

# **REDWOODS OUTDOOR ACTIVITIES NZ** **LTD. (ROANZ)**



## **HEALTH & SAFETY SUMMARY**

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## Introduction

ROANZ currently offers three products. These are as follows:



**The Redwoods Treewalk** - An eco-tourism attraction that opened in December 2015. The 700-metre elevated walk is the longest suspended Treewalk of its type in the world. Using ecologically friendly engineering, the Treewalk is suspended from 120-year-old Californian Redwoods (*Sequoia sempervirens*). Featuring a series of 28-suspension bridges and 27-observation platforms, elevated from 9-metres to 20-metres at its' highest point. Designed for use without harnesses or protective gear, it is suitable for all ages. The only pre-requisite is that all users must be able to walk the entire 700-metres. The Treewalk provides a unique opportunity to experience the forest to the more than 500,000+ visitors already enjoying the Redwoods Grove.



**The Redwoods Nightlights** - In December 2016, 30 David Trubridge lanterns and 40 ground lights have illuminated the Treewalk from dusk till late for a unique night-time experience. A new higher viewing platform and 100-metre extension has also been added since October 2017 and July 2018, respectively, and in March 2018 the Trubridge entrance was installed.



**Redwoods Altitude** – Opened in December 2019, a much higher version of the Treewalk (25m high), set further up in the Redwood Forest. Unlike the Treewalk, the safety of the tour is built into the wire ropes guests are attached to, via a harness. This means the bridges and platforms can be built with a more minimalist, themed approach. Altitude is a guided operation and fits under the Adventure Activities Regulations.

## Description of Business

### Legal name

Redwoods Outdoor Activities New Zealand LTD.

### Trading name

Redwoods Treewalk & Redwoods Altitude

### Main operating base

1 Long Mile Road, Rotorua

### Activities

Suspended bridge walk (Non-adventure Activity)

Suspended bridge walk & High wire (Adventure Activity)

### Ancillary activities

Nil.

**Locations**

Whakarewarewa forest only.

**Parameters of responsibility:**

The Managing Director recognises his responsibilities to effectively manage Health and Safety of all employees and guests in accordance with the applicable legislation. Given the location of the business and crossover with members of the public. This responsibility will extend to public as well while in proximity to business activities.

All ROANZ staff will take all practicable steps to ensure the health and safety of our staff, guests, contractors and visitors to the workplace.

We will strive to ensure that everyone complies with the requirements of our Safety Management System (SMS).

## Health and Safety Policy Statement

ROANZ will comply with the provisions of the Health and Safety at Work Act 2015 and any other relevant legislative and regulatory requirements.

We understand and appreciate that staff are the greatest resource in health and safety matters and will create an all-inclusive Health and Safety culture.

We have established 4 Health & Safety Goals. These goals are underpinned by objectives that have been set in order to help us achieve our goals and maintain our company core values.

### **Goal 1: Our leadership will be engaged and participate in health and safety.**

- Objective 1: Demonstrate to staff and service providers that senior management at the highest level are responsible for the delivery of improved health and safety performance and culture.
- Objective 2: Develop the competency of our health and safety leaders within our management and staff.
- Objective 3: Improve senior management/managers understanding of risk management in key areas of our health and safety.
- Objective 4: Develop and implement a 'Safety by Design' process and procedure to enable risk mitigation in accordance with the hierarchy of control.
- Objective 5: Develop competence standards for key roles required to manage risks within ROANZ.
- Objective 6: Improve understanding and competence of workers required to undertake potentially high consequence activities.

### **Goal 2: Our people will be fully engaged in health and safety and will understand our health and safety strategy, objectives and accountabilities.**

- Objective 7: Actively seek ways to expand employee engagement and participation in our health and safety initiatives and activities to improve our performance.
- Objective 8: Identify and consult with employees on 'good practice'.
- Objective 9: Conduct conflict resolution training with staff to develop skills that will fairly resolve issues existing within the workplace.
- Objective 10: Promote the active engagement of staff in major incident investigations and reviews.
- Objective 11: Identify and remove any barriers to employee engagement and

consultation.

**Goal 3: We will have appropriate mechanisms to identify hazards and ensure that risks are appropriately controlled.**

- Objective 12: Review and align our contractor (PCBU) health and safety requirements to ensure risks are managed consistently.
- Objective 13: Ensure the quality of our incident investigations to accurately identify the root causes to prevent recurrences.
- Objective 14: Review and develop good practice guidelines and tools that can improve hazard identification and risk control, prioritising high consequence/high probability and high consequence/low probability risks.
- Objective 15: Investigate potential issues related to workplace bullying and harassment/Health and Wellbeing and refine the process to address these issues.

**Goal 4: We will continually improve our health and safety performance while effectively communicating health and safety issues and performance to staff and leadership.**

- Objective 16: Provide effective communication platforms for board, management and employees to enable quality and informed health and safety communication at an appropriate level.
- Objective 17: Communicate changes in safety goals, objectives, procedures, policy and activities to all stakeholders in an effective and consistent manner.
- Objective 18: Identify opportunities and implement solutions to improve health and safety of ROANZ.
- Objective 19: Develop a process for conflict resolution and train managers/supervisors/team leaders in “dealing with conflict”. Both relating to staff and guests.

To ensure we are meeting these goals and objectives, the Managing Director will lead an annual audit (end of fiscal year), using Appendix 5.

The Audit team includes:

- Managing Director
- General Manager
- Admin Manager
- Activities Manager
- Maintenance Manager
- Senior staff representative.

Results of the audit are disseminated to staff and board.

**Bruce Thomassen**

Managing Director Redwoods Treewalk

## Maintenance of Critical Infrastructure

The Treewalk and Altitude bridges, platforms and high wires are all designed, constructed and tested to European standards. This is meaningless if a robust and highly organised maintenance and monitoring system by competent people is not in place.

As a result, ROANZ will monitor and maintain all critical infrastructure of the Treewalk and Altitude operations through daily, weekly, monthly, 6 monthly and annual checks. These checks are described in the staff handbook and checklists, as well as maintenance SOPS. Alerts for these checks are set up in our online H&S system, to ensure these checks are never forgotten or overlooked.

Checks are conducted by in house staff, trained to conduct the checks and maintenance. As well as external staff, such as arborists and EU/ACCT standard assessors.

Once checks are complete, the sign off process commences in our online H&S system. Overdue alerts will rest with Managers to address and action.

NO staff are authorised to conduct maintenance or checks that puts them outside the scope of their competence or qualification.

# Hazard and Risk Management

## Introduction

This section outlines the policies and procedures that we have put in place to manage our activities' hazards and risks.

The identification and management of risks in a systematic manner is a requirement under the Health and Safety at Work Act 2015.

Engaging staff from the outset leads to better results and is a requirement of the Health and Safety at Work Act 2015. Hazard and risk management is about identifying how someone could be harmed in the workplace and putting effective measures in place to prevent that harm occurring. ROANZ's ability to identify hazards and control risks is critical to achieving this.

## Risk Management

ROANZ manages risk through the following 4 steps:

<b>Identification</b>	Identifying what risks could cause harm to any person or property, such as walk features (stairs, rails), poor conditions or equipment.
<b>Assessment</b>	Assessing whether the hazard could cause a serious risk to a person if they were exposed to it.
<b>Report</b>	Reporting the hazard/risk through appropriate channels so that details are captured, and responsibility assigned.
<b>Control</b>	With reference to the hierarchy of controls (7.3), take all practicable steps to firstly eliminate, then minimise the risk. Then set controls to reduce the risk of causing harm to employees or others.
<b>Review</b>	Conducting reviews of these steps when the work environment changes, new technology is introduced, or standards change.



## **Hazard & Risk Policies**

- Staff and Technical Advisors are involved in the hazard and risk management process.
- Hazards and risks are identified – what are the reasonably foreseeable harms (risks) and what could cause them (hazards).
- Hazards and risks are assessed – what could cause the risk to be serious?
- Hazards and risks are controlled.
- Hazards, risks, and controls are monitored and regularly reviewed.
- Employees, guests, and visitors will have the necessary safety clothing and equipment.
- PPE Equipment is fit for purpose.

## **Hazard and risk identification process**

Staff are expected to constantly look for, identify and assess risks. Should a staff member discover a risk that cannot be eliminated immediately they are to report the risk on our online H&S system.

**If the risk poses an immediate risk to any person, appropriate action is to be taken to halt the activity until the risk can be controlled.**

The completed Risk Report is forwarded to the General Manager, whereby the risk is entered in the risk register and controls added to manage the risk.

## **Risk Assessment process**

Risks will be entered into the Risk register. Management receive notification of the risk through our online H&S system and are required to take steps to mitigate the risk as soon as practical. This is often (but not always) discussed with staff, at meetings or with the reporting staff member.

## **Risk control process**

Once a risk has been identified and assessed, controls will be put in place to eliminate or isolate the risk. Or, if this can't be done, reduce risk through engineering, administrative or PPE controls.

## **Communicating the hazard and risk information will take place through:**

- SOPs
- Dynamic hazard management in the SOPs.
- Briefing / debriefing processes.
- Agenda items at operations or safety meetings.
- Safety memos

### **Risk monitoring and review process**

We ensure risk controls are effective and new hazards and risks are identified by:

- Management will conduct bi-annual reviews of the risk register and existing controls to ascertain currency and effectiveness. The date of review can be found on the risk register and alerts in our online H&S system.
- Involving staff in the reporting and monitoring of the risks and controls.
- Regularly checking activity areas.
- Regularly inspecting equipment.
- Seeking information from guests and interested parties.
- Reviewing incidents.
- Keeping up to date with good practice.
- Internal field reviews of activities.

### **Assets, facilities, clothing, and equipment**

ROANZ will ensure assets, facilities, clothing, and activity equipment are fit for purpose by:

- Choosing fit-for-purpose equipment.
- Regular and thorough inspections of all equipment are conducted and recorded on maintenance logs, daily checklists and trip forms.
- The General Manager will oversee and be responsible for the inspection process.
- 6 Monthly inspections are conducted by an external agency.

# Incident Reporting

## Introduction

This section relates to reporting, recording, and investigating incidents and near misses.

The intent of an incident process is to identify improvements that can be made to prevent a recurrence. There may also be a legislative requirement that need to be met.

Incidents are often separated from accidents in definition. However, for the purpose of our SMS, “Incident” encapsulates all events where physical harm or property damage has occurred. All events where physical harm or property damage *could* have occurred are considered near misses. This is to ensure consistency with our online H&S system.

## Incident policies

**Incident is defined as:** An instance of something happening, an unexpected event or occurrence that results in injury or illness and/or property damage.

**Near miss is defined as:** An incident which did not result in injury, illness or damage, but could have potentially done so.

All Incidents and near misses will be reported and recorded in our online H&S system, where an incident register is maintained.

All incidents requiring medical attention or higher, require investigation and the underlying causes identified. Notifiable incidents and notifiable events will prompt a review of the SMS and relevant SOP.

Incidents resulting in a notifiable event will be reported to WorkSafe NZ as soon as possible by the General Manager.

The General Manager is responsible for reviewing all incidents recorded in the incident register to identify any trends.

## Incident Process

1. An Incident/Near miss report is completed in our online H&S system and classified for the actual or potential harm caused, for the following situations:
  - Incident requiring medical treatment, either by staff or medical practitioner
  - Near miss that could have caused serious harm
  - Safety complaints and as otherwise required

2. The report is forwarded to the General Manager for review.
3. All incidents requiring medical attention i.e. A & E, require an investigation to be completed.
4. Where a guest is referred to A & E, or requires an ambulance, the GM must be notified straight away.
5. The depth of the investigation is scaled against the severity of the injury. The incident scale in 16.4 can be used to measure severity. Only the General Manager will conduct the investigation using in-house processes or in cases of severe injury, using the Duty Holders Investigation found on the Worksafe Website.
6. At the conclusion of any investigation, the General Manager will conduct a review of the HSMP and relevant SOP.
7. Before an incident is “closed” in our online H&S system the investigation must be reviewed, and initials added by a senior staff member (non-Management).
8. ALL reports remain in our online H&S system Incident register and reviewed by the General Manager, to determine trends or re-occurring issues and opportunities for improvement.
9. Where possible incident statistics will be reviewed against similar operations, both domestic and international.

## Introduction

People in an organisational, non-emergency practitioner setting rarely open and use guiding documents/plans during the response to emergency. They tend to fall back on their highest level of training, or, in the absence of training, their emotional instincts.

For the staff of ROANZ, emergency response is not considered our 'business as usual', as response to an emergency level situation is rare. However, we do have a legal and moral obligation to make sure we identify foreseeable emergencies and adequately prepare for the outcomes.

All emergencies are different, and the exact outcomes of every emergency cannot be predicted, as there is a high degree of uncertainty. Therefore, rather than providing a prescribed checklist of actions to take during emergency, that can be rigid and often ignored in the heat of response, the ROANZ Emergency Management Plan defines a framework and expresses our intent for staff to use as a guiding handrail in the event of an emergency.

The idea is that during emergency, staff won't need to open this plan to see what action to take, because they have been adequately trained and empowered through guiding principles and pre-established priorities to act accordingly in the situation.

## Intended Use

The EMP is intended to be used by ROANZ staff and Management as follows:

Before an Emergency:

- To further develop ROANZ' staff emergency response capability by providing clear and simple principles and priorities for them to follow
- As a basis to build on existing plans and capabilities and to establish more detailed emergency response planning
- To identify opportunities, prior to emergency, to reduce potential impacts of an event to the business and its people

During an Emergency:

- As a guide for determining impacts, needs, future risks, consequences and necessary response actions.

## General Emergency Policies

- Potential emergency situations will be identified.
- Established Response Frameworks will be communicated to staff prior to emergency.
- Staff are involved in developing emergency procedures.
- ROANZ will use scenario-based training, among other methods, to ensure staff

receive the greatest benefit from training.

- All staff receive training and information in relevant emergency procedures. Scaled to their position.
- ROANZ will provide suitable PPE to its staff to use during emergency situations.
- In the event of an emergency, management is to be informed as soon as possible.
- Management has sole authority for communicating with the media.

### **Training for Emergency**

Training for emergency is somewhat part of daily business at ROANZ. We train for rescue on Altitude and Treewalk, as well as medical training through external suppliers and onsite training days.

Additional training will be conducted around scenarios identified in this document, whereby staff are taught to think their way through a situation. Not to follow a prescribed plan or checklist. Training will be centred around intent and achieving defined objectives, while being guided by pre-defined principles and governance. As the saying goes, *“there is more than one way to skin a cat”* and we want staff that are adaptable in response, not restricted because they were not given the exact scenario they practiced.

All new staff will receive emergency procedure information as part of their induction. This is a graduating process, so as to not overwhelm new staff. Existing staff will receive training through scheduled training sessions, staff meetings and self-directed training. The General Manager is responsible for ensuring staff are suitably trained.

Staff will not be asked to perform anything that is beyond their skill level and are encouraged to tell the General Manager if they feel they are not equipped to handle the incident/training scenario they are dealing with.

### **Use of Technical Expertise**

ROANZ does not assume or claim to have expertise relating to the natural hazards that could affect the business. Some expertise is possessed in house. However, where we lack expertise, we will seek guidance and support from people or resources that do offer specific and relatable knowledge in that area. In some cases, experts may be engaged to validate existing systems or procedures where information on hazard management has been sought from staff’s personal knowledge or experience. Or, where information was available on public forums. Records of technical advice will be kept for auditing purposes.

## **Roles in an Emergency**

Emergency response without clearly defined roles and purpose can exacerbate the situation considerably.

Our organisational structure lends itself to the coordination of an incident response as senior managers have experience and qualifications in this area. However, in the initial response period, when senior managers may not be present, *ANY* staff member can assume control, if they feel they have capacity to manage the situation. Control may change as senior managers or external services arrive.

We are fortunate on site to have a number of people trained in areas of operational response including:

- Technical rope rescue
- Pre-hospital emergency care
- Emergency Management

In the event of an emergency, the General Manager is to be informed as soon as practicable.

## **Identified Emergencies**

Listed below are the emergency situations that could affect ROANZ, including natural hazards. This list is not exhaustive, nor is the content within each section.

- Extreme winds
- Security Incident
- Pandemic/Notifiable Disease
- Critical Injury/Fatality
- Fire
- Earthquake
- Volcanic Activity

Each section will identify:

- A specific hazard
- The varying scenarios for each hazard
- Compounding Risks
- Anticipated impacts to people and infrastructure
- What resources are available, both internal and external
- Stakeholders that may be affected by the incident
- Response Objectives

## REDWOODS TREEWALK FIRE AND EVACUATION SOP

When an alarm goes out that there is a fire in or around the forest OR a call has been made to evacuate the Treewalk or forest for safety reasons, the following procedures are to be followed:

**In case of FIRE** – Activate the alarm (in the event of fire) at the i-SITE and ensure the fire service is called. Dial 111.

As soon as the alarm is activated the i-SITE evacuation procedures will commence.

**Assembly Point** – Outside the Redwoods i-SITE.



1. A radio call is to be made by the most senior staff member, advising of the initiation of evacuation procedures.
2. The Ticketing Ranger should stop all guests from entering onto the master platform. Advise guests on the master platform to return to ground level and head to assembly point. Also advise guests on bridges 1, 2, 22, 23 (bridges over the carpark) to return immediately.
3. The second Treewalk Ranger is to walk calmly to the master platform, if already on the Treewalk, return by walking the most direct route. Advise all guests on the walk to return to the master platform immediately, without stopping as we are evacuating.
4. When the Treewalk Ranger has returned to the master platform, they proceed to ground level. Walking underneath the Treewalk, walk beneath platforms 1-12 in an anti-clockwise direction (customer way), advising all guests to proceed immediately to the master platform and ground level, without stopping.
5. Once the i-SITE is clear, the i-SITE Chief Building Warden will relieve the ticketing Ranger at the base of the master platform. OR Treewalk staff ask for an i-site staff member to assist if i-site is not evacuating. They will prevent any guests from going up and direct guests coming down to the evacuation point.
6. The ticketing Ranger then proceeds to walk beneath platforms 22-12 in a clockwise direction, advising guests to proceed quickly to the master platform, without stopping.
7. The two Rangers, once getting to P12 turn around and commence clearing the walk following the last guests out from platform to platform until they return to the master platform. This is to ensure no guests are left on the walk.
8. For the flower platform and high walk, the Rangers should stop at platform 14 and one Ranger should walk under these sections and along the high walk to clear any guests.
9. The Ranger not clearing the high walk continues on to the master platform, ensuring all guests reach the exit and return to ground level.
10. The Ranger clearing the higher walk will walk under the high walk until reaching platform 17, where they then guide any remaining guests to the master platform and ground level.
11. Once both Rangers have returned to the Ranger hut and the walk is clear, the Rangers are to complete the evacuation summary sheet, taking note of any bridges or platforms that could not be evacuated for any reason. Give the form to the i-SITE Chief Building Warden.
12. Throughout the evacuation it is important that staff remain calm and professional - Remember, Panic breeds Panic.