

# **Aerodrome Manual**

## **Part B**

### **Safety Management**

**v 3.0**

**6<sup>th</sup> March 2018**

Compiled, published and distributed by Brighton City Airport Ltd.

**Aerodrome SMS**

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**Aerodrome Manual Part B**

v1.0	-	12 March 2017
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## Amendment Record & History

Apart from editorial and administrative changes, the major changes are as below:

Version	Date	Issued by	Changes
v 1.0	12 Mar 2017	J. Latham	Complete Review.
v 2.0	02 Jan 2018	Operations Manager	Safety accountabilities now included in this document. Addition of Sect 2B.3 Aerodrome Data Security. Addition of Sect 2B.4 Aerodrome Key Performance Indicators. Risk Management Authority Sect 2A.1 (5.6.6) Health and Safety Policy. Attendees and invitees to the Aerodrome safety committees. Management Accountabilities and role descriptions. Safety Performance Indicators (2B.4 table) Section 2C : 2C.1 Internal Safety Promotion 2C.2 Aerodrome Key Stakeholders Safety Promotion
v 3.0	06 Mar 2018	AcM	Safety Performance Indicators. 2B.3 Aerodrome Document Control and Data Security 2B.4 Safety Performance Indicators

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## Foreword

SAFETY is embedded in all operations and involves not only BCAL and its staff, but third-parties including tenants, operators, contractors, passengers, and other casual users.

Everyone is encouraged to inform the aerodrome management of any potential safety issues observed or experienced.

Mr T Realff  
Accountable Manager BCAL.

### 1. Document & Amendments

- 1.1 This document is the responsibility of the Accountable Manager (AcM) who will authorise and publish amendments and revisions as required.
- 1.2 All references to the aerodrome are to mean Brighton City Airport Ltd (BCAL).
- 1.3 The edition and amendment number shall be shown as vX.Y, where X is the edition number and Y the incorporated amendment number.
- 1.3 Due to the way the document is produced, any change made on a page will result in the validity date of the whole section/procedure changing to the same date.
- 1.4 This is a controlled electronic document. If a hard copy is made it is the responsibility of the holder to ensure it is the current version.
- 1.5 The SMS will be reviewed on an annual basis, or more frequently if deemed necessary.
- 1.6 Supplementary instructions to the aerodrome manual shall be distributed to all holders of the document and are issued for the following reasons:
  - a) to introduce an new subject or radical change to existing instructions
  - b) to re-emphasise an existing instruction
- 1.6 Supplementary instructions to this manual have an identifying number and year of issue. Supplementary instructions will be incorporated in to the document in a suitable and timely manner depending on severity of impact. High impact changes will require an incorporation and re-issue immediately, low impact or information changes will be incorporated at the annual review.
- 1.7 This document and the information contained herein is the property of BCAL. It shall not be reproduced in whole or in part or otherwise disclosed without the prior written consent of the Accountable Manager.
- 1.8 Enquiries regarding the content of this document should be addressed to the Accountable Manager.

### 2. Contact Details

- 2.1 See [aerodrome Manual Part A: Section 2].

### 3. Distribution List

- 3.1 See [aerodrome Manual Part A: Section 1 (1.3)]

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## BIBLIOGRAPHY

The following have been used or referenced in the compiling of this document:

### Internal Documents:

AdM(A)	Aerodrome Manual Part A : Technical Administration & Procedures
AdM(B)	Aerodrome Manual Part B : Safety Management
AdM(C)	Aerodrome Manual Part C : Emergency Response Plan
AGCSM	Air-Ground Communication Service Manual
MATS2	Manual of Air Traffic Services Part 2 : Local Unit Instructions
MATS3	Manual of Air Traffic Services Part 3 : ATS Equipment & Engineering
MGT-01	Folder: Roles, Responsibilities & Accountabilities
UTM	ATS Unit Training Manual
Fd56	Folder: Aerodrome RFFS Manual
Fd67	Folder: Aerodrome Ground Operations Manual
Fd85	Folder: RFFS Document Control

### Internal forms:

SMS-05	Change Management (Operational Personnel)
SMS-05A	Change Management (Operational Procedure)
SMS-07	Safety Case (Equipment Change)
SMS-10A	Near-miss Report                      Aerodrome Website
SMS-13	Safety Survey Report
SMS-14	Crane Notification Form              Aerodrome Website
SMS-15	Voluntary Safety Report              Aerodrome Website
SMS-17	Generic Safety Brief - Vehicles Airside
SMS-17A	Generic Safety Brief – Public Groups Airside
SMS-17B	Generic Safety Brief – Filming Airside
SMS-17C	Generic Safety Brief – Grass Cutting Contractors
SMS-22	Incident Debrief Form
SMS-24	Incident - Investigation Checklist
SMS-25	Incident – Accident Investigation Report
SMS-26	Aerodrome Safety Bulletin
SMS-27	Safety Alert - Improvement Notice
SMS-28	Aerodrome Advice Notice
SMS-2B4	Safety Performance Indicators
SMS-100	Aerodrome Manual Supplementary Instruction
SMS-101	Aerodrome Manual Temporary Operating Instruction
SMS-700	BCAL Operational Safety Competences

All the above internal documents and forms can be found on Centrik and also the Aerodrome Document Database on the computer network.

### External Documents:

CAP32	UK Aeronautical Information Publication
CAP168	Licensing of Aerodromes
CAP393	Air Navigation: The Order and the Regulations
CAP493	Manual of Air Traffic Services Part 1
CAP670	ATS Safety Requirements
CAP760	Guidance on the Conduct of Hazard Identification, Risk Assessment and the Production of Safety Cases: For Aerodrome Operators and Air Navigation Service Providers.
Doc9859	ICAO Document 9859 - Safety Management Manual
EU2015/376	Occurrence Reporting
EU2015/1018	Classification of Occurrences

External forms:

CA939 Report on Alleged Infringement of Air Navigation Legislation

Links to the external documents have been included on Centrik under DOCUMENTS > CAA/EASA

## **ABBREVIATIONS**

Abbreviations used in this document can be decoded using Aerodrome Manual Appx D.

## Section 1 : Safety Policy and Objectives

### 1. Introduction

- 1.1 This document details the BCAL Safety Management System. It contains the safety principles applied throughout the aerodrome.
- 1.2 The BCAL SMS applies to all aerodrome departments, associated aerodrome users and contractors whilst operating within the operational environment of the aerodrome.

### 2. Background

- 2.1 The operational aerodrome, including ATS, RFFS and all other operations required to fulfil the provision of the aerodrome falls within and under the control of BCAL.
- 2.2 BCAL is also defined as 'the aerodrome authority' throughout this document.

### 3. Aviation Safety Policy Statement



Brighton City Airport Ltd.

## Aviation Safety Policy

Safety is the first priority in all our aviation activities at BCAL.

As the Accountable Manager it is my responsibility to ensure the safety of all our operations and services. To achieve this I will ensure that adequate resources and training are provided to manage safety effectively.

BCAL encourages all our staff and stakeholders to report safety events or potential hazards however insignificant they may consider them at the time. BCAL has an open and just reporting culture that encourages free and frank reporting.

We are committed to:

- Achieving an accident free environment
- Developing an effective safety management system to maintain and, where possible, improve safety performance
- Full compliance with the statutory national and international safety regulations that apply to our business

These objectives are for the benefit of the company, its employees and its customers. To this end we have a shared responsibility to achieve these aims.

Safety is everyone's responsibility.

A handwritten signature in black ink, appearing to read "A. Reaff".

Anthony Reaff

Accountable Manager, BCAL

Date : 30-01-2018

**4. BCAL Health and Safety Policy**

## BRIGHTON CITY AIRPORT LTD

**Health and Safety General Policy Statement**

Brighton City Airport Ltd recognises that it has responsibilities for the health and safety of our workforce whilst at work and others who could be affected by our work activities. We will assess the hazards and risks faced by our workforce in the course of their work and take action to control those risks to an acceptable, tolerable level.

Management are made aware of their responsibilities and required to take all reasonable precautions to ensure the safety, health and welfare of our workforce and anyone else likely to be affected by the operation of our business.

This business intends meeting its legal obligations by providing and maintaining a safe and healthy working environment so far as is reasonably practicable. This will be achieved by;

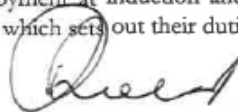
- providing leadership and adequate control of identified health and safety risks;
- consulting with our employees on matters affecting their health and safety;
- providing and maintaining safe plant and equipment;
- ensuring the safe handling and use of substances;
- providing information, instruction, training where necessary for our workforce, taking account of any who do not have English as a first language;
- ensuring that all workers are competent to do their work, and giving them appropriate training;
- preventing accidents and cases of work related ill health;
- actively managing and supervising health and safety at work;
- having access to competent advice;
- aiming for continuous improvement in our health and safety performance and management through regular (at least annual) review and revision of this policy; and
- the provision of the resource required to make this policy and our health and safety arrangements effective.

We also recognise;

- our duty to co-operate and work with other employers when we work at premises or sites under their control to ensure the continued health and safety of all those at work; and
- our duty to co-operate and work with other employers and their workers, when their workers come onto our premises or sites to do work for us, to ensure the health and safety of everyone at work.

To help achieve our objectives and ensure our employees recognise their duties under health and safety legislation whilst at work, we will also remind them of their duty to take reasonable care for themselves and for others who might be affected by their activities. These duties are explained on first employment at induction and also set out in an Employee Safety Handbook, given to each employee, which sets out their duties and includes our specific health and safety rules.

Signature



Date

30-01-2018

Position

ACCOUNTABLE MANAGER

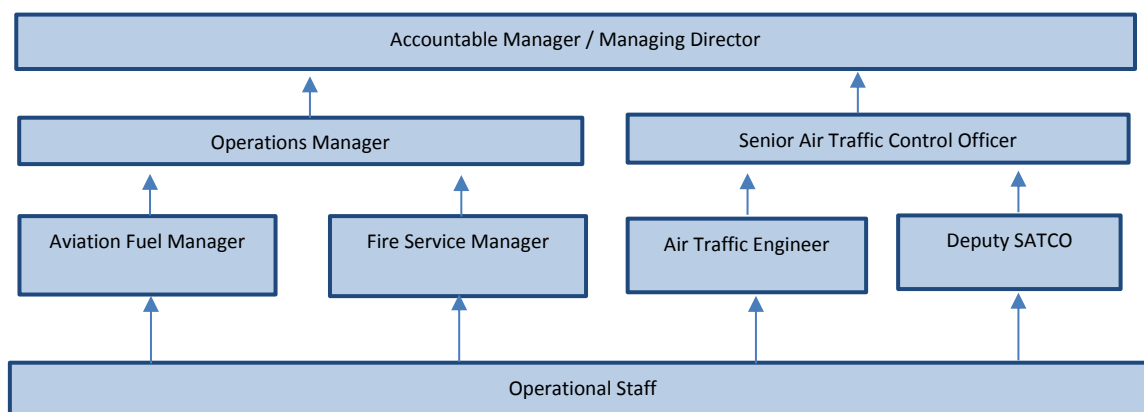
## 5. Management Accountabilities (Named Persons)

### 5.1 Management Structure Key Post Holders

Accountable Manager	Mr A Realff
Managing Director	Mr J Candelon
Operations Manager	Mr P Smith
Senior Air Traffic Control Officer	Mr M McCabe
Fire Service Manager	Mr C Roxby
Aviation Fuel Manager	Mr G Preece
Air Traffic Engineer	Mr P Baker

## 5.2 Organisational Structure

### 5.2.1 Aerodrome Management Reporting Lines



## 5.3 Accountabilities (Named Persons)

5.3.1 Signed copies of all roles and accountabilities (Inc CAP700 list) can be found in Centrik/Documents/SMS Forms/Docs

## 5.4 Accountable Manager (AcM)

5.4.1 The AcM at BCAL is accountable for the safe and efficient management of the aerodrome covering the company's total activities.

5.4.2 The AcM chairs SAG meetings and has overall responsibility for safety performance. His specific accountabilities are:-

- Establishing, implementing and promoting the safety policy which he shall do by taking a leadership role in the aerodrome's safety programme and ensuring that safety does not become subordinate to financial matters.
- Ensuring that sufficient resources, both in terms of finance and personnel, are made available to operate the aerodrome in accordance with this manual. Should a reduction in resources, or abnormal circumstances which could affect safety, occur he shall ensure that processes are in place to bring about a corresponding reduction in the level of operations at the aerodrome.
- The aerodrome's SMS.
- Promulgation of the aerodrome's aviation policy statement.
- Chair the SAG at the aerodrome.

## 5.5 Managing Director (MD)

- 5.5.1 The MD, who reports to the board of directors and attends all board meetings, has responsibility for the formulation, promulgation and implementation of the policies agreed by the board of directors in relation to meeting performance and financial standards.
- 5.5.2 The MD is the official in charge of the day-to-day operations at the aerodrome and attends all SAG meetings.
- 5.5.3 The AcM will ensure the safe and efficient provision of all aviation related services and operations as they apply to the aerodrome.
- 5.5.4 The MD will ensure the safe and efficient provision of all aviation related services and operations as they apply to the aerodrome.
- 5.5.5 The MD attends local management meetings and has overall responsibility for the formulation, promulgation and implementation of the policies in relation to meeting performance and financial standards
- 5.5.6 The MD delegates responsibilities to competent senior management staff to ensure compliance with relevant regulations and licensing criteria.
- 5.5.7 Specifically, the MD will work in co-ordination with the OpsM and SATCO to:
- Ensure that policies, standards, procedures and practices are aligned at all times.
  - To recruit, motivate and monitor safety conscious reports, identifying suitable individual development plans.
  - To maintain and develop constructive relationships with all stakeholders to promote the safe and efficient operation of the aerodrome.

## 5.6 Senior Air Traffic Control Officer (SATCO)

- 5.6.1 The SATCO is accountable to the AcM for overall management and direction of the ATS unit and will attend all SAG meetings. He ensures the safe and efficient provision of an air traffic service.

The SATCO's specific responsibilities at the aerodrome are to:

- Maintain an ATS to the level that meets the operational requirements of the aerodrome and complies with national requirements.
  - Ensure that safety has the highest priority and the policies and principles to secure it are made explicit to all levels of staff
  - Maintain an ATS to the level that meets the operational requirements of the aerodrome and complies with national requirements
  - Ensuring that the ATS unit holds all required approvals for the ATS unit
  - Ensure that risk to aircraft is reduced to a level as low as reasonably practicable through the application of the aerodrome SMS
  - Promote a positive safety culture through the adoption of open reporting in a just environment, the dissemination of lessons learnt and the total involvement of staff in safety improvement
- 5.6.2 Additional duties include:-
- 5.6.3 The tasks and responsibilities as described in the Job description -role and responsibilities specific to the SATCO.

## 5.7 Operations Manager (OpsM)

- 5.7.1 The OpsM is accountable to the AcM and is responsible for ensuring the day-to-day safe operation of the aerodrome operation and will attend all SAG meetings (excluding ATS and ATS related accountabilities, see SATCO). Control is exercised through the operations personnel reporting to this position.
- 5.7.2 The OpsM accomplishes this by:
- Ensuring that aerodrome licensing requirements are met, that the aerodrome operates in accordance with licence conditions applied, including the physical characteristics, and safeguarding.



- b) Ensure that operational personnel have the resources required and are available to operate the aerodrome.
- c) Ensuring that information and instructions concerned with the safe operation of the aerodrome (the manual), is current and in accordance with statutory and aerodrome management requirements.
- d) Establish policies and procedures to establish and sustain the operational needs of the aerodrome.
- e) Ensure that maintenance procedures in relation to critical infrastructure is suitable and sufficient.
- f) Ensure that risks to aircraft and persons on the ground is reduced to a level as low as reasonably practicable (ALARP) through the application of the aerodrome safety management system.
- g) Ensure that all staff employed in operational safety related positions are correctly certificated, competently trained and fit to perform their respective tasks.
- h) Ensure airside controls and procedures are available to all visiting contractors employed to carry out maintenance to the operational areas of the aerodrome, and thereafter ensuring that they have received and understood an airside safety briefing.
- i) Ensure that all safety related incidents and occurrences are documented and reported and investigated thereafter delivered to the SAG for review.

5.7.3 Additional duties include:-

5.7.4 The tasks and responsibilities as described in the Job description-role and responsibilities specific to the OpsM.

5.7.5 The responsibility for providing an annual review of;

1. Aerodrome operational procedures
2. Aerodrome operational instructions
3. Emergency planning

## **5.8 Fire Service Manager (FSM)**

5.8.1 The FSM is accountable to the OpsM for management and direction of the RFFS unit and attends all SAG meetings. The FSM ensures the compliant, safe and efficient provision of a RFFS.

His specific responsibilities at the aerodrome are to:

- a) Ensure that the fire risk to aircraft on the ground is reduced to a level as low as reasonably practicable through the application of the aerodrome SMS.
- b) Maintain a RFFS to the level that meets the operational requirements of the aerodrome, and complies with national requirements, and ensuring that all required approvals are in place for the RFFS.
- c) Manage staff and resources to ensure compliance with, and the maintenance of safety standards and recommended practices on the ground in accordance with national requirements.
- d) Ensure that airside safety has the highest priority and the policies and principles to secure it are made explicit to all levels of staff.
- e) Ensure that all staff employed in safety related positions are correctly certificated, trained, and competent, and fit to perform their respective tasks.
- f) Ensure controls and procedures are available to all visiting contractors employed to carry out maintenance to the operational areas of the aerodrome, and thereafter ensuring that they have received and understood an airside safety briefing.
- g) Ensure that all ground incidents and accidents are documented and reported in compliance with national requirements and the aerodrome SMS, and that all such incidents and accidents are investigated and reported to the OpsM.
- h) Ensure that all changes to equipment, procedures and organisation are subject to formal safety assessment and risk reduction.

- i) Promote a positive safety culture through the adoption of open reporting in a just environment, the dissemination of lessons learnt and the total involvement of staff in safety improvement.
- j) Ensure other tasks and responsibilities are completed as confirmed in his specific job description.

5.8.2 Additionally the FSM shall have:-

5.8.3 The tasks and responsibilities as described in the Job description - role and responsibilities specific to the FSM

5.8.4 The responsibility for providing an annual review of;

1. The RFFS Manual
2. Documents and procedures relative and controlled by the RFFS department.

## 5.9 Air Traffic Engineer (ATE)

5.10.1 The ATE is accountable to the SATCO for all work to the air traffic equipment. The role is responsible for:

- a) Maintaining all ATS equipment (navigational aids, communications equipment and the contents of the ATS equipment room) to its design standard and performing regular servicing, repair and maintenance as determined by the manufacturer and/or regulatory body.
- b) Rectifying any faults as reported by ATS and liaising with the UEL as appropriate.
- c) Ensuring that personal licences and qualifications are up-to-date and relevant to the tasks being undertaken.
- d) Overseeing and assisting with the installation, commissioning and de-commissioning of any new, replacement or old equipment.
- e) Ensuring any outstanding audit non-compliances are rectified in a timely manner.
- f) Keeping a record of all documentation and certification associated with the equipment that is being maintained.
- g) Liaising with the SATCO or Duty ATCO regarding planned maintenance or removal from service of any equipment.

5.10.2 Additionally the ATE shall have:-

5.10.3 The tasks and responsibilities as described in the Job description - role and responsibilities specific to the ATE.

## 5.11 Aviation Fuel Manager (AFM)

5.11.1 The AFM working with and reporting to the OpsM will have responsibility for all fuel and fuelling related operations at EGKA. The AFM will ensure fuel meets the standard required, as is required by the petroleum license, and other specific requirements as required by legislation. Reference;

- Jig 4, aviation fuel quality control & operating procedures for smaller airports (issue 2, November 2012)
- CAP 700 Operational safety competences.
- CAP 748 Aircraft fuelling and fuel installation management

5.11.2 Compliance for fuel quality at EGKA is in conjunction with the guidelines for aviation fuel quality control & operating procedures for smaller airports (JIG 4).

5.11.3 The Fuel Manager will;

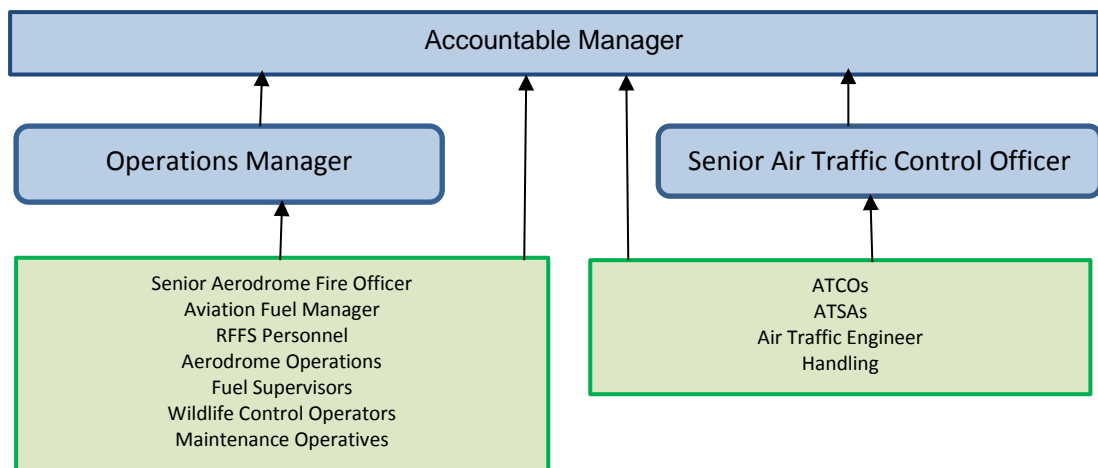
- a) Be responsible to the OpsM for the day-to-day management of all fuelling installations and services on the Aerodrome.
- b) Confirm standards of fuel sampling and recording of documents are sufficient and correct.
- c) Maintain the levels of aviation fuel safety as laid down in the publications listed above (in bold).

- d) Ensure fuel supervisors and operations RFFS personnel maintain competence by regular and programmed familiarisation and awareness training.
  - e) Ensure that all relevant fuel/refuelling information is effectively communicated to personnel.
  - f) Ensure all PPE and H&S provisions (related fuel safety issues) is available and maintained to safeguard any personnel involved in refuelling duties.
  - g) Undertake and promote any specialist-training course that is beneficial to the efficient running of the fuelling operations.
  - h) Ensure that all fuel documentation is produced to a good standard and complete, thus enabling such documents to withstand scrutiny during audit or legal enquiry.
  - i) Ensure that all fuelling operations conform to health and safety regulations.
  - j) Liaise with Aerodrome operators and customers regarding refuelling safety procedures.
  - k) Liaise with Air BP to form a successful partnership between BCAL, the customer, and Air BP the supplier.
  - l) Liaise and support contractors employed by the Aerodrome to maintain fuelling equipment (Air BP).
  - m) Liaise with the local authority/trading standards & environment agency as and when the needs dictate to ensure the security/compliance of the site.
- 5.11.4 Additionally the AFM shall have:-
- 5.11.5 The tasks and responsibilities as described in the Job description - role and responsibilities specific to the AFM.
- 5.11.6 The responsibility for providing an annual review of;
1. The Aerodrome fuel manual (in conjunction with the OpsM)
  2. Documents and procedures relative and controlled by the aviation fuel department

## 6. Delegation of Responsibility

- 6.1 The MD will normally be the official in charge of the aerodrome.
- 6.2 On occasions when he is unavailable and or uncontactable the role of the official in charge will cascade down from the MD.
- 6.3 Thereafter a joint management structure consisting of two persons in the following order shall follow:-
- a) OpsM, SATCO/DepSATCO and FSM
  - b) One of the above and one below (a, and c). or
  - c) watch/crew manager (RFFS) and or DATCO
- 6.4 On such rare occasions where only persons in 'c' above are available, it is expected that there will be consultation and agreement between the 'on duty personnel' and persons in a, prior to any decision being made. However, the overall ultimate responsibility for making any decision will lie with the person most senior in the management structure at that time.
- 6.5 If remote from site, a minimum of one person in a, or above shall be contacted by telephone for ALL safety critical issues.

## 6.6 Safety reporting and accountability organogram:



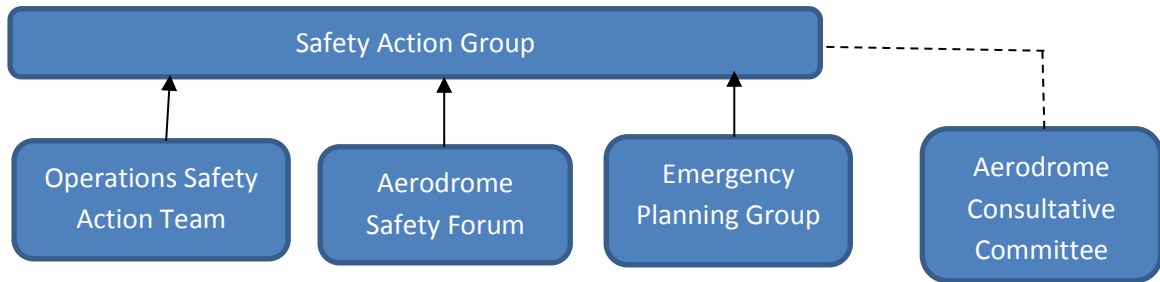
## 7. Safety Responsibilities – All Personnel

- 7.1 All persons within the operational environment of the aerodrome are expected to comply with all relevant aerodrome and regulatory safety requirements in performance, and shall:
- (a) Immediately advise of any safety occurrence or system failure affecting the aerodrome's safety performance
  - (b) Identify and report any situation or potential risk or concern affecting safety via one of the following means:
    - (i) reporting directly to a BCAL staff member or department manager
    - (ii) submitting via the aerodrome's safety reporting software (centrik), either a:
      - occurrence report (OCC-1)
      - safety/problem report (OCC-2)
      - near miss report (OCC-3)
      - cause for concern (OCC-4)
      - or using a reporting form SMS-11 available on the aerodrome website. All reports can be marked as a confidential report, or anonymous if so desired.
    - (iii) reporting via team meetings
  - (c) Supporting safety audits as and when they occur
  - (d) Supporting safety investigations as and when they occur
- 7.2 The OpsM and SATCO shall perform as risk managers for their departments.

## 8. Safety Governance

- 8.1 Safety is embedded in all operations and involves not only BCAL staff but third-parties (tenants, operators, contractors, passengers, other casual users, etc). Everyone is encouraged to inform the aerodrome management of any issues observed or experienced.
- 8.2 Safety committees and forums have been established at the aerodrome in order to deliver a two-way flow of safety knowledge and understanding throughout the aerodrome.

### 8.3 Organogram



This structure ensures risks are managed at an appropriate level to as low as reasonably practicable within the BCAL operation.

### 8.4 Safety Action Group (SAG)

8.4.1 Comprises: Quorum Members: AcM, OpsM, SATCO & FSM.

Invitees: MD & AFM.

Chaired by the AcM

8.4.2 This is a high-level committee that is responsible for:

- Supporting the AcM in safety accountability by considering strategic safety matters
- Co-ordination and implementation of safety policy, safety management & emergency response planning
- Promoting a positive and just safety culture

8.4.3 The SAG sets:

- Aerodrome-wide safety targets and policy
- Oversees and co-ordinates safety across the whole operational area
- Endorses policy on aerodrome safety management

8.4.4 Key Performance Indicators (KPI):

- Compliance and regulatory standards audits and reports
- Aircraft accident, incident and safety reports
- Aerodrome occurrences and near-hits

8.4.5 Frequency of meeting: Three-monthly and after a major aviation incident if prudent.

### 8.5 Operations Safety Action Team (OSAT)

8.5.1 Comprises: OpsM, ATS and operational staff and members of BCAL staff.  
Chaired by the OpsM

8.5.2 The OSAT:

- Reviews, discusses and examines solutions for safety matters and issues within the operational area.
- It makes recommendations to be taken to the SAG in order to improve levels of airside and aerodrome safety at BCAL via the OpsM.

8.5.3 Key Performance Indicators (KPI):

- Compliance with regulatory standards
- Annual and other regulatory audits
- Aerodrome accident, safety and occurrence reports
- Personnel reports (general review and feedback)

8.5.4 Frequency of meeting: Monthly (Fourth Thursday)

**8.6 Aerodrome Safety Forum (ASF) incorporating Runway Safety Team (RST)**

8.6.1 Comprises: BCAL management MD, OpsM, SATCO (or nominated deputies) plus various tenants and operators of both fixed-wing and rotary aircraft, private and commercial.  
Chaired by the SATCO

8.6.2 The ASF:

- Interfaces between the Aerodrome and stakeholders
- Identifies and resolves to ALARP aviation safety related issues
- Disseminates related information to stakeholders either as minutes of meetings or through Aerodrome Safety Bulletins

8.6.3 Key Performance Indicators (KPI):

- Compliance with regulatory standards
- Annual and other regulatory audits
- Aerodrome accident, safety and occurrence reports
- Tenant and operator feedback

8.6.4 Frequency of meeting: 6-monthly

**8.7 Operators and Tenants Forum (OTF)**

8.7.1 The Tenants and Operators are invited to attend an informal meeting with the aerodrome management group. The meeting provides the opportunity to raise or input operational questions directly. The meeting does not operate to any set agenda and no minutes are taken.

8.7.2 There are no KPI's for this meeting.

8.7.3 Frequency of meeting: monthly (first Tuesday)

**8.7 Emergency Planning Group (EPG)**

8.7.1 Comprises: OpsM, SATCO, FSM or nominated deputies. Also representatives from:  
Sussex Police  
South East Coast Ambulance Service (SECAMB)  
West Sussex Fire & Rescue Service (WSFRS)  
Local Authority Emergency Planning Officers  
Network Rail  
Other relevant personnel as required by local events  
Chaired by the OpsM

8.7.2 The EPG:

- Responsible for good communication and liaison with the local emergency services
- Discuss and amend the Emergency Response Plan if required

8.7.3 Key Performance Indicators (KPI):

- Aerodrome accident, safety and occurrence reports
- Accident and incident feedback
- Aviation accident statistics

8.7.4 Frequency of meeting: Annually (or is completed at the West Sussex Resilience SAG) and other times for specific events (aerodrome functions) which have emergency planning needs.

**8.8 Aerodrome Consultative Committee (AdCC)**

8.8.1 Comprises: BCAL management representatives  
Aerodrome users  
Local Authorities (e.g. Adur District Council)

The owning Authorities (Brighton & Hove City Council & Worthing Borough Council)

Local interest groups or associations representing local communities

Chaired by an elected individual.

- 8.8.2 The purpose of the Consultative Committee is to act as an effective means of consultation in relation to EGKA for the purpose of Section 35 of the Civil Aviation Act 1982, or any statutory modifications or re-enactment thereof.
- 8.8.3 The committee provides a forum for communication and discussion through which representatives may bring to the notice of the Aerodrome management any matters which arise from activities, or from the aerodrome which affect the interests of the local authority, company, body, aerodrome users or other organisations and members of the public whom they represent.
- 8.8.4 The Aerodrome management shall invite applications for membership of the committee from:
1. Aerodrome users
  2. The Local Authorities
  3. Local interest groups or associations representing communities in the locality; and
  4. The Owing Authorities.

## 9. Safety Procedures

- 9.1 To meet the objectives of the aerodrome SMS, additional BCAL procedures have been produced to enable staff to undertake the various safety management functions required e.g.
- Safety Risk Management
  - Safety Assurance
  - Safety Promotion
- 9.2 These SMS procedures are available in Sections 2A, 2B & 2C of this document.
- 9.3 These safety procedures will be amended as necessary following SMS document review, control and change procedures. See 11 below: SMS monitoring and review.

## 10. Emergency Response Planning

- 10.1 Emergency Response Planning is an integral part of the SMS and the Emergency Response Plan (ERP) and is contained in the aerodrome manual part C.
- 10.2 An emergency is, by its very nature, high risk, particularly for victims and first responders. The ERP exists to control the organisational response to the emergency in such a way as to minimise the risk for all facets of the operation. The risk that is mitigated by having the ERP is that associated with handling the emergency itself, not that which led to the emergency.
- 10.3 The ERP provides a systematic approach to managing the aftermath of a significant incident or accident. It is essential that management conduct a safety review of the ERP as this is one of the most important steps in any SMS process. Such a review cannot be just a document review and the ERP must be exercised on a regular basis. The review shall be initiated by the Safety Action Group (SAG), who will appoint a responsible person to lead the review and present the findings of the review to the SAG.

## 11. SMS Monitoring and Review

- 11.1 Safety assurance ensures control of safety performance, this includes regulatory compliance, through constant review of the operational system. These objectives are achieved via;
- independent audits both internal, and external (via regulatory body etc)
  - recommendations from safety surveys and reports (conducted internally)
  - department investigations (conducted by risk managers)
  - document control (conducted by all departments)
  - ongoing monitoring of safety performance (conducted by SAG)

- 11.2 SMS procedures are in place to establish the principle of safety monitoring.
- 11.3 The aerodrome SAG is responsible for the collation of safety data measuring safety performance. Any degradation of safety performance is to be addressed by the SAG and, where applicable, the SAG will implement changes to improve the SMS.

## 12. Staff Training

- 12.1 All members of staff involved in safety significant posts must be adequately experienced and have competence to fill the post. Further training relating to the post held will be received by internal on-the-job training, as well as attending external training as identified and when required.
- 12.2 Ongoing and continuous training must be carried out to ensure all members of staff are able to operate safely and competently in the aerodrome environment covering the duties they perform.
- 12.3 The following tables provide guidance to the training required;

Safety Significant Post	Professional Training
Air Traffic Control Officer	CAA required courses + OJT Meteorological observer (advantageous)
Air Traffic Services Assistant	OJT Meteorological observer (advantageous)
Aerodrome Fire Service	CAA required certification (or FSM certificate of competence) Hot fire training Specific (blue light) driver training certificate of competence
Aircraft Refuelling	Aviation fuel handling, testing and inspection training certificate of competence (OJT) Aviation fuel bowser driver and operator certificate of competence
Aerodrome Operations Personnel	Aerodrome Safety, Security and Compliance Inspections - certificate of competence (OJT) Aerodrome Ground Lighting Systems - certificate of competence (OJT) Wildlife & Bird Control - certificate of competence (OJT) Aircraft Marshalling courses - certificate of competence (OJT)
Air Traffic Engineer	Type specific equipment training Relevant CAA engineering licence

Supplementary Duty Training	Department Applicable To
Airside Safety Certificates of Competence.	All personnel operating airside of the aerodrome
Airfield Driving (ADP)	All personnel carrying out driving duties on the airside of the aerodrome
Safety Management Systems	All personnel
Health and Safety	All personnel
Audit Techniques	All personnel required to carry out internal and/or external audits
Risk Assessment and Risk Management	All personnel required to carry out risk assessment and/or risk management duties
Incident Investigation	All personnel required to carry out internal incident investigation (initial or full)

- 12.4 The competence requirements described above are a selection to illustrate the varied requirements of all the differing aspects of the general operation.
- 12.5 It is the head of department's responsibility to ensure all personnel are competent in role, have attended and, if required, passed any courses relevant to their area of expertise. A record of all courses attended and the outcome of that course, i.e. a copy of the certificate of attendance or competence, is to be available on the individuals' personal file.



12.6 In addition to the above all department managers are to ensure competence training is provided for all members of staff, relevant to the needs of that department.

12.7 SMS training shall be provided to all staff. This should take the form as detailed below:

Staff Level	SMS Content	Frequency Of Training
Operational Personnel	<ul style="list-style-type: none"> <li>Organisational Safety Policy</li> <li>SMS Fundamentals and Overview</li> </ul>	On induction of employment Three yearly thereafter
Managers and Supervisors	As above Plus <ul style="list-style-type: none"> <li>The Safety Process</li> <li>Hazard Identification and Risk Management</li> <li>The Management of Change</li> </ul>	On induction to position Three yearly thereafter
Senior Managers / Directors	As Above Plus <ul style="list-style-type: none"> <li>Organisational Safety Standards and National Regulations</li> <li>Safety Assurance</li> </ul>	On induction to position

### 13. Structure and Documentation Hierarchy

13.1 The document 'BCAL Aerodrome Manual' in its specific sections and parts contains the safety policy, safety accountabilities and responsibilities for the senior management. It contains specific policies and procedures to aid the safe operation at the aerodrome and shall be considered the leading document for all operations and departments.

13.2 The SMS utilises the safety policy for BCAL and acts as a clear indication of the commitment that the BCAL has towards safety management.

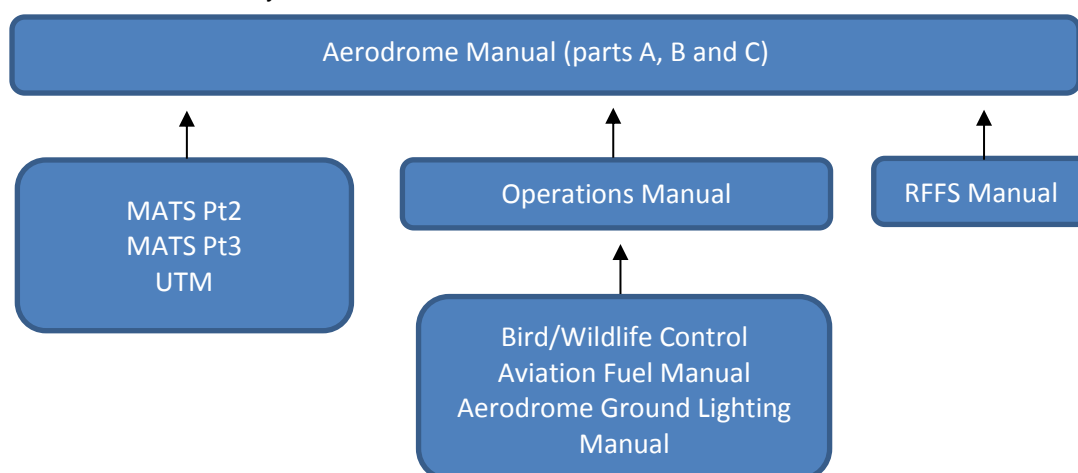
13.3 Specific procedures have been developed for the aerodrome operation. These procedures have been placed in groups which are in accordance with Doc9859 namely;

- Safety Risk Management
- Safety Assurance and
- Safety Promotion

13.4 The SMS procedures follow a standard format:

- **Objective:** Statement of the SMS objective
- **Requirement:** Definition of the requirements to meet the SMS objective
- **Scope:** Statement of the applicability of the procedure
- **Responsibilities:** List of the key personnel's responsibilities with reference to this procedure
- **Process:** Description of the methods to be used to satisfy the requirements
- **Guidance:** Further information to as with understanding of the procedure
- **Reference:** Documents including cross references to the overarching documents

### 13.5 Documentation Hierarchy



## 14. Document Control

- 14.1 The persons with responsibility for distributing internal or external documents (e.g. Aerodrome Manual or parts thereof) are to ensure that all those on that document's distribution list are to receive its amendments as they are produced and published.
- 14.2 Once a department has received an amendment then that department's document control procedure will then be implemented.
- 14.3 For internal documents, the impact on operations will have already been determined before issue.

## Section 2A : Safety Risk Management

### 2A.1 Hazard Analysis and Risk Assessment

#### 1. Objective

- 1.1 The hazard analysis and risk assessment procedure is the foundation for all safety management activity. It is vital to identify, analyse and eliminate, or effectively control all risk. The process of identifying the risk also assesses the safety of all parts of a system, operational requirement, maintenance process or work practice.

#### 2. Requirement

- 2.1 The hazard analysis and risk assessment procedure is designed to enable personnel to conduct safety assessments.
- 2.2 Safety assessment is carried out to ensure that the management of any hazard is commensurate with the risk involved, and the safety objectives identified. The depth and detail of such assessment shall reflect the complexity, and context of what is being assessed.

#### 3. Scope

- 3.1 The following are some typical examples where such an assessment would be required [CAP 760]:
- Implementation of new, or changes to, communications, or other safety-significant systems and equipment, including those providing new functionality and/or capabilities. Changes within defined tolerances/limits of a system/procedure are excluded.
  - Physical changes to the layout of the manoeuvring areas and/or apron at the aerodrome.
  - Introduction of a new aircraft type or class above RFFS Cat 2 to the aerodrome.
  - Development of new or modifications of aerodrome procedures (outside the published limits/tolerances), including new procedures to operate at the aerodrome premises, changes to fire and rescue procedures etc.

#### 4. Responsibilities

- 4.1 All BCAL staff are both encouraged and expected to carry out constant assessments of risks and hazards of their departments and daily routines through formal recorded assessments.
- 4.2 Managers, the HOD and department supervisors shall all ensure operational tasks and procedures under their control have undergone a formal hazard analysis and risk assessment.
- 4.3 All personnel must be aware of, be familiar with, and know when and how to instigate the hazard analysis and risk assessment process thereafter. Prior to a task being performed, personnel should be satisfied they are familiar with the risk assessment for that task is suitable and sufficient. Plan - Do - Check - Act as in HSG65 should be followed.
- 4.4 *Dynamic Risk Assessment. Should circumstances change unexpectedly, or whilst performing operational tasks and procedures, a 'dynamic risk assessment' should be performed. In a dynamic workplace such as an airport, whilst a change is recognised, which may not be recorded on a formal risk assessment it is unpractical for all operations to stop to review the formal assessment, A 'dynamic risk assessment' allows for suitable control methods to be introduced to continue the task as mitigations if safe to do so. If suitable the inputs and outcomes of the dynamic risk assessment can thereafter be incorporated into the formal assessment.*
- 4.5 The centrik software incorporated into the safety management system of the aerodrome provides the means to which staff will record all risk assessments. The risk module has pre-set compatibility and provides a fully integrated system functionality for all operational departments.

## 5. Process

### 5.1 Risk Assessment & Mitigation

5.1.1 Risk assessment and mitigation requires a systematic approach [CAP760]:

Step 1: System description.

Step 2: Hazard and consequence identification.

Step 3: Estimation of the severity of the consequences of the hazard occurring.

Step 4: Estimation/assessment of the likelihood of the hazard consequences occurring.

Step 5: Evaluation of the risk.

Step 6: Risk mitigation and safety requirements.

Step 7: Claims, arguments and evidence that the safety requirements have been met and documenting this in a safety assurance document.

### 5.2 Hazards, Risks and Consequences.

5.2.1 'Hazards are 'things' or situations that have the potential to harm people, assets, reputation or environment.

5.2.2 A hazard will require a risk assessment.

5.2.3 Risk is the likelihood of an undesirable event occurring. It is measured in terms of likelihood (the probability of suffering harm) and consequences (how much harm). It is a state of uncertainty.

5.2.4 A consequence is the *potential outcome* of a hazard.

5.2.5 Hazards may come from equipment, environmental factors, human performance, procedures and operating practices, organisational factors and failures of defences.

### 5.3 Hazard Identification.

5.3.1 Hazard identification can be reactive, proactive and predictive.

5.3.2 Reactive looks for existing operations and in-service systems, in response to errors, near misses, incidents and accidents.

5.3.3 Proactive looks for existing operations and in-service systems, looking for problems before they cause incidents or accidents.

5.3.4 Predictive works during design or development of an operation or system, before it enters service, or at a time of significant organizational change.

5.3.5 The generic hazard should be stated.

5.3.6 One must then identify the components of the hazard.

5.3.7 One must then specify which specific consequences the hazard could naturally lead to. Having understood the potential accident sequences the next step is to determine the severity of the potential accidents.

### 5.4.1 Risk.

5.4.1 *Risk is the product of severity and probability of an accident.* The aim of risk management is to identify and determine risks associated with identified hazards, identify the relative importance of hazards and determine the appropriate risk mitigation for each hazard.

5.4.2 Safety risk probability is the likelihood an unsafe event or condition may occur.

### 5.5 Safety Risk Mitigation.

5.5.1 The three principles of safety risk mitigation are:

1, avoidance (do not complete the activity)

2, reduce the frequency of the activity or operation (manage the need to complete the task)

3, isolate the effects of the hazard or build in redundancy (complete the process a different way provide PPE, use other equipment)

## 5.5.2 Points to consider when working out mitigation:

- **Cost/benefit:** *do the benefits of the option outweigh the costs; are the gains proportional to the impact of the change required?*
- **Practicality:** *is it appropriate in terms of available technology, finance, administration, legislation, etc.?*
- **Acceptability:** *how much buy-in (or resistance) from stakeholders can be expected?*
- **Enforceability:** *if new working practices, procedures, etc. are implemented, are they enforceable?*
- **Durability:** *will the measure be of temporary benefit or will it have long-term use?*
- **New problems:** *what new problems or new risks will be introduced by the proposed change?*
- **Residual risks:** *after the measure is implemented, what risk will remain?*

## 5.6 Risk Management

5.6.1 The Aerodrome uses the Hazard and Consequence methodology for its Risk Assessments within the centrik System. This methodology uses a Severity versus Probability matrix.

## 5.6.2 Severity:

Section	Negligible (LL)	Minor (L)	Major (M)	Hazardous (H)	Catastrophic (HH)
<b>Personnel</b>	Superficial or no injuries	Light injuries	Serious injuries	Fatality	Multiple fatalities
<b>Assets</b>	Financial loss with negligible damage	Financial loss with little impact	Substantial financial loss	Severe financial loss with long term effects	Catastrophic financial loss
<b>Environment</b>	Negligible or no effects	Little impact	Noteworthy Local effects	Effects difficult to repair	Massive effects (eg. pollution, destruction, etc)
<b>Reputation</b>	Light or no impact	Limited impact	Considerable impact	National impact	International impact

## 5.6.3 Likelihood

Section	Extremely improbable (LL)	Improbable (L)	Remote (M)	Occasional (H)	Frequent (HH)
<b>General</b>	Almost inconceivable that the event will occur	Very unlikely to occur	Unlikely to occur but possible	Likely to occur sometimes	Likely to occur many times
	It has never occurred in the history of aviation	Not known to have occurred at the aerodrome	Has occurred at the aerodrome at least once	Has already occurred at the aerodrome (Freq<1 times per year)	Has already occurred at the aerodrome (Freq>1 times per year)
		Has occurred once in the history of the aviation industry	Has seldom occurred in the history of the aviation industry	Has occurred infrequently in the history of the aviation industry	Has occurred frequently in the history of the aviation industry

## 56.4 Matrix

Severity	Likelihood				
	Extremely Improbable (LL)	Improbable (L)	Remote (M)	Occasional (H)	Frequent (HH)
Negligible (LL)	1	1	1	1	1
Minor (L)	2	4	10	40	100
Major (M)	5	10	40	100	300
Hazardous (H)	20	40	100	300	1000
Catastrophic (HH)	50	100	300	1000	2500

## 5.6.5 Risk matrix output

The output from this matrix will be assessed as follows:

<b>STOP!</b>	Stop the activity immediately. Apply further mitigations if possible and re-assess. Requires the authorisation of the Accountable Manager (AcM) to continue.
<b>Continue with caution?</b>	Apply further mitigations if possible then re-assess. Should the result remain the same, make annual reviews of the assessment.
<b>Continue.</b>	Continue with the activity but re-assess on a 2-yearly review cycle.

## 5.6.6 Risk Management Authority

5.6.7 The AcM holds the ultimate responsibility for determining the risk that BCAL is willing to accept (this responsibility is delegated to the MD in the absence of the AcM).

5.6.8 The OpsM and the SATCO act in role of the department risk managers in the absence of the AcM or MD.

5.6.9 The following table describes when and by who a formal risk assessment can be signed off. The matrix provides clarity and authority for a risk assessment so a task or procedure can be continued using the likelihood and severity table above:

Role	Likelihood and Severity Output											
	1	2	4	10	20	40	50	100	300	1000	2500	
Assessor	✓	✓	✓	✓								
Supervisor	✓	✓	✓	✓								
FSM / AFM / OpsS	✓	✓	✓	✓	✓	✓						
Department Risk Manager	✓	✓	✓	✓	✓	✓	✓	✓				
Managing Director									✓	✓	✓	
Accountable Manager									✓	✓	✓	

5.6.10 When conducting an assessment if the score is higher than the role can tolerate, that assessment will be submitted for sign-off by the role to which that score relates.

5.6.11 The construction of a risk assessments can require multiple inputs from across all the operational departments and in some cases external input. Risk assessments can therefore take time to construct before becoming suitable for submission. During this construction phase if an assessment is considered 'high risk' the department risk manager shall be informed immediately so a stop, or

<b>STOP!</b>  300 +	STOP the process or procedure and report the risk. The risk manager is to investigate immediately.
<b>Continue with caution?</b> (50 – 100)  (20 – 40)	Risk manager to investigate and carry out further risk assessment  Department manager to mitigate, assess risks further.
<b>Continue.</b>  1 - 10	Continual improvement required, but continue

further action can be taken.

## 5.7 Event Risk Classification (Post incident reports)

5.7.1 During safety audits and post-event analysis, the centrik System uses Event Risk Classification (ERC) to identify hazards and whether urgent action is necessary.

5.7.2 The ERC value is based on two questions:

- 1) If this event had escalated into an accident, what would have been the most credible outcome?
- 2) What was the effectiveness of the remaining barriers between this event and the most credible outcome?

5.7.2.1 **Question 1-** This is looking to identify the accident outcome that is of most concern when this type of incident occurs. This question is not asking for the most probable outcome, as that is usually "nothing" and therefore ignores any risk that the event carries, but neither is it necessarily looking for the worst possible outcome as the worst-case scenario would not be the most obvious accident to expect.

5.7.2.2 The answer to Question 1 may vary between members of the SAG depending how they consider the factors causing the event. However, that variation is dealt with in Question 2 through consideration of the remaining barriers, and hence the probability of that accident outcome.

5.7.2.3 The risk colours and values in the ERC are intended to ensure that any variation in approach produces similar outputs in terms of risk.

5.7.2.4 **Question 2-** The second question only considers *remaining* barriers – to estimate the probability of further escalation into the most credible accident outcome (of Question 1).

5.7.2.5 The barrier, which stopped the escalation, will be counted in (because it was still in place) along with any others that are believed to still remain. The already failed barriers will be ignored.

5.7.2.6 It is recognised that there is still subjectivity in the answer to the second question and that expert knowledge will still be required to make an accurate categorisation.

5.7.2.7 The reference in this analysis has to be *an accident*, because risk assessment only makes sense in relation to an accident. It does not change the fact that we manage incidents that are not actually accidents, it just recognises the fact that to measure the risk associated with incidents we need to reference them to the accident outcome.

### 5.7.3 The ERC matrix:

Question 1		Question 2			
If this event had escalated into an accident outcome, what would have been the most credible outcome?		What was the effectiveness of the remaining barriers between this event and the most credible accident outcome?			
		Not Effective	Minimal	Limited	Effective
<b>Negligible</b>	- Little or no consequence	1	1	1	1
<b>Minor</b>	- Nuisance. - Operating limitations. - Use of emergency procedures. - Injury to person(s) requiring First Aid or up to 3 days absence from work.	100	20	4	2
<b>Major</b>	- A significant reduction in safety. - Major equipment damage. - Serious injury to person(s) or permanent disablement. - Aerodrome operations limited or severely restricted leading to an inability to perform tasks accurately or completely.	500	101	21	10
<b>Catastrophic</b>	- Equipment or infrastructure destroyed. - Loss of aircraft. - Death(s). - Aerodrome unable to operate.	2500	502	102	50

### 5.7.4 ERC Output

5.7.4.1 The ERC provides a recommendation on what should be done about an event and a number, called the ERC risk index. The matrix should be interpreted as follows:

	Investigate immediately and take action
	Investigate or carry out further risk assessment
	Use of continual improvement

## 5.8 Safety Reporting

5.8.1 All safety reports will be submitted as detailed in 2B.2 Safety Occurrence, Near-Miss, MOR Reporting and Incident Investigation

## 6. Guidance

CAP 1059

CAP 760

CAP 795

Eurocontrol Safety Regulation Requirement (ESARR 3)

## 7. References

SMS-10A, Centrik Software.

CAP493, CAP760



## Section 2A: Safety Risk Management

### 2A.2 Change Management – Personnel, Operational Procedures and Published Documents

#### 1. Objective

- 1.1 The Aerodrome management shall ensure that all safety-related key personnel, published documents and operational procedure changes are implemented systematically and safely.

#### 2. Requirement

- 2.1 Any significant safety-related key personnel change within any department of the Aerodrome including the implementation of a new post, modification of existing posts or change to the person within that post shall be subject to the change management assessment.
- 2.2 Any significant safety-related change within any department of the aerodrome including the implementation of a new procedure, modification of existing systems and the introduction of new systems, shall be subject to the change management assessment.
- 2.3 Any published aerodrome document distributed to an external body or person, (e.g. the aerodrome manual), or made available externally shall be subject to the change management assessment.

#### 3. Scope

- 3.1 The procedure applies to all BCAL departments.

#### 4. Responsibilities

- 4.1 All HOD's shall be notified about any potential change to any key personnel as there may be interaction between departments which must be considered as part of the change management process.
- 4.1.1 Notification will be made to the CAA - SARG if named in the management structure key post holders list.
- 4.2 All HOD's shall be notified about any potential change to any procedure or system as there may be interaction between systems, which must be considered as part of the change management process prior to implementation.
- 4.3 HOD's shall be responsible for promotion of all safety assessments of all safety related changes within their respective departments.
- 4.4 The AcM will endorse and authorise all published or external BCAL documents before they are released from draft document control.

#### 5. Process

##### 5.1 Change of Operational Personnel

- 5.2 All safety significant posts have safety accountabilities and responsibilities described within the aerodrome manual. Changes to these safety accountabilities and responsibilities or the person undertaking the post must be subject to a change management assessment.
- 5.2.1 The assessment will be in the form of a hazard analysis and risk assessment which will include details such as a skills gap analysis for identifying areas where further training/skills are required. The assessment will identify safety related short falls from the requirements set out in the appropriate posts safety accountabilities and responsibilities. Key assessment criteria shall include:
- Training
  - Education
  - Experience
- 5.2.2 Form SMS-05 shall be used to confirm the potential personnel change.

##### 5.3 Change of Operational Procedures

- 5.3.1 Aerodrome and ATS projects commonly pass through a variety of phases during their life from initial concept through to decommissioning. Safety needs to be planned for and addressed in all

of these phases although the depth of risk assessment will vary depending upon the stage of the project and the degree of risk that exists. Performing risk assessment early in the project can identify hazards that impact on the design of the system. It is better that these hazards and their impact are identified early in a project so that the system can be designed to take account of them, rather than incurring expense trying to change a design or retrospectively to generate safety assurance evidence later in a project. Also, failure to update earlier safety analyses with information that subsequently becomes available in later project phases may invalidate the earlier analyses [CAP 760].

- 5.3.2 This may require users to be consulted. When, due to the nature of the change, the acceptable level of safety cannot be expressed in quantitative terms, the safety assessment may rely on operational judgement.
- 5.3.3 Form SMS-05A shall be used to confirm the potential operational change.
- 5.3.4 Notification will also be made to the SARG where applicable.

## 6. Guidance

- 6.1 When undertaking a change assessment, the following guidelines will be followed:
- State current procedure, proposed procedure and the reason for the change.
  - If necessary, a risk assessment for the proposed change to be performed.
  - The HOD shall view the proposal and comment. They will disseminate the proposal to their departments if applicable.
  - A majority of members of a department must also comment if asked to do so.
  - A supplementary instruction will be issued prior to updating a relevant document.
- 6.2 A change management process should use the hazard identification and risk assessment process. [AdM(B): SMP-2A.1]
- 6.3 When changing any procedure the correct document control process for that department shall be used.

## 7. References

CAP760,  
[Adm(B): SMP-2A.1]  
Form SMS-05, SMS-05A  
Centrik Software

## Section 2B : Safety Assurance

### 2B.1 Internal Safety Audits & Surveys

#### 1. Objective

- 1.1 Internal safety audits are used to assess the level of compliance with the applicable regulatory framework and the organisational SMS processes and procedures. They also ~~to~~ verify the effectiveness of such processes and procedures, and ~~to~~ identify corrective measures if needed.
- 1.2 Planning of the audits should take into account the safety significance of the processes to be audited and the results of previous audits. Wherever possible, personnel should not audit their own work
- 1.3 Internal safety audits are to be carried out as a matter of routine to:
  - Recommend improvements where needed
  - Provide assurance to managers of their safety activities within their areas and,
  - To confirm compliance with applicable parts of the SMS and operational procedures
- 1.4 Safety surveys are carried out to identify shortcomings, and recommend improvements where needed.
- 1.5 The results of audit shall be ~~are~~ used to evaluate performance and determine whether the aerodrome is achieving a steady state condition, improving or deteriorating.

#### 2. Requirement

- 2.1 All operational departments of the aerodrome shall be subject to internal audit and safety survey. This is to confirm whether or not, they are operating satisfactorily under normal conditions and to determine their performance.

#### 3. Scope

- 3.1 The procedure applies to all operational aerodrome departments.

#### 4. Responsibilities

- 4.1 The HODs will develop audit plans, and where applicable delegate the tasks to appropriate members of staff.
- 4.2 Centrik software will be used to record audits, findings and actions. These findings will be reviewed by the relevant department head who will instigate corrective actions ~~if so~~ as required.
- 4.3 The SAG will implement a specific safety topic to be surveyed if a cause for concern is identified. The departmental manager whose responsibility covers the topic will allocate resources to complete and report the findings of the survey ASAP.
- 4.4 The SAG chair shall ensure that any recommendations and actions arising from a requested specific survey are reported to the BCAL board.

#### 5. Process

##### 5.1 Safety Audits

##### 5.1.1 Audit Plan

- 5.1.2 Internal safety audits are to be planned and conducted systematically with the least possible disruption to the departments operations. The audit plan will ensure core operational components are audited. The audit plan will be a continuous program and will be performed for the specific items as directed and required by the planner available in the centrik quality module.
- 5.1.3 The audit programme will be conducted by nominated members of staff. Each task will be recorded and each non-compliance, or finding together with the agreed corrective actions, will be recorded as the audit progresses.
- 5.1.4 As the audit progresses and dependant on the inputs against the checklists selected, the outputs will be compliant/yes, non-compliant/no, partially compliant/in part or N/A.

- 5.1.5 If an auditor believes that an audit finding has detrimental safety repercussions, they will bring that finding to the attention of the line/risk manager for immediate action and mitigation via an OCC-2 safety/problem report. Following action and risk assessment update, the risk manager if so required will take that finding to the AcM/MD for review/sign off.
- 5.1.6 Major issues identified as safety critical issues will be taken to the AcM/MD immediately for assessment/action. Any actions outputs will be documented in the minutes of these ad-hoc meetings and once risk assessed and any actions or mitigations will be signed off by the AcM/MD.

## 5.2 Audit Non-Compliances

When the auditor identifies a non-compliance its severity will be assessed using the table below as guidance:

Non-compliant/No finding	Action/Timeline
Results in failure or significantly reduced operation of a safety critical service. Results in hazardous or unsafe working conditions	Requires immediate attention and possible reduction in operational service or closure of aerodrome (complete OCC-2 safety/problem report).  Same Day Action
A non-compliance which: Creates the possibility of, a significant safety hazard.	Timescale for corrective action must be related to the significance of the safety hazard or condition.  This may require immediate action or within a very short timescale e.g. 3 days
A non-compliance that: Has a minor effect on safety; or Reduces the usability of a service for its intended purpose; or Deviates slightly from operating procedures	The timescales for the corrective action must be related to the impact on safety, e.g. this could mean a maximum of 3 months.

## 5.3 Closure of Internal Audit Non-Conformances

- 5.3.1 All audit non-conformances identified shall be documented and closed once the non-conformance has been rectified satisfactorily.

## 5.4 Audit Observations

- 5.4.1 Observations will be recorded during the audit process. Observations are simply pointed out by the auditor as areas being in compliance but very close to becoming a non-conformance or that given additional evidence could transform into a non-conformance.
- 5.4.2 All observations shall be actioned to provide a report/improvement to the HOD.

## 6. Safety Surveys

### 6.1 Selection of Topics

- 6.1.1 The Risk Manager for the department will select topic(s) although priority will be given to pressing safety needs. Safety Surveys will be programmed in the centrik quality module.

Topics may include:

- Any or all of the CAA's significant seven
- ATC and RFFS/ops occurrence reports
- Equipment failure
- Other identified items as required

## **6.2 Survey Frequency & Content**

6.2.1 The aerodrome will conduct as many as practically possible within any 12-month period utilising safety performance indicators (SPI's) generated by the centrik software. Surveys can be carried out either by a single department or a multi-department team.

6.2.2 The information used in the survey may come from a variety of sources, e.g. formal audits (internal or external), investigations of safety-related events and hazard/occurrence reporting systems.

## **6.3 Safety Survey Results**

6.3.1 The results of the survey shall be presented to the department risk manager.

6.3.2 If a reduction in performance is identified then the safety survey shall be report the finding as in 5.1.5 above.

6.3.3 Major issues identified as safety critical issues will be taken to the AcM/MD immediately for assessment/action as in 5.1.6 above.

## **7. Guidance**

Not applicable

## **8. References**

OCC – 2

Centrik Software.

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## Section 2B : Safety Assurance

### 2B.2 Safety Occurrence, Near-Miss, MOR Reporting and Incident Investigation

#### 1. Objective

- 1.1 All operational, technical occurrences and near-misses that are considered to have safety implications shall be reported. Following the report when designated by the risk manager, the report could be subject to an investigation.
- 1.2 All internal safety occurrences, incidents and reports will be recorded using the company's centrik software. The reporter is encouraged to complete a full account of an event or issue to the best of their ability. The reporter should use forms SMS-24/25 to assist an initial investigation. These completed forms should be attached to the report made.
- 1.3 All external occurrences, problems and/or safety concerns reported via key stakeholders of the aerodrome shall use form SMS-10 or SMS-11 which is available electronically on the BCAL company website [www.flybrighton.com](http://www.flybrighton.com). These reports are in addition to the usual regulatory reporting requirement.
- 1.4 The department risk manager will assess all reports as they are submitted and collect data for SPIs. Risk assessments will be produced as required following reports. All risk assessments which fall into the red area will be reported to the AcM/MD for assessment and or acceptance if no further mitigations are available.
- 1.6 Incidents concerning ATS will be investigated as per [CAP493: Sect6, Chap2]

#### 2. Requirement

- 2.1 Any person employed by the aerodrome (or its contractors) is to report any occurrence or near-miss in which they was involved, or witnessed, and which is believed poses a potential threat to safety or compromised the ability to provide a safe operation.
- 2.2 All occurrences and near-misses designated for investigation shall be investigated by a competent member of staff who shall make recommendations for remedial action if necessary, or to make improvements to existing procedures where required using the change procedure.
- 2.3 All investigations on completion shall be forwarded to the risk manager for that department. The risk manager following a review of the investigation shall make any recommendations required to the AcM/MD for consideration to prevent a reoccurrence.

#### 3. Scope

- 3.1 The procedure applies to all staff of the Aerodrome operational departments, contractors, users and visitors.

#### 4. Responsibilities.

- 4.1 The AcM is responsible for the operation of the dedicated aerodrome reporting system and for nominating competent persons / department managers to investigate safety issues.
- 4.2 Department managers are to ensure that staff are aware of the aerodrome and national reporting systems and, when delegated by the AcM, appoint competent persons / department managers to investigate safety occurrences.
- 4.3 All members of staff are responsible for reporting any occurrence that they consider being a threat to safety, near-miss, or compromises the ability to provide a safe operation.

#### 5. Process

##### 5.1 Just Culture

- 5.1.1 Senior management and department managers should ensure that a 'just culture' exists which is defined as an organisational atmosphere of trust in which people are encouraged to provide essential safety-related information, and in which they are clear about where the line must be drawn between acceptable and unacceptable behaviour.

## 5.2 Reporting Action

- 5.2.1 When reporting an occurrence, near-miss or safety/problem report, a staff member will report any incident electronically on the centrik system, this includes MOR reports.
- 5.2.2 Non-staff members, e.g. pilots, operators and members of the public (key stakeholders), can report safety occurrences via form SMS-15, or Near-misses via SMS-10A both available on the aerodrome website [www.flybrighton.com](http://www.flybrighton.com). The report will be sent to [operations@flybrighton.com](mailto:operations@flybrighton.com) or via post to the aerodrome address in the aerodrome manual Part A. Following receipt the report will be forwarded to the relevant department risk manager for appraisal.
- NOTE: If an alleged breach of CAP393 (air navigation legislation) may have occurred, consider the use of reporting action via the CA939 form.
- 5.2.3 Confidential reports may be made via centrik or the 'CHIRP' reporting system at [www.chirp.co.uk](http://www.chirp.co.uk) if so required. Internal reports can be marked as confidential and anonymous if so desired.

## 5.4 MOR Initial Investigation

- 5.4.1 Following an MOR report, an initial investigation should be instigated by the department risk manager. In the event of implication of a department manager, their deputy or another experienced and competent individual (to be appointed by the AcM) will conduct the initial investigation.
- 5.4.2 The primary aim of this investigation is to establish the facts of the MOR occurrence and identify any obvious shortcomings. The investigator is ultimately accountable to, and reports to, the AcM dependent on the type of MOR occurrence and the findings outcome. The findings should be submitted to the regional inspectorate as a follow-up of the initial report.
- All internal investigations will be completed via Centrik opening the appropriate investigation section. For external reports submitted on SMS-10, SMS-10A, SMS-11 or SMS-15 the risk manager will open a new case in Centrik and attach the report form.
- 5.4.2 Minor occurrences that do not require immediate attention are reviewed at the monthly ASAT meetings.
- 5.4.3 All MOR incidents will be investigated objectively and without bias or prejudice with the investigation report issued ASAP.
- 5.4.4 In all instances, the findings should result in positive actions to prevent re-occurrence of the event and it is company policy not to apportion blame.
- 5.4.5 All staff are encouraged to complete an incident debrief form SMS-22 after any MOR report, major incident or aircraft accident so that these may be collated and used in a review of the incident to determine whether any changes to procedures or training are required. Forms should be submitted to the risk manager for that department and thereafter attached to the initial report.

## 5.5 Further Investigation

- 5.5.1 Dependent on the type of incident or occurrence reported and the findings of the initial investigation by the reporter, the reporter may initiate a further in-depth investigation to be carried out by the risk manager. When completed, the investigator/risk manager shall present the investigation report and findings on to the AcM. The report and findings, if appropriate should be passed to the appropriate SARG department together with a record of actions taken to remedy any problems and/or to improve procedures.

## 5.6 Safety Monitoring

- 5.6.1 Incidents and any action taken following an occurrence, including recommendations for improvement, should be subjected to risk assessment and monitored over a period of six months.
- 5.6.2 All recommendations and actions will be reported to the various management meetings and reviewed by the SAG where appropriate.

## 5.7 Lesson Dissemination

- 5.7.1 All incidents/occurrences which raise safety issues should be given as much publicity as possible either internally or externally if considered to be of a wider interest. The decision as whether to disseminate the information lies initially with the department manager and for wider distribution with the SAG.



**6. Guidance**

Nil

**7. References**

CAP493: Sect 6

CA939

EU2015/376

EU2015/1018

Occurrence Report ([www.aviationreporting.eu](http://www.aviationreporting.eu))

Forms: SMS-10A, SMS-15, SMS-22, SMS-24, SMS-25.

Centrik Software.

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## Section 2B : Safety Assurance

### 2B.3 Aerodrome Document Control and Data Security

#### 1. Objective

- 1.1 To demonstrate robust control of safety critical documents within BCAL.
- 1.2 All data (hard copy and electronic) storage systems and documents are to be secure from unauthorised access.

#### 2. Requirement

- 2.1 This procedure applies to all departments of BCAL.
- 2.2 In order to meet the requirements of this procedure all records documents and information must be available in the centrik system.
- 2.3 All company produced, safety critical and regulatory required documents are to be listed in the appropriate department document register that shall be established and maintained to record the policies and procedures of BCAL.
- 2.4 Tracking of safety critical and regulatory documents shall take place and be monitored by the HOD/supervisor to ensure persons are aware of relevant changes.
- 2.5 Document amendments, revisions or changes shall be distributed and incorporated promptly with implementation dates. All shall have headers and footers describing the date of issue, revision number and other marks describing the subject heading. All pages will be numbered
- 2.6 Expired documents shall be withdrawn and disposed of and the disposal recorded. Those documents retained for reference purposes shall be clearly marked to prevent inappropriate use. Documents containing details for the Airport are to be checked for accuracy as soon as they arrive and any discrepancies are to be notified to the controlling authority of the document immediately.
- 2.7 Computer networks are to have back-up systems in place for data storage and be resilient against unauthorised access (hacking, malware or physical attack). Hard copies of documents are to be located in areas such as to prevent unauthorised removal/access unless that document's distribution requires a copy to be available.

#### 3. Scope

- 3.1 The procedure applies to all operational departments.

#### 4. Responsibilities

- 4.1 The AcM is responsible for the security of the aerodrome's operational data and document control system.
- 4.2 All HOD's and supervisors will ensure changes to issued documents are updated on centrik as and when those documents are issued. When required, review dates will be amended and the document given a specific time life with a specific review date.

#### 5. Process

##### Electronic Security

- 5.1 The aerodromes chosen IT support provider monitors the status of BCAL's anti-virus protection and firewall which is updated directly from Microsoft.
- 5.1 The aerodromes operational data is stored on a server within the terminal building. Access to this information requires a username and password to access the network (set up by the provider) and access is only to data storage areas deemed suitable for that member of staff. The data is backed-up offsite to the provider's data centre and is encrypted. The number of back-ups per day is dependent on the amount of data changes since the last back-up (averaging 12 back-ups). Only the provider has access to the offsite data.
- 5.1.1 Physical access to the aerodrome server inside the terminal requires access to the administration section via a door protected by an electronic lock (control point 1 (CP1)) and a physical key to access the server room itself (available from the VCR or the OpsM).

- 5.2 The centrik system is a web-based system. A member of staff is allocated a username, password and access rights to relevant parts of the system by a system administrator (currently the HOD, DSATCO, AcM and system provider). The data it holds is stored on servers in different geographical locations.
- 5.2.1 On first log-in to centrik, the user is prompted to change their password.
- 5.3 All staff, when leaving a computer terminal, are to logout or lock the computer to prevent unauthorised access to the network.
- 5.4 The security of ATS operational recordings can be found detailed in [MATS2: 9.1].
- Hard Copy**
- 5.5 The documents held by the ANSP, administration and operations are held in their respective office areas.
- Data to External Services**
- 5.6 The security and quality of aerodrome data supplied to NATS for publication in the AIP is ensured by having only nominated persons, currently SATCO, DSATCO and OpsM, approved to issue such information. These persons have been vetted by the disclosure and barring service (DBS) or accepted equivalent.

## 6. Guidance

Nil

## 7. References

MATS2

## Section 2B : Safety Assurance

### 2B.4 Aerodrome Safety Performance Indicators

#### 1. Objective

- 1.1 Safety Performance Indicators (SPI's) are the metrics used to measure operational safety performance levels at BCAL.

#### 2. Requirement

- 2.1 A SPI is simply a set of quantifiable measures that a company uses to gauge or compare performance in terms of meeting their strategic and operational goals e.g. Safety Performance.
- 2.2 A SPI is a measurable value that demonstrates how effectively the company is achieving key objectives. BCAL will use all reported incidents to evaluate our success at reaching safety targets as set by the SAG and AcM annually.

#### 3. Scope

- 3.1 The procedure to produce true and accurate inputs into the SPIs will be required from all personnel and all operational departments.

#### 4. Responsibilities

- 4.1 The OpsM, SATCO and FSM are responsible for providing the operational data that will be presented to the SAG/AcM for the quarterly meeting and annual review.
- 4.2 The SATCO and OM will compile and populate the selected items as listed
- SATCO: 1, 2, 3, 4 and 5.
  - OM 6 and 7.

#### 5. Process

- 5.1 SPIs monitor the level of safety performance.
- 5.2 Major risk incidents include:
1. Loss of control (in the ATZ)
  2. Runway excursion
  3. Controlled flight into terrain (in the ATZ)
  4. Runway incursion
  5. Airborne conflict (in the ATZ)
  6. Ground-handling accidents
  7. MOR reports
- 5.3 All incidents classified within the above metrics will be assessed in terms of severity as detailed in the reports made in the Centrik software.
- 5.4 The following table (which will be attached to each SAG agenda and printed off and recorded for each meeting) will be used to assess overall performance and to set targets of safety performance for the aerodrome:

BCAL Aerodrome Safety Performance Indicators														
Number of Movements Per Quarter <small>(CAT 3 included)</small>		Total		CAT 3		Total		CAT 3		Total		CAT 3		Total
		0	0	0	0	0	0	0	0	0	0			
Performance Indicator	Objectives Per Annum	1	2	3	4	5	6	7	8	9	10	11	12	Total
		Quarter 1			Quarter 2			Quarter 3			Quarter 4			
Number of major risk incidents Filed MOR's	10 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Damage to aircraft	1 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Damage to vehicles and equipment	1 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Air navigation services safety events	2 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
RFFS Incident responses	ALARP	0	0	0	0	0	0	0	0	0	0	0	0	0
Aviation fuel incidents	1 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Incidents involving fire	1 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife strike events	1 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of occurrences / safety reports produced	20 or less	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of safety alerts-improvement newsletters issued	4 or more	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of ERP drills	1 or more	0	0	0	0	0	0	0	0	0	0	0	0	0
AcM signature:		Date:												
AcM Comments:														

The above table is available in Centrik

**6. Guidance**

Nil

**7. References**

Nil

CAP 1059

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## Section 2C : Safety Promotion

### 2C.1 Internal Safety Promotion

#### 1. Objective

- 1.1 The aerodrome shall communicate safety matters and trends to BCAL personnel via various means.

#### 2. Requirement

- 2.1 The aerodrome shall ensure there is a continual learning and communication process based on safety management principles.

#### 3. Scope

- 3.1 The procedure applies to all aerodrome operational personnel.

#### 4. Responsibilities

- 4.1 Department managers are responsible for ensuring that all safety issues and trends are brought to the attention of their staff by whatever means they consider appropriate.
- 4.2 Individual members of staff are required to bring safety matters and concerns to the attention of their line manager without delay to aid safety promotion.
- 4.3 It is the responsibility of the individual to report issues that are of a concern of operational safety.
- 4.4 It is the responsibility of the chairman of the various committees to bring any safety matters which, in their opinion, require wider circulation or to the attention of the AcM/SAG.

#### 4.3 Safety Culture

- 4.3.1 The AcM is responsible for the development and retention of a safety culture within BCAL as a primary means of preventing reductions in safety standards. This will include the following initiatives:
- 4.3.1.1 All members of staff shall be encouraged at all times to take responsibility for conducting their duties in a manner that does not compromise safety.
- 4.3.1.2 Personnel shall, subject to the limitations of their knowledge and expertise, be empowered to take immediate action in circumstances where they believe safety is being compromised.
- 4.3.2 Proactive communication systems will be developed to ensure the correct and timely distribution of information both up and down the organisation is achieved.

HOD's will ensuring that:

- Sufficient allocation of time is provided to safety management
- Sufficient allocation of time is provided for staff SMS training
- There is a proactive participation by the HOD in staff SMS training
- There is SMS information and advice readily available to staff
- There is proactive communication with staff on safety issues
- There is detailed documentation to ensure that staff know their responsibilities

#### 5. Process

- 5.1 The aerodrome SMS is designed to implement safety related changes and to ensure the system or procedure remains safe during any change.
- 5.2 Safety related issues are discussed at all levels within the various departments. When necessary, actions must be taken to notify staff of the potential consequence of the safety related trends, accidents or incidents. In addition, potential causes can also be relayed along with procedural details as to the required best practice to mitigate.

- 5.3 Individual members of staff (including contractual staff) are encouraged (in most cases required) to report matters that they consider to be of safety significance. Safety alerts – improvement notices, temporary operating Instruction and supplementary instructions shall be approved by the HOD's. The communication may involve a number of the above to ensure appropriate coverage.
- 5.3 Communication and lesson dissemination can be in the form of a poster, newsletter. If deemed necessary, training can be provided or the scenario can be integrated within a training course.
- 5.6.2 Findings and recommendations may be disseminated by:
- Aerodrome Advice Notices (AAN) SMS-28
  - Aerodrome Safety Bulletin (SMS-26)
  - Safety Alerts – Improvement Notices (SMS-27)
  - Memos
  - Supplementary or Temporary Operating Instructions SMS-100, SMS-101
  - Safety meeting minutes accessible via Centrik

## **6. Guidance**

Nil

## **7. References**

SMS-26, SMS-27, SMS-28, SMS-100, SMS-101

Centrik Software.

## Section 2C : Safety Promotion

### 2C.2 Aerodrome Key Stakeholders Safety Promotion

#### 1 Objective

- 1.1 The aerodrome shall communicate significant safety matters and trends to aerodrome key stakeholders via suitable means.

#### 2 Requirement

- 2.1 The aerodrome shall ensure there is a continual learning and communication process based on safety management principles.

#### 3 Scope

- 3.1 The procedure applies to all key stakeholders.

#### 4 Responsibilities

- 4.1 Department managers are responsible for ensuring that all safety issues and trends are brought to the attention of the SAG via reports and SPI's.

- 4.2 The HOD's and SAG shall ensure safety matters and concerns are issued for the attention of all key stakeholder without delay.

#### 5. Process

- 5.1 The aerodrome SMS is designed to implement safety related changes and to ensure the system or procedure remains safe during any change.

- 5.2 Safety related issues are discussed disseminated to all key stakeholders. When necessary, actions must be taken to notify specific operators of the potential consequence of the safety related trends, accidents or incidents. In addition, potential causes can also be relayed along with procedural details as to the required best practice to mitigate.

- 5.3 Individual key stakeholders (including 3<sup>rd</sup> party contractors) are encouraged (in most cases required) to report matters that they consider to be of safety significance. The success of this course of action is wholly dependent on the existence of a positive safety culture which must be nurtured from the key stakeholders themselves.

- 4.3 Safety alerts – improvement notices, temporary operating Instruction and supplementary instructions shall be approved by the aerodrome. The communication may involve a number of the above to ensure appropriate coverage.

- 4.4 Communication and lesson dissemination can be in the form of a poster, newsletter. If deemed necessary, training can be provided or the scenario can be integrated within a local training course.

#### 5.6 Safety Culture

- 5.6.1 The AcM shall be responsible for the development and retention of a safety culture within the operational aerodrome as a primary means of preventing reductions in safety standards. This should include the following initiatives:

- All key stakeholders shall be required, at all times, to take responsibility for conducting their duties in a manner that does not compromise safety.
- Key stakeholders shall, subject to the limitations of their knowledge and expertise, be empowered to take immediate action in circumstances where they believe safety is being compromised.
- Proactive communication to ensure the correct and timely distribution of information both up and down the organisation is achieved.
- Ensuring that:
  - Sufficient time is allocated to safety management for their organisation
  - Sufficient allocation of time for staff training in regards to their SMS

- There is proactive participation from their staff SMS training
- There is SMS information and advice readily available to their staff
- There is proactive communication with their staff on safety issues
- There is detailed documentation to ensure that their staff know their responsibilities

5.6.2 Findings and recommendations may be disseminated by:

- Aerodrome Advice Notices (AAN)
- Aerodrome Safety Bulletin (SMS-26)
- Safety Alerts – Improvement Notices (SMS-27)
- Memos/email
- Supplementary or Temporary Operating Instructions SMS-100, SMS-101
- Safety meeting minutes accessible via Centrik

## **6. Guidance**

Nil

## **7. References**

SMS-26, SMS-27, SMS-28, SMS-100, SMS-101

Centrik Software.

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