



AUSTRALIAN  
AIRPORTS  
ASSOCIATION

# AIRPORT EMERGENCY PLANNING IN AUSTRALIA

AIRPORT PRACTICE NOTE 2



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# ABOUT THE AUSTRALIAN AIRPORTS ASSOCIATION

The Australian Airports Association (AAA) is the national industry voice for airports in Australia. The AAA represents the interests of more than 260 airports and aerodromes Australia wide – from local country community landing strips to major international gateway airports. The AAA’s members include Adelaide, Brisbane, Cairns, Canberra, Darwin, Gold Coast, Hobart, Perth, Melbourne and Sydney airports.

The AAA serves airports across the entire national aviation infrastructure network. This includes:

- » Tier 1 Capital City Airports
- » Tier 2 Non-Capital International Gateway Airports
- » Tier 3 Major Regional Airports with direct interstate services
- » Tier 4 Major Regional RPT airports without direct interstate services (with more than 20,000 passengers)
- » Tier 5 Regional Airports without direct interstate services (with less than 20,000 passengers)
- » Tier 6 Regional Airports without Regular Passenger Transport services (general aviation operations only)
- » Tier 7 Remote Community Aerodromes (exist for community service aviation: medical, emergency flights).

There are a further 100 corporate partners representing aviation stakeholders and organisations that provide goods and services to the airport sector. The AAA facilitates co-operation among all member airports and their many and varied partners in Australian aviation, whilst contributing to an air transport system that is safe, secure, environmentally responsible and efficient for the benefit of all Australians and visitors.

If you have any questions regarding this document please contact the AAA on 02 6230 1110.

# FOREWORD

**Air travel in Australia and around the world, for business or pleasure, is within the reach of a rapidly growing number of people. The frequency of aircraft movements at airports is increasing at a rapid pace and there is a trend towards the use of larger capacity aircraft.**

Although it is true that aircraft safety is continuing to improve due mainly to the superior reliability of modern advanced technology aircraft and ground support systems, an aircraft accident is an ever present threat for which planning and preparedness should continue.

International Civil Aviation Organisation (ICAO) surveys show that in most accidents on or near airports, the majority of aircraft occupants survive.

A comprehensive and frequently practised Aerodrome Emergency Plan (AEP), developed and maintained in consultation with all responsible agencies, is essential to ensure that loss of life and suffering in the event of an accident, is minimised.

Under CASR 139 a Certified Aerodrome is required to have an AEP as part of its Aerodrome Manual. This document has been prepared by the Australian Airports Association's Airport Emergency Working Group to assist airports to prepare their AEP in a form that should not only meet the requirements of CASR 139 but do so with a standardised terminology and structure to promote best practice amongst Australian Airports. The document is, however, only for guidance and each Aerodrome Emergency Committee should satisfy itself that its finalised AEP is tailored to and appropriate for its own local circumstances.

This document has its genesis in an earlier document first issued in September 1993, and subsequently amended a number of times, by the National Airport Emergency Planning Committee (NAEPC) in consultation with a wide range of concerned organisations including Australian Emergency Management Institute, Airservices Australia, the Civil Aviation Safety Authority, Australian Defence Force, State Emergency Organisations, the Australian Airports Association, Department of Infrastructure and Regional Development, Australian Transport Safety Bureau, International, Domestic and Regional Airlines and a range of airport owners and operators.

We trust the contents will provide a useful resource and reference for Airport Emergency Planners.

**Bob Calaby**

Chairman  
Airport Emergency Working Group  
Australian Airports Association  
November 2012

# CHAPTER 1 INTRODUCTION



# 1 GENERAL

**Almost without exception, qualified and experienced emergency planners will say that the most important aspect of planning is the process itself; together with the active involvement of those who will have responsibilities when an emergency response is essential. Participation in the process ensures commitment to the Plan and formulation of a workable document.**

## 1.1 Essential Features

In addition to willingness and commitment to planning, Aerodrome Emergency Committees need information regarding essential features of Aerodrome Emergency Plans (AEP) in Australia. These essentials are:

- » A standard plan contents list and format (the framework); and
- » Standard terminology related principally to plan activation and facility names.

All certified aerodromes are required to produce an AEP. Airports should consider following the format contained within this document. It is however recognised that not all aspects of the format will be applicable to every airport, however by following the format, airports can consider each aspect and if not appropriate, make a statement to that effect.

By doing this, all AEPs will follow the same format regardless of size or complexity of the airport. In addition to the AEP, all airports will require their own procedures, as will other responding agencies, to enable their staff to meet the airport's obligations under the AEP.

## 1.2 Standard Plan Contents List and Format

1.2.1 These have been developed for a number of reasons, including:

- i To provide Aerodrome Emergency Committees with a comprehensive list of items to be considered in planning activity;
- ii To facilitate ease of reference or persons who may need to refer to many Plans. Such persons would include pilots, airline management and ground personnel, Air Traffic Services Officers etc;
- iii To ensure that AEPs include reference to facilities which are included in the plans of other organisations; for example, Emergency Co-ordination Centre which are included in the airline and police plans; and
- iv The contents list numbering has been chosen to ensure consistency with Aerodrome Manual Requirements (CASR 139).

At some airports, particularly smaller ones, some items included in the standard contents list will not be relevant. When this applies, the AEP should contain the heading followed by a brief statement indicating that the matter has been considered by the Aerodrome Emergency Committee and the reasons why it has decided it is inappropriate.

## 1.3 Standard Terminology

1.3.1 The standard plan activation terminology (ICAO terms “Local Standby” or “Full Emergency”) will ensure that pilots and Air Traffic Services Officers have a common understanding of the levels of emergency response required. Definitions of these terms will be included in Aeronautical Information Publications and the Airservices Manual of Air Traffic Services.

1.3.2 Other standard terminology, defined in the standard glossary, has been adopted to reduce the training load for airline and airport personnel who transfer from airport to airport at regular intervals. Care has also been taken to ensure consistency with Emergency Planning legislation of the various States.

## 1.4 Guidance Material

1.4.1 Guidance material to assist Aerodrome Emergency Committees in the planning process and particularly in preparation of the Aerodrome Emergency Plan document is included in this document.

1.4.2 In addition to explanatory notes, the guidance material includes some examples of text and format taken from actual Aerodrome Emergency Plans.

1.4.3 The material is given in the same topic order as the Aerodrome Emergency Plan framework. Any notation in the format or guidance material denoted in italics is to be considered as operational.

## 2. EMERGENCY PLANNING

### 2.1 The Process

2.1.1 The economic and social effects of emergencies including destruction of property, dislocation of communities and loss of life are increasing in scope and severity. Coping with hazards gives us a reason and focus for planning. If hazards, natural or technological did not exist or threaten, there would be no reason to plan. However hazards do exist within all communities whether they are recognised or not.

2.1.2 Emergencies and/or disasters which can result from these hazards are both different in quality and quantity to “normal” events or incidents, and require special arrangements for coping with them.

2.1.3 Special arrangements should be derived from the planning process and reflected in a written document. A lack of these special arrangements will inevitably result in confusion and inappropriate reactions. A lack of testing of and practice in these special arrangements will mean a much less effective response.

2.1.4 The key to formulating effective special arrangements is the planning process, from which all related programs, strategies and arrangements should flow. It is absolutely essential that responding agencies are involved in the planning process, and agree to their part in arrangements as they are developed.

2.1.5 The planning process allows agreement on roles, responsibilities and actions to be reached between people and organisations. An actual written plan, which is a record of commitments made, is one outcome of the planning process.

2.1.6 The process is a sequence of steps and an interactive process which should result in:

- i An understanding and appreciation of roles and responsibilities of all involved;
- ii Strengthening of emergency arrangements and networks (different in nature and complexity to normal operations);
- iii Emergency; and
- iv A written plan.

2.1.7 The process can be shown as follows:

- i Determine the authority to plan (this gives planning committee outcomes credibility, recognition, and promotes their acceptance);
- ii Establish the planning committee (this encourages involvement of all appropriate responders; the committee should start with representatives of all probable responding agencies, and add others as necessary);
- iii Determine plan context (consideration should be given to plans at local and/or state level);
- iv Define the problem (through this process the need, scope and planning priorities are identified);
- v Set planning objectives (these enable authorities and other responders to see required results and to measure the degree of achievement);
- vi Design and apply a management structure (effective emergency management needs a logical structure of control, command and co-ordination arrangements);
- vii Determine roles and responsibilities (unless agreement on roles and responsibilities is reached, planning cannot continue effectively);



- viii Analyse resources (this identifies resources needed, those available, and any shortfall or surplus);
  - ix Develop emergency management arrangements and systems (those specifically needed for the envisaged emergencies);
  - x Document the plan (this begins with commencement of the planning process, with final agreed documents distributed according to emergency operational needs);
  - xi Test the plan (this is done to measure achievement of planning objectives); and
  - xii Review the plan (planning is a continuing process, and a written plan is a living document which is constantly being tested, reviewed, and updated).
- 2.1.8 Worst case planning as a philosophy has its advantages. If all realistic circumstances are considered, then there should be few surprises when the plan is activated, though there will always be some surprises in emergency situations.
- 2.1.9 Aerodrome Emergency Planning
- 2.1.9.1 Adherence to the Aerodrome Emergency Plan framework described in this document does not in any way negate the need to follow the planning process. This process, if conducted effectively, will lead a planning committee or team to derive a set of arrangements for emergency response.
  - 2.1.9.2 The framework shown here is merely the preferred method of expressing those arrangements, so that a measure of commonality throughout the country, and all the consequent advantages, can be achieved.
  - 2.1.9.3 It is vital that planners realise that the process is as important as the written document, though the document has its own importance.
  - 2.1.9.4 Aerodrome Emergency Planners face an increasingly difficult task. The size of passenger aircraft is growing, and emergency management and planning is becoming more complex. This problem is not confined to large Airports. Aerodrome Emergency Planners should see their responsibilities in the context of other emergency management arrangements, at local, regional, or State/Territory level. It is vital that emergency arrangements envisaged for the Airport fit in with already established and proven arrangements.
  - 2.1.9.5 An Aerodrome Emergency Plan should cover roles and responsibilities for a number of possible scenarios - the “what is to be done” in response, rather than the “how it is to be done”. Supporting Plans and procedures, which should be produced by all responding agencies in the main plan, should cover the “how”.
- 2.1.10 Australian Emergency Management Institute (AEMI)
- By way of resources, AEMI has produced a number of publications, referenced at [www.em.gov.au/Publications/Australianemergencymanualseries](http://www.em.gov.au/Publications/Australianemergencymanualseries).

# 3. AERODROME EMERGENCY PLAN FRAMEWORK

## 3.1 The Concept

3.1.1 The format, definitions and terminology included in this document are as far as possible standard and should be used in your Aerodrome Emergency Plan. Optional items are shown in *Italics*.

3.1.2 Note that the Emergency Plan document has agreed arrangements, roles and responsibilities etc. between the various agencies responding to emergencies at airports. Each organisation, including the Airport Operator, will have its own detailed procedures consistent with the Plan. Procedures may be documented separately from the Plan.

3.1.3 As the Aerodrome Emergency Plan is in accordance with CASR 139.095 the following particulars of the Aerodrome Emergency Plan, including details of the following is to be included:

- i The composition of the aerodrome emergency committee and contact details for the emergency service organisations represented on the committee;
- ii A description of the role of each emergency service organisation involved in the plan;
- iii The activation, control, command and coordination of the emergency service organisations during an emergency;
- iv The aerodrome's emergency facilities and arrangements for keeping them in readiness;
- v The operational response to an emergency, including arrangements for aerodrome access and assembly areas;
- vi The response to a local stand-by call out;
- vii The response to a full emergency call out;
- viii The arrangements to return the aerodrome to operational status after an emergency; and
- ix The arrangements for periodic review and testing of the aerodrome emergency plan.



**CHAPTER 2**  
**MODEL AERODROME EMERGENCY  
PLAN FRAMEWORK**



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**Note:** Italics indicate that the section or sub section is optional

# AUTHORITY

The..... Aerodrome Emergency Plan has been prepared by the Aerodrome Emergency Committee in compliance with Civil Aviation Safety Regulation 139, and is issued under the authority of [the relevant Act] the State Emergency Management Arrangements.

Recommended:

Chairman: Aerodrome Emergency Committee

Approved:

Airport Manager

Endorsed:

Emergency Services District Controller or equivalent

The..... Aerodrome Emergency Plan is issued as a sub plan of the DISPLAN in accordance with State Emergency Management Arrangements.

**Notes:** *Italics* - only if appropriate State legislation applies.

# GLOSSARY AND ABBREVIATIONS

**NOTE:** Any term not found below should be obtained from State Emergency Management Legislation, ICAO, Airservices Australia or CASA Documents or existing Airport Operator Documents.

## Abbreviations

### **ADF**

Australian Defence Force

### **AEP**

Aerodrome Emergency Plan

### **ARFF**

The Aviation Rescue Fire Fighting service provided by Airservices Australia or Australian Defence Force.

### **ATS**

Air Traffic Services (Airservices or ADF Air Traffic Controllers)

### **ATSB**

Australian Transport Safety Bureau

### **CASR**

Civil Aviation Safety Regulations

### **CASA**

Civil Aviation Safety Authority

### **DVI**

Disaster Victim Identification

### **DVR**

Disaster Victim Registration

### **ECC**

Emergency Coordination Centre

### **EOC**

Emergency Operations Centre

### **FCP**

Forward Command Post

Note: In some jurisdictions this is known as the Incident Control Point (ICP).

### **ICAO**

The International Civil Aviation Organisation

### **SARMC**

The Search and Rescue Mission Co-ordinator: an appointment within Airservices Australia.

### **SARO**

A Search and Rescue Officer: an appointment within Airservices Australia or the Australian Defence Force.

## Glossary

### **Aerodrome/Airport**

A defined area on land or water (including any buildings installations and equipment) intended to be used either wholly or in part for the arrival, departure and surface movement of aircraft.

### **Airport Control Service/Air Traffic Control (ATS)**

Air traffic control service provided by Airservices Australia.

### **Airport Control Tower**

A unit established to provide air traffic control service to Airport traffic.

### **Airport Operator**

Any owner, licensee, Authority or Corporation, or any other body which has legal responsibility for a particular Airport.

### **Aerodrome Emergency Plan (AEP)**

A plan developed by the Airport Operator to co-ordinate all agencies and their individual Aerodrome Emergency Procedures, Federal, State or Supporting area plans for dealing with an Airport emergency.

### **Aerodrome Emergency Procedures (Standard Operating Procedures)**

Individual agency procedures for meeting the Aerodrome Emergency Plan.

### **Aircraft/Aeroplane**

Any machine that can derive support in the atmosphere from the reactions of the air other than the reactions of the air against the earth's surface.

### **Airside**

The movement area of an airport, adjacent terrain and buildings or portions thereof, access to which is controlled.

### **Apron**

That part of an Airport to be used for the purpose of enabling passengers to board or disembark from an aircraft, loading of freight onto, or unloading freight from an aircraft, refuelling, parking or carrying out maintenance on aircraft.

### **Assembly Area**

A pre-arranged, strategically placed area on or off airport where general airport staff and their vehicles can be assembled in order to be escorted to the Airport during an emergency.

### **Casualty Processing Area**

The area where medical staff assembles to provide triage treatment and arrange transportation to hospital for those persons injured in the emergency.

### **Combat Agency**

The agency primarily responsible for responding to a specified or potential emergency.

### **Control**

The overall direction of response activities in an emergency.

### **Co-ordination**

The bringing together of agencies and individuals to ensure effective emergency or rescue management, but does not include the control of agencies and individuals by direction.

### **Directorate of Defence Aviation and Air Force Safety (DDAAFS)**

Directorate established under direction by the Minister of Defence and is responsible for investigating all Australian military aircraft accidents (including accidents involving foreign military aircraft operating in Australia). Definition from ATSB/ DDAAFS booklet 'Hazards at Aircraft Accident Sites'.

### **Emergency/Disaster**

An emergency due to an actual or imminent occurrence which:

- a) Endangers, or threatens to endanger, the safety of health of persons; and
- b) Destroyed or damages, or threatens to destroy or damage, property.

### **Emergency Operations Centre/Emergency Co-ordination Centre**

A fixed location established on or near the airport used as a centre for co-ordination and communication during an emergency.

### **Mobile Command Post/Forward Command Post (FCP)**

The point where co-operating agency heads assemble to receive and disseminate information and make operational decisions on the immediate rescue operation.

In some jurisdictions this is known as the Incident

Control Point (ICP) as per the Australasian Inter-Service Incident Management System (AIIMS)

### **Full Emergency**

A condition declared when it is known that an aircraft approaching the airport is, or is suspected to be, in such trouble that there is danger of an accident and requiring the response from off airport agencies.

Level I: up to 18 seats (ATS reference - Light)

Level II: up to 215 seats (ATS reference - Medium)

Level III: up to 560 seats (ATS reference - Heavy)

### **Hazardous Materials/Dangerous Goods**

Articles or substances which are capable of posing significant risk to health, safety or property.

### **Incident**

An occurrence, other than an emergency/disaster, associated with the operation of an aircraft which affects or could affect the safety of operation.

### **Incident Control Point**

See Forward Command Post (FCP).

### **Joint User Airport**

An Airport under the control of a part of the Defence Force in respect of which an arrangement under Section 20 of the Civil Aviation Act is in force.

### **Landside**

Those parts of an Airport not considered Airside, that is areas normally accessible to the general public.

### **Local Standby**

A condition declared when an aircraft approaching the airport is known or is suspected to have developed some defect but the trouble is not such as would normally involve any serious difficulty in effecting a safe landing and thus not requiring a response by off airport agencies when on-airport agencies are operational.

### **Manoeuvring Area**

Those parts of an Airport used for the take-off, landing and taxing of aircraft, excluding Aprons.

### **Reception Centre**

An assembly area located on airport for passengers or relatives.

### **Recovery**

The process of returning the Airport to its normal operational status.

### **Response**

The process of combating an emergency and of providing relief for persons affected by the emergency.

### **Staging Area**

A pre-arranged, strategically placed area on or off airport where support response personnel, vehicles and other equipment can be assembled.

### **Supporting-Plan**

A plan complete in itself, for the emergency management of a special or high risk hazard or event.

### **Suspect Item**

An object considered out of place, unattended or unusual for which an explanation cannot be readily determined and which may constitute a threat.

### **Triage**

Sorting and classification of casualties to determine the order of priority for their treatment and transportation.



# SECTION 1

## INTRODUCTION

### 1.1 Aim

The aim of the ..... Aerodrome Emergency Plan (AEP) is to provide a timely and co-ordinated response and recovery from an emergency at the Airport.

### 1.2 Scope

1.2.1 This Plan details the arrangements for control, command and co-ordination of the response to and initial recovery from an emergency within the boundary or in the vicinity, as defined, of ..... the airport.

1.2.2 This Plan is based on the assumption that each agency with a statutory responsibility has in place appropriate supporting Airport Emergency Procedures (or Standard Operating Procedures) which deal with that agency's response in accordance with this Plan.

### 1.3 Legislation

Detail all pertinent legislation to the Airport including any specific State/Territory legislation that may be appropriate.



# SECTION 2

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### **2.1 Aerodrome Emergency Committee**

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- 3.1.3 Set Up
- 3.1.4 Co-ordinating Authority
- 3.1.5 Stand Down

### 3.2 Forward Command Post

- 3.2.1 Function
- 3.2.2 Location
- 3.2.3 Set up
- 3.2.4 Co-ordinating Authority
- 3.2.5 Stand Down

### 3.3 Casualty Processing Area

- 3.3.1 Function
- 3.3.2 Location
- 3.3.3 Set Up
- 3.3.4 Co-ordinating Authority
- 3.3.5 Stand Down

### 3.4 Reception Centres

- 3.4.1 Passenger Reception Centre
  - 3.4.1.1 Function
  - 3.4.1.2 Location
  - 3.4.1.3 Set up
  - 3.4.1.4 Co-ordinating Authority
  - 3.4.1.5 Stand Down
- 3.4.2 Relatives Reception Centre
  - 3.4.2.1 Function
  - 3.4.2.2 Location
  - 3.4.2.3 Set up
  - 3.4.2.4 Co-ordinating Authority
  - 3.4.2.5 Stand Down

### 3.5 Media Centre

- 3.5.1 Function
- 3.5.1 Location
- 3.5.1 Set up
- 3.5.1 Co-ordinating Authority
- 3.5.1 Stand Down

# SECTION 4

## OPERATIONAL RESPONSE

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### 4.2 Airport Access

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- 4.2.2 Primary Emergency Access
- 4.2.3 Secondary Emergency Access
- 4.2.4 Staging Area
- 4.2.5 Assembly Area

### 4.3 Local Standby

#### 4.3.1 Definition

A condition declared when an aircraft approaching the airport is known or is suspected to have developed some defect but the trouble is not such as would normally involve any serious difficulty in effecting a safe landing and thus not requiring a response by off airport agencies.

Airport resources may be placed on “Local Standby” at the request of the Pilot in Command.

- 4.3.2 Combat Agency
- 4.3.3 Support Agencies
- 4.3.4 Activation
- 4.3.5 Staging Area
- 4.3.6 Stand Down

### 4.4 Full Emergency

#### 4.4.1 Definition

A condition declared when it is known that an aircraft approaching the airport is, or is suspected to be, in such trouble that there is danger of an accident and requiring the response from off airport agencies.

“Full Emergency” is declared by either the pilot in command or Air Traffic Services. In order to provide an initial measured response, one of the following levels will be used by ATS in declaring the Full Emergency to outside services:

Level I: up to 18 seats  
(ATS - Light)

Level II: up to 215 seats  
(ATS - Medium)

Level III: up to 560 seats  
(ATS - Heavy)

- 4.4.2 Combat Agency
- 4.4.3 Support Agencies
- 4.4.4 Activation
- 4.4.5 Staging Area
- 4.4.6 Control Authority
- 4.4.7 Stand Down

### 4.5 Crashes On Airport

- 4.5.1 Definition
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- 4.5.3 Support Agencies
- 4.5.4 Activation
- 4.5.5 Staging area
- 4.5.6 Control Authority
- 4.5.7 Stand down

## 4.6 Crash Off Airport

The Airport Operator may not have any jurisdiction outside the boundary of the Airport and therefore the Local /State Emergency Plans are to be used. However a crash off Airport may activate a portion of the Aerodrome Emergency Plan (e.g. welfare supporting plans), if the aircraft that crashed either originated from or was inbound to the Airport.

The following may apply:

### 4.6.1 Crash on Land

- 4.6.1.1 Definition (in the vicinity)
- 4.6.1.2 Combat Agency
- 4.6.1.3 Support Agencies
- 4.6.1.4 Activation
- 4.6.1.5 Staging area
- 4.6.1.6 Control Authority
- 4.6.1.7 Stand down

### 4.6.2 Crash on Water

- 4.6.2.1 Definition (in the vicinity)
- 4.6.2.2 Combat Agency
- 4.6.2.3 Support Agencies
- 4.6.2.4 Activation
- 4.6.2.5 Staging area
- 4.6.2.6 Control Authority
- 4.6.2.7 Stand down

The Airport Operator may not have any jurisdiction outside the boundary of the Airport and therefore the local/state emergency plans are to be used.

The Airport Operator may however have a supporting role as follows:

- 4.6.2.8 Combat Agency
- 4.6.2.9 Support Agencies
- 4.6.2.10 Activation
- 4.6.2.11 Staging area
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- 4.10.5 Staging area
- 4.10.6 Control-authority
- 4.10.7 Stand down

## **4.11 Medical Emergency**

- 4.11.1 Definition
- 4.11.2 Combat Agency
- 4.11.3 Support Agencies
- 4.11.4 Activation
- 4.11.5 Staging area
- 4.11.6 Control Authority
- 4.11.7 Stand down

## **4.12 Hazardous Material Incident**

- 4.12.1 Definition
- 4.12.2 Combat Agency
- 4.12.3 Support Agencies
- 4.12.4 Activation
- 4.12.5 Staging area
- 4.12.6 Control Authority
- 4.12.7 Stand down

## **4.13 Investigations**

- 4.13.1 The following agencies may have a statutory responsibility to investigate the cause of the emergency.
  - i Australian Transport Safety Bureau
  - ii Coroner/Police
  - iii Directorate of Defence Aviation and Air Force Safety
  - iv Department of Infrastructure and Regional Development
  - v Aircraft Owner /Airline and their insurance company
  - vi Airport Owner and its insurance company
  - vii Facility Owner/operator and their insurance company
- 4.13.2 Activation

The investigation automatically starts when the Plan is activated.
- 4.13.3 Staging Area
- 4.13.4 Co-ordinating Authority
- 4.13.5 Stand Down

## **4.14 Crowd Control**

# SECTION 5

## RECOVERY

### 5.1 Management

### 5.2 Committee Membership

5.2.1 Contingency Planning

5.2.2 Damage Assessment

### 5.3 Return to Operational Status

The second aim of this plan is to bring the Airport back to operational status in a safe, efficient and orderly manner. It is clearly noted who has control and co-ordination responsibilities for this function.

5.3.1 Aerodrome Serviceability Inspection

5.3.2 Return to Restricted Aircraft Operations

5.3.3 Return to Unrestricted Aircraft Operations

5.3.4 Airspace Closure over the Airport

### 5.4 Critical Incident Stress Programme

### 5.5 Post Trauma Management

## **SECTION 6**

# **SUPPORTING PLANS**

- 6.1 Disabled Aircraft Recovery**
- 6.2 Care of the Uninjured**
- 6.3 Care of the Relatives**
- 6.4 Recovery of Facilities**
- 6.5 Media**
- 6.6 Terminal Evacuation**

# APPENDICES

**Appendix A: Airport Resources Including Communications**

**Appendix B: Telephone Contacts**

**Appendix C: Airport Diagrams**

**Appendix D: Crash Grid Map**

**Appendix E: Corrections Sheet**



**CHAPTER 3**  
**GUIDELINES FOR AERODROME  
EMERGENCY PLANS**



## Guidelines for Aerodrome Emergency Plans

Each Airport may wish to include reference to the local State Emergency legislation to add to the authority of the document. The issue of the document could then be signed by both the Airport Manager and the Local State Disaster/Emergency Controller.

Reference may also be made to international obligations. A list of the standards and recommendations as listed in ICAO Annex 14 is given in Attachment A. Another ICAO reference to be considered is Doc 9137 Part 7 Airport Emergency Planning. It may be beneficial to include this section as an appendix to section 2.5 “Plan Review”. It should be noted that “Shall” indicates a standard and “Should” indicates a recommendation.

## Glossary and Abbreviations

A glossary is mandatory and the minimum is included in the Airport Plan document. The standardisation of terminology is of prime importance and thus wherever possible the definitions and abbreviations should be obtained from ICAO, Airservices or CASA documentation.

Any term not found in the Plan should be obtained from State Emergency Management Legislation, ICAO, Airservices Australia Documents or existing Airport Operator Documents.

Some terms used are interchangeable, such as Airport and Aerodrome, Aircraft and Aeroplane. Depending on the accepted use of the term at your Airport, please ensure the same term is then used throughout the document.

# SECTION 1

## INTRODUCTION

### 1.1 Aim

The aim of.....Aerodrome Emergency Plan (AEP) is to provide a timely and co-ordinated response for rescue and recovery to an emergency at the Airport.

### 1.2 Scope

- 1.2.1 This Plan details the arrangements for control, command and co-ordination of the response to and initial recovery from an emergency within the boundary or in the vicinity, as defined, of the Airport.
- 1.2.2 This Plan is based on the assumption that each agency with a statutory role has in place appropriate supporting Airport Emergency Procedures (or Standard Operating Procedures) which deal with that agency's response in accordance with this Plan.
- 1.2.3 The scope of the Plan needs to be expanded to define the area of the Airport boundary, including a map if appropriate. Further, the definition of "in the vicinity" needs to be confirmed, again with a map if appropriate, by all on Airport agencies that would respond and provide support off Airport. The use of a commonly used map reference, e.g. Gregory's, or UBD is required.

### 1.3 Legislation

- 1.3.1 Detail all legislation pertinent to the Airport including any specific State/Territory legislation that may be appropriate.

# SECTION 2

## MANAGEMENT ARRANGEMENTS

This section should set out clearly:

- i How the plan was derived;
- ii What are the general roles and responsibilities of participating organisations; and
- iii Arrangements for plan maintenance.

### 2.1 AERODROME EMERGENCY COMMITTEE

#### 2.1.1 Membership

The composition of the Committee and its terms of reference should be detailed. The Committee should consist of representatives of all agencies or organisations expected to be involved in responses under the plan in accordance with CASR 139.205 (3). These representatives should be sufficiently senior to commit their organisations to the Committee's agreed decisions. The first step should be to determine what arrangements for integrated emergency management already exist external to the Airport. In some cases, it may be possible to add the Airport authority, Airservices Australia and the airlines to an already working and experienced emergency planning committee, to form an effective Aerodrome Emergency Committee.

#### 2.1.2 Terms of Reference

Terms of Reference for the Committee should include the authority to plan, the planning aim, and planning assumptions. They should include the requirement for the Committee to view and approve plans and procedures which support the main plan. They could also include detail of how often the Committee should meet, and they could even outline how the plan is to be formulated. Terms of Reference can be decided by the Committee itself, or by the Airport Operator.

#### 2.1.3

#### Sub Committees

If the number of representatives is substantial, sub committees can be formed to work through the detail of the planning process and report back to the full Committee for approval of arrangements. Representatives from the list below should be considered for the Committees. The list is not exhaustive and it is also appreciated that not all Airports will have access to the full range of organisations and agencies. Each Airport will need to examine its own situation and decide accordingly.

It is essential that all arrangements should be agreed by all involved in those arrangements, and that their own plans and procedures are vetted by the Aerodrome Emergency Committee such as:

- i Australian Defence Force;
- ii Airport Operator;
- iii Airservices Australia;
- iv Airlines (representative);
- v Police;
- vi Fire;
- vii Rescue;
- viii Marine Authorities;
- ix Local and State Emergency Services;
- x Medical;
- xi Ambulance;
- xii Welfare;
- xiii Airport Tenants;
- xiv Transportation;
- xv Public Information/Media Liaison;
- xvi Australian Transport Safety Bureau;
- xvii Contractors/Suppliers;
- xviii Civil Aviation Safety Authority; and
- xix Department of Infrastructure and Regional Development.



## 2.2 Roles and Responsibilities

- 2.2.1 Despite the variety of events which could trigger a full or partial activation of the Aerodrome Emergency Plan, there are certain roles and responsibilities which will not basically change. These are often determined by statutory responsibilities under legislation. For example, while the detail may vary slightly from State to State or Territory, fire agencies are always responsible for fire suppression, welfare agencies are always responsible for welfare issues and so on.
- 2.2.2 It can be helpful to users, in understanding the overall concept of the plan, if roles and responsibilities of participating agencies are outlined in general terms in this section (Management Arrangements) of the document.
- 2.2.3 Detail of responsibilities and functions for participating organisations, as they apply to particular events, can be detailed under the sections dealing with each event later in the document. As an example, the Salvation Army may have the role of providing assistance to victims and disaster workers. This role can be stated in this section of the plan, and the Salvation Army would then be listed as a support agency under the detail of the different events together with who they will be co-ordinated by, later in the document.
- 2.2.4 The organisations or agencies whose roles and responsibilities can be stated in this section of the plan should be similar or identical to the composition of the Aerodrome Emergency Committee.

## 2.3 Plan Overview

An explanation and diagrammatic representation showing the control and co-ordination links between the various functional areas (Forward Command Post, Emergency Co-ordination Centre, Passenger Processing and Reception) can be helpful in outlining the “concept of operations” of the plan, because these three functions are “created” only when the plan is activated. An explanation of how the plan works in broad terms, is useful in giving responders a perspective on the part played in emergency response by their particular organisation.

During emergencies, quick reference to particular sections is enhanced, because the “big picture” is understood and detail or repetition in particular sections can be reduced.

## 2.4 Control, Command and Co-ordination

You should outline which agency has the control, which agency has the command and which agency has the coordinating role for emergencies.

## 2.5 Plan Review

- 2.5.1 Details of how the plan is to be reviewed, tested, amended etc., should be included here. There are mandatory requirements under ICAO standards and CASA regulations which should be accommodated, but these are a minimum and if the Aerodrome Emergency Committee sees a need to increase these, they should state the extra requirements.
- 2.5.2 When conducting a review, either after a full or partial activation, because of either a real event or an exercise, the Aerodrome Emergency Committee should examine each salient point for applicability and suitability, and determine if improvements can be made to the response arrangements. Results of these examinations need to be promulgated to all concerned and the plan amended accordingly. Please reference CASR 139.210 (5) a, b and c.
- 2.5.3 How often other than after exercises, and actual activation of the Plan will the Plan (and procedures) be reviewed, together with how results will be promulgated, should be listed here, i.e. should review every 12 months.
- 2.5.4 Detail who is responsible for producing amendments, how changes to detail should be notified and how amendments will be accounted for to ensure all agencies have current copies of the Plan.
- 2.5.5 Detail how any suggestions received from the committee regarding the plan can be handled.
- 2.5.6 The plan may require changes to detail such as telephone numbers, personnel, contact details, resource lists etc. These are to be notified to the Aerodrome Emergency Committee as soon as known, and amendments issued as soon as practicable.

## 2.6 Exercises

- 2.6.1 Exercising of various components of the plan is essential. The aim should be frequent, low cost exercises of portions of the Plan such as activation charts, communications etc. Exercises can be “table top” of varying sizes and complexity, involve actual deployment of resources, be simple or complex. They should, other than mandatory requirements, be aimed at those aspects which require training. Refer to MOS 139.

# SECTION 3

## EMERGENCY RESPONSE FACILITIES

### 3.1 Emergency Co-ordination Centre (ECC)

- 3.1.1 Function: The need for an ECC will be mainly dependent upon the maximum size of aircraft using the Airport. For many General Aviation Airports most emergencies will be adequately handled by the establishment of the Forward Command Post alone. Nevertheless it is up to the police or military whether an ECC is required and some prior consideration of facility requirements should be given.
- 3.1.2 Location: For Airports serviced by jet aircraft it is recommended that provision of an ECC be pre-planned. At many regional Airports the same room used as the Security ECC can be used as facility requirements are very similar. At the major capital city Airports police or Military requirements may differ and establishment of the ECC at police or Military headquarters may be preferable. It is up to the individual Aerodrome Emergency Committees guided in the main by State or Military Police to determine if and where the ECC is to be located. Consideration of an alternative ECC location should also be given as the nominated primary ECC may be unavailable owing to such things as evacuation of the building containing the ECC due to fire or threat of loss of communication facilities.
- 3.1.3 Set up: When and under what circumstances activation of the ECC should occur is a vexed issue. It would be ideal if one could establish clear cut guidelines, on this but it is at the discretion of the Police or Military Forward Commander whether the ECC needs to be established or not. It is a Police or Military decision which in all probability will not be made at the time the crash alarm is sounded, but will be delayed until a full assessment of the situation is undertaken by the Police or Military Forward Commander (Note - the procedures relating to Aircraft Sabotage are treated differently).

What can be clearly established is the opening and preparation of facilities in the ECC so that if the police or military need is determined, all that remains is notification to support agencies to respond with appropriate personnel. For all emergencies other than LOCAL STANDBY it is considered appropriate that the agency responsible for set up of the ECC (usually the Airport operator) opens and prepares the ECC.

- 3.1.4 Co-ordinating Authority: The State or Military Police will be the Co-ordinating Authority. The list of support agencies is indicative only and should be determined by the local emergency committees.
- 3.1.5 Stand Down: The responsibility for standing down the ECC usually rests with the Police/ Military Commander.

#### EXAMPLE

Function: the function of the Emergency Co-ordination Centre (ECC) is to support the on-scene Police or Military Forward Commander in the Forward Command Post.

Depending on the scale of the emergency the Commander may elect to establish and activate the Emergency Co-ordination Centre.

The Police or Military Operations Commander will be located at the ECC and will assume overall command of the rescue effort as soon as the ECC is activated.

Location: The location of the Emergency Co-ordination Centre is ... A plan of the location is at Appendix...

Depending on the location and scale of the incident, the Emergency/Disaster Plan coordinator may elect to establish the Regional Emergency Co-ordination Centre (RECC) at .....

Set Up: The plan for the setup of the ECC is at Appendix ... In an emergency situation airport staff will open and set up the ECC.

Co-ordinating Authorities: The Co-ordinating Authority is the State or Military Police. They may be supported by representatives of the following agencies:

- i Airport Operator;
- ii Airlines;
- iii Airservices Australia;
- iv Department of Infrastructure and Regional Development;
- v Media Liaison Officer;
- vi Australian Federal Police ;
- vii Welfare; and
- viii State Emergency Services.

Stand Down: The Police Operations Commander is responsible for stand down of the ECC. Stand down procedures will normally be implemented on a progressive basis as the emergency winds down.

Attachments: A plan/map showing the locations of the ECC in respect of surrounding building area together with road/street names should be provided. Another plan showing the layout of the ECC room itself would be beneficial for police or military and support agencies.

## 3.2 Forward Command Post (FCP)

Note: In some jurisdictions this is known as the Incident Control Point (ICP) as per the Australasian Inter-Service Incident Management System (AIIMS). The Forward Commander is known as the Incident Controller.

- 3.2.1 Function: Each Airport will have different staffing arrangements and many will not be operational 24 hours. Emergencies could therefore occur where non-Airport based agencies are first to respond to the scene.
- 3.2.2 Location: The information given in this section and, in particular siting details, is therefore important to many support agencies as they may find themselves doing the initial set up.

3.2.3 Set up: Each Airport will also have different Forward Command Post vehicles with varying types and amount of facilities within them. State Police will normally have their own communications vehicle with each organisation responsible for establishing and maintaining internal communications for their own agency.

3.2.4 Co-ordinating Authority: The determination of who should serve as support agencies at the FCP is once again up to the individual emergency committees. Suffice to say the FCP will not operate efficiently if there are too many personnel. Appointed liaison officers should not be diverted from their main role of assisting the Police Forward Commander in overall command and control.

3.2.5 Stand Down: The responsibility for standing down the FCP usually rests with the Police/Military Commander in consultation with other agencies. Stand down procedures will normally be implemented on a progressive basis as the emergency winds down.

### EXAMPLE

Function: Forward Command Post (FCP) refers to the location of the Forward Commander and Field Commanders of the major response agencies.

The following agencies will all support the Forward Controller at the FCP at the scene of the emergency:

- i Airport Operator;
- ii Fire Service;
- iii Ambulance/Medical Co-ordinator; and
- iv Airline (involved in emergency).

The FCP serves as the focus for command and control operations of the combat and support agencies. It is necessary that effective liaison and communication channels be established with the Police Forward Commander and support agencies.

Location: The siting of the Forward Command Post will be dictated by the scale and type of incident. An ideal arrangement for siting is at Appendix...

The location of the Forward Command Post, in the initial period, will also serve as the location of the Emergency Co-ordination Centre, until the ECC is established in the main building area.

The Police Forward Commander has the discretionary power to relocate the FCP from its initial set up location.

**Set Up:** It is the responsibility of the Airport operator, wherever possible, to establish the initial FCP. A mobile FCP vehicle identified by a blue rotating beacon will signify the location of the FCP. The resources available in the vehicle are shown at Appendix....

The FCP should be kept free of non-essential vehicles and personnel. Separate marshalling areas should be established by emergency service agencies.

**Co-ordinating Authority:** The Airport operator's representative (usually a Safety Officer or Aerodrome Reporting Officer) will hand over to the State Police as soon as a senior officer arrives. It is then a State Police responsibility to co-ordinate the emergency response of all support agencies.

**Stand Down:** The Police Forward Commander in consultation with the Police Operations Commander will determine when the stand down should occur. Stand down procedures will normally be implemented on a progressive basis once the situation is under control, all casualties are cleared and recovery is in hand.

**Attachments:** A plan showing the typical layout of crash site complete with FCP and casualty processing areas should be provided. It is recommended that the standard ICAO plan be used. If an established Mobile Forward Command Post vehicle is available then a layout diagram of facilities may be included as well.

### 3.3 Casualty Processing Area

- 3.3.1 **Function:** It is important that certain basic information be provided in this section so that agency personnel not familiar with the Medical Plan will still have an appreciation of how, where, and when casualty processing will be facilitated.
- 3.3.2 **Location:** The layout should allow for size of the aircraft involved and ensure that congestion does not occur. Actual site conditions will dictate eventual layout but should still encompass the major individual processing areas.
- 3.3.3 **Set up:** Different medical plans may incorporate varying procedures. This section should reflect details that conform to the individual Medical Sub-Committee requirements and that have been tried and refined through exercises. Consideration should be given to the need for Multi-Site Casualty Processing should the crash site extend over a large area or the number of casualties relative to the site conditions dictate a duplication of areas or re-establishment to a hangar or large shed is warranted. Pre-planning the availability of these areas will ensure the quickest possible response times during a time critical real emergency.
- 3.3.4 **Co-ordinating Authority:** The Site Medical Officer would normally coordinate activities at the casualty processing area (CPA). However, it maybe that a senior ambulance officer initiates the CPA and acts as coordinator until the arrival of the Site Medical Officer.

#### EXAMPLE

**Function:** The aim of the casualty processing area is to facilitate:

- i Triage assessment;
- ii Classification of passengers according to injuries and sorting into different areas;
- iii Initial first aid/medical treatment; and
- iv Transportation of injured and uninjured to hospitals or Terminal Processing areas.

Location: The Casualty Processing Area is located adjacent to the Forward Command Post at least 100m, upwind and on higher ground from the emergency site. As an example, a rotating green beacon could signify the area.

Set Up: The Ambulance Service will normally supervise the setting up of the Casualty Processing Area. Specific areas for:

- i Triage/treatment/resuscitation;
- ii Marshalling Area;
- iii Transport Area (Buses Uninjured);
- iv Ambulance Loading Area; and
- v Helicopter Landing Areas are shown on the layout plan at Appendix...

Co-ordinating Authority: The Site Medical Officer in association with the ambulance will co-ordinate the facilitation of casualty processing. Supporting agencies could include:

- i St. John Ambulance;
- ii Welfare;
- iii State Emergency Service; and
- iv Hospital Staff.

Handling of Deceased: To allow for correct identification, it is paramount that the deceased are not moved unless absolutely necessary. If bodies are moved, DVI teams require the original position to be photographed, marked and numbered. The DVI team will arrange for temporary morgue facilities to be established on the site and for moving the deceased to the mortuary.

Attachment: A plan showing a typical layout of the Casualty Processing Area should be provided.

## 3.4 Reception Centres

3.4.1 Function: Consideration should be given to all aircraft incidents in this section of your plan. An incident on or off airport will generally necessitate activation of this plan. Aircraft may not necessarily have departed from or be enroute to your airport for anxious friends or relations to be phoning the airport for information.

This phase of an incident will normally be of the longest duration. It may require being active even after the airport is again fully operational.

In any major aircraft accident response, arrangements will be made to ensure sight-seers are controlled.

Both 'on-airport' and 'off-airport' accidents need to be addressed. Similarly, local plans should address media liaison and contact details.

For any aircraft incident/accident, assessment should be made to determine if full or partial activation is required. If the incident does not involve your airport, there may only be a requirement to establish visitor/inquiry areas and manned telephones. If the aircraft has departed from or is enroute to your airport, a higher level of activation would be required.

Establishment of reception areas for relatives, welfare services and regular update services throughout terminals could be expected. If the incident is on-airport, a full activation of this plan and procedures would be necessary. Consideration should then be given to other contingencies such as the anticipated duration, transportation requirements, the need for relief personnel, whether the terminal will be required for extended hours by stranded passengers waiting for other flights, etc.

3.4.2 Location: When considering areas for the various functions thought should be given to:

- i Security of the area;
- ii Access/egress;
- iii Size of the area;
- iv Facilities such as seating, toilets etc.;
- v Telephones/facsimiles;
- vi Refreshments etc.;

- vii Processes that need to be undertaken within areas such as triage, medical, DVR and welfare;
- viii Wheelchair and stretcher access;
- ix Identification of all persons, including passengers;
- x Areas for relatives, friends and authorised personnel;
- xi Location and availability of various supplies such as first-aid kits, blankets, stretchers etc.; and
- xii Power supply for equipment.

Within your plan and procedures, these areas and areas where equipment is located should be represented on a plan. Regular announcements on the status of the airport and aircraft flights should be given to inform passengers and “meeters” for other flights.

- 3.4.3 Set up: Each airport will have different facilities and resources. Normally, an airport officer would set up and await the arrival of both the airline/handling agencies staff as well as State Police.
- 3.4.4 Co-ordinating Authority: The determination of who should serve as support agencies at the reception areas is once again up to the individual emergency committees. Suffice to say, the reception area will not operate efficiently if there are too many personnel. Appointed liaison officers should not be diverted from their main role of assisting the Police Forward Commander in overall command and control.
- 3.4.5 The airport (runways/airspace) may return to full operations well before the terminal. Consideration should be given to the need for passenger processing arrangements on resumption of operations whilst still carrying out this plan function. As a function ceases to be a requirement, the area should be reinstated prior to being returned to operation.
- 3.4.6 De-activation should be staged in the same way as activation. It should be expected that enquires and sightseers may continue for days.

## 3.5 Media Centre

- 3.5.1 Function: The function of the media centre is to provide up to date and accurate information to the media. A media liaison officer should be appointed to manage the centre and the media. This should assist in minimising other resources needed to control the media.
- 3.5.2 Location: As before, the following should be considered when establishing a media centre:
  - i Security of the area;
  - ii Access/egress;
  - iii Size of the area;
  - iv Facilities such as tables and chairs;
  - v Telephones/facsimiles;
  - vi Refreshments; and
  - vii Power supply for equipment.
- 3.5.3 Set up: Normally, the airport operator would provide such a facility and provide for the initial set up. Staff should remain until the arrival of the Police media unit.
- 3.5.4 Co-ordinating Authority: The State Police will coordinate media operations.
- 3.5.5 Stand Down: The Police Forward Commander in consultation with the Police Media Unit will determine when the stand down should occur. It should be noted however, that the media’s interest normally continues well after the initial incident is over and consequently the Media Centre could be in operation for a number of days after the event, especially if the event has attracted foreign media interest.

# SECTION 4

## OPERATIONAL RESPONSE

This Section contains detailed information about the operational arrangements for each of the various types of emergencies that may occur. The categories are substantially the same as those in the ICAO Emergency Services Manual and are as follows:

- i Activation;
- ii Airport Access;
- iii Local Standby;
- iv Full Emergency;
- v Crashes On Airport;
- vi Crash Off Airport - Crash on Water;
- vii Sabotage/Bomb Threat (including buildings);
- viii Unlawful Seizure;
- ix Fire/Structural;
- x Natural Disaster;
- xi Medical Emergency;
- xii Hazardous Material; and
- xiii Investigations.

A standard format including headings which are broadly applicable to almost all of the relevant types of emergencies is recommended. The standard format also includes a Call-out Notification Chart which should be developed for each case. The headings and the chart must be adjusted to suit the type of emergency and local arrangements. Additional headings and charts may be required to suit different emergencies.

Readers of Operational Response Arrangements for Security Incidents should be referred to the relevant Department of Infrastructure and Regional Development, Aviation Security Response Arrangements (ASRA) document for more complete information.

### 4.1 Activation

One of the most important issues in understanding how the Plan works is the activation sequence. The Plan is self-activating for Local Standby and Full Emergency however, partial activation of the Plan may be required in other circumstances. An example of an Activation Plan is given below.

#### EXAMPLE

AIRPORT	WARNING	ACTION	ENDORSED BY
CLASSIFICATION	EQUIVELANT	AGENCY	REQUIRED
Local standby Full emergency	Alert	ATC	Only ARFF required
Level I	Call Out	ATC	Emergency Services Required
Level II	Call Out	ATC	Emergency Services Required
Level III Crash on airport	Call Out	ATC	Emergency Services Required
Crash off airport	Call Out	ATC	Emergency Services Required
Unlawful Seizure*	Standby	Police	Emergency Services Required
Bomb Threat	Standby	Police	Emergency Services Required
Hazardous Material	Call Out	ARFF	Emergency Services Required
Fire	Call Out	ARFF	Emergency Services Required
Natural Disaster	Call Out	ARFF	Emergency Services Required

NOTE: \* The resolution of such an incident will rest with the Police as follows:

- i A political incident will be handled as outlined in the Transport Security Program (TSP) and the National Anti-Terrorist Plan (NATP); and
- ii A non-political incident will be handled as outlined in the Transport Security Program (TSP).



The TSP is activated by the ..., the NATP is activated by the Police. The decision to activate the AEP simultaneously with the TSP or the NATP will be determined by the Police.

## 4.2 Airport Access

4.2.1 The aim of this section is to provide both general information on the location of the airport as well as a detailed location of important primary and secondary access gates.

4.2.2 Most emergency service organisations are well aware of the locations of the airport but few remember specific gate details. It is important therefore to provide easy to read plans with street/road names wherever possible. Street directory map references can assist in this regard.

4.2.3 The need for secondary access is a contingency that should not be overlooked. It may be necessary for reasons such as:

- i Providing more direct access to a crash site;
- ii Access to primary gate becomes blocked; or
- iii An emergency occurs at or in the vicinity of the primary gate.

Consideration should be given to the necessity to list all alternative gates or only those that have a capacity to perform efficiently in allowing access of emergency vehicles. Consideration of vehicle length, width and weight, as well as ease of access to major thoroughfares should also be given.

4.2.4 Once emergency service vehicles and personnel arrive at the access point it is important that they know where to go and what to do. The section on the Staging Area should provide details on these items and make specific mention of facilities available at this site. Any specific requirement in respect of progress beyond the Staging Area should be stated here i.e. “due to the possibility of aircraft movements all emergency vehicles should not proceed to the movement area without an escort”. Other general comments such as “confining operations to hard and sealed surfaces due to the possibility of boggy conditions” may also be pertinent at particular Airports. Any other important site specific operational details should be considered.

4.2.5 Depending upon the size and location of an airport, it is advisable to consider the contingency of choked access roads leading to the airport. Whilst this may not hinder suitably lit emergency vehicles with sirens, it may prevent key off duty airport personnel from gaining access.

4.2.6 Pre-planned staff assembly point/s together with specific standard operating procedures regarding identification and escorts will help deal with this possibility.

4.2.7 The inclusion of concise, easy to follow maps/ plans is critical. It is recommended that an overall airport plan showing major roads to/ from and key gates be included as well as a smaller scale plan showing the internal road layout and the adjacent building area of the primary access. A third plan showing the layout of facilities at the Staging Area would be beneficial if it is well established.

### EXAMPLE

Airport Location: The Airport is in the suburb of ..... approximately ... kilometres from the city of... with access via ..... main approaches: Domestic Terminal via..... and International Terminal via.....

Primary Emergency: An emergency access gate has been nominated ACCESS for primary access to the airside of the airport. The gate is referred to as Gate X and is located on the Domestic Terminal side of the airport approximately ...m..... of the Domestic Terminal complex.

Permanent red and white direction signs are erected on..... and..... Avenues. A flashing red light may be activated at the gate during an emergency incident.

UBD/ Gregory's etc. Ref Map X - G8. (See Attachment ..... for location).

Secondary: Access to an incident may be through other Emergency Access gates on the Airport. Information on the access point will be notified to all responding agencies.

Staging Area: A Staging Area has been established adjacent to Gate X. Vehicles and equipment will be organised here by the Airport staff/ operator or Security Services Officer in the order they will be required at the emergency site.

Information is continually relayed to agencies at the Staging Area by the Airport Duty Safety or Security Services Officer.

Staff Assembly Point: In the event of a major incident at the airport, road access to the airport may be difficult or impossible. In this event, the following arrangements will apply. Staff required at the airport for emergency or operational duties will report to one of the following Police Stations, with valid ASIC card for escort to the airport (then list). Plans should include details of access and identification.

Attachments - Overall Plan - Major Roads Close Detail Plan, Internal Roads Set out of Staging Area

## 4.3 Local Standby

4.3.1 Definition: A condition declared when an aircraft approaching the airport is known or is suspected to have developed some defect but the trouble is not such as would normally involve any serious difficulty in effecting a safe landing and thus NOT requiring a response by off airport agencies. (Note: can only be activated where on airport emergency response resources are operational)

4.3.1.1 Airport resources may be placed on "Local Standby" at the request of the Pilot in Command. Normally, the response to a 'Local Standby' declaration would be from airport based facilities only, the Airservices Australia ARFF and the Airport Safety Officer. Procedures at the many aerodromes where there is no fire service and no significant other facilities are discussed below.

For the purpose of activating an AEP, a PAN call from an aircraft will result in the declaration of not less than a Local Standby.

### Declaration

4.3.1.2 If a pilot declares that a 'problem' exists and time permits, full communication will be undertaken between the pilot and ATS (if available at the airport) to ensure the fullest amount of information is known to both parties, thereby allowing for a well informed decision to be taken. ATS will ask "Do you wish the airport to be placed on Local Standby?" If the answer is affirmative, ATS will activate the response by declaring a "Local Standby".



## Response

- 4.3.1.3 At airports where there is a fire service, that service will be placed on standby together with such other on-airport resources as the airport operator considers appropriate. At an airport where there is no on-airport fire service, ATS will state “There is no on-airport service at your intended airport; what services do you require?”. At these aerodromes, the Aerodrome Emergency Committee/Airport Operator will have negotiated formal agreements with local emergency response agencies which will ensure that a response commensurate with the seriousness of the situation is provided.
- 4.3.1.4 The main concern here is to ensure that there is not an over-response. In respect of the level of response, it is notable that, in some states, serious consideration is being given to charging for attendances.
- 4.3.2 **Combat Agency**  
The ARFF is normally the combat agency for local standby.
- 4.3.3 **Activation**  
Initiated by Airservices Australia or Australian Defence Force Air Traffic Services per notification Chart No. ....attached.
- 4.3.4 **Staging Area**  
Per local arrangements.
- 4.3.5 **Stand Down**  
Assembled services will be stood down by ATS in consultation with the pilot and the airport fire services.

## 4.4 Full Emergency

- 4.4.1 **Definition**
  - 4.4.1.1 A condition declared when it is known that an aircraft approaching the airport is, or is suspected to be, in such trouble that there is danger of an accident and requiring the response from off airport agencies.
  - 4.4.1.2 “Full Emergency” is declared by either the pilot in command or Air Traffic Services. In order to provide an initial measured response, one of the following levels will be used by ATS in declaring the Full Emergency to outside services:
    - i Level I - up to 18 seats:  
(ATS - Light)
    - ii Level II: up to 215 seats  
(ATS - Medium)
    - iii Level III: up to 560 seats  
(ATS - Heavy)

### Declaration

- 4.4.1.3 If a pilot declares a ‘Mayday’ or ‘Emergency’, ATS will activate a response by declaring a Full Emergency, Level I, II or III, depending on the number of seats in the aircraft type. When the actual number of people on board (POB) is known, ATS will immediately advise responding agencies.
- 4.4.2 **Combat Agency**  
The initial Combat Agency will be the Airservices Australia Rescue and Fire Fighting Service, the ADF or local fire service depending on resources.
- 4.4.3 **Support Agencies**  
Police, Fire Brigade, Ambulance Service, Airport Operator as per local arrangements.

- 4.4.4 Activation  
Initiated by Airservices Australia or the Australian Defence Force Air Traffic Services per Chart No.... attached.
- 4.4.5 Staging Area  
Per local arrangements.
- 4.4.6 Control Authority  
Per local arrangements
- 4.4.7 Stand Down  
Assembled services will be stood down by the Police Forward Commander.

- 4.5.4 Activation  
Initiated by Airservices Australia or the Australian Defence Force Air Traffic Services per Chart No.... attached.
- 4.5.5 Staging Area  
Per local arrangements.
- 4.5.6 Control Authority  
Per local arrangements
- 4.5.7 Stand Down  
Assembled services will be stood down by the Police Forward Commander.

## 4.5 Crashes on Airport

- 4.5.1 Definition
  - 4.5.1.1 An aircraft crash is a self-evident situation where an aircraft is seen to crash or is about to crash. This may include an aircraft descending out of control, an aircraft on fire, a mid air collision or an explosion of or on an aircraft.
  - 4.5.1.2 In order to provide an initial measured response, one of the following levels will be used by ATS in declaring the Crash to outside services:
    - i Level I: up to 18 seats (ATS - Light)
    - ii Level II: up to 215 seats (ATS - Medium)
    - iii Level III: up to 560 seats (ATS - Heavy)
- 4.5.2 Combat Agency  
The initial Combat Agency will be the Airservices Australia Rescue and Fire Fighting Service, the ADF or local fire service depending on resources.
- 4.5.3 Support Agencies  
Police, Fire Brigade, Ambulance Service, Airport Operator, Airline, Ambulance, Health and Medical Services, Hospitals, Coroner as per local arrangements.

## 4.6 Crash off Airport

- 4.6.1 The Airport Operator may not have any jurisdiction outside the boundary of the airport and therefore the Local/State Disaster/Emergency Plans will be used. However, a crash off-airport may activate a portion of the Emergency Plan, (e.g. welfare supporting plans), if the aircraft that crashed either originated or was inbound to the Airport.
- 4.6.2 As some elements, such as the Airservices Australia, Australian Defence Force, ARFF (where established), may respond outside the airport's boundary, a clearly defined area should be included in the scope of the plan.

## 4.7 Crash on Water

- 4.7.1 Again it should be indicated that the Airport Operator may not have any jurisdiction outside the boundary of the airport and that the Local/State Disaster/Emergency Plans will be used. The Plan however should indicate who has the control and co-ordination responsibility for a rescue operation "in the vicinity" of the airport.

## 4.8 Sabotage: Bomb Threat

This procedure can be made common for threats against aircraft and those against other airport facilities if desired. Detailed procedures are contained in the Airport Security Program at security categorised airports.

### EXAMPLE

**Definition:** A Bomb Threat occurs when a person advises that an explosive device has been or will be placed in an aircraft or facility. When a threat has been received, it is rapidly assessed as either 'Genuine' or 'Hoax'. Responsibility for threat assessment rests with the aircraft or facility owner or representative.

**Aircraft Repositioning:** Immediately a bomb threat made against an aircraft on the ground is assessed as 'Genuine', consideration will be given to moving the aircraft to one of preferred bomb search locations. These locations are shown in Appendix... Alternatively/ additionally, a facility may need to be evacuated.

**Facility Search:** When a threat against a facility is assessed as 'Genuine', consideration should be given to search and/or evacuation. The search may be directed and prioritised by consideration of aspects such as public access areas and high risk targets such as critical infrastructure, public access areas especially toilets and left luggage lockers etc.

**Combat Authority:** Police Force, Hazardous Devices Section.

**Support Agencies:**

- i Airport Owner;
- ii Airservices Australia;
- iii Aviation Rescue Fire Fighting Service;
- iv Australian Federal Police;
- v Australian Customs and Border Protection (International aircraft only);
- vi Airline/operator involved;
- vii Police Force;
- viii Ambulance Service; and
- ix Army Bomb Disposal.

**Notification:** Response to a bomb threat situation is initiated by the operating company using Notification Chart No....

**Control Authority:** Per local arrangement.

**Stand Down:** Stand down procedures will be initiated by the Controller in consultation with participating agencies.

**Note:** Refer to Department of Infrastructure and Regional Development Aviation Security Response Arrangements (ASRA) for more detailed information about Bomb Threat procedures.

## 4.9 Unlawful Seizure

4.9.1 **Definition:** An aircraft in-flight has suffered unlawful seizure when this fact is communicated by the pilot-in-command, either directly, through use of transponders or by use of approved covert signals. ATC may deem an aircraft to have suffered possible unlawful seizure if communications cease and unauthorised manoeuvres occur. Advice of unlawful seizure of an aircraft on the apron could also be communicated by apron staff.

4.9.2 **Control:** ATC is responsible for the aircraft while it is in flight, and while it is moving around an airport under its own power. Police are responsible for the aircraft while it is on the ground at all other times.

4.9.3 **Combat Agency:** Police will be the initial combat agency, with specialist police units being called upon as needed. The responsible Police Commissioner has the ultimate option of requesting Defence Aid to the Civil Power, at which point, the Australian Defence Force's Special Air Service Regiment could be utilised to support the police in resolving the incident.

4.9.4 **Support Agencies:**

- i Airport Owner;
- ii Airservices Australia;
- iii Aviation Rescue Fire Fighting Service;

- iv Australian Federal Police;
- v Australian Security Intelligence Organisation;
- vi Australian Customs and Border Protection (international aircraft only);
- vii Airline operator involved;
- viii Handling agent (if different to airline operator); and
- ix Ambulance service.

4.9.5 Notification: Response to an unlawful seizure of an aircraft is normally initiated by the pilot-in-command. Control Authority: As per local arrangements.

4.9.6 Stand Down: Stand down procedures will be initiated by the Controller in consultation with participating agencies.

Note: Refer to Part 3 of the Department of Infrastructure and Regional Development Aviation Security Response Arrangements for more detailed information about "Hijack Response" procedures.

## 4.10 Fire/Structural

4.10.1 Definition: An airport ground or structural fire is a situation where a grass or scrub fire starts on, or comes onto the airport, or a building catches fire.

4.10.2 Combat Authority: Airservices Australia or military ARFF where established with the assistance of the state fire authority as appropriate.

4.10.3 Support agencies: State fire brigade, Airport Operator, State police. Activation Response to an airport ground or structural fire will be initiated by the ARFF (or appropriate authority). The notification chart is found at page....

4.10.4 Control Authority: State Police.

4.10.5 Stand Down: Authorised by the State police in consultation with the ARFF and State fire brigade.

## 4.11 Natural Disaster

4.11.1 Definition: Natural disasters identified as possible hazards on... airport are: storm and tempest; earthquake. The prime consequences of both events would be structural damage to airport buildings and facilities (including movement areas). The effects of a natural disaster of the magnitude to cause an emergency on... airport would unlikely be isolated to the airport. Therefore, airport agencies should expect that an emergency service response will be limited in the early stages of the emergency.

4.11.2 Combat Agency: The airport operator with support from the State Emergency Services and State Police. Activation by the airport operator using notification charts on pages...

4.11.3 Stand down: The State Police.

## 4.12 Medical Emergency

As this section is specialised and dependent on a number of variables, guidance is not provided. This section of the AEP should be completed in consultation with local medical services.

## 4.13 Hazardous Materials

4.13.1 Definition: A hazardous material incident is an incident where a container holding a hazardous material has been broken or is suspected of being broken: Hazardous materials may include radioactive material, biological substances and chemical materials. A range of hazardous materials is regularly transported by air through ... airports and may be in transit or stored at the airport.

4.13.2 Combat Authority:

- i Radioactive and biological materials: Health Department;
- ii Chemical materials: State Fire Service; and
- iii Aircraft fuel spill: Airport Operator or ARFF.

- 4.13.3 Support agencies: State Fire Service, Airport Operator, EPA, Health Department, State Police. Activation and response will be initiated by the ARFF (or appropriate authority). The notification charts are found at page...
- 4.13.4 Control Authority: May be exercised by the Airport Authority, ARFF, State Police or Health Department depending on the spill involved.
- 4.13.5 Stand Down: Authorised by the combat authority.

## 4.14 Investigations

- 4.14.1 Following an emergency at... airport, investigations will be required. Until preliminary investigations, at least, have been completed, it is unlikely that the Airport Operator, airline or facility manager will be able to commence removal of wreckage or clean-up operations.
- 4.14.2 Investigation agencies: The following agencies will have a statutory responsibility to investigate the cause of the emergency:
  - i ATSB: in the event of an emergency involving an aircraft accident;
  - ii State Coroner/State Police: in the event of an emergency involving a death or serious injury;
  - iii Directorate of Defence Aviation and Air Force Safety: in the event of an emergency involving a Defence Force aircraft;
  - iv Department of Infrastructure and Regional Development/State Police: in the event of an emergency involving unlawful seizure or bomb detonation;
  - v Airline and its insurance company: in the event of an emergency involving company equipment or facilities; and
  - vi Airport operator and its insurance company: other incidents.

- 4.14.3 Activation: The investigation is automatically activated when the AEP is activated. Notification charts at page... assume that each organisation will notify recovery and insurance representative from within their respective organisations. Assembly - the assembly areas for investigation teams is...
- 4.14.4 Control: The State Police will control access to the incident site after all critical rescue operations have ceased.
- 4.14.5 Stand down: Each individual agency will arrange the stand down of their own investigation staff.

## 4.15 Crowd Control

Plans for crowd control should be considered and depending on the airport's size. It may be necessary to use State police for this task. This aspect needs to be carefully considered by the local Aerodrome Emergency Committee in consultation with State/Territory Police.

# SECTION 5

## RECOVERY

### 5.1 MANAGEMENT

5.1.1 It is essential that the need for recovery operations is assessed and planned during the early stages of an emergency response operation - the responsible agency should be nominated.

5.1.2 All Airport agencies should prepare contingency plans to cope immediately with the loss of all or part of a facility, including but not limited to passenger terminals, freight facilities, fuel facilities, road access, administration buildings and computer facilities.

5.1.3 If required, provide a Terms of Reference and Membership e.g. Airport Operator, Airlines, Airservices Australia, CASA, Insurance Companies. Subject to clearance by the investigating teams including police in the case of a crime scene or coronial matter, the owner of the aircraft/facility is responsible for the removal of wreckage and clean up of facilities. The owner is also responsible for the removal and disposal of fuel and hazardous materials.

5.1.4 Once the investigation and removal of wreckage/clean up are completed, the next stage of the recovery phase is to bring the airport back to full operational status in a safe, efficient and orderly manner.

### 5.2 Return to Operational Status

The following tasks may be required prior to return of the Airport to full operations.

#### 5.2.1 Airport Inspections

- i Definition;  
Inspection of Airport manoeuvring areas, aprons, aircraft navigation facilities and airport lighting to determine the damage, if any resulting from the emergency.
- ii Control;
- iii Activation; and
- iv Support Agencies.

#### 5.2.2 Return to Restricted Aircraft Operations

- i Definition;  
Return to restricted aircraft operations means the re-commencement of some aircraft operations using those parts of the airport manoeuvring areas that are not affected by the emergency or the rescue operations. This activity is undertaken with extreme care so as not to endanger any emergency personnel or hinder the emergency rescue and initial recovery operation.
- ii Control;
- iii Activation; and
- iv Support Agencies.

#### 5.2.3 Return to Unrestricted Aircraft Operations

- i Definition;  
Return to unrestricted aircraft operations means the re-commencement of normal aircraft operations.
- ii Control;
- iii Activation; and
- iv Support Agencies.

#### 5.2.4 Airspace Closure

Closure of airspace maybe necessary to keep media helicopters or other non- rescue aircraft from impacting upon emergency work. In most states, the Police have powers to invoke closure or restricted airspace. These should be used as required and involve communication between the Police Forward Commander and ATS.

- i Airspace closure (Airport Control Zone);
- ii Control Authority;
- iii Activation; and
- iv Co-ordinating Authority.



### 5.3 Critical Incident Stress Programme

Most agencies will have, within their own procedures, systems to deal with critical incident stress management of their own staff. There is, however, a need to detail the control, co-ordination, activation and stand down procedures for those other agencies staff and personnel involved, but not otherwise covered.

### 5.4 Post Trauma Management

- 5.4.1 All agencies are responsible for providing a critical incident stress management programme for their staff. For some time after the emergency, emergency service personnel, victims and the public may wish to visit the Airport.
- 5.4.2 Terminal/Airport Operators should make a suitable area available for these people and issue details to all airport personnel so that they can give necessary directions.
- 5.4.3 Terminal/Airport Operators should supervise these areas to ensure that assistance can be made available if any of these people are distressed and to avoid any possible disruption to other airport operations. Provision of amenities should be considered.

### 5.5 Security Control

- i Definition;  
Returning the airport to normal operations will require the gradual handing back of control of the airport and security to the airport operator and restitution of customs controlled areas, if applicable.
- ii Control;
- iii Activation;
- iv Support Agencies; and
- v Tasks to be undertaken:
  - a Audit of security on the area(s) where operations will be resumed.
  - b Isolation of area(s) still affected by the rescue or recovery activities.
  - c Resumption of perimeter access control by the airport owner.
  - d Resumption of terminal access controls.
  - e Setting up of systems to provide access to emergency sites by essential personnel, including those not already holding an Aviation Security Identification Card (ASIC) e.g. insurance company personnel.

# SECTION 6

## SUPPORTING PLANS

Supporting plans are used when a subject is complex enough to warrant its own sub- plan or when only a portion of the Aerodrome Emergency Plan may be activated, such as welfare, terminal evacuation etc. Examples of sub-plans are listed below:

### 6.1 Recovery of Disabled Aircraft Plan

#### 6.1.1 Introduction

Aim:

The aim of the Recovery of Disabled Aircraft Plan is to provide for the co-ordinated response of agencies to quickly and safely remove an aircraft which has caused the temporary closure of a runway or taxiway.

#### 6.1.2 Management Arrangements

##### i Roles & Responsibilities

The plan should nominate the roles and responsibilities for the following:

- a Airport Owner/operator;
- b Aircraft Owner;
- c Police Service;
- d ATSB;
- e Directorate of Defence Aviation and Air Force Safety;
- f CASA; and
- g Airservices Australia.

##### ii Control

The controlling agency shall be nominated.

##### iii Plan Review

A review of the Recovery of Disabled Aircraft Plan is to be conducted:

- a Following activation of the plan; and
- b Following an exercise designed to practice or test the plan or when the roles and responsibilities of any party are changed.

#### 6.1.3 Operational Response

The Recovery of Disabled Aircraft Plan for an immobilised aircraft is activated by the ATC or the pilot in command of the aircraft or, following an emergency on the Airport (e.g. crash or security incident), the Plan is activated by the Airport Operator or the Airport Recovery Coordinating Committee.

- i Call Out;
- ii Available equipment;
- iii Combat Agency - the aircraft owner is the combat agency;
- iv Access;
- v Assembly Area; and
- vi Stand down

### 6.2 Care of the Uninjured Plan

#### 6.2.1 Introduction

##### i Aim

The aim of the Care of the Uninjured Plan is to provide the co-ordinated response of agencies in the shortest possible time to remove the uninjured and/or slightly injured passengers and crew from the emergency site and provide them with care and comfort.

##### ii Scope

The scope of Sub-plan should be detailed.

#### 6.2.2 Management Arrangements

##### i AEP Welfare Subcommittee

Detail Terms of Reference and Membership

##### ii Roles & Responsibilities

The roles and responsibilities for the following should be nominated:

- a Airport Operator/Terminal Operators;
- b Airline/Handling Agent;
- c Commonwealth Government Agencies (e.g. Customs);
- d Police;
- e Medical Teams;
- f Ambulance; and
- g Disaster Welfare Co-ordinator, such as State welfare agencies, Red Cross and the Salvation Army.

- iii Control  
The controlling agency should be nominated.
- iv Plan Review  
A review of the Care of Uninjured Plan is to be conducted:
  - a Following activation of the plan;
  - b Following an exercise designed to practice or test the plan; or
  - c When the roles and responsibilities of any party are changed.

#### 6.2.3 Response Facilities

Nominate locations, access arrangements and alternatives for:

- i Passenger Reception Area;
- ii Reconciliation Areas;
- iii Staging Area; and
- iv A diagram showing these locations should be included in the plan where possible.

#### 6.2.4 Release of Victims from the Passenger Reception Centre

Consideration needs to be given to arrangements for the release for victims from the

Passenger Reception Centres follows:

- i Reconciliation with Relatives;
- ii Victims without waiting Relatives; and
- iii Victims waiting for other Victims.

#### 6.2.5 Operational Response

- i Activation  
This section should nominate the activator for the plan. Suggested activation is as follows:  
  
The Care of the Uninjured Plan is automatically activated when the emergency response to an aircraft crash on-airport is activated. The agencies involved in the plan are placed on standby in the event of activation of the following plans:
  - a Full emergency;

- b Crash off-airport; and
- c Unlawful seizure.

- ii Call Out
- iii Stand Down.

## 6.3 Care Of Relatives Plan

### 6.3.1 Introduction

- i Aim  
The aim of the Care of Relatives Plan is to provide the co-ordinated response of given agencies to assist the friends and relatives of uninjured survivors, who are in attendance at the airport following an emergency.
- ii Scope  
In this section you should detail scope of Sub-plan

### 6.3.2 Management Arrangements

- i AEP Welfare Subcommittee  
Refer Care of the Uninjured Plan
- ii Roles & Responsibilities  
The roles & responsibilities for the following should be nominated:
  - a Airport Operator/Terminal Operators;
  - b Airline/Handling Agent;
  - c Police;
  - d Disaster Welfare Co-ordinator; and
  - e Other Agencies.
- iii Control  
The controlling agency should be nominated.
- iv Plan Review  
A review of the Care of Relatives Plan is to be conducted:
  - a Following activation of the plan;
  - b Following an exercise designed to practice or test the plan; or
  - c When the roles and responsibilities of any party are changed.

### 6.3.3 Response Facilities

Locations, access arrangements and alternatives for the following should be nominated:

- i Relatives Reception Centre(s); and
- ii Staging Area.

### 6.3.4 Operational Response

#### i Activation

The activator and timing for activation of the Sub-plan should be nominated. Suggested activation is as follows:

The Care of Relatives Plan is automatically activated when the emergency operational response to the following emergencies is activated:

- ii Aircraft crash on-airport;
- iii Aircraft crash off-airport provided the aircraft originated from or was destined for the airport; and
- iv The agencies involved in the Plan are placed on standby in the event of activation of the emergency plans for full emergency or unlawful seizure.

#### ii Control

The controlling agency should be nominated.

#### iii Plan Review

A review of the Media Handling Plan is to be conducted:

- a Following activation of the plan;
- b Following an exercise designed to practice or test the plan; or
- c When the roles and responsibilities of any party are changed.

### 6.4.3 Response Facilities

The locations, access arrangements and alternatives should be nominated for the following:

- i Media information Area(s); and
- ii Staging Area.

### 6.4.4 Operational Response

#### i Activation

The activator and timing for activation should be nominated. Suggested activation is as follows:

The Media Handling Plan is automatically activated when the following emergency responses are activated:

- ii Full Emergency;
- iii Crash on-airport;
- iv Unlawful Seizure;
- v Bomb Threat (genuine only);
- vi Hazardous Material Emergency; and
- vii Natural Disaster.

The Media Handling Plan is placed on standby when there is an off-airport crash.

#### i Call Out

#### ii Stand Down

## 6.4 Media Handling Plan

### 6.4.1 Introduction

#### i Aim

The aim of the Media Handling Plan is to provide the media with accurate and timely information and to quell the potential for adverse publicity.

#### ii Scope

The scope of Sub-plan should be nominated.

### 6.4.2 Management Arrangements

#### i Roles & Responsibilities

The roles & responsibilities should be nominated for the following:

- a Airport Operator;
- b Airline;
- c Police; and
- d Other Agencies.

## 6.5 Terminal Evacuation Plan

### 6.5.1 Introduction

- i Aim  
The aim of the Terminal Evacuation Plan is to provide for the coordinated response of given agencies to quickly and safely evacuate the Passenger Terminal during an emergency.
- ii Scope  
The Terminal Evacuation Plan details the arrangements for the control and coordination of the evacuation of the Terminal. It should be noted that an evacuation will most likely occur in response to an emergency such as a building fire or security incident. These emergencies will have their own management structures and combat authority, etc., and the evacuation Plan includes arrangements to link the two concurrent operations.

### 6.5.2 Management Arrangements

- i Detail the Terms of Reference and Membership of the Terminal Evacuation Subcommittee.
- ii Roles & Responsibilities  
The roles & responsibilities should be nominated for the following:
  - a Airport Operator/Terminal Operators;
  - b Airline;
  - c Commonwealth Government Agencies (e.g. Customs and Border Protection);
  - d Police;
  - e Terminal Commercial Tenants; and
  - f Fire Services.
- iii Control  
The controlling agency should be nominated.
- iv Plan Review  
A review of the Terminal Evacuation Plan is to be conducted:
  - a Following activation of the plan;
  - b Following an exercise designed to practice or test the plan; or
  - c When the roles and responsibilities of any party are changed.

### 6.5.3 Response Facilities

The locations and access arrangements should be nominated for the following:

- i Fire Control Room;
- ii Sprinkler Valve Room; and
- iii Any other critical engineering facilities.

### 6.5.4 Operational Response

- i Activation  
The activator and timing for activation should be nominated. Suggested activation is as follows:  
  
All or part of the Terminal Evacuation Plan is activated by the Airport Operator when the operational response to the following emergencies is activated:
  - a Fire in the terminal;
  - b A genuine bomb threat or detonation;
  - c An unlawful seizure emergency involving the terminal;
  - d Natural disaster; or
  - e Hazardous material incident in the terminal.

The agencies involved in the Plan are placed on standby in the event of a fire alarm in the terminal, or during the assessment phase of a bomb threat in the terminal.

- ii Call Out
- iii Combat Agency
- iv Stand Down

### 6.5.5 Areas of Responsibility for Wardens

If applicable, wardens are to be detailed together with their areas and hours of operation:

- i Head Warden;
- ii Deputy Head Wardens;
- iii Area Wardens; and
- iv Areas without Wardens.



# APPENDIX A AIRPORT RESOURCES INCLUDING COMMUNICATIONS

## AIM

To identify immediate resources available on site that can be brought into service at short notice.

## GENERAL

To ensure all available resources are identified and are available to assist all other sub plans.

## ACTIVATION

- i Assessment;
- ii Type of incident; and
- iii Authority.

## RESPONSE

- i Timing; and
- ii Internal/external.

## RECOVERY

- i Relief of resources;
- ii Adequacy of resources; and
- iii Return to operations.

## DE-ACTIVATION

- i Assessment of Airport status; and
- ii Assessment of required resources.

Some of the airport resources to be considered cover human resources, plant and equipment, facilities, communications (including portable), power supply, lighting/shelter and emergency (first aid) equipment. Resources identified within the plan should not be confined to that available on-airport. The plan should identify tenants' resources and those off airport. Off-airport resources could include construction companies, hire companies, government authorities etc.

Resources to be considered may not necessarily be associated with the initial response, but required for recovery of aircraft/terminal and for repairs to enable return to operations.

A special consideration should be human resources, as in an emergency situation, relief for initial responders may be required if the plan will be active for an extended period.

Resources not directly involved may be of assistance for different functions e.g. airline staff, office staff, government agencies (Customs and Border Protection) etc.

The authority to activate and utilise these resources shall be clearly defined. This will enable a shortened response time.

Resources should be categorised (plant & equipment, human resources, first aid, communications etc.) and presented as an inventory as an appendix of the plan. The inventory should include numbers, location and response time.

Resource lists can never be exhaustive as they also tend to be a prompt for those in charge of the operation.

Miscellaneous items such as catering, hire of mobile phones, transport and accommodation should also be considered.

As an additional appendix to either the resources or communications sub-plan, contact points for on-airport and outside resources should be included. As an aid for on-airport resources, a plan showing the location of resources and facilities may be of benefit.

At this assessment point it is imperative that it is understood who has the authority to activate these resources. Dependent on the type of incident or standby a number of resources may be required to be activated. Consideration should always be given to the response time of any potentially required resource.

When the situation exceeds the resources on-airport outside resources will be required. As airport management will not always have control of the availability of these resources, early standby notice should be considered. The response time of resources at this point will become critical to the length that this plan will remain active.

Recovery is normally left to the last minute or at the end of a situation. Recovery planning should commence at the same time as initial response. Whether it is the clearing of discarded equipment, organising of disabled aircraft recovery equipment or arranging for relief staff. The earlier this phase is activated will generally lead to an earlier return to operations and a lesser impact on the airport.

Deactivation may consist of standing down various pieces of equipment not required or at completion of a task. This plan may well remain active beyond the airport returning to full operations.

Properly prepared and co-ordinated communication arrangements are vital to correct an effective activation of the airport plan. Timely contact of the right agencies/people will ensure the best response to any airport emergency. A proforma example of the Communications Section is provided for planning purposes. Explanatory notes on each of the sub-sections of the Communication plan are given below.

## Emergency Call-Out Charts

The proforma shows one type of call-out chart. The numbers in brackets are the reference numbers for referral back to the contact list (Appendix?). You may consider producing different charts for different emergencies if there are a significant difference in the call out procedures in particular emergencies. In most cases, the one chart will suffice with the level of call out depending on the size, nature etc. of the particular emergency.

The agencies shown in the proforma are again only an example and the agencies listed in the plan should reflect local/state arrangements. Important things to note in Call-Out Chart preparation are:-

- i Do not overload the one agency with a large number of people to contact; Each phone call takes time and therefore could cause delays. Have a stepped contact system. This will reduce overall call-out time and build an informal confirmation process.
- ii The call-outs should be shown in a priority order in each area to match local state arrangements; and
- iii Ensure outside Agencies (at least initial contact to Police) are given a high priority as it may take outside agencies longer to get there.

## AIRPORT COMMUNICATION FACILITIES

This area should contain all communications facilities that will be available during an emergency. Items like emergency field phone location, pre-wired telephone points, Telephone Distribution/Junction boxes etc. should be recorded for urgent reference. Any of the items in this Section can be either listed with a Map reference or shown on a Map of the airfield.

### TELEPHONES

- i Field Telephone Locations;
- ii Pre-wired emergency telephone points; e.g. EOC Specific Buildings Specific Field Locations
- iii Telephone Distribution Line Box - box locations;
- iv Mobile Telephone holders (Airport, Airservices Australia, other employees etc.); and
- v Land line telephone availability.

### RADIOS

- i Two way radio users on-airport (list various agencies);
- ii Radio repeater towers on-airport;
- iii Different frequencies used on-airport (if available);
- iv Availability of emergency supply of portable radios; and
- v Specific frequencies set aside for emergency use.

### COMMUNICATION VEHICLES

- i Mobile Field HQ vehicle; and
- ii Vehicles that have mobile communications facilities.

### PUBLIC ADDRESS SYSTEMS

etc.

### TESTING OF COMMUNICATIONS

The Airport Operator will undertake regular inspection and maintenance of the emergency telephone network as well as other radios, mobile telephones etc.

# APPENDIX B

## TELEPHONE CONTACTS

### EMERGENCY TELEPHONE CONTACT LISTS

Listing of the telephone numbers in an Appendix assists in the amendment program. Telephone numbers will be the most common change to the Plan and thus if listed in a concise format as an appendix this will make the process easier. It is recommended that the appendix section of the Plan be placed on a restricted distribution list to ensure that only those who need to know, have private and sensitive numbers.

This list can be broken up into different sections i.e. on Airport Agencies/facilities, Emergency Services and other outside Agencies, Airlines, etc. or it can be one continuous list. It can also be in priority order or preferably alphabetical order for each section.

The reference number is used on the Call-Out Charts to enable quick cross reference to the appropriate person/agency and their contact number. The contact list should contain not only the main or first contact number but also a second or back up contact number.

(This could be another number in same office, pager no., Mobile telephone no., etc.).

The agencies etc. listed in the proforma are examples and the contact list needs to be varied to meet your local and state arrangements. This list can be as long/short as necessary but should cover all the Prime Agencies. This list should be updated and confirmed regularly (monthly preferable). The following listing is not in any order of priority nor exhaustive.

Ref. No.      Agency  
Ph No.

2nd No.

Mobile

Time

- i Senior Air Traffic Controller;
- ii Airport Owner/Operator;
- iii Airport Safety Officer;
- iv Australian Federal Police ;
- v Aviation Rescue Fire Fighting;
- vi Airservices Australia;
- vii Airport Operator Terminal Co-ordinator;
- viii Airport Chaplain;
- ix Customs and Border Protection;
- x Australian Transport Safety Bureau (ATSB);
- xi Department of Agriculture Biosecurity;
- xii DIAC;
- xiii CASA Airworthiness;
- xiv Police;
- xv Fire Brigade;
- xvi Ambulance Service;
- xvii State Emergency Service;
- xviii Community Services;
- xix Australian Red Cross;
- xx State Coroner;
- xxi Bureau of Meteorology;
- xxii Telstra/ or other carriers;
- xxiii Health & Medical;
- xxiv St. John Ambulance;
- xxv DFAT;
- xxvi Airlines such as Qantas, Virgin Australia and Jetstar Airways;
- xxvii Department of Infrastructure and Regional Development; and
- xxviii Airline/ handling agent.

# APPENDIX C

## PLAN DIAGRAMS

[Insert here diagrams, charts and maps. ]

Again as with telephone numbers, maps and charts and lines of communication may change from time to time and thus for ease of amendments an appendix seems the best option.

It should be remembered that the Plan is an all encompassing document and that call- out charts whilst in the Plan will most likely also be adjacent to telephones or positions most likely to need them e.g., an aide memoire.

Remember the three levels, the Plan, the Procedures and then Individual Instructions.

## APPENDIX D CRASH GRID MAP

Insert here crash grid map.

e.g . An aerial photo background with an alpha-numeric grid.



# APPENDIX E

## CORRECTIONS SHEET

Proposals for an amendment or addition to the contents of the Aerodrome Emergency Plan should be entered below and forward to:

The Secretary .....

Aerodrome Emergency Committee .....

Airport .....

**THE FOLLOWIING CHANGE IS PROPOSED TO THE AERODROME EMERGENCY PLAN**

.....

.....

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.....

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.....

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.....

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Signed:

Name: .....

Company: .....

Date: .....



**CHAPTER 4**  
**EXERCISE MANAGEMENT**

## 1.1 Introduction

1.1.1 All Aerodrome Emergency Plans (AEP) should be tested at regular intervals in order to improve their effectiveness. This can be best achieved through the conduct of exercises which can be used to:

- i Educates and create awareness;
- ii Reveal plan weaknesses;
- iii Reveal resource gaps;
- iv Improve coordination;
- v Clarify roles and responsibilities;
- vi Improve individual performance; and
- vii Gain public recognition of the emergency management programme.

## 1.2 Exercise Types

1.2.1 There are generally three types of exercise practiced in airport planning. These are:

- i Full Scale or Field Emergency Exercise: The full scale emergency exercise is intended to evaluate the operational capability of the AEP in an interactive manner in real time. It involves the testing of usually all response organisations identified within the relevant AEP. This type of exercise includes the mobilisation of personnel and resources and the actual movement of emergency workers, equipment and resources required to demonstrate a coordination and response capability;
- ii Partial Field Exercises: These exercises are similar to full scale exercises but are undertaken by selected organisations to test individual segments of the AEP. Partial Field Exercises still require the mobilisation of personnel and resources to demonstrate a coordination and response capability; and

- iii Table Top Exercise: Apart from being more cost effective these exercises require minimal attendance of personnel from each functional organisation and there is no practical resource deployment with the primary emphasis being on discussion of roles and responsibilities through a set scenario. This type of exercise usually deploys the command elements and is commonly known as a Tactical Exercise without Troops, (TEWT) or Discussion Exercise, DISCEX. Table Top Exercises may also take the form of Hypothetical Exercises in which representatives of functional organisations participate in a panel forum and are quizzed by a facilitator equipped with a detailed script of an airport emergency.

This awareness type of exercise can be presented to a large audience of aviation industry and related organisations.

## 1.3 Exercise Frequency

Exercises should be conducted as follows:

- i full scale aerodrome emergency exercise at intervals not exceeding two years; and
- ii Partial emergency exercises or Table Top exercises in the intervening year to ensure that deficiencies found during the full scale aerodrome emergency exercise have been corrected.

## 1.4 The Exercise Work Plan

For exercises to have an effective outcome there needs to be a work plan. This plan could range from a simple action list of when and where certain activities will occur to more complex detailed activity schedules of flow charts, meeting agendas, etc. It is necessary to identify the type and scale of exercise required then develop the appropriate work plan. Details of the requirements for an exercise work plan are listed in Appendix A.



## 1.5 Exercise Documents

Exercise documents are necessary for the participating organisations to enable them to identify the guidelines under which they are to operate and what is to be achieved from the exercise. The scope and type of the proposed exercise will dictate the nature of the supporting documentation. Appendix B contains details of exercise documents.

## 1.6 Exercise Roles

Depending on the complexity, exercises can use a large number of staff and players. Considering the level of control, coordination and resources required during airport emergency exercises, there is usually a need for several field exercise control staff to cover the range of activities.

### 1.7 Roles to be considered are:

- i Exercise Director: has the overall authority for the exercise, commencing, stopping etc;
- ii Exercise Controller: controls all exercise input, pace, rulings etc;
- iii Umpires: make rulings for participants and control the pace on behalf of the controller;
- iv Evaluators: take no active part in the play, but record reactions, responses and critique the exercise. They are selected based on their knowledge and experience;
- v Observers: interested parties who have no direct involvement other than observing for their own benefit and knowledge;
- vi Higher Control: represent authorities higher than exercise participants;
- vii Ministers etc;
- viii Lower Control: represents authorities lower than exercise participants i.e. field teams etc; and

ix Role Players: represent industry, victims, media, public, meeters/greeters etc.

- 1.7.1 Despite the number of roles outlined above, most can be filled by multi-tasked personnel. Role players may represent both higher and lower controls. Evaluators need to be aware of who is filling what roles before exercise play commences.
- 1.7.2 The exercise director and controller, umpires, evaluators and observers should be clearly identified (usually by the use of tabards) to ensure that they do not get mistaken for exercise players.

## 1.8 Safety

- 1.8.1 The safety of all participants including role players, operational response organisations and exercise control staff should be monitored during the exercise by nominated safety officers overseeing all activities.
- 1.8.2 A code word needs to be identified for prioritising communications during the exercise. This may be required for the termination of all or part of the exercise due to a real life injury or emergency. A commonly used code word understood by most organisations in Australia is “NO DUFF”, and its meaning should be made general knowledge to all participants.

## 1.9 Media

- 1.9.1 Media participation is important during all exercise activities and can be a valuable asset for advising or alerting the community.
- 1.9.2 Areas for media participation are:
  - i Pre exercise: Media should be utilised to notify the community of the pending exercise to alleviate the possibility of hysteria due to a lack of understanding at what is being undertaken. The media may also advise of the reasons for the exercise and proposed outcomes;

- ii During exercise: It is important to subject operational management and response organisations to a realistic media interaction to test liaison and coordination capabilities during the exercise operation; and
- iii Post exercise: Public education is important and media may advise on the state of operational readiness and higher safety standards achieved as a result of the exercise and ongoing planning.

## 1.10 Evaluation

- 1.10.1 Evaluation is aimed at providing valid judgments about how well the exercise objectives were achieved. The objectives should be realistic and achievable. They should be clearly defined during planning.
- 1.10.2 The ultimate result of evaluation should be a list of specific recommendations to be implemented in order to increase preparedness. Appendix C describes the evaluation process. An evaluation check-list is at Appendix D.

## 1.11 Further Assistance

- 1.11.1 This chapter provides an abbreviated guide to exercise management. Further sources of information and assistance can be obtained from state and territory emergency management committees. In addition, the following assistance is available:
  - i The Australian Emergency Management Institute (AEMI) at Mount Macedon Victoria conducts courses in Exercise Management. Bids for attendance should be made through the directors of each State/Territory Emergency Service;
  - ii As an example the New South Wales State Emergency Management Committee 'Exercise Management Guide' dated August 1996, provides further guidance on exercise management. Copies can be obtained from the Secretary, State Emergency Management Committee, PO Box K 1056 HAYMARKET NSW 2000 (0292891871). Please consult your individual state agency; and
  - iii AEMI (0354215100) holds a number of airport exercise scenarios which can be adapted to meet specific requirements.

# APPENDIX A

## EXERCISE WORK PLAN

### INTRODUCTION

The detail required in a work plan depends on the size and type of exercise to be undertaken. The plan should clearly identify the course to be taken and the requirements of those agencies involved in the exercise. Development of this work plan should take place well before the exercise to allow for its complete development and the inclusion of all necessary criteria.

### POLICY MEETING

A policy meeting is needed early in the planning process in order to identify the scale and timings of the proposed exercise. The attendees at this meeting should be from management, staff responsible for the implementation of the exercise and persons with the authority to make decisions on the discussion issues listed below.

To give adequate time for completion of all logistical requirements, this meeting should be held at least twelve weeks prior to a full scale exercise or eight weeks prior to a partial exercise.

Items for discussion might include:

- i Type, nature and scope of exercise;
- ii Aim and objectives;
- iii Duration;
- iv Policy directives;
- v Organisations involved;
- vi Key appointments;
- vii Budget considerations;
- viii Location;
- ix Timings;
- x Coordination;
- xi Logistics;
- xii Industrial implications;
- xiii Planning meetings;
- xiv Method of evaluation;
- xv Exercise planning committee nominations; and
- xvi Occupational health and safety.

### EXERCISE PLANNING COMMITTEE

The exercise planning committee established through recommendations from the policy meeting should comprise representatives from all the organisations involved. The role of this committee is to write the formal exercise papers incorporating the decisions and recommendations identified at the policy meeting.

Other areas to be addressed by this committee include:

- i Format of the exercise;
- ii Schedule of events;
- iii Actors for role plays; and
- iv Exercise control requirements.

### PROGRESS MEETINGS

These meetings are necessary for the continued development of the papers including checks on authenticity of the General and Special Idea (Refer Appendix B)

Other areas that may require ongoing development are:

- i General instructions; and
- ii Intelligence background.

### DOCUMENTS

The exercise documents should be prepared by persons nominated by the exercise planning committee. Appendix B discusses the documents in more detail. The exercise planning committee should also examine and approve the exercise documents.

It is also important that all organisations involved in the exercise agree to the final content prior to approval by the exercise director.

## COORDINATION AND TIMINGS

Participating organisations need to receive the final exercise instruction several weeks prior to the exercise to allow time for the assessment of resource commitments. If the exercise is designed to test operational response, the special idea and commencement times should be withheld until activation. The exercise planning committee also requires time to organise logistics and brief the actors in their role plays. An exercise control briefing and actors briefing needs to be held approximately four days before the exercise. A further briefing of actors is advisable before the exercise.

## DEBRIEFING

The debrief provides an opportunity for the participating organisations to report on their effectiveness to respond and operate within the AEP guidelines and for the exercise director and evaluators to report on the exercise from their perspective. Several debriefs are held after exercises with the primary of these being called the “Hot Wash up” and “Cold Wash up”. The Hot Wash up debrief is held immediately after the exercise and is attended by all the exercise control staff. This type of debrief is also held by all the participating organisations individually including all participants. The Cold Wash up debrief is usually held twenty four hours later and is attended by at least one representative from each of the participating organisations.

The type of questions that should be asked at these debriefs are:

- i Were the objectives achieved?
- ii What skills and knowledge were gained as a result?
- iii How could procedures be improved?
- iv Was the exercise justified?
- v What are the recommendations from the exercise?

## POST EXERCISE ACTIVITIES

There are several post exercise activities that should be undertaken immediately or as soon as practical after the end of exercise play. These include:

- i Inspection and clearance of the site;
- ii Restoration of the site;
- iii Damage control report;
- iv Letters of appreciation;
- v Payment of costs etc; and
- vi AEP revision/amendment as necessary

# APPENDIX B

## EXERCISE DOCUMENTS INTRODUCTION

It is necessary to style the exercise documents to suit the type and scale of exercise that is to be undertaken in accordance with MOS 139. The content of this document should allow organisations to understand the parameters that they should operate within. Poor documentation will lead to confusion and poor performance by participating organisations.

Points to be considered when developing an exercise instruction are as follows:

### EXERCISE CODE NAME

A code name should be considered for all exercises so they are not confused with normal every day operational activities or other exercises being held simultaneous. The name should be kept short and relevant to the activities.

### EXERCISE INSTRUCTION

The exercise instruction outlines Why, When, Where and How the exercise is to be run. There are several topics that should be addressed in the document. These are discussed below. The classification status for the exercise should also be included.

#### A. References.

Details are given here of any references that relate to the operational response associated with the exercise, i.e. Local AEP, SOPs etc.

#### B. Introduction.

**The introduction contains information on the following:**

- i An explanation of the type of exercise;
- ii When and where the exercise will be conducted;
- iii Reason for the exercise;
- iv Participating organisations; and
- v Exercise limitations.

#### C. Aim.

This is a broad statement of intent which gives direction as to what will be achieved by the exercise. The aim should be clear, concise, and practical. Examples of an aim are as follows:

- i To practice coordination of rescue resources to an aircraft incident;
- ii To test call out procedures for an emergency at the airport; and
- iii To evaluate the efficiency of information recording in the operations centre.

#### D. Objectives.

The objectives are precise statements of the intended outcomes in terms of the knowledge, skills, attitudes and/or operating procedures to be measured or observed during and after the exercise at individual, group and agency level. They should support the aim. Objectives should state the performance required, the conditions under which performance is to be tested and the standards to be achieved. Examples of objectives are as follows:

#### E. Exercise Format.

Information necessary for the conduct of the exercise should include the following points:

- i Activation and stand down times;
- ii Pre-exercise information;
- iii The level to which the exercise will be taken; and
- iv Intelligence gathered relevant to the exercise.

#### F. Safety/Medical.

Details of safety precautions and names of safety officers should be identified, including emergency procedures for real injury situations together with emergency contacts. Instructions should cover the use of a code word such as “No Duff” so that the exercise can be terminated should a real injury or incident occur which requires resources that are committed to the exercise.

#### G. Damage.

A damage control officer should be nominated to oversee the protection of buildings, property and other facilities including the reporting of damage caused during the exercise.

#### **H. Administration.**

Several areas may need clarification under this heading.

These may include:

- i Exercise area including any restrictions;
- ii Information for role players including briefing points; and
- iii Briefing and debriefing arrangements for exercise control staff and participants.

#### **I. Security.**

Areas needing security consideration are:

- i Exercise area security;
- ii Documentation security; and
- iii Visitors/observers designated areas.

#### **J. Media and Public Relations.**

Media interaction should be considered. In particular whether there should be partial activation (internal only) or a full scale activation of all media for public information.

#### **K. Command and Control.**

This applies to the organisation of the exercise and should identify the following:

- i Control staff;
- ii Participants;
- iii Observers; and
- iv Visitors.

Reference should also be made to the prefixing of all exercise communications with the nominated code name to avoid confusion with the normal ongoing transmissions.

#### **L. Annexes.**

A list of all supporting documents should be attached.

#### **M. Distribution List.**

This is a list of organisations and personnel that the documents should be distributed to.

#### **N. Authority.**

A signature of the exercise director should be included for authenticity.

### **GENERAL IDEA**

This is a narrative designed to inform participants of general background knowledge that would normally be available during a real incident. The general idea 'sets the scene' for the exercise.

### **SPECIAL IDEA**

This is a narrative providing specific information to selected personnel or organisations detailing events not written into the general idea. This information may include timings relevant to the activation of the exercise and a specific sequence of events identifying the exercise scenario and casualty extent. The special idea is to be restricted to control staff until immediately prior to the commencement of the exercise then released to selected organisational representatives.

Note: Both the general and special idea documents are normally only used in partial or table top exercises.

### **SEQUENCE OF EVENTS**

A detailed script for the sequence of events is recommended to assist with the effective control and input to the exercise. The sequence of events script should be restricted to exercise control staff only.

### **CONTROL STAFF LISTING**

All exercise control staff is listed by name, the organisation they represent and the function they are to perform during the exercise. A detailed list of role players may also be added in this section.

### **ORGANISATION CHART**

An organisational diagram depicting the command and control structure may be added.



## **SUPPORTING ORGANISATIONS AIMS AND OBJECTIVES**

Each organisations aims and objectives should be listed to clarify their roles and to avoid confusion during the exercise.

## **MAPS**

Maps identifying the exercise site and other applicable information should be attached.

## **EXERCISE REPORT**

On completion of the exercise, a report should be prepared which addresses all aspects of the exercise from planning through to the clean-up. The report, to be delivered in a timely manner, should highlight the good points, address deficiencies identified and make recommendations for the future.

Note: The format given above is not intended to be restrictive and must be adjusted to suit the type and scope of exercise.

# APPENDIX C

## EVALUATION OBJECTIVES

To adequately assess the effectiveness of any exercise, there should first have been written objectives against which the success of the exercise can be measured.

### EXERCISE EVALUATORS

Evaluators should:

- i Be familiar with the subject being exercised (Airport Emergencies);
- ii Be familiar with Airport Emergency Procedures;
- iii Observe and record functional performance during the exercise;
- iv Participate in the exercise debriefing;
- v Analyse evaluation data; and
- vi Develop follow-up conclusions and recommendations.

### PRINCIPLES OF EVALUATION

**Participant Evaluation:** Participants, role players, and control staff, have a role in evaluation. A complete exercise report should contain all views, not just that of designated evaluators.

**Evaluator Guidelines:** Whether evaluators are evaluating only, or are doubling as role players or control staff, there are a number of applicable guidelines:

- i They should remain objective;
- ii They should be prepared to observe the unexpected,
- iii They should know what they are looking for;
- iv They should not interfere with operations; and
- v They should not provide evaluation information to participants during the exercise.

All evaluation does not have to wait until the conclusion of the exercise. Evaluators can be a valuable mechanism to help control the progress of the exercise. They can make critical observations about the scenario and responses and give controllers the opportunity to redirect the exercise play as necessary to ensure the maintenance of realism.

**Immediate Debriefing:** During the “hot washup” or

debriefing at the end of play, the exercise is given a fairly thorough overview by participants who critique their performance. Guidelines are required to avoid the debrief wandering or becoming rancorous.

Though exercise developers are responsible for the debrief, some guidelines are stated here to provide evaluators with a more constructive guidelines for the debriefing:

- i The debrief should be held soon as possible after the end of the exercise;
- ii Only provide constructive criticism (blame-fixing should be avoided);
- iii Contributions should be progressively prepared during the exercise;
- iv Focus on correcting identified problems; and
- v Focus on cooperation.

Participant reactions which may be sought by evaluators during debrief include:

- i Overall general reactions, suggested improvements, modifications;
- ii Usefulness of AEP guidelines, job cards and other suggested improvements;
- iii Reactions and suggested improvements to control arrangements i.e., physical layouts, information displays, staffing etc;
- iv Realism of the scenario, suggested improvements;
- v Reactions to exercise format, length;
- vi Effectiveness of individual lead-up training, suggested improvements;
- vii Reaction to information management and flow; and
- viii Effectiveness of management issues such as briefings, instructions, participation etc.

While there are obviously many more issues which can be addressed, according to the particular interests of evaluators, the debrief is not the only evaluation forum. It is only the start.

Comments at the debriefing should be recorded and treated as data for the evaluation report. Evaluators should complete the evaluation objectively and develop recommendations for follow-up action. These recommendations should be aimed at improving

preparedness. An evaluation report should be developed from individual reports and circulated to participants for review and comment.

## EVALUATION METHOD

To dictate in detail how each evaluator should actually perform an assessment, and when and where these assessments should be undertaken, would be too directive and counter-productive. A critique format for the exercise should be standardised, but also should allow each evaluator to have some flexibility in how they evaluate their designated area. By using the same format for each component of each exercise, some commonality of perception can be achieved, thus enhancing the quality of input into each exercise follow-up.

## EVALUATION REPORTS

Each evaluator's report should present an analysis of needed improvements in the AEP, based on an examination of such response during the exercise. Each report should reflect the evaluator's view of proceedings, (depending on which areas were evaluated), their view of the measure of proceedings against the exercise objectives, and their view of the actual exercise management (realism v practicality, time constraints, optimism v reality etc). A useful format for an evaluator's report is to use the objectives as sub-headings. An analysis of what went well and what did not can then be developed from the various sources of information. The analysis should address:

- i Evaluator's group observations;
- ii Players' debriefing comments;
- iii Comments from controllers and/or umpires and observers; and
- iv Any subsequent clarification and/or discussion with players.

The overall evaluation report should be directed to the Airport Emergency Planning Committee and should be the subject of review and discussion. It should not be seen as an edict handed down by evaluators. The best recommendations (those with the greatest chance of being implemented) are those that are agreed by all

involved agencies.

A draft evaluation report should be prepared by evaluators based on their individual reports. This draft report should be discussed at a meeting of at least the main exercise evaluators, exercise planners, and exercise participants. The focus should be on developing a consensus on which recommendations can and should be implemented with recommended priorities.

The final evaluation report can be a useful tool for future exercises and for improving the emergency response system. The following format for preparing recommendations in the report may be useful:

### SAMPLE RECOMMENDATION

- » SUBJECT:
- » PROBLEM DESCRIPTION:
- » ACTION REQUIRED:
- » ACTION AGENCY:
- » PROPOSED COMPLETION DATE:
- » SUBMITTED BY:



RATE THE FOLLOWING CRITERIA FROM 1 TO 10 WITH 1 BEING THE LOWEST.  
ADD COMMENTS AS NECESSARY

**1. Was there a clearly defined overall exercise aim?**

1    2    3    4    5    6    7    8    9    10

Comments

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**2. Were there clear and relevant objectives for each participating organisation?**

1    2    3    4    5    6    7    8    9    10

Comments

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**3 Did the exercise address the aims and objectives?**

1    2    3    4    5    6    7    8    9    10

Comments

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**4 Was the exercise realistic for the scale of normal operations at the airport (timings, scenario, etc.)?**

1    2    3    4    5    6    7    8    9    10

Comments

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**5 Was the exercise carried out in a logical sequence?**

1    2    3    4    5    6    7    8    9    10

Comments

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**6 Were the response times realistic?**

1    2    3    4    5    6    7    8    9    10

Comments

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**7 Was the response to the exercise in accordance with local plans?**

1    2    3    4    5    6    7    8    9    10

Comments

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**8 Was the debrief conducted effectively to identify issues from all response organisations?**

1    2    3    4    5    6    7    8    9    10

Comments

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**9. Were the recommendations from the last exercise implemented?**

- 1    2    3    4    5    6    7    8    9    10

Comments  
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**10. Was the exercise planned and staged as an effective evaluation tool?**

- 1    2    3    4    5    6    7    8    9    10

Comments  
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Signed



GIVE  
WAY

EMERGENCY

A



**ACCESS GATE A**

**CHAPTER 5**  
**ATTACHMENTS**

# ATTACHMENT A

## ICAO STANDARDS AND RECOMMENDATIONS: ANNEX 14

This is not a comprehensive transcript of all ICAO Annex 14 Standards and Recommended Practices.

### 1.1 Para Text

- 1.1.1 An aerodrome emergency plan shall be established at an aerodrome, commensurate with the aircraft operations and other activities conducted at the aerodrome.
- 1.1.2 The aerodrome emergency plan shall provide for the co-ordination of the actions to be taken in an emergency occurring at an aerodrome or in its vicinity.
- 1.1.3 The plan shall co-ordinate the response or participation of all existing agencies which, in the opinion of the appropriate authority, could be of assistance in responding to an emergency.
- Note: Examples of agencies are:
- i On the aerodrome: air traffic control unit, rescue and fire fighting services;
  - ii Aerodrome administration, medical and ambulance services aircraft operators;
  - iii Security and police services; and
  - iv Off the aerodrome: fire departments, police, medical and ambulance services, hospitals, military organisations, and harbour patrol or coast guard.
- 1.1.4 The plan should provide for co-operation and co-ordination with the rescue co-ordination centre, as necessary.
- 1.1.5 The aerodrome emergency plan document should include at least the following:
- i Types of emergencies planned for;
  - ii Agencies involved in the plan;
  - iii Responsibility and role of each agency, the Emergency Operations Centre and the command post for each type of emergency;

- iv Information on names and telephone numbers of offices or people to be contacted in the case of a particular emergency; and
- v A grid map of the aerodrome and its immediate vicinity.

### 1.2 Emergency Operations Centre and Command Post

- 1.2.1 A fixed Emergency Operations Centre and a mobile command post should be available for use during an emergency.
- 1.2.2 The Emergency Operations Centre should be a part of the aerodrome facilities and should be responsible for the overall co-ordination and general direction of the response to an emergency.
- 1.2.3 The command post should be a facility capable of being moved rapidly to the site of an emergency, when required, and should undertake the local co-ordination of those agencies responding to the emergency.
- 1.2.4 A person should be assigned to assume control of the emergency operations centre and, when appropriate, another person the command post.

### 1.3 Communication System

- 1.3.1 Adequate communication systems linking the command post and the Emergency Operations Centre with each other and with the participating agencies should be provided in accordance with the plan and consistent with the particular requirements of the aerodrome.



## 1.4 Aerodrome Emergency Exercise

1.4.1 The plan shall contain procedures for periodic testing of the adequacy of the plan and for reviewing the results in order to improve its effectiveness.

Note: The plan includes all participating agencies and associated equipment.

1.4.2 The plan shall be tested by conducting:

- i full-scale aerodrome emergency exercise at intervals not exceeding two years; and
- ii Partial emergency exercises in the intervening year to ensure that any deficiencies found during the full-scale aerodrome emergency exercise have been corrected; and
- iii Reviewed thereafter, or after an actual emergency so as to correct any deficiency found during such exercises or actual emergency.

Note: The purpose of a full-scale exercise is to ensure the adequacy of the plan to cope with different types of emergencies. The purpose of a partial exercise is to ensure the adequacy of the response to individual participating agencies and components of the plan, such as the communications system.

## 1.5 Application

1.5.1 Rescue and fire fighting equipment and services shall be provided at an aerodrome.

Note 1: Public or private organisations, suitably located and equipped, may be designated to provide the rescue and fire fighting service. It is intended that the fire station housing these organisations be normally located on the aerodrome, although an off-aerodrome location is not precluded provided the response time can be met.

Note 2: It is intended that the above include the availability of suitable rescue equipment and services at an aerodrome located close to water, swampy areas or other difficult environment where a significant portion of approach or departure operations takes place over these areas. Special fire fighting equipment need not be provided for water areas this does not prevent the provision of such equipment if it would be of practical use such as when the areas concerned include reefs or islands.

## 1.6 Emergency Access Roads

1.6.1 Emergency access roads should be provided on aerodromes where terrain conditions permit their construction, so as to facilitate achieving minimum response times. Particular attention should be given to the provision of ready access to approach areas up to 1000m from the threshold, or at least within the aerodrome boundary. Where a fence is provided, the need for convenient access to outside areas should be taken into account.

Note: Aerodrome service roads may serve as emergency access roads when they are suitably located and constructed.

1.6.2 Emergency access roads should be capable of supporting the heaviest vehicles which will use them, and be useable in all weather conditions. Roads within 90m of a runway should be surfaced to prevent surface erosion and the transfer of debris to the runway. Sufficient vertical clearance should be provided from overhead obstructions for the largest vehicles.

## **1.7 Communication and Alerting Systems**

- 1.7.1 A discrete communication system should be provided linking a fire station with the control tower, any other fire station on the aerodrome and the rescue and fire fighting vehicles.
- 1.7.2 An alerting system for rescue and fire fighting personnel, capable of being operated from that station, should be provided at a fire station, any other fire station on the aerodrome and the aerodrome control tower.

# ATTACHMENT B

## THE AUSTRALIAN EMERGENCY MANAGEMENT MANUAL SERIES

The Australian emergency handbook and manual series (AEMs) has been developed to assist in the management and delivery of support services in a disaster context. The principles, strategies and actions within the AEMs have been compiled by practitioners and managers with extensive service delivery experience in a range of disaster events.

This series has been developed by a national consultative committee representing a range of State and Territory agencies and is sponsored by the Attorney-General's Department. Each title within the series is reviewed on a regular basis.

The series may be downloaded from the Attorney-General's Department, Australian Emergency Management Institute website.

[www.em.gov.au/Publications/  
Australianemergencymanualseries/Pages/default.aspx](http://www.em.gov.au/Publications/Australianemergencymanualseries/Pages/default.aspx)



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