



Gibraltar Aviation Safety Plan

**GOVERNMENT OF GIBRALTAR
MINISTRY OF ENTERPRISE,
DEVELOPMENT, TECHNOLOGY & TRANSPORT
DIRECTORATE OF CIVIL AVIATION
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Amendment Record

Changes to this document will be achieved by a re-issue of the entire document rather than by the amendment of individual pages.

Issue No	Date	Description
1	31 May 2011	Initial issue

Introduction

This Gibraltar Safety Plan is Part of the Gibraltar State Safety Programme. The purpose of the Safety Plan is to enable linkage between Gibraltar regulatory planning and the regulated organisations. This is done by providing safety objectives suitable for adoption in operators' and service providers' safety management systems (SMS) to give focus for proactive measures to improve safety. Clearly it will be up to the individual organisation to ensure that the safety objectives in their SMS take adequate account of the hazards and risks identified in relation to their own activities as well as including relevant safety objectives from the Safety Plan.

In addition to providing safety objectives, the Gibraltar Safety Plan gives guidance in the form of *examples (in italic text)* of the sort of activities to be conducted by an organisation towards meeting the safety objectives in their SMS. These activities will ideally be set as tasks for managers, and in each case *examples of monitoring questions* are also provided, to be used to measure successful implementation. These activities should be quantified wherever it is reasonably practicable do to so. In this context the values provided *<in brackets>* will be for the organisation to specify.

In many areas of aviation in Gibraltar there is an absence of information suitable for establishing baseline performance trends or comparison data, therefore an important early activity will be to ensure that data is gathered and recorded, including safety data from routine aviation operations. Gathering further data in the process of monitoring the activities to meet the safety objectives will then enable the functioning of the SMS to be reviewed for effective implementation, and improvements made.

Whilst the need for more data is seen as an important factor, for example for developing better safety performance indicators (SPI) in the future, the development of an active safety culture is considered vital for the benefits of SMS to be sustained. Both of these factors are reflected in the aims and objectives of the plan.

How to use the Safety Plan

The Gibraltar Safety Plan describes safety aims grouped under four major areas (domains) which are considered to be of central importance for the improvement of aviation safety in Gibraltar. Within each domain these aims are then refined to provide one or more safety objectives suitable for adoption in operators' and service providers' safety management systems.

The absence of baseline data means that selection of aims and objectives has been to some extent subjective in this first version of the plan. It is hoped that improvements in reporting, recording and in the safety culture generally, will enable future safety planning to include objectives that will be more evidence based.

The aims and objectives of the plan are grouped under the following domains –

- 1 Effective safety management**
- 2 Effective reporting systems**
- 3 Aerodrome safety and air traffic services (ATS)**
- 4 Emergency preparedness**

Read through the plan and decide which domains are relevant to your organisation.

Include objectives from the relevant domains as objectives for safety improvement in your SMS.

Develop activities which you believe will result in achievement of each objective; and at the same time write the monitoring questions, using the *examples provided for guidance*. Design the activities and questions in terms that are measurable wherever practicable.

Be sure to include tasks for gathering and recording baseline data, and also for gathering further data to check for effective implementation.

Ensure the activities are appropriately assigned to managers, so they know exactly what needs to be done on a day-to-day basis towards achieving the safety objectives of the SMS.

Review and reset your safety policy and objectives at least annually to ensure your SMS is focused on the correct areas.



C C PURKISS
Director of Civil Aviation
31 May 2011

Aims and Objectives

DOMAIN 1: Effective safety management (by operators/service providers)

Aim

- 1.1 To achieve continuous improvement of the overall performance of the SMS.

Objectives

1.1.1 To implement a fully functional SMS as an integral part of the management and working practices of the organization.

1.1.2 To promote the development of an active safety culture so that the benefits of the SMS will be sustained.

DOMAIN 2: Effective reporting systems

Aim

- 2.1 To enable data to be used effectively in setting and reviewing safety objectives.

Objectives

2.1.1 Encourage full and complete reporting of all accidents, incidents and potential hazards.

2.1.2 Encourage development of systems/databases for storage, and the investigation and follow-up of reports and information.

2.1.3 Ensure that results of analysis and trend identification are used.

DOMAIN 3: Aerodrome safety and air traffic services (ATS)

Aim

- 3.1 To improve safety in the aerodrome environment.

Objectives

3.1.1 Mitigate risks from obstacles / terrain on runway approach / extended centreline.

3.1.2 Minimise the risks associated with operations.

3.1.3 Reduce / eliminate incidence of runway incursions.

3.1.4 Improve safeguarding of aerodrome protected surfaces and areas.

Aim

- 3.2 To improve physical infrastructure at Gibraltar Civil Airport.

Objectives

3.2.1 Reduce / eliminate cases of dilapidation and disrepair at Gibraltar Civil Airport.

Aim

- 3.3 To mitigate the consequences of communication failure in air traffic control (ATC).

Objectives

- 3.3.1 To ensure continued safe operations when communication is lost with aircraft at a critical stage of approach / missed approach.
- 3.3.2 To reduce the incidence of loss of separation due to lack of communications.
- 3.3.3 Ensure the ability to provide a safe air traffic service when telephone communication with adjacent unit(s) is lost.

DOMAIN 4: Emergency preparedness (includes emergency response plans and continuity planning)**Aim**

- 4.1 To ensure preparedness for different emergency scenarios.

Objectives

- 4.1.1 Ensure safety of operations during emergency response.
- 4.1.2 Maintain safety of operations during the recovery phase following an emergency.

DOMAIN 1: Effective safety management (by operators and service providers)

Aim

1.1 To achieve continuous improvement of the overall performance of the SMS.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
1.1.1 To implement a fully functional SMS as an integral part of the management and working practices of the organization.	<i>Ensure that everyone involved in the operation will have the opportunity to contribute to the development and implementation of the SMS; e.g. a safety committee with input from all work areas and meetings to be held every <month> but at intervals not greater than <6 weeks>.</i>	<i>Has the organisation made systematic efforts so that everybody involved in the operation can contribute to the development and implementation of the SMS?</i>
	<i>Conduct a gap analysis to find out which SMS components and elements are already in place and to identify the parts that are missing, by reference to the requirements in ICAO and UK CAA guidance material.</i>	<i>Do the results of the gap analysis show which SMS components and elements are already in place and identify the parts that are missing, e.g. in a table?</i>
	<i>Identify and record the boundaries of the SMS, and develop an SMS implementation plan.</i>	<i>Does the SMS implementation plan identify who will do what, and does it provide timescales?</i>
	<i>Ensure the SMS implementation plan is communicated effectively to all those affected.</i>	<i>Does everyone involved in the operation understand how SMS implementation will affect their role and/or location where they are working?</i>
	<i>Check and update training plans to ensure that all employees and interested parties receive appropriate SMS education and training.</i>	<i>Have all employees and interested parties received the planned SMS education and training?</i>
	<i>Ensure all employees at all levels understand that safety is everybody's responsibility.</i>	<i>Have all employees' job descriptions and managers' objectives been updated to reflect the functioning of the SMS?</i>
	<i>Provide regular communication and feedback (both internal and external) every <week/month>, e.g. via meetings, safety bulletins etc.</i>	<i>Does the organisation have adequate mechanisms to communicate, disseminate safety information and provide feedback, and are these being used?</i>

Aim

1.1 To achieve continuous improvement of the overall performance of the SMS.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
1.1.2 To promote the development of an active safety culture so that the benefits of the SMS will be sustained.	<i>Ensure all managers are aware of their personal responsibility and accountability to promote active reporting/safety culture.</i>	<i>What examples of e.g. leadership/example/commitment can be given to demonstrate the individual manager's efforts to promote active reporting/safety culture?</i>
	<i>Ensure all employees at all levels understand that safety is everybody's responsibility.</i>	<i>Do hazard/unsafe condition reports properly reflect the whole spectrum of the organisation's activities and the full range of incidents and near misses that would be expected?</i>
	<i>Engage the involvement of the Chairman/Chief Executive to give prominent endorsement for promoting just culture/safety culture.</i>	<i>How many times have opportunities been taken to involve the Chairman/Chief Executive, for example chairing safety committee, undertaking safety tours, presenting safety awards etc?</i>
	<i>Hold staff meetings every <appropriate interval> and include SMS implementation/promotion of safety culture as a standing agenda item.</i>	<i>Have the staff meetings been held as planned? Have all staff attended at least <x%> of staff meetings?</i>
	<i>Record action items for all meetings, and ensure these are followed up, reviewed and closed when completed.</i>	<i>Have action items from all meetings been appropriately tracked?</i>
	<i>Seek opportunities for activities for safety promotion and for demonstrating commitment.</i>	<i>Have employees and interested parties participated in own or other organisations' safety promotion activities?</i>
	<i>Ensure that effective communication and feedback mechanisms are in place and used, especially between managers and staff.</i>	<i>What are the employees' opinions about the organisation's efforts to promote active reporting/safety culture?</i>

DOMAIN 2: Effective reporting systems

Aim

2.1 To enable data to be used effectively in setting and reviewing safety objectives.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
2.1.1 Encourage full and complete reporting of all accidents, incidents and potential hazards.	<i>Publish a statement of the organisation's reporting policy, endorsed by the Chief Executive / Accountable Manager, and emphasising just culture.</i>	<i>Do employees understand the organisation's reporting policy?</i>
	<i>Ensure all managers are aware of their personal responsibility and accountability for providing leadership to encourage full and complete reporting.</i>	<i>What examples can be given to demonstrate the individual manager's efforts to promote full and complete reporting/just culture?</i>
	<i>Review managers' job descriptions and objectives to reflect the need for full and complete reporting.</i>	<i>When was each manager's performance last reviewed in relation to achievement of reporting objectives?</i>
	<i>Ensure adequacy of training so that all employees at all levels understand how and when they should submit reports.</i>	<i>Do submitted reports properly reflect the whole spectrum of the organisation's activities and the full range of incidents and near misses that would be expected?</i>
	<i>Liaise with external service providers and contractors, to achieve compatibility in the reporting of faults and errors etc.</i>	<i>Do the procedures for co-ordination with external service providers and contractors address the reporting of faults and errors etc?</i>
	<i>Develop an incentives scheme to improve the quality of reporting/investigation, and to increase the number of near misses reported.</i>	<i>Has the organisation made systematic efforts to acknowledge (and reward?) examples of improved reporting standards?</i>
	<i>Provide tangible responses to improve the quality of reporting/investigation, and to increase the number of near misses reported.</i>	<i>Does the organisation consistently respond, act upon and provide feedback for reports received, particularly when they do not accord with the management view?</i>

	<i>Engage the involvement of the Chairman/Chief Executive to give prominent endorsement for promoting just culture/safety culture.</i>	<i>How many times have opportunities been taken to involve the Chairman/Chief Executive, for example chairing safety committee, undertaking safety tours, presenting safety awards etc?</i>
	<i>Find out if efforts have been effective towards improving the range and quality of reports being made.</i>	<i>What are the employees' opinions about the organisation's efforts to encourage full and complete reporting of all accidents, incidents and potential hazards?</i>

Aim

2.1 To enable data to be used effectively in setting and reviewing safety objectives.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
2.1.2 Encourage development of systems / databases for storage, and the investigation and follow-up of reports and information.	<i>Find out what the storage/tracking system needs to be able to do.</i>	<i>Has the functionality of the report storage and tracking system been defined?</i>
	<i>Consider the need for compatibility with other relevant systems/databases.</i>	<i>Is the database compatible with other relevant databases?</i>
	<i>Ensure that reports are verified (i.e. checking the facts) and followed up appropriately, and closed on completion of any necessary investigation.</i>	<i>Have personnel followed the procedures for verification and follow-up and closure for reports and information received?</i>
	<i>Convey confidence that the purpose of investigation and follow-up is to maximise the potential safety benefits.</i>	<i>Do employees believe assurances regarding the data that is retained and how it will be used?</i>

Aim

2.1 To enable data to be used effectively in setting and reviewing safety objectives.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
2.1.3 Ensure that results of analysis and trend identification are used.	<i>Generate baseline data to enable future safety performance indicators (SPI) and safety performance targets (SPT) to be devised.</i>	<i>Have managers been made accountable for activities designed to gather suitable baseline data, e.g. per x movements, per hour of business, per day/week/month year, in relation to what it should have been etc?</i>
	<i>Analyse trends and present the results for review by safety committee/senior management every <appropriate interval>.</i>	<i>Has analysis been undertaken and trends presented for review every <appropriate interval>?</i>
	<i>Maintain safety risk register and propose changes to the organisation's safety risk profile.</i>	<i>Have changes to the safety risk register been used for maintaining the organisation's safety risk profile up to date?</i>
	<i>Review and propose amendments to the organisation's safety objectives in light of trend analysis and the changing safety risk profile.</i>	<i>Have the organisation's safety objectives been reviewed and amended taking into account the available evidence?</i>
	<i>Promulgate information to reduce the incidence of repeat accidents and incidents.</i>	<i>Has information that could reduce the incidence of repeat accidents and incidents been effectively promulgated as soon as it became available?</i>

DOMAIN 3: Aerodrome safety and air traffic services (ATS)

Aim

3.1 To improve safety in the aerodrome environment.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.1.1 Mitigate risks from obstacles / terrain on runway approach / extended centreline at Gibraltar Airport.	<i>Conduct a survey and chart relevant obstacles/terrain.</i>	<i>Has the obstacle/terrain survey been completed and charts produced?</i>
	<i>Review the obstacle/terrain survey <annually>.</i>	<i>Are the survey results/charts up to date?</i>
	<i>Liaise with other interested parties and arrange for increased conspicuity / obstruction lights to be installed where identified by the survey.</i>	<i>Are significant obstructions appropriately conspicuous / lit?</i>
	<i>Arrange for obstacles to be removed where possible.</i>	<i>Has the hazard been eliminated?</i>
	<i>Promulgate appropriate and up to date information in relation to any particular obstacles / terrain identified as presenting particular risks.</i>	<i>Has up to date information been appropriately promulgated for any obstacles / terrain identified as presenting particular risks?</i>

Aim

3.1 To improve safety in the aerodrome environment.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.1.2 Minimise the risks associated with operations at Gibraltar Airport.	<i>Require prior permission for use of the aerodrome (PPR).</i>	<i>Is there sufficient information regarding the airport hazards provided to operators intending to operate into the airport?</i>
	<i>Restrict operations according to defined criteria.</i>	<i>Have the criteria been defined for particular operators, by aircraft type etc?</i>
	<i>Check runway dimensions and markings.</i>	<i>Are runway markings correct and accurate; and are they adequate?</i>
	<i>Monitor runway surface condition and availability of runway end safety areas (RESAs) every <appropriate interval>.</i>	<i>Has runway surface information been passed for all aircraft movements?</i>
	<i>Ensure adequate surface wind indication and information passed to pilots.</i>	<i>Has surface wind information been passed for all aircraft movements?</i>
	<i>Ensure operators are aware of the need to ensure aircraft performance will be adequate to enable safe operations.</i>	<i>Is the need for short runway operations procedures and training made clear in PPR information/brief?</i>

Aim

3.1 To improve safety in the aerodrome environment.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.1.3 Reduce / eliminate incidence of runway incursions.	<i>Check complete visibility of aerodrome manoeuvring area from control tower.</i>	<i>Is the control tower adequately sited?</i>
	<i>Check that marking of runway stop bars etc is correct: by day and night.</i>	<i>Does marking of runway stop bars etc conform to the requirements?</i>
	<i>Ensure that runway stop bars etc inspected <twice daily>.</i>	<i>Are there adequate records of inspections of runway stop bars etc?</i>
	<i>Record incidence of runway incursions including incidents that nearly happened.</i>	<i>Are the arrangements for monitoring and gathering this data being used?</i>
	<i>Identify runway hotspots (places where incursions may be more likely) and ensure these are marked on aerodrome maps.</i>	<i>Are runway hotspots clearly identified on aerodrome maps?</i>
	<i>Develop a plan to eliminate / mitigate runway hotspots.</i>	<i>Does the plan for eliminating / mitigating runway hotspots identify who will do what, and does it provide timescales?</i>
	<i>Ensure that all drivers have received appropriate training prior to driving airside.</i>	<i>Is there available a list of all drivers holding valid airside driving permit?</i>
	<i>Ensure that formal procedures and briefing are in place for vehicle drivers, and aerodrome maps provided.</i>	<i>Have all airside drivers received appropriate briefing prior to driving airside and at the intervals specified in the procedure?</i>
	<i>Monitor carriage of aerodrome maps in every vehicle every <appropriate interval>.</i>	<i>Are there adequate records of checks made on vehicles used on the aerodrome?</i>
	<i>Provide publicity regarding dangers of runway incursion.</i>	<i>Are the dangers of runway incursion appropriately publicised?</i>
	<i>Ensure controllers understand the importance of clear, unambiguous clearance instructions from ATC, including correct readback.</i>	<i>Is clarity of clearances included in all controllers' competence checks?</i>

Aim

3.1 To improve safety in the aerodrome environment.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.1.4 Improve safeguarding of aerodrome protected surfaces and areas.	<i>Produce an aerodrome safeguarding procedure.</i>	<i>Do personnel understand the procedure and is it being used?</i>
	<i>Conduct safeguarding surveys every <appropriate interval>.</i>	<i>Have safeguarding surveys been carried out at the specified intervals?</i>
	<i>Ensure safeguarding survey reports are presented for senior management review.</i>	<i>Have safeguarding survey reports been presented for senior management review?</i>
	<i>Liaise with government / local planning department and agree co-ordination arrangements.</i>	<i>Have suitable co-ordination arrangements been agreed by all interested parties?</i>
	<i>Liaise with Attorney General and airport regulator, as appropriate, to ensure legal process is in place to ensure safeguarding.</i>	<i>Are the necessary legal arrangements in place to enable effective aerodrome safeguarding?</i>

Aim

3.2 To improve physical infrastructure at Gibraltar Civil Airport.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.2.1 Reduce/eliminate cases of dilapidation and disrepair at Gibraltar Civil Airport.	<i>Monitor condition of buildings, facilities and equipment every <appropriate interval>.</i>	<i>Is condition of infrastructure monitored / inspected at appropriate intervals?</i>
	<i>Ensure that formal arrangements are in place for maintenance / replacement of the fabric of buildings, facilities and equipment.</i>	<i>Are there formal arrangements for maintenance / replacement of the fabric of buildings, facilities and equipment?</i>
	<i>Require / encourage reports of all damage and / or deterioration through company reporting schemes.</i>	<i>Is all damage and / or deterioration being reported?</i>
	<i>Ensure reports are presented for senior management review.</i>	<i>Have reports been presented for senior management review?</i>

Aim

3.2 To improve physical infrastructure at airports / ATS units.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.2.2 Ensure ATC equipment is suitable and remains functional.	<i>Ensure that formal arrangements are in place for replacement and maintenance of ATC and other technical equipment.</i>	<i>Is there a plan in place for the replacement and maintenance of ATC and other technical equipment?</i>
	<i>Review, with safety in mind, all proposed new equipment acquisitions and related procedures</i>	<i>Have all new equipment acquisitions been subject to appropriate change management processes under the organisation's SMS?</i>
	<i>Define the competencies required for maintenance staff / contractors and ensure that only competent persons / organisations are employed.</i>	<i>Have all persons / organisations engaged to do maintenance work met the defined competencies?</i>

Aim

3.3 To mitigate the consequences of communication failure in air traffic control (ATC).

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.3.1 To ensure continued safe operations when communication is lost with aircraft at a critical stage of approach/missed approach.	<i>Ensure availability of a serviceable signal lamp.</i>	<i>Do ATC personnel know who is responsible for ensuring that the signal lamp is available and that it works? Have daily checks included serviceability of the signal lamp?</i>
	<i>Ensure ATC personnel understand the correct procedures and lamp signals etc to be used if radio communications are lost.</i>	<i>Do the controllers know and understand the procedures and lamp signals etc to be used if radio communications are lost?</i>
	<i>Practise communications failure procedures, by prior arrangement, every <x months>.</i>	<i>Have communications failure procedures been practised every <x months> as planned?</i>

Aim

3.3 To mitigate the consequences of communication failure in air traffic control (ATC).

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.3.2 To reduce the incidence of loss of separation due to lack of communications.	<i>Ensure that controllers have received appropriate and effective training in radio communications failure procedures.</i>	<i>Are loss of communications procedures and procedures to avoid separation loss included in controllers' competence checks?</i>
	<i>Include checks of communications failure procedure in SMS internal monitoring not less than every <appropriate interval>.</i>	<i>Have checks of communications failure procedure been made during SMS internal monitoring at the specified intervals?</i>

Aim

3.3 To mitigate the consequences of communication failure in air traffic control (ATC).

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
3.3.3 Ensure the ability to provide a safe air traffic service when telephone communication with adjacent unit(s) is lost.	<i>Liaise with adjacent unit(s) to check/update local procedures for using aircraft relay / alternative landline communications when telephone communication is lost.</i>	<i>Are local procedures up to date and co-ordinated with adjacent unit(s)?</i>
	<i>Ensure ATC personnel understand the local procedures for alternative communications with adjacent unit(s) when telephone communication is lost.</i>	<i>Do the controllers know and understand the procedures to cope with loss of telephone communication?</i>
	<i>Ensure daily checks include serviceability of any back-up equipment.</i>	<i>Have instances of unserviceabilities been reported and rectified?</i>
	<i>Run exercises every <appropriate interval> to test validity of loss of communications procedures and effectiveness of training.</i>	<i>Have results of loss of communications exercises been documented and used to test the validity of the procedures and effectiveness of training?</i>

DOMAIN 4: Emergency preparedness (includes emergency response plans and continuity planning)

Aim

4.1 To ensure preparedness for different emergency scenarios.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
4.1.1 Ensure safety of operations during emergency response.	<i>Conduct a brainstorming exercise to identify possible emergency scenarios.</i>	<i>Is there a list of the possible emergency scenarios to provide a basis for planning?</i>
	<i>Liaise with government / local disaster management department and other relevant parties and agree co-ordination arrangements.</i>	<i>Have suitable co-ordination arrangements been agreed by the interested parties?</i>
	<i>Ensure that emergency response planning is designed to address the various possible scenarios.</i>	<i>Does the organisation's emergency response plan provide practical guidance that will be useful for the personnel who may have to deal with different emergency situations?</i>
	<i>Identify minimum infrastructure for safe operation during emergency situations (facilities, runway, radio, fire/rescue etc).</i>	<i>Has minimum infrastructure for safe operation been identified for different emergency situations?</i>
	<i>Develop / revise emergency response plan for own organisation/location, including checklists, to maintain safety of operations during emergency response.</i>	<i>Does the emergency response plan address the designation of authority and the assignment of responsibilities? Is the current emergency response plan compatible with government / local contingency plans, including the aviation security plan?</i>
	<i>Promulgate emergency response plan in SMS and to all relevant parties.</i>	<i>Are there up to date copies of the emergency response plan and checklists available at the locations where these will be needed?</i>
	<i>Ensure appropriate emergency training is included in training plans for all employees.</i>	<i>Have all employees received the planned training? Do staff understand the emergency response plan as relevant to their role and/or location where they are working?</i>

	<i>Conduct a disaster/emergency exercise by <date> and then not less than every <appropriate interval>.</i>	<i>Have the disaster / emergency exercises been carried out at the specified intervals?</i>
	<i>Develop and implement a <4 year> programme of disaster / emergency exercises to cover the various scenarios.</i>	<i>Has a programme of exercises been implemented, covering the different possible scenarios?</i>
	<i>Hold immediate post exercise debriefs, and thorough debrief within <x weeks> of each exercise.</i>	<i>Are the findings from the emergency exercise debriefs documented and made available for review of emergency planning and training?</i>
	<i>Ensure emergency response plans are reviewed and revised in light of experience gained.</i>	<i>Have results of disaster/emergency exercises been used to ensure the validity of the plans and effectiveness of training?</i>

Aim

4.1 To ensure preparedness for different emergency scenarios.

Objective	Activity to meet objective (tasks for managers)	Monitoring questions
4.1.2 Maintain safety of operations during the recovery phase following an emergency.	<i>Identify minimum infrastructure for safe continuation of operations (facilities, runway, radio, fire/rescue, maintenance etc).</i>	<i>Has minimum infrastructure for safe continuation of operations been identified?</i>
	<i>Establish minimum staffing levels for continued safe operations (numbers, skills etc).</i>	<i>Have minimum staffing levels been identified?</i>
	<i>Develop a plan for operations to support relief needs in an emergency.</i>	<i>Does the plan for supporting relief needs in an emergency address the designation of authority and the assignment of responsibilities?</i>
	<i>Develop a contingency plan including, e.g. reducing levels of activity, liaison with the public health authority; and handling of communications.</i>	<i>Is the plan for provision of a safe service e.g. with reduced staffing levels compatible with government/local contingency plans?</i>
	<i>Draw up a list of contact details for all personnel and for obtaining staffing support and/or use of alternative arrangements, by <date> and then review at least <annually>.</i>	<i>Is the list of contact details included in the plan and identifiable as being up to date?</i>

Incorporate with the emergency response plan as part of the SMS and promulgate to all relevant parties.

Has the plan for operations during the recovery phase following an emergency and/or with reduced staffing levels been incorporated with the emergency response plan and made available at the locations where it will be needed?