

Hokitika Airport Safety Management Manual

Hokitika Airport

Controlled

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1. Safety Policy & Accountability

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1.1. Introduction

Destination Westland operates Hokitika Airport under Part 139 Aerodrome Operator Certificate AD59813. Hokitika aerodrome reference code is 3C.

Hokitika Airport is the only Air New Zealand destination airport on the West Coast. ANZ operate the Bombardier Q300 (reference code 2C) and ATR 72-600 (reference code 3C). The airport receives the ATR 72, Q300, King Air and business jets on non-scheduled services.

The other commercial aviation operator at Hokitika is Anderson Helicopters who provide agricultural and general services.

The operational portion of the airfield is completely fenced with a 5-kilometer-long, 1.8m high deer fence preventing access by unauthorised persons and animals. CAA 'Unauthorised Access' signage is placed on all gates and at 200 metre intervals on the operational fence.

The airfield is the only facility on the West Coast able to support night operations due to its airfield lighting and emergency generator. For this reason it is regularly used for aero-medical work associated with the Greymouth Base Hospital. In the event of a major earthquake or disaster, it could be the only entry/exit point for the West Coast.

The airfield has been identified as a suitable home for the West Coast Emergency Management and Civil Defence headquarters.

This manual outlines procedures for the management of all safety, quality and compliance at the airfield. It replaces the previous SMS Manual, Quality Assurance Programme and Workplace Safety Manual.

Hokitika Airport operates an integrated Safety Management System (SMS) that manages operational and workplace safety under a single structure.

1.2. Safety Policy

1.3. Organisation Structure

Hokitika Airport is owned and operated by Destination Westland. Destination Westland Limited is a Council Controlled Organisation owned by Westland District Council. It is governed by a Board of Directors to whom the airport Chief Executive is accountable.

Airport Management Structure:

Chief Executive Destination Westland - Melanie Anderson (Senior Person, Chief Executive)
Safety Manager - Andrew Aldridge (Senior Person for Safety Management)
Operations Manager - Phoebe Wilson

The Safety Manager reports directly to the Chief Executive for all safety issues relating to the operation of Hokitika Airport.

The Chief Executive attends the monthly Board meeting and reports to the Board of Destination Westland. The Chief Executive attends the monthly Health and Safety Meetings chaired by the Operations Manager where Airport Management's safety issues are tabled.

1.4. Safety accountabilities and responsibilities

1.4.1. Chief Executive

The CEO is accountable for ensuring that the organisation complies with all requirements and standards set out in legislation that applies to the airport including:

- Civil Aviation Act 1990 and its subparts (notably Parts 139, 100 and 12)
- Health and Safety at Work Act 2016

The CEO is accountable for the safety performance of the organisation.

The CEO's safety responsibilities include:

- Recruiting a management team appropriate for the size and complexity of the organisation
- Promulgating a safety policy and safety objectives
- Creating and adequately resourcing the SMS program and airfield operational needs.
- Specifying roles, responsibilities and accountabilities of the management team in relation to safety
- Recognising that safety and profitability are directly linked together

1.4.2. Safety Manager

The Safety Manager duties shall include but are not limited to:

- Implementation, maintenance, review and revision of the SMS
- Provide safety information and advice to management and staff
- Promotion of safety awareness and a positive safety culture
- Oversee the reduction of hazards to ensure they are as low as reasonably practicable
- Ensure SMS induction and recurrent training are conducted.
- Identifying on-going safety training requirements to support the SMS program objectives
- Oversee the internal and external audit programmes
- Maintain all safety related information including reports, data, meeting minutes, information on hazard and risk analysis (risk assessments) risk management, remedial action, occurrence and accident investigations, and audit reports
- Complete monthly/annual operational checklists

1.4.3. Operations Manager

The Operations Manager is responsible for:

- Ensuring that airfield process is being followed when carrying out duties

- Ensuring that findings, defects and work requests are addressed promptly
- Planning works, engaging contractors and overseeing work on the aerodrome
- The application of airfield security, workplace and public safety programmes
- Consultation with other PCBUs when duties overlap

1.4.4. All Staff

All operational and management staff are expected to be accountable for:

- Following the correct procedure for tasks they undertake
- Identifying when they are not trained or current for a task
- Reporting problems or hazards they encounter
- Using equipment correctly and as authorised by management
- Maintaining vigilance around airport security workplace and public safety
- Ensuring their own safety and using appropriate PPE while working
- Actions or inactions intended to cause harm

2. Emergency Response Plan

The emergency plan for the airfield is maintained in the Emergency Plan Manual.

2.1. Emergency Response Exercise

In accordance with the requirements and standards set out in Part 139.109 an annual Emergency exercise is conducted at Hokitika Airport. All emergency representatives will be invited to attend to reaffirm one on one relationships with key personnel and to remain updated on any issues.

HKK run an annual emergency exercise in association with NZ Police, Fire and Emergency New Zealand (FENZ) and St John Ambulance Service. On the even years it will be a "live" exercise and on the odd years it will be a "desktop" exercise. The exercise date and scenarios will be determined as far as is practical by consensus with the other parties.

Procedure

1. Airport Management to contact all parties to set a date and scenario for the annual exercise.
 2. The exercise is conducted and reviewed.
 3. The Airport Management produces a summary of review findings and distributes these to the participants for comment.
 4. Comments are incorporated into a final summary, which is distributed to all parties involved with the Emergency Plan.
 5. The Emergency Plan is updated if required based on the findings in the summary.
- Amendment pages are distributed to all copyholders of the Emergency Plan.

3. Document Control

3.1. Document Management Process

The airport exposition is managed using the OneReg tool to assure effective document management and compliance tracking. The goals of the document management process are:

1. Accessibility of information to users
2. Clear control of versions and copies
3. Information in documents is still current

The Safety Manager is responsible for many of the steps required, however it is the responsibility of all OneReg admins and editors to manage their documentation in a systematic and traceable fashion.

3.1.1. Version Control

Each exposition document must be assigned as version controlled or regulator controlled in OneReg. When amendments are made, a new version is published and made available to readers.

Each exposition document in OneReg should have its edit and admin privileges assigned only to those responsible for managing the document.

All pdf and paper copies of exposition manuals are uncontrolled. The current published OneReg version is the authoritative document.

3.1.2. Compliance Tracking

The Safety Manager shall manage the compliance process through OneReg. The Safety Manager must ensure that all applicable rule parts are chosen as organisation compliance documents in the 'Compliance' section of OneReg. The Safety Manager must also ensure that all applicable sections of the rule parts are identified as 'applicable' in the OneReg compliance feature.

When a document is created or modified in OneReg, the author shall ensure that all rule parts that apply to that document are linked to the appropriate section(s) in the document.

The Safety Manager will track that the applicable compliance items map to the appropriate documented processes.

3.1.3. Accessibility, security and obsolescence

All staff with management rights in OneReg have a responsibility to ensure that the following good practices are maintained:

- Users requiring access to a document have read permissions in OneReg
- Users no longer requiring access are removed from the permissions list or from the OneReg system
- Documents and files that are obsolete are removed from OneReg or archived

Obsolete versions are automatically managed in OneReg. Older published versions are not accessible to readers and are clearly indicated to admins via the 'History' features of the system.

3.1.4. Exposition Review

The Safety Manager will on an annual basis review the following for changes:

- Civil Aviation Act, Rule Parts and ACs applicable to the airfield operation
- Health and Safety at Work Act and its regulations and guidances for applicable operations
- Hazards and Risks documented at the airport
- Managed Change and WIP projects
- Industry or other operator best practice changes

The Safety Manager will also at least every 2 years, review the exposition documents for currency. This means checking that details in the manuals (especially names and contact details) are still unchanged.

The Safety Manager will then update the exposition documents, or arrange for them to be updated as required. New versions will be published and, if necessary, CAA approval will be obtained for the changes.

3.2. Operational and Safety Documents

The airport management and staff are often not physically present at the airport at all times. The basis for documentation management is that documents should be available from remote locations whenever possible. The priority for creating, storing and managing documents related to operations and safety is to use:

1. OneReg functions, forms, workflows, tools and dashboards
2. Destination Westland Sharepoint directories
3. Microsoft Teams features and tools

Local drive storage, paper file systems and other apps and tools are only to be used as a last resort for storing and managing artefacts relating to airport operations and safety.

3.3. Aerodrome Certificate Renewal

The Airport Management team will conduct a full review of all Hokitika Airport Exposition documents to ensure they meet the requirements and standards set out in CAR Part 139.

The application for renewal is made on form CAA24139/01 and must be signed by the Chief Executive.

The completed application form and all exposition documentation must be reviewed by the Chief Executive.

The reviewed application form, a plan of the aerodrome and its facilities certified by a registered surveyor, Certificates of Title showing the status of the land as Reserve Status for Airport confirming lawful entitlement to use the place as an aerodrome and the exposition documentation must be submitted to CAA sixty working days prior to the current Aerodrome Operating Certificate expiring.

CAA to review the application and begin the process of renewing the Hokitika Aerodrome Operating Certificate.

3.4. AIP Verification and Updates

Aeronautical Information Publication NZ (AIPNZ) aerodrome data and information for Hokitika is reviewed and verified as accurate annually.

Procedure

1. The registered Originator at Hokitika Airport advises Aeropath of any amendments to the Hokitika AIP Plate information or Operations data by completing and submitting the AIPNZ amendment request form. (A NOTAM may also be issued)
2. Any persons authorized to issue a NOTAM at Hokitika Airport advises Aeropath of any aerodrome operational condition or defect that may affect the safe operation of aircraft.
3. If amendments have been submitted, Aeropath send the Originator at HAL draft amended AIP Plate information and/or Operations data for review before publishing the regular quarterly updates.
4. The Originator will file Aeropath published updates in the AIPNZ held in the Airport Management office.
5. The Originator will review annually the relevant Aerodrome details both electronically and in the AIPNZ and confirm that the details are verified and correct.

4. Safety Risk Management

4.1. Safety Reporting

4.1.1. Safety Reporting Policy

All injury, incidents and illnesses resulting from work, must be notified to the Airport Management in the first instance. If any accident or incident is not notified on the day it happens and relates to an injury, then it may not be accepted as a work related injury.

- Do not disturb the scene. There are specific rules in CAR Part 12 and the HSWA 2015 about accident scenes.
- All safety events must be recorded on the safety reporting form in OneReg. An assessment of risk must be conducted to identify next steps and priority for investigation.
- Any notifiable event should be notified by the most effective means. Electronic communications are preferred, but urgent events may require a phone call.
- A record of each notifiable event will be kept for at least 5 years from the date on which notice of the event is given to the regulator.
- Safety investigations must be completed in the timeframes required for compliance with HSWA 2015 and CAR Part 12 and with regard to the risk of the reported event.
- Outcomes, improvements and knowledge arising from safety reports and investigations must be communicated to all affected staff, contractors and users.

4.1.2. Safety Reporting Process

All safety-related events are reported through the OneReg Incident Reporting form and managed in OneReg.

Paper reports, phone calls, or emails about safety events must be raised on the Incident Reporting form by the staff member receiving them.

Regulator reporting is potentially required to Worksafe and CAA. This is the responsibility of the Safety Manager supported by other management staff.

4.1.3. CAA reporting requirements

The requirements for incident reporting and investigation are contained in CAR Part 12 and its advisory circulars.

Operations Manual Section 12 details requirements for CAA reporting under Part 12.

4.1.4. HSWA 2015 reporting requirements

A notifiable event is any of the following events that arise from work:

- a death
- a notifiable illness or injury or
- a notifiable incident.

Only serious events are intended to be notified. These trigger requirements to preserve the site, notify the regulator and keep records.

The notifiable incident, illness, injury or death must arise out of the conduct of the business or undertaking. It could be due to the condition of the work site, the way the work activity is organised, or the way equipment or substances are used.

Notifiable events may occur inside or outside the actual work site.

A notifiable illness or injury is one that requires (or would usually require) a person to be **admitted to hospital for immediate treatment**.

A notifiable incident is an unplanned or uncontrolled incident in relation to a workplace that exposes the health and safety of workers or others to a serious risk.

A notifiable incident is where someone's health or safety is seriously endangered or threatened. People may be put at serious risk even if they were some distance from the incident.

A notifiable incident also covers incidents which may have only resulted in minor (non-notifiable) injuries but had the potential to cause serious injury, illness or death.

Medical officers of Health also have obligations to report work-related health conditions and conditions arising from exposure to hazardous substances.

Further clarification about reportable events can be found on the Worksafe website.

4.1.5. Workplace Safety Jurisdiction

The CAA is the workplace health and safety regulator under the Health and Safety at Work Act 2015 (HSWA) for the civil aviation system.

The CAA is also an enforcement agency under section 97 of the Hazardous Substances and New Organisms Act 1996 (HSNO) for hazardous substances in or on civilian aircraft.

In general terms, the CAA administers the provisions of the HSWA for the aviation sector, with its jurisdiction covering:

- Work to prepare an aircraft for imminent flight;
- Work on board an aircraft for the purpose of imminent flight or while in operation; and
- Aircraft as workplaces while in operation.

WorkSafe administers HSWA in respect of the aviation sector in all other circumstances. This will cover potentially the majority of reported events at the airfield.

CAR Part 12 and its advisory circular AC12-1 may also require reporting in addition to HSWA obligations.

4.1.6. Regulator Reporting Contact Details

CAA freephone: 0508 4SAFETY (0508 472 338)

CAA reporting email: isi@caa.govt.nz

CAA Part 12 events should be notified using the online report form

<https://occurrencereporting.services.aviation.govt.nz/>

Worksafe (to report a death): 0800 030 040

Other Worksafe events should be notified using the online triage tool

<https://services.worksafe.govt.nz/notifications/triage/>

4.1.7. Injury Management and Rehabilitation

We have a duty to ensure that all staff, visitors to the workplace, and contractors and their employees are not harmed or injured or become ill through exposures to hazards in our workplace.

Should an injury or illness occur which results in an employee requiring treatment and time away from normal work patterns, we will take all practicable steps to ensure that the employee can return to work safely at the earliest reasonable opportunity.

Emphasis will be placed on interventions aimed at maintaining injured employees within the workplace or returning them to appropriate employment within a timely and cost-efficient manner.

Early intervention is a fundamental component. It should occur at the earliest possible time, consistent with medical judgement, recognising that the workplace is usually the most effective place for rehabilitation to occur.

We will accomplish this through a negotiated process with the employee and if appropriate, the employee's representative, GP, ACC case manager or other person with regard to achieving the best positive outcome.

This process may involve ongoing assessments of the employee's capability and capacity for work and establishing when a return to work is possible and the types of work that may be suitable for the employees safe and managed return.

The employee and employer must act in good faith throughout the process and must actively display a willingness to co-operate in establishing reasonable and agreed plans for the return to work.

Once established, the plan will be reviewed at agreed stages to test if the plan is still suitable and if necessary, to adjust the plan to suit any progress or regression.

- We recognise we have a duty to act in good faith.
- We recognise that the early and safe return to work is the fundamental objective.
- An agreed return to work plan will be established in consultation with the employee, and/or employee's representative, where it is established that a managed process is appropriate

4.2. Hazard Identification

It is our policy to systematically identify and control all hazards in our workplace. We will take all practicable steps to eliminate hazards or minimise their risks.

- Any new hazards identified will be analysed for risks, risk level and control options and be documented
- Any new activity or significant change will be risk assessed and managed through a documented process
- A risk-based safety assurance programme will be used to verify and review risk levels and effectiveness of controls

Hazards are identified through:

1. Proactive and reactive safety reports from staff and airport users
2. Risk-based internal audits
3. Communications and meetings with staff and airport users
4. Industry-level communications and sector risk plans

4.2.1. Hazardous Chemicals and Substances

The hazardous substances stored on the airfield and used by the airfield operator in non-domestic quantities are:

- Weedmaster (glyphosate herbicide, 20L)
- Ban Vine (herbicide, 5L)
- Tordon Brushkiller XT (herbicide, 20L)

Safety data sheets for the chemicals held above must be held by the airport operator and be available for reference. Normally this will be in the place that the chemicals are kept.

Asbestos is known to be present in the control tower building. Signage is present in this building. All work on the building must be managed under the regulations for working with asbestos.

The following products are known to be stored on the airfield by other organisations, but are not used or controlled by the airfield operator:

- Jet A-1 fuel (storage and pump facility)
- Av Gas fuel (storage and pump facility)
- Agricultural chemicals
- Pesticides and herbicides
- Cleaning chemicals and degreasers
- Lubricants, fluids etc required for line maintenance of equipment

4.2.2. Immediate Hazard Response

Hazards identified while at work that have the potential to impact safety should be handled at the point they arise prior to making a safety report.

Hazards should be brought to the attention of those at the work site and in the immediate area. The work team should discuss ways to eliminate, avoid or minimise the hazard. Work should not continue until a consensus is reached.

Where it is not clear how to manage a hazard on the spot, a manager should be consulted for advice on how to proceed.

4.3. Safety Risk Management

4.3.1. Assessment of safety reports

Safety reports must be assessed for risk. A risk assessment is used to guide the priorities and resources required for an effective response. The Safety Manager is the safety risk assessor.

Upon receipt of a safety reporting form in OneReg, the Safety Manager will:

1. Review the report and its attachments
2. Make an assessment of the credible consequences had the event escalated further
3. Make an assessment of the reliability of the system defences
4. Evaluate if the event is regulator-reportable
5. Record the follow-up decision on the form
6. Escalate the issue to the CEO or risk owner if the severity warrants it
7. Notify the regulator, if required

4.3.2. Risk Assessments

The purpose of risk assessment is to focus attention on those issues that have the most potential to cause harm to the company. Risk assessments cover both proactive and reactive situations. It is important that risk assessment is performed consistently and systematically across the business. The Safety Manager is the technical risk specialist for the company and is responsible for the quality of the risk assessment process.

Risk assessments should be conducted for:

- 1. Safety Reports (reactive)
- 2. Internal safety investigation findings (reactive)
- 3. Internal audit findings (reactive)
- 4. Risks identified in change management plans (proactive)
- 5. Risks added to the company hazard and risk registers in OneReg (proactive)

The company uses a risk matrix for assessing risk. The Airport Risk Matrix is held in OneReg. The risk matrix has guidance on the meaning of its categories as a 'mouse-over' on the category names. Risks are assessed as Low, Medium or High.

To perform a risk assessment, the Safety Manager should:

- 1. Analyse and understand the context of the problem
- 2. Identify the hazards, the exposure to harm and thus the risks present
- 3. Determine a foreseeable, credible outcome for each risk
- 4. Estimate the likelihood of the credible outcome
- 5. Record the risk assessment on the applicable document or form

A credible outcome should not be the worst-case scenario but should be a likely significant consequence of the risk. Likelihood can be difficult to estimate reliably but may be inferred from:

- 1. The inter-event frequency of similar events at the airport or elsewhere in industry
- 2. The frequency of the operational circumstances in which the event could occur
- 3. The number and strength of the defences employed in the process
- 4. Advice and guidance from subject matter experts

It is important that any risk assessment using these guidelines that produces a result that feels inconsistent or unrealistic, be reviewed until a company consensus can be reached. Review the categorisation of consequence and likelihood as well as the credible consequence scenario and the understanding of the risk context. The CEO has the final say on the assessment of any risk.

4.3.3. Risk tolerability and escalation

Higher risk events may warrant an immediate response from the risk owner. The following table describes the actions to take following a risk assessment.

Risk Level	Tolerability
High	Risk intolerable. CEO or senior managers advised. Activity to be stopped until the risk can be managed down to a tolerable level

Medium	Risk tolerable with control. Risk may be tolerated if further controls are put in place or if the risk owner signs off the risk as being managed as low as reasonably practicable.
Low	Risk tolerable. Activity may continue without further controls but may require monitoring.

Risks that are not low, should then be put through a risk control process.

4.3.4. Risk Control

Risk control is a process to ensure that identified risks are being managed to level as low as reasonably practicable. The Safety Manager is responsible for the oversight of risk control, but the residual risks themselves are the responsibility of the risk owner.

The company risk control procedure is 'CRAM' – Communicate, Record, Act, Monitor.

Communicate

Risks assessments that are not low risk, must be communicated to the CEO or risk owner as soon as practicable, so that they are aware of the risk and so that any immediate actions required to manage the activity associated with the risk can be taken. Those whose job comes into contact with the risk should also be briefed on the nature and level of the risk.

Record

All risk assessments should be recorded on the relevant document:

- Safety Report - Safety Report Form
- Investigation finding - Safety Investigation document
- Audit finding - Audit report
- Change Management - Change Management plan or MOWP document

In addition, the company hazard register should be kept up to date with new hazards to inform staff, contractors and visitors of the risks within the company.

The company risk register should be kept up to date with those risks that are under active management. This means risks not fully managed within the scope of the normal Operations Procedures.

The documentation of a risk assessment should always include:

1. A detailed description of the risk/problem and the foreseeable harm it could cause
2. The assessment of the consequence, likelihood and risk level
3. Any actions taken or intended to be taken to manage the risk
4. The person assigned to any action and the expected due date of completion

Act

Risks that are not assessed as 'Low' should be further controlled if possible. The company goal is to manage risks to a level as low as reasonably practicable. That means:

1. Researching a solution applicable to this company's situation
2. Selecting a solution within the resources and capability of the company
3. Understanding the likelihood and consequences of the risk
4. Cost is only a barrier if it is grossly disproportionate to the level of risk

A managed action must be raised for all activities directed at risk control.

Monitor

Actions taken to control risks should be reviewed by the Safety System Manager at a later date to verify that the action is effective and that no new risks have been created by the action. Risk controls are checked using one of the following methods:

1. Add the area of risk into the audit programme (as an audit, a checklist item, or a spot check)
2. Set a review date for the risk to be reviewed
3. Review the effect of the action by raising it at an internal meeting
4. Review the effect of the action by raising it at the Management Review

4.3.5. Guidance on 'Reasonably Practicable'

The term 'reasonably practicable' exists in both operational and workplace safety contexts. It is a legal term that is defined by case law rather than legislative instrument. Hence it is subject to legal interpretation and argument.

The process involves identifying what is possible to do to manage risk and then deciding what is reasonable in the risk context.

For everyday management, the following guidelines may serve to indicate that risk is managed as low as 'reasonably practicable':

1. The risk has been analysed and is understood in context
2. The significance and likelihood of the risk has been evaluated
3. Suitable control measures have been researched and identified
4. Control measures include all those typically used in your situation
5. Controls are only discarded on a cost basis if they are grossly disproportionate to the risk significance

4.3.6. Safety Actions

Safety actions are actions taken to correct an existing issue (corrective action) or to manage a risk (preventative action). Safety actions are tracked and overseen by the Safety Manager. Safety actions may be result from one of the following outcomes:

1. Safety investigation finding
2. Internal audit finding
3. Change management activity
4. Issue raised at a safety meeting

Action Assignment

In taking a corrective or a preventative action, the Safety Manager is responsible for:

1. Investigating the problem or analysing the risk to identify the root cause
2. Consulting with stakeholders to identify the most appropriate solution
3. Raising a Work Order in OneReg
4. Assigning the action to the appropriate person (typically the risk owner)
5. Setting a due date for the action to be completed
6. Ensuring that the action is recorded on the relevant document

Completing an Action

After assignment of an action, the person to whom it is assigned is responsible for:

1. Taking timely steps to complete the action by the due date
2. Communicating the changes to all people affected by them
3. Managing any updates to manuals or training content
4. Completing the Work Order form when the action is complete
5. Requesting any necessary extension of the due date to the Safety Manager in good time
6. Advising the Safety Manager of any alternative or additional actions taken

Closing an Action

When an action has been completed, or at its due date the Safety System Manager is responsible for:

1. Verifying that the action has been completed
2. Updating the records to show it has been completed
3. Extending the due date if there is a reason that the action has not yet been completed
4. Deciding how to monitor the effectiveness of the action

Not all actions around safety need to be formally managed through this process. Lower level actions that do not need as much visibility or oversight may be recorded as action items on the minutes of a safety or other meeting and are managed through the review of the previous minutes at the next meeting.

4.4. Management of Change

Change management is a major activity in Safety Risk Management. The objective is to identify potential new risks arising from changes in the company's activities and to manage those risks with an appropriate priority.

The management of change process must be followed each time there is a change in the company's business activity that has a foreseeable implication for aviation or workplace safety. In these situations, there may be new risks or the current risk controls may no longer be adequate.

Note that other rules and guidelines may also apply to changes or activities planned on and around the airfield. These include:

1. AC139-5 - Operational Safety during works on aerodromes
2. AC139-10 - Control of obstacles
3. CAR Part 157 - Notice of intent to construct, alter or deactivate an aerodrome
4. AC91-1 - Aviation Events
5. CAR Part 19.355 - Security prohibitions

4.4.1. Change Management Triggers

The following list is a guideline for when the change management process should be used:

- Major changes to internal operational systems or processes
- Changes to contractors
- Changes to the company's activity profile
- Changes to senior management of the company
- Significant expansion or contraction of the company
- Introduction of new equipment or technology
- Changes to operating environment, regulations or business context

4.4.2. Change Management Process

When such changes are planned, the Safety Manager will organise and document a change management plan with the assistance of senior managers and risk owners.

The change management plan shall be conducted following the process below:

Step 1: Identify stakeholders

The Safety Manager identifies those affected by the change and the managers who own the risks in these areas. These are the stakeholders in the project and will often be contractor staff. Identify a contact person who will be the main point of contact for the project. If required, appoint a Works Safety Officer to be responsible for site safety.

Step 2: Identify risks

Document risks arising from the change and ideas for their control.

When identifying the risks, consult with the stakeholders identified in step 1. Also review the existing hazard and risk registers along with any previous relevant change management plans. Note that some existing risk controls may be made ineffective after the change.

This step should be treated as a 'brainstorming activity' and should not be rushed. Any risks not identified at this stage may potentially remain unmanaged through the life of the project.

Any suitable method may be used to identify risk. The PEAR taxonomy model is documented in the next section and is recommended as the general technique.

Step 3: Manage risks

Decide which of the identified risks need to be managed formally. For each of these risks, perform a risk assessment as per this manual, including risk control and safety actions. These risks should either be transferred to the company risk register or documented on a separate risk register and managed within the context of the project management scope.

Step 4: Document Plan

The risks, controls and processes associated with the change should be documented and the document stored in OneReg. This allows version control, permissions control and history tracking.

For airfield works, this plan document should conform to the guidelines for a method of work plan (MOWP) outlined in AC139-5.

Step 5: Review

During the life of the project or change, the Safety Manager in conjunction with the project point of contact, should ensure that the change management plan or MOWP is being applied as intended and that the risks identified are as documented. New risks that are subsequently identified must be added to the change management plan or MOWP.

4.4.3. The PEAR Model

The analytical process used in the management of change plan is the PEAR model. The model has been used in aviation and especially for aviation engineering as a taxonomy of the complete work environment. It can however be applied to all types of change.

Using the PEAR model simply means considering each element in the model and identifying the risks that may be associated with each one. The elements are as follows:

People

This element refers to all aspects of *personal* health and welfare, including physical, psychological, physiological and social factors.

Environment

This element refers to the *physical* aspects of the change including location, structures, weather, light, noise, PPE and safety. It also includes the *organisational* aspects including company org structure, safety accountabilities, supervision, inter-team relations, culture, morale and reputation.

Action

This element refers to all aspects of the *process* of performing a task or outcome. It includes the steps in a task, the team required, knowledge, skills, qualifications, training, checks and sign-offs.

Resources

This element refers to the *things* that need to be available to complete a task or outcome. It includes manuals, documents, tools, test equipment, lifts, stands, jacks, IT systems, ground equipment, role equipment, vehicles, materials, admin support and contractors.

5. Safety Assurance

5.1. Safety Investigation

Safety investigations are conducted by the Safety Manager or a delegated, qualified person. The Safety Manager is responsible for the oversight and quality of safety investigations. The primary purpose of an investigation is to

1. Identify causal factors behind events
2. Identify and implement effective corrective actions
3. Improve resilience to threats and risks

Investigations are an opportunity to learn from reported events and improve performance.

5.1.1. Criteria for Investigation

A safety investigation is required under Rule Part 12 for any incidents or accidents reported to CAA. A Part 12 safety investigation should as a minimum, include the completion of the relevant sections of form CA005i and be submitted to CAA within 90 days of the initial report.

Events reported to Worksafe are required to be investigated within 48 hours.

The Safety Manager is responsible for making the decision to launch a safety investigation having regard for the significance of the reported event and the resources available. The depth of the investigation and its timing should also be tailored to the significance of the event.

The criteria for launching an internal safety investigation may include:

1. An accident or serious incident
2. A medium or high-risk assessment from the safety report
3. An event where the defences do not seem to have performed as intended
4. A hazard or risk not previously identified, or where the consequence was underestimated
5. An event where the airport has overlapping duties in another organisation's event

5.1.2. Safety Investigation Process

A safety investigation should be conducted as follows:

Step 1: Assign an investigator.

The investigation should be assigned to a person who is trained or experienced in incident investigation (normally the Safety Manager). The investigator should not have been directly involved in the event. The investigator should seek assistance from subject matter experts as required.

Step 2: Obtain information

The investigator will aim to gather as much information about the event as required. The information will consist of objective data (records, photos, paperwork etc) and interview data from those involved.

Step 3: What happened

The investigator will prepare a sequence of events that describes the event. This may be textual or a timeline diagram may be used.

Step 4: Company process

The investigator will research the company processes that were intended to manage the event. This includes both documented material and unwritten practices or expectations. It also includes the knowledge or skills of the people involved in the event.

Step 5: Causal Analysis

The investigator should identify the gaps between what happened and what the company expected should have happened – the points at which the process broke down. At each breakdown point, the investigator should analyse the factors that influenced the breakdown in terms

of:

1. Actions of personnel
2. Defences or controls that did not work as expected
3. Influential factors, such as the work environment, organisation or regulatory factors
4. Factors that amplified or dampened the consequences

The main outcomes from this analysis are investigation findings. Each finding must have a risk assessment performed on it to make sure that the most attention is given to the most significant findings.

Step 6: Corrective action

The investigator should identify corrective actions that will address all or some of the findings from step 5. This process is described in Section 4.3.6 of this manual.

Step 7: Write up the investigation

The investigation and its outcomes must be documented. The simplest way to record the investigation is to complete the fields in the OneReg Safety Report Form which will contain the results of the investigation. This is intended for shorter investigations.

Alternatively use a CA005i form as a template for a more thorough internal investigation. This form allows the investigator to record causal factors, and the layout of the form provides a structure for a thorough analysis. The form may be used whether or not the event was reported to CAA.

For larger investigations, there may be a need to generate an entirely separate report document. The investigation report should be attached to the initial safety report form in OneReg.

Step 8: Communication and feedback

Once the investigation is documented, the Safety Manager should approve the report and complete the relevant fields in OneReg. The outcomes of the investigation should be communicated to risk owners, senior managers and those involved in the event, using an appropriate format for each.

5.1.3. Causal Analysis

The investigation analysis required by Step 5 above is critical to the quality of the investigation. Some simple techniques are recommended to achieve a comprehensive analysis of the factors that may have influenced an event.

'The 5 Whys'

This extremely simple but effective technique involves the investigator repeatedly asking themselves 'why' at each point that the process is identified to have broken down. The questioning stops at the deepest level that remains within the organisation's control. This is typically a structural or organisational factor.

Structured analysis

Use a simple model to analyse the event and identify influential factors typical of the industry. Use the elements of the model as a checklist at each point of breakdown to systematically identify causal factors. The CA005i form uses a 4-element model based on its analysis of the aviation industry. This model contains elements that are most suited to flight operations.

For the airfield, it is recommended that the PEAR model be used for most general occurrences.

Using the PEAR model simply means considering each element in the model and identifying the risks that may be associated with each one. The elements are as follows:

People

This element refers to all aspects of *personal* health and welfare, including physical, psychological, physiological and social factors

Environment

This element refers to the *physical* aspects of the change including location, structures, weather, light, noise, PPE and safety. It also includes the *organisational* aspects including company org structure, safety accountabilities, supervision, inter-team relations, culture, morale and reputation.

Action

This element refers to all aspects of the *process* of performing a task or outcome. It includes the steps in a task, the team required, knowledge, skills, qualifications, training, checks and sign-offs.

Resources

This element refers to the *things* that need to be available to complete a task or outcome. It includes manuals, documents, tools, test equipment, lifts, stands, jacks, IT systems, ground equipment, role equipment, vehicles, materials, admin support and contractors.

5.1.4. Human performance and Just Culture

An effective process is resilient to variations in human performance. People can make mistakes, lack knowledge or drift away from expected norms. A sub-standard action is often a direct cause of an event, but it is rarely the root cause.

It is expected that investigation analysis will go beyond the direct cause of the event. It is best practice to view sub-standard behaviours as a product of the system of work, unless they are clearly outside the normal range of performance variability. Just Culture is used to achieve this outcome.

Just Culture makes a distinction between behaviours that are the result of human variability and those that have a personal accountability. The investigator should focus on the behaviour of the person and not the outcome of the action. In Just Culture, there are four behaviour types:

Behaviour Type	Meaning	Treatment Actions
Error (of knowledge or action)	An unintended outcome from a slip of action, lapse of memory or a lack of knowledge or experience	Blame-free - Focus on process design or group training to increase resilience to human performance variation
At Risk Behaviour	Risk was increased by behavioural choices specific to this person or team	Blame-free - Coach the person or team to address the reasons why they chose this behaviour. Remove system incentives for this behaviour.

Reckless Behaviour	A conscious disregard of a substantial and unjustifiable risk	Accountable - Disciplinary action
Malicious Intent	The person intended to cause harm to a person or organisation	Accountable - Disciplinary action

Knowledge of Just Culture must be part of the training of an investigator. Should there be any doubt about the categorisation of behaviours, then a flow chart and a discussion with the relevant manager of the person involved is required.

5.2. Internal Audit Programme

Internal auditing is an important proactive assurance activity that is intended to make sure that the company is:

1. Compliant with regulations and standards
2. Conforming to the policies and procedures in its exposition
3. Managing its operational risks effectively

The audit programme should cover any recent risks and their controls to ensure that these are being managed effectively in practice.

The Safety Manager is responsible for the management of the internal audit programme.

5.2.1. Risk Based Audit Programme

5.2.1.1. Overview

Hokitika Airport operates a risk-based audit programme which is the responsibility of the Safety Manager. The programme is intended to ensure that compliance, quality assurance and risk management are delivered in one set of assurance activities.

An annual audit schedule is created as a separate document by the Safety Manager in consultation with other responsible persons and with the approval of the CEO. The Plan should balance the need to provide assurance with the need to manage resources efficiently.

5.2.1.2. Areas required for consideration in risk-based programme

In a risk-based programme, it is not required to demonstrate coverage of all the organisation's activities. Instead the audit programme is determined on the basis of risk and resources to deliver the best return for the resources available.

In an aerodrome environment it is important to give weight to topics that reflect the quality of the facilities and services provided, even if these are not risk register items. For guidance, the following topics should be considered when designing each audit plan.

- 1: The control and review of airside access authority for both foot and vehicle operations.

- 2: The training and competency of staff, contractors and access holders in respect of airfield processes and security knowledge.
- 3: The procedures for vehicle safety on the runways, taxiways, apron or runway strips.
- 4: Security of the airfield perimeter and public areas.
- 5: Airspace procedures, conflicting activities and potential obstructions in the vicinity of the aerodrome, whether permanent or temporary.
- 6: The training, behaviours and performance of people engaged to handle aircraft movements on the apron.

5.2.1.3. Audit Plan

The plan should contain the following items:

Risk areas and objectives of the plan

This sets the context of the audit programme in terms of expected outcomes

Competent auditors

Internal audits should be carried out by auditors competent through experience or training. Unqualified auditors may assist on audits. Note that in some cases this will include operational skills such as

- airfield driving
- airband radio communications
- airfield lighting control
- backup generator process

Resources needed to perform the audits

Any items that are needed for auditing, such as access to software, vehicles, keys and so on.

Planned date for each audit in the plan

Identify a window for the audit when the audit is likely to be completed successfully and the maximum benefit from the audit will be achieved.

5.2.1.4. Auditing Process

The procedure for completing an internal audit is as follows:

Audit Preparation

1. Schedule the audit from the current audit plan
2. Review the findings of the previous internal audit for that aspect of the operation, if available
3. Review any relevant items from the risk and hazard registers
4. Identify, modify or prepare a checklist for the audit

5. Make any necessary logistical arrangements for the audit
6. Notify the auditee of the audit and any arrangements for it

Audit Conduct

1. For audits outside the organisation, hold an entry meeting with the auditee
2. For internal audits, hold an entry meeting as required
3. Carry out the audit inspection using the checklist
4. Add any items relating to risk or risk control that are observed during the audit
5. Discuss preliminary findings with the auditee before completing the audit

Audit Report

1. Identify findings and perform a root cause analysis as for a safety investigation
2. Risk rate the findings using the risk analysis and assessment procedure in this manual
3. Document recommendations, observations and comments
4. Decide on safety actions as documented in this manual
5. Close the report after review by the Safety Manager and the auditee

Report Distribution

1. Circulate the report to the CEO and risk owners
2. Give feedback on the report findings to impacted persons
3. Update the company risks registers if needed
4. Lodge the audit report in OneReg

Audit reports and checklists should be held in a collective permanent location or on OneReg. They are an important part of documenting effective compliance and safety management.

5.2.2. Airfield Inspection Programme

The Airfield Inspection Programme consists of the following activities:

1. Daily airside inspections prior to scheduled flight arrivals.
2. Airfield audit inspections as directed by the current risk-based audit programme.
3. Special inspections as required (for example after bad weather or airfield works).
4. Runway surface inspections conducted annually by a roading contractor.
5. Airspace obstruction survey conducted every 5 years by a surveyor.

Activities are performed as described in section 7 HKK Operations Manual - Aerodrome inspection programme.

The inspections are recorded using the relevant inspection form in OneReg.

If any issues are recorded during the inspection, a Safety Report or Work Request order must be completed in OneReg. These items are monitored for completion via the OneReg system.

Staff undertaking airfield inspection activities are required to be trained for their roles. Refer to Safety Training section in this manual. Assurance of competence is delivered through the risk-based audit programme.

The effectiveness of the airfield inspection programme is discussed at the annual Management Review meeting.

Rule Reference: 139.117

5.2.2.1. Runway Inspection and Maintenance Programme

An annual runway surface inspection and condition evaluation by the Westland District Council Operations Manager or a suitably qualified private engineering firm is arranged by the Airport Manager.

Once the runway surface inspection report is received from the inspectors, immediate remedial work (if required) is managed by raising a Work Order Request in OneReg.

The inspection report forms the basis of a runway maintenance plan arranged by the CEO and Airport Manager.

The CEO liaises with the Board on the runway maintenance plan, budgets and completion dates for the work.

5.2.2.2. Runway Obstruction Survey

The Airport Manager will request a qualified surveyor to conduct a Runway Obstruction Survey every 5 years.

The contracted Surveyor completes the survey and reports back to Airport Management any obstacles identified that require further action. Remedial action taken where necessary.

The airport manager will arrange for any changes to be publicised by Aeronautical Information Services.

5.3. External Audits

5.3.1. CAA Audits

Under the CAA Act 2023 - Part 9, the Director may require or carry out safety and security inspections and monitoring.

The CAA will contact Chief Executive to co-ordinate a Safety Audit with all senior persons and any personnel with responsibilities regarding the privileges granted by the certificate.

The Airport Management will ensure Exposition, relevant CAA documentation, safety and maintenance records and equipment and facilities are available for inspection.

The CAA will conduct the Safety Audit and provide the Safety Manager or Chief Executive with a written report that includes findings and actions.

The Safety Manager or Chief Executive will report back to the CAA auditor as finding actions from the audit are completed.

The Safety Manager and Chief Executive are responsible for:

- 1: Meeting the action deadlines or obtaining extensions.
- 2: Obtaining prior approval from CAA when actions are closed off by a means other than that specified in the finding.

- 3: Advising CAA if they reject or cannot practically complete a finding action.
- 4: Organising and promulgating related updates to the exposition.
- 5: Monitoring the corrective actions for effectiveness and knock-on risks.

5.3.2. Other organisations

Other organisations may have authority to access the airfield to perform statutory tasks (e.g. Worksafe, utility companies). Alternatively, they may wish to audit the airfield as part of their own assurance process (e.g. Air New Zealand).

In both cases, the airport management team will facilitate and assist with such audits, provided reasonable notice of the audit is given.

5.4. Continuous Improvement

The Safety Management System must be reviewed regularly to ensure that it is performing to expectations and driving safety performance improvements.

In addition, safety performance should be a continuously improving parameter. This means measuring performance and matching it with the safety goals of the organisation.

The aim of the SMS is to achieve best practice performance in airfield operations and safety management.

5.4.1. Management Review

For the SMS to be effective, its performance must be reviewed regularly. Continuous improvement is a feature of a successful SMS. Management review is the process where the overall performance of the safety system is assessed, and changes considered.

5.4.1.1. Management Review Meeting

The Safety Manager will arrange a management review meeting annually. The meeting will have an agenda and minutes, which will become part of the safety management documentation. Actions arising from the meeting must be documented and followed up.

To prepare for the meeting, the Safety Manager should collect data on the items to be considered in the agenda, such as the state of completion of the audit plan. It can make the meeting itself more efficient if this information can be presented before or at the meeting in the form of a safety performance report.

The meeting is intended for the senior management team. Attendance of the CEO and Safety Manager is a prerequisite.

The purpose of the meeting is to review the performance of all the elements of the safety management system itself and to take action on areas that need improving. The meeting should not be a discussion of particular safety events as such.

The meeting is an excellent opportunity to develop safety objectives for the year to come and to suggest areas to be included in the next audit plan. The Safety Manager may therefore find it convenient to perform these activities immediately following the management review.

The Safety Manager will take or arrange for minutes of the meeting to be recorded and stored as safety management documentation on OneReg.

A Management Review meeting can also be arranged any time outside of the annual cycle.

5.4.1.2. Meeting Agenda Items

The following topics form the Management Review meeting agenda:

1. Minutes and actions from the previous meeting
2. Achievement of safety objectives
3. The follow-up performance on Safety Report and Work Request Orders.
4. The documentation of risks and the accessibility of the risk register
5. Compliance with change plans and Works in Progress procedures
6. The completion of safety investigation and safety assurance programmes
7. Resourcing issues and constraints
8. Past year performance summary and forecast for the year ahead.

Other items may be added or substituted for these, depending on the circumstances of the meeting.

5.4.2. Safety Performance and Monitoring

Safety performance measurement allows the company to make and measure progress towards agreed safety and business objectives. It is an important part of continuous improvement of safety performance.

The setting and achievement of objectives is the responsibility of the CEO along with the other senior persons. The collection and reporting of data to demonstrate progress towards objectives is the responsibility of the Safety Manager.

5.4.2.1. Safety Objectives

Each year, the CEO will, in consultation with other company staff agree on safety objectives for the forthcoming year. The safety objectives should be documented by the Safety Manager as a separate document.

The safety objectives for the year should be communicated to all staff. This is the responsibility of the CEO but may be delegated to any appropriate person.

The safety performance objectives should reflect the current safety goals of the company and aim to produce a continuous improvement of safety performance. The scope of objectives lies across all business areas. Contracted activities and organisational management are within this scope.

Each objective shall have associated Safety Performance Indicators (SPIs) and, where appropriate, targets or target bands for attainment.

It is essential that each objective has an action plan and a responsible person associated with it. An objective without identified tasks and resource to do them is unlikely to be fulfilled. It is better to have a small number of well-defined modest objectives than a large number of 'hopeful' ones.

Both objectives and SPIs may focus on either outcomes or activities within the company. They may also be lagging (i.e. measuring past performance) or leading (i.e. indicators of future outcomes). 'Benchmarking' of performance against other similar companies, if practicable is highly desirable.

5.4.2.2. Safety Performance Monitoring

Safety performance is tracked on a day to day basis using the facilities in OneReg. These include:

1. Company dashboards
2. Safety Report form responses
3. Work Order form responses
4. Runway inspection and bird observation form responses
5. Risk registers and audit reports
6. User meeting minutes

6. Safety Promotion

6.1. Safety Training

Effective safety performance requires that staff receive both operational and safety training appropriate for their role in the company. This includes contractors working under the scope of the company's SMS. All staff and contractors should be trained in the company's safety and workplace procedures before starting unsupervised work.

Safety training comprises the following items:

1. Initial qualifications and experience
2. Workplace Safety Induction Training
3. Airfield Hazards Induction
4. Ongoing professional development

6.1.1. Assessment and Maintenance of Competency

Part 139.55(b) requires the competency of staff to be assessed and maintained. This is the responsibility of the Chief Executive.

The Chief Executive will establish job descriptions, levels of qualification and experience standards for the positions required for the operation and maintenance of the aerodrome and its services and facilities.

The Chief Executive will report to the directors on staff performance via Board Meetings.

Job descriptions will be reviewed annually and an assessment of performance, based on the job description will be completed by both personnel and the Chief Executive.

6.1.2. Workplace Training Responsibility

Before starting any task or authorising a person for a task, the following requirements must be met:

1. PPE has been provided and the person has been trained in its use and care
2. Safe work practices have been identified and briefed or trained
3. Hazards and risks have been identified and discussed
4. Equipment has been checked and use has been authorised
5. Oversight and communications arrangements are agreed and briefed
6. Safety reporting and health monitoring requirements are understood

6.1.3. Training and Supervision

UNDER TRAINING means:

Has received instruction on safety rules and hazards including safe operating procedures & practices. Must work under supervision.

FULLY COMPETENT means: Fully trained and able to work/operate unsupervised.

Any person assigned as a trainer will have the relevant skills, experience, or qualifications in the task(s) that are the subject of the training session. All skills and qualifications must be current.

Any person assigned as a supervisor will have sufficient knowledge to identify when a trainee is performing incorrectly or the situation has become hazardous. All supervisors must be actively engaged in monitoring the task and have appropriate communications and viewpoint. If the supervisor is simultaneously engaged on another task, sufficient opportunity for supervision must be maintained.

6.1.4. Safety Training Syllabi

6.1.4.1. Workplace Safety Induction Training

No untrained employees will be permitted to perform any task or operate any machinery or handle any substance without either:

- verified prior experience or;
- task training or;
- active supervision from a qualified person.

New employees will undergo induction training which is to be recorded on the Induction/Training record. All task specific training will be recorded in the training section of the Training record.

A worker's or contractor's safety induction training will consist of the following items that are relevant to their role:

1. Bird scaring pistol
2. Wildlife control techniques
3. Use of the Quad Bike
4. Working alone process
5. Working around aircraft
6. Tow-behind mower
7. Use of the brush cutter

8. Spray equipment and spraying from the Quad Bike
9. Noise exposure
10. Fatigue
11. Back-up generator operation
12. Operation of airfield lighting and nav aids
13. Airside inspection procedure, including assessment of runway conditions
14. Use of inspection vehicle
15. Use of airband radio
16. Inspectors competency check
17. NOTAM issue
18. Security
19. Manual Handling
20. Safety Reporting and Hazard register
21. Hazardous substances

6.1.4.2. Airfield Induction Training

All employees and contractors, prior to starting work for the airport operator will be made aware of:

1. The hazards they may be exposed to and the controls or procedures to be used to prevent harm to themselves, other persons or property
2. The location and use of all necessary safety equipment, clothing and materials
3. What to do in an emergency

6.1.5. Professional Development

In a very small organisation at an isolated location, there is a risk of losing touch with industry norms and best practice. To offset this risk, opportunities for professional development off the job should be actively pursued. This may include external courses, deputising for others, attending conferences or participation in industry forums.

6.2. Safety Communications

6.2.1. Safety Communications Policy

As an employer, we will communicate relevant safety information and ensure new and existing employees are made aware of company policies and procedures.

We will:

- Ensure that safety-related procedures and manuals are available and accessible to all new and existing employees.
- Ensure safety-related learnings are communicated to affected workers, contractors and airfield users.
- Ensure that safety meetings will be held on a regular basis (scheduled) and relevant minutes of those meetings will be kept.
- Ensure that signage, placards, posters and other items used for safety information are relevant and meaningful.
- Ensure all employees are aware of the process for alerting and communicating to management of the existence of hazards as they arise.
- Ensure that all employees are aware of the Employers expectations

Information will be given to employees in a manner that accounts for differences in language, literacy, technical language ability, or any other issue that may impact on the learner's ability to understand.

Information will be delivered through induction, task specific training and information sessions, and briefings.

Employees should also take note of advisory signs and placards.

6.2.2. Communications strategy

We aim to create a community safety culture at the airfield where everyone contributes to safety performance. The communications strategy we use to deliver this outcome is:

Active communications

All managers maintain a presence around the aerodrome and engage with staff, contractors and users informally to build relationships and culture of open discussion.

Airport inductions are an opportunity to communicate safety related information that directly affects the person under training.

Safety Meetings are used to give a chance to promulgate safety information and receive feedback on it.

The Runway Safety Team exists to manage risks associated with airside operations

Passive Communications

Communication of safety-related information to the airfield users is by email.

NOTAMs are used for formal communications of effective changes to wider user groups. When a NOTAM is issued, it is also forwarded to local users as an email.

The AIP plates for the airport are used to communicate local procedures and risks.

External Sources

The airport is a member of the New Zealand Airports Association

We have a subscription to New Zealand Flyer and Vector magazines

6.2.3. User Group Meeting

The user group meeting is held at an agreeable time in the airport precinct. The meeting is held bi-annually and is chaired by the Safety Manager. Notes are taken from the meeting and circulated to the User Group.

The meeting is also the security awareness group required by CAR 139.205(b)

The meeting is attended by the airport Safety Manager and/or Chief Executive. Invitees are tenants, lease holders, contractors and aircraft owners.

The time and date of each meeting is promulgated by the Chief Executive.

6.2.3.1. Sample User Group Agenda

- Airport operational issues
- Airport security issues
- Workplace Safety issues on and around the airport
- Airspace and airspace procedures
- Current and proposed works in progress
- Changes to rules and procedures at the airport
- Significant reported events, occurrence trends or audit findings
- Industry and CAA changes that may affect the airport
- Upcoming events or activities on or off the airfield
- Other items raised by invitees

6.2.4. Runway Safety Team

Runway Safety is a significant ongoing concern at every airfield. Risks arise from aircraft using the runways, the condition of the runways and the presence of airfield workers and contractors on the runways.

The airport operates a Runway Safety Team which brings together management and those with access to the runways to identify and manage possible problems and to promote awareness and skills improvement.

The User Group meetings are held in which new events, activities and concerns are notified and feedback gathered from staff and users regarding the runways. Events, lessons and initiatives from other airfields are strongly recommended to be included in this process.

As an additional procedure, the Safety Manager will invite concerns to be reported and communicate back through email.

6.2.5. Workplace Safety Meetings

Destination Westland staff have the opportunity to raise and discuss safety concerns through a employee monthly health and safety meeting. A representative from each DW department attends the meeting, including the airport. Minutes from this meeting are available to airport management and the airport safety manager.

As most DW staff have both airport and off-airport responsibilities, this structure is preferred to a specific airport staff safety meeting.

7. Contractors and Visitors

7.1. Significant Tenants, Users and Contractors

The airport operator owns and controls working areas and infrastructure used by other organisations.

Significant organisations using the airport and environs are:

- Air New Zealand
- JNP Aviation
- Garden City Helicopters ('Flying doctors service')
- Andersons Helicopters
- Precision Helicopters
- Hokitika Aero Club
- MetService, NIWA & Fire & Emergency New Zealand (weather stations)
- Hertz, Avis and Budget car rentals
- Airways
- RD petroleum
- GoFuel (formerly Z)
- Von Ah Contracting (agricultural activities)

7.2. Duties to others in the workplace

We have a duty to ensure the following persons are not harmed through our actions or inactions:

- Destination Westland staff members
- Contactors engaged by DW
- Travelling public and general public in the public areas of the airport
- Persons lawfully using the airfield (pilots, passengers and those with authorised access)

We have a duty to ensure the following persons are advised of any significant hazards that we know of, that are not normally to be found on our premises:

- Persons who are authorised to be there
- Persons who are on site under the authority of an Act, e.g. Electric power authority, MBIE, CAA, Police, Fire & Ambulance Service.

We have a duty to ensure that all fixtures, fittings and plant that we control are without health and safety risks to any person. This includes potential occupational health effects.

We must so far as is reasonably practicable, consult, co-operate and co-ordinate activities with all other PCBUs who have health and safety duties in relation to the same matter. Our responsibility for overlapping duties depends on the extent that we are in a position to control the activity or the workplace.

We do not have a duty to:

- Trespassers or others present unlawfully on the airfield
- Persons on site solely for recreation or leisure, providing they were not authorised to be here

Staff and contractors engaged by us have a duty to comply with the organisation's work process and to act on safety information that they are provided with.

7.3. Volunteers and trainees

We are required to take all practicable steps to ensure the health and safety of volunteers whilst undertaking any work activities. In some situations, they are to be treated as though they are an employee.

Trainees, loaned workers and persons doing work experience are to be treated as though they are our employees.

7.4. Contractors and Sub-contractors

Under the Health and Safety at Work Act 2015, the airport is a place of work. When the airport operator engages a contractor they become a principal under the Act.

"Principal" means a person who or that engages any person (otherwise than as an employee) to do any work for gain or reward.

Every principal shall take all practicable steps to ensure that:

- no employee of a contractor or subcontractor; and
- if an individual, no contractor or subcontractor,

is harmed while doing any work that the contractor was engaged to do.

A principal engaging a contractor to work for them should:

- engage competent, safe contractors
- give contractors information they need to keep healthy and safe while working
- monitor contractors' health and safety performance, and
- coordinate contractors' activities.

7.4.1. Contractor Policy

Our policy is that the:

Contractor shall be informed that they are responsible for any hazards that they may create while on our premises;

Contractor must advise us (the Principal) of all safety-related events involving themselves, their staff or others in the place of work;

Contractor must provide assurance of their ability to comply with their own responsibilities under the Health and Safety at Work Act 2015.

We will ensure the following is given to all contractors / sub-contractors:

1. Induction to Contractor / Sub-contractor;
2. Safety Requirements for Contractors;
3. Conditions of Contract

Prior to any work commencing, all contractors will be advised of:

1. The specific hazards they may be exposed to and the hazard controls, whilst the contractor is undertaking work on our premises.
2. Emergency and evacuation procedures.

A signed record will be kept of the induction and this will be kept with the Contractor's Agreement