



## Safety Management System

(Doc No: CIMS/BA/GT 011)

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<b>Default Review Period</b>	12 Months
<b>Next Review Due</b>	March 2023
<b>Document Number</b>	CIMS/BA/GT 011
<b>Document Version</b>	Version 4.0
<b>Retention Period</b>	5 Years
<b>Security Status</b>	COMPANY CONFIDENTIAL

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### DOCUMENT APPROVALS

<b>Author</b>	Operations, Safety & Compliance Manager	March 2022
<b>Process Owner</b>	Airport Managing Director	March 2022

**DOCUMENT HISTORY**

Version 1 – Initial Issue – May 2017

Version 2 – September 2019

Version 3 – November 2021

Version 4 – March 2022

**AMENDMENTS**

Version No	Date	Description	Authored by
4.0	March 2022	Updated Safety performance indicators, safety targets and safety objectives for 2022	Jim Johnson- OSCM

Changes are shown in red underline:

Editorial Changes	
Removal of references to RCA, revised organisational structure	
March 2022	
6.4.3	List of Safety Performance Indicators (updated to include security events, laser strike and drones)
6.4.4	Safety Performance Indicators and Targets for 2022 (updated after year-end review)
6.4.5	Safety Performance Key Objectives 2022: (updated after year-end review)

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## 0.1 Scope and Objectives

The Safety Management System is the lead document encompassing all occupational and airside safety and operational procedures, some of which will be published separately, for example Emergency Orders, Manual of Air Traffic Services Part 2, Operational Instructions.

The purpose of this manual is to demonstrate how the airport company will discharge its safety responsibilities to secure the safe operation of the aerodrome. It sets out the policy and expected standards of performance and procedures by which these targets will be achieved. It describes the structure of the airport's management and accountabilities and responsibilities for safety.

## 0.2 Document Change and Control

BA undertakes all document changes and controls in line with the Document Management Governance Document CIMS/BA/GT/1.0 which describes how all users prepare, review and issue procedural documentation that forms part of BA CIMS.

## 0.3 Document Distribution

HOLDER
Library copy held on CIMS
SARG (via E-mail)

## 0.4 Glossary of Terms

Accident	An unintended event or sequence of events that cause death, injury environmental or material damage.
Accountability	The obligation to give account for the control and discharge of responsibilities.
Accountable	Held to give account for discharge of responsibilities.
Aerodrome	Any area of land or water designed, equipped, set apart or commonly used for affording facilities for the landing and departure of aircraft and includes any area or space, whether on the ground, on the roof of a building or elsewhere, which is designed, equipped or set apart for affording facilities for the landing and departure of aircraft capable of descending or climbing vertically, but shall not include any area the use of which for affording facilities for the landing and departure of aircraft has been abandoned and has not been resumed.
As Low As Reasonably Practical	A risk is low enough that attempting to make it lower, or the cost of assessing the improvement gained in an attempted risk reduction, would actually be more costly than any cost likely to come from the risk itself.
Competence	Knowledge, experience and an ability to apply both.
Hazard	A physical situation, often following from some initiating event, which can lead to an accident.
Incident	All undesired circumstances and 'near misses' which could cause accidents.
Inspection	An inspection is the process of examining, checking or looking at a product or activity.
Instrument Runway	A runway intended for the operation of aircraft using non-visual aids providing at least directional guidance in azimuth adequate for a straight-in approach.
Landing Area	That part of a manoeuvring area primarily intended for the landing or take-off of aircraft.
Main Runway	The runway most used for take-off and landing.
Manoeuvring Area	That part of an aerodrome provided for the take-off and landing of aircraft and for the movement of aircraft on the surface, excluding the apron and any part of the aerodrome provided for the maintenance of aircraft.
Mitigation	The methods by which hazards will be eliminated or their effect minimised in order to achieve the safety requirement.
Monitoring	Checking the effectiveness of systems, procedures, equipment and personnel.
Movement Area	That part of an aerodrome intended for the surface movement of aircraft including the manoeuvring area, aprons and any part of the aerodrome provided for the maintenance of aircraft.
Non-Instrument Runway	A runway intended for the operation of aircraft using visual approach procedures.
Occurrence	Includes accidents, incidents and any other event which has safety implications.

Precision Approach Runway	<p>A runway intended for the operation of aircraft using visual and non-visual aids providing guidance in both pitch and azimuth adequate for a straight-in approach. These runways are divided into three categories as follows:</p> <p>Category I (CAT I) Operation;  A precision Instrument Approach and Landing with a decision height not lower than 200 feet and with either a visibility not less than 800m, or runway visual range (RVR) not less than 350m.</p> <p>Category II (CAT II) Operation;  A precision instrument approach and landing with a decision height lower than 200ft but not lower than 100ft, and a runway visual range not less than 550m.</p> <p>Category IIIA (CAT IIIA) Operation;  A precision instrument approach and landing with either, a decision height lower than 100ft, or with no decision height and a runway visual range not less than 200m.</p> <p>Category IIIB (CAT IIIB) Operation;  A precision instrument approach and landing with either, a decision height lower than 50ft, or with no decision height and a runway visual range less than 200m but not less than 75m.</p> <p>Category IIIC (Cat IIIC) operation;  A precision instrument approach and landing with no decision height and no runway visual range limitations.</p>
Pro-active	Taking the initiative to control a situation.
Qualitative	Those analytical processes that assess system and aeroplane safety in a subjective, non-numerical manner.
Quantitative	Those analytical processes that apply mathematical methods to assess system and aeroplane safety.
Reactive	Taking action subsequent to an event.
Responsibility	Having an agreed duty to control and discharge assigned or implied tasks.
Responsible	Exercising the agreed duty to control and discharge assigned or implied tasks.
Risk	Is the combination of the probability, or frequency of occurrence of a defined hazard and the magnitude of the consequences of the occurrence?
Risk Assessment	Assessment of the system or component to establish that the achieved risk level is lower than or equal to the tolerable risk level.
Runway	A defined rectangular area, on a land aerodrome prepared for the landing and take-off run of aircraft along its length.
Safety	Freedom from unacceptable risk or harm.
Safety Assessment	A systematic, comprehensive evaluation of an implemented system to show that the safety requirements are met.
Safety Audit	A systematic and independent examination to determine whether safety related activities and related results comply with planned arrangements and whether these arrangements are suitable to achieve safety objectives and are implemented effectively.
Safety Case	A documented account of the evidence, arguments and assumptions to show that system hazards have been identified and controlled, both in engineering and operational areas, and that qualitative and quantitative safety requirements have been met.
Safety Objectives	A planned and considered goal that has been set by a design or project authority.



Safety Policy	The fundamental approach to managing safety and that it is to be adopted within an organisation and its commitment to achieving safety.
Safety Management System	The systematic management of the risks to achieve high levels of safety performance.
Safety Requirements	The requirements for safety features to be met by a system.
Severity	The potential consequences of a hazard.
System	A combination of physical procedures and personnel organised to achieve a function.

## 0.5 Abbreviations

AAIB	Air Accident Investigation Branch
AMD	Airport Managing Director
ALARP	As Low As Reasonably Practicable
ANO	Air Navigation Order
AO	Airfield Operations
ATC	Air Traffic Control
ATEMM	Air Traffic Engineering and Maintenance Manager
ATS	Air Traffic Services
ATSA	Air Traffic Services Assistant
ATSM	Air Traffic Services Manager
BA	Blackpool Airport
CAA	Civil Aviation Authority UK
CAP	Civil Aviation Publication
ECCAIRS Systems	European Coordination Centre for Accident and Incident Reporting Systems
GASIL	General Aviation Safety Information Leaflet
HSE	Health and Safety Executive
ICAO	International Civil Aviation Organisation
LRST	Local Runway Safety Team
MATS	Manual of Air Traffic Services
MOR	Mandatory Occurrence Reporting
OSCM	Operations, Safety and Compliance Manager
RA	Risk Assessment
RFFS	Rescue and Fire Fighting Service (includes AFRS/AFS)
SHE	Safety, Health and Environment
SMS	Safety Management System
SARG	Safety & Airspace Regulation Group

## 0.6 Reference Documents

### EXTERNAL

CAP 393	Air Navigation Order
CAP 493	Manual of Air Traffic Services Part 1
CAP 642	Airside Safety Management
CAP 670	Air Traffic Services, Safety Requirements
CAP 700	Operational Safety Competencies
CAP 760	Guidance on the Conduct of H.I.R.A. and the Production of Safety Cases
CAP 795	Safety Management Systems (SMS) guidance for organisations
ICAO Annex 14	Aerodrome Design & Operations;
ICAO Annex 19	Safety Management;
ICAO Document 9859	Safety Management Systems
UK Reg (EU) No. 373	ANNEX III / IV

### INTERNAL

CIMS/BA/GT 000	Quality Management Systems Manual
CIMS/BA/GT 001	Systems Governance
CIMS/BA/GT 003	Compliance Management
CIMS/BA/GT 012	Aerodrome Manual
CIMS/BA/GT 14.0	Manual of Air Traffic Services Part 2
CIMS/BA/GT 016	Environmental Legal Register
CIMS/BA/GT 017	Health and Safety Legal Register
CIMS/BA/GT 020	Change Management System
CIMS/BA/ATE 026	Operations Manual for Air Traffic Engineering
CIMS/BA/EM 002	Control of Contractors

## Section 1 Safety Management System Principles

### 1.0 Introduction and Key SMS Principles

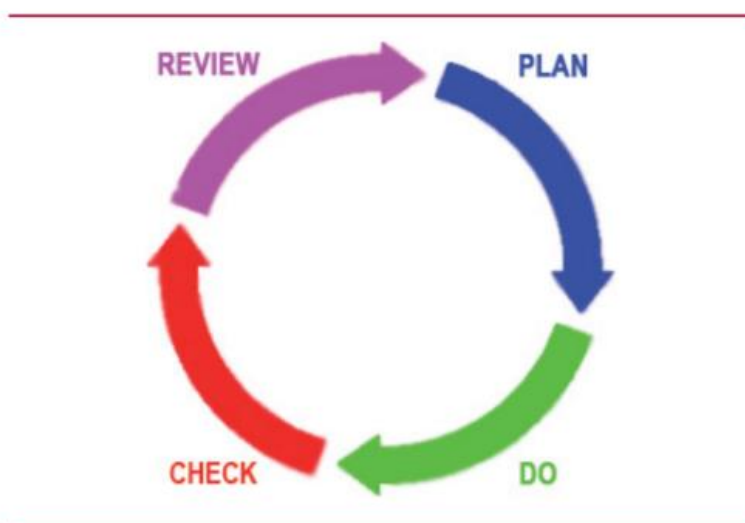
SMS is a series of defined, organisation-wide processes that provide for effective risk based decision-making related to the airport operation as a whole.

The commitment of BA is formally expressed in a statement of the safety policy. The safety policy is signed by the Airport Managing Director and is communicated to all staff. The safety policy reflects the philosophy of the safety management system. The Safety Policy outlines the organizational strategy used to achieve established safety targets. The safety policy contains the following attributes:

- The management commitment to implement an effective SMS;
- Encouraging employees to report safety issues;
- A commitment to provide the necessary resources for safety;
- A commitment to make safety a top priority;
- A commitment to continuous improvement of the SMS

#### THE PLAN, DO, CHECK, REVIEW APPROACH

The move towards Plan, Do, Check, Review achieves a balance between the systems and behavioural aspects of safety management. It also treats safety management as an integral part of good management generally, rather than as a stand-alone system



#### PLAN

Understand existing legislative, best industry practice and organizational requirements

Identify safety objectives

Establish contingency plans and business continuity / recovery plans

Confirm airside procedures are documented and up to date for all activities

Check all risk assessments are complete

## DO

- Provide initial training and testing
- Ensure competencies and refresher training processes are in place
- Confirm infrastructure and equipment checks are being carried out
- Discuss safety during staff meetings and consultation processes
- Check if all accidents, incidents and occurrences are reported
- Investigate all accidents, incidents and occurrences and proceed with trend analysis
- Confirm deficiency reporting process is in place
- Confirm behavioural reporting is in place
- Ensure appropriate records are kept
- Comply with all rules, regulations, policies, SOPs and approved codes of practice

## CHECK

- Ensure senior management regularly audits or inspects all airside areas
- Audit trainers and trainees – including any third parties
- Confirm different levels of checks take place for all airside areas
- Validate risk assessments
- Identify deficiency trends and accident, incident and occurrence trends
- Measure safety performance

## REVIEW

- Identify root causes of accidents, incidents and occurrences
- Ensure preventative actions are taken and documented
- Share safety information with the airside community
- Work with others to identify and understand best industry practices
- Understand the regulator's future requirements in good time
- Establish future safety objectives

Elements of leadership, communication, consultation and delivery are captured above.

In order to achieve the goal of having a safe airport, certain steps must be taken. These include the development and implementation of a clear organizational structure as well as the setting out of roles, responsibilities and accountabilities for the key individuals involved in airport safety. Also, risk assessments form a vital part of safety management.

The successful implementation of the above elements within Blackpool Airport's SMS will result in the suitable and appropriate management and delivery of safety to both people and aircraft in a shared workplace environment. Once implemented, an SMS will ensure legal compliance, allow airports to retain their operating licence, improve business performance as well as enhance safety levels. In addition, it is considered proactive, not reactive

### **The four key components of the Safety Management System**

The SMS comprises of the following four key components:

- a. Safety policy and objectives;
- b. Safety risk management;
- c. Safety assurance;
- d. Safety promotion.

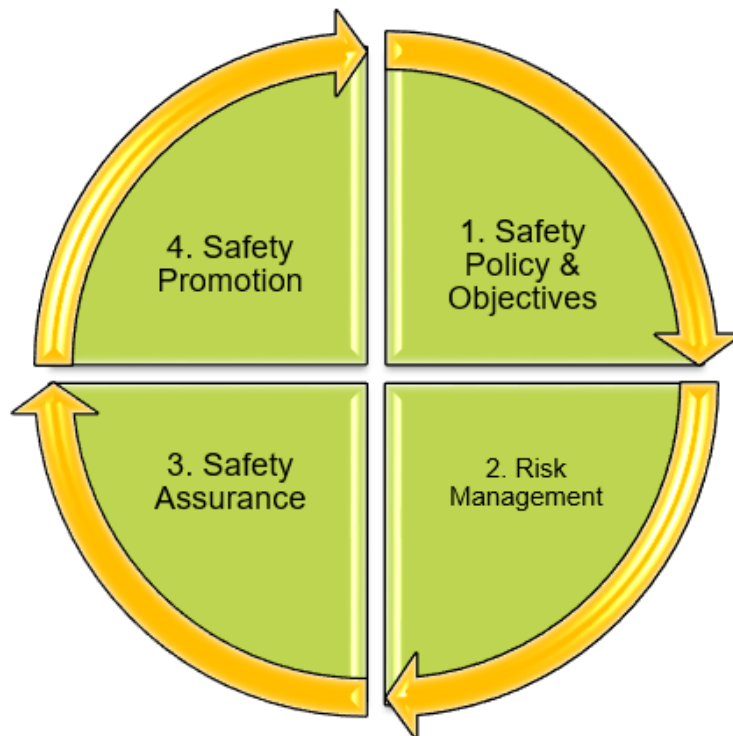
Whilst the four components above appear to be separate, it is important to recognise that they are all interrelated. They can only function effectively if all four are built on a foundation of a positive safety culture. This will be driven from the top of the organisation by the accountable manager and the senior management team

It is about having policies, procedures and mechanisms in place to ensure that safety is given first priority and is managed in an orderly and not an 'ad hoc' manner. Safety management is the systematic organisation of policies, procedures, personnel and other resources in order to provide safe operational services.

These principles are intended to ensure that all system components (human, equipment and procedural) co-operate to meet the highest possible standards of safety consistent with the legal duty of care.

Safety Management is a constantly evolving and developing technique. The possibility of improving safety will always be present. This manual is intended to guide and build upon industry 'Good Practice' to achieve a working operation and environment as safe as is reasonably practicable and realistically possible.

This systematic management of safety is intended to contribute to a safe aviation environment; thereby contributing to the interests of customers, shareholders, management and staff. Safety Management will continue to evolve at BA in the light of experience and all personnel are encouraged to contribute to this developing process.



## 1.1 Corporate Approach

Safety is a priority matter at Board Level where decisions affecting matters of safety significance are reviewed. The Airport Managing Director is the responsible individual with direct accountability for safety matters and for bringing these matters to the attention of the Board.

The Board is fully aware that safety incidents can impact seriously on business performance and therefore every endeavour is made to ensure that safety is afforded the appropriate priority and assumes an integral part of the business strategy.

A healthy workforce will be more enthusiastic about and committed to work. It is therefore the policy of BA to make a positive contribution towards the health and wellbeing of all personnel.

BA acknowledges that a proactive approach to safety management is essential. BA business plan is appropriately resourced to ensure that the airport is able to operate safely and develop a robust company SMS.

A quarterly report will be submitted to the Board and will include statistics and analysis of accidents, incidents and safety significant occurrences and events.

BA will seek to implement good industry practice in developing a proactive safety culture.

Organisational elements such as ATC, RFFS and Operations responsibilities interface with many operational functions carried out by other airport departments. Therefore, all organisational elements for safety management are fully integrated into the overall airport operational SMS.

## 1.2 Safety Priority

Safety is to be afforded the highest priority and appropriate resources are to be applied to safety related activities in pursuit of this policy.

It is recognised that the priority attached to safety at Board Level will impact on the company safety culture. In seeking to promote a safety culture, the Board will give priority and treat with gravity, all issues where decisions affecting matters of safety significance are reviewed.

As evidence of the priority and importance attached to safety matters, the Board will take all reasonable steps to promote a safety culture. This will be a culture of openness, sound communication and learning from experience.

BA attaches priority to its objective of having a continual improvement in all matters related to safety.

BA's business plan will be appropriately resourced to ensure that the airport is able to operate safely and facilitate a SMS.

It is BA policy to give safety absolute precedence over any commercial, operational, environmental and working practice pressure. The Board will lead this process and ensure that its example is pursued throughout the airport operation.

The integrity of the safety management process demands that all risks to safety are managed as a matter of priority and that they are managed effectively. Risk management will therefore be integral in all processes affecting safety and will therefore be afforded priority.

Any failure to achieve a safe airport operation is likely to be costly in terms of injury, reputation and financially. It is therefore of paramount importance, that at all levels, and within all areas of the airport operation, safety is given first priority.

### 1.3 Safety Culture

BA recognises that safety management is as much about the whole culture as it is about regulations and procedures. It is therefore imperative that the concept of safety permeates company thinking from Board and senior management level downwards and impacts on every aspect of the business operation.

The safety culture is communicated, in part, by directors, managers and supervisors setting an example, providing strong leadership and by visible and active support of staff.

Important characteristics of a safety culture are:

- disciplined procedures;
- openness and sound communications at all levels;
- learning from past experience;
- fairness;
- just culture;
- sound delegation principles;
- honesty;
- mutual trust;
- open reporting of safety related issues

It is recognised that a culture cannot be implemented, but must evolve with time. All reasonable steps will be taken by BA to encourage such evolution.

Business partners at BA are encouraged to contribute towards this safety culture.

BA will support staff in their endeavours for safety and encourage freedom of communication and reporting in order to further enhance safety improvement. Punitive action will not always follow human error although indemnity cannot be guaranteed where there has been gross negligence.

### 1.4 Safety Benefits

BA recognises that operational safety is as much an indicator of business performance as any commercial measure of success in a developing business.

The cost of accidents and incidents is measured not only in direct financial terms, but also in possible injuries to people, long term damage to the reputation of the airport, increased insurance premiums, loss of business, compensation, legal fees, investigation costs and more.

The organisation recognises the benefit of a proactive approach to safety and that it is preferable to an approach which merely reacts when accidents and incidents have occurred. Prevention is better than cure.

Evidence that safety is a priority issue will increase staff commitment, confidence in the business, and in turn will assist in promoting company excellence and business growth.

It is essential to have a proactive SMS. This demonstrates to shareholders, staff and customers that safety is afforded the highest priority.

Employees will take a more responsible and mature attitude to operational issues when they perceive that they are making a contribution to the effective management of safety. This will in turn give confidence to airport users whoever they may be.

## Section 2 Part A Safety Policy and Objectives (Plan)

### 2.0 Safety Policy

#### 2.0.1 Safety Policy Statement

Safety is to be afforded the highest priority and appropriate resources are to be applied to safety related activities in pursuit of this policy.

It is BA's policy to recognise and accept its responsibility to ensure, as far as is reasonably practicable, that the aerodrome is a safe place for use for the public, visitors, contractors, permanent staff and all stakeholders and operators. This policy also provides for a healthy working environment for all employees and all other persons while on BA premises. To recognise this commitment BA, through the accountable manager will:

1. Ensure that safety is understood as the highest priority and primary responsibility of all staff and the airport management team;
2. Ensure the provision of human and financial related resources is applied in order to meet the appropriate safety requirements;
3. Develop and embed a safety culture in all occupational, and aviation related activities;
4. Promote a just culture, open reporting of safety incidents and ensure all staff are aware of the methods for reporting safety related events or concerns as described within Section 0 of the Safety Management System doc. GT011;
5. Agree, document and communicate everyone's responsibilities in relation to safety;
6. Minimise the risks associated with aircraft and aerodrome operations to a point that is as low as reasonably practicable;
7. Establish, promote and regularly review the safety policy, objectives and performance standards and ensure they are communicated to all staff;
8. Comply with and, wherever possible, exceed legislative and regulatory requirements and meet 'best practice' standards in relation to safety;
9. Ensure that all staff are provided with adequate and appropriate safety information and training in order to implement our safety strategy and policy;
10. Ensure staff consultation and participation takes place;
11. Set meaningful and sustainable safety objectives and targets, and measure our performance;
12. Continually improve our safety performance through periodic review, safety audits and inspections and ensure that appropriate action is taken to address issues identified;
13. Implement the Safety Programme for both occupational and aviation safety as outlined in the Safety Management System Manual;
14. Prevent injuries and ill health.



Name Glynn Wright - Accountable Manager

15<sup>th</sup> March 2022



## 2.0.2 Safety Policy - Aircraft Operations

It is BA's policy to ensure, so far as is reasonably practicable, that the aerodrome is safe for aircraft operations, by the following means:

- Maintaining an appropriate SMS and a structure to manage, supervise and action all aspects of aircraft operations which fall within the licensee's areas of responsibility;
- Compliance with regulatory requirements and relevant industry good practice;
- Ensuring the availability of sufficient experienced, trained and competent staff to meet all regulatory and customer requirements;
- Ensuring that the airfield physical characteristics, facilities and procedures are adequate for the safe use by aircraft at the intensity and type of operation conducted at the airport;
- Liaising with the CAA on all matters relating to aerodrome development which may impact on aerodrome safety;
- Operating appropriate Safety Committees which meet regularly. The Committees will aim to promote a 'good practice' safety culture;
- Consulting with operators, issuing procedures and auditing operations to ensure the integrity of airside operations.

## 2.0.3 Safety Policy – Employees

BA recognises the contribution which people make to its safe and successful operation. Equally the Airport Company accepts that a fit, enthusiastic and committed workforce, are central to such a contribution. The ultimate aim of the Airport Company is to eliminate accidents and assist in the health improvement of its personnel.

BA recognises and accepts its responsibility to provide, as far as is reasonably practicable, a safe working environment for all its employees and to ensure their safety while on BA premises.

From a legal viewpoint, ultimate responsibility for safety at work at BA rests with the Board of Directors. It is also a point of law that all employees have a responsibility towards themselves and any persons who might be affected by their acts or omissions.

BA will meet its responsibilities by the provision and maintenance of the following:

- Safe plant, equipment and systems of work;
- Safe procedures;
- Safe arrangements for the use, handling, storage and transport of articles and substances;
- Sufficient information, instruction, training and supervision to enable all employees to contribute positively to safety and health at work;
- A safe place of work and safe access to and from it;
- A healthy working environment;
- Effective arrangements for joint consultation on safety matters;
- Encouragement of good communications at all levels within the company;
- Regular monitoring and review

## 2.0.4 Safety Policy – General Public

BA policy is to ensure, so far as is reasonably practicable, the safety of all users of its airport including contractors and their staff, tenants and concessionaires and their staff, passengers, visitors and the general public while on BA premises.

BA will meet this responsibility by the following means:

- Recognising that visitors, whoever they may be, will be unfamiliar with many of the airport hazard;
- The provision of a comprehensive information service so that neither passengers nor visitors are inadvertently subjected to safety hazards;
- Ensuring the provision of adequate resources to ensure that passengers, including the aged and infirm, are processed through the airport terminal without risk or hazard;
- The maintenance of public areas in a safe condition;
- The maintenance of all BA equipment on which cargo, baggage and passengers/visitors may be conveyed, in an efficient and safe manner;
- A requirement that equipment operated airside by contractors or other third parties meets the standards detailed in CAP 642;
- Informing contractors, when engaged in construction and or development projects, that they and their staff have a duty not to endanger the general public or themselves;
- Informing concessionaires, tenants and other airport users and their staff of the need to comply with the management policies;
- Ensuring that Public Liability insurance cover is maintained.

## 2.1 Safety Summary Statement

While all operators and managers of companies that are engaged in aircraft operations have specific responsibilities for safety, BAOL, as the Licensee of BA has responsibilities to ensure safety, in the widest sense, on its premises. While not detracting from or diminishing the responsibility of others, BA will require all of its service partners, contractors and tenants to have written safe working and operating practices and will encourage and expect the adoption of industry good practice.



Name Glynn Wright - Accountable Manager

15<sup>th</sup> March 2022

## Section 3 Safety Aims

### 3.0 Safety Objectives

It is accepted that by their very nature, aviation activities involve a degree of risk. It is the policy of BA to address all safety issues and to manage risks effectively.

BA SMS aim is to reduce risks as low as reasonably practicable and make risks visible to the appropriate management, supervisory or operational level responsible for managing those risks.

BA objectives in respect of safety are to:

- Comply with all regulatory requirements;
- Use aviation industry 'good practice' with regard to all safety related issues;
- Continually develop and promote the SMS in the light of industry development, airport experience and lessons learned
- To continuously review and track safety performance, set annual safety objectives and key safety performance indicators for the upcoming year in order to target safety improvement.

Safety objectives will be achieved using the system described in this manual.

It is therefore the responsibility of each member of staff to strive to reduce the risk of the inherent hazards and prevent a hazard becoming an active link in a chain of events that could culminate in an incident or accident.

The company safety culture is intended to encourage a proactive safety management and operating style which will act to promote, encourage, improve and reward safety.

### 3.1 Safety Levels

As stated in earlier parts of this manual, the company intention is that safety levels should be continually improving as a consequence of the SMS and procedures in place.

Quantitative safety levels are used particularly in safety cases, thereby enhancing the ability to compare safety levels year on year.

In order to make realistic measurements and therefore comparisons of BA safety levels, it is necessary that adequate safety related data is captured and analysed. Again, other parts of this manual identify how such data is collected and used for this purpose.

It will therefore be possible to carry out accurate reviews of safety data, against the baseline of the earlier years, under SMS on an annual basis.

All relevant statistics and information will be communicated to staff and BAOL Board Members.

## 3.2 Standards and Compliance

In the first instance it is essential that BA procedures and standards are compatible with all relevant ICAO, CAA and HSE regulatory requirements

The risk assessment, monitoring and audit processes described in this manual will be used to establish that the above standards and procedures are being used and proving adequate to meet the regulatory and company requirements.

Elements of the SMS and departmental compliance requirements will audited and checked in line with document GT 003 Compliance Management.

Where staff have daily responsibilities for the monitoring of systems and procedures these are detailed in the various department instructions.

It is the responsibility of the department managers to:

- Be familiar with all regulatory requirements affecting their area of responsibility;
- Identify and implement relevant procedures and standards introduced by the various regulatory organisations;
- Establish clear lines of responsibility for each task within their department;
- Ensure that personnel in their departments are competent for their roles;
- Use the systems in this manual to determine the effectiveness and extent of compliance with these procedures and standards.

## Section 4 Safety Accountabilities and Responsibilities

### 4.0 Overview of Safety Responsibilities

Safety is an integral function of both management and operational staff. All levels within the organisation are accountable for the safety performance within their areas of responsibilities.

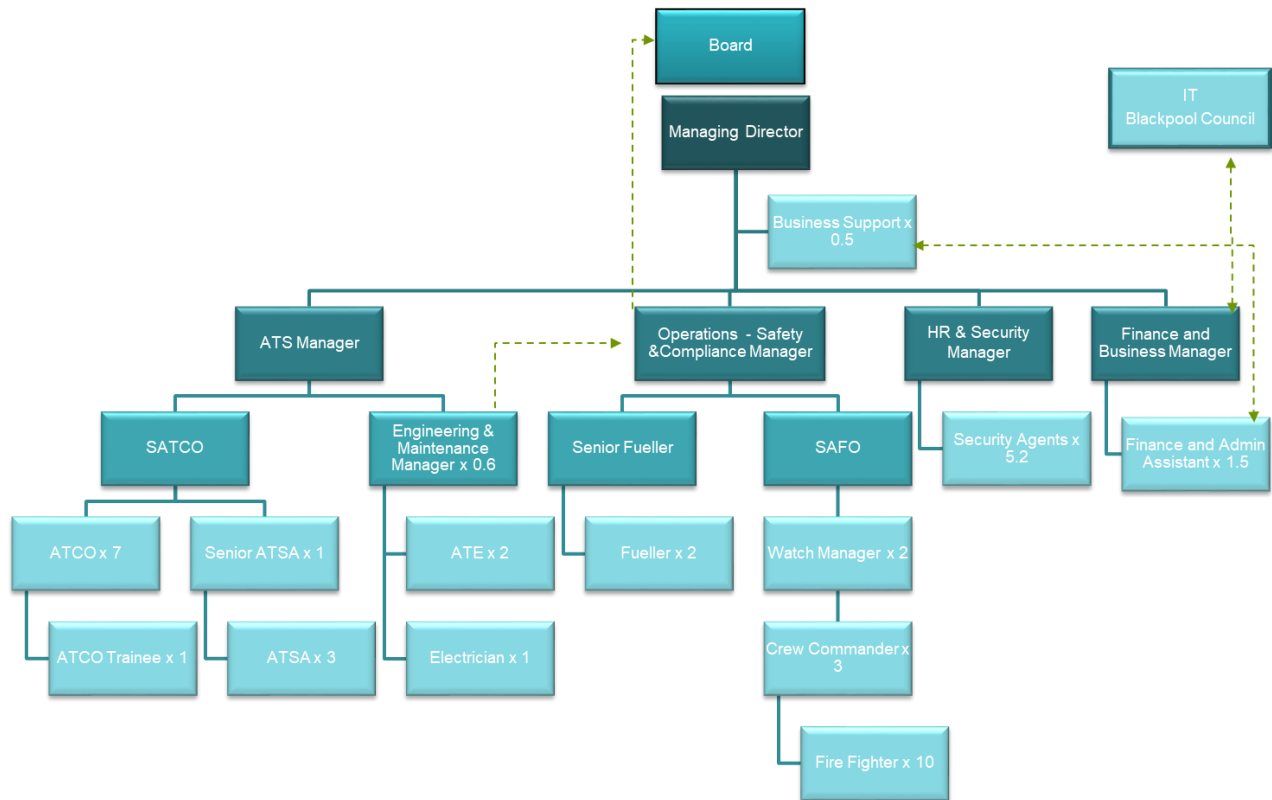
The operational management structure from director downwards is intended to ensure that all aspects of safety are managed.

Central to safety policy is the responsibility allocated to individuals, accountability of individuals for their actions and the allocation of necessary authority for the discharge of responsibilities.

It is the responsibility of all BA department managers to monitor safety performance within their own departments as follows:

- Implementing and developing the SMS within their department;
- Carrying out risk assessments in accordance with BA procedures and implementing sufficient mitigation/controls where identified;
- Implementing safe systems of work and ensuring they are being applied
- Providing assurance that the SMS is being implemented effectively;
- Initiating remedial action following any shortcomings highlighted by the SMS;
- Providing specialist advice and assistance where required;
- Where deemed appropriate, arranging for specialist safety management training;
- Identifying training needs within their department;
- Acting as a proactive focal point for all safety issues within their department.
- Ensure appropriate levels of supervision where required

## 4.1 Safety Structure



## 4.2 Safety Responsibilities of Key Personnel

### Board of Directors

Members of the board have both collective and individual responsibility for health and safety

- Health and safety arrangements are adequately resourced;
- Obtain competent health and safety advice;
- Risk assessments are carried out;
- Ensure employees or their representatives are involved in decisions that affect their health and safety;
- 'own' and understand the key issues involved;
- Decide how best to communicate, promote and champion health and safety.
- Examine whether the health and safety policy reflects the organisation's current priorities, plans and targets;
- Appropriate weight is given to reporting both preventive information (such as progress of training and maintenance programmes) and incident data (such as accident and sickness absence rates);
- Periodic audits of the effectiveness of management structures and risk controls for health and safety are carried out;
- The impact of changes such as the introduction of new procedures, work processes or products, or any major health and safety failure, is reported as soon as possible to the board;
- There are procedures to implement new and changed legal requirements and to consider other external developments and events;
- Examine whether risk management and other health and safety systems have been effectively reported to the board;

- Report health and safety shortcomings, and the effect of all relevant board and management decisions;
- Decide actions to address any weaknesses and a system to monitor their implementation;
- Consider immediate reviews in the light of major shortcomings or events.

### **Airport Managing Director-Accountable Manager**

#### General Accountability (for safety):

- The AMD is accountable to the Board for the direction and control of all airside operations ensuring that they operate in an effective and efficient way, which satisfies all legislative and statutory requirements.

#### Responsibilities:

- To ensure the airport departments are sufficiently resourced to enable the success of the Safety Policy and Management System;
- To ensure that health and safety policies and practices are implemented so that statutory requirements are met or exceeded;
- To develop and implement plans for major capital projects, which enable strategic business plans to be met whilst ensuring they are 'safe' throughout their design, development and subsequent operational phase;
- Set, promulgate and review operational safety policy which ensures that the Airport Company complies with the necessary legislative and regulatory requirements;
- To set high level safety objectives and associated procedures which are monitored and audited to ensure the highest possible safety standards are maintained and recommendations implemented;
- To select, train and motivate managers so that safety is given a high priority within their training and development plans;
- To ensure that the highest operational and engineering standards, regulations and procedures are documented and applied which cover all safety and regulatory aspects;
- To ensure all safeguarding issues and planning requests are reviewed and responded to in an expedient manner;
- To ensure Airports Business Plan is sufficiently resourced to ensure the safety of the operation at BA;
- To take a leadership role in the promotion of Safety Standard, SMS and ensure that safety does not become subordinate to financial matters;
- To appoint competent and safety conscious directors and senior managers and monitor their performance to ensure that safety is given a high priority within their training and development process;
- To ensure that best practice operational aviation standards, rules and procedures are agreed and implemented at the airport;
- To ensure that full consideration is given to the safety integrity of changes in the airports organisational structure and business process;
- To ensure that the process for delivering change in the business, including adequate consideration of safety impact, is safe from inception through development to the operational phase;
- To set high level targets and objectives for the airport operations and monitor achievements;
- Responsible to the Airport Board of Directors for the safe and efficient running of all airport operational facilities through the implementation of regulatory requirements and industry good practices;
- Safety accountability within the Aerodrome Manual;
- Reporting to the Airport Board on safety matters.

## **Operations, Safety and Compliance Manager**

### **Operations**

To act as the point of contact for the CAA on Aerodrome regulatory matters;  
Ensuring the airport remains compliant with CAP 168 requirements;  
Day to day management of operational teams in line with company/statutory requirements;  
Ensure all staff involved in airport operations are appropriately trained and ongoing training requirements are captured and delivered;  
To ensure the following systems, procedures and orders up-to-date, relevant and implemented: Airport Emergency Orders, Aerodrome Manual, Operational Safety Instructions, Safety Management Manual and Airside Safety and OSHENS Reporting Systems;  
Oversite and management of WIP on the airfield;  
Coordination, supervision and control of resources during adverse weather conditions and responsible for the Winter Operations Plan;  
Responsible for the airport Wildlife and Habitat Management Plan, Bird Strike Risk Assessment;  
To ensure that “best practice” operational and engineering, rules and procedures are agreed and implemented;  
To ensure that full consideration is given to the safety and integrity of changes in the Airport’s structure and business process;  
Chair the Operations committee meetings;  
To support the SAFO with all relevant procedures detailed in the Airport Operations Manual, Aerodrome Emergency Orders and RFFS Operational Procedures;  
To develop, control and maintain effective communication across departments  
Ensure variations of licensing requirements are kept under review and modifications applied for as required;  
Support to airport projects.

### **Safety and Compliance**

Manage the SMS implementation plan on behalf of the accountable manager;  
To monitor the development and implementation of the safety, security and quality management systems;  
Facilitate the risk management process to include hazard identification, risk assessment and risk mitigation;  
Monitor corrective actions to ensure their accomplishment;  
Provide periodic reports on safety performance;  
Maintain safety management documentation (Safety risk register, Hazard log);  
Ensure safety management training requirements are met across all levels of the organisation;  
Initiate and participate in occurrence / accident investigations;  
Collate, understand and disseminate information from other similar organisations, the regulator and contracted organisations;  
To coordinate health and safety support services and appointed persons, giving guidance and advice while assisting management with the monitoring and review of health and safety performance against set standards and targets;  
To periodically review overall effectiveness of the health and safety policy, amending and improving as appropriate;  
To assist with the investigation of all accidents, injuries, dangerous occurrences and the preparation of formal reports, keeping records;  
To assist and update statistical records in respect of the Company’s safety performance;  
Ensure the requirements of the relevant statutory bodies – (Civil Aviation Authority, Health and Safety Executive) are complied with on the Airfield and associated hangar areas;  
Manage resources to ensure compliance with and maintenance of airside safety standards and recommended practices in line with the requirements of the Aerodrome licence, CAP168 and according to the guidelines laid down in CAP 642;  
Report on and rectify any deficiencies that exist, which are a hazard to safety  
Chair the Airside Safety Committee ensuring consultation with aerodrome users is undertaken.



## **Finance and Business Manager**

### **Operations**

To take on the responsibilities and accountabilities of the Managing Director in their absence.

### **Safety**

Accountable to the Managing Director for ensuring sufficient budgetary provision is resourced to support the Airports Business Plan and to ensure the success of the SMS and airport safety policy;  
To ensure all administration staff concerned with financial aspects of the Company business are trained to the highest standards of efficiency and meet all the regulatory requirements;  
To monitor equipment and staff performance and report and rectify faults or deficiencies;  
To ensure compliance with Company health and safety policy and statutes, regulations in connection with the handling and operation of electronic equipment;  
To provide regular reports of equipment and staff status to the Airport Manager;  
To comply with Company safety policy and health and safety regulations;  
To ensure all administration staff are acquainted with the Airport emergency procedures;  
To oversee and ensure department risk assessments are kept up to date and frequently reassessed.

## **Air Traffic Services Manager**

### **Operations**

Nominated person for the provision of the Air Navigation Services at Blackpool Airport, in accordance with the Civil Aviation Authority (CAA) Certification;  
Manage and operate the ATC department in accordance with national legislation and regulatory requirements;  
Manage the ATC personnel in accordance with BAOL policy;  
Rostering of ATC staff to provide a continuous watch system throughout Airport operational hours ensuring SRATCOH compliance ensuring that adequate resources are in place to maintain the operational integrity of the function to meet the demands of the business;  
Co-ordinating technical documentation as required by the Civil Aviation Authority;  
Maintain the MATS Part 2 in accordance with the CAP670;  
Plan and monitor Air Traffic Control staff training scheme;  
Appoint a competent and safety conscious SATCO, Unit Training Officer and Senior Unit Competency Examiner and monitor their performance to ensure that safety is given the highest priority within their training and development process;  
Ensure that best practice operational standards, rules and procedures are agreed and implemented across ATC;  
Undertaking regular reviews of established documents and procedures, to ensure ongoing suitability for current operations and remain compliant with regulatory requirements, and to identify opportunities for improvement;  
Liaison with the appropriate licensing Authority and the Airport Operations Manager (via the Air Traffic Engineer Manager as necessary), to ensure that all navigational aids, airfield lighting, Airport manoeuvring surfaces and other equipment, operate efficiently and meet CAA requirements;  
Implementation of and ensuring the maintenance of systems for the reporting of and recording of daily traffic movements, weather data, ATM messages and other information associated with the provision of an Air Traffic Control service;  
Ensures the unit's compliance with all aspects of the Health and Safety at Work Act, COSHH regulations, relevant CAA publications and the Aerodrome license;  
Representing Blackpool Airport on ATC related projects on a strategic level; liaising with the Civil Aviation Authority and other related organisation as required;  
Ensure that full consideration is given to the safety and integrity of any changes to the ATC organisation structure and business process;  
Ensure that in the post incident phase of any aviation related incident, all ATC staff connected with an incident have access to professional occupational health counselling;

Ensure that ATC is represented at meetings with other departments, local operators and regulators, as required and subject to operational requirement.

Provide support to the Operations Manager for the day-to-day operational management of the Airport;

Collate, investigate, respond to and retain all OSHENS reports generated by the unit, coordinating with ATE regarding ATE OSHENS reports;

Issue instructions, corrective procedures and/or detail training requirements resulting from ATC Occurrence Follow Up Investigation Reports;

Assist the Security Officer in the management of the security of ATS facilities.

Coordinate actions with other departments, sections and stakeholders (e.g. Airport Engineering, Airport Operations, Security etc.) where these will impact on and/or benefit ATS security;

Ensure that the findings and recommendations from internal security audits and OSHENS security reports are actioned and tracked to completion;

Management of the ATE section, staff, budget and projects;

Maintain contact with external emergency services and the CAA and maintains currency with regard to statutory requirements and regulations appertaining to the Airport;

Communication with the SMT in relation to all aspects of Air Traffic ensuring a co-operative and effective working relationship with other departments within the airport.

### **Safety and Compliance**

Assist the Safety Manager in developing and maintaining the Safety Management System relevant to ATS Operations;

Ensure that operational safety policy is promulgated so that ATC complies with the necessary legislative and regulatory requirements;

Ensure that ATC achieves high levels of safety in the services it provides;

Monitor the incident/occurrence reporting systems in order to identify trends and implement remedial actions so that a high level of safety is maintained;

Take a leadership role in the promotion of safety and the aviation safety management system and, as far as possible, ensure safety does not become subordinate to financial matters;

Ensure ongoing compliance with current regulations across the ANS departments;

Ensure that the ATC business plan (including recruitment) has sufficient resources to comply with the BAOL Safety Policies;

Ensure that all staff and facilities comply with HSE Regulations.

### **Air Traffic Engineering and Maintenance Manager**

#### **Operational**

The management of the staff under their supervision including ATE and AGL/Maintenance staff;

The operation of a CAA approved maintenance organisation;

The operation of the prescribed maintenance programmes for ATE/AGL.

To ensure test equipment is calibrated as required;

The organisation of personnel to undertake scheduled servicing and ensuring that only personnel that are qualified to undertake such work, do so;

The supervision of non-qualified staff by a type rated staff member;

To ensure that the scheduled servicing and preventative and corrective maintenance of systems are carried out to the standards set out in CAP670 and ICAO;

Carry out annual equipment monitoring;

The investigation of any irregularities or anomalies reported to them by staff;

Ensure initial and ongoing Training & Competence requirements of ATSEP staff in accordance with CAP 1649;

Act as the unit Technical Skills Assessors (TSA);

The inspection and maintenance of all runways, taxiways, apron areas and airfield signs, lights and surface markings;

The management of airfield works in relation to ATE, AGL and maintenance activities;

The accurate maintenance of all log books records, maintenance documentation and document control in accordance with SRG guidelines and the Company Integrated Management System (CIMS);

Providing assistance with the preparation of equipment procurement specifications, tender documents, safety cases and application of the Change Management Process;

To ensure that operations and staff comply with local and Health & Safety at Work Regulations;

Liaises with the CAA Inspector of Engineering (ATS-SARG);

To keep abreast of technological advances relevant to the post;

To deliver against the key performance indicators established for your area in line with the business plan.

### **Safety**

To ensure knowledge and understanding of all appropriate safety responsibilities as detailed in the Safety Management Manual;

To carry out duties in a manner which minimises the incidents and accidents within your Department, particularly promoting a safe working environment;

To take the appropriate reporting action of any safety occurrence or system failure and to identify and report any situation of potential risk or concern affecting safety of which they are aware;

To report any safety occurrence or system failure and to identify and report any situation of potential risk or concern affecting safety of which they are aware;

To ensure personal safety and safety to others is not compromised as a result of any action or omission of action of set procedures and guidance.

## **Electrician**

### General Accountability:

The Electrician is accountable to the Operations, Safety and Compliance Manager for safe provision of AGL and maintenance of estates and engineering.

### General Responsibilities:

All Aeronautical Ground Lighting meets the requirement of CAP 168;  
To set, promulgate and review operational safety procedures within the engineering department to a level commensurate with those specific risks identified within his remit;  
To maintain, monitor and review a system of reporting and record keeping which readily identifies standards of safety and overcomes any area of deficiency as soon as possible;  
To ensure that safe working practices and operating procedures are followed at all times.  
Investigate all safety-related incidents and provide recommendations as required.

## **Senior Air Traffic Control Officer (SATCO)**

### Accountabilities

SATCO is accountable to the Manager ATS for day to day management of the ATC department.

### Responsibilities and Duties

Organising the manning of ATC to the standards required by the CAA by preparing and maintaining a monthly ATC watch roster as per CAP 670, including an ATCO/ATSA holiday system.

Assisting the appointed Met Focal Point in the compilation, accuracy, amendment and administration of the Unit MET Competency and Currency Scheme in line with the Unit Safety Management System;  
Act as the ATC representative in the absence of the Manager ATS;  
The day to day provision and standards of service provided within Air Traffic Control in the absence of the Manager ATS;  
Review of ATC procedures to ensure that they remain appropriate for the types and level of traffic at Blackpool;  
The Health and Safety of ATC personnel on duty;  
Issue instructions, corrective procedures and/or detail training requirements resulting from ATC Occurrence Follow Up Investigation Reports.

## **HR and Security Manager**

Implementing personnel management policies and procedures in line with Blackpool Airport's Safety Policy and applicable national legislation;  
Ensuring that all personnel are knowledgeable in relation to the relevant legislation and requirements of the SMS with respect to personnel management and training requirements;  
Ensuring the definition and documentation of the specific responsibilities and safety accountabilities through a dedicated role profile for each Nominated Person under the SMS and that these requirements are built into the Training Needs Analysis on an ongoing basis;  
Ensuring all general employees role profiles include responsibilities and competencies requirements in relation to safety;  
Ensuring the processes for managing organisational change include review and reallocation, if required, of safety accountabilities, responsibilities and safety activities under the SMS and that this process is documented and communicated to affected personnel;  
Ensuring a process for recruitment and placement of personnel is in place to ensure that personnel selected have the appropriate competencies and qualifications in relation to the role profiles identified so as to enable the delivery of the SMS;  
Working with business unit line management to ensure that working arrangements are assessed from a risk and fatigue perspective to encourage a positive safety culture at all working levels, e.g. roster principles and fatigue issues;  
Managing the performance appraisal and career planning processes, giving consideration to each employee's safety performance;  
Ensuring that a system is in place to document all records associated with recruitment processes.

### **Senior Fueller**

#### General Accountability:

The SR is accountable to the Operations, Safety and Compliance Manager for the safe and efficient operation of the fuel facility and associated refuelling operations.

#### Safety Responsibilities

Ensure that all fuel operatives are trained to the required standard for the safe and efficient operational delivery of handling, delivering and testing fuels for use in aircraft;  
Ensure that the fuel used is of the highest quality and meets the standards laid down in CAP 748 and Joint Inspection Group (JIG 4) Standards;  
Ensure the protection of the refuelling area from contamination and providing a safe working environment for staff;  
Bring any deficiencies to the attention of the Operations, Safety And Compliance Manager and recommend remedial action;  
Ensure adequate procedures are in place notify the Fire Section in the event of fuel spillage or fire hazard and environment agency for significant fuel spills;  
Advise the Operations, Safety And Compliance Manager on the safety implications of any proposed development of the fuel installation;  
Implement audit and inspection program for all independent based refuel companies.

## **All Managers and Supervisors**

### **General responsibility;**

As far as is reasonably practicable:

Being aware of all current regulatory safety and health issues requirements appertaining to their department;  
The implementation of BA Health & Safety Procedures and Operational Procedures within their department;  
Developing a positive approach to safety and health issues;  
Managing the use of equipment by ensuring that appropriate equipment is installed and maintained;  
Determining the level of competence required by personnel in their department, taking into account regulatory and company requirements;  
Ensuring that roles within their department are undertaken by competent persons;  
Analysing training needs in order to meet and maintain competence requirements;  
Planning appropriate training programmes to include all workplace vehicles, equipment, procedures and safety relevant to the department;  
Assessing the risk of contingencies occurring and developing procedures for business continuity during such occasions;  
Monitoring and auditing safety performance;  
Coordinating the investigation of incidents and accidents;  
Leading by example;  
Consulting with members of their departments and team building;  
Maintaining relevant records on maintenance of equipment, personnel training, risk analysis, incidents.

## **All Staff (Employees)**

Take reasonable care of your own health and safety;  
Avoid wearing jewellery or loose clothing if operating machinery or involved with certain tasks which may cause entanglement or lead to incorrect fitting Personal Protective Equipment;  
Take reasonable care not to put other people - fellow employees and members of the public - at risk by what you do or don't do in the course of your work;  
To co-operate with the airport authority, making sure you understand and follow the company's health and safety policies and procedures;  
Not to interfere with or misuse anything that's been provided for your health, safety or welfare;  
To report any injuries, accidents, near-misses or safety observations and recommendations as required within the appropriate reporting procedures and methods;  
To inform your line manager if something happens that might affect your ability to work, like becoming pregnant, taking medication or suffering an injury;  
Ensure that correct levels of PPE provided are worn as required.

Failure to adhere could be viewed as unacceptable behavior and may lead to disciplinary action the above.

### 4.3 Safety Related Committees

There are various committees whose primary roles are the formulation of policies, documentation of procedures, dissemination, promulgation and monitoring of issues related to airport safety. These are:

The Emergency Planning Committee	Bi-annually
The Airside Safety Committee	6 Monthly
Local Runway Safety Team	6 monthly
BA Executive Safety Review Board	Quarterly

Additionally, safety related matters are regularly discussed at meetings of:

Operations / Leadership Meetings	Fortnightly
BA Audit and Risk Committee	Quarterly
BA Board Meeting	Quarterly



## BA Executive Safety Review Board

Chair	Nominated Member of BA Board of Directors
Purpose & Accountability	<p>The aim of the Executive Safety Review Board (ESRB) is to consider and evaluate safety performance, ensure that the Safety Management System (SMS) is implemented at all levels within the Airport, including the ANSP function, and drives forward associated initiatives.</p> <p>The Committee acts as the safety review board as described under ICAO Doc. 9859 – Safety Management Manual and is responsible for ensuring the effectiveness of the organisation’s safety management processes.</p>
Frequency	Quarterly
Chair and Membership	<p>The ESRB is chaired and convened by the nominated BAOL Board member and is composed of the designated management representatives from all departments. If the designated Chair is not available, the Managing Director will be responsible for convening and conducting that meeting. The Acting Chair is responsible for informing the Chair as to the salient points/decisions raised or agreed to at that meeting.</p> <p>The Operations, Safety &amp; Compliance Manager (OSCM) is responsible for the administration of the scheduled meetings, maintaining records, updating the minutes, checking monitoring implementation plans, following up compliance with each manager, and issuing calendar invitations. An unscheduled meeting may be called by the Chair or Acting Chair at any time as circumstances dictate.</p> <p>Required Participants:</p> <ul style="list-style-type: none"> <li>• Board member x 2 (including Chair)</li> <li>• Airport Managing Director (Accountable Manager)</li> <li>• Operations, Safety &amp; Compliance Manager</li> <li>• Air Traffic Services Manager</li> <li>• Finance and Business Manager</li> <li>• HR &amp; Security Manager</li> <li>• Enterprise Zone Representative</li> </ul>
Roles and Responsibilities	<p>The ESRB is a high-level committee, tasked with promoting compliance with relevant regulation and legislation, and supports the airport in doing so. It does this by undertaking a strategic review of all safety occurrences and associated trends. Acting as the central Safety Review Board, the ESRB monitors:</p> <ul style="list-style-type: none"> <li>• Key safety occurrences / events;</li> <li>• Current Risk Profiles (Quarterly Safety Risk Register)</li> <li>• Safety performance against the safety policy and objectives;</li> <li>• The outcomes from internal and external compliance audit and follow up actions</li> <li>• That safety action is taken in a timely manner; and appropriate funding is provided to support this</li> <li>• The effectiveness of the organisation’s safety management processes.</li> </ul>



Agenda	<p>Standing Agenda:</p> <ul style="list-style-type: none"> <li>a) Approval of minutes of previous meeting.</li> <li>b) Review of previous actions.</li> <li>c) Incidents / accident review.</li> <li>d) Safety performance review.</li> <li>e) Hazard Identification and Risk Register review</li> <li>f) Review of audits to include open audit findings/actions</li> <li>g) Recap of actions and decisions.</li> <li>h) AOB.</li> </ul>
Output	<p>The ESRB guides, supports and recommends actions to the airport Safety Committees. Conclusions and recommendations made as a result of a review will be notified to the responsible manager in writing for action.</p> <p>The ESRB, as the central Safety Review Board, also ensures that appropriate resources are allocated to achieve the established safety performance</p>
Filing and Distribution	<p>All ESRB documentation (including this TOR) shall be stored and maintained on the CIMS shared folder: Senior Managers / Safety / Meeting Minutes</p>

## Emergency Planning Committee

Purpose	To ensure that there is adequate planning and liaison between the Airport Authority and the external emergency services. Its principal function is to monitor and update the Airport's Emergency Orders and ensure that all constituent parties are in possession of current copies, are familiar with the contents and that the procedures are tested and reviewed on a regular basis.
Frequency	Bi-annually Liaison and familiarisation visits undertaken each year and practical exercises carried out
Attendees	<ul style="list-style-type: none"> <li>• BA Senior Airport Fire Officer-Chair</li> <li>• Lancashire Fire &amp; Rescue Service</li> <li>• Lancashire County Constabulary Emergency Planning Officer</li> <li>• North west Ambulance Service Emergency Planning Officer</li> <li>• H M Coastguard Blackpool Borough Council Emergency Planning Officer</li> <li>• Lancashire County Council Emergency Planning Officer</li> <li>• Regional Health Emergency Planning Officer</li> </ul>
Format	To co-ordinate the planning and de-briefing for the bi-annual Airport Emergency Exercise and any similar style incident project such as table-top exercises to test communications or specific features and installations at the Airport.
Output	Minutes of the meeting will be taken and distributed amongst members. Action points may be highlighted for members to address, it is therefore imperative that these points are acted upon in a timely manner.

Under the direction of the Senior Airport Fire Officer, the Committee co-ordinates the planning and de-briefing for the bi-annual Airport Emergency Exercise and any similar style incident project such as table-top exercises to test communications or specific features and installations at the Airport.

Reference should also be made to the Emergency Orders document which gives details of procedures and all telephone contact numbers for the above representatives plus other support organisations

### **The Terms of Reference for the External Emergency Planning Committee are:**

The committee will report to the AM on all emergency planning business and operational issues; It will act as a forum for developing an overall emergency response to all incidents occurring at BA; It will provide an interface for the testing and resolution of emergency planning arrangements; Each representative of the committee is required to contribute accordingly towards the achievement of business agreed; The committee shall record all business conducted at meetings.

### Internal Emergency Planning Committees

Purpose	To ensure that the airport is adequately prepared to cope with an emergency or incident occurring at the airport or within its vicinity
Frequency	Bi annually basis, but as a minimum of two times throughout the year
Attendees	<ul style="list-style-type: none"> <li>• Airport Managing Director</li> <li>• Operations, Safety and Compliance Manager</li> <li>• Senior Airport Fire Officer</li> <li>• Air Traffic Services Manager</li> <li>• Air Traffic Engineer Department Representatives</li> <li>• Security Manager</li> <li>• Finance and Business Manager</li> <li>• Business Support</li> </ul>
Format	To promote inter-departmental actions to ensure best practice
Output	Minutes of the meeting will be taken and distributed amongst members. Action points may be highlighted for members to address, it is therefore imperative that these points are acted upon in a timely manner.

#### The Terms of Reference of the Internal Emergency Planning Committee are:

To act as a forum for developing a response to all incidents occurring at the airport and within the agreed area of response outside the aerodrome boundary;  
 To promote inter-departmental actions to ensure best practice;  
 To review emergency planning arrangements and act on any deficiencies;  
 Plan, execute and evaluate any training exercises held on / off the airport with regard to emergency planning;  
 Ensure the airport complies with legislative bodies and regulations including CAP 168, ICAO and CAA.

#### Membership

In the absence of the chairperson a deputy will be nominated to ensure continuity of the meetings;  
 Members are encouraged to send representatives from their department in their absence;  
 At the discretion of the committee, other agencies may be requested to attend meetings to enable advancement of business items.

### Airside Safety Committee

Purpose	To implement and monitor guidelines for safe working practice issued by BA. The 'Airside Safety & Procedures Manual' is compiled according to the guidance laid down in CAP 642
Frequency	Bi Annually
Attendees	<ul style="list-style-type: none"> <li>• Operations, Safety and Compliance Manager- Chair / Air Traffic Services Manager</li> <li>• Senior Refueller</li> <li>• Air Navigation and Training / Blackpool Air Centre</li> <li>• NHV / Heli 2000</li> <li>• J-Max / UKAS / North West Air Ambulance (NWAA)</li> <li>• Hangar 3 / Westair</li> <li>• Based PFA Representative / Hangar 42</li> <li>• High-G / Hangar 4 / Flight Path</li> </ul>
Format	Setting standards of safety and offering advice to all airport users Identifying hazards and describing safe practice procedures for moving, parking and marshalling aircraft, operating vehicles, handling, refuelling, incident response and escorting visitors/contractors
Output	Minutes of the meeting will be taken and distributed amongst members. Action points may be highlighted for members to address, it is therefore imperative that these points are acted upon in a timely manner.

#### The Terms of Reference of the BA Airside Safety Committee are:

To monitor the requirements of both CAA,EASA and Health and Safety Legislation that may affect airside safety;

To promulgate and discuss airside safety policy and promote airside safety in all areas;

To monitor airside procedures and report any failures;

To promote a culture of safety in all airside activities and all airside employees regardless of employer.

The following members may have department representatives:

ATC;  
RFFS;  
Fuel;  
ATE.

## Operations Meeting

Purpose	To discuss a range of issues including operational safety related matters, business critical matters
Frequency	Fortnightly
Attendees	<ul style="list-style-type: none"> <li>• Airport Managing Director- Chair</li> <li>• Finance and Business Manager,</li> <li>• Senior Airport Fire Officer</li> <li>• Air Traffic Services Manager,</li> <li>• Operations Safety and Compliance Manager,</li> <li>• HR and Security Manager</li> <li>• Air Traffic Engineering and Maintenance Manager</li> <li>• Electrical Engineer</li> </ul>
Format	Update from each department on ongoing issues and discussion of any safety related information
Output	Minutes of the meeting will be taken and distributed amongst members. Action points may be highlighted for members to address, it is therefore imperative that these points are acted upon in a timely manner.

### Terms of Reference for the Operational Performance Meeting:

The committee will report to the Airport Managing Director in relation to all aspects of the airport operation and operational safety;

The committee will act as a forum for developing safe and efficient airport operations;

The committee shall meet in accordance with the terms laid down within this document;

The business of the committee shall be recorded and appropriately distributed in minutes. Any actions arising from such meetings shall be annotated accordingly. It is implicit upon those highlighted for such actions, to ensure they are followed through in a timely manner;

The committee shall at its own discretion nominate specialist working groups to be established in order to consider or report on a particular issue or project;

The committee shall be recognised as being a body of expertise and experience capable of providing appropriate advice on airport operations and safety matters. In providing advice the committee will consider all aspects of operational safety including the following: This list is not exhaustive or in any order of priority:

Receive reports and statistics on accidents and incidents.

Industry standard and operating procedures;

Identification and reduction of risk;

Business Continuity.

### Joint Consultative Committee

Purpose	To discuss the airport's operations as they affect the local community The Committee's principal responsibility is to monitor development of the airport and its services and to prepare and monitor performance.
Frequency	Tri-annually
Attendees	<ul style="list-style-type: none"> <li>• Airport Managing Director</li> <li>• A general aviation representative</li> <li>• A representative from the Chamber of Commerce and Industry</li> <li>• A representative from Lancashire Constabulary</li> <li>• A County Councilor</li> <li>• A councilor from Blackpool Council</li> <li>• A councilor from Fylde Borough Council</li> <li>• A representative from Babcock Helicopters</li> <li>• A representative from Fylde Environmental Health Department</li> </ul>
Format	To gain better understanding and co-operation with the local community regarding any issues arising and promulgate any relevant matters concerning the airport.
Output	Minutes of the meeting will be taken and distributed amongst members and Management Team. Action points may be highlighted for members to address; it is therefore imperative that these points are acted upon in a timely manner. Airfield operations and Health and Safety matters are relevant to some of the Committee's work and items are frequently referred to the Executive Management Team and the Board for investigation and further action.

### The Terms of Reference of the Blackpool Joint Consultative Committee are:

To advise BA on any matter which it may refer to the Committee;  
 To consider any question in connection with the problems of the Airport as they affect the communities represented or the amenities of the neighbourhood;  
 To make suggestions to the Airport Authority on any matter connected with the administration of the Airport which can further the interests of the communities represented;  
 To stimulate the interest of the population in the achievements of the Airport;  
 To protect and enhance the interest of the users of the Airport;  
 To monitor the environmental impact of all the aspects of the operations of the aerodrome and to advise on operating procedures resulting from such monitoring with a view to minimising noise and other pollution from whatever source.

Minutes of the Joint Consultative Committee are available to the Management Team.

### Blackpool Airport Operations Board Meeting

Purpose	To keep the BA Board informed of all operations at the Airport including revisions in safety policy and procedures in order for them to discharge their responsibility of providing a safe working environment at BA and financial performance.
Frequency	3 Monthly
Attendees	<ul style="list-style-type: none"> <li>• Representatives from Blackpool Council</li> <li>• Airport Managing Director</li> <li>• Finance and Business Manager</li> <li>• Other members of airport management as required or requested</li> </ul>
Format	As per the designated agenda
Output	Minutes of the meeting will be taken and distributed amongst members. Action points may be highlighted for members to address, it is therefore imperative that these points are acted upon in a timely manner.

#### Terms of Reference for the Board Meeting:

Regularly review the safety performance of the airport operation, including receiving reports from management on all accidents and incidents to monitor key indicators and learnings from incidents;  
 Provide oversight of the development and maintenance of a framework of standards for managing safety risks and their impacts on the airports activities;  
 Facilitate the promotion by management of a positive safety culture;  
 Receive reports from management on the implementation and operation of safety policies and standards;  
 Facilitate and support compliance with relevant legislation and regulations relating to safety;  
 Monitor the demonstration of management commitment to the behaviours required by the policies and standards within its terms of reference;  
 Monitor the resources applied to achieving compliance with safety policies and standards;  
 Review the findings of any internal or external reports on the efficiency and effectiveness of the airport's safety systems and culture;  
 Assess any strategies and action plans developed by management in response to safety issues raised.

### Local Runway Safety Team (LRST)

Purpose	<p>In line with the ICAO Manual for the prevention of runway incursions and excursions and the European Action Plan(s) for the Prevention of Runway Incursions and excursions, the Local Runway Safety Team (LRST) will advise management on potential runway safety issues and to recommend mitigating measures.</p> <p>The LRST coordinates and leads safety initiatives that relate specifically to the risk of runway incursion, runway excursion and runway confusion. This group also seeks to identify risks which affect flight and ground safety operational activities specific to manoeuvring areas.</p> <p>The LRST also provides a forum to discuss ground and flight operations and safety issues, with a view to arriving at a common understanding of “best practice” and promote safety to reduce manoeuvring area related incidents.</p> <p>It will also aim to provide effective systems and processes for managing risks associated with the safety of runway operations at BA and to facilitate the opportunity to debate and agree ideas for Operational improvements</p>
Frequency	Bi-annually as a minimum or more frequently should specific events require.
Attendees	<ul style="list-style-type: none"> <li>• ATSM/Operations, Safety And Compliance Manager (Chair)</li> <li>• Senior Airport Fire Officer, Airfield Operations Fire Service personnel</li> <li>• Senior Refueller or representative, ATSM or ATC Controller</li> <li>• General Aviation Representatives</li> </ul>
Format	<ul style="list-style-type: none"> <li>• The areas / topics of focus are identified from incident statistics, ground and flight operational issues, capacity reports, regulatory updates and feedback from the participant team members.</li> <li>• To reduce runway incursions and excursions in line with safety performance;</li> <li>• To develop and lead of runway safety initiatives as stated in the company Prevention of Incursion Plan</li> <li>• To promote best practice with regard to any activities on the runway and associated operational areas</li> <li>• To review any runway incursions or excursions that occur at BA or other airports</li> <li>• To maintain and promote awareness of the runway incursion risk across all airport operational stakeholders</li> </ul>
Output	<p>The committee promotes Runway safety awareness by developing and running local awareness campaigns, producing and distributing local hot spot maps, promotes the exchange of information, and in coordination with the CAA, investigation of airside safety occurrences.</p> <p>Minutes of the meeting will be taken and distributed amongst members and the Airport Director. Action points may be highlighted for members to address, it is therefore imperative that these points are acted upon in a timely manner.</p>

#### Terms of Reference for the LRST:

The LRST will report to the AMD;

Monitor the number, type and, the severity of runway safety events;

Identify any local problem areas and suggest improvements e.g. by sharing the outcome of investigation reports to establish local hot spots or problem areas at the aerodrome and workable mitigations with and for operational staff;

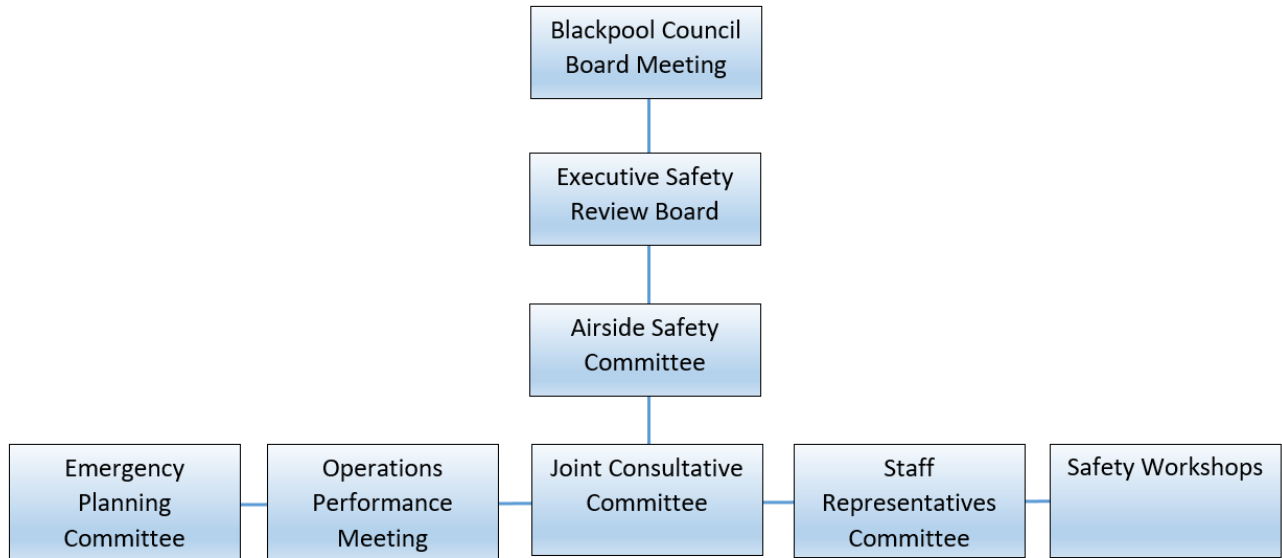
Work as a cohesive team to better understand the operating difficulties of personnel who work in other areas and recommend areas for improvement;

Ensure that the recommendations contained in this European Action Plans for the Prevention of Runway Incursions and excursions are implemented;



Conduct a runway safety awareness campaign that focuses on local issues, e.g. produce and distribute local hot spot maps or other guidance material as considered necessary; and Review the aerodrome to ensure it is adequate and compliant and, where applicable, EU Standards and Recommended Practices regularly.

#### 4.4 Safety Committees Organogram



## Section 5 Part B Safety Risk Management (DO)

### 5.0 Overview

The aim of risk management is to provide an effective means of assessing, monitoring and reviewing the risks that have the potential to impact upon safety and the effectiveness of operations.

#### Relevant Definitions

TERM	MEANING
HAZARD	A condition or an object that has the potential to cause harm to personnel, result in damage or reduce the ability to perform a prescribed function
CONSEQUENCE	The possible, adverse outcome(s) resulting from the realisation of a hazard
SEVERITY	The extent of harm or damage associated with the consequence of a hazard being realised
LIKELIHOOD	The probability of an adverse consequence or condition occurring
SAFETY RISK	A term used to describe the overall assessment of a threat, presented by the potential adverse consequence(s) of a hazard
SAFETY CONTROL MEASURES	Mitigations put in place with the aim of preventing or reducing, either the Severity, or more commonly, the Likelihood of an undesired occurrence or adverse consequence; these include procedures, rules, physical barriers or technological measures

#### Risk Assessment Process

In order to manage risks, it is first necessary to identify the potential hazards together with the likelihood of their impact occurring. The consequent outcome is then considered together with appropriate mitigation and management measures.

Good industry practice is to be used in the hazard identification and risk assessment practice. The process involves reviewing the effect of an event combined with the probability of that event occurring.

Risk assessment is an on-going process and when a change is proposed. This section is relevant in both of these circumstances. In order to formally assess the significance of change in relation to change of personnel, equipment and procedures, the management of change procedure is to be followed supported by risk assessment.

## 5.1 Hazard Identification

Hazard identification is a necessary first step to managing safety effectively. A clear understanding of hazards and their consequences is essential to the implementation of sound safety risk management.

Hazard Identification takes place continuously based on a combination of proactive, predictive and reactive methods of safety data collection.

### **Proactive:**

By critically reviewing our current work environment in a proactive manner, analysis of existing or real-time situations may highlight hazards in existing processes before a serious occurrence takes place. This proactive activity is a primary responsibility of safety assurance functions; as summarised below.

Regular inspection and monitoring of the areas and related facilities is undertaken by a number of entities, most notably –management workplace inspections. In the course of these activities, hazards are routinely identified and documented;  
Personnel are regularly reminded to report hazards  
Safety audits / inspection and compliance monitoring activities (internal and external) are undertaken on a scheduled basis

*Examples include audits, safety surveys, voluntary reporting schemes.*

### **Predictive:**

This approach involves using data analysis and system analysis techniques to identify the types of new hazards that may arise from changes in process and/or equipment, or new processes / equipment. This then allows for mitigating actions to be taken as appropriate.

The Management of Change (MoC) process requires that there is an automatic HIRA process for:

A change in facilities or new equipment / procedures being introduced into the airside operation either by BA or other airside users which may create a hazard;  
Significant operational changes, including anticipated changes to key personnel or other major system components.

Examples include safety cases, review of safety performance data from previous year or review of existing system such as via gap analysis to highlight deficiencies

### **Reactive:**

This approach involves the analysis of safety occurrences which may provide direct information about system deficiencies or defects. By correcting the underlying deficiencies, the risk of a similar event in the future can be reduced.

Investigation and follow-up reports on occurrences by the Safety managers and safety committees; Where there is an unexplained and material increase in safety related events / trends or regulatory non-compliance, responsible managers will review and investigate.

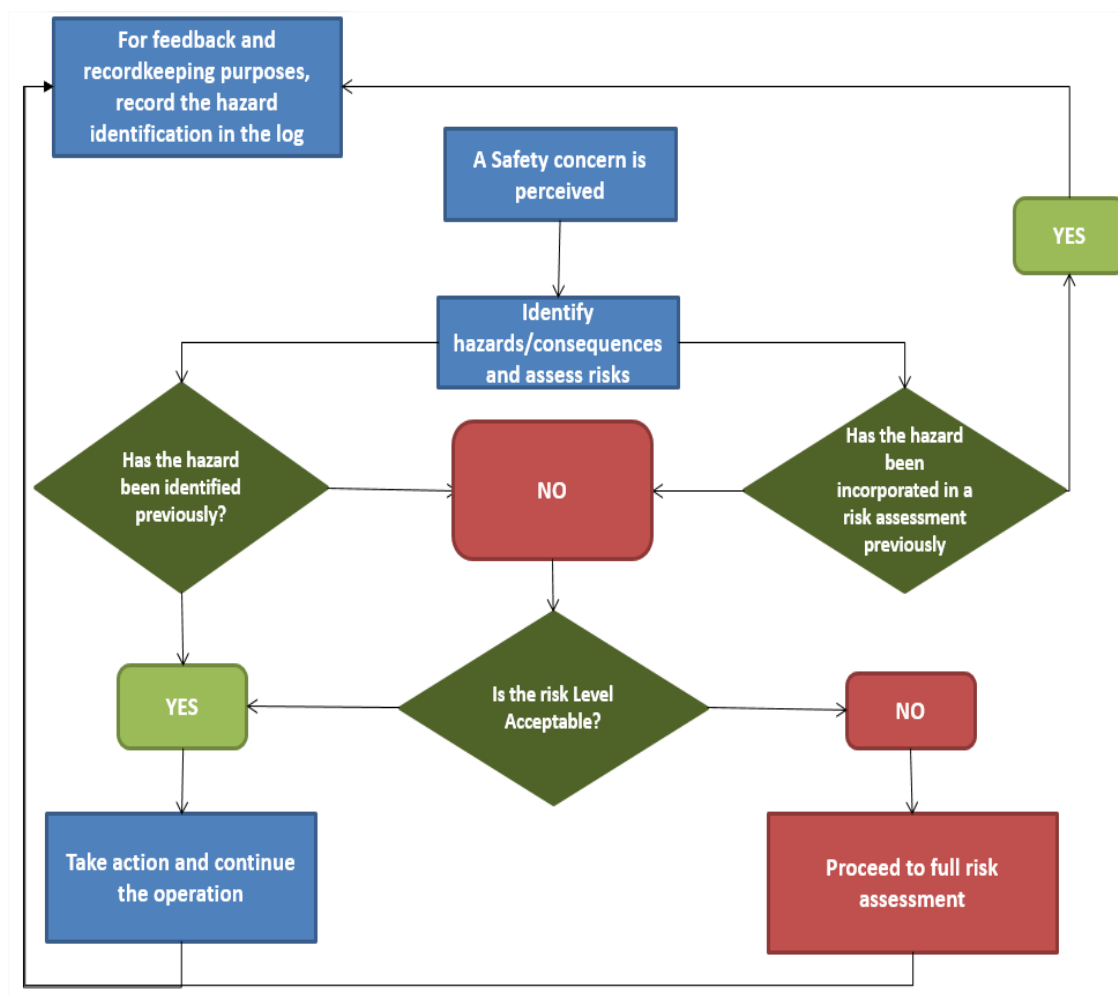
*Examples of reactive hazard identification include review of MOR/ECCAIRS/Incidents or accidents*

### **Factors to be considered when reviewing hazards**

The hazard identification process involves considering the following factors:

- a) Design factors, including equipment and task design;
- b) Human performance limitations (e.g. physiological, psychological and cognitive). Does this task require specific abilities (e.g. strength, agility, experience, alertness, stamina, understanding) or have certain physical or medical restrictions?
- c) Human-machine interface factors;
- d) Procedures and operating practices, including their documentation and checklists and their validation under actual operating conditions: Is there sufficiently clear instruction and support documentation available?
- e) Communication factors, including media, terminology and language;
- f) Organisational factors, such as those related to recruitment, training and retention of personnel, the compatibility of production and safety goals, the allocation of resources, operating pressures and the corporate safety culture: Are appropriate resources available?
- g) Factors related to the operational environment of the system (e.g. ambient noise and vibration, temperature, lighting and the availability of protective equipment and clothing): Is the working environment suitable and is PPE available if required?
- h) Regulatory oversight factors, including the applicability and enforceability of regulations and the certification of equipment, personnel and procedures; and performance monitoring systems that can detect practical drift or operational deviations: Do specific regulations apply this type of activity from a safety perspective?
- i) Defences, including such factors as the provision of adequate detection and warning systems, the error tolerance of equipment, and the resilience of equipment to errors and failures: Are there particular alert mechanisms or protective measures in operation?

### *Hazard Identification High Level Process*



#### 5.1.1 Hazard Log

The following information in relation to hazards identified and recorded within a Hazard Log. Each entry is recorded in the following way:

- a) A unique reference number for each entry;
- b) Description of the Hazard;
- c) Indication of the potential causes of the Hazard;
- d) Record of actual incidents or events related to the Hazard, or its causes;
- e) Indication of how the Hazard was identified;
- f) Hazard owner, where applicable;
- g) Any relevant assumptions; and
- h) Information in relation to third party stakeholders.

Data will be maintained in the Airport Safety Hazard Log for safety related hazards.

The Hazard Log is to be reviewed at least quarterly in tandem with the Safety Risk Register. This is to ensure that a holistic and up to date picture of hazards that may impact the operation is maintained.

The review will be brought to the attention of relevant safety committees and includes slides of statistics and trends of hazards identified.

Where the risk control measures arising from the risk assessment process remove or

change the nature of a hazard, the Safety Manager shall ensure that the corresponding hazard log entry is updated appropriately.

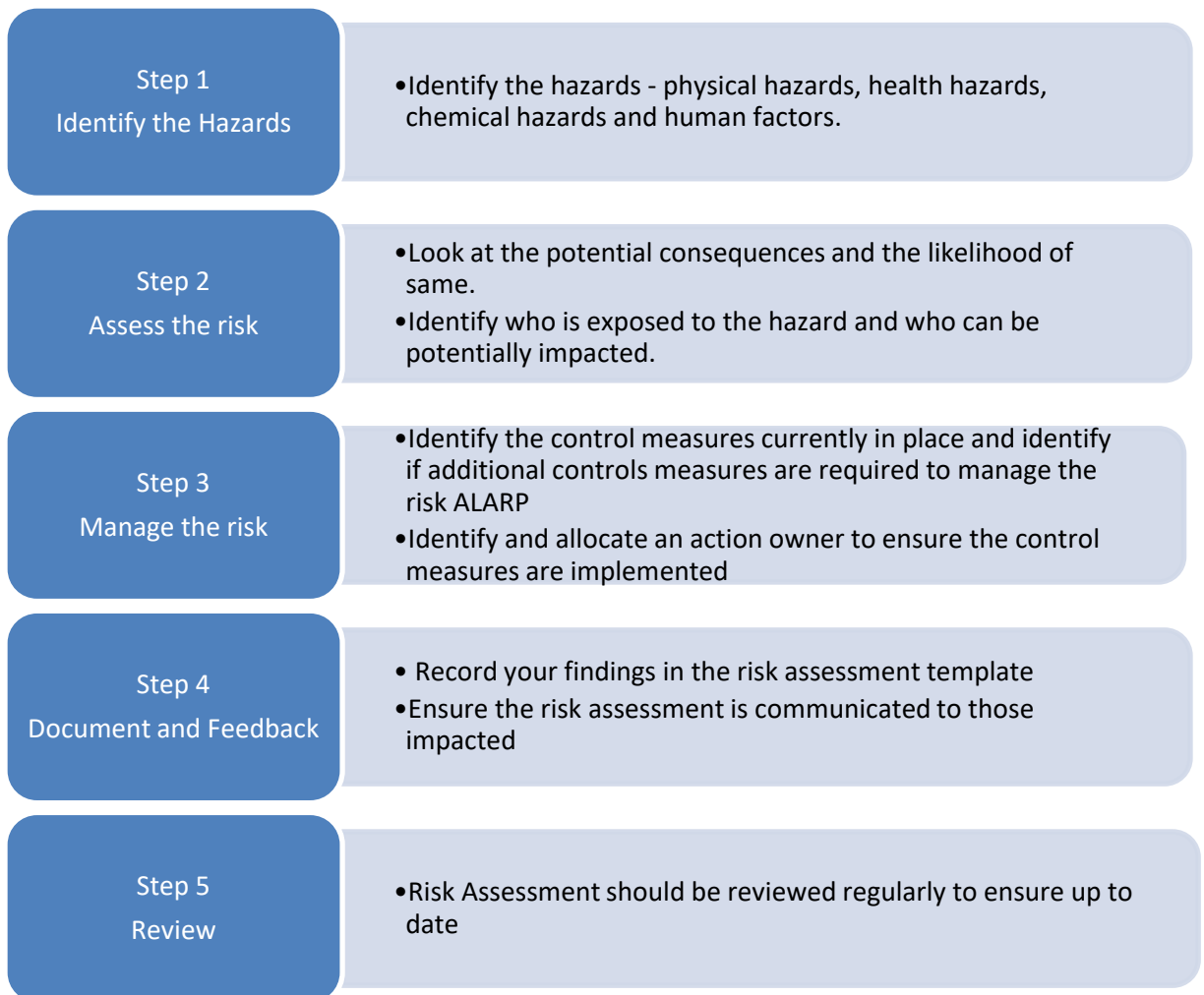
Similarly, if a safety occurrence (accident / incident or near miss) is recorded and the associated remedial measures result in the removal or a change in the nature of a particular hazard or group of hazards, the Safety Manager shall ensure that the log is updated appropriately.

## 5.2 Risk Assessment

As part of our SMS, once a hazard has been identified, it is a requirement to undertake a risk assessment to evaluate the possible impact to determine the level of risk (through a rating process) and consider what controls may be required.

The risk management methodology is designed to actively reduce risk to an acceptable level or as low as reasonably practical (ALARP).

Risk Assessment is the process of identifying, analysing and evaluating a risk to ensure the appropriate controls are in place and the risk is managed appropriately. The following sections describe the standard approach to a Risk Assessment:



## 5.2.2 Risk Assessment Tasks and Actions

Risk Management Task	Activities / Responsibilities	Owner
Identify requirement for Risk Assessment	Determine whether a risk assessment is required; Consult with relevant competent persons (as appropriate)	Line Manager of area concerned / Area Representative
Form Risk Assessment Group	Determine internal / external stakeholders that need to be involved in the risk assessment; For construction related risk assessments, Safety Advisor must attend; Communicate and arrange a time for the risk assessment to take place.	Line manager of area concerned / Area Representative / representative as required
Facilitate Risk Assessment	Provide risk assessment methodology; Provide facilitator to the risk assessment process (if required only); Assign a risk assessment reference number;	Safety Manager or line manager
Hazard Description	Describe the hazard or hazards associated with a particular event or conditions; Assess the probability and consequence of the event associated with the hazard occurring; Describe any existing mitigating controls / safeguards, with document references.	Line manager of area concerned / Area Representative
Initial Risk Rating	Calculate the inherent risk rating (for new risks that have not been controlled previously / For old known generic type risks, describe: "as is" status); If the risk rating is acceptable, record this within the Risk Register and review as necessary; If the risk rating is calculated as high or intolerable, carry out a full risk assessment.	Line manager of area concerned / Area Representative
Further Mitigation Required	Describe all the potential outcomes associated with that event; Identify further mitigation controls / safeguards for each potential hazard event to reduce the risk probability or consequence of the event occurring; Reassess the probability and potential consequences of each outcome occurring.	Line manager of area concerned / Area Representative
Residual Risk Rating	The residual rating is the level of risk that remains post the effective implementation of a mitigating control which brought the risk to a level that is: "as low as is reasonably practical"; If the risk rating remains in the intolerable region, the event or activities associated with the event must be cancelled; If the risk rating is ranked as tolerable, a control plan outlining the specific mitigating actions must be described.	Line manager of area concerned / Area Representative
Implementing Actions	Assign action items to each mitigating control that is identified; Assign ownership, a target date for implementation and identify a responsible manager.	Line manager of area concerned / Area Representative



Risk Register / Reporting	Assign a review date and log periodic updates within the Risk Register; Provide management reporting to the Accountable Manager / Management Team, safety management committees and escalate if / as necessary. The Risk Assessment is required to be signed off and retained by the Department Manager. All Risk Assessments are to be available on request.	Safety Manager
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### 5.2.3 Risk Assessment Review

Risk assessments are regularly reviewed to reflect the operational environment of Blackpool Airport. Risk Assessments may be reviewed following:

- a) If there is a change to the tasks/activities being conducted (HIRAs)
- b) **Risk Register Review:** Following a systematic review process of the Risk Register, new information or the changing nature of a particular risk event
- c) **Safety Occurrence Analysis:** Following a safety related occurrence or an increase in the number of a particular category or type of occurrence,
- d) **Near Miss:** When a report in relation to a near miss is received where one or more of the existing defences or controls have failed, as well as giving a more realistic view of the operational risk exposure, this ongoing risk assessment can then be used to qualify and review the HIRA project, keeping it up to date;
- e) **Management of Change:** When key aspects of the operation are subject to significant change, for example:
  - **Infrastructural Design Development:** When new facilities are being planned or existing facilities are being altered, a risk assessment shall be performed at the Design Stage;
  - **Construction Works:** Construction works to be carried out on the airside or in any area that may have an impact on aviation safety or OH&S shall be assessed using a risk assessment;
  - **Equipment:** When the introduction of new equipment and / or decommissioning of existing equipment is being proposed either by BA personnel or another airside user,
  - **New / Amended Procedures:** When BA or another airside user proposes either a new procedure / work practice or an amendment to an existing process / work practice in relation to the Airside Operation.
  - **Organisation Change:** When a major organisational change is being planned,
  - **Legislative Change:** When there are changes to the requirements in relation to national and international regulation and legislation.
  - **Periodically where identified-** all risk assessments must be reviewed at least annually

#### **5.2.4 Risk Assessment Group – (Non-department specific RAs)**

When a manager or project manager wishes to trigger a risk assessment, a risk assessment group may be convened to assist in this process.

It is the responsibility of the risk owner to ensure the appropriate people with the right skill sets are involved in the risk assessment to ensure that the resulting risk assessment is as robust and comprehensive as possible.

If the Risk Assessment is deemed as only relevant to a specific department, the Risk Assessment can be signed off by the Department Manager.

The Safety Manager is available to assist the business where advice is required. Quality checks on the activity-based risk assessments are also carried out to ensure they are fit for purpose.

OH&S risk assessments are undertaken by the responsible line manager (or those delegated) and highlight the activities within that department.

BA Management can also carry out quality checks on the activity-based risk assessments to ensure they are fit for purpose within the internal audit process

The Risk Assessment is required to be signed off and retained by the Department Manager.

All Risk Assessments are to be available on request.

#### **5.2.5 Risk Assessment Workshop**

RA workshops are facilitated by the Safety Manager when required as a means of tracking upcoming works/changes, required actions, Quarterly Top 10 risks and identifying new risks/hazards.

#### **5.2.6 Risk Rating**

Having identified a Risk, the next stage is to evaluate the risks in order to estimate their significance. Risk assessment enables the Group to evaluate each risk according to risk probability (or likelihood) and risk severity (or consequence):

To facilitate the consistent application of risk rating across the aerodrome and to establish a common language, the risk probability and severity definitions for the assessment of risk have been adopted by BA. The 5X5 matrix meets the intent of the ICAO/European and CAA requirements.

### 5.2.7 Impact/Severity Classification Tables

Score	1	2	3	4	5
Impact Definition	<b>Negligible</b>	<b>Minor</b>	<b>Major</b>	<b>Hazardous</b>	<b>Catastrophic</b>
People	Minimal injury or illness requiring no time off work, of little consequence	Minor injury or illness requiring time off work for <3 days-Nuisance. Operating limitations.Use of emergency procedures	Serious injury requiring time off work for 4-14 days.Significant reduction in safety margins, a reduction in the operators ability to cope with adverse operating conditions as a result of increase in workload, or as a result of conditions impairing their efficiency. Serious incident. Injury to persons.	Serious injury leading to long term incapacity/disability. Large reduction in safety margins, physical distress or a workload such that operators cannot be relied upon to perform their tasks accurately or completely.Serious injury or occupational disease.	Incident leading to death or multiple permanent injuries or irreversible health effects. Multiple deaths
Operations	No significant operational impact: stakeholders not impacted, no external media or regulatory focus	Minor operational impact- some stakeholders aware but negligible operational impact: routine media interest and comment	Increased operational impact. Significant stakeholder awareness and some inconvenience: critical external comments, short term, higher level media interest	Major impact. Large operational impact, loss of service to stakeholders, ongoing press and regulatory focus,significant governance weakness- confidential data compromised.	Catastrophic significant impact on operations, loss of stakeholder confidence, major stakeholder inconvenience: external investigation, major governance weakenss, total systems failure.
Infrastructure, Property, Environment	Few consequences. Minimal impact on the environment with no impact on biodiversity, habitat or endangered species, no clean up required.	Nuisance/operating limitations/Use of emergency procedures/Minor,short term impact on environment- report to EA and clean up	Significant reduction in safety margins, Moderate equipment/property/infrastructure damage. Moderate impact on environment short term < 1 year impact to biodiversity, habitat or endangered species. Fines and clean up costs.	Major equipment/property.infrastructure damage.Major impact on environment medium term (1-3 yr) damage to biodiversity, habitat or endangered species. Major court case/prosecution, fines and clean up	Equipment destroyed, Catastrophic impact on the environment, permanent damage to biodiversity, habitat or endangered species. Public enquiry, organisational prosecution, large fines and clean up costs.
Score	1	2	3	4	5
Likelihood Definition	<b>Extremely Improbable</b>	<b>Improbable</b>	<b>Remote</b>	<b>Occasional</b>	<b>Frequent</b>
	Only in exceptional circumstances-greater than 1 in 10 year event	Not generally expected to occur- 1 in 5 year event	May occur- annual event	Will probably occur, but not persistently, quarterly event	Will probably occur frequently- monthly or more frequent event

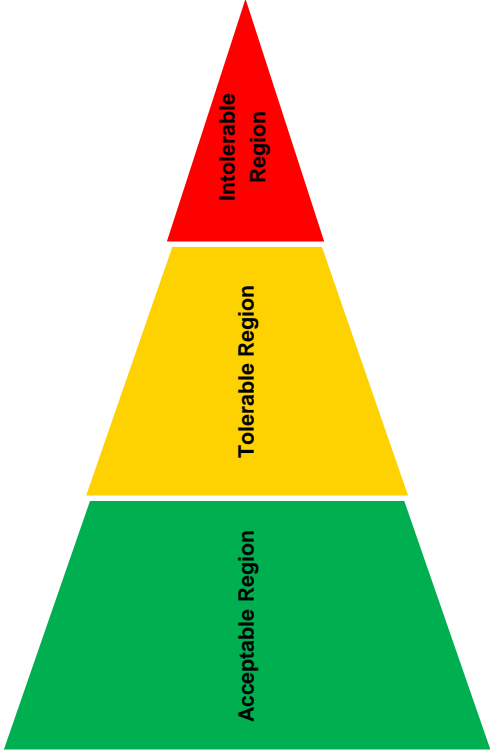
The product of the risk probability and risk severity score derives the risk rating.



The table using the probability and severity scores as axes shows all the different numeric combinations for the risk rating and is termed the safety risk matrix as illustrated below:

Likelihood	Severity				
	Negligible 1	Minor 2	Major 3	Hazardous 4	Catastrophic 5
5 – Frequent	5	10	15	20	25
4 – Occasional	4	8	12	16	20
3 – Remote	3	6	9	12	15
2 – Improbable	2	4	6	8	10
1 – Extremely Improbable	1	2	3	4	5

**5.2.8 Risk Tolerability**

Risk Tolerability	Description	Action Required
	<p>The risk level is unacceptable under the existing circumstances. Additional mitigations must be implemented or event or associated activities must be cancelled</p>	<p>Where an Intolerable risk is identified which cannot be brought to an acceptable level by the Risk Owner, a risk group should convene within a 24-hour period to identify further actions to bring the risk to an acceptable level. Action/operation must cease until sufficient mitigation is introduced to reduce to amber level risk</p>
	<p>The risk level is acceptable based on the identified risk mitigations in place.</p>	<p>Tolerable risks must be reviewed by Risk owner / risk assessment group and the Safety Manager to ensure ALARP. Must be captured on risk register for sign off</p>
	<p>Acceptable risk – No immediate action / further action required</p>	<p>Risk owner / risk assessment group must ensure control measures in place remain in place.</p>

Depending on the likelihood and severity of a risks, they may be red risks (Intolerable), amber risks (Tolerable) and green risks (Acceptable).

BA reduces risks to ALARP and to manage the risk accordingly.

This is outlined in the Table above: Risk tolerability.

Risks are assessed on both an inherent (as is status with controls already in place) and residual basis (after additional mitigation measures have been incorporated).

Once the risk has been rated, it is assessed with a view to deciding whether the level of residual risk is tolerable and what further action is required.

### 5.2.9 Sign off and Approval of Risk Rating (ALARP)

A number of areas may still present a higher level of residual risk after control measures have been implemented and termed as reduced to a level of risk ‘As Low As Reasonably Practicable’-ALARP

For levels of residual risk which remain within the amber 8-10 scoring region, the risk assessment must be escalated to the department manager, safety manager or ATSM as appropriate for review or sign off to accept the risk rating.

For levels of residual risk which remain within the amber 12 or above scoring region, the risk assessment must be escalated to the Airport Managing Director for review or sign off to accept the risk rating.

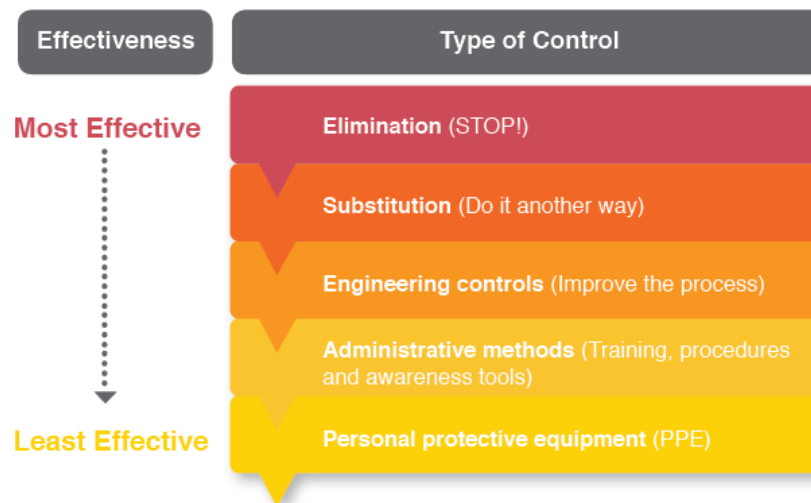
All risk assessments which retain or are re-assessed with an amber residual risk rating must be recorded within the airport safety risk register to ensure the risk is fully captured.

Role	Likelihood and Severity output after all mitigation		
	1-6	8-10	12+
Assessor	✓		
Supervisor	✓		
Departmental Risk Manager	✓	✓	
Safety Manager/ATSM	✓	✓	
Airport Managing Director(Accountable manager)	✓	✓	✓

### 5.2.10 Risk Mitigation

When the risk rating is identified as within the tolerable or acceptable region, the Risk Assessment Group must consider potential Mitigating Actions to reduce the probability and / or severity to as low a level as reasonably practicable (ALARP) in line with the hierarchy of controls.

There are a number of ways in which risk can be reduced, as illustrated in the following graphic.



In general terms, risk can be reduced by applying one of several basic philosophies:

- **Avoidance** – Avoiding a high-risk process. This might mean stopping that activity. This would be a severe step, only required where no other measures can reduce the risk to an acceptable level;
- **Reduction** – Some safety risk exposure is acceptable; action is taken to reduce the magnitude of the severity or the probability of the hazard event occurring by using mitigating controls;
- **Segregation of exposure** – Action is taken to isolate the effects of the consequences of the hazard or build in multiple layers of defences to protect against them.

In deciding what is the best way in which to reduce the safety risk for a situation, it must be kept in mind that not all mitigating measures reduce safety risks to the same extent.

Before a decision is taken to focus on a specific action, the effectiveness of the various options needs to be evaluated. Trade-offs between various measures must be considered to find the optimal solution.

As a general rule, mitigation will involve a combination of approaches involving the following key defences: i.e. technology, training and procedures / regulations as appropriate.

#### **Evaluating mitigation options:**

Each proposed safety risk mitigation option should be examined from such perspectives as:

- **Effectiveness:** The extent to which the alternatives reduce or eliminate the safety risks. Effectiveness can be determined in terms of the technical, training and regulatory defences that can reduce or eliminate safety risks.
- **Cost/benefit:** The extent to which the perceived benefits of the mitigation outweigh the costs.
- **Practicality:** The extent to which mitigation can be implemented and how appropriate it is in terms of available technology, financial and administrative resources, legislation and regulations, political will, etc.
- **Acceptability:** The extent to which the mitigation can withstand the scrutiny from all stakeholders (employees, airlines, authorities, etc.)
- **Enforceability:** The extent to which compliance with new rules, regulations or operating procedures can be monitored. If new SOPs are required are they realistic and enforceable, if so how?
- **Durability:** The extent to which the mitigation will be sustainable and effective. Will it be of temporary benefit or will it have long-term impact? Or will it have long-term impact?
- **Residual Risk:** After the mitigation, has been implemented, what will be the residual safety risks relative to the original hazard?
- **Unintended consequences:** The introduction of new hazards. What new problems or new (perhaps worse) safety risks could introduced by the proposed mitigation?

**Implementation of mitigating actions:**

The risk owner must ensure that any mitigating actions are implemented and that the associated risk is managed to as low a level as reasonably practicable within agreed timelines.

This includes issues related to the Management of Change and associated document control.

Once the mitigation has been approved and implemented, any consequent impacts on safety performance should be captured through monitoring activity, providing feedback that is essential to ensure the effectiveness of the overall HI/RA process. This is necessary to ensure the integrity, efficiency and effectiveness of the defences under the new operational conditions.

When safety or operationally significant occurrences are identified in relation to a process that has been previously risk assessed, then the mitigations shall be reviewed for their ongoing effectiveness by the risk owner / risk assessment group.

The risk owner will track and monitor the implementation of the mitigating actions and report to appropriate persons regarding the delayed or non-implementation of mitigating actions.

In line with the Plan Do Check Review cycle, the risk owner will also undertake monitoring activity of the implementation of mitigating actions.

Completed risk assessments are to be regularly reviewed by the appropriate business unit manager

Each risk assessment is to be recorded in a risk assessment log.

The risk owner must also ensure that any risk assessments and associated actions arising are communicated to the relevant parties.

Infrastructure projects that are dependent upon the outputs of a risk assessment require that the risk owner ensures that the project manager is aware of the risk assessment and that any required mitigations are implemented as part of site work procedures.

Following the risk assessment process, the output may be incorporated within the Safety Risk Register

**5.2.11 Review**

All risk assessments must be subject to a periodic review in accordance with the residual risk rating. It is important to note that when completing the risk assessment and applying a review date that the date is tracked and the review date is not missed. The master risk assessment register must be updated for each risk assessment review. All risk assessments must be reviewed at least annually.

**5.2.12 Safety Risk Register**

The Risk Register is a tool used to keep a record of all safety related risks identified by the airport

The Safety Risk Register contains the following elements:

- a) A description of the risk – i.e. the hazard and the potential consequence(s);
- b) An assessment of the severity of the risk should this event actually occur;



- c) An assessment of the probability of its occurrence;
- d) The risk rating obtained by multiplying the probability value by the severity value;
- e) A summary of the current control measures (the actions taken in advance to reduce the probability and/or severity of the event);
- f) Residual risk rating;
- g) Further mitigation measures if required;
- h) Status of the risk (Increasing / Stable / Decreasing);
- i) The risk owner;
- j) Review dates.

As described earlier, following the Risk Assessment process, the output may be incorporated within the Safety Risk Register depending upon its overall rating.

### **5.2.13 Producing Safety Cases:**

A Safety Case is a structured argument, supported by a body of evidence that provides a compelling, comprehensive and valid case that a system is safe for a given application in a given environment. A Safety Case is required if it impacts on any part of Aviation Safety, this can be System or Equipment based. This can include, but is not exclusive to, new equipment for ATC or changes to ATC/Airfield procedures.

The Safety Case can be produced in-house or by an outside contractor, but all should follow the same guidelines.

A complicated Safety Case can be broken down into a maximum of 4 parts.

Part 1 will contain a description of System/Equipment to be replaced and regulatory requirements needed to be fulfilled when it is in place, this includes a risk and hazard analysis. This shall be sent to the Regulatory Authority once completed.

Part 2 will contain a description of new System/Equipment and will show mitigation of risks and hazard analysis. Identify the content and depth of training required. This shall be sent to the Regulatory Authority once completed.

Part 3 will contain Factory Acceptance Tests (FAT) and any further mitigation of risks. Site Acceptance Tests (SAT) will also be included with results of any outstanding issues with risks and hazards. Any faults or additional modifications from on-site testing prior to approval are to be documented. This shall be sent to the Regulatory Authority once completed.

Part 4 will contain training course results and what certificates have been issued (user operator or maintenance level). It will also contain servicing plans, local or contract, and procedures to be used. Also contained is a summary of conclusions and mitigations required to allow the equipment to be put into service. This will be sent to the Regulatory Authority once completed.

A less complicated Safety Case can use one complete document, but follow the above guidelines.

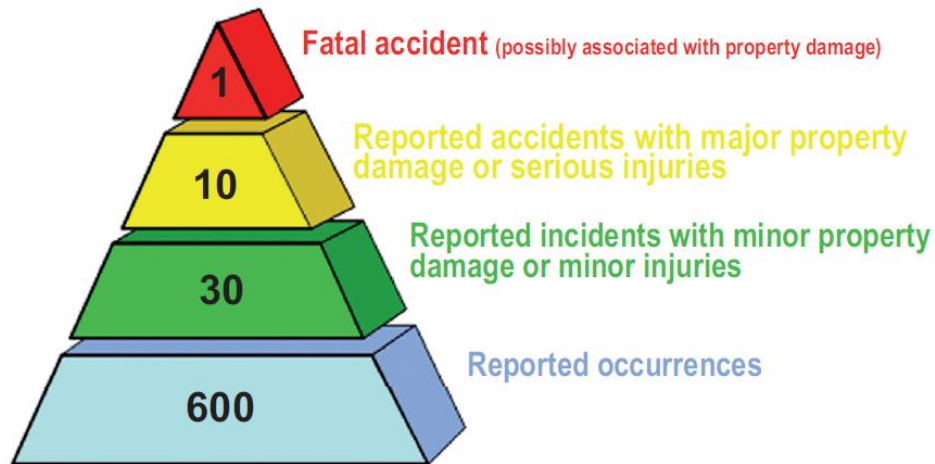
Detailed guidance for the completion of a Safety case is contained within the template CIMS/BA/ATC/013-Safety Case Template

### 5.3 Safety Occurrence Reporting & Investigation

The sole objective of occurrence reporting is the prevention of accidents and incidents and not to attribute blame or liability.

The requirement for consistent reporting is essential to the overall success of the safety management system as it will allow trends to be observed and provide proactive monitoring of safety to ensure risks are identified and mitigated for prior to an event taking place, (near miss, Safety Observation. Research into general safety indicates that for every 600 reported occurrences with no injury or damage, there are on average:

30 incidents involving minor property damage or minor injuries  
 10 accidents involving major property damage or serious injuries  
 Major or fatal injury



#### 5.3.1 Definition and Overview of Safety Occurrences

Blackpool Airport has established a number of reporting mechanisms so that all accidents / incidents are recorded and investigated appropriately, and that relevant data is maintained.

It is useful to begin describing these processes by considering what may constitute a safety occurrence.

Blackpool Airport defines a safety occurrence as:

“an accident, incident or near miss. A near miss is an event that did not result in an injury or damage to property or persons of any kind but nonetheless posed a significant safety risk.

There are three main categories of Safety Occurrence:

Accidents and serious incidents;  
Incidents; and

Other Safety Occurrences, for example, a: “Near Miss” (an event that did not result in an injury or damage to property of any kind but nonetheless posed a significant safety risk), which are not serious enough to require reporting under a Mandatory Occurrence Reporting system but are nonetheless very important.

All Accidents, Incidents and near misses should be reported by all Airport users and personnel in order to give us a complete picture of all safety occurrences at the airport.

It should be noted that a safety occurrence, particularly with regard to a near miss event, is distinct from a hazard although both must be reported.

Airside safety occurrences must be reported under a national Mandatory Occurrence Reporting (MOR) system, or, in the case of less severe occurrences, because the reporter believes that they could have safety significance.

Depending of the severity of the occurrence, certain occupational health and safety occurrences (incidents/accidents and dangerous occurrences) must be reported to the Health and Safety Executive (HSE) in line with The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013.

### 5.3.2 Just Culture Policy and Commitment

A “Just Culture” is the term used to describe: *“an atmosphere that is fair and encourages open reporting of accidents and incidents and near misses. However, deliberate harm and wilful damaging behaviour is not tolerated. Everyone is supported in the reporting of accidents, incidents and near misses”*.

The key objective of the reporting of safety events is to learn lessons from past experience in order to reduce the likelihood of accidents and incidents re-occurring. It is not to attribute blame or liability.

Accurate and timely reporting of relevant information related to hazards, incidents or accidents is a fundamental activity of safety management. These reports are used to support safety analyses.

Front-line personnel are some of the best sources of data since they observe hazards as part of their daily activities.

Blackpool Airport fully supports the principles of “Just Culture”.

Personnel and related contractors are empowered to report any safety risk without fear of retribution, on the clear understanding that Blackpool Airport accepts that errors and lapses of judgement may occur and that personnel, in the course of their normal, expected duties, do not intentionally commit such errors.

Personnel who make honest mistakes or misjudgements will not incur punitive action – provided that they report such incidents in a proper, timely fashion, and cooperate with any subsequent investigation. The only exceptions to this general non-punitive policy are where the actions or omissions involve negligence, reckless disregard or a failure to report safety incidents or risk exposures.

A staff member who acts irresponsibly in one of these ways is potentially exposed to disciplinary action.

A staff member's compliance with reporting requirements will be a factor to be weighed favourably in decision making in such circumstances.

To protect the integrity of the reporting system, all reports submitted are de-identified to the greatest extent commensurate with the needs of the subsequent investigation.

The identity of the reporter will be divulged only on a need to know basis, as determined by the appropriate manager(s)

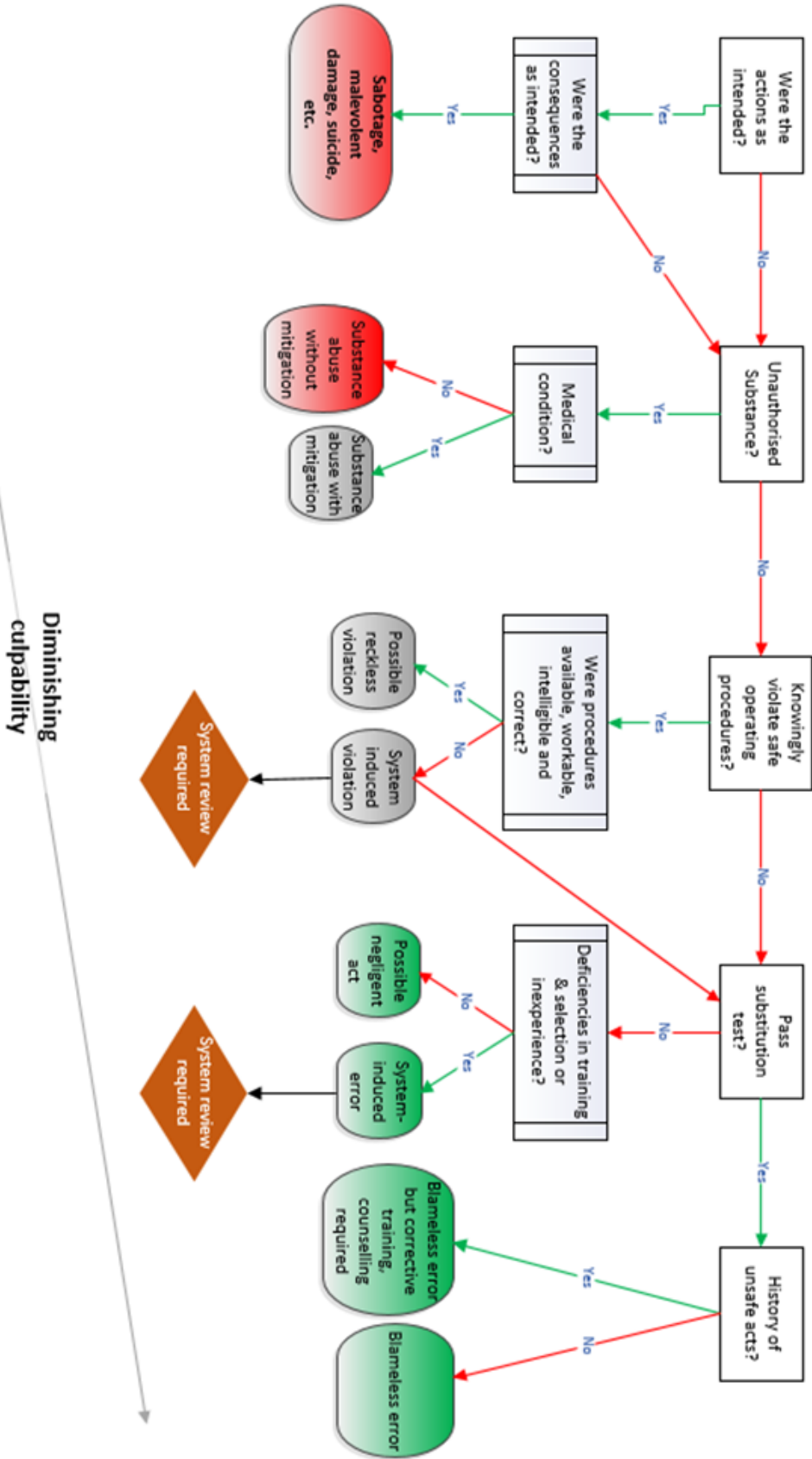
Blackpool Airport Management, when investigating safety occurrences will use the culpability table overleaf to ensure principles of a just culture are maintained with regards to investigation processes.

### **5.3.3 Diminishing Culpability Chart for Investigative Process**

The 'culpability chart' below uses a series of questions to explore why the event occurred and to determine culpability. The first set of questions is designed to determine if the resulting harm was deliberate. If the actions and consequences were executed as intended, the error would be deliberate. If the answers to the questions determine that the actions were not executed as intended, the next test of culpability is incapacity. For example, was the staff member involved in the event using drugs or alcohol? If so, were there any mitigating factors (i.e., the staff member has a medical condition for which the drugs were prescribed)?

The next test involves foresight, and these questions relate to situations when an individual knowingly violates procedures (i.e., taking shortcuts). The questions that need to be asked here refer to adequate staffing, training procedures, and the availability of relevant policies. The last of the four tests is the substitution test: could a different person have made the same error under similar circumstances? If the answer to the substitution test is yes, then the error is blameless.

As shown in the chart, moving to the right in the diagram, the error is more "blameless," and the likelihood that system-related issues are involved increases.



### 5.3.4 Safety and Emergency Reporting

Effective safety reporting of hazards by operational personnel is an important cornerstone of the management of safety. Therefore, an environment in which staff are trained and constantly encouraged to report hazards is the prerequisite for effective safety reporting, aligned with a strong 'just culture' approach to ensure staff have the confidence to report safety issues.

Safety reports submitted will only be used for the purposes of safety and no other reason, and shall appropriately safeguard the confidentiality of the identity of the reporter and of the persons mentioned in occurrence reports, with a view to promoting a 'just culture' and upholding data protection requirements.

Identifying and investigating near-misses is a key element to finding and controlling risks before people are injured. The information gathered through near-miss reporting is evaluated to determine root causes and hazard mitigation strategies. "Lessons learned" are shared in a general way (reporting staff or people involved are not identified to anyone other than essential personnel, such as investigators or line managers) so all employees can benefit from the findings. Near-miss reporting is vitally important in preventing serious incidents that are less frequent but more harmful than near-misses.

**At Blackpool Airport, it is mandatory to report any safety occurrence.**

#### **Safety Critical/Urgent Reporting- Immediate Actions**

##### **Flight Safety Hazards**

For reporting of airside hazards which pose a risk to flight safety (i.e.- FOD, runway surface damage, bird hazard), it is important to remember that Air Traffic Control is the first point of contact. This allows for any necessary immediate actions to be taken. Air Traffic Control can be contacted on 01253 472 527 or ext 8212, also contactable via Radio on channel 1.

##### **Other Emergencies**

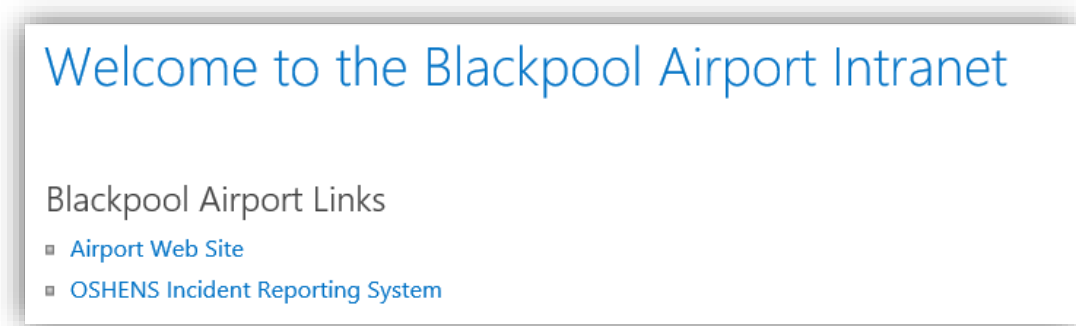
For other emergency related incidents such as fire, fuel or environmental spillage or medical emergencies the RFFS can be contacted either by the caller informing Air Traffic Control on Radio Channel 1, whereby ATC will despatch the RFFS or by dialling the dedicated RFFS Emergency Number on internal: **8-999** or external **01253 472 549**. The watchroom emergency phone will be diverted to ATC during periods where the fire crew is off station

For all incidents requiring the attendance of fire/ambulance the external emergency services should be contacted on **9-999** after the initial call is made to the Airport Fire and Rescue Service.

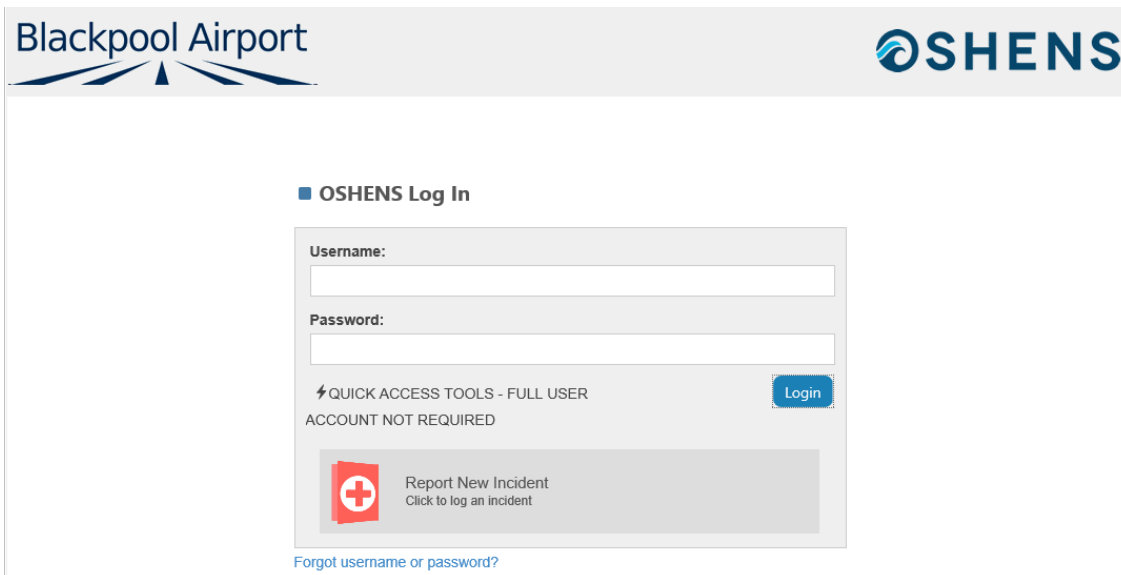
### 5.3.5 Reporting and Recording for all Safety Related Events-OSHENS system

All Accidents, Incidents or Near Misses should be reported immediately or as soon as is reasonably practical after the event. Staff who witness any safety related event are encouraged to report immediately to their supervisor or manager and report on the OSHENS system by following the steps listed below:

1. Access company intranet: <https://blackpoolairport365.sharepoint.com/SitePages/Home.aspx>
- 1.
2. Click on [OSHENS Incident Reporting System](#)



3. Click on 'Report an Incident'



4. Complete all drop down boxes within the reporting template, e.g:



Please complete this form as soon after the Incident as possible. Please complete all fields fully and accurately. Please note, mandatory fields are marked with an asterisk (\*) and you will not be able to submit the report if these fields are incomplete.

Type of Incident *	[Select] ▼
<b>Person Entering this Report (Contact Details)</b>	
Name * [Max chars : 50]	<input type="text"/>
Contact Tel No * [Max chars : 50]	<input type="text"/>
Feedback	<input type="checkbox"/> <input type="text"/>
<b>About the Incident</b>	
Time & Date of Incident *	14 ▼ : 11 ▼ on 03 Jun 2019 <input type="calendar"/>
What part of the organisation is responsible for this Incident or Occurrence?	
Airport: *	[Select Airport] ▼
Service/Team: *	[Select Service/Team] ▼
Department: *	[Select Department] ▼

5. When populating the report and providing information avoid any speculation or opinions as the safety investigation process is designed to establish root cause, contributory factors and recommendations and actions. Stick to the facts.
- 2.
6. Try and obtain as much information from the scene as possible, take photographs of any relevant equipment, the scene and hazards. Identify and take the details of any witnesses.

### 5.3.6 Safety Initiative/Observation Reporting

Blackpool Airport requires staff to report all incidents as soon as practically possible, however, to ensure confidentiality and where required anonymity to staff who may be concerned about reporting certain issues staff have access to safety initiate/observation cards.

The cards are located at various areas around the airfield including VSP, ATC and Fire Station with a secure box for placing the cards into. The boxes will be checked by the Operations, Safety and Compliance Manager a minimum of once per week.

Staff will always be encouraged to leave details in order to receive feedback or to provide more information if required, however, if desired by the individual the name section can be left blank to ensure anonymity if desired.

The Operations, Safety and Compliance Manager will collect all submissions and identify the appropriate actions to address the issue reported.



### Example of Safety Initiative/Observation Report Card

Safety Initiative / Observation Reporting

Date of Observation..... Time.....

Location.....

Details.....  
.....  
.....

Optional Information (if you would like a follow up report please leave contact details below thank you)

Name: ..... Phone no.....

Company/Dept..... E Mail.....



#### 5.3.7 Mandatory and Voluntary Occurrence Reporting

Mandatory Occurrence Reports are used, as part of a standard process at State and European level, to capture safety incidents and develop trends in relation to aviation safety.

The UK Civil Aviation Authority (CAA) has established a mandatory reporting system to facilitate the collection of details of occurrences (UK CAP 382).

This process underpins the development of the overall State Aviation Safety programmes and the development of strategic Safety Performance initiatives and indicators right across European airspace.

In line with UK Reg (EU) No 376/2014 of 2014, the reporting, analysis and follow-up of occurrences in civil aviation and CAA Publication CAP 382, Blackpool Airport is required to make statutory reports to the competent authority (CAA) in relation to all occurrences which endanger or which, if not corrected, could endanger an aircraft, its occupants or any other person. These reports are either Mandatory Occurrence Reports (MOR) or Voluntary Occurrence reports (VOR).

Of the Seven categories of persons that are required to report occurrences under the Regulations, the responsibilities of an Aerodrome and ANSP are described as follows:

- a) Report relevant occurrences to the competent authority within 72 hours of becoming aware of the occurrence, unless exceptional circumstances prevent this;
- b) Give to the Competent Authority, as soon as is practicable after being requested to do so by the competent authority, such further information in relation to relevant occurrences as the

competent authority considers necessary or appropriate for the purposes of the performance of its functions under the Regulations.

The State Statutory reporting tool is known as: "ECCAIRS". There is a standard form associated with this system which is to be completed and submitted to the CAA via the online 'ECCAIRS 2' portal. **CAP 1496 provides step by step guidance on how to submit an ECCAIRS report.**

In order to facilitate the collection of information as required by the regulation there are mandatory fields that must be completed at the time of submission.

The UK has adopted UK Reg (EU) No. 2015/1018 laying down a list classifying occurrences in civil aviation to be mandatorily reported to the Competent Authority, the CAA

The Safety Occurrence Classification Table as detailed in section 5.3.9 has been developed on the basis of the reportable occurrence types and provides for a generic risk rating of the occurrence.

The regulation also provides requirement that the follow up on an occurrence to be reported to the Authority.

Blackpool Airport is obliged to define and instruct its own personnel and all operators airside to mandatorily report the following occurrence types to the aerodrome operator at the time of the occurrence or upon identification of associated damage:

**a) Aircraft, ANS and obstacle-related occurrences:**

- A collision or near collision, on the ground or in the air, between an aircraft, terrain or obstacle including near-controlled flight into terrain (near CFIT),
- Separation minima infringement,
- Inadequate separation
- ACA/TCAS RA's
- Wildlife strike including bird strike;
- Taxiway or runway excursion;
- Actual or potential taxiway or runway incursion;
- Final approach and take off area (FATO) incursion or excursion;
- Aircraft or vehicle failure to follow clearance, instruction or restriction while operating on the movement area of an aerodrome (for example: wrong runway, taxiway or restricted part of an aerodrome);
- Aircraft deviation from applicable air traffic management (ATM) regulation: (a) aircraft deviation from applicable published ATM procedures; (b) airspace infringement including unauthorised penetration of airspace; (c) deviation from aircraft ATM-related equipment carriage and operations, as mandated by applicable regulations.
- Call sign confusion related occurrences.
- Foreign object on the aerodrome movement area which has or could have endangered the aircraft, its occupants or any other person;
- Presence of obstacles on the aerodrome or in the vicinity of the aerodrome which are not published in the AIP (Aeronautical Information Publication) or by NOTAM (Notice to Airmen) and / or are not marked or lighted properly;
- Push-back, power-back or taxi interference by vehicle, equipment or person;
- Passengers or unauthorised person left unsupervised on apron;
- Jet blast, rotor down wash or propeller blast effect;
- Declaration of an emergency.

- Any rejected take-off.
- Tail, blade/wingtip or nacelle strike during take-off or landing.
- Continuation of an instrument approach below published minimums with inadequate visual references.
- Precautionary or forced landing.
- Short and long landing.
- Hard landing.
- Unintentional release of cargo or other externally carried equipment.
- accident or a serious incident.
- Unsafe ATC (Air Traffic Control) clearance.
- Prolonged loss of communication with ATS (Air Traffic Service) or ATM Unit.
- Conflicting instructions from different ATS Units potentially leading to a loss of separation
- Misinterpretation of radio-communication which has or could have endangered the aircraft, its occupants or any other person.
- Intentional deviation from ATC instruction which has or could have endangered the aircraft, its occupants or any other person.
- Activation of genuine ground collision system such as GPWS (Ground Proximity Warning System)/TAWS (Terrain Awareness and Warning System) 'warning'.
- Unexpected encounter of poor runway surface conditions.
- Wake-turbulence encounters.
- Interference with the aircraft by firearms, fireworks, flying kites, laser illumination, high powered lights, lasers, Remotely Piloted Aircraft Systems, model aircraft or by similar means.
- A lightning strike which resulted in damage to the aircraft or loss or malfunction of any aircraft system.
- (A hail encounter which resulted in damage to the aircraft or loss or malfunction of any aircraft system.
- Severe turbulence encounter or any encounter resulting in injury to occupants or deemed to require a 'turbulence check' of the aircraft.
- A significant wind shear or thunderstorm encounter which has or could have endangered the aircraft, its occupants or any other person.
- Icing encounter resulting in handling difficulties, damage to the aircraft or loss or malfunction of any aircraft system.
- Volcanic ash encounter.

**Degradation or total loss of services or functions:**

- i. Inability to provide ATM services or to execute ATM functions:  
(a) inability to provide air traffic services or to execute air traffic services functions; (b) inability to provide airspace management services or to execute airspace management functions; (c) inability to provide air traffic flow management and capacity services or to execute air traffic flow management and capacity functions.
- ii. Missing or significantly incorrect, corrupted, inadequate or misleading information from any support service ( 4 ), including relating to poor runway surface conditions.
- iii. Failure of communication service.
- iv. Failure of surveillance service.
- v. Failure of data processing and distribution function or service.
- vi. Failure of navigation service.
- vii. Failure of ATM system security, which had or could have a direct negative impact on the safe provision of service.

- viii. Significant ATS sector/position overload leading to a potential deterioration in service provision.
- ix. Incorrect receipt or interpretation of significant communications, including lack of understanding of the language used, when this had or could have a direct negative impact on the safe provision of service.
- x. Prolonged loss of communication with an aircraft or with other ATS unit.
- xi. Loss or failure of communication between aerodrome, vehicle or other ground personnel and air traffic services unit or apron management service unit;
- xii. Significant failure, malfunction or defect of aerodrome equipment or system which has or could have endangered the aircraft or its occupants;
- xiii. Significant deficiencies in aerodrome lighting, marking or signs;
- xiv. Failure of the aerodrome emergency alerting system;
- xv. Rescue and firefighting services not available according to applicable requirements.

**b) Other occurrences:**

- i. Declaration of an emergency ('Mayday' or 'PAN' call).
- ii. Significant external interference with Air Navigation Services (for example radio broadcast stations transmitting in the FM band, interfering with ILS (instrument landing system), VOR (VHF Omni Directional Radio Range) and communication).
- iii. Interference with an aircraft, an ATS unit or a radio communication transmission including by firearms, fireworks, flying kites, laser illumination, high-powered lights lasers, Remotely Piloted Aircraft Systems, model aircraft or by similar means.
- iv. Fuel dumping.
- v. Bomb threat or hijack.
- vi. Fatigue impacting or potentially impacting the ability to perform safely the air navigation or air traffic duties.
- vii. Any occurrence where the human performance has directly contributed to or could have contributed to an accident or a serious incident.
- viii. Fire, smoke, explosions in aerodrome facilities, vicinities and equipment which has or could have endangered the aircraft, its occupants or any other person;
- ix. Aerodrome security related occurrences (for example: unlawful entry, sabotage, bomb threat);
- x. Absence of reporting of a significant change in aerodrome operating conditions which has or could have endangered the aircraft, its occupants or any other person;
- xi. Missing, incorrect or inadequate de-icing / anti-icing treatment;
- xii. Significant spillage during fuelling operations;
- xiii. Loading of contaminated or incorrect type of fuel or other essential fluids (including oxygen, nitrogen, oil and potable water);
- xiv. Failure to handle poor runway surface conditions;
- xv. Any occurrence where the human performance has directly contributed to or could have contributed to an accident or a serious incident. (including SRATCOH)

And:

**ALWAYS REPORT ANY OTHER OCCURRENCE THAT YOU CONSIDER SAFETY RELEVANT**

Blackpool Airport will submit all CAT A and B occurrence investigation reports and or trend analysis, where required, as soon as available and, in principle, no later than three months from the date of notification of the occurrence to the CAA – SRG.

In the event of a particularly complex investigation and by agreement with the CAA, additional reports may be submitted post the three-month requirement.

### **Voluntary Occurrence Reporting**

Voluntary Occurrence Reports (VORs) should be reported in the same format as MORs, all reports are triaged and prioritised individually, processed and analysed together.

Voluntary reports are classed as;

- *Occurrences not captured by the mandatory reporting system*
- *Other safety related information which is perceived by the reporter as an actual or potential hazard to aviation safety*

Voluntary reporting moves from a reactive process towards proactive process, helping to identify safety concerns and allowing safety improvement measures to be implemented before they escalate

### 5.3.8 Safety Occurrence Categorisation

#### ***Safety Occurrence: An Accident, Incident, Dangerous Occurrence or Near Miss***

The purpose of reporting and investigating a safety occurrence (i.e. an accident / incident or near-miss) is to:

Establish all the facts relating to the event;  
 Assess the extent of any injury or loss sustained; and  
 Determine how or why the occurrence happened;  
 Improve safety and share knowledge through lessons learned.

It is important that the level of response is appropriate to the event that has occurred. In order to determine what level of response is required to any safety occurrence, a categorisation scale has been developed setting out different levels of response corresponding to different types of incident.

Personnel should use this table to identify the appropriate actions after a safety occurrence and to allow management to ensure that all necessary follow up and reporting is carried out.

Every safety occurrence report is submitted is given a categorisation in accordance with the definitions detailed below.

Responsibility for the occurrence categorisation in the initial/response phase rests with the supervisor or department manager responsible for initial reporting of the incident. Subsequent to the occurrence and response, the responsibility for final categorisation rests with the nominated lead investigating manager.

To assist us in learning from less serious events, Blackpool Airport has added two additional categories with minor and / or negligible consequences in terms of outcomes for an event.

The tables overleaf outlines the safety occurrence reporting categorisations firstly in terms of examples of severity and then occurrence types ranked by severity:

A-Major	Catastrophic e.g. hull loss / Fatality
B-Major	Hazardous e.g. significant damage / Hospitalisation
C-Major/Minor- To be assessed	Major e.g. damage some safety effect / First Aid
D-Minor	Minor e.g. damage no safety effect / No medical treatment
E-Minor	Near Miss or hazard: No immediate safety effect

**5.3.9 Safety Occurrence Classification Table**

	Major	Major	Major/Minor (to be assessed)	Minor	Minor
Safety Occurrence Type	A	B	C	D	E
Aircraft Occurrence	Aircraft accident/incident (incl. failure to adhere ATC instructions) involving one or more aircraft Major activation of the disabled aircraft recovery plan	RFFS Full Emergency Response/ Ground collision Aircraft disabled without requiring recovery plan (incl. RWY excursion) Aircraft damaged outside airworthiness tolerances	Aircraft damaged within airworthiness tolerances Aircraft incident on manoeuvring area	Aircraft on stand / unsafe manoeuvre, push back, power back or taxi interference by people vehicle, equipment or person) / tyre damage / local stand by	Near miss /Unsafe Practice Aviation Fuel Spill
ANS Event- Airprox Loss of Separation Level Bust Airspace Infringement TCAS Event SRATCOH	Aircraft Accident	Event that narrowly avoided a collision: no opportunity to intervene	Event that required urgent intervention to avoid being serious	Traffic conflict but no significant adverse effect: routine intervention	No adverse effect and no intervention required
Infrastructure Occurrence	Infrastructure failure/Unplanned closure of an active runway/Major effect on operations/(Aircraft Accident)	Infrastructure failure (incl. communications) with a significant impact on operations Significant deficiencies in aerodrome lighting, signage, & marking	Infrastructure failure with an effect on operations	Failure of emergency alerting system / airfield infrastructure failure with minor effect on operations Other incident resulting in minor damage to vehicle/equipment/ Failure to handle poor runway surface conditions (Snow/Ice clearance) Failure to report change in operating conditions	Near miss/hazard - no impact on operations

### Safety Occurrence Classification Table

Safety Occurrence Type	A	B	C	D	E
FOD Occurrence	Extensively damaged aircraft (under Aircraft Occurrence)	Aircraft damaged outside airworthiness tolerance (under Aircraft Occurrence)	FOD on the runway	FOD on taxiway	FOD on stand
Wildlife Event	Extensively damaged aircraft (under Aircraft Occurrence)	Aircraft damaged outside airworthiness tolerance (under Aircraft Occurrence)	Aircraft damage within airworthiness tolerance (under Aircraft Occurrence)	Confirmed birdstrike /wildlife strike (No aircraft damage)	Unconfirmed Bird/wildlife strike
Runway Incursion	An incursion that resulted in a collision (Aircraft accident)	A serious incident in which a collision was narrowly avoided	An incident in which separation decreases and there is a significant potential for collision, which may result in a time critical corrective/ evasive response to avoid a collision.	An incident characterised by ample time and/or distance to avoid a collision	The incorrect presence of a single vehicle/person/aircraft on the protected area of a surface designated for the landing/take-off of aircraft with no immediate safety consequences
Runway Excursion	Aircraft Accident	Loss of Aircraft hull/Major damage	Aircraft leaves the runway and sustains minor damage	Aircraft leaves the runway without sustaining damage	Aircraft wheels strayed off paved surface: pilot able to steer back onto pavement, no damage sustained
Ground Operations Occurrence			Deviation from ATC Clearance /driving or other incident resulting in serious damage to equipment / jet blast causing harm	Driving/Other Incident resulting in minor damage to vehicle, equipment or persons / RFFS reduction in Fire Category Cover /De-icing issues /Other Fire Incident	Taxiway Incursion/Near miss jet blast, rotor down wash or propeller blast with no safety effect / spillages / unsafe practice



<b>Safety Occurrence Classification Table</b>					
Safety Occurrence Type	A	B	C	D	E
Drone Incident	Collision between Aircraft and Drone with damage to aircraft (under Aircraft Occurrence)	Collision between Aircraft and Drone with no damage to aircraft (under Aircraft Occurrence)	Unauthorised drone usage observed on manoeuvring area significant potential for collision/avoiding action is necessary	Unauthorised drone usage observed on within aerodrome boundary (incl. apron area)	Unauthorised drone usage observed within aerodrome: "No Fly Zone" up to the aerodrome boundary with no immediate safety consequences
OH&S Occurrence	Incident resulting in a person's death/serious injury	Incident resulting in a person's hospitalisation	Incident resulting in some medical assistance being required	Incident requiring no medical assistance or where medical assistance was refused • High potential Near Miss/Dangerous Occurrence	Very minor incident - no medical assistance necessary, Near miss incident
Laser Strike	Laser strike within ATZ leading to aircraft accident	Laser strike within ATZ causing significant distraction/glare effect on pilot leading to possible go around, emergency declared	Laser strike within ATZ causing minor distraction/glare effect on pilot	Laser strike within ATZ with no immediate safety consequences/effect on pilot	Laser strike outside of ATZ with no immediate safety consequences/effect on pilot

### 5.3.10 Safety Occurrence Cascade and Escalation Procedures

As previously stated, it is the responsibility of all staff to report any incident that they feel has relevance as either a Health and Safety or Operational safety occurrence and to ensure that this report is submitted via the appropriate methods in a timely fashion to the ATC/RFFS Operational shift managers

ATC/RFFS Operational shift manager's immediate priorities are to ensure that the immediate safety issue is dealt with via the emergency procedures where appropriate. The duty on call manager is to be notified of the safety occurrence as soon as practically possible.

The duty on call manager is to ensure that immediate advice and support, where required, is given to the on duty operational managers. Based on the information provided to them they are to identify the level of escalation required in line with the severity of the safety occurrence, i.e. Minor or Major incident as per incident classification table.

### 5.3.11 Cascade Procedure and Time Line – Minor Incident (C-E Severity)

Time	Action
0+ Mins	<p><b>Airport staff</b> are required to report a suspected Incident or an accident to the ATC/RFFS Duty Manager as soon as reasonably practicable after they have witnessed, or been involved in, an incident or occurrence.</p> <p>This includes information provided to appropriate departments via emergency procedures (R/T or emergency phone if required).</p> <p><b>The duty ATCO</b> will then assume responsibility for coordinating the sharing of information as required by the nature of the incident including the provision of information to the on call senior manager (some information in relation to aircraft or other emergencies would have been provided to the on call manager by the VSP staff actions as per Emergency Orders).</p> <p>RFFS duty manager will more than likely be involved in on scene management at this stage.</p> <p>Following an accident or incident on Company or client premises, at a worksite or involving a Company vehicle; 'With cause' drug and / or alcohol testing will take place when it is believed that an employee is under the influence of alcohol or drugs whilst at work. Refer to Document HR 07 Drugs and Alcohol Policy for full guidance on the application of drugs and alcohol testing</p>
+4hrs	<p>Utilise the OSHENS system to log a brief but accurate and informed account of the report, including details of times, individuals involved and including third parties and any vehicle or aircraft description and identification</p> <p>ATC Duty Manager will then assume responsibility for coordinating the sharing of information including informing the on call senior manager</p>
+24hrs	<p>For ATC incidents, the duty ATCO will record details of the incident on the ATC Follow Up Report Form (ATC XXX) and if necessary, request an impound of the voice recordings from ATE.</p> <p>RFFS Officer in Charge will also provide all information to the ATCO as required using the RFFS Incident Report Form and providing supplementary information as required- witness statements, scene photographs etc.</p> <p>All information provided is to be forwarded to the ATSM/Operations, Safety And Compliance Manager as appropriate for local investigation process to begin (logged on OSHENS system against the initial report)</p>
+72hrs	<p>If appropriate file an ECCAIRS report</p>
+168hrs / 7 days	<p>Local investigation is to be produced by ATSM/Operations, Safety And Compliance Manager and submitted to the Airport Managing Director. Any remedial actions specified will then be presented to the Board at the next meeting.</p>

### 5.3.12 Cascade Procedure and Time Line – Major Incident (A-B Severity)

Time	Action
0+ Mins	<p><b>Airport staff</b> are required to report a suspected Incident or an accident to the ATC/RFFS Duty Manager as soon as reasonably practicable after they have witnessed, or been involved in, an incident.</p> <p>This includes information provided to appropriate departments via emergency procedures. <b>The duty ATCO</b> will then assume responsibility for coordinating the sharing of information as required by the nature of the incident including the provision of information to the on call manager (some information in relation to aircraft or other emergencies would have been provided to the on call manager by the VSP staff actions as per Emergency Orders).</p> <p>RFFS Officer in Charge will more than likely be involved in on scene management at this stage.</p> <p>Once notified, the on call manager will inform ATSM/SAFO/ATEMM/SATCO, Operations, Safety And Compliance Manager and Airport Managing Director as required.</p> <p>As soon as possible following a major incident, the department manager or the Safety Manager shall ensure that drug and alcohol testing is arranged for any employee whose actions may have either contributed to the incident or cannot be completely discounted as a contributing factor.</p> <p>The following circumstance require post incident testing:</p> <ul style="list-style-type: none"> <li>• An incident that involves the loss of life;</li> <li>• An incident that involves serious injury to a person;</li> <li>• An incident that results in extensive damage to aircraft or property.</li> </ul> <p>In accordance the Blackpool Airport Safety Management System, all occurrence investigations conducted will consider whether the problematic use of psychoactive substances may have been a contributory factor to any incident. Refer to Document HR 07 Drugs and Alcohol Policy for full guidance on the application of drugs and alcohol testing</p>
+4hrs	<p>Utilise the OSHENS system to log a brief but accurate and informed account of the report, including details of times, individuals involved and including third parties and any vehicle or aircraft description and identification</p> <p>The duty ATCO will then assume responsibility for coordinating the sharing of information including informing the on call senior manager</p>
+24hrs	<p>For ATC incidents, the duty ATCO will record details of the incident and if necessary, request an impound of the voice recordings from ATE.</p> <p>RFFS Officer in Charge will also provide all information to the duty ATCO as required using the RFFS Incident Report Form and providing supplementary information as required- witness statements, scene photographs etc.</p> <p>All information provided is to be forwarded to the ATSM/Operations, Safety And Compliance Manager as appropriate for local investigation process to begin (logged on OSHENS system against the initial report)</p>
+72hrs/3 days	<p>If appropriate file an ECCAIRS report, ATSM/Operations, Safety And Compliance Manager is to provide preliminary findings where possible</p>
+4-6 Weeks	<p>Full investigation is to be produced by ATSM/Operations, Safety And Compliance Manager and submitted to the Airport Managing Director. Any remedial actions specified will then be presented to the Board at the next meeting.</p>

## 5.4 Incident Investigation

### Requirements for Local or Full Investigation to be Carried Out

The severity of the incident will be the main determining factor with regards to the level of investigation to be carried out based on an assessment of the occurrence against the Safety Occurrence Classification Table. Generally, those type of incidents with C-E rating will be subject to a local investigation, occurrences with an A or B rating will generally require a full investigation. Variation may be applied for a low severity incident (C-E) which had a high potential of risk whereby a full investigation may be determined as required, or where a low severity incident is deemed as sufficiently complex to require the resources and timelines linked to a full investigation.

#### 5.4.1 Local Investigation-Minor Incident

To be applied for low severity occurrences where either no, or minimal harm or damage to infrastructure occurred in line with the Safety Occurrence Classification Table. Either one or two investigators dependent upon the complexity of the investigation can undertake these investigations.

#### 5.4.2 Full Investigation – Major Incident

The full investigation process will allow the investigation team to identify the Causal, Contributory and Human factors, which led to the Incident. It will further identify the final failure point (root cause) and thus further identify mitigation actions to address all possible factors, which contributed to the incident. On conclusion, publication of the report to be disseminated throughout the Company and consideration given by LRST and Safety Committees.

The Full investigation process is to consist of the following members:

Investigators x 2

Members of the management team where required

Where possible, additional staff members may be utilised where technical expertise is required

#### Full Investigation – General Phases of Investigation

##### Phase 1 Evidence gathering 0 – 7 days

It is the responsibility of the team to gather evidence including statements from all persons involved in the incident (both internal and external) regarding the event.

##### Phase 2 Reconstruction of the incident 7 – 14 days

Using the evidence, the team will try to create a reconstruction of the incident to ascertain an accurate understanding of the events.

##### Phase 3 Analysis of results 14 – 28 days

The team will collate and examine all the information from phases 1 and 2.

##### Phase 4 Reporting of findings 28 – 56 days

An Investigation Report will be drafted detailing the findings and conclusions as to the root cause of the incident, and make recommendations on any remedial action required.

Person/persons not involved in the investigation for an impartial view may review the Investigation Report if deemed appropriate.

The report may be returned to the investigation team should further clarification and investigation be deemed necessary, until the reviewer is satisfied that the investigation is complete and all possible actions are being taken to minimise the risk of the recurrence of a similar incident.

**Phase 5 Dissemination and Lesson Learnt – within 60 days, subject to external investigation processes/findings**

Further to the report being agreed, the team will implement an action plan for any recommendations from the report.

The findings of the investigation will be shared with the Executive Safety Review Group

Whilst a thorough and detailed investigation will take place, continual review of the pace of the investigation will be monitored to ensure that at no time will safety be compromised during the entire process. The investigation is to be guided by the ATSM or Operations, Safety And Compliance Manager, or by a member of the ATC team qualified to undertake incident investigations.

### 5.4.3 Report Type and Timelines by Severity

<b>A</b>	<b>ATSM/Operations, OSCM or other nominated manager</b> will publish a <b>Final Report</b> approximately 60 days after the occurrence. This report will contain relevant analysis of the information, Safety investigators commentary, conclusions, indication of probable cause and safety recommendations. A <b>Final Report</b> will however be subject to reports published by the higher investigating authority e.g. HSE, CAA, AAIB
<b>B</b>	<b>ATSM/OSCM or other nominated manager</b> will publish a Final Report within 60 days after the occurrence having collated and examined the relevant reports submitted by first-responders.
<b>C</b>	<b>ATSM/OSCM or other nominated manager</b> will publish a <b>Summary Occurrence Report</b> approximately 3 days after the occurrence using the relevant reports by first responders. Final report within 60 days
<b>D</b>	<b>ATSM/OSCM or other nominated manager</b> will record a <b>Summary Occurrence Report</b> in the reporting database and/or CAA MOR Scheme/ECCAIRS. This will contain the detail reported by the first-responders and <b>reviewed</b> accordingly.
<b>E</b>	<b>ATSM/OSCM or other nominated manager</b> will record a <b>Summary Occurrence Report</b> in the reporting database and/or CAA MOR/ECCAIRS. This will contain the detail reported by the first-responders and <b>reviewed</b> accordingly.

	Occurrence summary Report	Final Operational Safety report
<b>A</b>	1 working day	Full Investigation-60 days*
<b>B</b>	1 working day	Full Investigation-60 days
<b>C</b>	3 working days	Full/Local Investigation-up to 60 days
<b>D</b>	Occurrence database entry	Local Investigation- 7 days
<b>E</b>	Occurrence database entry	Local Investigation- 7 days
*Subject to findings by AAIB, CAA, HSE and other authorised investigating agencies		

#### 5.4.4 Investigation Procedures & Responsibility

Safety occurrence investigation requires the gathering and analysis of all relevant facts and evidence from which conclusions can be drawn in relation to the root causes of an Occurrence, and recommendations made to reduce the risk of future re-occurrences.

The extent of a safety investigation is determined by the Airport Managing Director in consultation with the Operations, Safety and Compliance Manager and/or the Air Traffic Services Manager, taking into account the lessons that the investigation may hold in order to reduce the likelihood of future accidents.

The type of report published, and the associated timelines are generally related to the severity and scale of the occurrence and the extent in which the occurrence is being investigated.

Such an investigation is essential in the case of a serious accident, incident or a near miss involving more than one department. The investigation team, while engaged in an investigation on behalf of Blackpool Airport, will be provided with access to all records, facilities and resources as required.

A copy of each investigation report will be provided to the Airport Director.

Safety occurrences are investigated routinely under the responsibility of the appropriate line manager, resulting from their initial categorisation status or the obvious safety related nature of any particular event.

OH&S occurrences are investigated routinely under the responsibility of the Operations, Safety and Compliance Manager, resulting from their initial categorisation status or the obvious safety related nature of any particular event.

Safety occurrences are investigated using the root cause analysis investigation technique known as the: "5 Whys?" This method is illustrated in the table below

Airside Safety Occurrence	Reasons
Why-1: Why did the Accident / Incident / Near Miss occur?	
Why-2: Why did THAT occur?	
Why-3: Why did THAT occur?	
Why-4: Why did THAT occur?	
Why-5: Why did THAT occur?	
<b>ROOT CAUSE</b>	



### 5.4.5 CAT A: Catastrophic Aircraft Accident Investigation

An accident of a catastrophic nature involving an aircraft will be subject to investigation by the Air Accident Investigation Branch (AAIB).

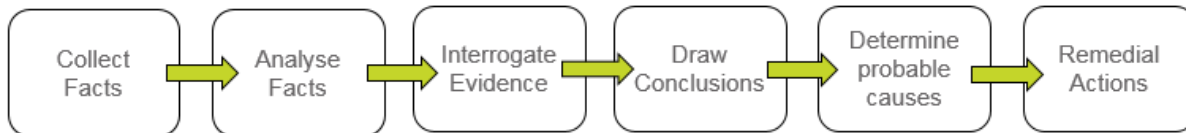
Such an investigation will be carried out in line with the requirements and recommendations of Annex 13 to the Convention on International Civil Aviation (ICAO Annex 13) (The investigation and prevention of accidents and incidents in civil aviation).

Initial Notification to AAIB is generally made by the ATC department or the RFFS and subsequent liaison is the responsibility of the Fire and Safety Manager and/or the Air Traffic Services Manager in conjunction with the appropriate airport management.

### 5.4.6 Other Safety Occurrences

All other safety occurrences will be investigated as soon as practicable, after the initial “first responders” response and any other emergency services activities have been stood down.

A typical investigation will follow this high-level process flow:



The key objective of the investigation of a safety occurrence shall be to reduce the risk of a recurrence, by incorporating lessons learned into procedures and existing practices, and to reduce the level of any risk to safe operation to as a low as reasonably practical.

Investigation of a safety occurrence will seek to enforce the principles of a “Just Culture” in relation to safety and therefore will not focus on apportioning blame or liability unduly.

Following receipt of the initial –Incident / Accident Report a decision in relation to the scale and nature of the investigation required will be taken.

Where appropriate, further information shall be sought through interview, and any other source available to help fully understand the underlying factors that led to the safety occurrence arising or any other consequential risks that may be present. The investigation will also seek to fully identify actions necessary either immediately or into the future to reduce the risk of re-occurrence

As part of the investigation process, a full review of any applicable existing risk assessments will be reviewed by the risk assessment group.

The risk management methodology will be used to re-evaluate the risk under discussion and to associate any newly identified mitigating actions with a risk owner. Any urgent requirement arising from the risk assessment review process will be escalated accordingly to the Airport Managing Director for approval to allow for immediate remedial action.



### 5.4.7 Lessons Learned and Communicating the Outcomes

The identification of all route cause and contributory factors for all safety related events identified through the investigation process must be appropriately captured as actions for implementation into the appropriate areas of the safety management system. Incidents will not be considered as fully closed out until a sufficient report detailing full closure of all route cause and contributory factors has been evidenced.

The results of investigations must also be 'fed back' to those involved in the incident and other members of staff to ensure information is provided to all to prevent repetition and to encourage the practice of safety reporting.

The findings and relevant information from such investigations will be made available to all relevant staff and external organisations where appropriate.

This information may be in the form of- safety notices, review of safe work procedures, 'Must See' notices, notification of change to risk assessments or procedures as appropriate or release of extracts from the report itself with confidentiality maintained.

It is the responsibility of Department Managers to ensure, to the extent that it is possible, that relevant staff both have access to and read such information.

## 5.5 Management of Change

Any safety significant changes to the operational environment at Blackpool Airport, involving people, equipment, processes, developments or procedures, will be managed so as not to affect safety. The safety impact of such changes will be assessed prior to implementation.

When change is deemed necessary, the departmental manager will either sponsor a simple change, or, more complex changes will involve an initial high level managerial assessment. The sponsor will initially determine safety objectives, scope, boundaries, interfaces and functions of the change and then formulate the change.

All managers and staff who require initiating a change proposal or managing a change process are to refer to **CIMS Document GT 20 Change Management System** and **CIMS Document GT 11.1 BAOL Change Management Form** located on the company intranet.

### 5.5.1 Communication of Procedural Change

There are 3 methods of informing staff of the mitigation and subsequent change(s) to a procedure or to inform staff about a new procedure.

#### **CIMS/ BA/GT/11.6 Supplementary Instruction (SI)**

Used for a permanent change to a documented procedure or to introduce a new procedure. The SI shall reference the associated Risk Assessment and include a start date for the new procedure. Only the document owner or approved individual can sign off an SI specific to a particular document. Departmental Managers shall establish a method to ensure all staff signs to acknowledge the issuing of an SI. SI's shall be promulgated on the BA Intranet within the CIMS area under the appropriate document.

**CIMS/ BA/GT/11.7 Temporary Operating Instruction (TOI)**

Used for a temporary change to a documented procedure or to introduce a temporary new procedure. The TOI shall reference the associated Risk Assessment and include a start and end date for the temporary procedure. Only the document owner or approved individual can sign off an TOI specific to a particular document.

Departmental Managers shall establish a method to ensure all staff signs to acknowledge the issuing of a TOI. TOI's shall be promulgated on the BA Intranet within the CIMS area under the appropriate document and then removed once terminated.

**CIMS/ BA/GT/11.8 Must Be Seen Form**

Not to be used for the notification of any change to a documented procedure. Utilised to inform staff of administrative changes or information notices. A Must See can be used to inform staff about an SI or TOI.

**All mitigation should be in place before the implementation date.** Exceptionally, where the operational needs dictate, a change may be implemented before all mitigation is in place provided that the reason for this is justified and sanctioned by the relevant Department Manager or the Airport Manager.

**Severity / probability / risk classification.**

Re-assess after mitigation and states the revised parameters and classification.

**Remarks**

Any relevant comments.

**Records**

All cases are to be retained on file. This will assist management teams when tracing data and also aids the audit process. All BA Managers using the risk assessment process are required to ensure that comprehensive records of all risk assessments are maintained in an auditable manner.

## 5.6 Contractor and Works Safety

In the context of this manual a contractor is any organisation providing materials, or services to BA which impacts on the operation of the airport.

It is essential that safety is not compromised or degraded in any way by the introduction of contractors into any aspect of the operation. While it is recognised that many companies and organisations should as part of their legal obligations have an efficient SMS, this may not always be the case and must not be assumed.

### Responsibilities

The Aerodrome Manual for BA identifies responsibilities for the appointment of contractors operating for and on behalf of BA as well as for overseeing monitoring arrangements of other contractual arrangements appertaining at the airport.

### Contractor Standards

Assurances of the following are to be assessed when assessing the competence of any contractor:

Technical ability, including qualifications and skills;  
 A health and safety policy  
 CAA approval (if relevant);  
 Appropriate site supervisors/levels of supervision  
 Experience, examples and references for the type of work;  
 Performance record;  
 The compatibility of the contractor's SMS with BA SMS;  
 Health and Safety record.  
 Employers/Public liability Insurance

Area	Public Liability	Employers Liability
Landside	£10m	£10m
Airside (not around aircraft)	£30m	£10m
Up to and Into aircraft	£50m	£10m

### **Contractors will be expected to fully comply with their duties as listed within the Construction (Design and Management) (CDM) Regulations 2015**

Such standards, appropriate to airside tasks or tasks which may have an impact on airside operations, must take into account all relevant requirements established by ICAO, European and CAA Regulatory Authorities, HSE as well as industry good practice.

## Procedures

Whenever, and in whatever circumstances the services of a contractor are employed, the appropriate BA SMS procedure is to be followed in order to ensure that such services are safely integrated.

Contractors are to be consulted through the change to operating procedures detailed in this document whenever a change to operating procedures or equipment will affect their existing operation, safety or welfare.

## Requirements Prior to Works Being Undertaken

Risk assessment/Method Statements (RAMS) must have been received by the contractor prior to works being undertaken.

Where required, based on the location (i.e airside) and type of works, an airport risk assessment may also be required to ensure aviation safety is not compromised and all hazards have been identified by the (airport) responsible person with suitable mitigation put in place.

Risk assessments and method statements undertaken by the airport and the contractor must be shared between both parties.

The contractor shall be provided with a current version of the Safety Guide for Contractors CIMS/BA/EM/003 before commencement of works.

Notification of works must be sent out to all interested parties prior to works going ahead (Work in progress form CIMS/BA/EM2.3)

Work Permit - CIMS/BA/EM 2.2 (b) Airside /Manoeuvring Area Permit - CIMS/BA/EM 2.4 (c) Hot Work Permit - CIMS/BA/EM 2.5

Airside /Manoeuvring Area Permit - CIMS/BA/EM 2.4

Hot Work Permit - CIMS/BA/EM 2.5

## Monitoring of Contractors

The standard of all contracted services is to be monitored and audited by an appointed member of BA appropriate to the service being provided. The evidence gained, if failing to meet BA standards may be used to remove contractors from site or to stipulate necessary changes in working practices. Similarly, this data is to be retained and used for reference whenever the same contractor is being considered for future contracts.

**Full guidance on contractor works safety can be found in CIMS document: Control Of Contractors CIMS/BA/EM/002**

## Section 6 Part C- Safety Assurance (Check)

### 6.0 Safety Assessment

A fundamental aspect of safety management is the assessment of all aspects of the operation, together with any changes to it, for safety significance.

Safety assessment includes procedures, systems, equipment and people. Whenever there are changes or proposed changes to any of these, the impact on safety must be determined. Change should always lead to safety improvement. If the assessment concludes that a change will have a negative impact on safety, then a review of the plans will be required.

Safety assessment will include the risk management process whereby hazards are identified, assessed for their significance and managed accordingly.

The monitoring, inspection and audit processes are a vital part of the safety assessment process in order to establish the effectiveness of safety management measures.

All safety assessments, whether conducted by internal or external groups, are to be recorded for use in any subsequent review of safety procedures.

The mechanisms for Safety Assessment are detailed below.

### 6.1 Safety Assessment Records

Sound and comprehensive records are an important aspect of a SMS. Safety regulators determine some of the records which must be maintained. Many records are retained to assist in tracking patterns of personal behaviour, failures with equipment, procedures, measure current safety standards and arrange subsequent safety priorities.

In the event of investigation or litigation following any incident, sound records will be of immense value.

#### **Records to be retained**

Department managers are responsible for retaining the following records and where appropriate copying to personal files:

- Personnel changes;
- All training whether mandatory or otherwise;
- All competency assessments;
- Risk assessments;
- Safety monitoring;
- Internal and external audits;
- Change management procedure forms; Incident and accident reports;
- Mandatory occurrences;
- Health and Safety Issues;
- Bird strikes.

### 6.1.1 Programmed Safety Assessment Activities

Annual Pavements survey  
Annual Aerodrome Obstacle survey  
5 yearly 13km bird hazard survey  
Annual Aerodrome Ground Lighting Checks/MALMS Survey  
Annual Regulatory (CAA-ANSP/RFFS) Audit  
Internal Management Audits by Department-Annual for all operational departments  
Internal Management Safety Tours/Surveys-Monthly  
Annual Runway Friction Assessment  
Bi-Annual Emergency Exercising- Table Top/Full Scale  
Annual Staff Safety Survey

## 6.2 Internal Audit

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.

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

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  
To confirm compliance with applicable parts of the SMS and operational procedures

Safety surveys are carried out to identify shortcomings, and recommend improvements where needed.

The results of audit shall be used to evaluate performance and determine whether the aerodrome is achieving a steady state condition, improving or deteriorating.

### Requirement

All operational departments (RFFS, ATC, Fuelling, ATE) shall be subject to a minimum of one annual internal audit of their areas of compliance and safety survey per year. This is to confirm whether or not, they are operating satisfactorily under normal conditions and to determine their performance.

The HODs will develop audit plans, in line with the regulatory and compliance requirements such as relevant CAP documents to the area under audit. Departmental documentation will also be used to reference baseline requirements- e.g. Unit Training Plans, Maintenance Plans, departmental risk assessments, adherence to SMS requirements.

Senior Managers file/Audit will be used to track annual audit schedules, findings and actions. These findings will be reviewed by the relevant department head who will instigate corrective actions as required.

Should a particular safety trend or concern be identified, the Operations, Safety And Compliance Manager will implement a specific safety topic to be surveyed and audited. The departmental manager(s) whose responsibility covers the topic will allocate resources to complete and report the findings of the survey ASAP.

The Airport Managing Director shall ensure that any recommendations and actions arising from a requested specific survey are updated within the Safety Risk Register where required and reported to the board.

**All internal audits undertaken on operational departments MUST AS A MINIMUM include the review of a sufficient number of risk assessment processes and sample an appropriate number of records of safety training for staff.**

Further detail on the preparation of audit, forms and procedures to be followed are contained within GT 003 Compliance Management and GT/018 Quality Management System

### 6.3 Safety Training

#### Airside Safety Training

To ensure the safety of new employees, who may be unfamiliar with the potential hazards of working within an apron environment, airside safety training must be undertaken before access to any apron or aircraft movement area is permitted. This is a mandatory requirement for all staff requiring to operate under a security ID permit, zoned to allow access to Airside areas.

The aim of the briefing is to provide a general understanding of the specific requirements and potential safety hazards associated with working in Airside areas. It is not designed to replace any other specific company safety training or induction process, which could be quite extensive and which will be subject to regular audits by the Airport Authority.

The Airside Safety Training should cover the following basic topics:-

High Visibility Clothing/PPE

Noise

Apron Speed Limit

Aircraft hazards and hazard areas including fuelling hazards

Foreign Object Debris (FOD)

Walkways

Smoking/Vaping

Abuse of Controlled Substances &/or Alcohol

Use of Mobile Phones

Accident/incident and occurrence reporting procedures

Additional Safety Training will be provided to all staff on joining and at regular intervals and will include:

Safety Management System (SMS) Training-Annually

Emergency Orders- general awareness and role specific actions- annually

Apron/Manoeuvring Area driver training as required -Annual assessment after initial training

Airside Safety- 2 yearly

Fire Safety Awareness Training- 2 yearly  
Manual Handling Training- 2 yearly

### **Role Specific Training**

It is the responsibility of department managers to ensure that all roles and functions within their area of responsibility are sufficiently analysed for initial and competency based training in accordance with regulatory requirements.

A detailed list (training needs analysis) must be in place for all roles and in some cases (RFFS, ATC) a department training and competency plan shall be in place.

The company uses an electronic recording (Red Kite) system for the recording and retention of all training. Each department has individual employees logged in a database including their details and training headings.

The system has built in features to ensure training is not only current but also respective to their role.

## **6.4 Performance Review**

### **6.4.1 Performance Monitoring & Measurement**

We monitor safety performance against the standards we have laid out within the SMS.

Information for safety performance monitoring comes from a variety of sources, many of which have been described in earlier sections, including:

- a) Safety assessments/HIRAs;
- b) Investigation and analysis of safety occurrences;
- c) Scheduled safety management meetings;
- d) Formal audits;
- e) Continuous monitoring of day-to-day activities;
- f) Information obtained from industry bodies.



## 6.4.2 Safety Performance Indicators (SPI's)

An important method of safety performance monitoring is reviewing key Safety Performance Indicators (SPIs). This involves gathering data to measure our performance against the targets we have set in terms of specific safety objectives which we consider to be important to our operation. The SMS requires that review of objectives in relation to safety is undertaken on an annual basis.

There are various means to measure safety performance, some of which are more qualitative in nature and others which through quantitative measures provide the means by which to evaluate performance trends with clear ties to safety.

The actual values of the SPIs are not intended to be direct measures of safety, although safety performance can be inferred from the results achieved.

The absolute value of any individual indicator may not be of significance considered in isolation, but the trend may be significant when considered in the context of the performance of other indicators.

The Aviation Safety Limit is to reduce the number of occurrences per 10,000 movements or to reduce the severity of consequence.

Blackpool Airport has set the following list of Safety Performance Indicators against which Safety performance can be measured and improved. The list of subject areas per year may vary dependent upon incident data and operational variation.

## 6.4.3 List of Safety Performance Indicators

1. Number of runway incursions, excursions and severity
2. Number of taxiway incursions, excursions and severity
3. Number of occurrences resulting in damage to aircraft
4. Number of occurrences resulting in damage to infrastructure
5. Number of fuel and other spills
6. Number of prop wash or jet blast events
7. Number of vehicle / mobile equipment occurrences including non-compliance with site specific rules Number of critical systems' failures (electrical, communications, NAVAIDS)
8. Number of FOD events (runways, taxiways and aprons)
9. Number of passenger / staff injuries (minor, serious) and / or fatalities
10. Number of completed inspections, audits and investigations (including those action items not completed within the anticipated timeframe)
11. Number of security observations, incursions/access to airfield by unauthorised personnel
12. Number of signs, markings and lights not in compliance with SARPs
13. Number of risk assessments carried out
14. Efficient reporting, data collection and analysis system in place
15. Number of wildlife events and / or bird strikes at or in the vicinity of the airport
16. Number of occurrences works/construction sites
17. Number of airside infrastructure events (e.g. damaged pavement)
18. Number of events where access to life safety devices, emergency exits, fuel shutdown devices, etc., is blocked
19. Number of airport employees trained, tested and competency demonstrated (including refresher training)

- 20. Number of training courses, safety briefing sessions, tool box meetings, etc., planned
- 21. Number of safety reports received, assessed and followed up
- 22. Number of safe work procedures established and cyclically reviewed
- 23. Number of job descriptions having specific safety responsibilities and accountabilities and realistic for airports.
- 24. Number of laser or drone events within the Air Traffic Controlled Zone

Benchmarking of data and events will utilise per 1000 aircraft movements rates to provide a baseline to evaluate performance year on year in line with total number of aircraft movements per year.

#### 6.4.4 Safety Performance Indicators and Targets for 2022 (Based on 2021 data)

Occurrence Type:	2021 Safety Targets	Actual 2021	2022 Safety Targets
Aircraft Occurrence	N/A	10	N/A
Laser Strike-	4	3	3
Drone Incident-	2	0	2
Wildlife Event - Bird Strikes- CONFIRMED	2	5	4
Runway Excursion-	2	1	1
Runway Incursion-	3	0	1
Foreign Object Debris (FOD).	4	7	5
Air Navigation Service Event-	N/A	5	5
Infrastructure Occurrence	5	12	8
OHS Occurrence -Personal Injury	4	2	2
Taxiway Incursion	1	0	1
Taxiway Excursion	1	0	1
Process Non-conformance-	4	18	10
HSE Reportable Event- (RIDDOR)	1	1	0
Security Incident	-	4	2
events Reported (All above)	40	70	45
Number of Management Safety Inspections	10	11	10
Number of incidents required to be investigated closed out within time frames	90%	90%	90%

### **6.4.5 Safety Performance Key Objectives 2022:**

- 1. Maintain number of safety observations and near miss reports submitted by staff.**
  - Staff members encouraged to attend senior manager safety tours to raise awareness
  - Distribute annual course planner to provide ongoing refresher training for safety areas such as OSHENS workshops/ training to all staff to build on awareness delivered within SMS training, fire safety, airside safety, manual handling training.
  
- 2. Roll out revised key safety related policies for 2022**
  - Complete full scale emergency exercise in 2022
  - Roll out safety survey for Q4 2022
  - Asbestos management plan- Resurvey required for 2022 of all areas and Implement next phase of works- Fire station/Autarky etc.
  - Complete review of all fire risk assessments for airport owned buildings
  - Provide manual handling instructor training to RFFS supervisory staff due to current shortages.
  
- 3. Implementation of new (Safety) Quality Management System**
  - Implement new compliance management process and audit schedule published for 2022
  - Review bird strike risk assessment and Wildlife Hazard Management Plan for completion by Q2 2022
  - Publish revised SMS in February 2022 with new SPI's and safety objectives
  - Review of the current Safety Risk Register to ensure all identified risk is captured, assessed and up to date for Q1 2022.
  
- 4. Undertake priority works for infrastructure in line with risk register**
  - Undertake main runway repairs in line with 2021 engineers report
  - Commission and implement use of new VCCS (Voice Switch) for ATC
  - Resolve DME (Navigational aid) Intermittent Alarm issue
  - Improve perimeter fencing within vulnerable areas
  - Complete tenants roof inspections and complete required repairs
  - Research and review options for drone and crane permit software to aid management and support potential upcoming Enterprise Zone works around the airport.
  
- 5. Further improve engagement with staff on all safety related matters**
  - Implement staff recognition for positive safety actions, reporting and observations- distribute within staff newsletter.
  - Review safety survey results and work with departments to improve feedback
  - Line managers to encourage feedback and completion of staff surveys to improve the overall picture as to how the safety management system is performing

#### **6.4.6 Safety Performance Review of the SMS**

The SMS is subject to a minimum of an annual review and it is vital that safety learning outcomes for the year are fully identified and form part of the review and implementation process for the revision of the SMS.

The review of the document and process must ensure that the safety performance for the year has been thoroughly reviewed to ensure continuous improvement, the safety manager will undertake review of all performance indicators including:

Hazard log- number, type and severity of incidents (including A-E severity review);  
Review of Safety Performance Indicators by area to identify trends in key areas (up or down);  
Review and achievement of published annual safety objectives;  
The effective completion and review of all Change Management Processes undertaken during the year;  
The review and updating of key hazard identification and risk assessment processes by area;  
The achievement of published safety training requirements by overall number of staff trained and by area/department.

Additional areas such as compliance or deviation from published procedures will also be captured as part of the review process.

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## Section 7 Part D-Safety Promotion

### 7.0 Overview of Safety Promotion and Activities

Safety Promotion concerns all the activities that raise awareness in relation to safety at Blackpool Airport and of safety related documentation such as the Aerodrome Manual, the SMS Manual, the Safety Statement and the various operational notices and communications by the Competent Authority. It encourages a positive safety culture and creates an environment that is conducive to the achievement of safety objectives.

A positive safety culture is characterised by values, attitudes and behaviour that is committed to safety efforts. This is achieved through the combination of technical competence that is continually enhanced through training and education, effective communications and information sharing.

In order to ensure that the objectives of the Safety Policy in relation to the safe operation of Blackpool Airport are met and that the overall Safety Management System is continually improved, promotion of safety and the safety culture is the communication and embedding of all of the principles laid down within the Safety Management System and this SMS Manual.

Particular aspects of the Safety Policy relevant to Safety Promotion are:

- a) Develop and embed a safety culture in all occupational, operational and aviation related activities;
- b) Promote a just culture and open reporting of safety incidents.

Safety Promotion also incorporates all of the training activities utilised to underpin and embed safety related information in respect of the operation and to ensure appropriate understanding of the SMS.

This applies equally to third party airport users in addition to Blackpool Airport personnel.

In certain roles, additional job specific training will also be necessitated which will require attaining increased levels of competence in relation to Safety, for e.g. Radio Telephony training.

Safety Promotion affects both individual and organisational behaviour and supplements the policies, procedures and processes, providing a value system that supports safety efforts.

In order to better inform the community on the safety profile of Blackpool Airport the following is under taken by the Safety Manager:

- I. Safety occurrences analysis of year-to-date performance for all Category A-E occurrences on a monthly basis;
- II. An annual in-depth analysis and report of a safety occurrences reports and investigations is produced for all Category A-E occurrences
- III. Root cause and contributing factors are analysed to identify trends, behaviours or locations that can be focused on to drive continuous improvement.
- IV. Safety Trends are reviewed in conjunction with the appropriate third party operator where trends are identified that are attributable.

Safety occurrences: Quarterly analysis by occurrence type for the Board Safety Review Group / Board Sub-Committee and narrative description of significant occurrences and follow-up.

Airside Safety events are reviewed at the Airside Safety Committee and a collaborative approach to information sharing is encouraged. When trends are identified these are shared with the members of the airside safety committee and a joint approach to resolutions is taken. Actions include:

- I. a safety notice focusing on a new trend or recent lesson learned following a safety occurrence
- II. developing poster campaigns that are promoted by all stakeholders
- III. attending safety briefing held by the safety department of key airside users

Safety information booklets, calendars and other items are developed when required to provide key safety messages.

Department managers are responsible for ensuring that all safety issues and trends are brought to the attention of the Operations, Safety And Compliance Manager via reports, safety meetings and the production of SPI's.

The HOD's and Operations, Safety And Compliance Manager shall ensure safety matters and concerns are issued for to the attention of all key stakeholder without delay.

Safety Alerts/Must See Notices, temporary operating Instruction and supplementary instructions shall be issues and distributed by the aerodrome. The communication may involve a number of the above to ensure appropriate coverage.

## **7.1 Safety Culture**

The airport management team 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

It is the responsibility of all BA employees to take every opportunity to read safety related reports, whether or not such reports involve aircraft. Such reports may include any of the following:

- Aircraft accident and incident reports;
- AAIB digests;
- Airport reports;
- Aeronautical Information Circulars;
- Health and Safety reports;
- BA internal incident reports;
- Safety related notice boards;
- Minutes of safety related meetings.
- Monthly Safety Updates