency response systems.

**All Staff and Volunteers** are expected to:

- Take full responsibility for safety management, and take any action required to ensure the level of risk is kept at an appropriate level.
- Take reasonable care for their own health and safety; and ensure that their behaviour does not adversely affect the health and safety of others.
- Cooperate with CYC Waihola's health and safety policies or procedures, and comply with any reasonable instruction to comply with legal requirements.
- Take all practicable steps to identify, assess and manage risk.
- Report any health and safety concerns (eg/ unsafe work conditions, practices or equipment), and all incidents, as soon as it is practicable.
- Assist in the investigation of incidents so as to prevent recurrence.
- Be prepared to respond appropriately in an emergency situation.

**Clients (and other people in the workplace)** are expected to:

- Take reasonable care for their own health and safety.
- Take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons.
- Comply, so far as reasonably able, with any reasonable instruction that is given to them by CYC Waihola or its staff.

## Section 4: Hazard and Risk Management

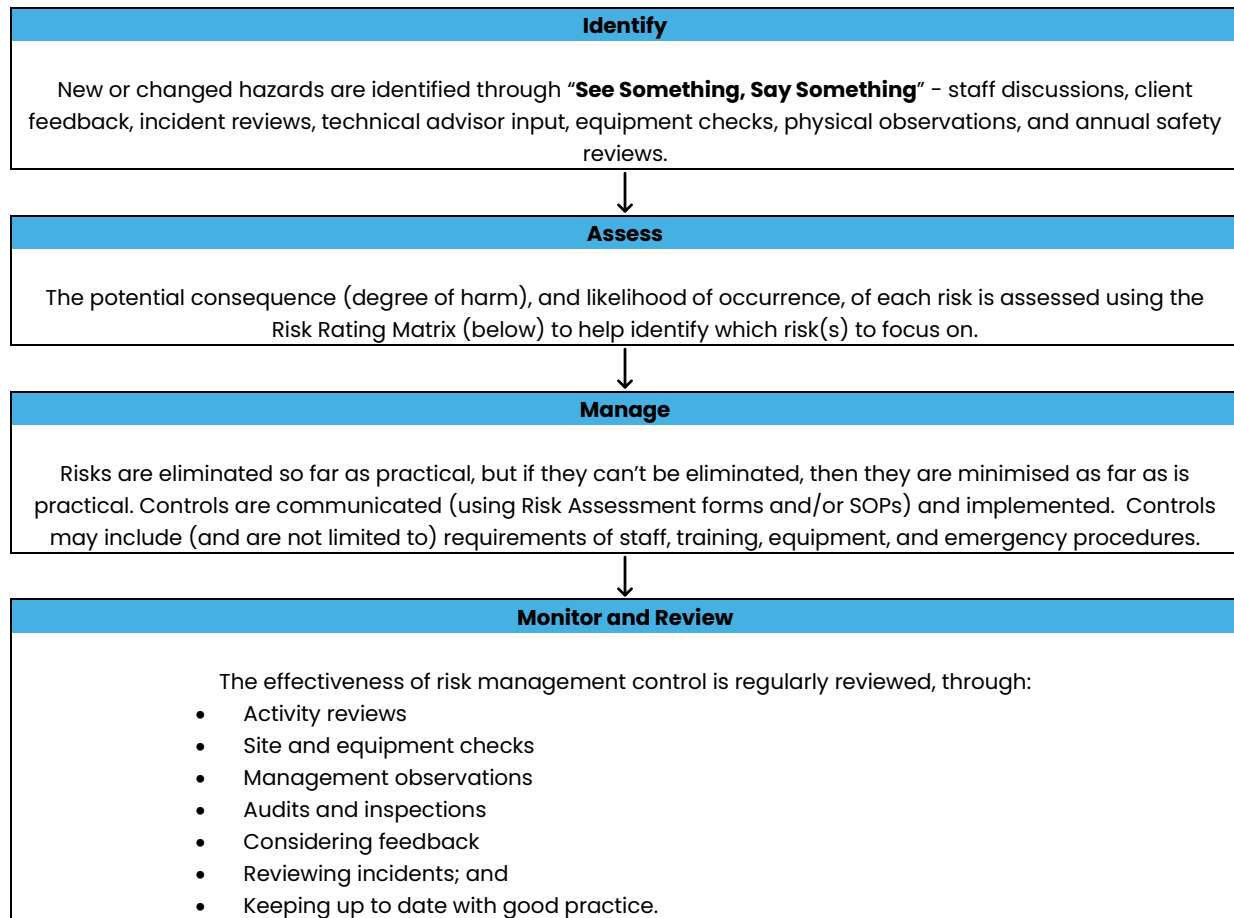
CYC will identify how hazards and risks can be harmful in our workplace and will put effective measures in place to prevent that harm from occurring.

CYC Waihola uses a systematic process to identify, assess and manage risks:

### 1. Introduction

The **Health and Safety at Work Act (HSWA) 2015** outlines employers' responsibilities for hazard and risk management.

CYC Waihola follows this legislation through policies, processes, and procedures designed to identify, assess, and control hazards and risks.



### 2. Risk Management Policies

Hazards at CYC Waihola are identified systematically, following the Hazard and Risk Management Processes. Staff actively participate in hazard management through development, reporting, and training feedback. Significant hazards and control measures are detailed in specific Standard Operating Procedures (SOPs). Equipment associated with hazards is regularly inspected as required by SOPs, with inspection records kept on file at the CYC Waihola office. All staff, volunteers, clients—including campers and visitors—and contractors are provided with appropriate protective equipment for high-risk activities.

### 3. Hazard and Risk Management Processes

CYC Waihola follows a step-by-step risk management process, outlined graphically in the Risk Management Flowchart.

#### Step 1: Identify Hazards

This involves recognizing anything that could cause injury or harm.

Hazards are identified through staff discussions and meetings, client surveys, incident reports and reviews, regular equipment inspections, and annual safety system audits.

Staff are trained to use a **Take 5** safety approach for safety-sensitive tasks, complementing specific SOPs, by asking:

1. What will I be doing?
2. What are the hazards?
3. What equipment and plant do I need?
4. How can I get hurt?
5. What if something unexpected happens?

#### Step 2: Assessing the level of risk

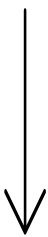
This step involves systematically analysing hazards to determine the level and likelihood of harm.

| Risk Matrix      |                                                                | Likelihood of a hazardous event occurring |                    |                       |                  |                       |
|------------------|----------------------------------------------------------------|-------------------------------------------|--------------------|-----------------------|------------------|-----------------------|
|                  |                                                                | Very unlikely to happen                   | Unlikely to happen | Possibly could happen | Likely to happen | Very likely to happen |
| Severity of harm | <b>Catastrophic</b> (e.g. Fatal)                               | Moderate                                  | Moderate           | High                  | Critical         | Critical              |
|                  | <b>Major</b> (e.g. Permanent disability)                       | Low                                       | Moderate           | Moderate              | High             | Critical              |
|                  | <b>Moderate</b> (e.g. Hospitalisation or Temporary disability) | Low                                       | Moderate           | Moderate              | Moderate         | High                  |
|                  | <b>Minor</b> (e.g. First aid)                                  | Very Low                                  | Low                | Moderate              | Moderate         | Moderate              |
|                  | <b>Superficial</b> (e.g. Treatment required)                   | Very Low                                  | Very Low           | Low                   | Low              | Moderate              |

#### Step 3: Controlling the risk

This step focuses on managing risks to prevent harm. Controls should first aim to eliminate the risk; if that's not possible, minimise it using the hierarchy of controls as follows:

#### Hierarchy of Controls

|                                                                                                                          |                                                                                                                                                                                             |                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Most Effective<br><br>Least Effective | <b>Eliminate</b>                                                                                                                                                                            |                                                                                                       |
|                                                                                                                          | 1. Eliminate the Hazard                                                                                                                                                                     | If this isn't reasonably practicable, then...                                                         |
|                                                                                                                          | <b>Minimise</b>                                                                                                                                                                             |                                                                                                       |
|                                                                                                                          | 2. <b>Substitute the Hazard</b> with a safer alternative<br><b>Isolate the Hazard</b> using physical barriers, time or distance<br><b>Use engineering controls</b> adapt tools or equipment | Minimise the risk so far as practicable by taking 1 or more of these actions that is most appropriate |
|                                                                                                                          | 3. <b>Use administrative controls</b><br>develop methods of work, processes and procedures                                                                                                  | If a risk remains, you must minimise the remaining risk so far as reasonably practicable              |
|                                                                                                                          | 4. <b>Use Personal Protective Equipment (PPE)</b><br>This is the last option after you have considered all the other options for your workplace                                             | If a risk remains, you must minimise the remaining risk by using PPE                                  |

*Adapted from SiteSafe Risk Management 101, First Edition, March 2017*

#### Step 4: Reassess

Reassessment occurs after controls are implemented to ensure the risk is reduced to an appropriate level. If not, additional controls must be applied.

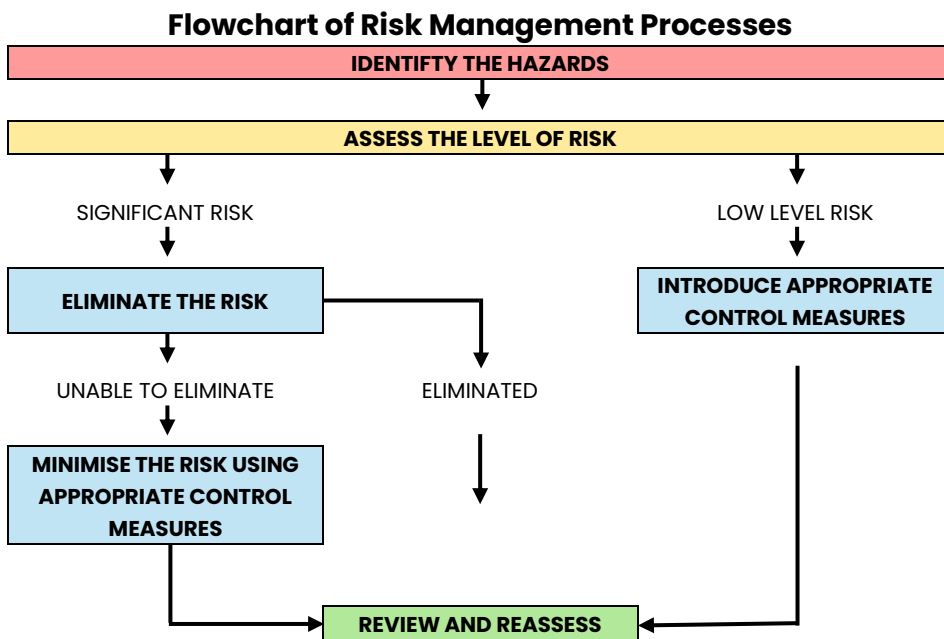
### Step 5: Review

Reviews of all hazard control measures will be included in the policy and procedure review process, following the Reviews of Safety & Management Policy.

### New Activity Implementation

Before introducing any new activity with significant hazards, CYC Waiholā will:

1. Discuss the proposed activity with the Operations Manager, Council of Management and relevant staff
2. Apply the Risk Management Flowchart to assess the activity.
3. Where appropriate, conduct a trial run of the activity.
4. Check for relevant industry related standards.
5. Assess staff needs, required training, and other necessary resources.
6. Update Standard Operating Procedures (SOPs) accordingly.
7. Review the activity within 6 months of implementation.



## **Section 5: Governance and Management**

### **1. Shared PCBU Responsibility**

WorkSafe NZ requires all businesses to reasonably consult, cooperate, and coordinate activities with others sharing overlapping duties. For further details regarding CYC Waihola's responsibility as a PCBU referred to in Section 3: 4 of this document.

### **2. Financial Management**

#### **Revenue and Expenses**

CYC Waihola generates income and incurs expenses through ministry camps, accommodation groups, farming, and operational grants such as MSD OSCAR Assistance Funding.

#### **Financial Accountability**

The Council of Management holds authority for all financial matters. Bank signatories are appointed by the Council of Management, two such signatories will be required to authorise any payments or withdrawals.

The Operations Manager is responsible for daily financial control and budgeting and reports to the Council of Management, who hold overall responsibility. Financial statements are presented to the Council of Management five times a year.

#### **Financial Record Keeping**

Standard accounting practices are followed. Xero accounting software is used alongside physical paper records. The Operations Manager reconciles all banking transactions with bank statements.

#### **Annual Financial Review**

An independent accountant reviews CYC Waihola's accounts annually. This review is presented by the Council at the Society's annual general meeting. Annual accounts are also submitted to Charities Services in line with CYC Waihola's Financial Policies.

#### **Financial Policies**

All staff purchases must be approved by the Operations Manager before buying. Capital improvements over \$3,000 (excluding GST) must also be approved by the Council of Management Chairperson. As a registered charity under the Charities Act 2005, CYC Waihola submits Tier 3 financial reports annually to Charities Services, based on its turnover of between \$125,000 and \$2 million.

## Section 6: Operations – Staffing

### 1. Introduction

All CYC Waihola's staff will have the necessary competence (skills, knowledge, experience), and/or be appropriately qualified to perform their work safely. If they are not competent to work alone, they will be directly supervised.

### 2. Definitions used in this section

**Paid Staff** are employees who receive pay from CYC Waihola. These staff come under the authority of the Council of Management (as officers) who delegate the day to day operations to the Operations Manager.

**Ministry Staff** are volunteer leaders recruited through a formal process (see Ministry Policy **Ministry Staff Recruitment Process**).

**Volunteers** are individuals who assist occasionally with property maintenance or activities and are not paid.

**Staff** is the collective term used to refer to all paid staff, ministry staff and volunteers.

**Contractors** are paid service providers who are not employed by or volunteering for CYC Waihola. Unpaid skilled workers on-site are considered Volunteers.

### 3. Paid Staff

All paid staff at CYC Waihola are employed by the Council of Management under a written Individual Employment Agreement that meets current New Zealand employment legislation.

Every paid staff member will have a job description outlining their responsibilities, authority limits, and performance expectations. Employment suitability is assessed using CYC Waihola's Employment Risk Matrix.

All paid staff must be competent for their roles and hold, at minimum, a current Workplace First Aid Certificate and a Full NZ Class 1 Driver Licence (or be working toward it).

CYC Waihola provides a full induction and on-site training programme, with support from trained staff, and encourages professional development in outdoor and youth recreation fields as appropriate.

#### **Paid staff at ministry camps:**

Paid staff at CYC Waihola may choose to participate in Ministry Camps on a voluntary basis. When doing so, they should take annual (or unpaid leave at the discretion of the Operations Manager) for the duration of the camp.

The CYC Council of Management has approved (on the recommendation of the Operations Manager) that if a CYC Staff member is required to attend a Ministry Camp in a leadership role due to no other suitable staffing found, then the paid staff member will be remunerated 8 hours per day for the duration of that camp.

Paid staff that volunteer to attend Ministry Camps in any capacity will be required to sign the Volunteer Service Agreement. This agreement in no way supersedes or replaces the Paid Staff's Individual Employment Agreement.

#### **Training**

All new paid staff at CYC Waihola shall complete induction training within their first week, led by the **Operations Manager**. This includes an overview of the organisation, administrative procedures, the Safety and Management Policy, role-specific requirements, and emergency procedures.

Paid staff will also receive training in CYC Waihola's core activities, as outlined in the Standard Operating Procedures, to ensure all activities are covered across the team. Staff who are competent will be signed off as current **Activity Instructors**.

## 4. Ministry Staff

Ministry camps are managed administratively by the Camping Committee and the Ministry Camps Coordinator. The camp programs themselves are run by Ministry Staff.

Ministry Staff:

- Are responsible to the Operations Manager.
- Report to the CYC Waihola Paid Staff.
- Cannot be within 2 years of age of the oldest camper on a ministry camp.
- Will have a personnel file kept in the main office containing their volunteer service agreements, application form, references, Children's Worker Initial Checking sheet and any other personal information
  - these files are in hard copy format and in digital format (see Panda Contact Manager)
  - it is a Council of Management requirement that these are current at all times

**For further details regarding Ministry Staff (including; Roles and Responsibilities, Recruitment, and Training) refer to the Ministry Policy.**

## 5. Staff Code of Conduct

### Required Behaviour From All Staff

All staff are expected to treat others with the highest moral standards. They must never engage in physical, emotional, or sexual abuse of others. Respectful manners and appropriate language must be maintained at all times.

### Sexual Harassment

CYC Waihola has zero tolerance for sexual harassment. This includes any unwelcome sexual advance or conduct that creates an offensive, hostile, or intimidating environment. Examples of sexual harassment include verbal abuse, sexual jokes or innuendo, unnecessary physical contact, requests for sexual favours (with or without threats), and physical assault.

### Staff / Client Relationships

Staff must not pursue or engage in intimate, unmarried relationships with clients or other staff during their time of service.

### Serious Misconduct

Any breach of the Staff Code of Conduct or behaviour inconsistent with CYC Waihola's values is considered serious misconduct and may result in dismissal. Criminal or child-related breaches may also be referred to Police or Oranga Tamariki.

### Misconduct Process

The Operations Manager will assess the seriousness of any breach and report it to the Council of Management at the next meeting. For a minor breach, a formal written warning will be issued by the Operations Manager. In the case of a serious breach, the staff member will be stood down while the Operations Manager and Council determine the appropriate outcome.

## 6. Staff Details

Up to date information on Paid and Ministry staff is kept on file in the CYC Waihola office. This includes contact details, an emergency contact, and any important medical or allergy information, in line with the requirements of the **Children's Act 2014**. All personal information is managed in accordance with the **Privacy Act 2020**. Information is stored securely, both digitally (in the Panda Contact Manager) and in locked physical files at the CYC Waihola office. Access to personal information is limited to authorised personnel, including Paid Staff, relevant Council of Management members, and external auditors where required. Ministry Staff have the right to request access to, and correction of, their personal information in line with the Privacy Act.

## 7. Police Vetting

### Who Must Be Vetted

Police vetting is carried out by the NZ Police Vetting Centre in Wellington and is valid for three years. Under the Children's Act 2014 all Children's Workers must be police vetted, this includes all Paid Staff and most Ministry Staff. Further or alternative safety checks may be completed at the discretion of the operational staff.

### Non-NZ Police Vetting

Anyone aged 14+ who is not a NZ or Australian citizen/permanent resident must also complete a No New Zealand Identity Declaration Form confirming they have never been investigated for child welfare issues. Australian citizens/permanent residents can be vetted using standard NZ Police Vetting forms.

### Vetting Results

Individuals will not be permitted onsite during ministry camps if their police vet reveals convictions related to child abuse or exploitation, recent violence, abuse or sexual offences. Individuals are also excluded if an "Electronic Red Stamp" warning has been issued by NZ Police.

### Confidentiality

All Police Vetting information is managed in accordance with the Privacy Act 2020. Information is stored securely, both digitally (in the Panda Contact Manager) and in locked physical files at the CYC Waihola office. Access to this information is limited to authorised personnel, including Paid Staff, relevant Council of Management members, and external auditors where required.

## 8. Staff and Safety (Paid, Ministry, and Volunteers)

### Safety Culture and Staff Rights

All staff at CYC Waihola will have the knowledge, experience, and training to work safely, appropriate supervision based on their competency, and training in emergency procedures as defined in activity SOPs and the Activity Management Policy.

Staff have the right to raise safety concerns with the Operations Manager or Council of Management, verbally or in writing. All concerns will be recorded in Panda Contact Management and in the relevant Human Resource file.

Staff also have the right to refuse work that they believe could cause serious harm to themselves or others. They must inform the Operations Manager or Council of Management and engage in good-faith discussions to resolve the issue.

### Paid Staff Meetings

Paid staff will aim to meet monthly for Health and Safety meetings. Meetings will include discussion on planning for upcoming months and any safety concerns. Minutes of these meetings will be stored in **Genesis – Staff Meetings**.

### Staff Roles and Responsibilities

The Operations Manager will be the official Health and Safety officer for the site.

Ministry Staff's safety roles will be communicated to them by paid staff.

## 9. Drug and Alcohol Policy

CYC Waihola is assessed as having a low risk of drug or alcohol impairment, based on the risk matrix completed before the engagement of all paid and volunteer staff.

### Drug and Alcohol Management

CYC Waihola is committed to the safety and wellbeing of all employees, volunteers, visitors and participants. Staff are prohibited from consuming or possessing alcohol, recreational or illegal drugs onsite or during work duties. Alcohol consumption is discouraged prior to work, and Staff must not be under the influence while performing any supervision or leadership responsibilities. Staff found to be under the influence of drugs or alcohol will be stood down immediately. Prescription medications that may affect performance must be reported to the Operations Manager. Clients suspected of being impaired by drugs or alcohol will not be permitted to participate in camp activities. Alcohol and legal recreational drugs are not permitted on-site, and any substances found will be disposed of. Illegal drug use will result in Police involvement.

## **10. Staff Fatigue**

CYC Waihola recognises that staff fatigue may compromise the safety and wellbeing of clients and staff. Staff are encouraged to recognise fatigue in themselves and others and must refuse work they believe is unsafe. The Operations Manager monitors fatigue within Staff and reallocate duties as necessary. Lower risk tasks are provided to fatigued staff, and support is available to manage ongoing fatigue.

Ideally, paid staff should not be rostered to work more than seven consecutive days or to host accommodation groups on two consecutive weekends.

## **11. Staff Performance Reviews**

### **Paid Staff Performance Reviews**

All paid staff will have an annual performance review. The Operations Manager is reviewed by the Human Resources Committee of the Council of Management. All other paid staff are reviewed by the Operations Manager. Reviews cover job description tasks and may lead to job description changes, subject to approval from both the staff member and the Council of Management. Recommendations for external professional development may also be made at CYC Waihola's expense.

### **Ministry Staff Performance Reviews**

At the end of each Ministry Camp, the Camp Director will complete a camp report which includes a brief review of each ministry staff member. The Ministry Coordinator, Operations Manager and Camping Committee will review the report, and any issues raised will be discussed between the relevant people. This will be documented as required (in the Panda Contact Manager), any sensitive information will be recorded in writing in the physical personnel file.

### **Important:**

Performance reviews and personnel information will be treated confidentially and will only be shared with individuals who require access for legitimate operational, pastoral, safeguarding or management purposes.

## Section 7: Operations – General

### 1. Accommodation Policies

#### Accommodation Groups

Accommodation Groups are groups that hire CYC Waihola facilities or activities (including non-paying groups). Bookings are managed through the Panda Contact Manager storing dates, group numbers, relevant details etc. All Accommodation Groups must sign a Group Hire Agreement form which outlines;

- Accommodation details;
- Booking requirements
- Payment terms;
- Shared responsibilities; and
- All hire agreement terms and conditions.

All Accommodation Groups will also be provided with the [Important Booking Information](#) document which outlines risk disclosure, rules, responsibilities and requirements.

On arrival to CYC Waihola, Accommodation Groups will receive a health and safety briefing from CYC Paid Staff outlining, risk, rules hazards and any other relevant information for their group.

#### Bunk Beds

All bunk beds at CYC Waihola comply with [AS/NZS 4220:2010 Bunk Bed Standards](#).

### 2. Animal Safety

#### Farm Animals

At times part of the camp is grazed by domestic stock. All those using the campsite will be informed of this and instructed to stay out of these areas if necessary.

#### Pets

No animals or pets may be brought to camp. On site staff may have pets, but these pets must be well-trained, safe around children, and able to interact positively with others. Horses and ponies may be brought for ministry camps or events, with the owner maintaining control of the animal at all times.

### 3. Buildings

#### Building Warrant of Fitness

Buildings at CYC Waihola are inspected monthly by paid staff as part of routine maintenance. An independent qualified professional conducts quarterly inspections in accordance with the [Building Act 2004](#).

The following are to be checked and signed off during inspections:

- Emergency warning systems;
- Signs;
- Emergency exits;
- Hose reels; and
- Fire extinguishers.

If any issues are found, they will be repaired by paid staff or qualified contractors. Paid staff may guide volunteers on basic repairs, but any work requiring a qualified professional will be completed by certified contractors.

### 4. Client Information Gathering

#### Ministry Camps

Ministry Camps have their own procedures for information gathering and operations. Refer to the **Ministry Policy** for full details.

#### Accommodation Groups

All Accommodation Group Information is confidential and is stored in the Panda Contact Manager System

### **Use of Photos and Video for Promotion**

CYC Waihola may use photos and video taken during Ministry Camps, events, or Accommodation Group stays for promotional purposes. Individuals who do not want their image used must notify the Operations Manager in writing before the camp or stay begins or inform the photographer at the time. Ministry Camp enrolment forms will include a statement about this policy. The Accommodation Group Important Booking Information document will also include this policy statement.

## **5. Complaints Procedures**

### **Ministry Camp Complaints**

Ministry Camps follow their own internal complaints procedures. Refer to the **Ministry Policy** for full details.

### **Paid Staff Complaints**

Grievance procedures for paid staff are outlined in **Schedule A – Dispute Resolution Procedures** of each staff member's employment agreement.

### **Accommodation Group and Client Complaints**

1. Complaints should first be made to the Operations Manager, who will attempt to resolve the issue.
2. If the issue requires more than a verbal response, or if suggested by the Operations Manager, a **formal written complaint** must be submitted to the Council of Management.
3. If the complaint is deemed serious by the Council Chairperson, a special meeting will be held within **7 days** to address the matter.
4. A written response outlining the actions taken will be provided within **3 to 6 months** of receiving the written complaint.

## **6. Firearms Safety**

### **Pest Control**

Pest control activities, such as rabbit or goat shooting, are only permitted when no accommodation groups or ministry camps are on site, unless both the Operations Manager and the Group Organiser have given direct permission.

Anyone performing pest control must have prior approval from the Operations Manager and must make direct contact, either by phone or in person, with the on-call staff immediately before starting.

### **High Powered Rifles**

Bringing rifles, including air guns, on-site for any purpose, such as off-site activity storage, requires prior approval from the Operations Manager. All high-powered rifles and ammunition must be stored in an approved, locked gun safe, as determined by the Operations Manager, when not in use.

## **7. Record Keeping**

### **Privacy Act Compliance**

All collection and storage of personal information at CYC Waihola complies with the **Privacy Act 2020**. Information will only be used for its intended purpose, stored securely, and made available to the individual upon request. No information will be shared without the individual's permission unless required by law.

Physical records are stored in the CYC Waihola office. Electronic records are stored on secure servers, using Panda Contact Manager. The CYC Waihola server is located in the on site office. Cloud servers are based in secure locations.

Irrelevant or outdated information will be securely destroyed. However, Ministry Camp records are kept indefinitely for auditing and child protection purposes.

Information will be collected directly from the individual unless it is publicly available. All staff and volunteers must treat any information they receive during their work at CYC Waihola as confidential.

### **Panda Contact Manager**

All digital information is managed using the **PANDA Contact Manager** system. Only authorised users, as approved by the Operations Manager, may access the system. Each user has a unique, auditable login.

## 8. Sickness Policy Notifications

### General Sickness Policy Notification

No one may enter the campsite if, in the 48 hours before arrival, they have had any sickness or symptoms (including flu-like symptoms, fever, runny nose, cough, sore throat, vomiting, or diarrhoea).

If an individual becomes unwell while on site, they must be isolated from others and areas of contact disinfected.

### Ministry Camp Sickness Policy

See the Ministry Policy for full details including:

- Requirements for disclosure of sickness or health concerns prior to camp;
- Guidelines for care of unwell individuals during camp; and
- Procedures for campers who need to leave camp.

### Accommodation Groups Sickness Policy

Accommodation groups will be advised that if a flu-like or stomach bug outbreak occurs while on site they must inform the Operations Manager.

### Procedures for Unwell Paid Staff & Volunteers

Paid staff and volunteers must self-check symptoms and self-isolate if unwell, refraining from coming to work.

### Procedures After Sickness

- Surfaces in areas used by the sick person must be cleaned with disinfectant or sanitizer.
  - Accommodation groups clean their own areas.
  - Paid staff clean their own areas.
- PPE (facemask and gloves) must be worn when cleaning shared areas.
- Areas used by the sick person should ideally remain unused by others for 48 hours.

### Major Health Crisis

In the event of a major health crisis CYC Waihola will follow guidelines given by the Ministry of Health.

## 9. Smoke-Free Policy

CYC Waihola is a smoke-free site, in line with legislation prohibiting smoking in schools and workplaces.

## 10. Vehicles

### Vehicle Use on Site

All vehicles must be operated safely at all times. The speed limit on camp property and driveways is **15 km/h**. For activity-related vehicle use, refer to the **Vehicle Use (Road Vehicles) SOP**.

### Accommodation Group Vehicles

Vehicles must remain on driveways and in designated parking areas. Alternative access requires permission from paid staff.

## 11. Visitors/Contractors

### Visitors/Contractors on site

On arrival to CYC Waihola all visitors/contractors will be required to sign in. The sign in sheet (including: Name, Phone Number, Time In and Time Out) will be completed, and all hazards and risks will be disclosed. CYC Waihola staff actively encourage and engage in communication with contractors and visitors in relation to any health and safety issues on site.

## Section 8: Operations – Incidents

### Introduction

The purpose of reporting and recording incidents and accidents is to enable improvements that prevent recurrence. The **Health and Safety at Work Act (HSWA) 2015** requires all incidents and accidents to be reported and recorded.

### 1. Procedures for Incidents

#### Step 1: Incident Controller

The most senior responsible person present (such as the Operations Manager, Fire Warden, Activity Leader, Group Organiser, or Camp Director) will act as Incident Controller. Their priority is to stabilise the situation quickly and safely.

#### Step 2: Analysing the Situation

The Incident Controller ensures a safe environment for all involved, including victims, staff, and clients. They determine whether the event is a near miss or an accident.

#### Step 3: Accidents

All incidents causing injury or loss will be attended to immediately. Ensuring everyone's safety is the top priority before treating victims. The incident controller will assign someone to safely remove non-victims from the area. First aid will be provided promptly with respect for personal privacy. A person with a current First Aid Certificate will administer treatment. If the incident is serious, emergency services and highly qualified medical personnel will be contacted. The caller must confirm to the incident controller that help is on the way. When multiple qualified responders are present, the one with the highest medical qualification will lead. The incident controller, in consultation with first aiders, will decide if emergency services need to be alerted.

#### Specific guidelines:

- Significant head injuries, if unconsciousness is unknown, require ambulance transport.
- Urgent emergency care is always by ambulance or as directed by 111 contact.
- Non-urgent cases may be transported by private vehicle as determined by the first aider (and as determined by the Ministry Policy in relevant situations)

#### Step 4: Near Misses

Activities causing near misses must be stopped immediately. Serious near misses must be reported to the Operations Manager without delay.

#### Step 5: Post-Incident Procedures

All incidents must be reported on the appropriate form within 24 hours. Accidents, Incidents and Safety Concerns are reported using the corresponding form (found on the CYC Waiholā website). Reports are completed by paid staff present, the most senior first aider, or the most senior person present during the incident. The Operations Manager reviews all incidents and reports to the Council of Management.

#### Notifiable Events and Injuries

The Operations Manager must report all notifiable events and injuries to WorkSafe promptly. Incidents involving adventure or premium activities must also be reported to OutdoorsMark as soon as possible.

#### Incidents of Serious Harm or Death

Serious harm incidents are notifiable events requiring immediate phone notification to WorkSafe, followed by a written notice within seven days. The incident scene must remain undisturbed unless necessary to help the injured, maintain essential services, or prevent serious property damage. Police must be notified first in all deaths before informing others. Internal investigations follow to determine the cause and prevention measures.

#### Council of Management Review

The Council reviews all incidents, accidents, and near misses at or above level 3 severity per the Incident Severity Table during regular meetings. The aim of these reviews is to improve health and safety practices.

## 2. First Aid

### Access to First Aid Certified Persons

All paid staff are required to hold a current first aid certificate.

**Accommodation Groups:** Paid staff must have first aid certification to assist during incidents.

**Ministry Camps:** Ministry staff are encouraged to obtain first aid qualifications; records are maintained in the PANDA system. At least one person with a current First Aid Certificate or higher must be present at all ministry camps.

**High Risk Activities:** Certain activities, as specified in their SOPs, require the Activity Leader to hold a current first aid certificate.

**First Aid Training:** CYC Waihola facilitates external first aid training every two years for staff to gain or renew certification.

**First Aid Kits:** Kits are checked or replaced annually using a checklist to ensure proper stock levels.

### Workplace First Aid Kit Locations:

- CYC Waihola Office
- Main Lodge Activity Storeroom / Sick Bay
- Homestead Storage Cupboard
- All CYC Waihola vehicles

**Ministry Camps:** Fully stocked kits are available in Sick Bay and the CYC Waihola Office. A small transportable kit accompanies all off-site activities. Kits are checked and restocked before each camp.

**Accommodation Groups:** Groups are required to bring their own first aid kits for general use.

**High Risk Activities:** Some activities have dedicated small first aid kits, reviewed annually.

## 3. Annual Review of Incidents

All incidents will be reviewed annually and after every critical incident as part of the Annual Review. Trend analyses of incidents will be performed yearly to identify opportunities for health and safety improvements.

## Incident Severity Table

| Severity Ranking                                                                                            | Impact on Participation                                                                                        | Injury<br><i>Italics are notifiable</i>                                                                                                                       | Illness                                                                                                                        | Social/Psychological Damage                                                                                       | Equipment Damage     | Environment                                                                                          |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------|
| 1                                                                                                           | <b>Minor/Short Term Impact</b> on individuals that doesn't have a large effect on participation                | Splinters, insect bites, stings                                                                                                                               | Minor irritant                                                                                                                 | Temporary Stress or embarrassment                                                                                 | Minor Cost           | Littering                                                                                            |
| 2                                                                                                           |                                                                                                                | Sunburn, scrapes, bruises, minor cuts                                                                                                                         | Minor cold, infection, mild allergy                                                                                            | Temporary Stress or embarrassment with peers                                                                      | Less than \$50       | Minor damage to environment that will quickly recover                                                |
| 3                                                                                                           |                                                                                                                | Blisters, minor sprain, minor burns, cold / heat stress                                                                                                       | Minor asthma, Cold, upset stomach                                                                                              | Stressed. Beyond comfort level. Shown up in front of group                                                        | Less than \$100      | Scorched campsite, plant damage                                                                      |
| 4                                                                                                           | <b>Medium Impact</b> on individuals that may prevent participation in the activity / programme for a day or so | Lacerations, minor burns, etc.                                                                                                                                | Mild Flu, Migraines                                                                                                            | Stressed. Wants to leave the activity, a lot of work to bring back in                                             | Less than \$500      | Burnt shrubs, cut live branches, washed group dishes in stream, etc.                                 |
| 5                                                                                                           |                                                                                                                | Sprains & hyperextensions, minor fracture Visit to <i>Accident &amp; Emergency</i>                                                                            | Flu, food/hygiene related diarrhoea / vomiting                                                                                 | Distressed. Freezes on activity, requires 'emotional rescue', does not want to participate again                  | Less than \$2000     | Walked through sensitive ecological area destroying some plant life, toileting close to water course |
| Severity Scale 6 or more are deemed to be notifiable incidents as per <i>Notifiable Events and Injuries</i> |                                                                                                                |                                                                                                                                                               |                                                                                                                                |                                                                                                                   |                      |                                                                                                      |
| 6                                                                                                           | <b>Major Impact</b> on individuals that mean they cannot continue with large parts of the activity / programme | Hospital Admission of less than 12 hours. <i>Fractures, dislocations, major burn, concussion, breathing difficulties, moderate hypothermia / hyperthermia</i> | Hospital Admission of less than 12 hours. <i>Serious asthma attack, serious infection, anaphylactic reaction</i>               | Very distressed. Leaves activity and required onsite counselling. Unwilling to participate in activity ever again | Less than \$8000     | Destroyed / killed some example of flora / fauna                                                     |
| 7                                                                                                           |                                                                                                                | Hospital Admission of more than 12 hours. <i>Arterial bleeding, severe hypothermia / hyperthermia, serious eye injury</i>                                     | Hospital Admission of more than 12 hours. <i>Illness or infection causing loss of consciousness, serious medical emergency</i> | Therapy / Counselling required by professional                                                                    | Less than \$20,000   | Killed, destroyed or polluted a small area of environment                                            |
| 8                                                                                                           | <b>Life Changing</b> effect on individuals or death                                                            | Major injury requiring long term hospitalisation: <i>i.e. spinal injury, head injury, amputation, serious burns</i>                                           | Major illness requiring long term hospitalisation: <i>heart attack, etc.</i>                                                   | Long term counselling required after incident                                                                     | Less than \$50,000   | Killed example of protected species                                                                  |
| 9                                                                                                           |                                                                                                                | Single Death                                                                                                                                                  | Single Death                                                                                                                   | PTSD, changed profession because of incident                                                                      | Less than \$250,000  | Fire or pollution resulting in area of wilderness being destroyed                                    |
| 10                                                                                                          |                                                                                                                | Multiple Fatality                                                                                                                                             | Multiple Fatality                                                                                                              | Suicide because of incident                                                                                       | More than \$1million | Major fire or pollution causing serious loss of environment or life                                  |
| Adapted from Incident Severity Scale by Davidson, 2005 for use with new HSWA 2015                           |                                                                                                                |                                                                                                                                                               |                                                                                                                                |                                                                                                                   |                      |                                                                                                      |

## Section 9: Emergency Preparedness and Procedures

### 1. Purpose

These procedures exist to protect life and property, and to ensure CYC Waihola staff and groups are prepared to respond clearly and calmly in an emergency. They aim to fulfil the requirement under Regulation 14 of the HSW (General Risk and Workplace Management) Regulations 2016 for a documented, maintained, and tested emergency plan. This plan will be reviewed by staff annually as a part of the Safety and Management Policy review.

### 2. Roles and Responsibilities

#### On-Call Staff Member (Operations Manager)

The Operations Manager is the designated on-call staff member and holds overall responsibility for safety monitoring and ensuring emergency procedures are followed. In their absence, this responsibility passes to a suitably qualified staff member or Council member.

The on-call staff member must be informed of any significant emergency. A staff roster for weekend groups will be implemented where necessary.

#### Evacuation Warden

Every group on site must have a designated Evacuation Warden before their first night:

- **Accommodation groups** — the Warden is appointed on arrival and recorded on Accommodation Evacuation forms. On-call staff brief the Warden on alarms, assembly points, and procedures before the first night.
- **Ministry camps** — the Camp Director typically acts as Warden, recorded on attendance forms before the first night.

Groups using multiple facilities must appoint a Warden for each facility.

#### Warden responsibilities:

- Ensure appropriate measures are in place to assist and support all persons during an evacuation
- Retrieve the evacuation list and visitors book from the red fire box (found at front door of each facility)
- Wear the fluorescent vest from the box
- Lead the group to the assembly point
- Account for all persons and report to on-call staff and emergency services
- Coordinate parent/caregiver contact where required

#### On-Call Staff Responsibilities During an Emergency

- Check in with the Evacuation Warden and confirm all persons are accounted for
- Account for all staff, volunteers, and contractors on site
- Confirm emergency services have been notified
- Liaise with emergency personnel on arrival
- Conduct room-by-room checks if safe (including toilets and accommodation), closing doors and turning off appliances (not lights)
- Authorise return to buildings only when safe

#### Group Organisers and Camp Directors

If not the Evacuation Warden – Support the Evacuation Warden, assist with roll calls, follow all instructions from on-call staff and emergency services, and coordinate parent/caregiver contact where needed.

#### Council of Management

Holds sole authority for communication with the media.

### 3. Assembly Points

| Facility                | Assembly Point                                                               |
|-------------------------|------------------------------------------------------------------------------|
| Main Lodge              | Grass area in front of the bunk-room block, near the assembly point sign     |
| Chalets and Clark House | Grass area in front of Chalet 4, near the assembly point sign                |
| Homestead               | Gravel car park area in front of the Homestead, near the assembly point sign |

If the standard assembly point is unsafe, on-call staff or the Evacuation Warden will direct the group to an alternative location.

#### Emergency addresses for 111 calls:

- Main Lodge / Chalets: 70 Finlayson Road, Waiholā, South Otago
- Homestead: 79 Finlayson Road, Waiholā, South Otago

### 4. General Evacuation Procedure

The following steps apply to all evacuations unless a specific procedure states otherwise.

1. Activate the fire alarm if safe to do so
2. Call 111 if emergency services are required — give the address above
3. Proceed to the assembly point
4. The Evacuation Warden accounts for all persons using the evacuation list
5. If anyone is missing, inform emergency services immediately. No one re-enters a building unless safe to do so and authorised by emergency services or the on-call staff member.
6. Identify a first aid certified person and make them available
7. No one re-enters buildings until authorised by on-call staff or emergency services
8. Once the situation is resolved, complete an incident report (available in the red folder or via the CYC Waiholā website)

**Camp-site evacuation:** If the site must be fully evacuated, groups unable to return home will go to Lake Waiholā Domain. For ministry camps, arrangements will be made for parent/caregiver pickup from the lower carpark. No one leaves without signing out with the Evacuation Warden. Campers are not released until collected by a parent, caregiver, or emergency contact.

### 5. Emergency Drills and Testing

In line with Regulation 14 of the HSW (General Risk and Workplace Management) Regulations 2016, CYC Waiholā will:

- Conduct emergency evacuation drills at regular intervals, and at minimum once per quarter
- Conduct a lockdown drill at least once per year
- Notify FENZ (03 341 0266) at least 15 minutes before any trial fire evacuation; call 111 during the drill to log it officially; and email the Evacuation Report to [evacuation@fireandemergency.nz](mailto:evacuation@fireandemergency.nz)
- Record all drills, including date and names and signatures of staff present, and a debrief summary
- Take emergency contact lists during all drills and in any actual emergency
- Review emergency procedures following each drill and any actual emergency event

Overall responsibility for maintaining and improving emergency plans sits with the Operations Manager, with input from all staff.

### 6. Emergency-Specific Procedures

#### Fire

1. Sound the alarm (verbally or via the siren switch in the kitchen beside the microwave — a continuous siren indicates fire)
2. Evacuate immediately and proceed to the assembly point
3. Call 111
4. The Evacuation Warden accounts for all persons
5. On-call staff attempt to extinguish the fire only if safe and no toxic fumes are present (e.g. from foam mattresses or polystyrene) — no one enters a burning building
6. On-call staff report to the senior fire officer on arrival, advising of any missing persons and the fire location

#### Earthquake

1. If **indoors**: Drop, Cover, and Hold under sturdy furniture or beside an internal wall away from windows — do not move until shaking stops
2. If **outdoors**: Move away from buildings, trees, and powerlines, then Drop, Cover, and Hold
3. Once shaking stops, proceed to the assembly point — the Evacuation Warden accounts for all persons
4. On-call staff and the Warden inspect buildings externally for visible hazards. Internal inspections should only occur if the building appears safe to enter — if fire is found, follow the Fire procedure above
5. Do not re-enter buildings until authorised by on-call staff

## **Landslide / Severe Storm**

1. If caused by flooding or heavy rain, everyone stays indoors until outside areas are confirmed safe by on-call staff
2. If the site is deemed unsafe, on-call staff initiate a camp-site evacuation
3. For severe storms, on-call staff contact Civil Defence and follow all instructions
4. Campers are not released until collected by a parent, caregiver, or emergency contact from the lower carpark
5. If overnight evacuation is required, on-call staff will arrange suitable accommodation and meals

## **Forest Fire**

1. The Evacuation Warden activates the fire alarm and calls 111
2. On-call staff notify police and report the number of persons on site
3. Camp-site evacuation is initiated if there is risk to those on site, or if emergency services advise it
4. On-call staff keep the Warden updated on instructions from emergency services

## **Natural Hazard Risk Assessment**

Under the HSW (Adventure Activities) Regulations 2016 (as amended 2023) and the WorkSafe Safety Audit Standard version 2.0 (in effect from 1 April 2024), CYC Waihola is required to assess and manage risks associated with natural hazards as part of its safety management system.

Before any adventure activity is conducted, the Activity Leader or Camp Director must consider whether natural hazard conditions present an elevated risk. Natural hazards relevant to the CYC Waihola site and surrounding area include:

- Flooding and flash floods
- Landslide or ground instability
- Severe storms and high winds
- Lightning
- Earthquake and aftershocks
- Forest or scrub fire

Before each activity, staff should:

1. Check the relevant weather forecast and any Civil Defence or MetService warnings
2. Assess whether conditions are within the safe operating parameters for the activity, as defined in the relevant SOP
3. Postpone or cancel the activity if conditions present an unacceptable risk
4. Communicate any relevant natural hazard risks to participants before the activity begins, in plain language they can understand

If conditions change during an activity:

- The Activity Leader has authority to stop the activity immediately if natural hazard conditions deteriorate
- Participants must be moved to a safe location and on-call staff notified
- The decision to stop an activity on safety grounds must be recorded in the activity log

Natural hazard risks specific to each activity are detailed in the relevant SOP. The Operations Manager is responsible for ensuring SOPs reflect current natural hazard risk information and are reviewed at least annually.

If a serious Natural Hazard is identified, then a technical expert will be engaged to assist with risk management.

## **Medical Emergency or Accident**

1. Follow DRSABCD (Danger, Response, Send, Airway, Breathing, CPR, Defibrillator)
2. Call 111 if required and follow operator instructions
3. Administer required patient medication if available (e.g. EpiPen, inhaler)
4. Notify a CYC staff member as soon as possible — all CYC paid staff are first aid trained
5. Complete an incident report as soon as the emergency is resolved

**First aid supplies** are located in the Main Lodge first aid room, the Homestead cupboard (under the stairs), all CYC vehicles, and at high-risk activity sites.

**Nearest defibrillator:** Waihola Store, 25 Greenwich Street, Waihola.

**Note for Adventure Activities:** For any activity defined as an Adventure Activity under the HSW (AA) Regulations 2016, emergency response procedures are also detailed in the relevant SOP. Individuals must be familiar with the SOP for their activity before leading it.

## Missing Person

1. Notify a CYC staff member immediately
2. Identify the person's last known location
3. Search all buildings, playgrounds, and areas used by the group
4. Contact caregivers if the missing person is a child
5. If not found within 20 minutes, contact police and follow their instructions without delay
6. Avoid disturbing potential search areas prior to police arrival

A separate missing persons procedure for ministry camps is detailed in the Ministry Policy.

## Lockdown

A lockdown is called when a group needs to be contained and protected inside buildings. Situations include an armed or dangerous person on site, a dangerous animal, siege, or hostage situation.

**Lockdown signal:** Five short rings of the camp buzzer and radio communication

### Triggering a lockdown:

1. The person witnessing the incident notifies CYC staff immediately
2. On-call staff confirm the situation and decide whether to implement lockdown
3. Call 111 – always the first priority if there is an immediate threat
4. Activate the lockdown signal

### If indoors:

- Lock all external doors and windows
- Turn off lights and electronic devices; silence mobile phones
- Campers sit quietly on the floor, away from doors and windows and out of sight
- Barricade doors if safe to do so
- Stay in place until ALL CLEAR is given by police or on-call staff

### If outdoors:

- Enter the nearest building if safe, and follow the indoor procedure
- If entering a building is not safe, find cover (trees, ditches, walls), stay silent, and contact on-call staff with your location and headcount
- If off-site, move to the nearest safe area (e.g. Waiholā School or the Domain), take attendance, and await instructions

### When police arrive:

- Police take control of the incident and establish an Incident Control Point
- All staff and campers must fully cooperate with police
- On-call staff meet police to provide a situation briefing
- Treat the area as a potential crime scene – do not disturb any evidence
- Police handle all media and family communication

## Major Health Crisis

In the event of a major health crisis, CYC staff and all groups on site will follow the guidelines issued by the New Zealand Ministry of Health.

## 7. Emergency Training

In line with CYC Waiholā's obligations under the Health and Safety at Work Act 2015, CYC Waiholā will:

- Provide all new staff with emergency procedures training as part of induction
- Conduct regular emergency training with all staff where possible, including practice scenarios
- Record and debrief all training sessions
- Review emergency procedures following training, drills, and actual emergency events
- Ensure all staff hold current first aid certification

Overall responsibility for maintaining and improving emergency plans sits with the Operations Manager, with input from all staff.

## Section 10: Emergency Communication Plan

|                            | Detail                                 | Location                        | Phone Number                  |
|----------------------------|----------------------------------------|---------------------------------|-------------------------------|
| <b>Emergency</b>           | <b>Police, Fire or Ambulance</b>       | <b>All locations</b>            | <b>111</b>                    |
| Police                     | Non Emergency or Sat Phone             | South Comms (South Island wide) | 105                           |
| Fire                       | Non Emergency                          | South Comms (South Island wide) | 03 341 0266                   |
| Dunedin Hospital           | Accident and Emergency                 | Dunedin Area                    | 03 474 0999                   |
| Milton Medical Centre      | Local Medical Centre                   | CYC Waihola                     | 03 417 8226                   |
| Dunedin Urgent Doctors     | After hours Non Emergency Medical Care | Dunedin Area                    | 03 479 2900                   |
| National Poison Centre     | Suspected Poisoning                    |                                 | 0800 POISON (0800 764 766)    |
| Rescue Coordination centre | Inadvertent PLB Activation             |                                 | 0508 472 269 (+64 4 577 8030) |
| HealthLine                 | Any health related questions           | All locations                   | 0800 611 116                  |

### Organisation Contacts

|                                          | Detail                               | Name              | Phone Number                    |
|------------------------------------------|--------------------------------------|-------------------|---------------------------------|
| <b>CYC Waihola</b><br><b>03 417 7120</b> | <b>Operations Manager</b>            | <b>Anna Hynds</b> | <b>027 529 8586 (ext. 9500)</b> |
|                                          | Ministry Coordinator                 | Annalise Copland  | 027 527 0493 (ext. 9501)        |
|                                          | Activities Coordinator               | Esther Currie     | 022 465 4505 (ext. 9506)        |
|                                          | Facilities Coordinator               | Chris Hynds       | 027 233 4235                    |
|                                          | On Call Staff Member                 |                   | Ext. 9501                       |
|                                          | Main Lodge                           |                   | Ext. 9502                       |
|                                          | Clark House                          |                   | Ext. 9503                       |
|                                          | Homestead                            |                   | Ext. 9504                       |
|                                          | Chairperson of Council of Management | Paul Paton        |                                 |

## Section 11: Management Sign-off

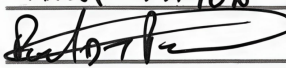
### Reason for Sign-off

CYC Waihola recognises the importance of safety within the organisation, and the Council of Management will endorse, actively support, promote, and sign off on this policy and the associated Activity Management Policy. Each year, following the document's annual review, the Council will minute a motion at a regular meeting to endorse the policy for the following year, ensuring it remains current and enforced.

As the person responsible for day-to-day operations, the Operations Manager will also endorse, actively support, promote, and sign off on this policy.

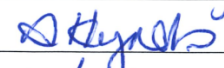
### Chairperson Sign-off

The Chairperson of the Council of Management hereby signs off on this document on behalf of the Council of Management:

Chairperson's Name: Paul Paton  
Signed:   
Date: 15-6-26

### Operations Manager Sign-off

The Operations Manager hereby signs off on this document:

Operations Manager's Name: Anna Hyndls.  
Signed:   
Date: 16/6/26.

## Appendix 1: Completed Safety Goals

| Safety Goal                                                                                                                                                                                   | Timeframe  | Completed  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| For Operations Manager to attend PEHC course                                                                                                                                                  | 30/06/2014 | 21/06/2014 |
| To pass first OutdoorsMark audit                                                                                                                                                              | 01/11/2014 | 01/11/2014 |
| For Paid Staff Member to attend a suitable Foundation Ropes Course                                                                                                                            | 31/07/2014 | 06/07/2014 |
| Run a Workplace First Aid Course for Ministry Staff including a Workplace First Aid refresher                                                                                                 | 30/11/2014 | 20/12/2014 |
| For all paid full-time staff to have current workplace first aid certificate or higher qualification                                                                                          | 30/11/2014 | 20/12/2014 |
| Rebuild Flying Fox Launch platform                                                                                                                                                            | 31/12/2014 | 20/11/2014 |
| All activity leaders of instructor level in activities marked with ♦ will have a current Workplace or Outdoor First Aid or higher qualification as part of the pre-requisites to be certified | 01/06/2016 | 20/12/2014 |
| Pathway from Horse Arenas to main crossing point to be constructed for safer horse crossings                                                                                                  | 01/04/2016 | 26/10/2015 |
| For Operations Manager to attend PEHC course*                                                                                                                                                 | 30/06/2016 | 21/05/2016 |
| Run a Workplace First Aid Course for Ministry Staff including a Workplace First Aid refresher*                                                                                                | 30/11/2016 | 26/11/2016 |
| For all paid staff to have current outdoor first aid certificate*                                                                                                                             | 30/11/2016 | 26/11/2016 |
| To successfully pass OutdoorsMark Premium Audit                                                                                                                                               | 06/11/2017 | 21/12/2017 |
| Create new entrance way to Homestead service area that removes the need for entrance in road blind spot                                                                                       | 31/12/2017 | 28/04/2018 |
| For Operations Manager to attend PEHC course*                                                                                                                                                 | 21/05/2018 | 25/05/2018 |
| To successfully pass OutdoorsMark Surveillance Audit                                                                                                                                          | 31/12/2018 | 03/12/2018 |
| Implement in-depth risk management online volunteer training system                                                                                                                           | 31/12/2018 | 29/03/2019 |
| Printed temporary new signage on Zipline activity as per updated Zipline ASG (version 2.1; page 24)                                                                                           | 31/12/2018 | 01/09/2019 |
| For paid staff members to be trained in mid-line Flying Fox rescues                                                                                                                           | 31/12/2018 | 26/02/2019 |
| For Operations Manager to attend PEHC course*                                                                                                                                                 | 25/05/2020 | 23/07/2020 |
| Full review of current SMP and reformatting of current activity SOPs                                                                                                                          | Oct 2025   | 30/05/2026 |
| Upgrade training for Activity Leaders                                                                                                                                                         | End 2025   | 17/09/2025 |
| Upskilling current staff with nationally recognised qualifications                                                                                                                            | End 2025   | 31/05/2025 |
| Hand over the running of the waterslide to competent adults when used by groups                                                                                                               | Mar 2025   | 31/01/2026 |
| Paid Staff to complete SELO qualification                                                                                                                                                     | 2025       | Mar 2026   |
| Review and redevelopment of all CYC Waiholā Policies                                                                                                                                          | June 2025  | May 2026   |

## Appendix 2: Glossary

| Term                      | Description                                                                                                                                                       |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council of Management     | The Council of Management is CYC Waihola's board of directors, appointed at each Annual General Meeting. They are responsible for managing the society's affairs. |
| CYC Waihola               | This is the trading name of Christian Youth Camps Waihola Incorporated. It refers to the organisation throughout this document.                                   |
| Genesis                   | The CYC Waihola server where documents are stored                                                                                                                 |
| HSW (AA) Regulations 2016 | <a href="#">Health and Safety at Work (Adventure Activities) Regulations 2016</a>                                                                                 |
| HSWA 2015                 | <a href="#">Health and Safety at Work Act 2015</a>                                                                                                                |
| Ministry Camps            | Ministry Camps are Christian-based evangelistic outreach camps, which are the core purpose of CYC Waihola.                                                        |
| MSD                       | This government department oversees funding, regulations, and policy for services such as OSCAR.                                                                  |
| Operations Manager        | The person appointed by the Council of Management to oversee the day to day running of CYC Waihola                                                                |
| OSCAR                     | Out of School Care and Recreation, a framework for services that provide before and after school or holiday programmes for children.                              |
| Paid Staff                | This term refers to individuals employed by CYC Waihola in a paid capacity.                                                                                       |
| PANDA Contact Manager     | An internal digital system used by CYC Waihola to manage records of camp enrolments, staff training, qualifications, and accommodation groupings.                 |
| RAMS                      | Risk Analysis and Management System – used to determine the level of risk in an activity and then eliminate or minimise that risk.                                |
| SMS                       | Safety Management System – the system set up to ensure safety and legislation compliance.                                                                         |
| SOP                       | Standard Operating Procedure – documents written to ensure the same process is followed over various groups and instructors                                       |
| Staff                     | Staff includes both Paid Staff and Ministry Staff working within the organisation.                                                                                |

## Appendix 3: Changes to Policy

### Archived Updates

All updates prior to May 2026 can be found in the "ARCHIVED" section of the "POLICY" folder in Genesis.

### 31 May 2026

This policy underwent a full review and redevelopment from June 2025 – May 2026 to ensure compliance with current legislation, to reflect new implementation strategies, and to condense the contents of the policy. This review resulted in the development of a new policy (the Activity Management Policy) to simplify and streamline this SMP and provide clarity for Activity related policies. This redevelopment has allowed ease of review, update, sharing and understanding.