



TIMARU AIRPORT SMS MANUAL



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Revision Control

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1	01 July 2020	Initial issue	Matt Sisson
2	12 October 2020	SMS Submission	Matt Sisson
3	01 December 2020	Human Factors 4.7.3	Matt Sisson

Executive Summary

Timaru Airport is a small, regional airport with one airline, Air New Zealand, operating a scheduled passenger service with approx. 12 flights to/from Wellington each week. Other key operators at the airport include South Canterbury Aero Club, Avtek, Southern Wide Helicopters and JDC Helicopters.

The airport is operated by Timaru District Council under a Part 139 Aerodrome Operating Certificate (AD 28390) issued on behalf of the Director of Civil Aviation and valid until 23 March 2021

Overall implementation oversight and governance of the Safety Management System (SMS) Implementation Plan rests with the Chief Executive of Timaru Airport with responsibility for the execution of the plan resting with the Airport Operations & Safety Manager.

As part of the SMS continuous improvement there will be the requirement to account for changes to internal processes and documentation as experience dictates. The implementation of the SMS will also promote developing an effective safety culture within the airport organisation and the relationship with third-party organisations.

The overall objective is to make SMS is an integral part of Timaru Airport operations enabling a positive safety culture.

The goals for the implementation of the airport's SMS is as follows:

- **December 2020** – Timaru Airport SMS audited by CAA and certified as 'Present and Suitable'.

- **Q1 2021** – Airport management conduct first Management Review to incorporate lessons learned and updated processes and procedures.
- **Q1 2022** – Airport management are able to demonstrate to CAA that the Timaru Airport SMS continues to be ‘Present and Suitable’ and working towards ‘Operating and Effective’.

The Chief Executive and management of Timaru Airport are fully committed to the successful integration of SMS into the operation of the airport.

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Section 0 - Introduction

References:

CAR Part 100 Safety Management

CAA Advisory Circular 100-1 Safety Management

Timaru Airport Operations Manual

0.1 Safety Management System Overview

0.1.1 A Safety Management System (SMS) is defined by the Civil Aviation Authority (CAA) as "... a systematic approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures."

0.1.2 SMS is essentially a tool that facilitates the management of safety risks associated with Timaru Airport's operations. In part this is achieved by including safety as an everyday element of the planning and performance of all operational and business activities.

0.1.3 This is achieved by processes and procedures aimed at identifying, measuring, controlling and eliminating or mitigating safety risks. These processes and procedures are supported by an organisational structure where the safety roles and responsibilities of everyone, including senior management, are defined and understood by all.

0.1.4 Timaru Airport's SMS is designed to:

- Manage risks within the organisation, with a particular focus on risks which impact safety,
- Provide for ongoing monitoring and assessment of safety performance,
- Make continuous improvements to the level of safety in operations, and
- Develop and improve the safety culture at Timaru Airport, including tenants and other airport users.

0.2 Objective

0.2.1 The objective is to make SMS is an integral part of Timaru Airport operations enabling a positive safety culture.

0.3 Safety Management System Manual

0.3.1 This manual has been developed to describe the processes, procedures and instructions in place to ensure that safety is given first priority and is appropriately managed in order to provide safe operational services at Timaru Airport.

0.3.2 The structure of the manual is based on the 13 elements of SMS, as described by the CAA. Timaru Airport's SMS builds on its existing Internal Quality Management System (IQM) but is more safety focused and incorporates a risk-based approach.

0.3.3 Safety management is constantly evolving and developing. This manual is intended to guide and build upon industry 'Best Practice' to achieve a working operation and environment as safe as is reasonably practicable and realistically possible.

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

0.4 Release

0.4.1 This manual is releasable to all staff, tenants, contractors and users of the airport but remains the property of Timaru Airport and Timaru District Council.

0.5 Review and Improvement

0.5.1 The SMS manual was developed in accordance with CAR Part 100 and CAA Advisory Circular 100-1, Safety Management. The SMS will be reviewed at least annually with approved changes incorporated in this manual. Suggestions for improvement to the SMS can be made to the Airport Operations & Safety Manager.

0.6 Applicability

0.6.1 The Timaru Airport SMS is applicable to airport staff, contractors, tenants and users, as well as members of the public who have authorised access to the airport.

SMS Element 1 - Safety Policy and Accountability

References:

CAA Rules Part 12

CAA Rules Part 100.3(a) (2)

CAA Rules Part 139.77 Aerodrome Certification Exposition

Timaru Aerodrome Operations Manual RM8 Doc# 1318724

1.1 Background

1.1.1 The Civil Aviation Authority (CAA) identifies the key to a mature and effective SMS as being "... adequate oversight of safety risks and appropriate safety governance." The Timaru Airport SMS describes the policy and procedures for the management of operational safety, including the necessary organisational structure, responsibilities, guidelines and processes. All organisations and persons involved in airport operations form part of this SMS.

1.2 Accountable Executive

1.2.1 The Timaru Airport Chief Executive is the designated Accountable Executive.

1.3 Safety Policy Statement

1.3.1 Timaru Airport is committed to ensuring that safety is a top priority. As stated in the airport's Safety Policy Statement, Operational hazards are proactively identified, and that the risks to the aerodrome are systematically assessed.

1.3.2 Health and Safety is a shared responsibility with all employees expected to share in the commitment to proactively avoid all accidents and incidents which may cause personal injury, property damage or loss of any kind. Lessons learned will be incorporated into the SMS to systematically reduce the risks associated with airport operations.

1.3.3 Every employee and aerodrome user is expected to act safely at all times to ensure that no action or inaction causes harm to themselves, their fellow employees or others and to actively participate in the SMS.

Timaru Richard Pearse Airport Safety Policy

Timaru District Council as the Aerodrome Operator and Part 139 Certificate holder is committed to delivering the highest possible standard of safety and security at Timaru Airport. Council has a responsibility to ensure that Airport infrastructure and associated operations or activities under its control continue to meet or exceed the relevant legislative requirements of the Civil Aviation Rules and the Health and Safety at Work Act 2015, as well as the corporate Health and Safety Policy and Activity Management Plan.

Council is committed to establishing safety as a core organisational value and the implementation of a Safety Management System to ensure that:

- Operational hazards are proactively identified.
- The risks to aerodrome operations associated with those hazards are systematically assessed.
- There are sufficient systems, procedures, and resources in place to control risks and ensure they remain as low as reasonably practicable.
- Staff at all levels are aware of their responsibilities, adequately trained, and encouraged to identify hazards and actively report safety critical information.
- Staff are aware that no action will be taken against anyone who discloses a safety concern unless there is evidence of gross negligence or wilful misconduct.
- Safety occurrences are reported, investigated and any required remedial action is carried out promptly.
- Safety performance is regularly reviewed. Safety related goals and performance indicators are set to benchmark safety performance.
- Safety management is a process of continuous improvement.

While the Airport Chief Executive has ultimate responsibility for ensuring that infrastructure and operations under Council control are safe, it is the responsibility of staff, contractors, and third party suppliers to:

- Comply with all relevant rules, procedures, and standards.
- Report any operational hazards or unsafe practices.
- Foster an organisational culture where safety awareness is embedded and central to all activities, with individuals taking personal responsibility to maintain the highest possible safety standards.

Original signed

Ashley Harper
Timaru Airport Chief Executive
14 January 2019



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Fig 1. Timaru Richard Pearse Safety Policy

1.4 Safety Management System Organisational Structure

1.4.1 Responsibility for the SMS, including work place health and safety, rests with the Chief Executive. Supported by airport management personnel the Chief Executive is responsible for the following:

- Proactively supporting and promoting the SMS
- Developing and communicating the airport's safety policy
- Establishing safety objectives, goals and safety performance indicators
- Providing the necessary financial and human resources
- Ensuring all requirements of the SMS are met
- Embedding a strong safety culture throughout the organisation
- Immediately responding to any risk assessments with an initial risk matrix of HIGH

1.4.2 The Airport Operations Manager is responsible for and accountable to the Chief Executive for the overall management of the SMS. Duties include:

- Providing support to the Chief Executive for all aspects of the SMS.
- Implementation of the Chief Executive's directed safety objectives and goals.
- Ensuring all regulatory operational and safety standards are met.
- Engaging with local authorities and airport tenants, operators, users and contractors to foster good working relationships
- Administering resources and managing risk to an acceptable level of safety through the adherence to the SMS.
- Maintaining the agreed operational and safety standards of the Aerodrome Operating Certificate (AOC) as issued by the Civil Aviation Authority of New Zealand.
- Actively supporting and complying with the airport's SMS.
- Responding to any risk assessments with an initial risk matrix of LOW & MEDIUM
- In the CEO's absence immediately responding to any risk assessments with an initial risk matrix of HIGH

1.4.3 The Safety Manager has an open and direct line of communication to the Chief Executive for all safety related matters. The Safety Manager's responsibilities include:

- Safety Risk Management (SRM) including hazard identification and risk assessments
- Developing and maintaining the SMS documentation.
- Ensuring that any actions required to correct any deficiencies detected during audits, reviews or inspections are implemented.
- Communication of safety issues to airport staff, tenants and users as appropriate.
- Reporting safety investigation outcomes to the CEO.
- Conducting safety occurrence investigations as required by CAR Part 12.
- Promotion and education of the organisation's SMS and safety in general.
- Monitoring safety performance indicators.
- Member of all safety committees and groups.
- Ensuring Timaru Airport employees and contractors understand the SMS.
- Provision, or facilitation, of SMS training.
- Liaising with the CAA on behalf of the CE regarding issues relating to aviation safety.
- Planning and conduct of annual emergency response exercises.
- Wildlife hazard management implementation.
- Monitoring airfield activity.
- Health and Safety and SMS compliance monitoring.

At present, The Airport Operations role and Safety Manager Role is carried out by one person.

1.5 Timaru Airport Safety Management Group (TASMG)

1.5.1 The TASMG is an advisory body whose members should possess the necessary expertise to provide advice to airport management on operations and safety matters. The role of the TASMG encompass:

- Airport Security
- Airport SMS Committee, and
- Airport Emergency Management Committee.

1.5.2 The TASMG will provide guidance and recommendations regarding:

- General airport security
- Routine safety
- General airport operations
- Safety Management System
- Health and Safety
- Emergency Management

Participation in the monitoring of the Timaru Airport Safety Management System Manual

1.5.3 Details of the composition, agenda and functions of the TASMG are contained in the Timaru Airport Operations Manual.

1.5.4 The TASMG shall meet at least twice each year in March and September. A standard agenda shall be used for all meetings. Members may call for additional meetings or alternatively raise issues for discussion at the twice yearly Timaru Airport Users Group Meetings in March and September.

1.6 Timaru Airport Users Group (TAUG)

1.6.1 The purpose of the Timaru Airport Users Group is to provide a forum for the promulgation of airport operational information, the exchange of ideas in respect to the manner in which the airport is operated, in particular relating to safe aircraft operations, and to enable information generally to be shared by all airport operators.

1.6.2 The TAUG is open to all users of the airport.

1.6.3 The TAUG meets twice yearly in March and September following completion of the Timaru Airport Safety Management Group.

1.7 Managing Third-party Relationships

1.7.1 All third-party organisations employed by Timaru Airport must be made aware of and comply with the airport's SMS protocols and procedures. Third-party service providers must be able to demonstrate that they are providing trained, competent personnel with relevant qualifications to carry out work.

1.7.2 In the event that a third-party has its own CAA-approved SMS this will be acknowledged by the airport management. Currently the following organisations hold, or are in the process of implementing, their own SMS:

- Air New Zealand,
- Avtek,

- Southern Wide Helicopters,
- JNP Aviation.

1.7.3 Timaru Airport will facilitate meetings of the SMS managers of each of the above organisations. Items for discussion at these meetings will include, but not be limited to:

- SMS implementation,
- 'Top 5' risks
- SMS 'lessons learnt'

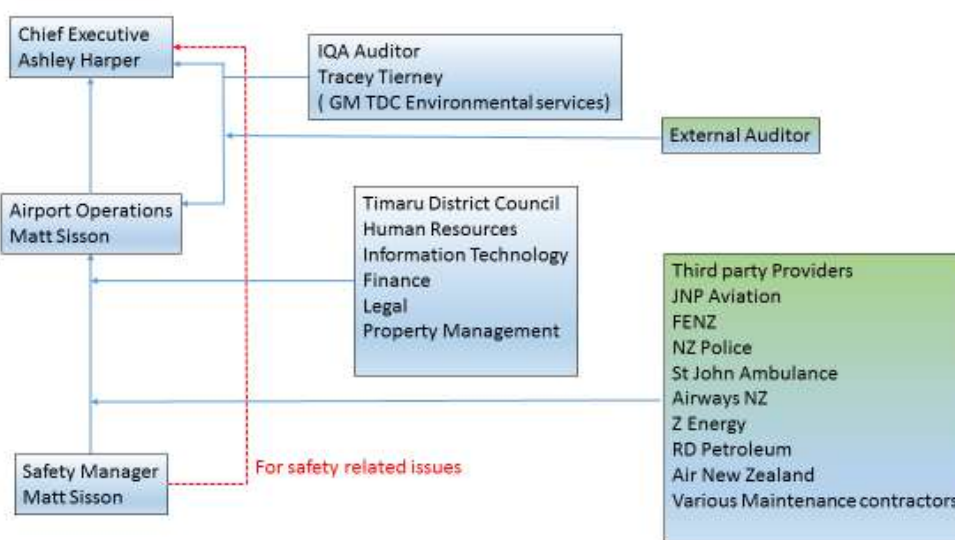


Fig 2. Timaru Airport Safety Management System Organisational Structure

1.7.4 Timaru Airport management conduct various meetings, (operational, planning, safety, users etc.) at various intervals. These meetings collectively source the experience and wisdom of all parties to ensure a safe and efficient operations to achieve Timaru Airport goals and objectives.

Monthly Operational meeting;

Chairperson	Airport CE
Attendee's	Airport Operations & Safety Manager
Frequency	Monthly
Agenda	Health & Safety in the work place, Health and Safety in Aviation,

Safety overview, (Low and medium reported incidents, Monthly Hazards reported)

Airport financial performance

Operational Events,

Operational Projects.

Six monthly Timaru Airport Safety Management Group

Chairperson	Airport CE
Attendee's	Airport Operations & Safety Manager SMS Certified operators Person Co-opt to forum at councils discretion for representation to other key users.
Agenda	Safety, i.e. Hazards, incidents, risk, audits, investigations, projects, Safety, i.e. Actions and improvements, enhancements, Key Matrix review, Future short term review (6 – 12 Months)

Minutes to be kept on RM8 for record purposes.

Six monthly Timaru Airport Users Group meeting

Chairperson	Airport Operations & Safety Manager
Attendee's	All users of Timaru Airport facilities
Agenda	Overview from Timaru Airspace Safety Forum including Safety, i.e. hazards, incidents, risk, audits, investigations, projects, Overview on Safety Actions and improvements, enhancements, Feedback on above items, General business.

Minutes to be kept on RM8 for record purposes.

Annual Management review

Chairperson	Airport CE
Attendee's	Airport Operations & Safety Manager, IQA Auditor External Auditor TDC Chairperson Infrastructure Committee TDC Risk & Assurance Manager
Agenda	Safety, SMS Review, KPI review, Financials, Strategy and looking ahead.

Minutes to be kept on RM8 for record purposes.

SMS Element 2 - Coordinated Emergency Response Planning

References:

CAA Rules Part 100.3(a) (2)

CAA Rules Part 139.57 and 139.109 Aerodrome Emergency Plan

CAA Rules Part 139.59 (c) (3) - Rescue and firefighting – category determination Timaru

Timaru Aerodrome Operations Manual RM8 Doc# 1318724

Timaru Aerodrome Emergency Response Plan RM8 Doc# 108217

2.1 Emergency Response Plan

2.1.1 As a holder of a Part 139 Aerodrome Operator Certificate Timaru Airport is required to meet the requirements of the Civil Aviation Rules to develop and maintain an Aerodrome Emergency Plan.

2.1.2 The Timaru Airport Emergency Response Plan (ERP) provides an overall framework for managing emergencies affecting the airport. The ERP is activated whenever there is an accident or incident on or near the airfield. It defines the action to be taken during an emergency and procedures for resuming normal operations.

2.1.3 The purpose of the ERP is to minimise the possibility and extent of personal injury and/or property damage in the event of an aircraft emergency at, or in the vicinity of, the airport.

2.1.4 In addition the ERP has been developed to ensure the airport can meet its obligations under the Civil Defence Emergency Management Act 2002, specifically ensuring that the airport can continue to function during and after an emergency.

2.2 Emergency Response Plan Documentation

2.2.1 Electronic copies of key documents, including the Operations Manual and ERP, are distributed to stakeholders. The master copy of these documents is held on the Timaru District Council on line records management system 'RM8' with a hard copy held in the TDC Airport Operations office and a hard copy in the Air New Zealand terminal office. Hard-copy documents may be requested by all airport staff, tenants, operators and emergency services and is controlled by the Timaru Airport Manager provided that the latest version is maintained.

2.3 Rescue and Firefighting Services

2.3.1 Due to the type, size and frequency of regular passenger transport (RPT) aircraft operating from Timaru Airport there is no requirement to provide onsite rescue and firefighting services. Emergency response services are provided by the local Timaru branches of Fire and Emergency New Zealand (FENZ), St John's Ambulance and New Zealand Police.

2.4 Routine Testing and Evaluation

2.4.1 Testing of the Emergency Response Plan comprises the conduct of full-scale aerodrome emergency exercises and table-top exercises to demonstrate the effectiveness of the procedures.

2.4.2 In accordance with CAA Rule 139.107 a full-scale exercise is conducted at intervals not exceeding two years. Full-scale exercises are conducted in odd-numbered years, table-top exercises are conducted in intervening years.

2.4.3 Liaison visits and training sessions are carried out in conjunction with local emergency organisations such as, St John's Ambulance and Fire Emergency New Zealand.

2.5 Critical Incident Stress Management

2.5.1 Following a critical incident Timaru Airport will utilise the Timaru District Council's 'Post Incident – Staff Debriefing Process'. This process has been developed to ensure that the necessary welfare support is provided for staff following a traumatic incident. Council personnel not directly involved in the incident will lead the process.

2.6 Review

2.6.1 Continuous improvement of the systems and procedures contained within the ERP is achieved by:

- Reviews following airport emergency exercises,
- Debriefing and analysing emergency response actions after an emergency situation, and
- Developing new emergency response procedures when new hazards are identified by the SMS.

SMS Element 3 - Safety Management System Documentation

References:

CAA Rules Part 100.3(b)

CAA Rules Part 139.415 Documentation

Timaru Aerodrome Operations Manual RM8 Doc# 1318724

Timaru District Council Information Management Policy

3.1 SMS Documentation

3.1.1 SMS documentation includes all information kept in either written or electronic format that supports the Timaru Airport SMS. This SMS Manual is the primary document to identify and standardise the key processes that are part of the SMS. Other documentation, including incident/accident reports, decision records, training and induction records, operating guidelines, agendas and minutes or notes of meetings are also generated to support the system.

3.2 Records and Records Management

3.2.1 Records register events and actions that have taken place and are the principal means for Timaru Airport to discharge its legal and regulatory responsibilities. Full use of the VEOCI™ airport management system functionality will be made to reduce the requirement to maintain paper-based records of inspections while maintaining complete and secure electronic records.

3.2.2 The majority of airport records and documents are stored on 'RM8'. Document control procedures are prescribed by the Timaru District Council Information Management Policy as governed by statutory and regulatory requirements.

3.3 Document Access

3.3.1 The master copy of the Timaru Airport SMS Manual is published on 'RM8' where all Timaru District Council airport staff have direct access and on the Timaru Airport website where stakeholders have password controlled access. The Airport Operations Manual and Emergency Response Plan are also available to stakeholders via the website.

3.4 Vehicle Tracking Data

3.4.1 Tracking logs and a visual record showing the route taken by 'Airport 1' during airfield inspections is maintained using the installed GPS system. Permanent records of vehicle tracking logs are held at www.smartrak.co.nz

SMS Element 4 - Hazard Identification

References:

CAA Rules Part 100.3(a)(2)

CAA Advisory Circular 100-1, Safety Management

4.1 Hazard Definition

4.1.1 ICAO (International Civil Aviation Organization) defines a hazard as “... a condition or an object with the potential to cause or contribute to an aircraft incident or accident.” The identification of hazards is the first step in safety risk management.

4.2 Background

4.2.1 Timaru Airport’s hazard identification process allows for the identification of events or situations that, given certain conditions, could potentially cause injury or damage.

4.2.2 Hazard identification at Timaru Airport is both a proactive and reactive process that occurs either when a hazard is identified in the work place or through hazard reporting (proactive) or after an investigation of a safety occurrence (reactive). This includes assessing the hazards and risks associated with the introduction of new equipment, works or procedures.

4.2.3 Only after analysing such reports or occurrences is it possible to fully realise the extent, potential harm and risks associated with any single hazard and then to treat these hazards.

4.3 Hazard Identification

4.3.1 The identification and reporting of hazards allows them to be analysed and treated. At Timaru Airport this is achieved by the following:

- On-line hazard reporting system via the airport’s website,
- Daily, weekly, monthly and yearly airport inspections,
- Maintenance reports,
- Health and safety spot checks,
- Monitoring and analysis of trends,
- Airport management/tenant meetings,
- Reports from CAA and TAIC (Transport Accident Investigation Commission) resulting from investigations into accidents or serious incidents,

- Safety investigations, and
- Timaru Airport Safety Forum and Timaru Airport Users Group meetings.

4.4 Responsibility

4.4.1 It is the responsibility of all airport staff, tenants and contractors to identify and report hazards.

4.4.2 The Airport Safety Manager is responsible for initial processing of hazard reports and determination of whether further action under the airport's SRM processes is required.

4.5 Hazard Documentation

4.5.1 Hazards identified are recorded on the VEOCI™ airport safety management system. A periodic review of the hazard assessments will be carried out annually, or whenever major operational changes take place (see Element 8: Management of Change).

4.6 Feedback

4.6.1 To encourage further reporting and to 'close the loop' it is essential to provide feedback to the hazard reporter. This may take the form of an email, phone call or, for more serious or complex hazards, a completed investigation report. The Airport Safety Manager is responsible for ensuring that suitable feedback is provided and recorded. Feedback for reports made anonymously will also be recorded.

4.7 On-line Hazard Reporting System

4.7.1 Timaru Airport encourages everyone who has access to the airfield to report any safety concerns, hazardous conditions, incidents or accidents. Many incidents can be avoided if a concern is reported in a timely manner.

4.7.2 Staff, tenants and users can make their reports either in person, directly to the Airport Operations or Airport Safety Manager, or electronically via the Timaru Airport website at www.timarairport.co.nz the on-line reporting system can be used to submit anonymous reports or the user can include their name and contact details if they wish to receive feedback on their submission.

4.7.3 Human factors (such as fatigue, lack of resources, complacency or stress) need to be reported and managed like any other hazard. The on-line reporting tool can be used, anonymously if desired, to report human factors hazards. Alternatively human factors issues can be raised directly with airport management

4.7.4 Airport operations staff monitor the VEOCI™ airport management system and will review submissions to identify safety concerns requiring immediate action or forwarding to the Safety Manager for review.

4.8 Risk Assessment

4.8.1 Hazards identified will be submitted with a risk assessment determined by the risk originator. This risk assessment score is defined by the risk matrix at Fig 5. as a function of the originator's appraisal of the hazard's consequence and likelihood. Once submitted the hazard will be assessed by the Safety Manager, with input from the Timaru Airport Safety Group as necessary, and an initial risk matrix score assigned to the hazard as described under Element 5: Risk Management.

4.9 Documentation and Record Retention

4.9.1 The VEOCI™ airport safety management system is utilised to manage, monitor, document and record all hazard assessments. Records are retained electronically on the VEOCI™ cloud-based network for the life of the change, operation, or for as long as mitigations are being implemented. Two separate servers are maintained in physically dispersed locations, with daily system back-ups generated, to guarantee record protection.

SMS Element 5 - Risk Management

References:

CAA Rules Part 100.3(a)(2)

CAA Advisory Circular 100-1 section 2.5

5.1 Background

5.1.1 Risk management is the coordination of activities to direct and control an organisation with regard to risk. It provides a basis for identifying, evaluating, defining and justifying the selection (or rejection) of control measures to eliminate or reduce the risk and to lay the foundations for demonstrating that the risks have been reduced to an acceptable level.

5.1.2 The systematic identification and control of all major hazards is the foundation block of hazard management at Timaru Airport. The safe operation of the airport depends on the effectiveness of the hazard management program.

5.1.3 Timaru Airport fosters a 'Just Culture' and a non-punitive reporting environment for the greater good of all participants. A Hazard Register is maintained and updated to cover all aspects of airport operations. The register is reviewed periodically and updated as necessary. Actions are taken if required to advise staff, tenants and users of hazards that could potentially impact them.

5.2 Third-party Risk Management

5.2.1 Tenants and owners of leased land, and contractors working in those areas, are responsible for their own hazard registers under HSWA regulations for their particular areas. Where a third-party risk may potentially be harmful to other staff, users or contractors at the airport it is the responsibility for the third-party to advise Timaru Airport management (in writing) of the issue. Timaru Airport has the authority to enforce remedial action as appropriate.

5.3 Risk Likelihood

5.3.1 Risk likelihood is rated from 'Rare' to 'Frequently'. The descriptions in Fig 3. provide guidance for determining the appropriate likelihood level.

LIKELIHOOD	DESCRIPTION
FREQUENTLY	Happens (or is expected to occur) daily or weekly at Timaru Airport.
LIKELY	Happens (or is expected to occur) monthly at Timaru Airport.
POSSIBLE	Will occur in some circumstances and has happened at Timaru Airport before (every 1-5 years).
UNLIKELY	Could occur in some circumstances (every 5-50 years) and is known in the industry.
RARE	Could occur but only in exceptional circumstances, possible in the industry (50 years +).

Fig 3. Risk likelihood definitions

5.4 Risk Consequence Criteria

5.4.1 Risk consequence is rated from 'Insignificant' to 'Catastrophic'. The descriptions in Fig 4. provide guidance for determining the appropriate consequence level depending on a range of risk types.

		RISK TYPE					
		People	Aircraft	Equipment	Revenue	Reputation	Environment
CONSEQUENCE	Catastrophic	Multiple fatalities	Aircraft loss	Damage or loss >\$10m	Associated cost >\$10m	Serious international media attention or public outcry	Major event causing loss of company credibility with stakeholders and the public and resulting in likely prosecution
	Major	Single fatality or permanent total disability	Extensive damage to aircraft that may result in emergency flight operations procedure	Damage or loss \$1m - \$10m	Associated cost \$1m - \$10m	Significant adverse attention from national media or public	Significant environmental harm. Reportable incident with adverse national publicity
	Moderate	Medical treatment, long-term illness, permanent partial disability or health effect	Partial loss of major aircraft system that may result in abnormal flight operations procedure	Damage or loss \$100k - \$1m	Associated cost \$100k - \$1m	Adverse attention from national media or raised public concern	Serious temporary or minor permanent damage. Reportable incident with local attention
	Minor	First-aid injury or minor temporary health effect	Degrades or affects normal aircraft operational procedures	Damage or loss \$1k - \$100k	Associated cost \$1k - \$100k	Minor adverse local media or public attention	Temporary and minor effect on environment
	Insignificant	No injury or health effect	No significance to aircraft related operational safety	Damage or loss <\$1k	Associated cost <\$1k	No adverse publicity or attention	No adverse impact on the environment

Fig 4. Risk Consequence criteria table

5.5 Risk Levels

5.5.1 The matrix at Fig 5. is a function of the likelihood and consequence of a risk to establish its risk level. The risk level is used to determine the actions necessary to enable an activity to continue, or not.

		LIKELIHOOD				
		RARE	UNLIKELY	POSSIBLE	LIKELY	FREQUENTLY
CONSEQUENCE	CATASTROPHIC	MEDIUM 10	MEDIUM 16	HIGH 20	HIGH 23	HIGH 25
	MAJOR	LOW 6	MEDIUM 13	MEDIUM 17	HIGH 21	HIGH 24
	MODERATE	LOW 5	MEDIUM 11	MEDIUM 15	MEDIUM 18	HIGH 22
	MINOR	LOW 3	LOW 7	MEDIUM 12	MEDIUM 14	MEDIUM 19
	INSIGNIFICANT	LOW 1	LOW 2	LOW 4	LOW 8	MEDIUM 9

Fig 5. Risk matrix

5.6 Risk Level Descriptions and Management

5.6.1 The following Figure 6. provides the risk levels for Timaru Airport and the immediate actions necessary depending on the initial risk level (ie. the level prior to any mitigations or controls being put in place). Approval to continue with the activity will be provided by the Chief Executive or Airport Manager as appropriate for HIGH and MEDIUM level risks while LOW level risks will be managed through the application of standard procedures and processes.

5.6.2 The flow chart at Fig 2. Illustrates Timaru Airport's safety risk management process.

RISK	DESCRIPTION	IMMEDIATE ACTION
HIGH 20-25	A considerable potential for fatalities or serious injuries or the loss of an aircraft or equipment.	STOP ACTIVITY OR PROCESS IMMEDIATELY. Unacceptable under the existing circumstances. Operation not permitted until sufficient control measures have been implemented to reduce the risk to an acceptable level. The Chief Executive must authorise in writing that they are satisfied with the control measures to reduce the risk to a tolerable level before the activity can commence. Relevant information should be reviewed, recorded and reported.
MEDIUM 8-19	A moderate potential for injuries requiring hospitalisation or damage to aircraft or equipment.	MANAGE THE RISK. A risk assessment must be completed and declared preventative controls in place. The Airport Manager must authorise in writing that they are satisfied that the risk is adequately controlled. Relevant information should be reviewed, recorded and reported.
LOW 1-8	Minimal potential for injuries (above those requiring First Aid) or for any consequential damage to aircraft or equipment.	MANAGED VIA CONTINUOUS IMPROVEMENT PROCESS Hazards deemed to be Low Risk shall be managed as part of the continuous improvement process and standard operating procedures. Relevant information should be reviewed, recorded and reported.
Note: The risk level that determines the action required is the initial risk score.		

Fig 6. Initial risk level definitions

Residual Risk Level	Risk Review	Acceptance Level
HIGH	Risk requires highest level of governance, review and evaluation of controls and if practicable, further risk reduction measures must be assessed.	Risk to be accepted and approved by Airport CE
MEDIUM	Risk requires divisional level of governance, review and evaluation of controls and if practicable, further risk reduction measures	Risk to be accepted by Airport Operations & Safety Manager with Airport CE approval
LOW	Risk assesment requires site management level of review and evaluation of controls and risk reduction measures.	Risk to be accepted and approved by Airport Operations & Safety Manager

Fig 7. Residual risk definitions

5.7 Risk Register

5.7.1 The risk register is a living document which is stored on the VEOCI™ airport management system. The risk register is available to all staff, tenants and users for review and the contents will be discussed during the induction process.

5.7.2 The risk register records the following information:

- Risk identification number

- Hazard or source of the risk
- Risk description and impact of the risk
- Existing controls
- Consequence of the risk
- Likelihood of the risk
- Risk level
- Acceptability of the risk
- Risk treatments

5.8 Means for Ensuring Mitigation Effectiveness

5.8.1 The Airport Safety Manager is responsible for reviewing data through the VEOCI™ airport safety management system to verify that mitigations or treatments required are having their desired effect. In those instances where data indicates that mitigations are ineffective the Airport Safety Manager shall review the hazard assessment for improvement.

5.9 Reporting Safety Information

5.9.1 The Airport Operation & Safety Manager reports a summary of airport safety information directly to the Chief Executive as required. On a 4-weekly basis, or whenever deemed necessary, the Airport Operations and Safety Manager meets with the Chief Executive to report on airport activities, including safety events.

5.9.2 New risks, or any changed risk profiles, will be reported to the Chief Executive for comment, review or reassessment as appropriate.

5.9.3 The VEOCI™ airport safety management system will enable key users (Chief Executive, Airport Operations Manager, and Airport Safety Manager) to monitor safety related information. This system is currently being introduced and will be developed as experience is gained in its functionality.

SMS Element 6 - Safety Investigation

References:

CAA Rules Part 100.3(a) (3)(iii)

CAA Rules Part 12, Accidents, Incidents and Statistics

CAA Advisory Circular AC 12-1, Mandatory Occurrence Investigation and Information

CAA Advisory Circular AC 12-2, Occurrence Investigation

6.1 Reporting of Aircraft Accidents or Incidents

6.1.1 All staff, tenants, contractors and airport users are required to report all aircraft accidents and/or serious incidents immediately. This can be done by:

- calling the Airport Operations Manager on 027 282 3182
- in-person with the Airport Operations Manager or Airport Safety Manager
- completing an on-line hazard report <https://veoci.com/veoci/p/w/c5uqyatbuwbh>
- emailing the Airport Operations Manager at airport@timdc.govt.nz

6.1.2 Regardless of how the report is received, recommendations will be made or action taken to mitigate the hazard as quickly as possible depending on its severity and perceived or assessed risk. Once the report is officially received the Airport Safety Manager will investigate the potential hazard or request assistance from the Airport Operations Manager. The risk will be analysed and a determination will be made as to what action, if any, is required.

6.2 Reportable Events

6.2.1 Any accident or event that results in a fatality, injury or illness to person, or damage to property or the environment must be reported.

6.2.2 An event which if not corrected would likely endanger people, property or the environment, or an incident involving circumstances indicating that an accident nearly occurred must be reported. The following are examples of these types of incidents:

- Runways or aircraft manoeuvring areas obstructed by aircraft, vehicles or foreign objects, resulting in a hazardous or potentially hazardous situation.
- Runway incursions.
- Errors or inadequacies in marking of obstructions or hazards on runway or aircraft manoeuvring areas.

- Collision between a moving aircraft and any other aircraft, vehicle or other ground object.
- Jet or propeller blast incidents that could have resulted in significant damage or serious injury.
- FOD (Foreign Object Debris) and wildlife on the runway that strikes an aircraft.

6.3 Non-punitive Reporting System

6.3.1 Non-punitive reporting is a cornerstone of the Timaru Airport Safety Management System. Management must be open to employee safety concerns and promote and ensure that there is no punitive fallout for the reporting of safety concerns. All staff, tenants, contractors and users must feel free to report any safety concerns they have and have an expectation that they will be heard that their concern taken seriously and that their career or employment will not be affected.

6.3.2 As part of the induction process airport management will ensure that personnel including inducted contractors are made aware that they will not be penalised for submitting a safety report and assurance that their confidentiality will be protected if required.

6.4 Safety Violations

6.4.1 While Timaru Airport supports a 'no-blame' accident and incident reporting policy any deliberate violations of safety rules at the airport will not be tolerated or condoned.

6.5 Safety Investigations

6.5.1 A safety investigation will normally be carried out following an incident or accident, although it may also be triggered by the identification of a significant hazard. The goal is to have a systematic, open and constructive process for analysing events with the intent of improving overall safety by identifying and addressing the root cause(s) of the event.

6.5.2 The Airport Safety Manager is responsible for managing, coordinating and carrying out an internal safety investigation into the event with the purpose of identifying its root cause(s). The purpose of root cause analysis is to understand why the safety event happened and establish the underlying causes for safety issues.

6.5.3 The '5 Whys' tool will be used to perform the root cause analysis. For complex investigations a 'Fishbone Diagram or any other applicable tool relevant to current council procedures' may also be utilised to aid in identifying multiple causes and to better illustrate issues to stakeholders.

6.6 Timaru District Council Safehold®

6.6.1 The Timaru District Council staff 'Safehold®' system will be utilised for any incidents or accidents involving council staff. This will also be utilised for recording and tracking purposes.

6.7 Investigation Process

6.7.1 Every incident notified to the CAA by Timaru Airport shall be investigated to identify the facts relating to its involvement in the incident and establish, so far as those facts allow, the cause or causes of the incident.

6.7.2 The investigation may include as applicable, an interview with all staff involved, a review of all relevant documentation, the recording of a sequence of events, analysis of cause and effect, implementation of corrective action and identification of preventative measures.

6.7.3 On completion of the investigation, the investigator shall submit a report of the investigation to the CAA on a Form CA005 no later than 90 days after the incident.

6.7.4 The report shall also detail all actions taken to prevent recurrence of a similar incident.

SMS Element 7 – Monitoring & Measuring Performance

7.1 Safety Performance and Measuring Metrics

7.1.1 Timaru Airport management will determine SMS key performance indicators (KPI), and applicable targets, on an annual basis as part of the Annual Management Review conducted during Q1 each year.

7.1.2 Performance against each SMS KPI will be reported during regular operational reports.

7.2 Safety Goals

7.2.1 Timaru Airport is committed to developing an environment that enables and encourages:

- Safe working practices in all operational areas of Timaru Airport
- An effective safety reporting culture
- Ensures safety performance is given the highest priority in all operational areas of Timaru Airport

7.3 Safety Performance Indicators

7.3.1 Safety performance indicators can be reactive, predictive or interactive.

7.3.2 Reactive (lagging) indicators are historical records that measure the frequency of an event that has occurred. Typical lag indicators utilised at Timaru Airport include:

- Safety events and occurrences
- Driving incidents
- Runway incursions
- Bird strikes and near misses
- Instances of FOD
- Damage to facilities and equipment
- Injury reports

Initially Timaru Airport will focus on Instances of FOD and bird strike data to monitor safety performance. If necessary the number of indicator types monitored may be increased.

7.3.3 Proactive (leading) indicators are safety indicators that predict or anticipate a likely outcome to occur. Typical lead indicators used at Timaru Airport include:

- Hazard reports
- Risk register data
- Audit findings
- Site inspection reports

Hazard reports and audit findings will initially be the proactive indicators analysed to monitor safety performance.

7.3.4 Interactive indicators relate to the safety culture of the organisation. A safety survey will be conducted annually to measure personnel attitudes and behaviours, and the correlation between expected performance and actual outcomes. The results to be reported to the Annual Management review.

7.4 Data Collection

7.4.1 Safety performance data to support safety performance indicators is collected from a variety of internal and external sources:

- Daily inspection reports (internal)
- Hazard reports (internal, contractors, anonymous)
- Safety occurrence reports
- Wildlife reporting (internal)
- Internal and external audits
- Internal safety investigations
- CAA bird hazard detail reports (external)
- CAA incident detail reports (external)

7.4.2 At present the items referred to above are a mix of electronic records on VEOCI™ and paper-based with hard copies retained by the Airport Operations Manager or Safety Manager. With the ongoing introduction of the VEOCI™ airport management system all inspection reports (daily, monthly and annual), maintenance logs, noise complaints, incident reports and hazard reports will be migrated to the online system. External reports, such as CAA Bird Hazard Reports, are received via email and held on 'RM8' under 'Traffic and Transport – Airport –'

7.4.3 Safety evaluations will be conducted annually prior to the Annual Management Review. These evaluations will be used to verify airport-wide compliance with SMS

requirements and report on safety performance as it relates to established safety objectives.

7.5 Safety Objectives

7.5.1 Safety objectives reflect an organisation's commitment to maintain and continually improve the overall performance of its SMS. Safety objects must be SMART, in that they are:

- Specific
- Measurable
- Attainable
- Relevant
- Timely

7.5.2 Safety objectives will be developed and reviewed as part of the Annual Management Review in Q1 each year.

7.6 Monitoring Safety Objectives

7.6.1 The chart at Fig 8. illustrates the process utilised at Timaru Airport for setting and monitoring safety objectives.

	Metric and or Safety Indicator	Frequency of Analysis	Reporting Medium
Operational	Fatality and serious harm incidents (Lag indicator)	At management review	Immediate (CE Airport and TDC management)
	Operational area near miss events (Lead/Lag indicator)	At management review	Monthly Ops meeting
	First aid injury (Lag indicator)	At management review	Monthly Ops meeting
	Equipment/property damage (Lag indicator)	At management review	Monthly Ops meeting
	Lost time injury (Lag indicator)	At management review	Monthly Ops meeting
	Bird strike (lag indicator) Bird trend date (Lead indicator)	At management review	Monthly Ops meeting
Environmental	Contractor performance (Lag indicator)	At management review	Monthly Ops meeting
	Spills / Release / Discharge to land,water, atmosphere (Lag indicator)	At management review	Monthly Ops meeting
Business / SMS	Enviromental noise (Lag indicator)	At management review	Monthly Ops meeting
	SMS development (Lead indicator)	At management review	Monthly Ops meeting
	Hazard report closure performance (Lead)	At management review	Monthly Ops meeting
	Incident report closure performance (Lead indicator)	At management review	Monthly Ops meeting
	Aerodrome operational performance	At management review	Annual Survey

Fig 8. SMS monitoring schedule

7.7 Responsibility

7.7.1 The Airport Safety Manager is responsible for overseeing data collection and analysis to look for safety trends, identify new hazards and verify compliance with SMS requirements. Data analysis is also used to evaluate performance with safety objectives.

7.8 Communication

7.8.1 Due to licencing limitations direct access to VEOCI™ is limited to the Chief Executive, Airport Operations Manager, Airport Safety Manager, the Internal Quality Auditor and the contracted maintenance personnel and staff members conducting airport inspections. Where necessary information held on the VEOCI™ system will be promulgated using the external and internal communication methods described in 'Element 13 Communication of Safety Critical Information'.

SMS Element 8 Management of Change

References:

CAA Rules Part 100.3(a)(2)

CAA Advisory Circular 100-1 para 2.8

8.1 Change Management

8.1.1 Change management is a systematic and proactive process for the identification of hazards and application of mitigation strategies and measures to be applied to all changes concerning the safety of services provided by an aviation organisation.

8.1.2 Any change to embedded processes, procedures, organisational structure, key staff or the environment can introduce new hazards and challenges. Timaru Airport recognises this and has in place a change management process that not only considers the financial and economic risks but also places an emphasis on the aviation safety and human factor elements.

8.1.3 There are many triggers that will see the need for organisational change. These include:

- New operator or tenant at the airport,
- New aircraft type being operated,
- Airport expansion or development,
- Introduction of new equipment or facilities,
- Decommissioning of existing equipment,
- Introduction of new procedures,
- Changes to key personnel, and
- Changes to legislation.

8.1.4 Hazards may inadvertently be introduced in an operation whenever there is change. Effective safety management requires that hazards be systematically and proactively identified and that risk management strategies be developed, implemented and subsequently evaluated. The objective is to reduce the safety risks resulting from changes to the provision, management or administration of the airport services and products to a level as low as reasonably practical (ALARP).

8.2 Change Management Process

8.2.1 Timaru Airport has adopted a six-step change management process. These steps are:

- Identify the change
 - Consider the need for the change
 - Consider the scale of the change
- Consider who and what will be effected and how
 - Determine the areas effected
 - Determine the stakeholders who may be effected
- Conduct a risk assessment and develop a risk management plan
 - Identify the hazards and controls
 - Assess and analyse risk
 - Evaluate risk and identify mitigation activities or options
- Develop a project plan
 - Translate risk and mitigation activities into tasks
 - Solicit and analyse stakeholder feedback
 - Determine responsibilities relating to the change
 - Develop communication plan
- Implement the change
 - Complete tasks identified in the project plan
 - Review progress
 - Review and revise SMS based on impact of the change
- Monitor and review
 - Conduct onsite inspections
 - Gauge acceptance
 - Conduct lessons learnt review



8.2.2 The risk management process outlined in 'Element 5: Risk Management' will be used to formally identify, assess and control any change-related risks.

8.2.3 By undertaking these change management activities Timaru Airport will proactively identify the hazards and manage the risks prior to implementing changes. Not only does this make sense from a safety perspective it is also more cost-effective to address potential safety issues before implementation.

SMS Element 9 - Continuous Improvement of the SMS

References:

CAA Rules Part 100.3(a)(3)(iii)

CAA Advisory Circular 100-1 para 2.9

9.1 Continuous Improvement

9.1.1 Timaru Airport strives to continuously work towards making its SMS better, more efficient, effective and ultimately safer. To achieve this Timaru Airport commits to the ongoing application of best practices which include:

- Annual management reviews of the SMS to ensure it is operating as designed and remains effective,
- Ensuring investigation and risk assessments are used as opportunities to identify potential improvements,
- Utilising the health and safety resources of the Timaru District Council to support airport operations,
- Reporting significant safety initiatives and serious incidents,
- Conducting internal and external audits and reviews,
- Conducting emergency response exercises and desktop reviews,
- Conducting safety surveys, and
- Management review of incidents and trends.

9.2 Safety Reviews

9.2.1 Regular monitoring of airport safety performance is conducted by way of 4-weekly management reports. This report, provided by the Airport Operations Manager to the Chief Executive, includes:

- Accident or incident reports,
- Internal and external audit results,
- Identified patterns of risks and trends, and
- Wildlife numbers and reported bird strikes.

9.2.2 A safety review will be conducted as part of the annual management review as described in 'Element 11 Management Review'. The first safety review will occur prior to the first management review in Q1 2021.

9.2.3 Any serious safety occurrence, increase in safety indicators, trends or lessons learnt analysis of any major airside projects may trigger a review of the SMS.

9.2.4 Findings and lessons learnt from the various safety reviews will be incorporated into the airport's SMS.

SMS Element 10 - Internal Audit Programme

References:

CAA Rules Part 100.3(a)(3)(iii)

CAA Advisory Circular 100-1 para 2.10

Timaru Aerodrome Operations Manual RM8 Doc# 1318724

10.1 Intent

10.1.1 Timaru Airport conducts an internal audit programme which ensures that:

- The SMS is functioning in a manner that ensures that all Timaru Airport operations comply with the requirements of CAR Part 100, the Health and Safety at Work Act 2015 and other supporting legislation.
- Employees are conversant with the elements of SMS that directly affect their duties.
- Timaru Airport staff and Contractors are complying with published processes and procedures.
- Risk management, governance and internal control processes (such as daily, weekly, monthly and annual checks) are operating effectively.
- Corrective action items from inspections, investigations and previous audits have been completed.

10.2 Process

10.2.1 Internal audits are conducted two times per year or whenever deemed necessary by the Chief Executive. The internal audit is to be conducted by an appointed Senior Person and will have direct access to the Chief Executive on all matters affecting the safety of aircraft operations and performance of airport services and facilities.

10.2.2 Any major internal audit findings will be reported immediately to the Chief Executive.

10.2.3 An annual audit will be carried out by an external party of all IQA documentation and Timaru Airport Exposition 2 months prior to the annual management review. An recommendations will be discussed at annual management review.

10.3 Responsibility

10.3.1 The Safety Manager is responsible for ensuring that all auditing requirements are achieved and any follow-up action incorporated into the SMS.

10.4 Audit Action Items

10.4.1 Preventative or corrective action items resulting from audits or investigations will be reported to the Chief Executive and a target completion date assigned. Progress reports will be included the Airport Operations Manager's report to the Chief Executive.

SMS Element 11 - Management Review

References:

CAA Rules Part 100.3(a)(3)(iii)

11.1 Annual Management Review

11.1.1 Reviews of the SMS are essential to evaluate the suitability, adequacy and effectiveness of the safety processes and procedures in place and to identify areas that require changes or may benefit from improvement.

11.1.2 The annual management review will ensure that Timaru Airport's SMS continues to reflect the policies, procedures and practices of the airport and meets all current regulatory requirements.

11.1.3 The annual management review, along with more frequent performance monitoring and auditing, closes the quality loop and provides Timaru Airport with the ability to take the necessary actions to continually improve its SMS. Modifications and changes originating from this review will be reflected in the appropriate airport documentation and training programs.

11.2 Conduct

11.2.1 Annual management reviews will take place in Q1 of each year commencing in 2021.

11.2.2 The management review will include the following actions:

- Review the airport's safety policy statement,
- Review external and internal auditing reports,
- Confirm previous management review findings have been incorporated into the SMS,
- Review organisational structure, including the adequacy of staffing and resources,
- Review changes to regulatory requirements to ensure they have been incorporated into Timaru Airport's SMS,
- Evaluate performance monitoring and measurement outcomes,
- Review recommendations of Timaru Airspace Safety Forum and Timaru Airport User Group meetings,
- Review Health and Safety issues,
- Review employee safety awareness, and

- Review results of safety reviews or safety surveys.

11.2.3 Ultimately the management review will determine the overall suitability and ongoing effectiveness of Timaru Airport's SMS.

11.3 Annual Management Review Team

11.3.1 The management review team will comprise of key staff including:

- Chief Executive
- Airport Operations Manager
- Airport Safety Manager
- IQA Auditor
- External Auditor
- TDC Chairperson Infrastructure Committee
- TDC Risk & Assurance Manager

11.4 Management Review Outcomes

11.4.1 The outcomes of the management review should include clear and documented decisions and actions relating to:

- Improvement of the effectiveness of the SMS and its policies and processes,
- Improvement of services related to client requirements,
- Resource needs, and
- A summary of how the airport SMS has performed over the previous year. This will include key strategies for improvement to be implemented in the forthcoming year.

11.4.2 Where appropriate findings and action items will be promulgated to airport staff, tenants and contractors for follow-up action or for their information.

11.5 Documentation

11.5.1 The results of the annual management review will be recorded and filed on 'RM8' under 'Traffic and Transport – Airport –'

11.6 Responsibility

11.6.1 The Airport Safety Manager is responsible for ensuring that the annual management review process is in place and undertaken. This includes collating input from the Timaru Airspace Safety Forum and Timaru Airport User Group and a review of safety performance and any feedback received from contractors, tenants or users.

SMS Element 12 - Safety Training and Competency

References:

CAA Rules Part 100.3(a)(4)

CAA AC 100-1 Section 2.12, Element 12 – Safety Training and Competency

12.1 Safety Training Programme

12.1.1 It is the responsibility of the Chief Executive to ensure sufficient personnel resources are allocated to support the SMS. The Airport Safety Manager is to ensure that appropriate training is provided to individuals so the SMS is understood and effectively applied.

12.1.2 As a very small organisation, with minimal internal training resources, the majority of SMS training for Timaru Airport personnel will be externally sourced. Timaru Airport staff will receive the appropriate safety management education, as well as professional skills training, as required for their roles. Training needs will be identified through a training needs analysis, the hazard identification and risk management process, annual performance appraisals, and team and safety meetings.

12.1.3 Initial SMS training will be provided on joining the organisation, or as soon as practicable thereafter. Recurrent SMS training will be provided at 3-yearly intervals.

12.2 Staff Training

12.2.1 To ensure that all Timaru Airport staff are competent to perform their duties they need to be trained to understand the airport's safety objectives. They also need to be given the necessary skills and knowledge to help achieve these safety objectives.

12.2.2 The level of safety training is dependent on the role that the individual is expected to perform in the organisation. As recommended by the CAA the focus of safety training for the following roles is:

- **Chief Executive.** Training in SMS including safety responsibilities, oversight and governance and its relationship to the airport's business strategy and other management systems.
- **Senior Persons and Managers.** Training to effectively lead the development, implementation and ongoing operation of the airport's SMS. Training to include hazard identification, change risk management, operational risk management, on-line reporting system, risk assessment, risk register use and safety performance indicators.

- **Airport Operations & Safety Manager.** Training to include hazard identification, risk assessment, risk control, management of safety performance processes, safety investigations, on-line reporting system, and safety performance indicators.
- **Internal & External Auditor.** Training to include the development of audit plans, conduct of on-site audits and preparation of audit reports as relevant to the airport's SMS.
- **All other personnel.** Competency-based training for all personnel in the participation and use of the airport's SMS as relevant to their individual roles.

12.3 Tenant and Contractor Safety Training

12.3.1 All Timaru Airport tenants and contractors must be aware of their obligations in relation to the airport's SMS. In addition to being aware of their safety responsibilities they must know who to contact if they have safety concerns and understand how to report safety issues or incidents/accidents. This training will be provided during the induction process.

12.4 Inductions

12.4.1 It is a requirement that all contractors and airport tenants complete a Timaru Airport Induction prior to commencing work for the airport or taking up residence on-site.

12.4.2 A face-to-face induction is provided for all new staff, contractors and those airport tenants who require vehicle access onto the airport (landside and/or airside). The induction is tailored to suit the recipient and includes, as a minimum:

- Responsibilities under the Timaru Airport SMS,
- Timaru Airport Safety Policy,
- Airport hazards,
- Airport emergency procedures,
- Reporting of accidents and incidents,
- Confidential reporting,
- Health and Safety requirements,
- Key points of contact, and

12.4.3 If required to work airside the airport induction will also include:

- Wildlife management,

- Restricted access areas and airside driving requirements,
- Method of Works Plans,
- Site practices and work hours,
- Personal protective equipment (PPE),
- Consents and notifications, and
- NOTAM requirements.

12.4.4 A record of inductions is held on VEOCI™ with inductions renewed on a yearly basis. The required forms for this induction are RM8 Document # 828653 Appendix A1 Safety and Security Training Check Sheet and RM8 Document # 1392374 Richard Pearse Timaru Airport Safety Policy Induction Copy.

12.5 Training Documentation Records

12.5.1 Records of training are held on VEOCI™ with all relevant expiry dates. An electronic reminder will be sent automatically 14 days prior to expiry.

SMS Element 13 - Communication of Safety Critical Information

References:

CAA Rules Part 100.3(a)(4)

CAA AC 100-1 para 2.13

13.1 Introduction

13.1.1 One of the most important components of the SMS is the process for communicating safety-critical information, both within and outside the organisation. Timaru Airport promotes positive safety engagement through a range of internal and external communication channels. Feedback is encouraged from airport staff, users, tenants, contractors and members of the public.

13.2 Internal Communications Strategy

13.2.1 Internal communication methods employed at Timaru Airport include:

- Publications (SMS Manual, Operations Manual, Standard Operating Procedures and Emergency Response Plan),
- Face-to-face discussions,
- Weekly service provider meetings,
- Internal notice boards,
- Fortnightly management meetings, and
- 6 monthly TASMG and TSUG group meetings.
- Annual management reviews

13.2.2 As Timaru Airport only has a small number of direct employees there is regular day-to-day contact of all employees. As such face-to-face discussions and email are the principal means of internal communication.

13.3 External Communications Strategy

13.3.1 Timaru Airport's external communication strategy uses a range of methods in order to ensure that messaging reaches the widest possible audience in as many ways as possible using the following methods:

- Publications available to key airport users (SMS Manual, Operations Manual, Standard Operating Procedures and Emergency Response Plan),

- Scheduled Airport User Group and Airspace Safety Forum meetings,
- Airport Manager's email bulletins to airport users and tenants,
- Safety bulletins,
- Newspaper articles, and
- Personnel inductions.

13.3.2 Given the wide-spread work sites of tenants and contractors the primary method for external communication is by email.

13.4 Safety Critical Information

13.4.1 Safety critical information can be received via a 24/7 duty telephone number. The duty phone is held by the Airport Operations & Safety Manager. Non-critical information can be received via email using the shared airport@timdc.govt.nz email address.

13.4.2 Safety critical information is also communicated by the use of established email groups which can be airport-wide, pilots only or to individuals.

13.4.3 Safety critical information is published in the AIPNZ or by NOTAM if time sensitive.