Aviation Safety Management Manual

Aviation Safety Management System

Version 4.15 | February 2026

Brisbane Airport

Document Control

Version	Date	Section/Page	Authorised by	Comment
4.9	5/10/2020	Complete manual	A Pond	New Template, Restructure
4.10	02/10/2021	Renewal	A Pond	
4.11	26/11/2022	Renewal 2.6	A Pond	Aviation Safety, Risk and Compliance Committee
4.12	29/11/2023	Renewal	A Pond	Renewal
4.13	01/10/2024	Renewal	C Woodward	Mobile Reporting System
4.14	29/01/2025	Renewal 2.8.8 3.5.4	C Woodward	Ramp & Baggage Safety Forums, External Stakeholder Reporting
4.15	09/02/2026	Renewal 2 2.7 3.1.2	D Tasker	Document rebrand. Aviation Safety Policy. Update of forums and purpose. Risk rating application process.

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Tables

All acronyms, abbreviation and definitions contained in the Civil Aviation Act, Regulations, Orders and the Aeronautical Information Publications and the CASA website, are applicable whenever appearing in this manual.

Table 1 Acronyms, Abbreviations and Definitions

Term	Definition
AC	"Advisory Circular" issued by CASA.
Acceptable Level of Safety	A measure of safety for which the risk is deemed acceptable, expressed in terms of safety performance indicators, safety performance targets and other safety requirements.
Aerodrome	A defined area of 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 (Manual of Standards Part139 Para 1.2)
Aerodrome Manual	Manual maintained by the Aerodrome Operator in accordance with the Manual of Standards (MOS) Part 139 and approved by CASA.
AIP	Aeronautical Information Publication
ASO	Airside Safety Officer
Airport Emergency Plan (AEP)	Manual maintain by the Aerodrome Operator in accordance with the Manual of Standards (MOS) Part 139 and approved by CASA.
Airservices	Government Authority that provides air traffic control and Aviation Rescue and Fire Fighting Services at certain airports under the *Air Services Act 1995*.
Airside Area	An area established under section 29(1) of the *Aviation Transport Security Act 2004* and includes any airside security zone established within the airside area.
ALARP	As Low As Reasonably Practical.
ATSB	Australian Transport Safety Bureau
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulation
Chief Executive Officer (CEO)	Person appointed by the owner of the aerodrome and has the overall operational responsibility for the airport.
Change Management	Capabilities and support required by the organisation to constantly evolve in response to the changing requirements of interested parties, a dynamic business environment and the process of continual improvement.
Consequence	Potential outcome(s) of the hazard.
Critical safety information	Information that staff and management need to be aware of, in order to do their job. Typically, this would include information like a change to a company procedure required as part of a safety risk treatment option.
Hazard	The condition or object with the potential of causing injuries to personnel, damage to equipment or structures, loss of material, or reduction of the ability to perform a prescribed function
Likelihood	A qualitative description of probability or frequency.

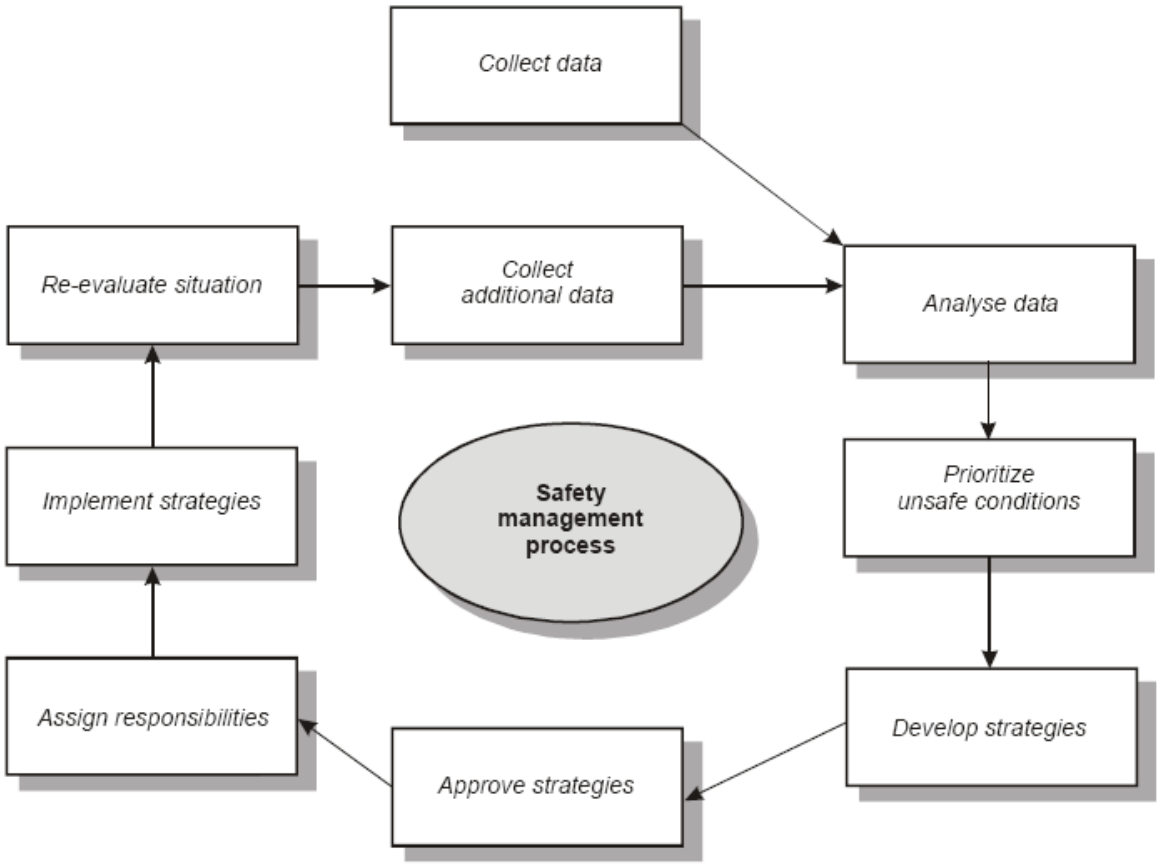
Term	Definition
Mitigation	Measures to address the potential hazard or to reduce the risk probability and / or severity.
Monitor	Check, supervise, observe critically, or record the progress of an activity or system on a regular basis in order to identify change.
MOS	"Manual of Standards Part 139 -Aerodromes" published by CASA Part 139 of CASR prescribes the requirements for aerodromes used in air transport operations.
Operator	Has the same meaning as "company".
Probability	Likelihood that an unsafe event or condition might occur
Risk	The assessment, expressed in terms of predicted probability and severity, of the consequences(s) of a hazard taking as reference the worst foreseeable situation.
Risk analysis	Systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.
Risk assessment	The overall process of risk analysis and risk evaluation.
Risk evaluation	The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.
Risk identification	The process of determining what can happen, why and how.
Risk level	Level of risk calculated as a function of likelihood and consequence.
Risk management	Means the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.
Safety Performance Indicator	Short term measurable safety objectives. They must be expressed in numerical terms.
Safety Performance Targets	Medium- and long-term measurable safety goals. They must be expressed in numerical terms.
Safety Requirements	Operational procedures, technology, systems, programmes, contingency arrangements and so forth necessary to measure against the safety performance indicators and targets. Measures of reliability, availability and / or accuracy may be added.
Severity	The possible consequences of an unsafe event or condition, taking as reference the worst foreseeable situation.
SOPS	Standard Operating Procedures
The Act	*Civil Aviation Act (1988)*.

1. Introduction

The Brisbane Airport Corporation (BAC) is committed to aerodrome safety and meets its obligations under the *Civil Aviation Act 1988*, Civil Aviation Safety Regulations 1988 (CASR), Civil Aviation Safety Authority – Manual of Standards Part 139 - Aerodromes and International Civil Aviation Organization (ICAO) Safety Management Manual (DOC9859). This commitment is outlined in the Brisbane Airport Aviation Safety Policy (Refer Section 2 - Safety Policy and Objectives).

The BAC adopted the ICAO process approach to safety management (illustrated below).

Figure 1 ICAO Safety Management Process *(ICAO Safety Management Manual (Doc 9859), p 5-7)*

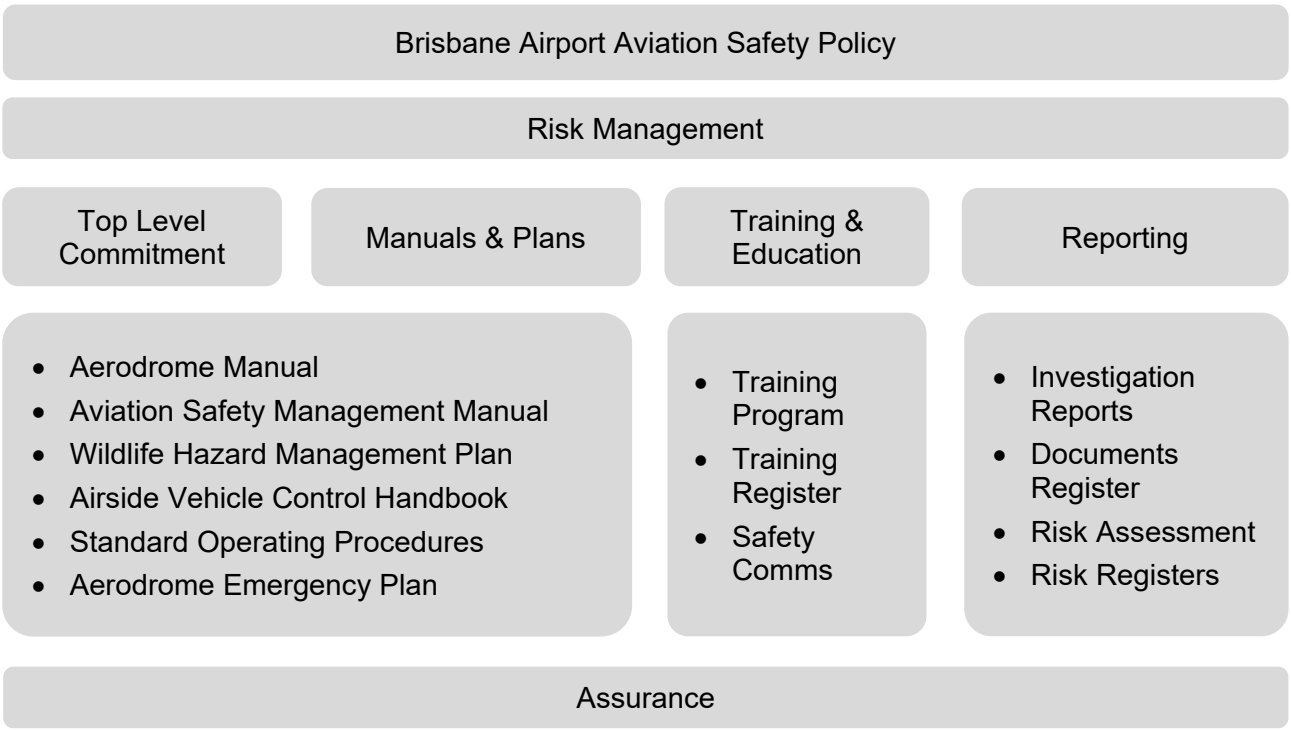


1.1 Purpose

The Brisbane Airport Corporation Aviation Safety Management Manual (SMM) outlines the key elements of the BAC's Aviation Safety Management System (SMS) and illustrates how BAC will achieve its safety and hazard management requirements.

The BAC Aviation Safety Management System is a living framework and is continuously monitored to manage emerging risks and incorporate changes to business processes.

Figure 2 BAC Safety Management System Elements



The BAC Aviation Safety Management System takes a holistic approach to managing aviation safety, incorporating key elements from various policies and procedures, and complementing BAC's other key management systems, such as the **Work Health and Safety Management System**, **Airport Emergency Plan**, the **Airside Vehicle Control Handbook**, the **Transport Security Program**, the **Aerodrome Manual**, **Wildlife Hazard Management Plan,** and the **Environment Management Manual**.

The following sections of this manual detail the key elements of the BAC Aviation Safety Management System aligned with the ICAO SMS framework.

1.2 Amendment Register

Table 2 Amendment Register

Section	Current Version	Date of previous amendment(s)
1 – Introduction	4.15 – February 2026	4.14 – January 2025
2 – Safety Policy and Objectives	4.15 – February 2026	4.14 – January 2025
3 – Safety Risk Management	4.15 – February 2026	4.14 – January 2025
4 – Safety Assurance	4.15 – February 2026	4.14 – January 2025
5 – Safety Promotion	4.15 – February 2026	4.14 – January 2025

1.3 Manual Control

The Aviation Safety Manager will maintain one master hard copy of this Manual and will include notations about the amendments in Section 1.2 (Amendment Register). When an amendment is made to this Manual, the Aviation Safety Manager will notify relevant staff by email that a change has been made.

1.4 BAC Aviation SMS Reporting Structure

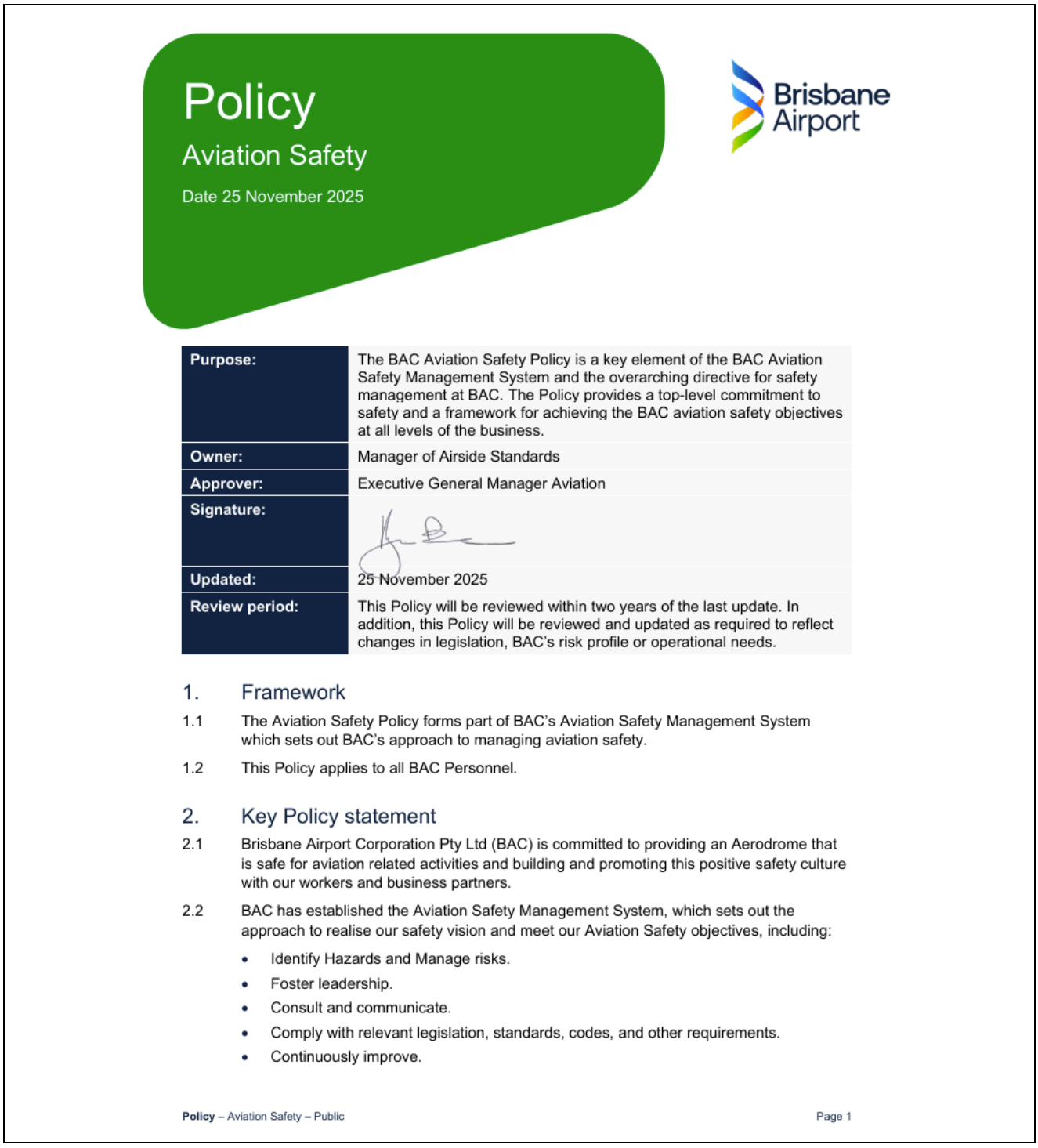
The below figure outlines the key business units and hierarchy of accountability for safety management at BAC.

Figure 3 SMS Reporting Structure

2. Safety Policy and Objectives

The BAC Aviation Safety Policy is a key element of the BAC Aviation Safety Management System and the overarching directive for safety management at BAC. The Policy provides a top-level commitment to safety and a framework for achieving the BAC aviation safety objectives at all levels of the business.

Under the policy, all levels of management and employees are responsible for the delivery of safety.



Policy

Aviation Safety

Date 25 November 2025

Purpose:	The BAC Aviation Safety Policy is a key element of the BAC Aviation Safety Management System and the overarching directive for safety management at BAC. The Policy provides a top-level commitment to safety and a framework for achieving the BAC aviation safety objectives at all levels of the business.
Owner:	Manager of Airside Standards
Approver:	Executive General Manager Aviation
Signature:	
Updated:	25 November 2025
Review period:	This Policy will be reviewed within two years of the last update. In addition, this Policy will be reviewed and updated as required to reflect changes in legislation, BAC's risk profile or operational needs.

1. Framework

1.1 The Aviation Safety Policy forms part of BAC's Aviation Safety Management System which sets out BAC's approach to managing aviation safety.

1.2 This Policy applies to all BAC Personnel.

2. Key Policy statement

2.1 Brisbane Airport Corporation Pty Ltd (BAC) is committed to providing an Aerodrome that is safe for aviation related activities and building and promoting this positive safety culture with our workers and business partners.

2.2 BAC has established the Aviation Safety Management System, which sets out the approach to realise our safety vision and meet our Aviation Safety objectives, including:

- Identify Hazards and Manage risks.
- Foster leadership.
- Consult and communicate.
- Comply with relevant legislation, standards, codes, and other requirements.
- Continuously improve.

Policy – Aviation Safety – Public Page 1

- Demonstrate and support a Just Culture.
- Commit to becoming a zero-harm organisation.
- Seek to be a guardian of all airside users by actively promoting safety.

3. Discipline and unsatisfactory performance

3.1 Non-compliance with this Policy by BAC employees will be dealt with under BAC's Discipline and Unsatisfactory Performance Policy and may result in counselling, a formal warning or termination of employment or contract.

3.2 Non-compliance by other BAC Personnel may result in termination of contract.

Responsibilities

Executive General Manager Aviation	• Authorising an Aviation Safety Policy that indicates BAC's safety objectives and its commitment to safety. • Ensuring an Aviation Safety Management System is implemented at BAC. • Ensure that BAC executives and staff are aware and held accountable for their safety performance. • Ensure that BAC's Aviation Safety Management System and operational performance are evaluated for effectiveness on a regular basis.
Executive Leadership Team	• Ensuring the application of safety management policies and procedures in accordance with BAC's Aviation Safety Management System within their area of individual responsibility. • Ensuring provision of adequately trained and competent staff to discharge their safety responsibility. • Assuming the leadership role to ensure commitment throughout BAC's Aviation Safety Policy intent, and that staff are held accountable for their safety performance.
Head of Airside Operations and Manager of Airside Standards	• Ensuring that safety considerations are given the foremost priority. • Ensuring acceptance and overview of any residual risks or hazards, and their associated controls that are identified on airport, in accordance with the procedures of the Aviation Safety Management System. • Assuming the leadership role to ensure commitment throughout the Operations Department to the Aviation Safety Policy intent, Aviation Safety Management System requirements and that staff are held accountable for their safety performance. • Ensuring provision of adequately trained and competent manpower to permit safe operational management of Brisbane Airport. • Overseeing the safety and operational performance of daily airside operations at Brisbane Airport.
BAC Personnel	• Accept responsibility and accountability for their own behaviour. • Pro-actively seek safety-related information, courses or seminars which may be of benefit to their role.

- Where appropriate, participate in developing safety standards and procedures.
- Openly communicate information about safety incidents and share the lessons with others.
- Be concerned for the safety of others (including tenants/contractors) whilst on the organisation's premises; and
- Wearing and maintaining the provided Personal Protective Equipment (PPE).

Definitions

BAC means Brisbane Airport Corporation Pty Ltd.

BAC Personnel means any person working for BAC in any capacity including BAC employees, contractors, consultants, work experience students and volunteers.

Executive Leadership Team means any individual identified as a member of BAC's Executive Leadership Team (including individuals acting in a role) or other individuals as deemed by the Chief Executive Officer for the purposes of this Policy.

Supporting BAC documents

Procedures
Aerodrome Manual
Aviation Safety Management Manual

Legislation and standards

International Civil Aviation Organisation - Annex 19 Safety Management System

Civil Aviation Safety Authority – Manual of Standards 139

Amendment history

Amendment	Version	Date commenced
Originally policy incepted 2009, updated policy to the new BAC template.	1.0	1/10/2021
Reviewed	1.1	26/11/2022
Reviewed	1.2	29/11/2023
Reviewed – Updated safety objectives	1.3	01/10/2024
Reviewed	1.4	25/11/2025

2.1 Safety Policy Distribution

The policy is distributed to the BAC Aviation Group through the internal online training program (Technology One). A copy of the policy is also available on the Hangar and the external BAC website.

2.2 Aviation Safety Objectives

The Aviation Safety Objectives provide a plan for implementing and directing the organisation's resources in order to achieve desired outcomes. The objectives are determined by the CEO through the identification of emerging risks through the Aviation Safety Key Performance Indicators (KPI's). This is undertaken annually at the Executive Leadership Team.

2.3 Management Responsibilities and Accountability

The section below outlines the key responsibilities and accountabilities for aviation safety management at BAC

2.3.1 Chief Executive Officer (CEO)

Safety Accountability: The CEO is accountable to the BAC Executive Board for the safe management of the Airport and the services provided by BAC.

Safety Responsibility: In discharging this accountability, the CEO is responsible for:

- Authorising an Aviation Safety Policy that indicates BAC's safety objectives and its commitment to safety.
- Ensure that BAC executives and staff are aware and held accountable for their safety performance.
- Ensure that BAC's Aviation Safety Management System and operational performance are evaluated for effectiveness on a regular basis.

2.3.2 Executive General Manager Aviation

Safety Accountability: The Executive General Manager Aviation is accountable to the CEO for the safe operational management of the airport.

Safety Responsibility: In discharging this accountability, the Executive General Manager Aviation is responsible for:

- Responsibility of Aviation safety management at BAC.
- Ensuring an Aviation Safety Management System is implemented at BAC.
- Ensuring adequate resource allocation for design, implementation and administration of an Aviation Safety Management System.
- Assuming the leadership role to ensure commitment throughout the Aviation Department to the Aviation Safety Policy intent, Aviation Safety Management System requirements and that staff are held accountable for their safety performance.
- Chairs the Aviation Management Team.
- Ensuring provision of adequately trained and competent manpower to permit safe operational management of the Brisbane Airport.

2.3.3 Executive Leadership Team

Safety Accountability: The Executive Leadership Team is accountable to the CEO for the safe operational management of the airport.

Safety Responsibility: In discharging this accountability, the Executive Leadership Team is responsible for:

- Ensuring the application of safety management policies and procedures in accordance with BAC's Aviation Safety Management System within their area of individual responsibility.
- Ensuring provision of adequately trained and competent staff to discharge their safety responsibility.
- Assuming the leadership role to ensure commitment throughout BAC's Aviation Safety Policy intent, and that staff are held accountable for their safety performance.

2.3.4 Aviation Management Team

BAC has established an Aviation Management Team.

2.3.5 Head of Airside Operations and Manager of Airside Standards

Safety Accountability: The Head of Airside Operations and Manager of Airside Standards are accountable to the Executive General Manager Aviation for:

- Providing advice and assurance relating to airside safety issues and performance and safety initiatives and requirements.
- Regularity and efficiency of airside operations at Brisbane Airport.
- Establishing airside safety standards.

Safety Responsibility: In discharging this accountability, the Head of Airside Operations and Manager of Airside Standards are responsible for:

- Ensuring that safety considerations are given the foremost priority.
- Ensuring acceptance and overview of any residual risks or hazards, and their associated controls that are identified on airport, in accordance with the procedures of the Aviation Safety Management System.
- Assuming the leadership role to ensure commitment throughout the Operations Department to the Aviation Safety Policy intent, Aviation Safety Management System requirements and that staff are held accountable for their safety performance.
- Ensuring provision of adequately trained and competent manpower to permit safe operational management of the Brisbane Airport.
- Overseeing the safety and operational performance of daily airside operations at Brisbane Airport.

2.3.6 Aviation Safety Manager

Safety Accountability: The Aviation Safety Manager is accountable to the Manager of Airside Standards for:

- Providing advice and assurance relating to aviation safety issues and performance and aviation safety initiatives and requirements.
- Maintenance of the Aviation Safety Policy and Aviation Safety Management System
- Establishing aviation safety standards.
- Establishing a system for the aviation safety management education and safety awareness.
- Establishing a safety audit schedule.

Safety Responsibility: In discharging this accountability, the Aviation Safety Manager is responsible for:

- Responsibility of the Aviation Safety Management System at BAC.
- Establishing and maintaining an Aviation Safety Management System including arrangements for identifying, reporting, tracking, correcting aviation safety issues.
- Undertaking on-going review of the Aviation Safety Management System to evaluate its effectiveness and ensuring improvements are made.
- Develop and promoting safety management across BAC.
- Reporting incidents and accidents as required by legislation.
- Maintaining, reviewing and amending this SMM – including maintenance of the Aviation Risk Register.

2.3.7 Managers and Supervisors

Management at all levels shall comply with the relevant safety requirements and procedures outlined in:

- BAC's Safety Management Manual (SMM) and any Supplementary Manuals.
- Other duly authorised Corporate Manuals, Instructions and Notices.
- Ensuring that staff in their area receive appropriate inductions and training in relation to their own safety and the management of safety in the workplace.
- To apply safety measures as required by safety management procedures and instructions.
- Facilitating effective consultation with their staff on safety matters.
- Supporting safety audits as and when they occur.
- Securing the commitment of their staff to safety policies and procedures and implementing management actions as required.
- Supporting safety investigations as and when they occur; and
- Shall ensure that personnel involved in airside activities shall receive the appropriate safety management training, at a level commensurate with their responsibilities, so that everybody in the organisation is prepared and able to identify and report hazards. From this perspective, hazard identification and reporting are everybody's responsibility.

2.3.8 Airside Operations Officers/Team Leaders

The responsibilities of the Airside Operations Officer are as follows: Refer to the Aerodrome manual found on the BAC BNE Community webpage.

2.4 BAC Employees

Many staff members within BAC are responsible for aviation safety, as they either:

- Undertake activities which could have an impact on aviation safety; or
- Work in the airside environment where they may become aware of a hazard which could affect aviation safety.

These staff members are required to:

- Accept responsibility and accountability for their own behaviour.
- Pro-actively seek safety-related information, courses or seminars which may be of benefit to their role.

- Where appropriate, participate in developing safety standards and procedures.
- Openly communicate information about safety incidents and share the lessons with others.
- Be concerned for the safety of others (including tenants/contractors) whilst on the organisation's premises; and
- Wearing and maintaining the provided Personal Protective Equipment (PPE).

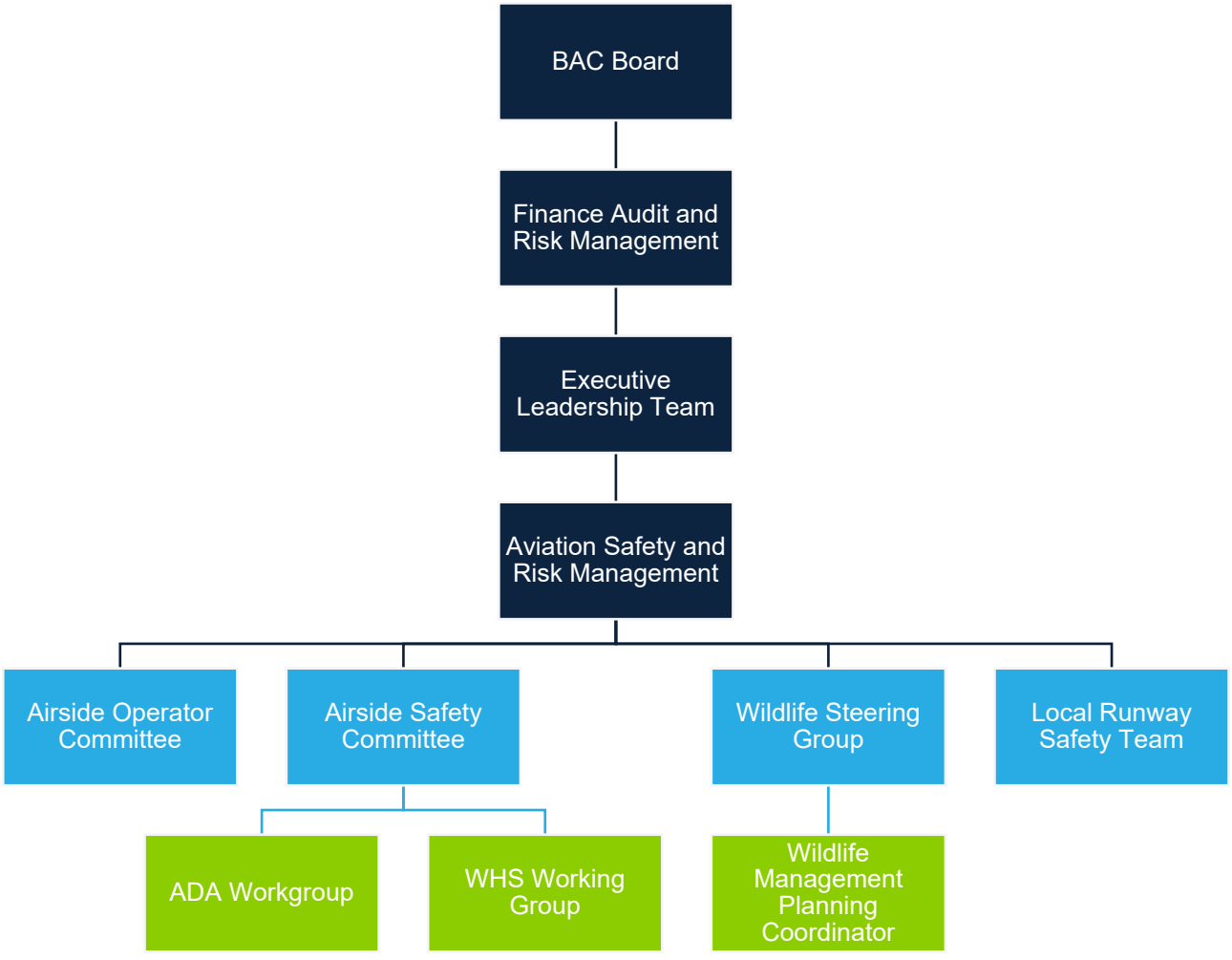
2.4.1 Contractors

The development, implementation and maintenance of a Contractor WHS Management program is a critical element to a sound WHS Management System. The contractor management system applies to all contractors providing services to BAC. Details for Contractor Management can be obtained at the following link: Work Health and Safety Management System.

2.4.2 Internal and External Consultation

The figure below illustrates the business groups that play a key role in the ongoing consultation of safety decisions and activities. Details of the specific functions and membership of these groups are further outlined in the below sections 2.5 – 2.7. Engagement with our employees and, where relevant, collaborate with airport partners (such as contractors, airlines, and tenants) to coordinate activities, establish shared consultation arrangements, and manage common interface risks.

Figure 4 Key Consultation Business Groups



2.5 Aviation Safety, Risk and Compliance Committee

The role of the Aviation Safety, Risk and Compliance Committee is to:

- Ensure that the organisation maintains an integrated Safety Management System comprising the elements defined by CASA Advisory Circular 119 and underpinned by ICAO Annex 19 and MOS 139
- Continually review and promote a strong safety culture:
  - Clear safety objectives including a zero-harm principle
  - A vibrant just culture environment
  - Strong reporting rates for hazards and incidents
  - High levels of technical competency and safety awareness among all vehicle operators
  - Co-operation and co-ordination between all parties operating airside
  - Continual promotion of safety themes and issues relevant to the operating environment
- Provide advice and opinion on safety related matters regarding Aviation and generally to the organisation as required
- Encourage lateral thinking about safety issues and proactive hazard identification
- Review and endorsement of safety procedures and policies
- Review and maintain the Aviation Risk Register (including the adequacy of risk mitigation measures proposed for each identified risk)
- Review the progress on identified aviation hazard mitigations
- Accident, incident and near miss reporting and investigation, data analysis and dissemination of trends and common causes
- Review internal reports provided to the Committee (including safety audit reports)
- Review and approve the audit schedule
- Airside safety matters policy involving all staff
- Establishment of a safety culture which ensures:
- Competency and proper controls engender commitment from all staff
- Co-operation and co-ordination between all of those operating on the airside

The Committee will compromise of representatives from the following areas:

Table 3 Aviation Safety, Risk and Compliance Committee Representatives

Position	
Executive General Manager, Aviation (Chair)	
Airside Operations	Airside Standards
Terminal Operations	Health, Safety and Environment
Security and Emergency Management	Airport Facilities

The Aviation Safety, Risk and Compliance Committee is chaired by the Executive General Manager Aviation (or selected delegate).

In addition to the permanent members named in the Table above, other BAC and third-party personnel may be invited to attend meetings of the Aviation Safety, Risk and Compliance Committee, where the Committee considers such attendance to be appropriate.

Aviation Safety, Risk and Compliance Committee procedures

The Committee will hold ordinary meetings up to 12 times per year. Extraordinary meetings may also be called where it is considered necessary to consider a serious safety issue on an urgent basis.

The Chair will issue an agenda, together with any necessary supporting material, prior to each meeting of the Committee.

The Chair will ensure that minutes are taken of each Committee meeting, and that these minutes are distributed to members before the next ordinary meeting.

At each ordinary meeting, the Committee will review reports related to the following:

- Safety reporting trends, upcoming seasonal hazards
- Change management risk assessments
- Progress of key safety actions and findings
- Aviation Risk Register updates and adequacy of controls
- Other airport and aviation operator occurrences
- Any relevant reports prepared by BAC in accordance with the requirements of BAC's Aerodrome Manual (such as aerodrome technical inspections)

2.6 Wildlife Hazard Management Steering Group

This steering group incorporates wildlife hazard management strategies both on and off Brisbane Airport. The group analyses wildlife hazard data collected, identifies trends and relationships to focus mitigation efforts on key problem areas to ensure the safe operation of aircraft. The Airside Quality and Wildlife Manager may present these strategies to the LRST and Airside Safety Committee.

2.7 Third Party Interface

BAC participates in and contributes to several safety-related consultation committees and groups. As appropriate, safety information is gained from these groups and then distributed within the company.

2.7.1 Airside Safety Committee

BAC has established an Airside Safety Committee. The purpose of this Committee is to discuss and share relevant safety information in a relaxed and open atmosphere to maximise the learning and development of ideas to improve safety.

The primary aim of the Airside Safety Committee is to:

- Provide a safe environment for the travelling public, airport users, airport employees and aircraft at Brisbane Airport
- Provide local oversight of airside safety issues with a focus on the dissemination and sharing of findings and lessons learnt, evaluating the safety efficacy of new initiatives, and making recommendations for procedural improvements, where appropriate
- To eliminate and / or reduce hazardous conditions, acts, and situations as low as reasonably practicable, as well as to prevent and / or reduce accidents, incidents, and occurrences as low as reasonably practicable.

- To promote positive safety attitudes, culture, lateral thinking, and new technology through collaboration of all organisations working airside.

Airside Safety Committee members

The Committee consists of representatives from the airlines, handling agents, aircraft cleaning companies, aircraft catering companies, refuelling companies, Government agencies, Air Traffic Control.

Airside Safety Committee procedures

The Airside Safety Committee will hold up to three meetings per annum, at the offices of BAC, another suitable site of another member or Microsoft Teams. Extraordinary meetings may also be called where it is considered necessary to consider a serious safety issue on an urgent basis.

The Aviation Safety Manager will issue an agenda, together with any necessary supporting material, prior to each meeting of the Airside Safety Committee.

The Aviation Safety Manager will ensure that minutes are taken of each Airside Safety Committee meeting, and that these minutes are distributed via email to members before the next ordinary meeting.

2.7.2 Local Runway Safety Team (LRST)

BAC chairs Local Runway Safety Team Working Group. The group consists of but not limited to representatives of BAC, Airservices Australia, Qantas Airways, Virgin Australia, QLD Government Airwing and Royal Flying Doctors.

LRST procedures

The LRST will will hold up to three meetings per annum, at the offices of BAC, another suitable site of another member or Microsoft Teams. Extraordinary meetings may also be called where it is considered necessary to consider a serious safety issue on an urgent basis.

The Aviation Safety Manager will issue an agenda, together with any necessary supporting material, prior to each meeting of the Airside Safety Committee.

The Aviation Safety Manager will ensure that minutes are taken of each LRST meeting, and that these minutes are distributed via email to members before the next ordinary meeting.

2.7.3 BAC and Airservices Meeting

Members of BAC and Airservices meet Bi-Weekly to discuss capitalised and maintenance works programs/projects, apron usability updated, airfield changes, safety updates, regulation changes, procedural changes and ARFF.

2.7.4 Australia Airports Association (AAA)

Members of the BAC Safety Aviation Management Committee participate in **Australian Airports Association.** The AAA facilitate co-operation among all member airports and their many and varied partners in Australian aviation, whilst maintaining an air transport system that is safe, secure, environmentally responsible, and efficient for the benefit of all Australians. Click on AAA for access.

2.7.5 Australian Aviation Wildlife Hazard Group (AAWHG)

Members of BAC Safety Aviation Management Team participate in the AAWHG. The group provides information and a forum for discussion on Bird and Animal Management Programs as they relate to airport operations. This group meets four times per year. Click on AAWHG for access.

2.7.6 National Runway Safety Group (NRSG)

The national runway safety group is a state safety programme hazard-specific working group and has been established to facilitate state-level visibility and continuous improvement in safety performance, specific to runway safety in Australia.

2.7.7 Ramp, Freight and Safety Forums

BAC believes that ramp safety is a team effort between the Airport Operator, Airlines and Ground Handlers. The Ramp, Freight and Safety Forums are established to focus on ground handling safety.

These forums will:

- Discuss and share relevant safety information.
- Promote a just and safe culture.
- Offer updates on local changes.
- Deliver updates on the Airport Operators Licence (AOL).
- Create an open forum for members to share and address any concerns.
- Address driver behaviour and standards.
- Discuss stakeholder incident reporting and shared learnings with the group.

Separate forums will convene monthly, chaired by the Airside Operations Manager. Meeting minutes will be recorded and shared with members via email.

- **International Terminal Building (ITB) Ramp, Freight and Safety Forum**
  - **Purpose:** To address operational and safety issues related to ramp and freight handling operations specific to the International Terminal Building and freight handling facilities, ensuring a safe and efficient environment.
  - **Members:** Representatives from airlines, handling agents, freight forwarding companies, aircraft cleaning companies, aircraft catering companies, refuelling companies, government agencies and Brisbane Airport.
- **Domestic Terminal Building (DTB) Ramp and Safety Forum**
  - **Purpose:** To address operational and safety issues related to ramp and operations specific to the Domestic Terminal Building, ensuring a safe and efficient environment.
  - **Members:** Representatives from airlines, handling agents, aircraft cleaning companies, aircraft catering companies, refuelling companies, government agencies and Brisbane Airport.

2.8 Coordination of Emergency Response Planning

Introduction

Potential emergency situations have been identified, and emergency procedures are in place. The procedures relating to emergency preparedness are detailed in:

- Brisbane Airport Aerodrome Emergency Plan
- Domestic and International Terminal Fire and Emergency Procedures

BAC requires that the emergency control organisation conducts evacuation exercises during the year. These exercises are held to test the efficacy of the procedures established.

The Airport Emergency Committee (AEC), on behalf of BAC, has responsibility to prepare, publish and review the Aerodrome Emergency Plan (AEP). BAC chairs the AEC with the Committee comprising of representatives from the major agencies involved in the response to an emergency on Brisbane Airport.

Click on BAC BNE Community webpage for access.

2.9 Document Control Review

BAC Airside Operations has a Document Control Register relating to the control and review of documentation. Documents are forwarded by the applicable business unit manager to the Airside Operations Manager to update the Mobile Reporting System Document Library.

2.9.1 Ancillary Documents and Software

There are other documents produced by BAC which are ancillary to this Manual. These include part of the Aviation Safety Management System.

These other documents and tools will change from time to time and will be updated by the relevant person. These are;

a. Brisbane Airport Aerodrome Manual

The purpose of this Manual is twofold – to provide BAC staff with a comprehensive reference for use in the day-to-day operations of the airport, and to provide airport users with information about the guidelines and procedures that are applied in operating the airport. For this reason, the document is more appropriately entitled the **Aerodrome Manual** for Brisbane Airport. It also contains details of essential operating procedures that may not be entirely safety related, but nevertheless are required to satisfy other legal requirements and common law obligations.

The purpose of the Aerodrome Manual is to provide:

- Confirmation of an aerodrome operator's ability comply with the aviation legislation applicable to aerodrome operations. It contains detail information regarding the aerodrome site, facilities, services, equipment, operating procedures, organisation, and safety management for Brisbane Airport.
- A reference document for:
  - Use by staff (and contractors) of an aerodrome operator in their activities to operate and manage the activities and business of the Airport; and
  - Use by officers of CASA in audit and inspection activities.

The Aerodrome Manual is controlled by the Head of Airside Operations. Click on BAC BNE Community webpage for access.

b. WHS Management System (WHSMS)

WHS refers to the legislation, policies, procedures and activities that aim to protect the health, safety and welfare of all people in the workplace. The WHSMS is controlled by the WHS and Employee Relations Manager.

The WHS System also includes contractors working on airport.

As a person conducting a business or undertaking under WHS law, BAC has several duties in relation to ensuring the health and safety of workers and others at the airport. In addition, certain work activities pose specific risks to the health and safety of airport workers and members of the public. For that reason, BAC requires all contractors to be registered and has identified particular works that require a Works Approval before they can commence. This information sheet provides an overview of how to obtain necessary approvals.

Click here for more details.

c. Airside Operations Centre Standard Operating Procedures (SOPs)

SOPs consist of a set of instructions having the force of a directive and covering those features of operations that lend themselves to a definite or standardised procedure. Standard Operating Procedures can act as effective catalysts to drive performance-improvement and improve organisational results. The procedures in this manual will be reviewed annually and as required.

Individual SOPs have been developed for the relevant sections of the Aerodrome Manual Section 2, to be reviewed as required. All SOPs are available for access through BAC's Mobile Reporting System.

The approval of each of these SOPs is the responsibility of the Head of Airside Operations.

d. Notice to Officers (NTO)

'Notice to Officers' is a communication tool to assist in the communication process across the Airside Operations Centre to ensure everyone receives the same message and acknowledges receipt of that message to ensure consistency of our operating procedures. All new NTOs issued will appear in BAC's Mobile Reporting System and shall be read and accepted by Officers at the beginning of each shift.

This supporting document set should be read in conjunction with the current Aerodrome Manual and Standard Operating Procedures.

The approval of each of the NTOs are the responsibility of either the Head of Airside Operations, Manager of Airside Standards and Aviation Safety Manager.

e. Wildlife Hazard Management Plan

This manual contains a compilation of information to assist airport personnel in conducting Wildlife Hazard Assessments and in the development, implementation, and evaluation of Wildlife Hazard Management Plans. This manual includes specific information on the nature of wildlife strikes, legal authority, government agency roles and responsibilities, regulations, wildlife management techniques and Wildlife Hazard Assessments.

f. Environmental Management System (EMS)

The EMS represents a systematic approach to managing environmental issues across BAC's business. The EMS is a management tool designed to capture (or identify) all activities conducted by BAC and assess the level of environmental risk that each activity may pose, then to manage those risks, audit performance, review the approach and strive for continuous improvement.

Click on EMS for access.

g. Airside Vehicle Control Handbook

This Handbook details the safety rules for drivers of vehicles on the airside at Brisbane Airport. The intent of these requirements and procedures is to ensure the safe and orderly movement of passengers, aircraft, and vehicular traffic. This handbook is reviewed as necessary and is controlled by the Aviation Safety Manager.

Click on Airside Vehicle Control Handbook for access.

h. Aerodrome Emergency Plan (AEP)

A comprehensive and frequently practised Airport Emergency Plan developed and maintained in consultation with all responsible agencies. It provides a formal record of the agreements reached between those agencies which are expected to respond to an emergency at Brisbane Airport. The Airport Emergency Plan is controlled by BAC's Security and Emergency Planning.

Click on BAC BNE Community webpage for access.

i. Transport Security Program (TSP)

The TSP reflects an integrated, coordinated, and proactive approach to aviation security. The TSP is not intended to be an operations manual describing how to do things in minute detail, rather an outline of an AIP's security risk environment, and what things (i.e. measures and procedures) they will do to deter and detect unlawful interference with aviation. The TSP is controlled by BAC's Security and Emergency Planning division.

j. Incident Manager (OCA Noggin)

Incident management is an important component of the BAC's reporting system. This incident management system is supported by an electronic notification system, via email or SMS – depending on category and nature of the incident. Incident Manager is implemented under a policy framework to guide the notification, prioritisation, investigation, action, and feedback of incidents.

BAC Staff and Contractors click on OCA for access.

External Airport Stakeholders click Public Form for access

k. Drug and Alcohol Management Plan (DAMP)

BAC recognises that alcohol or drug misuse will impair an individual's ability to perform work safely. Consequently, whilst performing work at Brisbane Airport Corporation or work on behalf of BAC, the Corporation requires that its employees and contractors performing safety sensitive aviation activities are within prescribed limits for the presence of illicit drug/s and /or alcohol and have completed mandatory DAMP training requirements. Click on DAMP for access.

l. Maximo (Asset Management System)

Maximo is a comprehensive maintenance work management solution for planned and unplanned activities including long – and short-term planning, preventive, reactive and condition-based maintenance, schedule management, resource optimisation and key performance indicators. Maximo is utilised to ensure of compliance, service delivery, financial performance, and the on-going asset management capability within BAC.

m. Mobile Reporting System

BAC Airside Operations uses a Mobile Reporting System to record, track and influence aerodrome compliance, safety, incident management, operational maintenance, and overall

aerodrome analytics. The types of changes that may affect aircraft operations and require reporting are: details of airport serviceability inspections, reporting actions and NOTAM requests, airport works, breaches of airside driving rules, bird harassment, OLS infringements, hazardous materials incidents, and actions taken during low visibility operations.

The approval for version amendments to the software application is the responsibility of the Head of Airside Operations.

Documentation amendments to BAC's Mobile Reporting System can only be requested by contacting the Manager of Airside Operations.

n. Method of Working Plan (MOWP)

The preparation of a method-of-working plan identifying areas of the aerodrome affected during each stage of the work and steps taken to ensure safety standards are met.

The MOWP document provides formal and timely advice to the aviation industry of aerodrome works.

It advises of restrictions placed on aircraft operations and the works organiser as a consequence of the works. In addition, details restrictions and permissions to project management and contractors in undertaking the works. A MOWP is prepared for works that will have a major operational impact, or cause disturbance to operations over an extended period.

3. Safety Risk Management

Aviation safety risk management is the process of identifying, assessing, and controlling risks arising from BAC's aerodrome operations. It is a core component of BAC's culture and forms part of all airside activities.

3.1 Risk Management Process

The aviation safety risk management process follows the risk management methodology outlined in BAC's Risk Management Policy, comprising

- Identify risks
- Assess and evaluate risks
- Treat risks
- Monitor and communicate risks
- Ongoing review
- Risks identified through this process are documented in the Aviation Risk Register. It is controlled by the Manager of Airside Standards or delegate.

3.1.1 Identifying Risks

Risk identification is a critical activity. If a risk/threat is not identified, there can be no strategy to defend against it.

The objective of this step is not to create an onerous and lengthy list of all possible risks, but to identify all significant sources of risk relevant to BAC's aerodrome operations. The descriptions need to include detailed causes and impacts of each identified risk.

3.1.2 Assess and Evaluate Risks

Assess all identified risks to determine the level of the risk and what risk mitigation measures should be taken. This is done by examining the:

- Likelihood that the risk will result in an incident of accident
- Consequences that will result from an incident or accident
- An initial incident rating is applied when reported in GRC Noggin, and an assessment rating (subject matter expert rating) is applied during review, to assess each incident/ event to determine the level of mitigating action response, if required.

Table 4 Criteria for Risk Assessment

Likelihood Rating	Description
Almost Certain	90% per annum. Expected to occur. Has occurred frequently at the location.
Likely	60% - <90% per annum. Might occur often. Has occurred frequently in BAC.
Possible	30% - <60% per annum. Will probably occur at least once. Has occurred multiple times in BAC.
Unlikely	1% - <30% per annum. Could occur at some time. Has occurred once or twice in BAC.
Rare	<1% per annum. Could occur in exceptional circumstances. Has occurred in industry but not in BAC.

Use the risk Rating Matrix and Evaluation Criteria to determine the risk rating and actions required for each risk.

Table 5 Risk Rating Matrix

Risk Rating		Consequence				
		Insignificant	**Minor**	**Moderate**	**Major**	**Extreme**
Likeihood	**Almost Certain**	Medium	High	High	Very High	Very High
	Likely	Low	Medium	High	Very High	Very High
	Possible	Low	Medium	Medium	High	Very High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	High

Table 6 Risk Treatment and Acceptance Criteria

Risk Level	Action Required	Acceptance By
Very High	• Risk treatment must be implemented immediately • Review risk quarterly at a minimum	Chief Executive Officer
High	• Risk treatment must be implemented as soon as practicable • Review risk six monthly at a minimum	Executive General Manager
Medium	• Risk treatment may be considered • Review risk annually at a minimum	Head of Division
Low	• No risk treatment required • No minimum ongoing review required unless determined by the relevant Head	Manager

3.1.3 Treat Risks

Identify treatment actions required for each risk, based on their level of risk. Accountability for completing each treatment action should be assigned to relevant BAC personnel, as well as an appropriate time for completion. The following options are available for treating risk:

Table 7 Risk Treatment

Treatment Option	Description
Avoid	Choosing not to proceed with the activity that's creating the Risk or choosing an alternative approach to achieve the same outcome.
Mitigate	Further reducing the likelihood/consequence of the risk by improving existing controls or implementing additional controls.
Share	Shifting part of the responsibility for a risk to another party by contract or insurance.
Accept	Deeming the existing controls are appropriate, based on a feasibility and cost/benefit, agreeing no further action is required other than monitoring the control.

The Aviation Safety Manager will, where necessary, consult with the Aviation Management Team to verify that the proposed mitigation measures are adequate and appropriate. The Aviation Safety Manager will also track the status and completion of risk treatment actions, and report to the Manager of Airside Standards on their completion.

3.1.4 Monitor and Communicate Risks

The Aviation Safety Manager will communicate the information identified in the Aviation Risk Register to those with a role in the SMS.

The extent to which this information is shared in the following ways:

- Direct feedback from the Aviation Safety Manager to the person reporting the risk/accident/incident.
- The dissemination of information through the BAC Airside Safety Committee.
- Informal meetings with BAC staff and other airside organisations.

3.1.5 Ongoing Review

The Aviation Risk Register will be reviewed annually or as required by the Aviation Management Team.

3.2 Risk Management – Projects

Risk assessments will be undertaken for each project. Assessments should involve internal and / or external project stakeholders and will be facilitated by the relevant Project Manager.

The project risk management process will follow the methodology described above.

Method of Working Plans (MOWP) shall be completed by the Project Manager from BAC and circulated to all interested stakeholders.

Standard Operating Procedures (SOPs) shall be in place for all BAC staff required for works. These procedures are to be reviewed as necessary to maintain the safety of BAC staff, and safe operations for all Airside workers.

3.3 Standard/Safe Operating Procedures (SOPs)

Where safe work procedures or instructions are developed, they must clearly spell out the work sequence highlighting the procedures required to adequately control each risk identified in the risk assessment.

Effective implementation of standard operating procedures (SOPs), including the use of checklists and briefings. SOPs, checklists and briefings, are amongst the most effective safety controls operational personnel must discharge their daily responsibilities. They are a powerful mandate from the organisation regarding how Executive Leadership Team require operations to be conducted.

3.4 Hazard Identification

Hazard identification is critical to the proper implementation of this SMS. If processes are not in place to properly identify hazards, they may remain ‘unchecked’ and the possibility of a hazard resulting in an incident or accident may increase significantly.

BAC identifies hazards in several ways, including:

- GRC / OCA (Noggin) reporting system for BAC staff
- Safety audits
- Confidential hazard reporting
- Issues raised in various airport forums (such as the Airside Safety Committee)
- Reporting carried out in accordance with the Aerodrome Manual
- Observations of work practices

3.5 Hazard Reporting

For the Aviation Safety Management System to operate effectively, it is vital that the voluntary reporting of hazards at Brisbane Airport can be done in a confidential and non-punitive way. It is more important that BAC be notified of the hazard, than not have the hazard reported at all for fear of repercussions for the reporting person.

The above methods of reporting are all voluntary. In other words, BAC relies on its employees, and others working airside, to bring to its attention the existence of hazards or the occurrence of an Incident.

In order to ensure the build-up of user confidence in the system, it is important to provide feedback to the reporting employee or agency on what action, if any taken.

3.5.1 What Should be Reported

The ICAO Safety Management Manual (Doc 9859) recommends that hazards/incidents should be reported if:

- The reporter thinks that something can be done to improve aviation safety
- Other airside workers could learn from the reported hazard/incident; or
- The Aviation Safety Management System and its inherent defences have not achieved what was intended.
- In other words, all situations or occurrences which affect – or have the potential to affect – aviation safety, should be reported to the Aviation Safety Manager. This includes hazards potential hazards, incidents and accidents.
- Aviation hazards and incidents/accidents must be reported to the Aviation Safety Manager through the Incident Notification System as soon as possible, or in confidence by emailing the Aviation Safety Manager.
- BAC receives reports of hazards/accidents in writing, rather than verbally, so that BAC has the reporter's own written account, and not the Aviation Safety Manager's (or someone else's) transcription of it.

3.5.2 Examples of What Should be Reported

Examples of hazards that should be reported:

- The safety of an aircraft, airside vehicle, passengers or crew that is or could have been jeopardised
- Any defect or damage which adversely affects the airside operation of a vehicle, plant or equipment, or which render the affected item unfit for subsequent use
- Any system failure or abnormal operation of a system
- Any occurrence which requires the use of an emergency or back-up system
- When emergency procedures or equipment are used (intentionally or inadvertently) or when an emergency is declared
- Airside vehicle movements resulting in collision (with other vehicles, aircraft or BAC property)
- Bird or animal strikes
- Unauthorised airside access
- Damage to boundary fences or breach of security arrangements
- Significant component failure of any lighting system
- Intoxicated, violent or disruptive airside workers.

3.5.3 Internal Hazard Reporting

As mentioned in section 3.5, hazards are brought to the attention of the Aviation Safety Manager in a number of ways:

- Incident Management reporting system (GRC / OCA – Noggin)
- Emails
- Phone calls; and
- In person

3.5.4 External Hazard Reporting

Hazards are brought to the attention of the Aviation Safety Manager in several ways:

- Issues raised in various airport forums (such as the Airside Safety Committee/LRST)
- Emailed reports from Stakeholders
- Reporting carried out in accordance with the Aerodrome Manual – such as the reporting of bird strikes or the discovery of FOD
- BAC External Stakeholder Incident Reporting BAC - External Stakeholder Report - Public Form

3.5.5 Review of Hazard Reports

The Aviation Safety Manager shall undertake the following as part of that process:

- Review formal reports to determine whether they were dealt with efficiently and effectively
- Maintain an Aviation Risk Register reflecting the status of all reports
- Review reports for any trends in the types of hazards identified
- Provide feedback about the reporting system and the risk management process to the report submitter (where known)
- If necessary, update the Aviation Risk Register to take account of a hazard, incident or accident that has been reported, or because of an emerging trend in airside operations which changes the profile of a particular risk.

3.6 General Reporting

Accidents and incidents which are reported to the Aviation Safety Manager must undergo an appropriate assessment or investigation – to assess not only WHAT happened, but more importantly WHY it happened. In this way, BAC can investigate and analyse all the contributing actors, and determine whether:

- The accident or incident resulted from a systemic defect in the SMS
- Changes are required to airside processes and procedures
- Additional risk assessment is required
- The existing risk mitigation measures are adequate
- Any additional measures should be implemented

3.6.1 Statutory Reporting

There are also Commonwealth and State legislation that provides for the mandatory reporting of certain accidents and incidents.

3.6.2 Australian Transport Safety Bureau (ATSB)

Details about Immediate Reportable Matters (IRM), Routine Reportable Matters (RRM) and the Aviation Accident/Incident Notification Form can be found on the ATSB website.

3.6.3 Civil Aviation Safety Authority (CASA)

BAC is required to notify the Civil Aviation Safety Authority in relation to issues affecting the serviceability of the aerodrome. Details of the reporting process can be found in the Aerodrome Manual.

3.6.4 Workplace Health and Safety Queensland Electrical Safety Office.

In accordance with State Legislation and BAC's Work Health and Safety Management System

4. Safety Assurance

Assurance builds on the principle of the continuous improvement cycle. In much the same way that quality assurance facilitates continuous improvements in quality, safety assurance ensures control of safety performance, including regulatory compliance, through constant verification and upgrading of the operational system.

The evaluation process involves as assessment of whether the Safety Management processes are providing an effective system for the management of aviation safety risks.

4.1 Objectives, Targets and Plans

The concept of acceptable level of safety responds to the need to complement the prevailing approach to the management of safety based upon regulatory compliance, with a performance-based approach that aims for continuous improvement to the overall level of safety.

Acceptable level of safety expresses the safety goals of BAC. From the perspective of the relationship between CASA and BAC, it provides the framework for the minimum safety objectives(s) that may be acceptable to CASA, to be achieved by BAC, while conducting core business functions. It is a reference against which the oversight authority can measure safety performance.

The establishment of acceptable level(s) of safety for the Aviation SMS does not relieve BAC from its obligations under relevant national regulations and standards. The relationship between acceptable level of safety, safety performance indicators, safety performance targets and safety requirements are as follows:

- Acceptable level of safety is the overarching concept.
- Safety performance indicators are the measures or metrics to determine if the acceptable level of safety has been achieved.
- Safety performance targets are the quantified objectives pertinent to the acceptable level of safety.
- Safety requirements are the tools or means required to achieve the safety performance targets.

4.2 Safety Performance Monitoring and Measurement

The following items are filed under the BAC Aviation Safety Management System Safety Performance Indicators, Safety Performance Plans and Safety Performance Targets.

4.3 Safety Performance Indicators

The safety performance indicators representing an acceptable level of safety are integral short-term objectives of the Safety Management System (SMS). These indicators are associated with key components of the BAC Aviation SMS and are quantified in numerical terms.

Safety Performance data is shared with but not limited to stakeholders at the following forums:

- Airside Operations Staff.
- Executive Leadership Team.
- Airside Safety Committee.
- Local Runway Safety Team.
- Other relevant stakeholder and internal forums as required.

4.4 Safety Performance Targets

The safety performance targets representing an acceptable level of safety are the medium to long-term objectives of a Safety Management System (SMS) and are associated with the major components of the BAC Aviation SMS. These targets are quantified and expressed in numerical terms.

4.4.1 Benchmarking

Benchmarking serves as a measuring stick for the organisation by identifying those organisations that are viewed as the best. Benchmarking can also be used to identify areas of weakness and assist in prioritising program improvements.

4.4.2 Investigation and Analysis – General

An investigation is described in *ICAO Annex 13* as:

"A process conducted for the purpose of accident prevention which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes and, when appropriate, the making of safety recommendations."

As with the hazard reporting process in this Manual, the focus is always on advancing the interests of Aviation Safety, and not the apportionment of blame.

A 'safety enhancement' approach to investigations – rather than a 'blame' approach will always further the objectives of the SMS as outlined in this Manual. In other words, the investigation of accidents should be directed at risk control, so that the underlying causes of the accident/incident can be assessed, and appropriate steps put in place to minimise the risk that the accident/incident will be repeated.

However, the extent of investigation undertaken by the Aviation Safety Manager will always be dependent on the nature of the accident or incident and its actual or potential consequences in accordance with BAC's Investigation Policy and Procedures.

4.4.3 Safety Investigation and Analysis

A hazard can be described as a source of potential harm or a situation with a potential to cause loss. In an airside context, it may be purely by chance that a hazard has not resulted in an accident or incident (causing personal injury or property damage).

For this reason, it is essential that hazards and incidents are reported in the BAC incident management system and assessed, as an unreported hazard or incident can lead to significant consequences for an airport operator.

As with the safety audit process, the results of safety investigations and analysis will be reported by the Aviation Safety Manager and to the Aviation Management Team, as necessary. Any follow-up activity considered appropriate by the Committee will be recorded for action/delegation.

4.5 Record Keeping

The Incident Report and Investigation Form shall be held by the Aviation Safety Manager for a period of 5 years.

4.6 The Management of Change

Change can introduce new hazards impact the appropriateness of existing safety risk mitigation strategies and/or impact the effectiveness of existing safety risk mitigation strategies. Changes may be external to the organisation, or internal. Examples of external changes include changes in regulatory requirements, changes in security requirements, and reorganisation of air traffic control. Examples of internal changes include management changes, new equipment, and new procedures.

4.6.1 Communication

Communication before, during and after the change is one of the most important parts of change management.

- Make sure that adequate advance notice is given, especially if a response is expected.
- Make sure that it is clear whom people should respond to, if they have comments or concerns
- Let others know about the proposed changes. This can be as formal as a Change Request form, or as simple as an e-mail message to the concerned parties.

Each responsible Manager or person reviews change requests and determines whether they should be made. In addition, they may determine that certain changes to the proposed plan for implementing the change, must be made for it to be acceptable.

4.6.2 Plan the Change

Determine the following information during the planning process:

- Who is responsible for the change?
- What effect the change will have?
- When the change should occur, based on the following factors?
  - When will the change have the least chance of interfering with operations?
  - Will appropriate support staff be available?
  - Will there be enough time to review and test the proposed change?
- Why making the change is important?

- How the change will be made?
- If the change will result in any additional security issues or increase the risk to the aviation safety.
- Back-out procedures in case the change is not successful.
- What additional training and documentation will be necessary for both support staff and end users?
- Make sure that support staff is available and prepared to assist in the change process.
- Provide documentation and instruction to users that will be affected by the change.

4.6.3 Keep a Record of the Change

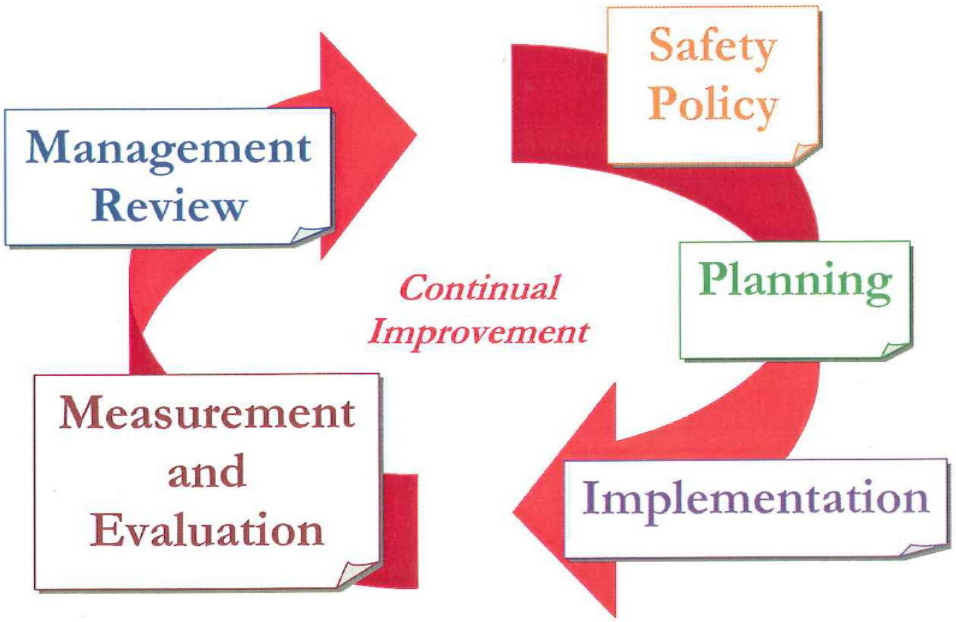
Keeping a record of the change management process can help determine the history of an information resource, as well as provide proof that the change was approved.

4.7 Continuous Improvement of the SMS

Continuous improvement can occur only when the organisation displays constant vigilance regarding the effectiveness of its technical operations and its corrective actions.

The Safety Management Process (outlined in the Introduction to this Manual) which underpins the SMS, is a continuous loop. This loop is represented in the following figure:

Figure 5 Continuous Safety Loop (ICAO Safety Management Manual (Doc 9859 first edition, p 4-21,)



In order to close the 'safety loop', it is important that safety performance is evaluated (the "Monitor progress" step in the figure above) to ensure that:

- The SMS is achieving its objectives and desired outcomes
- Deficiencies are identified and appropriate changes are implemented.

5. Safety Promotion

Training and education of BAC staff and other airside users is another key part of the proper operation of the Aviation SMS. BAC has implemented programmes and processes to deal with:

- Training and education about BAC's commitment to Aviation Safety (the Brisbane Airport Aviation Safety Policy), and the operation of the SMS itself – including the role that each person involved with the airside plays in the SMS process.

5.1 Training and Education

BAC staff with a role in aviation safety will, when commencing employment with BAC, be given a briefing about:

- BAC's commitment to safety (the Aviation Safety Policy).
- The existence and operation of the Aviation SMS for Brisbane Airport.
- The role of the Aviation Safety Manager.
- The role that person has in the SMS process, including the process for reporting hazards/incidents/accidents.

In addition, skills/competencies and qualification have been identified for persons within the Airside Operations and Standards Department that reference the specific roles and tasks undertaken. Refer AOC Training for access.

5.2 Commitment to Training

The purpose of training at Brisbane Airport is to enable all those engaged in the airside environment to:

- Maintain necessary skills.
- Safely and competently carry out their work responsibilities.
- Comply with any statutory training or licensing requirements.
- Ensure the safety of all users of the Airport.

5.2.1 Hazard and Risk Identification Training

Safety training for managers and supervisors should address safety responsibilities, including promoting the Aviation SMS and engaging operational personnel in hazard reporting. In addition to the training objectives established for operational personnel, training objectives for managers and supervisors shall include a detailed knowledge of the safety process, hazard identification and safety risk assessment and mitigation, and change management.

5.2.2 Training for Specific Tasks

Depending upon the person's role at Brisbane Airport, they may be required to undertake training and education relevant to that role, as per the examples following:

- Safe Operating Procedures (SOPs).
- General Induction for Construction Work in QLD (White Card).
- Manual Handling.
- Personal Protective Equipment.
- Airside Driving Authority (ADA).

5.2.3 Induction Training

This shall be provided as part of the induction programme for new BAC employees. In-particular staff will be made aware of the incident reporting system, so that they know how to bring aviation hazards/accidents/incidents to the attention of the Airside Operations Team.

Employees associated with aviation safety shall undertake an Aviation SMS training session through the online training package.

In addition to the above, specific Executive Leadership Team training will also be provided.

5.2.4 On the Job Training

In some instances, safety training may be in the form of on-the-job training conducted by another employee.

5.2.5 Training Records

Training requirements and activities shall be documented. Training programmes for aviation related employees should be adapted to fit the needs and complexity of the organisation.

5.2.6 Recurrent SMS Training

Recurrent training shall be provided at least every 3 years for relevant BAC staff, so they are reminded of the SMS and their role in it, and they can be updated with any changes to such things as the reporting process for hazards/incidents/accidents.

5.2.7 Measuring Effectiveness Training and Education

Airside Operations Management and trainer shall evaluate the effectiveness of the training and education programs implemented under the Aviation SMS.

Measuring effectiveness may be in the form of, but not limited to the following:

- Staff surveys.
- KPI data trends.
- Feedback forms.

5.3 Safety Communication

The Aviation Safety Manager shall ensure that lessons learned from investigations and case histories or experiences, both internally and from other organisations, are distributed. Communication should flow between the Aviation Safety Manager and operational personnel throughout the organisation. Safety performance will be more efficient if operational personnel are actively encouraged to identify and report hazards. Safety communication therefore aims to:

- Ensure that all staff are fully aware of the Aviation SMS.
- Convey safety-critical information.
- Explain why particular actions are taken.
- Explain why safety procedures are introduced or changed.

5.3.1 Brisbane Airport Safety Committee

BAC personnel present at any Brisbane Airport Airside Safety Committee are asked to disseminate pertinent safety information to all relevant parties.

5.3.2 Safety Alerts / Communication Notices

Communication/education may take place less formally as well, such as by the dissemination of Safety Alerts or Communication Notices highlighting relevant airside risks/issues/changes to infrastructure, procedures or documentation.

5.3.3 Internet and Intranet

BAC staff and contractors can access BAC policies and documents via the company intranet. Airport stakeholders can access certain unrestricted documents through the BAC internet system. Stakeholders are encouraged to visit the **BNE Community** website for the latest statistics, forms, resources, key contacts, operational information, and news: https://bnecommunity.com.au

5.3.4 Signage, Posters Visual Messaging Signs

These include signs/posters or visual messaging signs which depict safety standards or safety information.

5.3.5 Quick Reference Cards

Provided by WHS these include emergency contact cards.

5.3.6 Stakeholder Forums

Stakeholder and BAC staff safety forums are held to address current safety trends and operational issues. These forums aim to disseminate information to all members of the airside community. The forums include the Local Runway Safety Team, the Airside Safety Committee, the Freight Ramp & Baggage group, and the Airport Operator Committee.

5.3.7 Contractor Toolbox Meetings

Prior to airside works being undertaken a Toolbox Meeting shall occur to address safety issues, access and changes to the works schedule or procedure.