Burt's Trail Ride



Health & Safety Management Programme

Version 2/2021

Dated August 2021

Mimiha Road Matata

Confidentially

This manual and its associated forms and guidelines outline the Health & Safety

Management Programme for Burt's Trail Ride

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MANUAL DISTRIBUTION / RESPONSIBILITY

Manual Copy Number	Manual Issued to / Person Responsible for Manual	Location of Manual	Issue Date of Original Manual
2	Health & Safety Manager Linda Burt	Onsite at Event HQ	1 Feb 2016

HEALTH & SAFETY POLICY STATEMENT

Burt's Trail Ride is committed to protecting its volunteers from injury and illness by encouraging all volunteers to actively participate in an effective and proactive Health & safety Management Programme.

The Management of Burt's Trail Ride will provide the necessary resources and leadership to ensure suitable facilities, training, information, and equipment provided to volunteer, contractors, and sub-contractors so that all tasks can be performed in the safest manner possible, and that all practical steps are taken to prevent accidents and illness to volunteers, contractors, and the general public.

It is a requirement of Burt's Trail Ride that:

- Volunteers practise safe work methods at all times and do nothing that may endanger themselves or other.
- Volunteers use the appropriate safety protective clothing or equipment required when performing assigned tasks that require them.
- Volunteer report or take appropriate action where they see an unsafe act being performed that is likely to result in a serious accident.
- Volunteers report all accidents, incidents and near misses as soon as possible.
- Volunteers actively participate towards creating a safer working environment by helping to identify hazard within their work environment so that practical and effective controls can be determined.

Burt's Trail Ride Management will:

- Take all practical steps to eliminate, isolate and/or minimise identified significant hazards to prevent any injury or damage.
- Inform all Volunteers of emergency and evacuation procedures.
- Carry out planned self-inspections to monitor health and safety issues.

Signed:	Dated:	
John Burt - Controller		

Linda Burt - Health & Safety Officer/Secretary

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Section 1 - Introduction

1. INTRODUCTION

Safety is everyone's concern, and this Health & safety Management Programme ('HSMP') is designed to assist with ensuring a disciplined and systematic approach when working towards a safer working environment for volunteers, contractors, sub-contractors, and the general public.

Management will ensure all appropriate legislation, regulations, standards, codes of practise and industry guidelines for Health & Safety Management are complied with by its volunteers. All Volunteers must make themselves familiar with the event Protocol manual and Volunteer Guidebook.

The Health & Safety in Employment Act 1992 ('HSE Act') details the obligations of employers and employees/volunteers for maintaining a safe working environment, requiring employers to take All Practicable Steps to ensure the safety of employees/volunteers while at work. In accordance with the HSE Act, we will endeavour to:

- Provide and maintain a safe and healthy working environment.
- Provide and maintain facilities for the safety and health of employees/volunteers.
- Ensure the plant is safe for employees/volunteers to use.
- Ensure employees/volunteers are not exposed to hazards.
- Develop procedures for dealing with emergencies.

Management will further outline the Health & Safety responsibilities with the following documents:

- Events Protocol
- Volunteer Guidebook

Section 2 - Definitions

2. DEFINITIONS

'Accident' means an event that causes any person to be harmed, or in different circumstances might have caused any person to be harmed. (e.g., near miss). 'All Practicable Steps' means all steps to achieve results that are reasonably practicable to take in the circumstances, and having regard to:

- The nature and severity of the harm that may be suffered if the result is not achieved.
- The current state of knowledge about the likelihood that harm of that nature and severity will be suffered if the result is not achieved.
- The current state of knowledge about harm of that nature.
- The current state of knowledge about the means available to achieve the results, and about the likely efficacy of each
- The availability and cost of those means

'Harm' means injury, illness, or both.

'HSE' means the Health & Safety in Employment Act 1992 and includes all amendments and regulations.

'Hazard' *means* an activity, arrangement, circumstance, phenomenon, process, situation, or substance that is an actual or potential cause or source of harm.

'Health & Safety Manager' is Burt's Trail Ride delegate who has overall responsibility and authority to ensure implementation, maintenance, improvement, and compliance with the HSMP.

'HSMP' means Burt's Trail Ride Health & Safety Management Programme, as detailed in this manual.

'Serious Harm' means death or harm of a kind or of a description detailed as follows:

- Any of the following conditions that amounts to or results in permanent loss of bodily function, or temporary loss of bodily function including:
 - Respiratory Disease
 - Noise induced hearing loss
 - Neurological disease
 - Cancer
 - Dermatological disease
 - Communicable disease
 - Musculoskeletal disease

Section 2 - Definitions

- Illness caused by exposure to infected material
- Decompression sickness
- Poisoning
- > Vision impairment
- Chemical or hot burn of the eye
- Penetrating wound of the eye
- > Bone fracture
- Laceration
- Crushing
- Amputation of body part
- Burns requiring referral to specialist registered medical practitioner or specialist outpatient clinic
- Loss of consciousness from lack of oxygen
- Loss of consciousness or acute illness requiring treatment by a registered medical practitioner from absorption, inhalation, or ingestion of any substance
- Any harm that causes the person harmed to be hospitalised for a period of 48 hours or more commencing within 7 days of the harm's occurrence

'PAL' means Burt's Trail Ride including its management, and volunteers.

'Events Protocol' *means* Burt's Trail Ride Events Protocol for running events which sets out the relevant policies and systems.

'Significant Hazard' means a hazard that is an actual of potential cause of:

- Serious Harm, or
- Harm (being more than trivial) the severity of whose effects on any person depend on the extent or frequency of the persons exposure to the hazards, or
- Harm that does not usually occur, or is usually not easily detectable until a significant time after exposure to the hazard (e.g., asbestos)

'Supervisor' *means* Burt's Trail Ride Landowner/Volunteers given the responsibility for the area they are working in and the volunteers working with them.

'Volunteer Guidebook' *means* the handbook issued to volunteer when assisting at Burt's Trail Ride events that sets out the policies and guidance for marshals and admin personnel.

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Section 3 – Health & Safety Objectives

3. HEALTH & SAFETY

3.1 Primary Objective

Management's primary objective is too successfully implement the HSMP and the Events protocol to maintain the serious Harm rate of 1 per 500 participants or below.

Our secondary objectives are Protocol to increase the number of volunteers assistants by 15%

To work towards having 25% of regular volunteers obtaining a first aid certificate.

This will be achieved by:

- Management Commitment.
- All volunteers actively participating in the HSMP.
- Volunteers training; and
- Regular review of the HSMP and its effectiveness.
- Recruiting of volunteers

Section 4 – Information and Training

4. INFORMATION AND TRAINING FOR VOLUNTEERS

4.1 Landowners Responsibilities

Management will be responsible for:

- The provision of adequate financial and other resources for the development, implementation and maintenance of PAL's Health & Safety systems and its associated policies.
- Communication of PAL's Health & Safety systems and its associated policies.
- Undertaking regular reviews and audits of its Health & Safety systems.

Every new volunteer (permanent and temporary) will receive Induction Training from our Health & Safety Manager, using the Volunteer Guidebook and the Event Protocol. Induction training will ensure volunteers are aware of identified hazards and their controls, acceptable work methods and procedures, including the correct method for use of plant, equipment, and materials, as well as safety equipment and/or personal protection that must be utilised when performing various tasks.

Management will ensure volunteers work within acceptable work methods and procedures, as outlined within the documents.

PAL management will ensure ongoing training is received by volunteers as necessary and this will be identified by such means as:

- Reviewing identified hazards and their associated controls.
- Reviewing tasks that are being performed and the skills required to perform them safely.
- Reviewing volunteers' skills and experience to establish if additional training is required.
- Reviewing changes to plant, equipment, materials, and work method to establish if training is required.

PAL's Management director will evaluate volunteer's competency and assign them tasks accordingly. Volunteers with specific additional qualifications, experience and ability will also be identified and given the opportunity to train other volunteers.

Section 4 – Information and Training

PAL's Management will ensure effective two communication systems are in place to ensure volunteers are to access information as when required. An effective communication system will ensure volunteers are aware of their roles and responsibilities within the Company and examples of such methods of communication can be detailed as follows:

- Each riding volunteer marshal will carry a cell phone on them while out on the track.
 This way they can communicate with the controller back at base.
- Management reviews.
- Event operational meetings.
- Team briefings.

PAL's Management will ensure volunteers are provided with the appropriate personal protective clothing and equipment, over and above their regular protective clothing used when operating motorcycles and side X Sides, for the work they are to undertake.

4.2 Volunteers Responsibilities

Every volunteer will take all practicable steps to ensure:

- Their own safety while at work; and
- That no action or inaction of the volunteer while at work, causes harm to any other person(s) and
- That all personal protective clothing (and equipment) is worn (as identified by hazard management controls.)

No unskilled volunteer will be permitted to perform any task, operate any machinery without prior experience (unless closely supervised by someone with such experience). Once management have completed a 'Skills assessment' we will be able to determine the skill level of volunteers and whether they are able to undertake tasks or use machinery within our daily work routines.

All volunteers are to be aware of:

- The hazards they will be exposed to in the workplace, and the hazard controls or procedures to be taken to prevent any harm or damage to themselves, other person(s) and property.
- What to do in an emergency.
- That they have all the necessary safety equipment.

Section 4 – Information and Training

Safety is the responsibility of all volunteers, who ensure they:

- Do not undertake unsafe actions that may cause serious harm to themselves or others.
- Follow all established work procedures and methods with regards to health and safety requirements.
- Undertake pre-use checks on plant and equipment to ensure safety requirements are met.
- Use plant, equipment, vehicles, and materials in a safe manner.
- Report faulty or damaged plant and equipment to the Health & Safety Manager and/or site supervisor immediately.
- Actively participate with identifying hazards and offering ideas for their effective control.
- Ensure identified hazard controls are effectively implemented.
- Use all assigned protective clothing or safety equipment provided for appropriate tasks,
- Report all accidents and near misses to Management as soon as possible after their occurrence.
- Keep work areas clean and tidy.
- Report or undertake work in a fit condition and not under the influence of alcohol or non-prescribed drugs.
- Maintain an acceptable level of behaviour and common sense when performing their tasks so that all work is performed safety and that accidents and ill health are avoided.

PAL management will provide all reasonable opportunity for its volunteers to participate in ongoing processes for setting, monitoring, and improving Health & Safety procedures and policy and this will include, but not be limited to, liaising with volunteers when:

- Designing any customised equipment.
- Modifying plant.
- Introducing new services or modifying current operational procedures.

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Section 5 – Accident & Incident Recording & Reporting Procedures

5. ACCIDENT & INCIDENT RECORDING & REPORTING PROCEDURES

All accidents and incidents (including near misses) must be detailed on an Accident Register by the Volunteers, First Aiders involved or the Controller on-site. The Health & Safety Manager must immediately be informed of the accident/incident, with the completed form also being submitted to the Health & Safety Manager. If any accident or incident is not notified on the day it happens, then it may not be accepted as a work-related injury.

5.1 Serious Harm Accidents

Volunteers will not disturb the scene unless disruption is required to:

- Save lives
- Prevent or relieve the suffering of any person; and/or
- Prevent further harm or damage to the property

On receipt of notification of a 'Serious Harm' Accident (as defined above), the Health & Safety Manager will immediate be responsible for:

- Ensuring the appropriate volunteers/First Aider submits a completed Injured
 Person Register Form.
- Assigning or performing the investigation into the Serious Harm accident and informing all volunteers of the outcome of the investigation and
- Following up to ensure all controls to prevent recurrence of the accident have been put in place and are effective.

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Section 5 – Accident & Incident Recording & Reporting Procedures

5.2 Incidents and Non-serious Harm Accidents

On receipt of notification of an incident or non-serious harm accident, the Health & Safety manager will immediately become responsible for.

- Ensuring the appropriate volunteers member submits a completed Accident register
- Assigning or performing the investigation into the incident/near miss and informing all volunteers of the outcome of the investigation
- Following up to ensure all controls to prevent recurrence of the incident/near miss have been put in place and are effective.

5.3 Accidents Involving Equipment Damage

Accidents resulting in significant equipment damage will be recorded on the Accident Register.

Section 6 – Hazard Reports

6. HAZARD INDENTIFICATION, ASSESSMENT, INVESTIGATION & CONTROL PROCEDURES.

6.1 Identification Methods

To identify hazards, we will use the following methods:

6.1.1 Hazard Identification by Area

- Look at the track and pit area(s) involved or an accurate plan and identify hazards or hazardous areas.
- Ask volunteer who use these areas to identify any additional hazards.

6.1.2 Hazard Identification by Task Analysis

- Identify the tasks volunteers perform
- Involve volunteers with going through each of the tasks where they come into contact with potential or actual hazards

6.1.3 Hazard Identification by Process Analysis

- Look at the overall process volunteer are involved with.
- Identify materials used, equipment, tools, handling, and environmental factors
- Establish the hazards the process(s) may cause such as risk of fire or explosion, equipment failures, environmental factors such as heat, dust, noise, and moisture etc
- Review any previous accident history to identify hazards that have caused accidents

6.1.4 Other Methods

- Inspections and checks
- Asking the 'What If' question
- Experience of current and past volunteers.

Emergency Procedure

BURT'S TRAIL RIDE

Injury

Step 1: Secure the scene. Make sure the scene is safe for yourself and others and inform the Controller/First Aider and the Marshalls.

Step 2: If it can be done safely and without any risk of injury to yourself and the patient, administer first aid.

Step 3: If the injuries sustained are serious the controller or First Aid Attendant must call the emergency services.

Phone

Dial 111 using a mobile phone

GPS Coordinates for Helicopter

176.677332 E. Top Flat 37.885915 S.

Give details

Service Required

Location

Number of people injured Extent and type of injuries Stay Calm

Stay on the phone

Step 4: All people involved with the incident must fill in an Accident/Incident report Form and participate in any investigations.

Near Miss

- **Step 1:** Check to see if the bike and yourself are still safe and able to continue to ride.
- **Step 2:** If NOT stop and inform a Marshal by flagging down the next rider.
- **Step 3:** If YES continue to ride back to the carpark and inform the controller of the incident.

Emergency Procedure

BURT'S TRAIL RIDE

RIRE

- **Step 1:** Make sure yourself and others are safe. Inform the Controller first (John Burt) and Marshall onsite.
- **Step 2:** If the fire is small and can be contained safely with available fire extinguishers and fire hoses, do so.

Our first responsibility is to save lives:

- Do not attempt to fight the fire if there is any risk of injury.
- Do not attempt to remove contents from burning buildings, machines, or vehicles.
- **Step 3:** If the fire is large or has the potential to become large immediately call the emergency services. Do not hesitate.

Phone

Dial 111 using a mobile phone GPS Coordinates for Helicopter

176.677332 E. 37.885915 S. Top Flat

Give details

Service Required
Location – 2.8K off Matata Straight , SHW2
up Mimiha Road
Fire Size
What's burning i.e., vegetation type
Topography i.e., steep, flat
Available manpower
Weather Conditions

Step 4: If fire has the potential to spread to other areas the Controller will call for a full carpark evacuation.

Announce – "This is a BURT'S TRAIL RIDE evacuation. Everyone on site must immediately make their way to the emergency assembly area".

- All visitors must make their way safely to the emergency assembly area. If the fire is near the assembly area, go to the Rego Building near the toilet
- ➤ The Controller or Landowner will take a visual check to make sure everyone is out of the forest.
- The Controller will then take roll call using the sign on sheets
- > Please stay calm so the rollcall can be done quickly and accurately.

Section 6 - Hazard Reports

6.2 Hazard Assessment

Once volunteers have advised the Health & Safety Manager of any hazards they have identified, the Health & Safety Manager will use the following Hazard Priority risk Rating System to identify the significance of the hazard and the time limit within which action must be taken.

ASSESSING RISK RATINGS – Consequences (A) x Likelihood (B)			
<i>FACTORS</i>	COMMENTS	VALUES	
A) Consequences of Hazards			
Negligible	Non disabling	1	
Minor	Temporary disability	2	
Major	Serious Harm	3	
	Deadly Hazard	4	
B) Likelihood of Hazard Occurring	Likelihood of Hazard Occurring		
Remotely Possible	Unlikely but may occur in the future	1	
Has occurred elsewhere previously	You have heard or know of it happening	2	
Strong Possibility	Good chance it may occur in the future	3	
Has occurred at PAL previously	Has occurred previously	4	
Occurring all the time	Is presently occurring	5	
RISK SCORE	RATING	PRIORITY	
9-20	High	Action Immediately	
3-8	Medium	Action before next event	
1-2	Important	Above two have priority	

By multiplying the numerical values assigned to each of the rating factors (Consequences of Hazards (A) x Likelihood of Hazard Occurring (B) a 'risk Score' is obtained with an associated rating between 1-20. The higher the 'risk score' the greater the priority for developing and implementing effective controls.

6.3 Investigation Procedures

In undertaking an investigation of an accident or incident, the Health & Safety Manager or his/her delegate my undertake the following external investigations.

Consider eyewitness accounts
Analysis of the task being performed
Analysis of personnel factors
Analysis of materials and equipment used
Analysis of environment factors

The Health & Safety Manager may also undertake the following internal investigations

Analysis of management procedures

Analysis of internal procedures and systems.

Section 6 Hazard Reports

Once the investigation has been completed, the Health & Safety Manager will enter details on a Hazard Register and placed into the HSMP as an annex to enable volunteers and management the chance to view the findings. The Health & Safety Manager will continue to monitor accident data and will discuss any concerning trends with volunteers to determine the appropriate corrective action.

Where it is necessary to involve external personnel in the investigation of the accident/incident the Health & Safety Manager will be the Liaison Officer to facilitate the investigation, with all volunteers being made aware that full co-operation will be given.

6.4 Methods of Hazard Control

It is our intention to systematically identify and control all hazards in our workplace. Where there are significant hazards, we will take all practical steps to:

Eliminate the hazard.

Isolate the hazard.

Minimise the hazard.

6.4.1 Eliminating Hazards

Methods to eliminate hazards include, but are not limited to:

Removing the hazard totally such as removing a hanging tree/branch

Rerouting the course away from the hazard

Replacing or repairing a faulty item of equipment

6.4.2 Isolating Hazards

Methods to isolate hazards include, but are not limited to:

Fence or tape the area to keep people away from the hazard

Padlocks and other security devices

Use of tags, labels, or segregation areas to identify sub-standard items

Station a volunteer member at the particular hazard as a warning

6.4.3 Minimising Hazards

Many of the hazards identified fall into this category and where hazards can only be minimised, we will ensure:

Adequate signage is displayed for volunteers, contractors, sub-contractors, and the general public

Protective clothing and equipment is provided and used by all volunteers, at all times necessary

Down Arrows or Danger signs placed as necessary on the course where potential hazards can occur

Good work practices are used and maintained

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Section 6 Hazard Reports

Volunteers are properly trained and supervised

Company systems and policies are maintained and available for access to volunteers.

Any new hazards that are identified are incorporated into the Hazard Register and all volunteers are informed.

All existing machinery/equipment/plant/tasks/chemicals/poisons are adequately maintained, with appropriate design modification made to further ensure minimisation of hazard

All hazard and hazard controls are regularly assessed

All employees/volunteers are aware of emergency and evacuation procedures.

6.4.3.1 Environmental and Health Monitoring

Regular environmental (e.g., noise, light levels etc) health monitoring is undertaken to identify changes that may cause hazards and to ensure appropriate corrective actions are implemented. Excessively noisy motorcycles/quads are included.

6.4.3.2 Verification of Hazard Controls

The health & Safety Manager will be responsible for final verification of hazard control implementation. Hazard controls will be subject to ongoing reviews to ensure that such controls remain effective and are in line with ever changing legislation, industry codes of practice and standards.

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Section 7 – Hazardous Substances

7. HAZARDOUS SUBSTANCES

Hazardous substances used by BURT'S TRAIL RIDE' are petrol and oil for vehicles. These substances will be kept in a safe place for use in refuelling vehicles used for the operations of these vehicles.

7.1 Volunteers will in most circumstances provide their own petrol and thus be responsible for storing them in their vehicles/trailers.

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Section 8 – Emergency & Evacuation Procedures

8. EMERGENCY AND EVACUATION PROCEDURES

In consultation with volunteers, all likely emergencies will be identified, and an 'Emergency Plan' developed to cope with them in an organised manner should they occur.

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Section 9 – Working Off-Site

9. WORKING OFF-SITE

Where PAL volunteers enter another Organisation's premises, that organisation's Health & Safety Management programme will take precedence over BURT'S TRAIL RIDE' HSMP. Where the Organisation does not have a Health & Safety Management Program, PALs Controller through liaison with the appropriate site personnel; will establish the following information:

Hazard and their controls on that site which may have a bearing on the work that is to be performed.

Details of any appropriate Emergency Plans such as fire evacuation Accident Reporting procedures

Communication regarding any Health & Safety issues that might arise

Once the Controller has this information, they must ensure volunteers are briefed. Our Controller will also brief the other Organisations site personnel on any hazards and controls in place for work being performed by PAL volunteers to ensure no harm comes to any Site personnel or other contractors working on that site.

Our controller may also utilise the Daily Hazard Identification Sheet in order to identify hazards and suitable control, methods.

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Section 10 – Duties to 'Others in the Workplace'

10. DUTIES TO 'OTHERS IN THE WORKPLACE'

Pal has a duty is ensure the following persons are not HARMED

People in the vicinity of the event venue

People who are lawfully at work

People who are in the place with <u>express</u> or <u>implied consent</u>, and have paid to be here, or are buying or inspecting goods.

People entering the event

Spectators

PAL has a duty to ensure the following persons are advised of any significant hazard that we would not reasonably expect to find on our premises

Persons who are authorised to be here

Persons who are on site under the authority of an Act, e.g., Trustpower, DOL, ACC.

PAL does not have a duty to

Trespassers

Persons directed to leave the venue

PAL will take all practicable steps to ensure the Health & Safety of volunteers whilst undertaking any work activities for PAL.

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Section 11 – Contractors & Sub Contractors

11. CONTRACTORS AND SUB CONTRACTORS

From time to time we may become a 'principal', i.e., a person who or that engages any person (otherwise than as an employee) to do any work for gain or reward. Where a contractor and/or sub-contractor is selected to perform work for or on behalf on PAL, our Health & Safety Manager will check if the contractor and/or sub-contractor has implemented and are maintain their own Health & Safety Management Programme. Where there is no Programme implemented, PAL's Health & Safety Manager will ensure appropriate health and safety clauses are included in the contract documentation to be signed by the contractor and/or sub-contractor. For significant contract work, or as the Health & Safety manager see, a Contractor Induction form is to be completed prior to any work being undertaken.

Regardless of whether a Checklist is completed or not, the following will be covered with the contractor and/or sub-contractor at a minimum:

- Requirements for contractors and sub-contractors
- Identified hazards and our established procedures for dealing with them
- Emergency and evacuation procedures

Management plan and monitor the work undertaken by the contractor and/or sub-contractor, to ensure it is and will be carried out in a safe manner and adherence to our obligations under HSE.

PAL's Health & Safety Manager will bring any concerns or breaches of our Health & Safety requirements to the attention of the contractor and/or sub-contractors management, but it will be at the Health & Safety Mangers discretion as to whether contact is made prior to or after resolution of the matter. All correspondence, which initially may be over the phone, must also be put in writing between the parties.

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Section 12 - Health & Safety Reviews & Audits

12. HEALTH & SAFETY REVIEWS AND AUDITS

Review of this HSMP will be at Health & Safety Managers discretion, but must occur at least bi-annually.

Audits of this HSMP will also be at the Health & Safety Managers discretion, but will be carried out at least using:

- Trained Volunteers
- Annual self-assessments

Volunteer participation in the audit process will be compulsory with the resulting report being reviewed by the Health & Safety Manager and a copy available to the volunteers for their perusal. A copy must also be available to volunteers who continue to volunteer to PAL.

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Section 13 – Certificate/Licences

13. CERTIFICATE / LICENCES

The Health & Safety Manager will be responsible for obtaining, monitoring, and reviewing all legal licensing and certification requirements for the business. This will include, but is not limited to:

- Driver licences if applicable
- First Aider status if any
- Vehicle Registrations WOF/COF/RUC status if applicable.

Section 14 – Emergency Contact Numbers

14. EMERGENCY CONTACT NUMBERS

EMERGENCY SERVICES			
Organisation	Phone Number	Comments	
Fire, Ambulance, Police, Search & Rescue Helicopter GPS Co-ordinates 176.677332 /E 37.885915 /S Top Flat	111	Keep calm, give details of emergency, address and other information requested	
Electricity Power Lines	0800 11 00 00		
Civil Defence	07 856 7184		
Poisons and Hazardous Chemicals	Emergencies 0800 764 766 General info 03 479 1200		
John Burt – Controller Linda Burt – Health & Safety Officer/Secretary	07 322 2371 07 322 2371	Mob: 027 530 0220 - John Mob: 027 327 0909 - Linda	