

Soul Friend Pet Cremations

MANAGEMENT PLAN

17 SEPTEMBER 2021





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1 INTRODUCTION

Soul Friend Pet Cremations provides pet and livestock cremation services to vet clinics in the Manawatu, Horowhenua, Kapiti, Porirua, Wellington, Hutt Valley, Wairarapa, Dannevirke, Rangitikei and Taihape regions. This has operated from 120 Tennent drive in rented premises for the past 11 years, and includes a woodwork division for the manufacture of urns.

The purpose of this management plan is to provide direction for managing business activities as the business moves all operations to the Ashhurst site. The site is to be developed as a more funeral home style of presentation rather than just to perform an industrial function.

2 SCOPE OF OPERATIONS

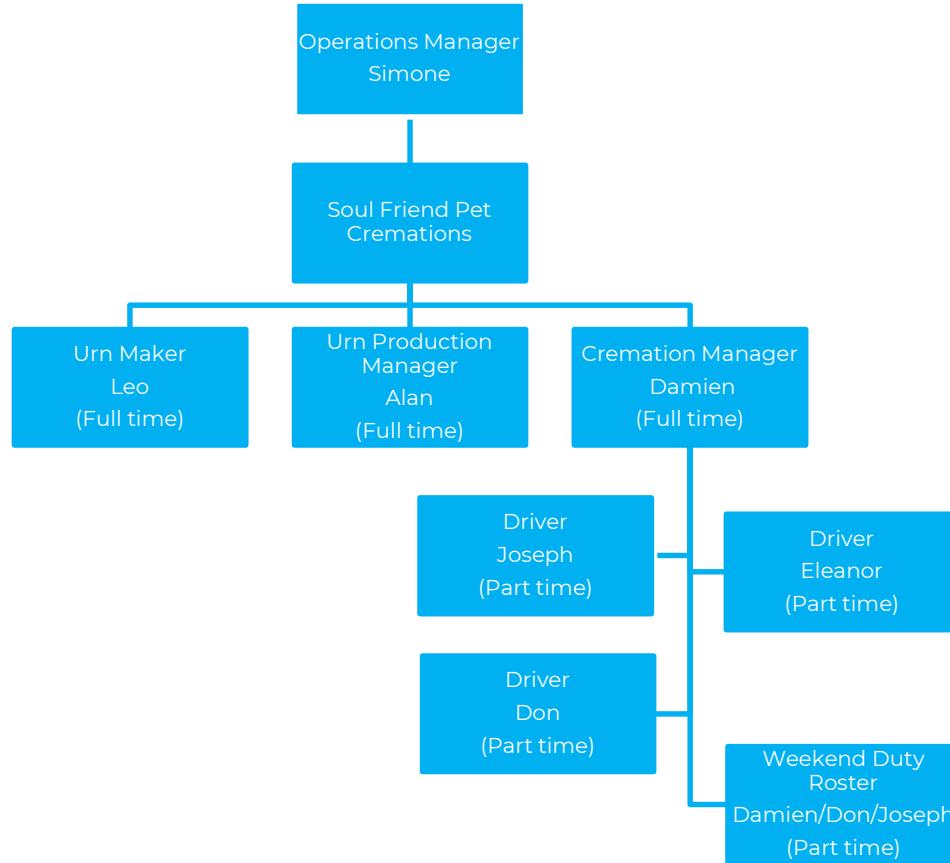
Soul Friend Pet Cremations propose to relocate their pet cremations business to 94 Mulgrave Street, Ashurst. Development and operation of the site would involve:

- Constructing the necessary buildings:
 - One 500m² Totalspan building housing four cremators, an aquamator, 2 autoclaves, a woodworking workshop, and chapel; and
 - One shipping container containing a spray booth for urn finishes. There would be 4 cremator stacks which would be 10.5 – 13m high.

Both buildings would be setback 8m from the stopbank.

- Discharging to air emissions from cremating domestic animals (currently around 700 pets per month) and incinerating biological, pathological and medical wastes;
- Undertaking aquamation using alkaline solution;
- Autoclaving sharps for disposal at landfill;
- Establishing a woodworking workshop onsite (to be housed in the Totalspan shed), which would produce urns and paw prints, potentially coffins and other memorial products;
- Establishing a spray booth for urn finishes onsite (to be housed in the shipping container);
- Establishing a memorial garden for the public to visit from 9am to 5pm Monday to Sunday;
- Operating the cremation business (including the crematorium, woodwork workshop, spray booth and chapel) would be open to the public from 9am to 5pm Monday to Friday and by appointment on weekends. Depending on the volume of work, cremation activity could continue until 7pm.
- The capacity of the chapel would be approximately 8-10 people. The chapel will be an area dedicated for friends and family to accompany their deceased pet and view them being loaded into the cremator. This provides an assurance to pet owners their pet is the only animal in the cremator and the ashes returned are their animal only.
- Earthworks would be undertaken to form appropriate footprints for the buildings, accessway and carparking/loading areas. All earthworks would be 8m away from the stopbank onsite.
- A new septic system would be installed to service the Totalspan building toilet and wash facilities (domestic only).
- A sump would be installed to capture water from wash downs inside the Totalspan building, this would be treated onsite as required.

3 ORGANISATION CHART



4 JOB DESCRIPTIONS

A brief description of the jobs shown in the organisation chart above are below. The full job description for each position are attached as Appendices A – E

4.1.1 CREMATIONS MANAGER

The purpose of this role is to ensure that the entire operation of the Cremations division, personnel and day-to-day efficiency continue to work well with the overall aim of achieving business objectives. The full job description for the Cremations Manager is appended as Appendix A.

4.1.2 DRIVER

The purpose of this role is to provide assistance to the Cremation operation. This assistance is crucial to the day-to-day efficiency. All pickups require sensible planning and detailed record keeping. The full job description for the Drivers is appended as Appendix B.

4.1.3 WEEKEND ROSTERED ON

The purpose of this role is to ensure that the operation of the Cremations division to provide service to the public on weekends, and to ensure throughput of pets through the cremator such that weekdays runs have optimal turn-around time, achieving business objectives. The full job description for the Weekend Rostered On is appended as Appendix C.

4.1.4 URN MAKER

The purpose of this role is to manufacture product in the Urn making operation. This assistance is crucial to the day-to-day efficiency. All manufactured items require sensible planning and detailed record keeping. The full job description for the Urn Maker is attached as Appendix D.

4.1.5 URN PRODUCTION MANAGER

The purpose of this role is to ensure that the entire operation of the Urn Production, personnel and day-to-day efficiency continue to work well with the overall aim of achieving business objectives. The full job description for the Urn Production Manager is attached as Appendix E.

4.2 CONTACT DETAILS

| | Email | Mobile | Phone |
|--------------------|--|--------------|-------------|
| Operations Manager | admin@soulfriends.nz | 027 326 8553 | |
| Urn Manager | process@soulfriends.nz | 027 555 6089 | |
| Cremation Manager | info@soulfriends.nz | 027 355 7006 | 06 3544 086 |

5 ENVIRONMENTAL RISK IDENTIFICATION AND MANAGEMENT

The following tables identify the potential effects associated with operation of the Soul Friend Pet Cremations.

The first table identifies the activities which could result in the potential effects unless adequate mitigation measures are used throughout operations. Also summarised in this table is why each potential effect is a concern.

The second table provides a brief summary of the mitigation measures to address the potential effects. The mitigation, including the principles of the mitigation, are described further in Section 7.

Table 1: Potential Effects from Activities

| POTENTIAL EFFECTS | | | | |
|--|--|--|---|--|
| Noise | Discharges to Air | Discharge of other contaminants | Amenity | Traffic |
| Activity <ul style="list-style-type: none"> • Vehicles travelling to and from the buildings and memorial garden on site • Operation of cremators • Woodworking in workshop • Spraying in spray booth • Operation of ventilators • Rolling up and down of roller doors in Soul Friend building • Loading and unloading of goods • Staff and visitors onsite Concern <ul style="list-style-type: none"> • Noise may affect neighbouring | Activity <ul style="list-style-type: none"> • Cremation of animals, incinerating documents, biological, pathological and medical wastes Concern <ul style="list-style-type: none"> • Contaminants affecting air quality • Contaminants reaching the unnamed stream onsite | Activity <ul style="list-style-type: none"> • Wash down of crematorium areas Concern <ul style="list-style-type: none"> • Contaminants from wash down discharge to land and enter nearby waterway • Contaminants from wash down pose a risk to human health • Contaminants release odour | Activity <ul style="list-style-type: none"> • New building may be visible from surrounding property • Activities producing odour such as wash down of crematoria • Activities producing noise • Traffic coming to and from the property Concern <ul style="list-style-type: none"> • Loss of amenity for surrounding properties and enjoyment of their property. | Activity <ul style="list-style-type: none"> • Vehicles coming to and from the property • Vehicles loading and unloading onsite • Carparking onsite Concern <ul style="list-style-type: none"> • Noise from vehicles • Loss of amenity and enjoyment of their properties for surrounding landowners and occupiers • The release of dust |

| | | | | |
|---|--|--|--|--|
| properties enjoyment of their properties | | | | |
|---|--|--|--|--|

Table 2: Mitigation of Effects

| ACTIVITY | RISK MITIGATION | | | | |
|----------------------------------|--|--|--|--|--|
| | Noise | Discharges to Air | Discharge of other contaminants | Amenity | Traffic |
| Soul Friend Pet Cremators | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm 7 days a week, with burns until 10pm occurring only when workload requires Restrict cremator operation to two units at a time Operation of the cremators in accordance with the operating instructions from the manufacturers and Standard Operating Procedure | <ul style="list-style-type: none"> Operation of the cremators in accordance with the operating instructions from the manufacturer All staff require induction including how to operate the cremators Regular maintenance of cremators | <ul style="list-style-type: none"> Wash down discharged to a sump and collected and disposed of off-site. | <ul style="list-style-type: none"> Screen planting that is regularly maintained and replaced if necessary Hours of operation restricted to 9am to 5pm 7 days a week with burns till 10pm occurring on an irregular basis Building colour is recessive | <ul style="list-style-type: none"> Speed limit on driveway Hours of operation restricted to 9am to 5pm 7 days a week, with cremations until 10pm occurring only when workload requires |
| Soul Friend Woodworking Workshop | <ul style="list-style-type: none"> Noise insulation of workshop | | | <ul style="list-style-type: none"> Acoustic insulation of the workshop | <ul style="list-style-type: none"> Speed limit on accessway |

| | | | | | |
|-------------------------|---|--|--|--|--|
| | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm 7 days a week | | | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm 7 days a week | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm 7 days a week |
| Soul Friend Spray Booth | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm Monday to Friday | | | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm Monday to Friday | <ul style="list-style-type: none"> Speed limit on accessway Hours of operation restricted to 9am to 5pm Monday to Friday |
| Soul Friend Chapel | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm 7 days a week Limit number of people in the chapel to 10 | | | <ul style="list-style-type: none"> Hours of operation restricted to 9am to 5pm | <ul style="list-style-type: none"> Speed limit on accessway Hours of operation restricted to 9am to 5pm Monday to Friday |
| Memorial garden | <ul style="list-style-type: none"> Hours of operation restricted to 7am to 7pm 7 days a week | | | | <ul style="list-style-type: none"> Speed limit on accessway Hours of operation restricted to 7am to 7pm 7 days a week |

6 CONSENT REQUIREMENTS

Will be populated if consents are granted.

7 CREMATORIUM MANAGEMENT

Crematorium activity is managed through regular maintenance and inspections along with Standard Operating Procedures and emergency responses, which staff must follow.

7.1 MAXIMUM NUMBERS

The crematorium currently cremates approximately 700 animals per month and 200 items of medical waste or sharps.

Of those animals, 2/3rds are cremations where the cremains are returned to their owner, and therefore are spaced individually on the floor of the cremator (10 -15 at a time per cremator). The balance are the unclaimed or unwanted which are cremated in batches with medical waste. The cremains are then disposed of at landfill.

The implementation of the additional large cremator (reconditioned hot hearth McDonald unit) will increase our capacity to be able to double that if needed, and the addition of the small Therm-Tec cremator will allow for witnessed cremations, when public visit with us.

7.2 RUN TIMES

We currently collect from clinics in the Manawatu and the Wairarapa on a Monday and a Thursday. We collect from Horowhenua, Kapiti, Porirua, Wellington and Hutt Valley on a Tuesday and a Friday. We aim to have the cremains returned on the next run after collection – 3 days turn around.

7.3 MAINTENANCE – REGULAR INSPECTIONS

Maintenance of all equipment, as well as contractor attendance to breakdowns are documented in the equipment register. The schedule of maintenance is shown in the table below.

Table 3: Schedule of Maintenance

| ACTIVITY | SCHEDULE OF MAINTENANCE | | | | |
|----------------------------|---|---|---|---|---|
| | Vehicle | Cremator | Extraction for spray booth | Workshop | Autoclaves |
| Soul Friend Pet Cremations | <ul style="list-style-type: none">• Cleaned and checked for damage daily• Monthly Vehicle maintenance record completed and filed in equipment register | <ul style="list-style-type: none">• Clear hearth ventilation holes daily• Monthly Check of door seals• Annual clearance of grease traps• Annual Service of | <ul style="list-style-type: none">• Change filter daily• Annual service of fan• Document breakdown and repair in Equipment Register | <ul style="list-style-type: none">• Daily clean up of all dust• Weekly documentation of cleaning• Document breakdown and repair in Equipment Register | <ul style="list-style-type: none">• Service and calibrate• Document breakdown and repair in Equipment Register |

| | | | | | |
|--|--|--|--|--|--|
| | <ul style="list-style-type: none"> • Service 20000kms • WoF 12 months • Document breakdown and repair in Equipment Register | <ul style="list-style-type: none"> burners and hearth fans • Document breakdown and repair in Equipment Register | | | |
|--|--|--|--|--|--|

7.4 STANDARD OPERATING PROCEDURES

Staff must follow Standard Operating Procedures for workshop and equipment maintenance, vehicle maintenance, extraction system cleaning, autoclaving sharps for disposal and cremation maintenance. These procedures are listed below and appended as Appendices H – M.

1. Procedure 08-19 Workshop and Equipment Maintenance Standard Operating Procedure
2. Procedure 05-19 Vehicle Maintenance Standard Operating Procedure
3. Procedure 04-19 Extraction System Cleaning Standard Operating Procedure
4. Procedure 01-19 Autoclaving Sharps for Disposal Standard Operating Procedure
5. Procedure 10-20 Cremation maintenance Standard Operating Procedure provided in appendices
6. Procedure 09-20 Cremator Operation

7.5 EMERGENCY RESPONSE

7.5.1 CREMATION OPERATION

Cremators will be fitted with an emergency stop so they can be shut down from outside.

They have temperature probes fitted to ensure that they do not continue to input gas once the primary chamber has reached 800°C.

They have regulators per burner to ensure consistent gas flow, and a safety shut off valve if a gas leak occurs.

Should a grease trap be damaged and grease leak from its containment we have saw dust and ash materials on site at all times to facilitate soak up and clean up.

The areas in the building that house the cremators have bunding so that any leaks will be contained in that area. Blood and body fluid will be mopped and the water discarded via septic.

7.5.2 SPRAY BOOTH OPERATION

Flammable products will be kept in a hazardous goods store that is bunded and has an emergency shower (already on the site). Amounts available per product will be 20 L and with 8 types of product being used, the maximum in this store will be 100L. From here the product will be dispensed into 1.5 Litre plastic bottles for use in the spray booth itself.

8 TRAINING

Our Standard Operating Procedures have a four-step competency progression:

- C1 = I have read and understood this Standard Operating Procedure
- C2 = I have received training
- C3 = I am competent to manage this task on my own
- C4 = I am credentialed to train other staff in this Standard Operating Procedure

A new staff member starts with comprehending the task through reading about it and watching it being performed. As they gain practice, they then accept responsibility of being left to conduct the task and the quality of it. Ultimately being credentialed to train means that knowledge can be spread throughout the business and provide for cover when key personnel are not available.

9 RECORD KEEPING

Soul Friends has built a custom database for documenting all items we receive, and the orders pertaining to them. The specifications for the database are:

1. Track all items in clinic freezers by way of a 'hold' ticket system
2. Track every item (animal or biological waste or sharps containers) submitted to us for service
3. Ability to store files such as photos per item
4. Track item history – the Company staff who logged in and worked on each item
5. Filters such that items can be batched and documented as moving through parts of the process
6. Search functionality so we can respond to individual client enquiry
7. Communications log in a comments section per item
8. Online booking portal for vet clinics including generating identification labels
9. Manage the ordering of consumable items (body bags, bin liners and sharps bins) by vet clinics
10. Facilitate online memorial building from clients to be able to instruct vets including submitting photos to us.
11. Generate a report for council to check we have met our resource consent requirements.
12. Generate a run sheet (of which there will be multiple) for Drivers to document pickup and delivery, and leave the clinic with a delivery docket for each delivery event
13. Document Phone messages per clinic
14. Manage inventory of urns.
15. Integration of API so that all items completed can be batch invoiced to xero
16. Training videos to show the program in operation for both clinic staff, and those we employ.

10 COMPLAINTS

Soul Friends have complaints registers set up as a folder in their 'info@' email. The purpose is to document the complaint, what the solution and resolution was, and how the process concluded. When a complaint is made the employee responsible for responding to complaints must follow the 'Relationship 09-19 Managing Complaints' Standard Operating Procedure, which is appended as Appendix N.

APPENDIX A

JOB TITLE CREMATIONS MANAGER

DATE 01/09/2018

REPORTS TO OPERATIONS MANAGER

BACKGROUND

Tolly Farm Limited specialises in the Boarding of animals from the Manawatu and the wider regions. In addition to this service, Tolly Farm also operates a Cremations division and an Urn making facility. These two areas operate under the name Soul Friend Pet Cremations. These specialised services offer the client access to a high standard of "One stop shop" services for their animals.

POSITION DESCRIPTION

Position purpose The purpose of this role is to ensure that the entire operation of the Cremations division, personnel and day-to-day efficiency continue to work well with the overall aim of achieving business objectives. This role needs to be flexible around work hours.

Main Tasks

Core objectives include:

- Ensuring rosters are in place to cover all shifts.
- Manage and monitor staff so that maximum efficiency is gained through sensible and productive work tasks.
- Champion training of staff and foster a continuous improvement culture.
- Manage all purchasing activities within budget.
- Ensure compliance on regulatory, administrative and operational requirements.
- Report all accidents and near misses.
- Keep accurate and up to date records of all items produced.
- Liaise with client where necessary.

Cremation Tasks

- Unload van, organise the load and weigh the dogs.
- Make paw prints where needed.
- Load the incinerators placing metal dividers between each animal.
- Maintain accurate map of each cremation.
- Accurately pull down the resulting bone and reunite with identification label.
- Crush bone and capture in Zip lock bag.
- Box as required.
- Provide Cremation Certificate.
- Make plaques as required.
- Autoclave "sharps".
- Relieve driver if required.

Ensure to check comments before igniting a cremation.

| | |
|------------------------------|--|
| Database Tasks | <p>Double check other staff's data entry.</p> <p>Enter the animal and biowaste weights.</p> <p>Identify and action as cremated in Cremator-1 or Cremator-2 for council records.</p> <p>Print and file burner report.</p> <p>Identify and action as processed and then invoice all completed items.</p> <p>Print and collate drivers run sheets with returns.</p> |
| Equipment Maintenance | <p>Advise management when a trip to the Refuse Station is required.</p> <p>Manage oils from the cremators.</p> <p>Wash concrete floor and van tarp as needed.</p> <p>Ensure Chiller is thawed and functional.</p> <p>Mop floor and tarp as needed.</p> <p>Contact electrician as needed for incinerator malfunctions.</p> |
| Admin Tasks | <p>Respond to client phone and email enquiry.</p> <p>Order Bags, Sharps containers, Scatter boxes, cable ties, Manila tags,</p> <ul style="list-style-type: none"> Zip lock bags and maintain a collection of receipts. <p>Contribute and participate in Health and Safety meetings.</p> <p>Maintain Risk and Injuries register.</p> <p>Maintain a timesheet.</p> |
| Other Duties | <p>The above list is not exhaustive and the role may change to meet the overall objectives of the company.</p> <ul style="list-style-type: none"> • <i>"Fulfil other duties as required by management and other department personnel as requested/required." This needs to be understood in context of the role's requirements around flexible time. All though there is a roster in place, it is imperative that allowances are made to ensure the highest level of care and attention is applied to all animals all of the time. To that end, it is emphasized here that there will be times where work hours may vary from an intended roster. On these occasions, this role is expected to cope with this variance and continue to provide the excellent services that have been paid for by the client.</i> |
| Required qualities | <p>Professional approach.</p> <p>Ability to work under pressure.</p> <p>Organisational and time management skills.</p> <p>Excellent attention to detail.</p> <p>Problem solver.</p> <p>Initiative.</p> |

Demonstrate passion and enthusiasm for the Company's Purpose.
Demonstrate a professional and caring attitude towards customers and staff.
Seek to perform all tasks to the highest standard.
Embrace Health & Safety.

Desired competencies

Analytical thinking.
Business awareness.
Tenacity.
Positive approach to change.

PERSON SPECIFICATION

| | |
|-----------------------|---|
| Qualifications | <ul style="list-style-type: none">• <i>No qualification required.</i> |
| Experience | <i>Relevant commercial or practical management experience.</i> |
| Knowledge | Requirements and regulations associated with a cremation operation. |
| Skills & competencies | <p>Customer service focused: committed to providing exceptional customer service across all channels – written, phone and face to face.</p> <p>Communication: the ability to communicate clearly and concisely, varying communication style depending upon the audience.</p> <p>Attention to detail: excellent attention to detail and written skills when communicating with others, both internally and externally.</p> <p>Commerciality: ability to apply knowledge in a practical, commercial manner.</p> <p>Teamwork: willingness to assist and support others as required and get on with team members.</p> <p>Time management/organisation: accomplish objectives effectively within time frame given, and carry out administrative duties within portfolio in an efficient and timely manner.</p> |
| Personal attributes | Professional approach (essential). Confident manner (essential). Positive approach to change (essential). Flexible approach to work hours. |

This job description serves to illustrate the scope and responsibilities of the post and is not intended to be an exhaustive list of duties. You will be expected to perform other job related tasks requested by management and as necessitated by the development of this role and the development of the business.

Quality of work

- Is to a standard that exceeds the customer's expectations.
- Is to a standard the customer will pay a premium for.
- Is to the standard set by the company owner/CEO.

The Operations Manager will regularly check the standard of workmanship on jobs & activities.

Productivity

- All work tasks are completed within the allocated time.
- All deadlines are met.
- All materials & consumables used are within the quoted amounts for the job.
- Wastage of materials and time is kept to an acceptable minimum.

The Operations Manager will regularly check that work is completed on time and to the quality standards required. Where appropriate, training will be given to staff to enable these standards to be met.

| KRA & KPIs | | |
|-------------------------------|--|-----------------------------|
| KRA | Desired Result | Measure |
| Cremation Schedules. | All cremation deadlines met. | Weekly audit checks. |
| Documentation. | All items cremated are recorded Accurately. | Weekly audit checks. |
| Raw materials. | All raw materials are sufficiently Stocked to meet existing and Planned cremations. | Weekly audit checks. |
| Equipment Maintenance. | All equipment is regularly Maintained and meets operational Safety requirements. | Daily checks. |

ACKNOWLEDGEMENT

I certify that I have read, understood and accept the duties, responsibilities and obligations of my position.

**SIGNED BY YOU
SIGNED BY MANAGEMENT**

.....
Employee.....
Manager

.....
Date.....
Date

APPENDIX B

JOB TITLE DRIVER
DATE 01/09/2018
REPORTS TO CUSTOMER SERVICES MANAGER

BACKGROUND

Tolly Farm Limited specialises in the Boarding of animals from the Manawatu and the wider regions. In addition to this service, Tolly Farm also operates a Cremations division and an Urn making facility. These two areas operate under the name Soul Friend Pet Cremations. These specialised services offer the client access to a high standard of "One stop shop" services for their animals.

POSITION DESCRIPTION

| | |
|-------------------------------|---|
| Position purpose | The purpose of this role is to provide assistance to the Cremation operation. This assistance is crucial to the day-to-day efficiency. All pickups require sensible planning and detailed record keeping. This role needs to be flexible around work hours. |
| Main tasks | <p>Core objectives of fixed salary include:</p> <ul style="list-style-type: none">Ensure timetable for pickups is adequate to complete the run in the allotted time.Collect deceased pets from vet clinics.Accurately document each collection and ensure only labelled items are collected.Return cremains and other mementos as required, documenting the release of such.Preparing stock and document the supply bags, tags, cable ties, sharps containers to clinics.Direct enquiries back to administration when answers cannot be accurately conveyed from your tablet.Collect large dogs off schedule if needed to support a clinic. |
| Admin | <ul style="list-style-type: none">Maintain Vehicle (WOF, COF, Road User Charges (RUC) servicing, tire pressures, internal and external cleaning).Participate and contribute to Health and Safety meetings.Report all accidents and near misses.Maintain Risk and Injuries register.Maintain a timesheet.Maintain a log of vehicle receipts in Xero. |
| Direct to Public sales | <p>Collect deceased pets from clients homes as directed by management. This will involve working with grieving people, directing them to the most efficient ways of ordering our service and respectfully handling their pet as they commit them to our care.</p> |

The above list is not exhaustive and the role may change to meet the overall objectives of the company.

| | |
|---------------------------|---|
| Other Duties | <ul style="list-style-type: none"> • "Fulfil other duties as required by management and other department personnel as requested/required." This needs to be understood in context of the role's requirements around flexible time. All though there is a roster in place, it is imperative that allowances are made to ensure the highest level of service and attention is applied to all clients all of the time. To that end, it is emphasized here that there will be times where work hours may vary from an intended roster. On these occasions, this role is expected to cope with this variance and continue to provide the excellent care and services to the clients that have been paid for. |
| Required qualities | <p>Honest beyond reproach Compassion and Patience Professional friendly and fearless approach. Ability to work under pressure. Problem solving in keeping with the guiding principles of the organisation Organisational and time management skills. Excellent attention to detail. Initiative. Demonstrate passion and enthusiasm for the Company's Purpose. Demonstrate a professional and caring attitude towards customers and staff. Seek to perform all tasks to the highest standard. Embrace Health & Safety.</p> |

| | |
|-----------------------------|---|
| Desired competencies | Tenacity. Positive approach to change. |
|-----------------------------|---|

PERSON SPECIFICATION

| | |
|----------------------------------|---|
| Qualifications | <ul style="list-style-type: none"> • Clean "Full" drivers license capable of driving a manual vehicle |
| Experience | Relevant experience in a similar role. |
| Knowledge | Requirements and regulations associated with deceased animals. |
| Skills & competencies | <p>Customer service focused: committed to providing exceptional customer service across all channels – written, phone and face to face.</p> <p>Communication: the ability to communicate clearly and concisely, varying communication style depending upon the audience.</p> <p>Attention to detail: excellent attention to detail and written skills when communicating with others, both internally and externally.</p> <p>Teamwork: willingness to assist and support others as required and get on with team members.</p> |

Time management/organisation: accomplish objectives effectively within time frame given, and carry out administrative duties within portfolio in an efficient and timely manner.

| | |
|----------------------------|---|
| Personal attributes | Professional approach (essential). Confident manner (essential). Positive approach to change (essential). Flexible approach to work hours. |
|----------------------------|---|

This job description serves to illustrate the scope and responsibilities of the post and is not intended to be an exhaustive list of duties. You will be expected to perform other job related tasks requested by management and as necessitated by the development of this role and the development of the business.

Quality of work

- Is to a standard that exceeds the customer's expectations.
- Is to a standard the customer will pay a premium for.
- Is to the standard set by the company owner/CEO.

The Cremations Manager will regularly check the standard of workmanship on jobs & activities.

Productivity

- All work tasks are completed within the allocated time.
- All deadlines are met.
- All materials & consumables used are within the quoted amounts for the job.
- Wastage of materials and time is kept to an acceptable minimum.

The Cremations Manager will regularly check that work is completed on time and to the quality standards required. Where appropriate, training will be given to staff to enable these standards to be met.

| KRA & KPIs | | |
|-----------------------|---|----------------------|
| KRA | Desired Result | Measure |
| Timetables. | Scheduled pickups completed On time. | Weekly audit checks. |
| Documentation. | Every animal body in our care Has a unique record of ID. | Weekly audit checks. |
| Vehicle maintenance. | Vehicle is always current for Servicing, WOF, COF and RUC. | Monthly checks. |

ACKNOWLEDGEMENT

I certify that I have read, understood and accept the duties, responsibilities and obligations of my position.

SIGNED BY YOU

SIGNED BY MANAGEMENT

.....
Employee.....
Manager

.....
Date.....
Date

APPENDIX C

JOB TITLE WEEKEND ROSTERED ON

DATE 11/11/2020

REPORTS TO CUSTOMER SERVICES MANAGER

BACKGROUND

Tolly Farm Limited specialises in the Boarding of animals from the Manawatu and the wider regions. In addition to this service, Tolly Farm also operates a Cremations division and an Urn making facility. These two areas operate under the trading name Soul Friend Pet Cremations. These specialised services offer the client access to a high standard of "One stop shop" services for their animals.

POSITION DESCRIPTION

| | |
|-------------------------|---|
| Position purpose | The purpose of this role is to ensure that the operation of the Cremations division to provide service to the public on weekends, and to ensure throughput of pets through the cremator such that weekdays runs have optimal turn around time, achieving business objectives. This role needs to be flexible around work hours. |
| Cremation Event | <p>Organise the load and document weights of the Pets.</p> <p>Make and spray paw prints.</p> <p>Load the incinerators placing fire bricks between animals for return.</p> <p>Maintain accurate map of each cremation.</p> <p>Ensure to check comments before igniting a cremation.</p> <p>Maintain cremation log for council records.</p> <p>Accurately pull down the resulting bone and reunite with identification label.</p> <p>Crush bone and capture in Zip lock bag.</p> <p>Weigh and document ash weight.</p> <p>Box and wrap cremains as required.</p> <p>Provide Cremation Certificate.</p> <p>Make plaques as required.</p> <p>Identify and action as processed and then invoice all completed items.</p> <p>Print and collate drivers run sheets with returns.</p> |
| Oncall Tasks | <p>This portion of work attracts a piece rate of renumeration</p> <p>Document clinic or client complaints</p> <p>Document discussion pertaining to specific pet requests</p> <p>Respond to client phone and email enquiry.</p> <p>Maintain a log of vehicle receipts in Xero.</p> <p>Collect deceased pets from clients homes. This will involve working with grieving people, directing them to the most efficient ways of ordering our service and respectfully handling their pet as they commit them to our care.</p> <p>This portion of work attracts a piece rate of renumeration</p> |

| | |
|-----------------------------|--|
| Required qualities | <p>Professional approach.</p> <p>Ability to work under pressure.</p> <p>Organisational and time management skills.</p> <p>Excellent attention to detail.</p> <p>Problem solver.</p> <p>Initiative.</p> <p>Demonstrate passion and enthusiasm for the Company's Purpose.</p> <p>Demonstrate a professional and caring attitude towards customers and staff.</p> <p>Seek to perform all tasks to the highest standard.</p> <p>Embrace Health & Safety.</p> |
| Desired competencies | <p>Tenacity.</p> <p>Positive approach to change.</p> |

PERSON SPECIFICATION

| | |
|----------------------------------|---|
| Qualifications | <ul style="list-style-type: none"> • <i>No qualification required.</i> |
| Experience | <i>Relevant commercial or practical management experience.</i> |
| Knowledge | Requirements and regulations associated with a cremation operation. |
| Skills & competencies | <p>Customer service focused: committed to providing exceptional customer service across all channels – written, phone and face to face.</p> <p>Communication: the ability to communicate clearly and concisely, varying communication style depending upon the audience.</p> <p>Attention to detail: excellent attention to detail and written skills when communicating with others, both internally and externally. Accurate with numbers.</p> <p>Commerciality: ability to apply knowledge in a practical, commercial manner.</p> <p>Teamwork: willingness to assist and support others as required and get on with team members.</p> <p>Time management/organisation: accomplish objectives effectively within time frame given and carry out administrative duties within portfolio in an efficient and timely manner.</p> |
| Personal attributes | <p>Professional approach (essential).</p> <p>Confident manner (essential).</p> <p>Positive approach to change (essential).</p> <p>Flexible approach to work hours.</p> |

This job description serves to illustrate the scope and responsibilities of the post. Piece rates of renumeration have been calculated on its content. If other job related tasks requested by management and as necessitated by the development of this role and the development of the business become routine, piece rates need to be renegotiated.

Quality of work

- Is to a standard that exceeds the customer's expectations.
- Is to a standard the customer will pay a premium for.
- Is to the standard set by the company owner/CEO.

The Customer Services Manager will regularly check the standard of workmanship on jobs & activities.

Productivity

- All work tasks are completed within the allocated time.
- All deadlines are met.
- All materials & consumables used are within the quoted amounts for the job.
- Wastage of materials and time is kept to an acceptable minimum.

The Customer Services Manager will regularly check that work is completed on time and to the quality standards required. Where appropriate, training will be given to staff to enable these standards to be met.

ACKNOWLEDGEMENT

I certify that I have read, understood and accept the duties, responsibilities and obligations of my position.

SIGNED BY YOU

SIGNED BY MANAGEMENT

.....
Employee.....
Manager

.....
Date.....
Date

APPENDIX D

JOB TITLE URN MAKER
DATE 01/09/2018
REPORTS TO URN PRODUCTION MANAGER

BACKGROUND

Tolly Farm Limited specialises in the Boarding of animals from the Manawatu and the wider regions. In addition to this service, Tolly Farm also operates a Cremations division and an Urn making facility. These two areas operate under the trading name Soul Friend Pet Cremations. These specialised services offer the client access to a high standard of "One stop shop" services for their animals.

POSITION DESCRIPTION

| | |
|------------------------------|---|
| Position purpose | The purpose of this role is to manufacture product in the Urn making operation. This assistance is crucial to the day-to-day efficiency. All manufactured items require sensible planning and detailed record keeping. This role needs to be flexible around work hours. |
| Main tasks | Core objectives include: |
| Wood work | Use table saw to cut wood to shape. Glue together sides and top to form Urn. Use belt sander to finish Urn. Use spindle moulder to shape tops and bases. Use reciprocating sander to finish scalloped edges. Use stationery orbital sander to finish 45-degree aris. Use drill press to drill and counter sink screw holes. Accurately fit bases to Urns. Make to order Vintage, Classic, and Modern style urns. |
| Spray Finish | Apply spray colour. Apply sealer twice. Sponge sand between sealer coats. Apply Top Coat or colour coat as required. Apply gold embossing as required. Spray paw prints if needed. |
| Equipment Maintenance | Vacuum Sawdust with extractor and clean bag weekly. Use compressor to blow down equipment that collects dust and contributes to wear (Table Saw, Spindle Moulder) Clean filter in spray booth air extraction system each spray session. Drain air filters on compressor every spray session. Empty the tank on the compressor every spray session. Break down and clean spray guns at least monthly. Sweep and Vacuum spray booth at least monthly to resolve excess overspray. Appropriately store chemicals and product (new and used) |

| | |
|--------------|--|
| Admin | <p>Participate and contribute to Health and Safety meetings.</p> <p>Report all accidents and near misses.</p> <p>Maintain Risk and Injuries register.</p> <p>Maintain a timesheet.</p> <p>Maintain a log of production items.</p> <p>Adhere to all SOP's for the Urn making operation.</p> |
|--------------|--|

The above list is not exhaustive and the role may change to meet the overall objectives of the company.

Other Duties

- *"Fulfil other duties as required by management and other department personnel as requested/required." This needs to be understood in context of the role's requirements around flexible time. All though there is a roster in place, it is imperative that allowances are made to ensure the highest level of care and attention is applied so that deadlines for product orders are met. To that end, it is emphasized here that there will be times where work hours may vary from an intended roster. On these occasions, this role is expected to cope with this variance and continue to provide the excellent product that have been paid for by the client.*

Required qualities

- Professional approach.
- Ability to work under pressure.
- Organisational and time management skills.
- Excellent attention to detail.
- Initiative.
- Demonstrate passion and enthusiasm for the Company's Purpose.
- Demonstrate a professional and caring attitude towards customers and staff.
- Seek to perform all tasks to the highest standard.
- Embrace Health & Safety.

Desired competencies

- Tenacity.
- Problem solving.
- Positive approach to change.

PERSON SPECIFICATION

Qualifications

- *No qualification is required.*

Experience

Relevant experience in a similar role.

Knowledge

Requirements and regulations associated with operating equipment in a manufacturing environment.

Skills & competencies

Customer service focused: committed to providing exceptional customer service across all channels – written, phone and face to face.

Communication: the ability to communicate clearly and concisely, varying communication style depending upon the audience.

Attention to detail: excellent attention to detail and written skills when communicating with others, both internally and externally.

Teamwork: willingness to assist and support others as required and get on with team members.

Time management/organisation: accomplish objectives effectively within time frame given, and carry out administrative duties within portfolio in an efficient and timely manner.

Personal attributes

Professional approach (essential).
Confident manner (essential).
Positive approach to change (essential).
Flexible approach to work hours.

This job description serves to illustrate the scope and responsibilities of the post and is not intended to be an exhaustive list of duties. You will be expected to perform other job related tasks requested by management and as necessitated by the development of this role and the development of the business.

Quality of work

- Is to a standard that exceeds the customer's expectations.
- Is to a standard the customer will pay a premium for.
- Is to the standard set by the company owner/CEO.

The Urn Production Manager will regularly check the standard of workmanship on jobs & activities.

Productivity

- All work tasks are completed within the allocated time.
- All deadlines are met.
- All materials & consumables used are within the quoted amounts for the job.
- Wastage of materials and time is kept to an acceptable minimum.

The Urn Production Manager will regularly check that work is completed on time and to the quality standards required. Where appropriate, training will be given to staff to enable these standards to be met.

| KRA & KPIs | | |
|------------------------|---|----------------------|
| KRA | Desired Result | Measure |
| Timetables. | Scheduled production completed On time. | Weekly audit checks. |
| Documentation. | Every item manufactured Has accurate records. | Weekly audit checks. |
| Equipment maintenance. | All production equipment is always clean and maintained. | Monthly checks. |

ACKNOWLEDGEMENT

I certify that I have read, understood and accept the duties, responsibilities and obligations of my position.

SIGNED BY YOU

SIGNED BY MANAGEMENT

Date

Manager

Date

APPENDIX E

JOB TITLE URN PRODUCTION MANAGER

DATE 01/09/2018

REPORTS TO OPERATIONS MANAGER

BACKGROUND

Tolly Farm Limited specialises in the Boarding of animals from the Manawatu and the wider regions. In addition to this service, Tolly Farm also operates a Cremations division and an Urn making facility. These two areas operate under the trading name Soul Friend Pet Cremations. These specialised services offer the client access to a high standard of "One stop shop" services for their animals.

POSITION DESCRIPTION

Position purpose The purpose of this role is to ensure that the entire operation of the Urn Production, personnel and day-to-day efficiency continue to work well with the overall aim of achieving business objectives. This role needs to be flexible around work hours.

IN ADDITION TO THE TASKS SET OUT IN THE URN MAKER JOB DESCRIPTION THE CORE OBJECTIVES ARE:

Main tasks

- Ensuring rosters are in place to cover all shifts.
- Manage and monitor staff so that maximum efficiency is gained through sensible and productive work tasks.
- Champion training of staff and foster a continuous improvement culture.
- Manage all purchasing activities within budget.
- Ensure compliance on regulatory, administrative and operational requirements.
- Report all accidents and near misses.
- Provide thorough and accurate reports on the activities performed within the Urn manufacturing business.
- Keep accurate and up to date records of all items produced.
- Liaise with clients who purchase urns where necessary.
- Adhere to and update where necessary all SOP's for the Urn production operation.
- Ensure that all equipment is cleaned, serviced and maintained fit for purpose
- Scan and enter invoices into accounting program

The above list is not exhaustive and the role may change to meet the overall objectives of the company.

Other Duties

- *"Fulfil other duties as required by management and other department personnel as requested/required." This needs to be understood in context of the role's requirements around flexible time. All though there is a roster in place, it is imperative that allowances are made to ensure the highest level of care and attention is applied so that deadlines for product orders are met. To that end, it is*

emphasized here that there will be times where work hours may vary from an intended roster. On these occasions, this role is expected to cope with this variance and continue to provide the excellent product that have been paid for by the client.

Required qualities

Professional approach.
Ability to work under pressure.
Organisational and time management skills.
Excellent attention to detail.
Problem solver.
Initiative.
Demonstrate passion and enthusiasm for the Company's Purpose.
Demonstrate a professional and caring attitude towards customers and staff.
Seek to perform all tasks to the highest standard.
Embrace Health & Safety.

Desired competencies

Analytical thinking.
Business awareness.
Tenacity.
Positive approach to change.

PERSON SPECIFICATION

| | |
|-----------------------|---|
| Qualifications | <ul style="list-style-type: none">• <i>Some form of woodworking or spray painting qualification required.</i> |
| Experience | <i>Relevant commercial or practical management experience.</i> |
| Knowledge | Requirements and regulations associated with a production environment. |
| Skills & competencies | <p>Customer service focused: committed to providing exceptional customer service across all channels – written, phone and face to face.</p> <p>Communication: the ability to communicate clearly and concisely, varying communication style depending upon the audience.</p> <p>Attention to detail: excellent attention to detail and written skills when communicating with others, both internally and externally.</p> <p>Commerciality: ability to apply knowledge in a practical, commercial manner.</p> <p>Teamwork: willingness to assist and support others as required and get on with team members.</p> <p>Time management/organisation: accomplish objectives effectively within time frame given, and carry out administrative duties within portfolio in an efficient and timely manner.</p> |

| | |
|----------------------------|---|
| Personal attributes | Professional approach (essential). Confident manner (essential). Positive approach to change (essential). Flexible approach to work hours. |
|----------------------------|---|

This job description serves to illustrate the scope and responsibilities of the post and is not intended to be an exhaustive list of duties. You will be expected to perform other job related tasks requested by management and as necessitated by the development of this role and the development of the business.

Quality of work

- Is to a standard the customer will pay a premium for.
- Is to the standard set by the company owner/CEO.
- Is to a standard that exceeds the customer's expectations.

The Operations Manager will regularly check the standard of workmanship on jobs & activities.

Productivity

- All work tasks are completed within the allocated time.
- All deadlines are met.
- All materials & consumables used are within the quoted amounts for the job.
- Wastage of materials and time is kept to an acceptable minimum.

The Operations Manager will regularly check that work is completed on time and to the quality standards required. Where appropriate, training will be given to staff to enable these standards to be met.

| KRA & KPIs | | |
|-------------------------------|--|-----------------------------|
| KRA | Desired Result | Measure |
| Production Schedules. | All production deadlines met. | Weekly audit checks. |
| Documentation. | All items produced are recorded Accurately including all WIP. | Weekly audit checks. |
| Raw materials. | All raw materials are sufficiently Stocked to meet existing and Planned production. | Weekly audit checks. |
| Equipment Maintenance. | All equipment is regularly Maintained and meets operational Safety requirements. | Daily checks. |

ACKNOWLEDGEMENT

I certify that I have read, understood and accept the duties, responsibilities and obligations of my position.

SIGNED BY YOU

SIGNED BY MANAGEMENT

.....
Employee.....
Manager

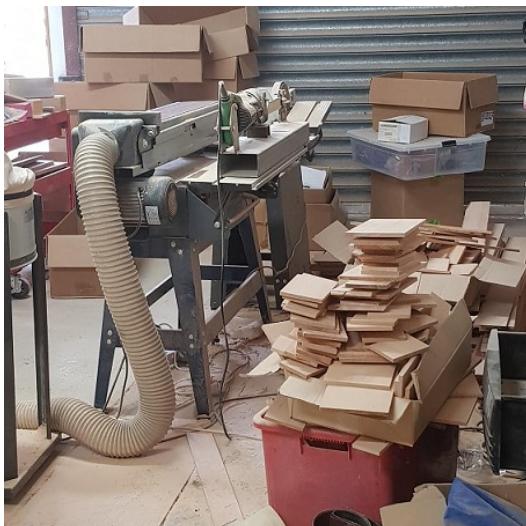
.....
Date.....
Date

APPENDIX H

STANDARD OPERATING PROCEDURE

08-19

Workshop and Equipment Maintenance



Potential Hazards:

- Eye injury
- Respiratory damage

< Example of what not to do

Required Personal Protective Equipment (PPE)



Appropriate
footwear



Eye protection



Hearing
Protection



Face mask
(disposable
dust)

PROCEDURE

WORK SPACE RULES

- We operate in a small space with lots of task specific workstations. Cleanliness and organisation is paramount to optimal function.
- The workspace needs to function reliably and predictably. If you did not come to work tomorrow the business needs to continue to function uninterrupted. The minimum requirements for staffing this area during staff absence is:
 - Clean functioning equipment
 - Tools available to perform all tasks
 - Clear traffic area around all equipment
 - Ease of identifying where any unfinished batch is up to in the process
- Boxes are only be used for storing completed raw urns in the urn store room, or for sending completed lacquered urns to clients. Boxes **ARE NOT** to be used for moving batches of urns from work station to work station. They can become invisible and results in missed deadlines or dead stock, both of which cost the business revenue. The red trolleys are for moving batches of urns from workstation to workstation.

-
- The Yellow wheelie bin is for Rubbish. Ensure it has a yellow bin liner installed and wheel it to where you need it, and wheel it out of the way when finished. Once filled this rubbish can be incinerated.
 - The Red wheelie bin is for Salvage. Salvage is the shorts left after periods of cutting timber, that are long enough to get small pieces from. This bin should be used preferentially before cutting into new lengths of timber.
 - The Blue wheelie bin is for Scrap. That is the wood left over after the Salvage has been cut down. The pieces are too small to use for urn making and are only suitable for kindling. Advise Management when this is full so it can be emptied or replaced.
 - The floor area around the equipment needs to be clear at all times, so that the trolleys can move urns from workstation to workstation, and so that staff can leave quickly in an emergency.
 - Sawdust is a firehazard. It cannot be allowed to accumulate on equipment as it can create electrical shorts and damage the equipment. It cannot be allowed to accumulate at power points. At best it will trip breaker switches. At worst it will smoulder and a fire could erupt while no one is in attendance. Sawdust needs to be swept or vacuumed as soon as the task is finished that created it. Additionally the Workshop needs to be swept and vacuum at the end of each work day, so leave time available to do this.
 - If any equipment is broken or worn, advise Management immediately (via email) so it can be repaired, and a plan made for the continuation of work in its absence
-

WOOD STORAGE

- When a new order of wood arrives, it needs to be stored flat under the bench. Fillets should keep it off the floor. It should be stored in bundles of the same width so it is easy to identify when we are short on a particular size. If you have ripped too much of a width of timber, label it with pencil (either the width in cms, or the piece it was ripped for i.e # 3 classic base) before placing back in the stack.
-

HAND TOOLS

- Hand tools are storage in labelled draws or labelled cube boxes in the cube shelving. They need to be returned to the appropriate storage after use for the benefit of all workers. Time spent looking for tools is not productive time making urns, and sometimes our timeframes are tight.
 - If a tool is broken or lost immediately arrange for its replacement. Using tools that are not fit for purpose creates damage on the equipment to which they are applied.
-

SAW

- Daily as used – sweep and vacuum dust
 - Weekly – blow out the door mechanism, the track for winding down the router spline, and all the mechanisms where sawdust collects inside the saw cabinet with the air gun attached to the compressor
 - Monthly – used lubricant spray to keep the springs and moving parts that allow for the raising and lower and angling of the saw blade free
-

SANDERS

- Daily as used - sweep and vacuum dust
 - Weekly – use air compressor to blow out accumulations in the mechanisms and around the on off switch to prevent shorts.
-

DRILL PRESS

- Daily – sweep and vacuum dust
 - Weekly - use air compressor to blow out accumulations in the mechanisms and around the on off switch to prevent shorts.

ROUTER TABLES

- Daily as used – sweep and vacuum dust
 - Weekly - use air compressor to blow out accumulations in the mechanisms and around the on off switch to prevent shorts.

DUST EXTRACTOR

- Weekly – Detach the collection bag by undoing the hex head hose clip at the machine end of the pipe. Remove the sawdust into a bag suitable for incineration. Ensure the intake is freed of any small off cuts of timber. Refit the hose ready for use.

MAINTENANCE RECORD

- Document the cleaning at the end of each week on the Maintenance Record.
 - Scan or photograph and add to the Workshop Maintenance Schedule in Monday
 - If urn making is part of your job description it is your responsibility to check this task is being attended to accurately after a period of absence, whether that be annual leave, sickness or injury.

Key

C1 = I have read and understood this SOP

C2 = I have received training

C3 = I am competent to manage this task on my own

C3 = I am competent to manage this task on my own
C4 = I am credentialed to train other staff in this SOP

APPENDIX I

STANDARD OPERATING PROCEDURE

05-19

VEHICLE MAINTENANCE



Potential Hazards:

Not Applicable

Required Personal Protective Equipment (PPE)

Not applicable

PROCEDURE

- If a vehicle is used in the conduct of your work, the Company requires you to treat the vehicle as well as you treat your own personal vehicle. However, if it is acceptable for you to accumulate panel damage without ownership, road dust and diesel residues, and storage of rubbish items within, then the Company requires you to treat the vehicle better than your personal vehicle.
- WHEN OUR VEHICLES APPEAR UNCLEAN AND UNKEPT, WHY WOULD CLIENTS TRUST THAT WE CAN CARE FOR THEIR BELOVED PETS? Scrupulously clean and well presented vehicles are figural to conveying professionalism, competency and trustworthiness.
- There is insurance cover in place for all vehicles used by the Company. The excess for each claim is \$500 per incident. Be aware of who will be paying that excess – the Handbook outlines that when an accident that results in damage is your fault you will be liable for that cost.
- When a Company vehicle resides at your home, it is your responsibility to park it in such a manner that it is not damaged by other vehicles or implements at your property.
- There is no smoking in Company vehicles.
- Rubbish is to be removed from Company vehicles daily.
- If you carry pets on furnishings you are responsible for vacuuming them.
- **EVERY DAY** that you use the vehicle, cast an eye around the vehicle to see if there is any new damage. If new damage has occurred Management must be notified immediately, with some explanation of how that damage has occurred. This notification should be made via email, as this information may be needed by the insurance company.
- Due to the nature of the business, it is expected that there will be spills of blood, urine and faeces in the containment area of the vehicle. **EVERY DAY** that you use the vehicle the

containment area needs to be spot cleaning with detol wipes. It may be that the tarp needs to be removed, washed with sanitiser and hung up to dry. **DO NOT** wash the vehicle inside with a hose. They are not designed to be cleaned in the manner and soiled water will be wicked up by carpets and other interior linings.

- **ONCE A MONTH**, complete a Vehicle Maintenance Form, available in the Forms section in Monday. The tool provided on the key ring allows you to check tyre tread depths accurately. Scan or photograph the completed form and attach to the maintenance log for your vehicle.
 - Advise management **BEFORE**:
 - You run out of Road User Charges
 - A Service is due
 - A WoF is due
 - Tyres are no longer legal
 - A poor wheel alignment causes tyres to wear unevenly through to steel belts.
 - If driving is part of your job description it is your responsibility to check this task is being attended to accurately after a period of absence, whether that be annual leave, sickness or injury.

Key

C1 = I have read and understood this SOP

C2 = I have received training

C3 = I am competent to manage this task on my own

C4 = I am credentialed to train other staff in this SOP

APPENDIX J

STANDARD OPERATING PROCEDURE

04-19

EXTRACTION SYSTEM CLEANING



Potential Hazards:

- Respiratory damage

Required Personal Protective Equipment (PPE)



Face mask
(disposable
dust mask)

PROCEDURE

- The consequence of not performing this task correctly is the shut down of this area of business due to complaints from neighbouring tenants.

The extraction unit pulls air through the holes in the bottom of the entrance door, up through the booth and out the roof at the rate of 460L per second.

When the filter on the extraction unit is not cleaned either:

- 1) The fan shuts down and won't move air or
- 2) The duct collapses and fumes escape into the ceiling cavity we share with the neighbours.

Given that these are known outcomes from previous experience, not performing this task to the standard defined below is considered serious misconduct. The impact on the business is significant.

- **EVERY SPRAY DAY** Remove the bottom pan of the extraction system by undoing the compression clip and sliding the pan forward to free it from where it secures
- The filter material is wrapped around a triangular piece of mesh. Pull this whole apparatus downward.
- Remove the filter and shake outside. The air gun attached to the compressor can be used to blow out the excess. Place this filter in the laundry bucket.

- Wrap the triangular mesh with a clean filter (stored in the sealed container in the spray booth). There are enough filters provided for at least one per weekday.
 - Reinsert the apparatus into the extraction system and refit the bottom pan. The unit is now ready to use.
 - **ONCE A WEEK**, take the laundry bucket full of a weeks worth of filters, and rinse them in water. Hang them to dry on the clothes horse in the burner room where heat from the burners will assist with drying them. When this task is completed take a photo of the filters drying on the clothes horse and add to the maintenance record for the extraction system to evidence this has occurred.
 - If any of the filters become damaged, order replacements promptly from Newman Refrigeration. Contacts are in the Soul Friend Suppliers board on Monday.
 - In the event of an extraction system failure notify Management immediately. Do not use the spray booth during work hours until the breakdown is rectified.
 - If spraying is part of your job description it is your responsibility to check this task is being attended to accurately after a period of absence, whether that be annual leave, sickness or injury.

Key

C1 = I have read and understood this SOP

C2 = I have received training

C3 = I am competent to manage this task on my own

C4 = I am credentialed to train other staff in this SOP

APPENDIX K

STANDARD OPERATING PROCEDURE

01-19

Autoclaving Sharps for Disposal



Potential Hazards:

- Needle stick injury
- Zoonotic disease

Required Personal Protective Equipment (PPE)



Appropriate
footwear



Gloves

PROCEDURE

- Turn on the boiler in the boiler room. The switch is just inside the boiler room door. Check that there is no water leaking from the pump on the floor, and ensure the boiler is functioning by observing the water level guage and the temperature guage.
- Only 1 autoclave can run at a time and be effective in sterilising the contents, as the boiler is feeding them is small. To be effective, the autoclave must reach and maintain a temperature of 121° C for at least 30 minutes by using saturated steam under at least 15 psi of pressure. Heat detection strips are used to show that this has been achieved.
- Fill the chamber of the autoclave with sharps containers. The rigid nature of these containers means its ok that they touch the walls. Write your name and date on a new heat detection strip and add it to the chamber.
- Ensure the the door to the chamber is fully wound closed. Remember that this process creates pressure. It is critical the door is closed properly.
- Due to the age of these units, the manual controls are tired and require a reset everytime a sterilisation session is started. Press On, Press off, Press manual reset and then liquid cycle. Turn the handle til the light comes on. The cycle will then run for the next 2 hours.
- At the end of the session, switch the autoclave off as well as the boiler in the boiler room and leave to cool overnight.

-
- When cold, open the autoclave door, find the heat detection strip and tape it into the log book as proof that the autoclave has reached the appropriate temperature to sterilize the contents.
 - IF THE DETECTION STRIP has failed to change colour, run another cycle. If the result is the same the Autoclave will need servicing. Make arrangements to do so (See Soul Friend Service techs in Monday) and advise management of the unplanned expense.
 - An autoclave session should occur every cremation session where there is enough sharps to fill an autoclave chamber
 - Remove containers from chamber once cooled and tape lids closed for secure transport to the dump site. The vibration of the vehicle can pop open lids that have been warped during the sterilisation process. This leads to spillage in the truck and a Health and Safety risk at the dump site. All our sharps waste is deep buried so that personnel and wildlife (seagulls) are safe from them. ALL containers must be taped closed.
 - Remove the containers to the Hazardous goods store at the end of the driveway. By this point they should be ready to load out into the truck directly.
 - NO Sharps Containers are to be stored in the Cremation room.
 - ONLY sharps waiting for sterilisation can be stored in the autoclave room.
 - If autoclaving is part of your job description it is your responsibility to check this task is being attended to accurately after a period of absence, whether that be annual leave, sickness or injury.
-

COMPETENCIES

19

AUTOCLAVING SHARPS FOR DISPOSAL

01-

Key

C1 = I have read and understood this SOP

C2 = I have received training

C3 = I am competent to manage this task on my own

C4 = I am credentialed to train other staff in this SOP

APPENDIX L

STANDARD OPERATING PROCEDURE

10-20

Cremator Maintenance



Potential Hazards:

- Burn
- Respiratory damage
- Manual handling

Required Personal Protective Equipment (PPE)



Appropriate
footwear



Gloves

PROCEDURE

- The air holes in the floor need to be cleared each cremation event. Air is essential to seat the fire down low in the chamber, otherwise the flame wants to climb up the chimney to receive oxygen.
- During cremation grease leaves the body and is collected in the trap under the floor. After cremations and during the rake out, some of the cremains also enters the holes and quickly solidify.
- IF THE HOLES ARE NOT CLEARED the grease in the chamber will become super heated, start giving off gases, and create an explosion. The business cannot sustain the consequences of such an explosion.

- Every 12 months the chamber needs to be cleared of grease. JB's environmental are our preferred contractor to do this. The hatch on the site is removed to achieve this and needs to be reinstated before attempting another cremation. This event needs to be documented in the Equipment log.
 - Door seals are to be checked once a month. The bead around the door opening needs to be sealed into the rope seal on the adjoining face. Smoke will leak where this closure does not occur well.
 - Door seals need to be replaced once a year as routine. They get clogged with grease and other contaminants reducing their effectiveness. They can be purchased from Pyrotec.
 - The flame rods, controllers, ignitors and fan bearings need to be serviced by Windsor Engineering annually. Book 1 unit at a time so the business can continue to function with the remaining cremator.
 - From time to time cracks will appear in the refractory. This is an extremely harsh environment in terms of temperature and this will create expansion and contraction in the metal work which will crack refractory over time. When these cracks fill with ash they deepen, and refractory will start to break away. When you see a crack appear, fill it with Mastic sealer. This will cure during the next firing of the cremator holding things in place and reducing wear and tear. Southern Pacific refractories hold a product coloured grey. Heatrite also have tubes of fire cement in black.
 - Parts to be kept onsite include
 - Temperature probe
 - Door seals
 - Mastic sealant
 - Flame controllers
 - Fan Bearings

Key

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APPENDIX M

STANDARD OPERATING PROCEDURE

NUMBER 09-20

Cremator Operation

Potential Hazards:



- Burn
- Respiratory damage
- Manual handling

Required Personal Protective Equipment (PPE)



Appropriate
footwear



Gloves

PROCEDURE

PREPARATION

- Load the Cremator with return animals and separate them with fire bricks. As each pet goes into the Cremator the animals area is drawn on the map on the clip board, and the paper ID tag is kept within the clip board. It is optimal for the load to be 150kg or more. Lighter loads take disproportionately longer to cremate and are not economic.
- The optimal burn loading to balance fats and reduce emissions is 4 x 30kg dogs and 8 – 10 5 kg cats (or equivalent). Place the cats along the side where the burners come in (left side). This should not obscure the flames entry into the chamber. Dogs are placed along the right hand side.

A burner filled with only cats will not cremate well. A cremation filled with too many large dogs will need the exhaust slowed to reduce emissions (see Troubleshooting). A horse cremation normally doesn't produce fat fueled emissions as they are often skinny at the time of death or muscularly fit (if they have died by accident). A sea lion is very fatty. Once alight both primary burners will likely cycle off as the cadaver cremates itself.

- Before firing the Cremator up, have one last check of comments in the database to ensure that we don't miss out on taking a paw print or a fur clip.
-

- Ring fire comms to let them know you are running a cremation and when it will conclude. This stops them sending a fire truck if passerby notice flame from the stack (see process below).

START SEQUENCE

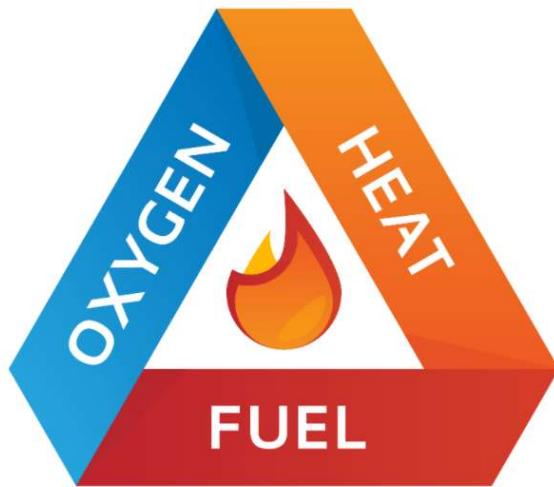
- Turn on the power switch and press the buttons in the sequence shown.



- The hearth fan comes on for 5 minutes to clear the main chamber of any fumes that might ignite. The duration of this is set by the first timer.
-

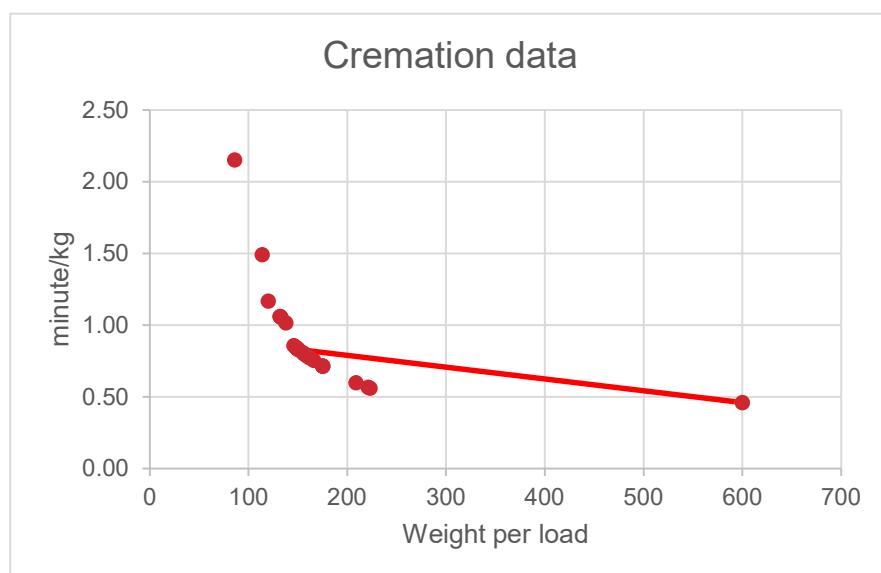


- The after burner in the secondary chamber comes on next. This fires for 20 mins to heat the refractory in the secondary chamber, which burns off emissions leaving the primary chamber. The duration of this is set by the second timer.
- Both burners on the primary chamber fire up next. It is important to observe the stacks at the point that ignition in the primary chamber occurs (approx 25 mins into the cycle).
- **SMOKE IS NO JOKE!!**
- **CREMATION**
- The key to good combustion is striving for the balance of 3 factors



Oxygen is provided via the hearth fan through the breather holes in the floor. This seats the fire down low. When these holes block, the fire wants to climb the chimney to get oxygen. Heat or ignition source is provided by two burners directed downwards into the primary chamber. These also have fans generating oxygen. The gas involved is one fuel input. The bodies themselves are another.

- Once both primary burners are operating they will cycle on and off by themselves without producing a flame failure, as they respond to the temperature probe and the digital display. The cut off is set at 800 degrees Celsius. This stops over fueling with gas making the cremation both safe, economic and kind on equipment.
- Once through the firing up process, the Cremator can consume approximately 100kg per hour. Since our routine cremation full with return animals involves around 150kg, the total cycle should take 2 hrs. Extend the time if you are cremating a larger load. A horse will take somewhere between 4.5 and 5 hours for a 600kg animal.
- Previous cremation data shows that as the weight of the cremation rises the time to reduce to ash reduces on a per kg basis. (graph does not include the warm up phase of the cycle – see description below).



The Table below indicates suggested cycle times (including warm up phase)

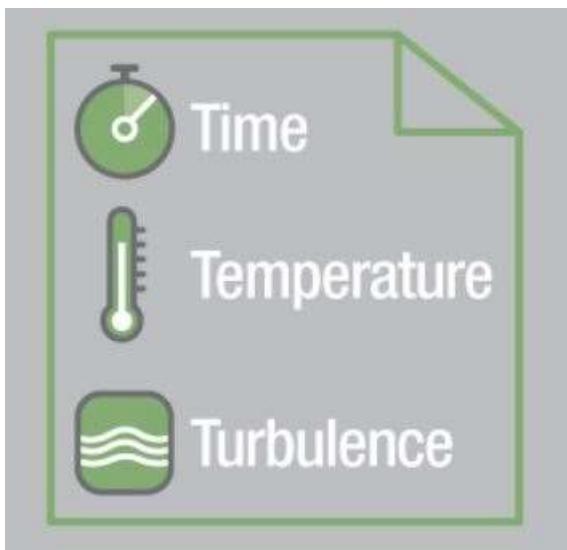
| | | | | | | | | | | |
|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Weight (kg) | 15 0 | 17 5 | 20 0 | 22 5 | 25 0 | 27 5 | 30 0 | 32 5 | 35 0 | 37 5 |
| Cycle time | 2:3 0 | 2:4 7 | 3:0 3 | 3:1 8 | 3:3 2 | 3:4 5 | 3:5 7 | 4:0 7 | 4:1 8 | 4:2 6 |

| | | | | | | | | | |
|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Weight (kg) | 40 0 | 42 5 | 45 0 | 47 5 | 50 0 | 52 5 | 55 0 | 57 5 | 60 0 |
| Cycle time | 4:3 4 | 4:4 1 | 4:4 8 | 4:5 2 | 4:5 6 | 4:5 8 | 5:0 0 | 5:0 1 | 5:0 1 |

- The graph and calculation are shown to offer sensible estimate, but always check through the viewing port if there is concern it's not completed.
- Non-return or biological waste loads should be calculated also on a per weight basis.

TROUBLE SHOOTING

- Visible emissions are most likely to occur as the plastic bags surrounding the cadavers or waste ignite. The quality of the exhaust is determined by 3 factors



Turbulence is created by the after burner being aimed diagonally through the after secondary chamber. The temperature will be approximately 1100 degrees if the pre-heat is observed properly. The only other factor we can influence is Time. Visible emissions will occur if the time for the exhaust to travel through the after chamber is too slow or too fast. Previous experience with witches hats over the stacks to prevent rain influx, slowed the exhaust too much and caused emissions to occur through breathing holes in the stack. Now that these have been removed, the reason for visible emissions is the exhaust moving too fast. Turn off the primary burner towards the back of the primary chamber by turning off the gas tap. A flame failure will occur. A light will show on the burner and an alarm will sound. Dismiss the alarm by pushing the yellow button. Monitor the stack, and after 10 minutes reinstate the burner by turn on the gas tap. If emissions are observed repeat the process. Only the early part of a cremation event may be affected in this way, if it occurs at all.

- If the load is large you may notice flame coming out the top of the chimney stack. This means that the bodies are acting as fuel in their own right and we don't need full gas inputs at the beginning. Again turn off the primary burner towards the back of the primary chamber by

turning off the gas tap. If flame is still observable out the stack you can also turn off the front primary burner. Observe regularly over the next 10 to 15 minutes. When the flame in the chamber has settled as observed through the viewing ports, you can turn the back onto the burner and clear the flame failure but pressing the lit button on the burner. Within a couple of minutes it should fire again.

- If a flame failure occurs the alarm bell will sound to alert you. The front of the switch board will show you which burner is affected (red light), and there is also a light that will be illuminated on the flame controller visible through the burner maintenance cover. Press this light and reset the alarm (yellow button). Within a couple of minutes the flame controller will attempt ignition again. If you have repeated events of this during a cremation, maintenance should be initiated the following day and documented in the Equipment Log.



- If the digital display shows HHHH and the burner will not start the sequence at all, the temperature probe has burnt out. Maintenance should be initiated the following day and documented in the Equipment Log.

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APPENDIX N

STANDARD OPERATING PROCEDURE

09-2019

MANAGING COMPLAINTS



Potential Hazards:

- Damaged Morale and Culture

Required Personal Protective Equipment (PPE) Not Applicable

PROCEDURE

- Complaints are our mechanism for improving, growing and expanding

When a client has a complaint we haven't met their expectation. If their expectation is unrealistic then there is some education needed from us. If we have failed to meet their expectation (and it is realistic) we need to know why and what we can do to improve. If more staff training in house is needed then that can be provided, but after training has been provided, it is expected that we can deliver on the promises we sell ourselves on.

- Soul Friend Pet Cremation provides service to people who are shocked, grieving and bereft.

Often we are responding to a need that is unplanned. As such it will never be convenient. The entire function of this business is to provide solution, to provide comfort, to provide resource, to provide assistance. If 35 dogs die in a week, we respond to 35 dog cremations accordingly. If 3 horses die in a week, we respond to 3 horse cremations accordingly. Each client we are attending to should have no awareness of the difficulty we are experiencing because we provide service.

- Complaints from clients must be documented.

There is no value in hiding from a complaint. Complaints will be assessed each month, can be discussed with staff, can be round tabled at meetings to find solutions. Complaints are to be documented in writing via an email to info@sfpetcremations.co.nz. In the subject line write Complaint: and then a brief description. In the body of the email describe the complaint more fully, note personnel involved and contact details ("I spoke to the vet nurse at the counter" is not suitable). Also write any solution that was applied to this situation. Assure the client that management will respond promptly.

Soul Friends has a progressive policy around responding to complaints. This isn't quite the same as the customer is always right. We don't automatically refund or repair to keep people

happy. We deliver our product in good order and these are signed for upon receipt. Any solution that has a price tag attached needs approval at management level.

Once attended to, these emails are stored in the Complaints folder in the inbox.

- Complaints in house

Soul Friend Pet Cremations is a small team. As such inappropriate complaining has a detrimental affect on morale and grows victim thinking. By directing complaints where they can be responded to we grow unity in a supportive work environment. If you have a complaint around your working situation, whether it be the tasks you are asked to do, or some other staff member has had some impact on you, your complaint should be directed to management. If your complaint isn't worthy of taking to management, take it home. DO NOT sully the waters with your colleagues.

If you take a complaint about work conditions, tasks or staff interactions to management, sometimes the answer will be yes, and sometimes it will be no. Either way the decision will be explained to you, so that you can at least know that you have been heard. Sometimes the no will mean not now, particularly if there are financial implications that need to be budgeted for.

It is not appropriate ever to discuss wages, or contract conditions with your colleagues. Each of your contracts are negotiated individually, between the staff member and the Company. That negotiation is based on the staff members ability and availability, and the Company's need and financial constraints. The contract is not a measure of the worthiness or value of the individual. Discussing your contract with anybody but management within the company, is not in keeping with your contract which states we will work together in good faith.

If you have an issue with your paysheet, take it to payroll. Do not discuss with staff.

If you have an issue with your hourly rate, take it to management. Do not discuss with staff.

If you take a complaint to management and you don't feel you have found resolution, you may take it outside of the company to seek advice, as outlined in your contract and in the handbook. Outside mediation can be sought.

Now that this has been outlined in

- 1) Your contract
- 2) The handbook and
- 3) This SOP

It is expected that you will comply. Breaches of this complaint policy will be dealt with formally, consistently and swiftly.

Soul Friend Pet Cremations aims to grow a workplace where staff feel good about what they are doing and contributing to their clients, feel successful about meeting their targets and obligations, and feels resourced in terms of competencies and skills. The Company alone can not achieve that. Your continued commitment to the process can.

| COMPETENCIES 2019 | MANAGING COMPLAINTS | | | | 09- |
|------------------------------|----------------------------|----|----|----|------------|
| Staff member | C1 | C2 | C3 | C4 | Trained by |
| Tania Hoeta | | | | | |

Damien Burns

Chantall Burns

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