Safety System Overview

Safety Management System

Version: 10 June 2015
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Executive Summary

Whakapapa Ski Area and Turoa Ski Area are situated on the northwest and southwest slopes respectively, of Mount Ruapehu, in the central North Island. Mount Ruapehu is the largest of the three volcanoes in the Tongariro National Park. The highest peak of the mountain is 2797 metres, while the ski areas are situated between 1600 metres and 2300 metres. The terrain consists of large lava flows forming bluffs and scree slopes. The surface is extremely rugged and vegetation is sparse.

Both ski areas cover approximately 1000 hectares and facilities are widespread. Modern over-snow transport and high speed lifts provide access during winter months. Whakapapa and Turoa are the largest ski fields in New Zealand and are operated by Ruapehu Alpine Lifts (R.A.L). The ski areas reside entirely within Tongariro National Park and therefore are subject to the provisions of the National Park Act 1980 and the Conservation Act 1987. They are allowed for by way of a RAL/DOC license under provisions of the Tongariro National Park Management Plan.

The Safety Management System is considered a 'living document' with provision made for upgrades and reviews on a regular basis. It is hoped that by combining the systems and documentation of Turoa and Whakapapa, RAL can achieve “Best Practice” for all its ski area operations. A diagrammatic form of the Safety Management System is on the following page to give clear guidelines as where everything fits together.
Locality of Whakapapa and Turoa Ski Areas
Commitment to Safety

This section details RAL's approach to health and safety management in the workplace.

Health and Safety Policy – Reviewed Annually

The management of Ruapehu Alpine Lifts is committed to providing and maintaining a safe environment for its employees, customers, and all persons using the ski areas as a place of work or recreation.

In meeting this commitment, management will develop and maintain a Safety Management System and take all practicable steps to:

1. Provide safe equipment and proper materials.
2. Maintain safe methods and safe practices at all times.
3. Set health and safety objectives and performance criteria for all managers and work areas.
4. Actively encourage accurate and timely reporting, recording, and investigation of all accidents, incidents, and unsafe conditions.
5. Formulate plans for corrective action following accidents & incidents where appropriate.
6. Provide a treatment and rehabilitation plan that ensures a safe, early and durable return to work.
7. Identify all existing and new hazards and take all necessary steps to eliminate, isolate or minimise any hazards deemed to be significant.
8. Ensure all employees are aware of the hazards in their work area and are trained to perform their duties in a safe manner.
9. Encourage employee participation and consultation in all matters relating to health and safety.
10. Promote a system of continuous improvement, including the annual review of company health and safety goals, policies, and procedures.
11. Commit to being audited on our health and safety policies and procedures by an external party annually.

☐ Every employee of Ruapehu Alpine Lifts is expected to share in the commitment to health and safety.

☐ Every department manager and supervisor has a responsibility for the health and safety of those employees working under their direction.

☐ Every employee is expected to play a role in maintaining a safe workplace by taking responsibility for one's own actions, inactions and behaviour; carrying out all duties in the safest possible way; observing all safe work practices, rules and instructions; reporting early any pain or discomfort; taking an active role in the company's treatment and rehabilitation plan and ensuring all accidents, incidents and hazards are reported to the appropriate person.

☐ The Safety @ Work Teams include senior management representatives and other employee representatives. The teams are responsible for the implementation, monitoring, review, and planning of health and safety policies, systems and practices on an annual basis.

Dave Mawat
GENERAL MANAGER

May 2015
Health & Safety Responsibilities

Ruapehu Alpine Lifts is aware of the need to provide its employees and customers with a safe and healthy place in which to work and enjoy recreation time. To this end, suitable staff orientation, induction and training is given to employees who will encounter hazards in the course of their work.

In relation to hazard management Ruapehu Alpine Lifts will take all practicable steps to eliminate, isolate or minimise hazards. Employees and customers who are exposed to hazards must be made aware of these. Employees must be made aware of the unique mountain and inherent ski area hazards.

Members of the public must also be made aware of inherent mountain dangers. An effective public awareness campaign will be maintained to achieve this.

Emergency plans are kept up to date and accessible to employees.

Employers Responsibilities

Ruapehu Alpine Lifts is required by the Health and Safety in Employment Act to take all practicable steps to provide a safe working environment for its employees. A register of accidents is kept by Ruapehu Alpine Lifts and reports on all accidents that cause serious harm (as defined in the Health and Safety in Employment Act) are given to the Department of Labour.

It is Ruapehu Alpine Lifts company policy to take every practicable step to ensure the safety and health of employees and customers whilst on Whakapapa and Turoa Ski Areas.

To ensure the successful implementation of this policy it is essential that ALL employees are involved.

Employees Responsibilities

Department managers must observe and enforce the day to day implementation of Ruapehu Alpine Lifts Health and Safety Policy in the areas they are responsible for.
They must also provide the appropriate supervision, education and instruction in the correct use of all equipment and materials employees will be required to use in the course of their work. They are to ensure that appropriate safety equipment is provided and used. Department managers must place emphasis on safe working procedures. All managers will be reviewed against HSE key performance indicators throughout the year see management performance review records with HR.

Team Leaders, Foremen and Supervisors are required to report all accidents that occur in the work place to their department manager. They must ensure that all employees assigned to them have undergone sufficient training for the tasks they are expected to undertake. They are to ensure that appropriate safety equipment is used. Supervisors must place emphasis on safe working procedures.

Employees are required to take all practicable steps to ensure their own safety while at work. All employees must ensure that none of their actions or inaction’s cause harm to another person. Employees must not undertake any task without the appropriate safety equipment. All staff must know and use the appropriate procedures for any task undertaken. If appropriate safety equipment is not available the department manager must be notified so that the necessary equipment can be made available. Employees must place emphasis on safe working procedures.

These responsibilities are aimed at promoting excellence in the management of health and safety in our workplace and preventing harm arising out of work activities either to employees, supervisors, managers or members of the public.
Planning, Review and Evaluation

Audits and Self Assessments

Each year as part of the commitment to continuous improvement in Health and Safety parts or all of the Safety Management System is audited internally and externally. Below is a table outlining the schedule for external audits in the short and medium term.

<table>
<thead>
<tr>
<th>Audit</th>
<th>Date</th>
<th>Purpose / Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoorsmark</td>
<td>2017</td>
<td>3 yearly audit as required.</td>
</tr>
<tr>
<td>Snow Safety AC Plan</td>
<td>2017</td>
<td>Industry expert review</td>
</tr>
<tr>
<td>ACC WSMP</td>
<td>2016</td>
<td>External audit - Whakapapa</td>
</tr>
<tr>
<td>Terrain Hazard Control Plan</td>
<td>2016</td>
<td>Industry expert review</td>
</tr>
<tr>
<td>Avalanche Atlases</td>
<td>2015</td>
<td>Routine review – external industry expert.</td>
</tr>
<tr>
<td>ACC WSMP</td>
<td>2015</td>
<td>Self-assessment**</td>
</tr>
</tbody>
</table>

In the event of a serious incident (Risk Rating of 17.5 or more as per RAL Risk matrix) occurring to employees or visitors, external and internal review of the relevant parts of the Safety Management System shall be undertaken to ensure all practicable steps are being take to manage the risk of that activity.

** Self-Assessment Procedure:
1. One employee representative (usually from Safety @ Work Team) and one Management representative along with Safety Services Manager will be required for this.
2. Self-assessment will occur annually during May.
3. Self-assessments will be undertaken at alternate sites between Turoa and Whakapapa each year.
4. A record of this self-assessment shall be saved in: V drive
**RAL Health and Safety Objectives 2015**

The company Health and Safety objectives are set by the Senior Leadership Team and are focused on the ‘big picture’ to enhance established systems, they are reviewed each year through the December/January period with performance assessed and new objectives set.

Departmental objectives are set by the departments during the health and safety induction phase of their training and are very specific to their related departments; individual managers take responsibility for this area. Departments are provided with feedback through monthly reports and end of season analysis, the analysis should be used to determine new objectives for the following season.

Customer accident objectives are analysed in depth with an end of season report and objectives and strategies are contained in detail within that report.

**Staff Health and Safety Objectives 2015**

1. Reduce workplace accidents per 100,000 man hours to the following levels over the next 3 years:

   - **2014** – 29 accidents per 100,000 man hours
   - **2015** – 20 accidents per 100,000 man hours
   - **2016** – 18 accidents per 100,000 man hours
   - **2017** – 15 accidents per 100,000 man hours

![Accidents per 100,000 hrs](chart.png)
2. Reduce total lost time (accident related) per 100,000 man hours to the following levels over the next 3 years:

2014 – Turoa 406 hrs lost per 100,000 man hours
2014 – Whakapapa 250 hrs lost per 100,000 man hours
2015 – 100 hrs lost per 100,000 man hours
2016 – 80 hrs lost per 100,000 man hours
2017 – 70 hrs lost per 100,000 man hours

3. Safety Culture – this is a lead indicator of the safety uptake within the organisation across all levels of the structure. 18 points has been set as a benchmark minimum by RAL based on external advice and the

2015 – All categories at or above 18 points
2016 – All categories at or above 20 points
2017 – All categories at or above 22 points
Customer Accident Objectives 2015

1. **Turoa**  To reduce the public accident rate to below 2.7 accidents per 1000 user for the 2015 winter.


2. **Whakapapa**  To reduce the public accident rate to below 2.5 accidents per 1000 user for the 2015 winter.

   *Strategy: Outlined in detail in the Public Accident Report –2014*
Health and Safety Currency

It is important for RAL to remain abreast of all current Health and Safety Legislation, Regulations, Approved Codes of Practice, Guidelines, Standards etc. that relate to any work or activities that are undertaken by the company. Fundamentally, a review of the entire Safety Management System incorporating all relevant regulatory bodies for updates is performed in May each year. The following are some of the other sources utilised to ensure we are current:

- **Ski Area Association of New Zealand – Ski Area Management Safety Strategy guidelines.** These cover all aspects of ski area operations and link back to foundation government agencies for current policy as well as putting these regulations into the ski area context. This resource is kept current and is web based.
- **WorksafeNZ –** Occupational Safety and Health email updates. These are pushed directly to Safety Services Manager email accounts.
- **Standards NZ –** Email newsletter updates on any new developments on NZ standards.
- **Legislation NZ –** Email newsletter of relevant changes to legislation.
Hazard Management

For detailed information on how RAL Identifies, assesses and manages hazards refer to the following manual:

_Hazard Management – Staff Safety_

Information, Training and Supervision

Overview

Mt Ruapehu has an extremely varied workplace in terms of actual tasks that employees are required to complete. It can vary from cleaning toilets in the cafeterias to using explosives to mitigate avalanche hazard. Staff training and certification needs to be determined on a case by case basis and is often very department specific. The system that Mt Ruapehu utilises is one which places a lot of responsibility on individual department managers to determine and manage training needs. Industry experts can sometimes come from within each of the departments, but also external providers must be considered where shortfalls exist internally. RAL has invested a lot of time and financial resources as external experts are difficult to access most of the time.
**General Employee Induction**

Upon employment at RAL, all new employees are taken through an induction process to ensure they are aware of all relevant information – see Figure 1.

### Department Health & Safety Training

**EMPLOYEE NAME:**

**POSITION/OE TITLE:**

**EMPLOYMENT START DATE:**

**SUPERVISORY/ MANAGER:**

### Hazard Identification & Management

- Hazard Identification and how I can take positive action in my workplace
- How to apply the RAL Risk Zone Matrix to Risk Score hazards in my workplace
- How I can apply the Hierarchy of Controls to manage hazards in my workplace
- Hazards and control measures in my Department Hazard Register

### Departmental Health & Safety Procedures

- How I safely use / store and maintain equipment, machinery, tools and hazardous substances that are used in my department and relevant to my work level
- What I should do in the event of a fire and how to evacuate the building or my workspace
- The RAL Health & Safety Policy and how it relates to me and my workplace
- The Department Policies & Procedures Manual

### Incident / Accident Reporting & Investigation

- What Close Calls / Accidents should report
- How to report a Close Call / Accident
- What I need to do following a Close Call / Accident, especially if I can’t perform normal duties.

"Around here we keep each other safe"

RAL Company value since 2006

**SIGNED BY EMPLOYEE:**

**DATE:**

**SIGNED BY MANAGER/SUPERVISOR:**

**DATE:**

---

**Figure 1 - Induction Checklist**
Identifying Training Needs

Individual Department Managers will identify their specific department training needs during the pre season phase of the winter, they then go about drawing up a training schedule that suits their department. For most it will involve a period of time just before the opening date e.g. a training week, and then possibly on the job continued training during the season at set dates. For full time staff, managers will produce a yearly cycle and schedule that suits their staff needs.

External Training and Trainer Selection

This can be very specific depending on each department needs, for example there are some qualifications that are required for a particular position based around NZQA Unit Standards. All external training and selection must be authorised by the Human Resources Manager in consultation with the Department Manager and the following guidelines must be considered:

- The training needs of the employee must meet the training requirements of the department.
- Qualifications, expertise, experience and industry standing of the trainer.
- The trainer’s familiarity with the workplace and systems.
- Location cost and accessibility of the trainer.
- See: V:\Human Resources\Training\RAL Training providers.xls

Internal Training and Trainer Selection

This can also be very specific depending on department staffing and needs, each individual Manager must determine who can train staff internally within their department or they may seek specific training from another specialist department e.g. the Snowmaking Department may seek expert training in crampon use and self arrest from the Safety Services Department. The following criteria must be considered when appointing internal trainers:

- The person must have experience or qualifications relevant to the task that they are training staff in.
- Consideration must be given to the persons actual teaching or training skills.
Recording of Departmental Training

Each manager must keep a database of training that has taken place within their department. Additionally, a signoff sheet will be needed that has the individual elements of that training session and an area for trainers and staff to sign off, these records are kept on the individual’s personal file in the central H.R. office. As part of that spread sheet a reminder system must be implemented, this will be dependant on the cycle of renewal.

Incident Reporting, Recording and Investigation

Overview

A crucial part of maintaining a healthy safety culture at Whakapapa and Turoa is to provide a system that encourages staff to report all accidents, incidents and near-hits regardless of how minor they may seem. This is done within the same shift as the initial event using the ‘Incident Alert’ form, then within 72 hours after the incident a ‘Closer Look’ investigation form must be completed by the manager or supervisor. This process is then followed up by an analysis, action and feedback phase through a combination of area Safety @ Work Teams, Safety Services Managers or the Safety Management Committee. The following section outlines the specifics involved with Accident / Incident and Near Hit Reporting.

Reporting and Investigation Policy

1. Ruapehu Alpine Lifts requires all staff to report any event considered an accident, incident or close call to their Supervisor or Manager within the same shift of the event happening. Within 72 hours of the event the Manager / Supervisor and employee must complete a ‘Closer Look’ Accident Investigation form and hand it to Human Resources.

2. Any accident that causes Serious Harm to an Employee or a Contractor must be reported to Worksafe NZ by a senior Manager as soon as practicable on the prescribed report form by and followed up with a phone call. The accident site is isolated and sealed off where possible until Worksafe NZ investigators can access the workplace. A full internal report (RAL prescribed format) and investigation is then completed by the relevant Manager within
seven days of the initial event. This report will then be distributed to all appropriate persons including the Worksafe NZ.

3. All accidents that cause serious harm to customers and involve company property are investigated and a report formulated (RAL prescribed format) within seven days by the Safety Services Manager. It is not practical or beneficial to investigate all serious harm injuries to customers as a result of skiing or snowboarding however some select cases may be followed up on and a report produced.

4. Any fatality that occurs within the Whakapapa or Turoa Ski Area Boundaries or Lift Accessed Backcountry Areas is investigated and reported on (RAL prescribed format) within seven days by the Safety Services Manager.
Figure 2 - Accident Report Form

<table>
<thead>
<tr>
<th>Incident Alert – Encompasses Accident, Close Call People &amp;/or Property</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be completed within same shift and given to Human Resources</td>
</tr>
</tbody>
</table>

**A. Where and how did the incident happen? (own words)**

<table>
<thead>
<tr>
<th>Mechanism of incident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifting/reaching</td>
</tr>
<tr>
<td>Cut by object</td>
</tr>
<tr>
<td>Slipped on surface</td>
</tr>
<tr>
<td>Hit by object</td>
</tr>
<tr>
<td>Stabbing/stabbing</td>
</tr>
<tr>
<td>Misc</td>
</tr>
</tbody>
</table>

**What Body Part(s) was/were injured?**

<table>
<thead>
<tr>
<th>Body Part(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head</td>
</tr>
<tr>
<td>Neck</td>
</tr>
<tr>
<td>Trauma/Back</td>
</tr>
<tr>
<td>Upper limb</td>
</tr>
<tr>
<td>Lower limb</td>
</tr>
<tr>
<td>Multiple location</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>Misc</td>
</tr>
</tbody>
</table>

**What Property was damaged?**

<table>
<thead>
<tr>
<th>Property Damaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building</td>
</tr>
<tr>
<td>Vehicle</td>
</tr>
<tr>
<td>Plant/Equipment</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>Misc</td>
</tr>
</tbody>
</table>

**Nature of damage – Please explain (e.g. cracked windshield, lift door, chemical spill etc)**

**Nature of the injury?**

<table>
<thead>
<tr>
<th>Injury Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sprain</td>
</tr>
<tr>
<td>Contusion</td>
</tr>
<tr>
<td>Distraction</td>
</tr>
<tr>
<td>Fracture</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>Draining/welling</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

**B. Have the people involved been decontaminated?**

Yes  No

**C. Is It Serious Harm?** Examples: unconsciousness due to loss of oxygen, fractures, hospitalization for more than 48 hours.


**D. Please tick the most appropriate box for the following: Risk Score - Lost time? Damages? Medical Treatment required?**

<table>
<thead>
<tr>
<th>Risk Score</th>
<th>Lost time?</th>
<th>Damages?</th>
<th>Medical Treatment required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6.76</td>
<td>&lt; 1 hr</td>
<td>&lt; $1</td>
<td>No Treatment required. Minor first aid may be given</td>
</tr>
<tr>
<td>7-11.25</td>
<td>&gt; 1-6 hrs</td>
<td>$1-$100</td>
<td>No life or limb threatening. Medical treatment may be required at some stage (e.g. laceration, back joint fracture)</td>
</tr>
<tr>
<td>12-16</td>
<td>&gt; 5 hrs</td>
<td>&gt; $500</td>
<td>Severe but may become unstable. Treatment by a doctor within same (e.g. spinal injury)</td>
</tr>
<tr>
<td>17.6-20</td>
<td>&gt; 9 hours</td>
<td>&gt; $2000</td>
<td>Unlikely. Needs immediate medical assistance. Potentially life threatening (e.g. moderate bleeding problems)</td>
</tr>
<tr>
<td>20+</td>
<td>&gt; 16 hours</td>
<td>&gt; $3000</td>
<td>In a very serious condition. Immediate medical assistance required. CPR in progress. Immediate threat to life</td>
</tr>
</tbody>
</table>

**E. Has the Manager/Supervisor been advised verbally?**

When:

<table>
<thead>
<tr>
<th>Form completed by:</th>
<th>Date/Time Completed:</th>
</tr>
</thead>
</table>

**OFFICE USE ONLY**

Date form received by who
Is a follow up required? Explain
If a follow up is required by whom?

- Email notification sent
- Manager/Area Manager/Safety Services/HR
- Entered in database
- Scanned
Employee Accident Register

A register of all employee accidents is kept in the Human Resources office and on the V/Drive. The Area Manager reports all Serious Harm accidents to the WorksafeNZ within their prescribed timeframes. A report of employee accidents is distributed at board meetings and emailed to all managers monthly, accidents classified in the following categories:
**Close Calls - Employees**
An event that in different circumstances might have caused an employee to be harmed whilst at their place of work and during the hours they are rostered on or cause damage to facilities, the environment or member of the public.

**Accident**
An unexpected event that results in any of the following:

a) Injury to employee while rostered on and at work.
b) Damage to facilities or equipment owned or operated by RAL.
c) Damage to the immediate environment.

**Serious Harm**
An event that causes any person to be harmed whilst working under the employment of Ruapehu Alpine Lifts during the hours they are rostered on. Serious Harm is defined by the Worksafe NZ at [Link](#).

When a serious harm incident occurs the following procedure will be followed:

- Freeze the accident site if possible.
- Notify Area Manager and Safety Services Manager.
- Accident Alert, Closer Look forms completed by supervisor/manager.
- Area Manager to notify Worksafe NZ ASAP within 24hrs.
- Investigate as soon as possible and submit investigation to Worksafe NZ within 7 days.
- Follow prescribed Hazard Management Process for any hazards involved in incident.

**Accident Analysis**
A report of employee accidents is distributed at board meetings and emailed to all managers monthly, this gives all managers the opportunity to analyse their department performance on a month to month basis. At the end of each winter season all data is collated and reviewed for trends, areas that can be improved or strategies that can be implemented for the following season. This is generally done via both the individual area Safety Committees with recommendations passed on to the Safety Management Group. Analysis, collation and interpretation is done by Safety Services Managers and should be grouped by, date, type of accident, department and injury type. Due to the seasonal nature of RAL’s business this
happens in the November/December Safety meeting rounds. The objectives from this process are placed in the Staff Health and Safety Objectives for the following season.

**Incident De-Briefing and Stress Management**

Debriefs are held after all major incidents. Every "E1" (life threatening emergency) is debriefed by Ski Patrol and includes all persons involved in the incident.

There are two types of debriefs that are held. One is the **Operational Debrief**. This covers all aspects of the incident from an operational point of view and includes what went well, what did not go so well and what can be improved.

The second debrief is the **Incident Stress Debrief**. This is usually held within 48 hours of the incident. No notes are taken and people are encouraged to talk about how the incident made them feel. The aim of this debrief is to avoid or mitigate the emotional side effects that can be associated with events such as death or major trauma of a workmate or any other person.

If it is considered necessary by the General Manager, Human Resources Manager or the Safety Services Manager, a professional may be brought in to facilitate this process. If any employee feels they would like further counselling sessions as a result of the incident, RAL will pay for four sessions with a professional counsellor. This is done without question to the individual concerned and is kept confidential.
Employee Injury/Accident Recovery Process

It is important if an accident occurs to an employee the process outlined below is followed to promote their early return to work.

1. **Accident!**
   - Report accident within the same shift to Supervisor. Supervisor/manager must fill out “Incident Alert” form and pass on to their manager and HR.

2. **Injury Sustained?** If there is an injury sustained, immediate priority is given to ensuring that adequate 1st aid treatment is administered to the patient.
   - Yes: Freeze site if possible. Notify Area Manager and Safety Services Manager. Begin investigation as soon as possible. WorksafeNZ must be notified within 24 hrs! Examples of Serious Harm: fractures to any bone, lacerations, amputations, unconsciousness induced by lack of oxygen, hospitalisation of more than 48 hrs.
   - No: In depth investigation carried out and submitted to WorksafeNZ by Area Manager within 7 days.

3. **Dealing with Hazards** after an accident or close call should be top priority for you and your team. The Incident Alert form will provide information on the incident, where, when etc and the Closer Look investigation form promotes more in depth investigation of the issues and Hazards involved. Are these hazards identified already? Are we doing what we say we are doing (in the hazard register)? Can we do better (eliminate, isolate, minimise)? Do employees and anyone else that might be affected by these hazards know about them and about any changes in procedure you decide on after investigation?

4. **Work Related**
   - Serious Harm?
     - Yes: Investigate the incident within 72 hours of it happening. Use the “Closer Look” form.
     - No: In depth investigation carried out and submitted to WorksafeNZ by Area Manager within 7 days.

5. **Non-Work Related**
   - Freeze site if possible. Notify Area Manager and Safety Services Manager. Begin investigation as soon as possible. WorksafeNZ must be notified within 24 hrs! Examples of Serious Harm: fractures to any bone, lacerations, amputations, unconsciousness induced by lack of oxygen, hospitalisation of more than 48 hrs.
   - In depth investigation carried out and submitted to WorksafeNZ by Area Manager within 7 days.

6. **Time Off?**
   - No: Are there any alternative duties available for this employee? If not, determine an established length of time off work based on medical Doctors certificate. Inform HR and Finance Depts of the situation. Stay in contact with the employee as much as possible to ensure engagement is retained and you are up with the play on their recovery progress.
   - Yes: Back to Work: It is in everyone’s best interests to find alternative duties or otherwise facilitate the fastest possible return to work for this employee. Communication with the employee and their doctor will help in coming up with tasks that might be suitable to return to as soon as possible. This proactive approach can greatly reduce recovery times. If a full week of alternative duties is not available, ACC will top up remainder to make up a full 80% of the normal weekly wage for that employee. It is the employee’s responsibility to ensure ACC is contacted whenever circumstances change.

Safety @ Work Team: Once your completed forms have been handed to HR and all relevant managers informed of the incident, the Safety @ Work team will review the incident and may decide to gather more information or do nothing further.
Notifiable Work

Some types of work are considered 'notifiable' by WorksafeNZ and prior to commencement notification must be sent to WorksafeNZ as per requirements. Refer to WorksafeNZ website for this here:
http://www.business.govt.nz/worksafe/notifications-forms/particular-hazardous-work

Employee Participation

Overview

Representatives of RAL meet on a regular basis to discuss issues of safety within the company. The representatives should reflect the make up of the company. Newly identified hazards are tabled and solutions for management of the hazard are discussed. The person who identified the hazard is given a response within one week of identifying the hazard.

The goal is to ensure that all safety issues are viewed globally by the company to ensure that system modifications are holistic and the synergies of the two areas are capitalised on, this is achieved by minute sharing and cross representation between the three groups.

Safety @ Work Team Membership System

Members are nominated to the Safety @ Work Teams in the following manner:

1. All managers contacted in May annually for nominations of employees interested in being on the team.
2. All departments are notified of potential nominees and a vote is held if required to select the most appropriate representative annually.
3. Fortnightly meetings commence from mid June annually.
4. Membership of the Safety @ Work teams is reviewed annually and members may stand for consecutive sessions.

The Safety Management Group will meet on a six weekly basis year round. Each respective Committee from Turoa and Whakapapa will meet fortnightly throughout the winter operating season. The Chairperson of each Committee will be elected from within the group and then ratified by the General Manager.
RAL Safety Management Structure

Safety Management Group
General Manager
Human Resources Manager
Safety and Environmental Risk Manager
Safety Services Manager Whakapapa
Safety Services Manager Turoa

Turoa Safety @ Work Team
Safety Committee Chairperson
Safety Services Manager Turoa
Safety Committee Secretary
Cross section of representatives of the Turoa Staff up to six people.

Whakapapa Safety @ Work Team
Safety Committee Chairperson
Safety Services Manager Whakapapa
Safety Committee Secretary
Cross section of representatives of the Whakapapa Staff up to six people.
**Safety Management Group (Terms of Reference)**

**Reports**

General Manager – RAL

**Meets**

3 times annually with a quorum of 2 SSM and 1 Senior Management Representative

**Membership**

- General Manager– RAL
- Human Resources Manager – RAL
- Safety Services Manager – Turoa (Chairperson)
- Safety Services Manager – Whakapapa (Secretary)

**Objectives**

- Oversee RAL Health and Safety program.
- Ensure RAL complies with, or exceeds current legislative Health and Safety requirements.
- Ensure all Health and Safety issues are viewed ‘globally’ by RAL.
- Review all Safety Committee recommendations and provide timely response.
- Continually seek improvements and new initiatives to ensure implementation of Health and Safety policy within RAL.
- Review all Health and Safety policy and recommend, where necessary, amendments to Management Group.
- Coordinate internal and external audit and review process for the Safety Management System.
- Facilitate communication between both Turoa and Whakapapa Safety Committees through representation at all meetings.
- Coordinate Health and Safety training for Management and Safety Committee members.
- Keep accurate records of all matters that come before group including minutes and correspondence filed with HR manager.
Safety Committees (Terms of Reference)

Reports
Safety Management Group

Meets
Both committees meet fortnightly during winter operational period monthly during summer period.

Membership
Safety Committee Chairperson (Safety Services Manager)
Safety Committee Secretary (H.R.)
Selection of employee representatives (approximately 7); one from each department.

Purpose
Contribute to making RAL a Healthy and Safe workplace at all levels, from education through to compliance through being champions of safety in all aspects of RAL.

Objectives
- Develop seasonal safety action plans describing what the group will focus on, tactics to be used, and when they will be implemented.
- Consider suggestions from employees relating to Health and Safety, and make recommendations to SMG.
- Review and comment on selected significant incidents or hazards as directed by chairperson.
- Keep accurate records of all matters that come before the committees, including minutes and correspondence.
Emergency Planning

Refer to Emergency Plans – Volume 2 – Emergency Planning Systems

Contractors

Refer to Contractors Handbook – Volume 3 – Staff Safety
Manual Style Guide

Purpose

This style guide defines the standards for Ruapehu Alpine Lifts’ (RAL’s’) manuals. We aim to make RAL manuals readable, unambiguous, consistent, and professional. Instructions on using Microsoft Word are for Word 2002. Other versions of Word often have slightly different steps.

Structure for Department Manuals

RAL department policy and procedures manuals have a standard structure, or as close to a standard structure as is practicable. You may need to add chapters or sections to the standard structure (or use the Appendices sections). The standard structure is:

1. **Cover page** the cover page is in color, laid out as per Ski Patrol Manual.
2. **Contents** Details as per page 3 of this document.
3. **Introduction** (see the HR Manager for the RAL standard introduction).
4. **Overview**.
   - Department Structure. Add a diagram if necessary.
   - Job Descriptions (list only).
   - Training Statement – see the HR Manager for the standard RAL statement.
5. **General Information**.
6. **Operational Details**.
7. **Health and Safety**.
   - Health and Safety Policy - see the HR Manager for the RAL standard policy.
   - Accident / incident / hazard reporting statement in a border – see the HR Manager for the RAL standard statement).
   - Department Hazard Register/s.
8. **Key Policies**, e.g. transportation of personnel by snow groomer.
9. **Appendices** (if required).
10. **Forms** (if required).
11. **Document Control**. See below for template.
Document Control and Review System

All documents that form the RAL Safety Management System are reviewed and updated on an annual basis, this section outlines how these documents remain dynamic and change as practices or industry standards evolve. There is also the provision for documents and systems to change after a critical incident or seasonal review. The result is a process that promotes a “Best Practice Vision” and provides the necessary tools to keep the document and systems at the cutting edge of Ski Area Safety.

Sign off and History

All Safety Management System controlled documents must have management sign-off and document history as of 2003. Management sign-off is the formal adoption of the documents' policies and procedures as RAL policy. The main safety system documents should be reviewed and signed off by April of the year in use and department manuals by the end of May in the year in use.

<table>
<thead>
<tr>
<th>Document Name or Type</th>
<th>Document Owners</th>
<th>Author</th>
<th>Reviewer</th>
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<tr>
<td>Safety System Overview</td>
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Document Amendments

If the document owner changes the document, it becomes a new document.

- Version control requires a new date.
- The new document requires new sign-off as above.
- Changes to shared manuals will require either both supervisors or managers from both Whakapapa and Turoa to sign off e.g. Patrol Operations Manual requires Manager Safety Services – Turoa and Manager Safety Services – Whakapapa to sign off.
- All document history and sign off can be found at the back of all documents.

Lodging of Amendments

To lodge an amendment an amendment page must be put in one of the Master copies held by either of the Area Managers. Then the above process can be followed.

During Season Amendments

These can be made to any of the documents at any time as long as they related to technical information only.

Example: Changing a technical aspect of one of the Start zones.
No policy related change is to be made unless first put in the manual as an Amendment page and then ratified at the post season debrief or at a special meeting.
Example: Changing the length of Safety Fuse for Heli-bombs.

Review Processes

During the last couple of weeks of any ski season the respective persons that have responsibility for each of the manuals or documents should review the season gone, along with the documents and agree on changes for the next season. Minutes will need to be taken and any amendments that are lodged taken into account. Then one person should be allocated the task of implementing changes to the documents before the start of next winter. Usually this is one of the Managers from either Whakapapa or Turoa.
# Document Compliance

<table>
<thead>
<tr>
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<tr>
<td>Safety Management System</td>
<td>Safety System Overview</td>
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### Frequency Reviewed:
Anually

### Responsibility:
- Safety Services Manager Whakapapa
- Safety Services Manager Turoa

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**Author** – Andy Hoyle (Safety & Environmental Risk) **Date**

**Reviewer** – Callum Learmonth (Safety Services Manager Whakapapa) **Date**