

ORKNEY

ISLANDS COUNCIL

AIRFIELD SAFETY MANAGEMENT MANUAL

Dated: 24 September 2018
Version: 2.4

Produced by: Airfield Superintendent

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Foreword

The Orkney Islands Council (OIC) airports operation supports the lifeline service for a large number of people living in the northern isles. In terms of aviation safety my responsibilities, which are yours too, are to ensure that any of the risks associated with this activity are managed As Low As Reasonably Practicable (ALARP) and tolerable. A positive Safety Culture requires consistent and persistent effort, but it is fundamental to operations that we nurture and encourage in our colleagues a safety habit that will endure. To achieve that, we need to be flexible and alert to fostering an informed and engaged safety culture and by sensible risk management. The OIC Airfield Safety Management System (ASMS) is not about the avoidance of risk at all costs. It is accepted practice that such a scenario could not reasonably be expected to be achieved by the Council, it is targeted at managing risk and mitigating it to acceptable levels. Rescue and Fire Fighting can never be risk free, but we should only expose our RFF crews to managed risk so that they may become risk aware.

The Civil Aviation Authority (CAA) gives a clear structure of Air Safety accountability, ensuring that Accountable Managers are provided with the reliable advice needed to make informed decisions about identifiable risk.

A cornerstone of this system is to generate a culture within which individuals feel that they can question and feel that any contribution, no matter how trivial it may seem, is valued and appraised.

Malcolm Parsons

Airfield Superintendent

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OIC SAFETY POLICY AND OBJECTIVES

1 Introduction

- 1.1 OIC operates six aerodromes on the northern isles of Eday, North Ronaldsay, Papa Westray, Sanday, Stronsay and Westray.

2 Safety Priority

- 2.1 **Priorities.** The prime aim of OIC activities as approved by Council in February 2015 through its Airfield Strategy is the safe delivery of aerodrome facilities. Additionally OIC will train and standardise all RFF crews engaged in this activity to ensure that safety and standards are as high as can be practically achieved. All of this activity is directed by the OIC ASMS and founded on the principals contained under the Health and Safety at Work Act 1974 and regulations made thereunder. If these activities cannot be carried out in a manner that our laws and society consider safe, then it must not take place. Consequently, perceived risks must be identified and then managed to be ALARP, and considered to be at least tolerable. This risk analysis can only be conducted by a competent and Suitably Qualified and Experienced Person (SQEP). To advocate the OIC Air Safety objectives, there should be a drive to consistently apply a generative and participatory safety culture.

3 Safety Objectives

- 3.1 **Objectives.** Air Safety is the state of freedom from unacceptable risk of injury to persons, or damage to property throughout the operation of the aerodromes.
- 3.2 **The OIC Safety Objective is to maintain a 100% safety record in all matters directly under our control.**
- 3.3 Additionally all aerodromes should be operated in accordance with the CAA regulations.

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4 Safety Management Policy Part 1A

4.1 Orkney Islands Council recognises and accepts its responsibility to ensure, as far as is reasonably practicable, that the aerodrome is safe for use by aircraft. This policy is endorsed by the Airfield Strategy (February 2014) and will also provide for a safe working environment for all employees and others whilst on the airfield premises.

4.2 General statement of policy concerning aircraft operations

Safety is a prime consideration at all times within Orkney Islands Council.

As the Accountable Manager it is my responsibility to ensure the safety of all our operations and services.

I will ensure that adequate resources and training are provided to manage safety effectively.

We encourage all our staff and stakeholders to report safety events or potential hazards however insignificant they may consider them at the time.

We have an open reporting culture that encourages free and frank reporting through a just culture.

We strive to achieve:

- An accident free environment
- An effective safety management system and continuous improvement
- Full compliance with the statutory national and international regulations that apply to us

Safety is everyone's responsibility. I am personally committed to championing the issue across the D&I Service responsibilities, including Airfields Operations and will support all staff in attending to this policy objective.

Signed

Gavin Barr
Executive Director Development and Infrastructure

SECTION 1**5 General statement of safety policy to employees PART 1B**

- 5.1 Orkney Islands Council recognises and accepts its responsibility to provide, as far as is reasonably practicable, a safe working environment for all of its employees and to ensure their safety whilst on the airfield premises. The Airfield Strategy and Investment Plan which will be renewed on an annual basis confirms this commitment and will be the key policy mechanism for delivering any necessary changes to resource allocation etc.
- 5.2 Orkney Islands Council will meet the responsibility, so far as is reasonably practicable, by the provision and maintenance of the following:
- (a) Safe and appropriate plant, equipment and systems of work.
 - (b) Safe arrangements for the use, handling, storage and transport of articles and substances.
 - (c) Sufficient information, instruction, training and supervision to enable all employees to contribute positively to safety and health at work.
 - (d) A safe place of work and safe access to and from it.
 - (e) A healthy working environment.
 - (f) Effective arrangements for joint consultation on safety matters.

The above shall be regularly monitored and reviewed where necessary.

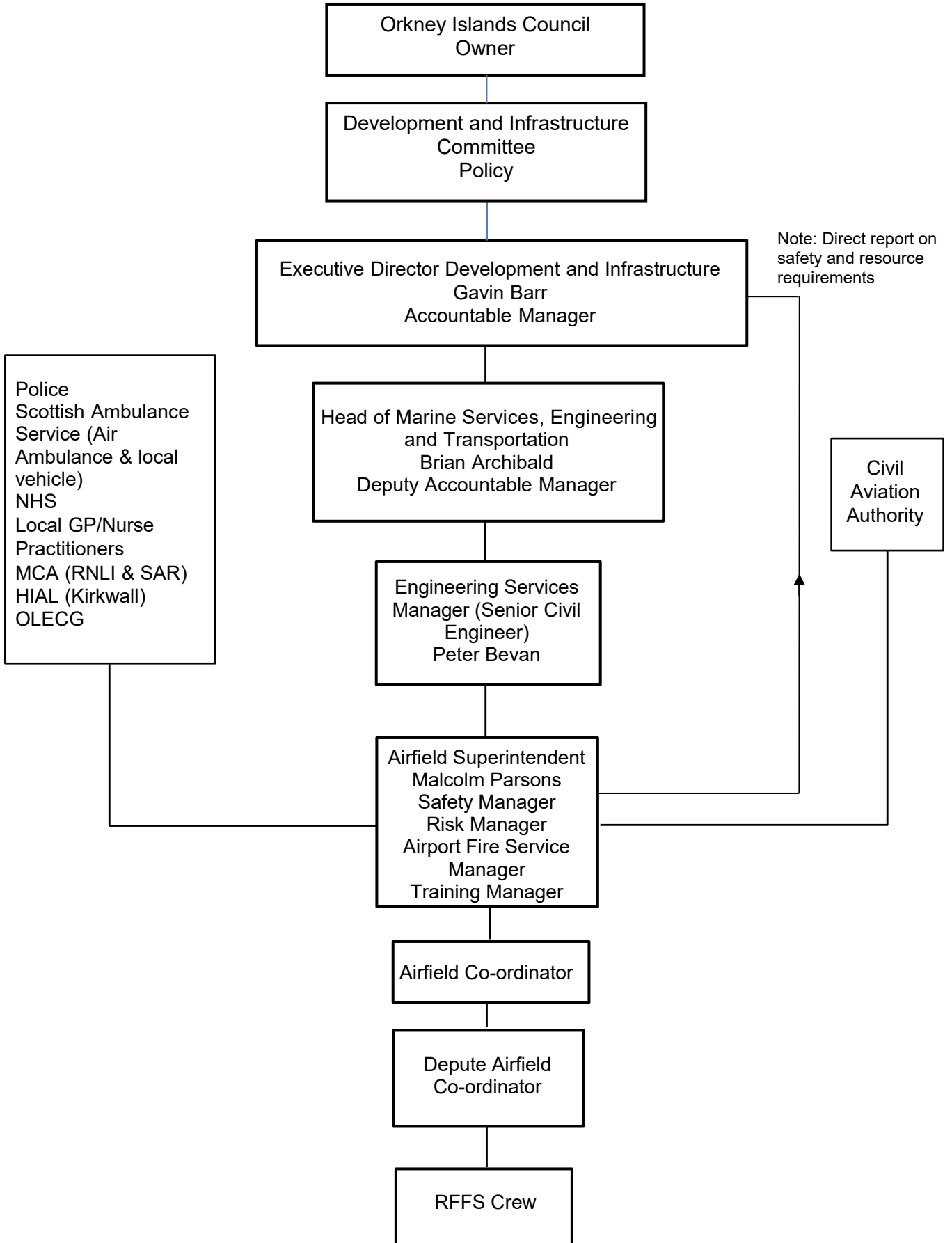
- 5.3 The ultimate responsibility for safety at work at the airfield rests with the Executive Director of Development and Infrastructure. However, all employees must play their part and shall conform to the policy and accept their responsibilities at all times and they are expected to do so. Day-to-day responsibility must rest with the Airfield Co-ordinator and their Depute.
- 5.4 It is a primary responsibility of managers and supervisors to ensure safe conditions of work. Orkney Islands Council will provide competent technical advice on safety matters, where this is found to be necessary, to the Airfield Co-ordinator to this end.
- 5.5 All employees with specific responsibilities for safety management must ensure that these responsibilities are adequately delegated in their absence.
- 5.6 Particular attention shall be paid to the following:-
- (a) Cleanliness and tidiness in work/rest areas.
 - (b) Written codes of safe working practice, including manufacturers' recommendations.
 - (c) Hazard identification and correction as necessary.
- 5.7 If any member of staff has any concerns regarding safety matters they are encouraged and expected to report these immediately to the co-ordinator, Airfield Superintendent or Executive Director. All matters will be given appropriate attention by the management, and feedback provided to the employee.

SECTION 1**6 General statement of safety policy (General Public) PART 1C**

- 6.1 Orkney Islands Council policy is to ensure, so far as is reasonably practicable, the safety of all users of the airport including contractors and their staff and general public whilst on the airfield premises.
- 6.2 Orkney Islands Council will meet this responsibility, so far as is reasonably practicable, by the following means:
- (a) The provision of a comprehensive information service so that passengers/visitors are not inadvertently subjected to safety hazards.
 - (b) The provision of adequate resources to ensure that passengers, including the aged and infirm, are processed through the airport terminal without risk or hazard.
 - (c) The maintenance of public areas in a safe condition.
 - (d) The maintenance of all equipment on which cargo and baggage may be conveyed, in an efficient and safe manner.
 - (e) Ensure that Public Liability insurance cover is maintained.
 - (f) Inform contractors, when engaged in construction/development projects, that they and their staff have a duty not to endanger the general public or themselves.
- 6.3 Orkney Islands Council will ensure that all officers and staff are informed of their responsibilities in respect of the safety of persons other than staff who use the airport.

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7 The following Organisational Structure is in place;



SECTION 1**ACCOUNTABLE MANAGERS****8 Accountable Managers**

- 8.1 Accountable Managers are legally accountable for the safe operation of the six northern isles aerodromes and have a Duty of Care for all personnel under their supervision.
- 8.2 The Accountable Manager is Gavin Barr.
- 8.3 The Deputy Accountable Manager is Brian Archibald.
- 8.4 The Engineering Services Manager is Peter Bevan.

9 Accountable Manager

- 9.1 Orkney Islands Council has delegated overall responsibility for its six aerodromes to Gavin Barr Executive Director Development and Infrastructure.

9.2 A General Responsibilities (for safety)

- a. The Executive Director of Development and Infrastructure is responsible for safety and accountable to the Orkney Islands Council and the regulatory authorities for the safe management of the operational services and systems planned, provided and operated at the airfield.

9.3 B Safety Accountabilities

- a. To ensure the airport's Airfield Strategy and Investment Plan is sufficiently resourced to enable the success of the Safety Policy and Management System.
- b. To take a leadership role in the airport's Safety Programme and ensure that safety does not become subordinate to financial matters.
- c. To appoint competent and 'safety conscious' managers and monitor their performance to ensure that safety is given a high priority within their training and development plans.
- d. To ensure that 'best practice' operational and engineering standards, rules and procedures are agreed and implemented.
- e. To ensure Elected Members are appropriately advised and instructed of all necessary Airfield Strategy and Investment issues associated with safety considerations.

10 Deputy Accountable Manager

- 10.1 The Executive Director has delegated responsibility to: Brian Archibald, Head of Marine Services, Engineering and Transportation for the following:-

10.2 A General Responsibilities (for safety)

- a. Budgetary control.
- b. Submitting regular reports to the Licensee.
- c. Seeing that the duties required under the licence and are carried out.

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- d. Submitting regular reports to the Regulatory Authorities and preparing for periodic audit.
- e. To provide Line Management for the Engineering Services Manager.

10.3 B Safety Accountabilities

- a. To ensure that 'best practice' operational and engineering standards, rules and procedures are agreed, implemented, monitored and recorded.
- b. To manage staff and resources to ensure compliance with, and maintenance of, airside safety standards and recommended practices in accordance with the requirements of the aerodrome and guidance contained in CAP 642.
- c. To prepare budget requests and financial reports to ensure the airport's Business Plan is sufficiently resourced to enable the success of the Safety Policy and Management System.
- d. To inform the Executive Director Development and Infrastructure of any safety concerns.
- e. To ensure that an adequate training plan is in place.
- f. To ensure that appropriate liaison and periodic review is in place with the main users of the airfield, principally the Public Service Obligation contract holder.

11 Engineering Services Manager

11.1 The Executive Director has delegated responsibility to: Peter Bevan, Engineering Services Manager for the following:-

11.2 A General Responsibilities (for safety)

- a. Budgetary management in consultation with the Head of Service.
- b. Preparing regular reports prior to submission to the Licensee.
- c. Ensuring that the duties required under the licence and are carried out.
- d. Preparing regular reports to the Regulatory Authorities and preparing for periodic audit.
- e. To provide Line Management for the Airfields Superintendent.

11.3 B Safety Accountabilities

- a. To implement 'best practice' operational and engineering standards, rules and procedures are agreed, implemented, monitored and recorded.
- b. To manage staff and resources to ensure compliance with, and maintenance of, airside safety standards and recommended practices in accordance with the requirements of the aerodrome and guidance contained in CAP 642.
- c. To prepare budget information and monitoring to ensure that the operation is operated within resource constraints and for highlighting to the Head of Service any matters where budget constraints prevent adherence to the airport's Airfield Strategy and

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Investment Plan or adherence to the success of the Safety Policy and Safety Management System.

- d. To inform the Head of Service of any safety concerns.
- e. To give oversight to the preparation of and the following of an adequate training plan.
- f. To undertake appropriate liaison and periodic reviews with the main users of the airfield, principally the Public Service Obligation contract holder.

12 Airfield Superintendent

12.1 The Executive Director has delegated responsibility to: M Parsons, Airfield Superintendent for the following:-

12.2 A General Responsibilities (for safety)

- a) Carry out the duties of the Airport Fire Service Manager.
- b) Carry out the duties of the Risk Manager.
- c) Carry out the duties of the Safety Manager.
- d) Carry out the duties of the Training Manager.
- e) Operating and maintaining the Airfield Safety Management System.
- f) Opening and closing the airfields.
- g) Opening and closing the grass runways.
- h) Keeping Records.
- i) Ordering of any works or emergency works necessary for airfield safety.
- j) Acting as Line Manager for all airfield co-ordinators and for recruitment of airfield staff.
- k) Operating a Maintenance Management System and Survey Programme for the airfields.
- l) Co-ordination of airfield operations and any construction works on the airfields.
- m) Organising NOTAM's.
- n) Filing MOR's with the CAA
- o) Arranging for contractors to carry out any remedial works.
- p) Arranging for pressure vessels to be tested as required.
- q) Training RFF crew, initially a 3 day course with theory and hot fire training using the hot fire training facility at Kirkwall Airport and issuing an initial fire fighters Certificate of Competence which will be valid for 4 years.
- r) Training RFF crew every 4 years as a refresher using the hot fire training facility at Kirkwall Airport, and issuing a renewal fire fighters Certificate of Competence which will be valid for 4 years.
- s) Training RFF crew twice a year using the hot fire training facility at Kirkwall Airport to maintain competence.
- t) Training RFF crew twice a year using wet drills.

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- u) Training RFF crew four times a year using dry runs.
- v) Organising the training of RFF crew in first aid. 1 day basic annually and a 2 day refresher every 3 years.
- w) Organising equipment and RFF supplies as required.

12.3 B Safety Accountabilities

- a. Carry out the duties of the Safety Manager.
- b. Carry out the duties of the Risk Manager.
- c. To manage staff and resources to ensure compliance with, and maintenance of, airside safety standards and recommended practices in accordance with the requirements of the aerodrome and guidance contained in CAP 642.
- d. To plan and lead a programme of single and multi agency training exercises across all airfields, in consultation with the Council's Emergency Planning and Civil Contingencies Team.
- e. To ensure the collection and recording of actions and checks undertaken prior to, during and after flight operations.
- f. To ensure that all training is up date for all staff likely to perform airfields duties.
- g. To ensure that airfield is materially safe.

13 APPOINTMENT OF KEY SAFETY POSTS

13.1 The organisational structure required to deliver the OIC ASMS is shown on page 5.

13.2 **Air Safety Posts.** The Airfield Superintendent is to: undertake the duties of the Safety Manager; Airport Fire Service Manager; Risk Manager; co-ordinate the Risk Register Review process; monitor and track issues arising from audits and LRST and Safety Group meetings.

13.3 **Succession Planning.** Whenever key Air Safety personnel are due to be replaced their nominated successor shall be approved by the Executive Director. As part of the handover process for Risk Managers, all risks managed by them should be identified in detail, reviewed, agreed and accepted.

14 DEPUTIES FOR AIR SAFETY POSTS.

14.1 If key OIC Air Safety managers will not be contactable during normal working hours to be determined by the SRB, deputies shall be nominated and a formal handover given.

15 CO-ORDINATORS AND STAFF COMMITMENT

15.1 All Co-ordinators are to ensure that personnel on their airfield play their part in meeting OIC Air Safety Objective.

15.2. All staff are expected and required to observe and act in a safe fashion, observing these and other operational policies and procedures as appropriate.

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16 AIR SAFETY MANAGEMENT MEETINGS.

- 16.1 **Safety Review Board** The safety review board (SRB) will be chaired by the Accountable Manager and will comprise the Executive Director Development and Infrastructure, Head of Marine Services, Engineering and Transportation, Engineering Services Manager and the Airfield Superintendent, it will meet every four months to review all safety related matters and the risk register. The Chair and Vice Chair of the Development and Infrastructure Committee will be invited to attend a briefing by the SRB in a non-operational role immediately after each SRB meeting.

The board will;

Give strategic direction.

It will also monitor;

Safety performance;

The overall effectiveness of the ASMS;

Oversee the biggest risks;

Ensure appropriate resources are allocated;

Give strategic direction to the Safety Action Group (SAG).

The board will report to the Development and Infrastructure Committee annually on Airfields Strategy, Investment planning and the minutes of the SRB and SAG.

- 16.2 **Safety Action Group** The Safety Action Group (SAG) will comprise the the Head of Marine Services, Engineering and Transportation, Engineering Services Manager and the Airfield Superintendent and will report to the SRB, it will meet every two months to review all safety related matters.

The group will;

Oversee operational safety;

Resolve identified risks;

Assess operational changes for impact on safety;

Implement corrective action plans;

Ensure corrective action is achieved.

- 16.3 **Airfield Safety Group.** The Safety Group will meet every three months and is organised to provide a forum for Loganair to meet and discuss safety issues of mutual interest, any emerging risks identified at these meetings will be elevated to the SRB/SAG for assessment and monitoring. The Airfield Superintendent shall ensure that the OIC and Loganair are adequately represented.

- 16.4 **Local Runway Safety Team Meetings (LRST).** Each airport shall hold monthly safety meetings. The Airfield Superintendent shall chair each meeting whenever possible. Any emerging risks identified at LRST meetings will be elevated to the SRB/SAG for assessment and monitoring. Minutes of meetings shall be sent to all Co-ordinators and Loganair's Senior Pilot.

17 POSITIVE CULTURE

- 17.1 **Safety Culture.** The crucial element that drives Air Safety is a Questioning Culture, which encourages scrutiny and eliminates complacency. All managers shall nurture a Questioning

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Culture within their area of responsibility. A positive Safety Culture cannot be enforced or directed: it must be accepted and contributed to by everyone in the ASMS. All personnel should be conversant with the need to meet their legal duty of care and moral responsibility to ensure that operations are conducted in as safe a manner as is reasonably practicable.

- 17.2 A Positive Safety Culture can only function in an organisation that has an **Informed Culture**¹, which comprises:
- a. **Just Culture:** errors and unsafe acts will not be punished if there is no intent, the James Reason culpability model used by the CAA has been adopted to establish when blame may be appropriate, see annex A.
 - b. **Reporting Culture:** OIC enables people to report safety concerns without fear of blame or punitive action.
 - c. **Flexible Culture:** OIC and its people are capable of adapting to changing demands within the complexities of the aviation environment.
 - d. **Learning Culture:** OIC learns from its mistakes and makes changes.
 - e. **Questioning Culture.** Fostering a Questioning Culture provides the defence against unchallenged practices. Questions contest assumptions, which can often lead to mistakes being made. At all stages it is vital to ask questions such as:

“What if?”

“Why?”

“Can you explain?”

“Can you show me or prove it?”

- 17.3 A Questioning Culture overlays the 4 sub-cultures to generate an effective Positive Safety Culture.

18 EMERGENCY RESPONSE PLANNING

- 18.1 All OIC airports are required to have a Multi Agency Response Plan that is compliant with the CAA CAP 168 and includes post-incident controls identified during Risk Assessment. Multi Agency Exercises will be carried out annually.

19 ASMS DOCUMENTATION

- 19.1 **Delivery.** The OIC ASMS is subordinate to the CAA AIP and is delivered through the Airfield Manual which must be up-to-date and available to those working at all OIC aerodromes.
- 19.2 **Knowledge.** The OIC Airfields Managers, Airfield Superintendent, Airfield Co-ordinators and all RFF crews are to read the OIC airfield manuals on appointment, yearly and on major reissue.
- 19.3 **Review of Documentation.** The Airfield Superintendent will review all documents at least annually. The Airfield Co-ordinators shall review their own documents annually or on the re-issue of the Airfield Manual.

¹ An Informed Culture is one in which an organisation collects and analyses relevant data and actively disseminates safety information and advice based upon that analysis.

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20 SYSTEM REVIEW

20.1 The SRB/SAG will review the ASMS annually and on change, all changes must be signed off by the Accountable Manager.

21 AVIATION DOCUMENTATION

21.1 **Required Reading.** It is the duty of all personnel who work on OIC airfields to ensure that they are fully conversant with all relevant documentation pertaining to the safe and effective operation of the aerodromes and that they conduct their activity in line with these documents.

21.2 **Record Keeping.** Record keeping is an essential component of the ASMS. Policy and guidance is given throughout the Airfield Manual regarding the keeping of all records regarding Air Safety, risk management, decisions, formal reports and technical instructions. OIC aims to provide an unambiguous auditable body of evidence which demonstrates accountability, responsibility and transparency. To this end all managers are to ensure that there is a mechanism in place to track personnel under their supervision and ensure that they are current to undertake any allotted task.

22 RETENTION OF DATA

22.1 As laid down by CAP 168, all records and data will be kept for a minimum of five years.

23 EVALUATION AND FEEDBACK OF DATA

23.1. The Airfield Superintendent is responsible for the evaluation and feedback of data.

SECTION 2

1 SAFETY RISK MANAGEMENT

- 1.1. **Regulation.** OIC risk management incorporates the CAA standardized Risk Register.
- 1.2 **Compliance and Guidance.** Details of Compliance and Guidance for Risk Management are given in CAP 760.
- 1.3 **Risk Ownership and Management.** The OIC airfield Risk Register articulates actual and sensibly perceived Single Risks that may pose a risk to the operation of the six north isle airports. The Accountable Manager and, where appropriate, the Deputy Accountable Manager are the Risk Owners for OIC airfield operations; they retain overall responsibility and accountability for those activities.
- 1.4 **Risk Manager.** The Risk Manager for airfield activities is the Airfield Superintendent (risk management is an integral part of his role). He/she is not permitted to accept risks on behalf of the Accountable Manager, who shall retain at all times overall responsibility and accountability for every Air Safety Risk in his/her area of responsibility.
- 1.5 **Airfield Risk Register.** The Airfield Risk Register (ARR) itemizes the Single Risks associated with risk to life during operations.
- 1.6 **Format.** The ARR conforms to the CAA format, see annex C.
- 1.7 **Risk Review.** The Airfield Superintendent monitors any information that may influence the ARR, the ARR is reviewed quarterly by the SRB and the SAG and medium/high risks are signed off by the accountable manager.
- 1.8 **Closure of Risks.** If a Single Risk no longer poses a credible risk to life, it should be marked as 'Closed', but kept on the RR. Retired Single Risks shall be reviewed annually to confirm whether the control measures are still applicable and effective.
- 1.9 **Hazard Identification.** Fundamental to effective hazard identification is alertness to common air safety hazards with the Self Assurance to apply the Positive and Questioning Safety Culture. All personnel involved in operation of the airfields should be encouraged to highlight to their management chain anything they perceive to be a potential hazard, using the safety report form, CONSR form and by telephone where appropriate.
- 1.10 **Hazards and Risk Assessment and Mitigation.** The Airfield Superintendent will consider potential hazards and frame them, if appropriate, into new or amended Single Risks for inclusion in the ARR. All evidence should be gathered and documented using the Hazard Log, the detailed processes for these aspects of risk management are given in CAP760. Initial assessment and mitigation will be undertaken by the Airfield Superintendent reporting to the SRB/SAG.
- 1.11 **Risk Elevation.** Significant emerging risks will be elevated to the Accountable Manager using the Safety Report Form.
- 1.12 **Risk Monitoring, Review and Audit.** We'll be undertaken by the SAG reporting to the SRB.

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2 REPORTING AND INVESTIGATION OF OCCURRENCES

- 2.1 **Reporting Process.** Reporting of incidents will be, in the first instance, to the Airfield Superintendent.
- 2.2 **CONSR.** Anyone who observes an occurrence which may have Air Safety implications may raise a Confidential Airport Safety Report (CONSR). While reports can be submitted on paper or electronically by the council's website, it aids the process if reports can be submitted by phone. Airfield Co-ordinators should actively encourage a culture where 'near misses' and potential hazards are highlighted by the submission of a CONSR such that the potential to become incidents in future might be identified and prevented.
- 2.3 **Safety Report Form** All members of staff have access to the Safety Report Form and are encouraged to use it to report all concerns, near misses and hazards to the Airfield Superintendent without fear of punitive action.
- 2.4 **Incident Investigation**
- Incident investigation will be undertaken by the Airfield Superintendent reporting to the SAG/CAA as appropriate.

SECTION 3

1 SAFETY ASSURANCE

- 1.1 **OIC Assurance.** The OIC assurance programme questions and reviews the differences and risks associated with all airfield activity. Assurance is provided to the Accountable Manager by the Airfield Superintendent. The conduct of audits, the implementation of recommendations made in reports and post-meeting actions will serve to improve safety. Those documents also form evidence to demonstrate that the airports are being operated safely. The Assurance plan for each airfield is laid out in the ASMM. There are 3 types of assurance: Self Assurance, Internal Assurance and External Assurance.
- 1.2 **Self Assurance.** OIC Self Assurance activities are delivered by the Airfield Superintendent conducting continual audit and assurance through internal Compliance Monitoring processes. This is practically achieved through the Co-ordinators and RFF crews.
- 1.3 **Internal Assurance.** The OIC Internal Assurance must include reports to provide documented feedback; its activities are:
- a Periodic RFF crew checks with The Airfield Superintendent.
 - b Assessment by the Airfield Superintendent.
 - c Flight Safety (FS) audits carried out by the Airfield Superintendent or nominated airfield staff.
 - d Safety Performance Indicators agreed by the SRB and monitored by the SAG, example at annex B.
 - e Six monthly reviews of the risk register by the Accountable Manager.
 - f Annual on-site visits by the Executive Director or the Head Marine Services, Engineering and Transportation, or the Engineering Services Manager and the Airfield Superintendent.
 - g Annual on-site engineering inspections by the Council's Lead Engineer and Airfield Superintendent.
- 1.4 **External Assurance.** A significant amount of documented external audit activity is performed by the CAA. Each meeting or visit is documented formally by a report.

2 MANAGEMENT OF CHANGE

- 2.1 **Overseeing Change.** Change can introduce new hazards or shift the risk of an existing hazard. Changes in operations, personnel, organisation and environment, training requirements, output standards, equipment, orders and regulations or policy must be assessed to ensure that they have no negative safety impact.

3 CONTINUOUS IMPROVEMENT

- 3.1 OIC is committed to the continuous improvement of the ASMS through two monthly reviews by the SRB and SAG.

4 SUGGESTIONS FOR IMPROVEMENT

- 4.1 Any suggested amendments should be sent to the Airfield Superintendent.

SECTION 4

1 SAFETY PROMOTION AND PERFORMANCE

- 1.1 **Training and education** All airfield staff, including Senior Management will receive basic ASMS training as laid down in the ASMS training Manual on appointment and refresher training annually. This will be recorded in the individuals Personal Training Record Book.
- 1.2 **Promoting Air Safety.** Dissemination of safety policy, procedures, occurrences, issues and lessons is necessary to raise Air Safety awareness and spread good practice throughout OIC. As with all aspects of operational effectiveness, communication is essential.
- 1.3 **Publicity.** A vigorous Air Safety publicity programme is an essential element of the OIC ASMS. Widespread publicity of accidents and incidents and the lessons learned from them is vital in order to elevate awareness and prevent reoccurrences.
- 1.4 **Feedback of Actions.** The feedback and promulgation of safety-related lessons is an important part of our drive for an Informed Culture. Feedback is addressed largely through publicity, and LRST Meetings. However, equally important is the feedback to the authors of reports and the actions taken in response to their submission.
- 1.5 **Minutes of Meetings.** Secretaries of all meetings that have Air Safety content are to ensure that copies of the minutes or Record of Decisions are distributed to all interested parties as determined by the SRB even if they did not have a representative at that meeting.

2 SAFETY TARGETS

- 2.1 **The OIC Safety Target is to maintain a 100% safety record in all matters directly under its control.**

Gavin Barr
Executive Director
Development and Infrastructure

Brian Archibald
Head of Marine Services, Engineering
and Transportation

Peter Bevan
Engineering Services Manager

Malcolm Parsons
Airfield Superintendent

Appendices

- Annex A OIC Safety Performance Indicators
- Annex B James Reason - Culpability Model
- Annex C ARR Example

ANNEX A

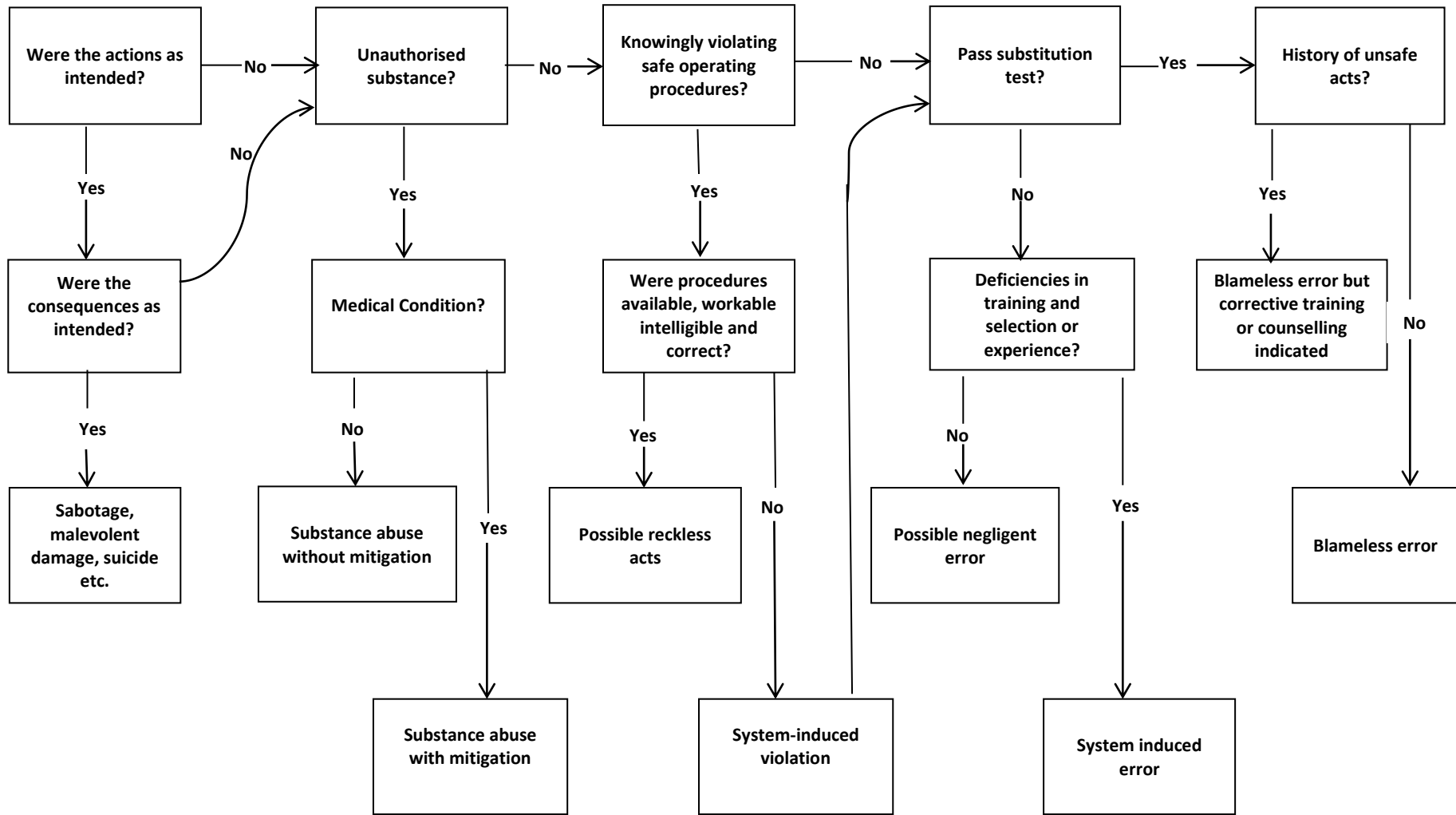
OIC Safety Performance Indicators Eday Airport

Performance Indicator	Objectives	Performance											
		1	2	3	4	5	6	7	8	9	10	11	12
		Qtr1			Qtr2			Qtr3			Qtr4		
Number of MORs	3 or less												
Number of Category 2 findings per CAA audit	2 or less												
Number of birdstrikes	0												
Number of Management Safety Inspections	1												
Number of runway incursions	1 or less												
Number of LRST meetings	9 or more												
Number of Multi Agency Exercises	1												
Number of Hot fire training exercises	2												
Number of hazard / safety reports	6 or more												
Number of safety surveys	1												
Number of Engineering Inspections	1												
Common to all airfields													
Number of safety review board meetings	3												
Safety committee attendance of key personnel	Min 75%												
Number of safety action group meetings	6												
Safety committee attendance of key personnel	Min 66%												
Number of airfield safety group meetings	4												
Number of safety newsletters issued	2												

29 Sep 16

ANNEX B

JAMES REASON – CULPABILITY MODEL



ANNEX C

Airfield Risk Register

Assessor: M Parsons, Airfield Superintendent

Location: North Ronaldsay

Assessment Subject/Activity:

Assessment Undertaken: 28 January 2016

Assessment Review Date: February 2017

Significant Seven/Fire

A	B	C	D	E	F	G	H	I	J	K	L	M
Group Risk Number	Risk Title (Hazard)	Detailed Description (Summary of Risk)	Effect	Likelihood	Severity	Risk Level	Management and Mitigation Strategies and Controls to Achieve ALARP State	Likelihood Post Mitigation	Severity Post Mitigation	Risk Level Post Mitigation	Next Review Date	Closure Date and Reference
1	Fire in the airport terminal building.	There is a risk that fire could break out in the terminal building.	Death or serious injury, damage to property.	2	4	R	Airport staff training, good housekeeping PAT testing, on site AFS.	2	4	R	01-Feb-17	
2	Fire in the fire station.	There is a risk that fire could break out in the fire station.	Death or serious injury, damage to property.	2	4	U	Airport staff training, good housekeeping PAT testing	2	4	R	01-Feb-17	

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ANNEX C

Severity Table:

SEVERITY OF CONSEQUENCES		
Aviation definition	Meaning	Value
Catastrophic	Results in an accident, death or equipment destroyed	5
Hazardous	Serious injury or major equipment damage	4
Major	Serious incident or injury	3
Minor	Results in a minor incident	2
Negligible	Nuisance of little consequence	1

Likelihood Table:

LIKELIHOOD OF OCCURRENCE		
Qualitative definition	Meaning	Value
Frequent	Likely to occur many times (has occurred frequently)	5
Occasional	Likely to occur sometimes (has occurred infrequently)	4
Remote	Unlikely to occur but possible (has occurred rarely)	3
Improbable	Very unlikely to occur (not known to have occurred)	2
Extremely improbable	Almost inconceivable that the event will occur	1

Risk Tolerability Table:

Risk Likelihood	Risk Severity				
	Catastrophic 5	Hazardous 4	Major 3	Minor 2	Negligible 1
Frequent 5	Unacceptable	Unacceptable	Unacceptable	Review	Review
Occasional 4	Unacceptable	Unacceptable	Review	Review	Review
Remote 3	Unacceptable	Review	Review	Review	Acceptable
Improbable 2	Review	Review	Review	Acceptable	Acceptable
Extremely improbable 1	Review	Acceptable	Acceptable	Acceptable	Acceptable

UNACCEPTABLE: The risk is unacceptable and major mitigation measures are required to reduce the level of risk to as low as reasonably practicable.

REVIEW: The level of risk is of concern and mitigation measures are required to reduce the level of risk to as low as reasonably practicable. Where further risk reduction/mitigation is not practical or viable, the risk may be accepted, provided that the risk is understood and has the endorsement of the Accountable Manager.

ACCEPTABLE: Risk is considered acceptable but should be reviewed if it reoccurs or changes that affect the risk are made.