



## Information Article

# AIRPORT EMERGENCY PLAN

A 'Snapshot' for **Aircraft** Operators and **Ground Handling** Agents (and similar)

Relevance: Airline / GHA etc. - Crisis Response - **Working with the 'Accident Airport'**



Note - the **full** version (Volumes **1** & **2B**) of the **actual airport emergency plan** guideline document (upon which this info article's text has been based) are separate documents - both from each other and also from this 'Info Article' snapshot. These full versions can be found at / via:

<https://aviationemergencyresponseplan.com/wp-content/uploads/Guideline-AEP-Volume-1.pdf>

<https://aviationemergencyresponseplan.com/wp-content/uploads/Guideline-AEP-Volume-2B.pdf>





**Note 1** - This info article provides (to **aircraft operators** [airlines etc.] and similar [e.g. airline **Ground Handling Agents**]) a **very** brief 'snapshot' of the (generic but typical) **Airport Emergency Plan (AEP)** - in order for them (airline / GHA) to better understand the required integrations of their own emergency response plans (ERP - and more specifically airline and GHA **Station / Destination Airport** ERPs) with those of any associated **airport** (AEP) - at (to / from) which they operate / serve etc.

Airlines, GHAs etc. should be aware that provision / operation etc. of an **AEP** is typically a statutory / regulatory requirement for commercial airports. (Note: In contrast, the same did not apply [until relatively recently] to commercial **airlines** etc. re **their own emergency response plans [ERP]** - although this is now in the process of becoming so [driven by the associated requirements of ICAO's 'Safety Management System - SMS']. GHAs will, likewise, also need to account for the latter)

In principle, aircraft operator (airline etc) ERPs for each of their destination airports **MUST** be based on the **associated** (specific destination airport) **AEP** (and not the other way around!). Same applies accordingly to GHA ERPs representing such aircraft operators at said airport(s)

**Note 2** - **This** info article is based on our **real** (full sized) **airport** guideline (2 separate document[s]) for **AEP** preparation at a typical (but fictional) major, international airport

Whilst said guideline comprises around 750 pages (i.e. Volumes **1 and 2B**) in total - this 'snapshot' (you are reading it right now) represents only around 10% of the latter 2 Vols i.e. essentially a condensed version of the 'introduction' section (of said Vol 1) only

However, it (this snapshot) **does** provide an overview of the main points which an aircraft operator, GHA etc. needs to be aware of re **AIRPORT** emergency planning - and how they might better integrate their own, associated plans with that of the airports which they serve / operate (to / from)

Note that **this snapshot's page numbering, cross-referencing** etc. matches the associated pages (only) / page numbers of the same content found in its full-sized counterpart (AEP Vol 1)

However, in order to accomplish the latter we needed to insert herein a certain number of 'deliberately blank' pages. The 'interested' reader should account for this accordingly - as appropriate. Furthermore, **this** snapshot concludes / finishes on page 77 - whereas its 'full-sized' counterpart continues to **its own** (equivalent) final page 204

**Note 3** - **Terms** and **abbreviations** used in this document are typically **generic** i.e. not specific to any airport, airline etc.

Whilst many will be the same / similar to actual terms etc. in use - the 'generic' use and nature of same herein, should be remembered and accounted for accordingly





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XYZ International Airport (XIA)

## Airport Emergency Plan

### VOLUME 1

#### GENERAL REFERENCE, EXPLANATORY and BACKGROUND MATERIAL

#### Important Note

Reminder: Volumes **2A** & **2B** of this AEP are *separate* documents - both from each other - and also being separate from this Volume **1** (*which [the latter] you are reading right now*)

#### FROM ICAO

The objectives of **airport** emergency planning are to anticipate the effects that an associated emergency / crisis etc. might have on associated life, property, airport ops etc.

Thereafter, to prepare appropriate courses of action (plans; resources etc.) to minimise / mitigate such effects, particularly with respect to the saving of life; prevention and / or mitigation of injury; limitation of damage; continuity of operations; maintenance of brand / image / reputation etc.

Provision of a comprehensive, fit for purpose and frequently trained for / practised / exercised **AEP** - developed and maintained in consultation with all associated / relevant airport users and responsible agencies (both on and off-airport), is thus essential

Note: International Civil Aviation Organisation (ICAO) historical surveys indicate that in **most** aircraft accidents on or near airports, **the majority of aircraft occupants survive**

Note: In the United Kingdom, Ireland, the United Arab Emirates, Oman (and perhaps a small number of other countries) the equivalent of this **AEP Volume 1** document may be known as '**Emergency ORDERS**'. For more details re the latter (as it applies in **UK**), follow the link below - and review Chapter 9, paragraphs 9.32 to 9.38

<https://publicapps.caa.co.uk/modalapplication.aspx?catid=1&pagetype=65&appid=11&mode=detail&id=6114>







## AEP - DOCUMENT LAYOUT, USE and CONCEPT of OPERATION etc

The 'entire' guideline AEP (comprising [separate] Volumes **1**, **2A** and **2B** when taken together) relates to the most common crises, aircraft related or otherwise, anticipated to occur at or in the vicinity of XYZ International Airport (XIA)

It also provides (documents) typical **on-airport** 'responses' to such crises - together with suggested responses for selected organisations in the **surrounding community** - the latter typically being expected to assist XIA during its emergency planning preparations / actual response operations (including pre-planning, implementation and actual [real or exercise] response)

Such 'responses' are typically (but not exclusively) facilitated by use of specifically prepared (+ trained and exercised) **checklists**. (Such checklists make up the **vast majority** of [separate documents] Volumes **2A** and **2B** of this AEP [reminder - the document **which you are reading right now** is AEP Volume **1**])

Further to the above, this guideline AEP has been split into **two** volumes:

The Volume **1** element of this AEP (i.e. **the document which you are reading right now**) contains general reference, background and explanatory material - **plus the small number of suggested crisis response ops which are** (exceptionally) **not presented in checklist format** herein. Some examples of the latter are:

- Fuel Spills
- Dangerous Goods Crisis
- Public Health Crisis

In contrast and to re-iterate, the Volumes **2A** and **2B** elements of this AEP guideline (Reminder - Vols 2A and 2B are separate documents - both from each other and also from this AEP Volume **1**) generally contain crisis response related **checklists only**

The intended purpose of the above AEP document split is for appropriate persons to use the information in Volume **1** to **PRE-ACQUIRE** the general / background knowledge and resources necessary to respond effectively, efficiently and expeditiously to the various crises anticipated - with the appropriate, associated **checklists** (contained in [separate documents] Volumes **2A** and **2B**) then being used to provide guidance in / to the actual crisis response '**on the day**'

Practical (suggested) use of the XIA AEP will, therefore, require **all** potential users to become **fully familiar** with **all** of the information contained in Volume **1** as part of the overall **pre-preparation** for crisis response at or in the local area of XIA i.e. **BEFORE** any such crisis occurs. It is expected that the latter will be achieved by a process of self-study, training and testing (exercising) - typically being (for the latter two) on an initial and recurrent time basis

Once the required level of Volume **1** familiarity has been achieved (as per above) and is being maintained - there should only be the need for use / enactment of the relevant **checklists** (as per Volumes **2A** and **2B**) during **ACTUAL** crisis response operations, associated exercises etc.





## AEP - XYZ International Airport (XIA) / Volume 1

**Reminder** - For the purposes of the document being read now (i.e. AEP Vol 1), AEP Volume **2A** exists only as a **notional** document **i.e. it does NOT exist in reality**. However, if the 'user' wishes to produce a 'real' Vol **2A** version for his / her associated airport - then it is suggested that Volume **2B** (which **does** exist in reality as a guideline - but which is a separate document from the one you are reading right now) be used as a 'template', which can be (fairly easily) adapted accordingly - to produce the associated Vol **2A**

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*This AEP Volume 1 guideline document comprises 204 pages - all dated 01 January 2023*





## Acronyms

ACI	Airports Council International
AEP	<b>Airport</b> (Aerodrome) Emergency Plan
AEPC	<b>Airport</b> Emergency Planning Committee (comprises XIA & Surrounding Community Reps)
AFS	<b>Airport</b> Fire & Rescue Service (XIA) - see also 'RFFS'
AMC	<b>Airport</b> Medical Centre (XIA)
AOC	As used herein = <b>Airline</b> Operator's Committee (at XIA airport)
ATC / S	Air Traffic Control / Services
C4	Command, Control, Co-ordination and Communication
CEO	Chief Executive Officer (of XYZ Airports Company)
CRC (A)	(Uninjured Survivor) <b>Crew</b> Reception Centre - <b>Airside</b> (at XIA)
CRPM	Crisis Response Planning Manual (for Aircraft Operators [ <b>Airlines</b> ])
DAC / DG	Dangerous Air Cargo / Dangerous Goods
DOHMS	(National) Department of Health & Medical Services (for XXX [country])
EOC	(XIA) <b>Airport's</b> 'Emergency Operations Centre'
ECC	Emergency (telephone) Call / Contact / Information Centre
ERP	(Aircraft Operator [ <b>Airline</b> ]) Emergency Response Plan
FAC	Family (Humanitarian) Assistance Centre
FCP	Forward Command Post (see also 'MICC')
FEC	FR Enquiry Card (as used at XIA)
FIDS	Flight Information Display System (located on Airport)
FOD	Foreign Object Damage
FR	Family, Relatives & Friends (of accident victims) (see also 'MGFR')
FRRC	FR Reception Centre (located at [or very close to] XIA - <b>Landside</b> )
GHA	Ground Handling Agent(s) (based at XIA and representing certain aircraft operators)
HAC	Humanitarian Assistance Centre (preferred term - i.e. used instead of 'FAC')
HAT	* (Aircraft Operator [ <b>Airline</b> ]) Humanitarian (Family / Special) Assistance Team
IATA	International Air Transport Association (for airlines)
IATP	International Airlines Technical Pool
ICAO	International Civil Aviation Organisation
ICT	(XIA <b>Airport's</b> ) - Immediate Care Team (i.e. <b>not</b> 'info comms technology' - as used here)
MGFR	Meeters & Greeters (including FR type meeters & greeters at XIA - as appropriate)
MICC	<b>Airport's</b> Mobile Incident Command Centre (based at XIA) [see also 'FCP']
PIC	Person in Charge
POB	Persons on Board (i.e. [as used here] on board accident flight's aircraft)
PPE	Personal Protective Equipment
P / VRC	(4 in 1) Passenger / Victim Record Card (as used at XIA)
RA (A)	Reuniting Area - <b>Airport</b> (landside at XIA)
RA (O)	Reuniting Area - <b>Off-airport</b> (remote [but usually close to] from XIA)
RFFS	Rescue & Fire-fighting Service (alternate name for 'AFS')
RVP	Rendezvous Point(s) - (on-airport and off-airport - as appropriate)
SAR / RCC	Search & Rescue / Rescue Co-ordination Centre
SRC (A)	(Uninjured) Survivor [ <b>Passenger</b> ] Reception Centre - <b>Airside</b> (located XIA - airside)
XCAA	XXX Civil Aviation Authority (XXX being the 'country' in which XIA airport is located)
XIA	XYZ International Airport - IATA 3 letter code
XXX	Name of the <b>country</b> in which XYZ is situated
XYZ	Name of the <b>airport</b> which is the subject of <b>this</b> document (the one you are reading now)

\* Note that some (a **very** small number of) **airports also** have their own humanitarian (special / family) assistance teams (e.g. Frankfurt and Paris CDG) - and the titles of such teams **may** be the same or similar to those used by airlines - meaning that some care may be required in working out 'which is which'. In **this** AEP guideline - such an airport 'humanitarian assistance' team is known as the '**XIA Immediate Care Team - ICT**' - see glossary page **20** for definition





## Introductory Note 1

This document effectively starts with **Section 1**, commencing page 37

However, the reader should note that **prior** to Section 1, a **PREAMBLE** section is included (starts page 13) which should be studied **before** proceeding to **Section 1** and onwards

**IMPORTANT NOTE** - the reader is advised that the official (e.g. as used by ICAO + most aviation related organisations worldwide) definition of '**aircraft accident**' (see first definition on **next** page) is **NOT** suitable for the **specific** purposes of aviation related emergency planning & response ops

For example, if a passenger on board an aircraft breaks a leg (because, say, they accidentally slipped) **this is technically** (according to the '**official**' ICAO etc. definition) **an aircraft accident!**

Obviously, an associated airport (and the aircraft operator [airline etc.] also) would logically **not** (should not) formally declare an 'aircraft accident' (and thus should **not** require an emergency response in an **operational** context) in such circumstances

Of course, the example scenario described above **is** nevertheless **technically** (legally etc.) an aircraft accident - but, in reality, would be typically responded to 'administratively' (rather than 'operationally') by the appropriate airline / airport - apart from facilitating and possibly providing (e.g. via the airport's medical centre - if it has one - and also in close conjunction with the appropriate aircraft operator) appropriate medical and related assistance to the injured person

**A clearer, more relevant definition is thus needed for the specific purposes of aviation related emergency planning and response ops - and a typical example may be found by clicking on the below link:**

<https://www.aviationemergencyresponseplan.com/information/>

When the linked to webpage opens, scroll down until you find the 'info article' entitled:

\* **Information Article - Glossary of Terms** - Aircraft Operator - Emergency Response Plan

Click on the document (PDF) to open it & then read the definition (page 10) of '**Catastrophic Aircraft Accident**'

This latter definition **is the one applicable / used in THIS** Guideline AEP Volume **1** document unless clearly stated otherwise. Same applies to (separate documents) Guideline AEP Volumes **2A** and **2B**

Note that the above definition has been written in an **airline** context but is equally applicable and easily adaptable for **airport**, **GHA** etc. purposes





## PREAMBLE - Part 1

### Glossary

**Aircraft Accident** (*Definition 1*) - GENERAL (ICAO terminology) (See '**IMPORTANT NOTE**' on [previous page](#))

An occurrence, associated with the operation of an aircraft (which takes place between the time that any person(s) boards the aircraft with the intention of flight, until such time as the person(s) disembarks) - in which any such person(s) suffers death or serious injury or in which the aircraft receives *substantial* damage (Note - this is an abbreviated version of the full definition)

**Aircraft Accident** (*Definition 2*) - A type of emergency classification in use at XIA (ATS / Airport Term) (See again '**IMPORTANT NOTE**' on previous page - as required)

A term used specifically in this AEP guideline Vol 1 - referring to an aircraft accident (as per definition [1] immediately above) which occurs on or in the 'relatively nearby' vicinity of XIA airport (also see definitions of '**Full Emergency**' & '**Local Standby**' which are similarly so classified)

### **Aircraft Operator**

A person, organisation or enterprise engaging (or offerings to so engage) in aircraft operations (As used herein, the term typically [but not exclusively] relates to commercial *passenger* airlines / air carriers operating to / from XIA)

**(XYZ) Airports Company (Airport Operator)** (Airport Management Company / Airport Authority)

The XYZ Airports Company (airport operator) manages and operates XYZ International Airport and its associated infrastructure - with the exception of Air Traffic Services; franchisee, tenant and supplier operations etc.

The **Emergency / Crisis Management Department** / Section / Business Unit of the XYZ Airports Company is responsible (via its senior management team / organisation) - to the XXX Civil Aviation Authority, for the production, resourcing and maintenance of the XIA AEP - plus the associated training, exercising and oversight necessary to ensure the highest level of emergency / crisis management preparation, preparedness and response etc.

### **Airport Emergency Plan** (AEP)

Documented procedures, information, checklists etc. - used to guide planning, resourcing, implementing, training, exercising, management etc. of associated airport emergency response activities (and those of other associated, involved agencies [some of which will be 'off-airport' based, managed etc.]) - typically activated when a major emergency / crisis occurs on or in the relatively nearby vicinity of the associated airport (XIA in this case)





### Airport Medical Centre (AMC) (Also known as 'airport clinic' and similar terminology)

A basic, medical facility (part of XYZ Airports Company) based at XIA, charged (during airport operating hours) with both timely medical assistance to all airport users (normal operations) - and with **immediate / near immediate** medical response in support of an airport or airport related accident or serious incident etc. (as appropriate to actual circumstances 'on the day') - pending arrival of specialist, **OFF-airport** medical / health / ambulance / stretcher etc. resources. In extremis (and with appropriate permissions / clearances) AMC resources might be deployed 'off-airport'

### Airport Franchisees, Tenants, Service Providers etc. (and Similar)

A generic term (typically) referring to certain operations which might be in place at a commercial airport (e.g. ATS [possibly], security, airlines, shops / restaurants / 'duty free', ground handlers, transport providers, fuel providers, cargo operators, baggage operators etc.) - typically (but not always) other than any which are run / operated **directly** by the airport operator etc. itself

### (XIA) Airport Police

Typically (but not always) the local government law enforcement agency charged with primary policing, security etc. regarding (XIA) **ON-airport** related matters. They are usually based 'on-airport'

### Airside

The 'movement area' of an airport plus adjacent terrain and buildings etc. - to which 'general public' (e.g. passengers etc.) access is typically (strictly) controlled / restricted / prohibited

### Alerting & Activation System

A system for rapidly 'alerting' pre-nominated emergency response, support and other personnel of an emergency situation, requiring same to report / deploy for emergency response duties immediately ('activation'). Such systems can be manual, semi or fully automated - or a mix of all

### Ambulance Loading Point (See also 'Medical Transportation Area - Ground / Air Transport')

A temporary area (preferably hard standing) - typically located in close proximity to an accident (e.g. aircraft accident) site's associated 'medical care and / or treatment area(s)' - where **ground** ambulances etc. can be parked / manoeuvred and casualties loaded - for eventual transfer to hospital(s) / wherever. Equivalent provision for ambulance-type **helicopters** is also typically required

### Medical Care / Treatment Area

The location (typically somewhere suitable on or near to the accident site's **outer cordon**) where **initial** medical care / treatment is given to injured air accident victims (see 'Triage')

Note: 'Casualty Clearing (Clearance) Station / Area' is a similar term in common use. All refer to an area set up at or near to an accident site, in order to triage, assess and treat / stabilise casualties .....+ facilitate eventual evacuation of same to appropriate, off-airport medical treatment facilities e.g. hospitals





### Casualty Collection Area

The location to which **injured** accident victims are initially moved - pending triage and subsequent movement **away from the accident site itself** (for example, to the 'care / treatment' area). The **Casualty** Collection Area should ideally be separate from the **Uninjured** Collection Area and any temporary collection area(s) (at and / or near to the accident site) used for the **deceased**

### Catering Facility (ABC In-flight Catering Company) (see also 'Mutual Aid Emergency Support Agreement')

A 'Mutual Aid Emergency Support Agreement' exists between the 'XYZ Airports Company' and 'ABC In-flight Catering Company' - whereby the latter (based at XIA) will supply appropriate 'commissary' type items to the former (on a recharge basis) without delay, for use during emergency situations affecting and / or related to XYZ International Airport. Such items typically comprise, but are not limited to:

- Food and beverage (including baby food & other special dietary requirements if possible)
- Blankets
- Emergency clothing & footwear
- Sanitary items

### Uninjured Collection Area

The location to which apparently **uninjured** victims are initially moved - pending triage and subsequent movement **away from the accident site itself** (for example, to the 'uninjured holding' area). The **Uninjured** Collection Area should ideally be separate from the **Casualty** Collection Area and any temporary collection area(s) (at and / or near to the accident site) used for the **deceased**

**Civil Defence** (Part of 'off-airport / surrounding community' provided Emergency Services. The term is not used in all countries - but the concept usually is. The term typically does **not** include 'Police' type services)

**'Surrounding Community'** civil /paramilitary etc. emergency response services / organisations - typically providing any / all of fire and rescue, ambulance / medical, stretcher and similar services

### Contactable

A term used herein to denote the requirement for selected emergency response **key personnel, and / or** their nominated alternates / deputies / proxies, to be reliably contactable and readily 'available' for crisis response duties, on a 24H roster on-call roster basis, as required / rostered

### Crash Alarm

An appropriate 'sound' system used to simultaneously alert emergency services (e.g. AFS) and other, nominated responders, of a pending or actual emergency. Typical crash alarms comprise a loud, klaxon type noise signal, possibly accompanied by a PA type voice message (using e.g. all forms of telecommunications; megaphones etc.) - and usually activated by ATC, AFS etc.







### Aircraft Operator's (Airline's) / GHA's - Crash Site Team - CST

Selected and limited in number (typically a 2 person team) **Aircraft Operator** / **GHA** / **Other** (traffic / ramp / terminal services type) **staff** + associated **Aircraft Engineering** personnel - typically being allowed rapid access to an aircraft accident location, in order to achieve the following:

1. **Traffic / Ramp / Terminal** (e.g. Aircraft Operator / GHA / Other) **specialist staff** should (after reporting to the **On-scene Commander** at / near to accident site) typically render:
  - Immediate liaison, communication & similar services at the accident site - on behalf of aircraft operator e.g. POB; passenger manifest & crew list; flight details etc.
  - Details of Dangerous Goods carried (if any) + current estimated fuel on board
  - Provision of appropriate ground equipment and transport etc. e.g. steps; tug; ground power, lighting, buses etc.
  - Logging (for aircraft operator / GHA purposes only) details of which casualties / fatalities are sent to which hospitals / mortuaries - insofar as this is possible / practicable so to do
  - Provision of transport for uninjured passengers & (separately) crew away from accident site
  - Keeping aircraft operator / GHA etc. - continually updated of circumstances at crash site etc.
  - Aircraft operator / GHA representation at airport's 'Mobile Incident Command Centre' / 'Forward Command Post' vehicle. This person shall also act as the on-site 'Operational Commander / Aircraft Operator'
2. Appropriate **Aircraft Engineering staff** (after reporting to the same **On-scene Commander**) might typically have duties pertaining to e.g. 'making the aircraft safe' (shutting down engines, APU; isolating fuel leaks etc.) and securing essential information pertaining to eventual accident investigation (e.g. cockpit voice recorder, flight data recorder, quick access recorder ['black boxes'] etc.) - **but** (for the latter) **only when so instructed by an appropriate authority** (e.g. air accident investigator) and / or for vital 'preservation of evidence' purposes - and, in all cases, only when safe so to do

### Uninjured Crew Reception Centre - Airside - CRC (A)

All **uninjured** crew from an **on-airport** major aircraft accident should eventually be transported (e.g. from the accident site's 'Uninjured Holding Area') - to a secure and private **initial** holding area (CRC-A) within the **airside** part of the airport terminal building - or equivalent location. The latter should have adequate facilities / services e.g. good security, catering provision, toilets, seating, comms etc.

Most importantly, it should be located in an airside area which is physically **SEPARATE** from the 'Uninjured **Passenger** / Survivor Reception Centre - Airside' equivalent location, so as to prevent potential unwelcome attention (e.g. aggression) to uninjured crew from said uninjured passengers. (See also 'Uninjured [Survivor] Passenger Reception Centre Airside - **SRC [A]** - page 28)

XXX (Country) - **Civil Aviation Authority** - XXX CAA

In the context of this AEP document - the **XXX** CAA sets & oversees regulation, minimum operating standards etc. for XYZ International Airport - so as to ensure compliance for:

- Airport Operations
- Air Traffic Services







- Safety and Security
- Any other appropriate matters

Thus the XXX CAA is responsible (amongst many other matters) for **oversight** of the XYZ Airport Company's preparations & plans for airport / airport related emergencies & other contingencies - including preparation, production, implementation, maintenance, review, training and exercising of the XIA AEP

#### **Dangerous Goods (formerly known as 'Dangerous Air Cargo') - DG**

A generic **transport industry** term (used worldwide) which refers to 'hazardous materials' and / or 'restricted articles' - including explosives, dangerous gases (which may be flammable and / or toxic), flammable liquids or solids, oxidisers, poisonous and infectious substances, radioactive material, biological material, corrosives etc.

#### **Department of Health and Medical Services - DOHMS**

A 'generic' term used herein - referring to XXX's **government** (national, regional, tribal, local - as appropriate) organisations / agencies - charged (amongst many other things) with all aspects of medical, health, ambulance, stretcher etc. support for an airport related emergency at or in the vicinity of XIA

#### **Emergency**

Any occurrence or instance warranting immediate action to safeguard lives and / or to protect property, public health, safety etc.

#### **Emergency Call / Contact / Information Centre - ECC**

All crisis related telephone contacts, from potential family, relatives & friends (FR) (but not the Media etc.), enquiring about potentially associated aircraft accident victims, should be handled by an ECC of some type. The primary ECC objective is to capture crucial information from **all** appropriate sources (but primarily by the making, taking and processing of telephone calls to / from potential or actual FR) with the ultimate aim of accurately matching aircraft accident victims with associated FR, in the shortest possible timescale

Many (but by no means all) **airlines** have appropriate or semi-appropriate measures in place to operate an ECC of sorts at time of crisis. **The vast majority of airports** (as at 2023) **do not!**

**Important Note:** An airport's own '**normal** business' telephone exchange / system is **most unlikely** to be **suitable** (e.g. due insufficient size, capacity, manning, equipment, ICT systems etc.) **for use as an ECC**

This is a significant problem to which the vast majority of commercial airports in the world still (2023) need to find an adequate, workable solution. Some examples of the very few airports having a true (their own) ECC capability are believed to be - **Frankfurt, Munich** and **Paris Charles de Gaulle**





**Emergency Operations Centre** - EOC (otherwise known as 'Crisis Management Centre'; 'Emergency Command & Control Centre'; 'Airport Emergency Centre', Emergency Response & Information Centre etc.)

A designated facility (on or very near to XIA) from where **tactical** (and often **strategic**) C4 of an **ON**-airport related major emergency / crisis is exercised, by the designated persons. The degree and type of C4 exercised for similar **off**-airport crises is typically pre-agreed (by all involved parties) and documented accordingly in appropriate '**Mutual Aid Emergency Support Agreements**'

The XIA EOC is further defined as a fixed, secure and suitable **airport** based facility, readily accessible from both airside **and** landside. From here a suitably appointed (trained, exercised, experienced) team conducts overall (tactical and possibly strategic) C4 ops, related to the appropriate aspects of any **airport** related emergency, under the direction of an '**Overall Commander**'. A significant (but not exclusive) component of this 'joint agency' C4 team is provided by reps of the involved airport operator itself e.g. the latter typically provides / appoints the Overall Commander

Significant and appropriate **off-airport** representation is also typically provided to the EOC, as required by actual circumstances prevailing 'on the day'

#### **Emergency Orders / Instructions**

Used in UK, Ireland, UAE, Oman (and a few other countries), 'emergency orders / instructions' 'translate' a basic AEP into amplified material (emergency orders) + associated specific instructions (emergency instructions [typically in checklists format]) for use by associated crisis responders

**Family Assistance Centre** - FAC (more correct term to use today is '**Humanitarian Assistance Centre**' - HAC)

A **landside** location (typically a suitable off-airport [but nearby] hotel[s]) to which **local** 'Family, Relatives & Friends' (FR) of air accident victims might eventually be taken (if they so wish), once their **initial** 'processing' has been completed (the latter typically [but not always] being 'done' at the airport located '**FR Reception Centre** - (FRRCC)' facility). Note - the **FRRCC** is also typically located **landside** at the accident airport itself (or near the accident site for **off-airport** incidents), as appropriate

The **FAC** provides FR with a more comfortable, local environment (i.e. more comfortable than the airport FRRCC and / or accident site itself) where the **aircraft operator** and **others** involved might typically provide them with the necessary humanitarian, welfare, information, financial and other support required and / or mandated, post crisis. **None-local** FR travelling to (or as near as possible to) the accident location will **also** typically be accommodated in the FAC, upon local arrival. (Activation, operation & payment of / for a FAC is typically the 'accident airline's' responsibility)

#### **Fatal Injury**

Any injury leading to the death of a person within 30 days of injury occurrence - (ICAO)

**Forensic Doctor** (Medical Examiner / Coroner)

A 'public' officer whose principal duty is to investigate and enquire into the cause of any death, where there is reason to suppose that same was **not** due to natural causes. One duty for such persons is to issue formal 'death certificates'





**Family, Relatives & Friends** - (FR, [MGFR]) (See also definition of FR Enquiry Card [FEC] - starts page 24)

A collective, generic term denoting the various categories of persons (**not** having been on board the accident flight) having some form of valid relationship or otherwise (personal) link with associated air accident **victims** (including associated **ground** victims - if any). The term typically includes (as related to or otherwise 'known' to victims):

- Next of Kin (closest relative / equivalent person)
- Other family members, relatives and similar
- Friends
- Business colleagues / similar
- Meeters & Greeters (*of all categories*) waiting at the emergency flight's destination airport (**and / or** FR who gather at the emergency flight's **departure** airport(s) - after it had departed [i.e. after it is 'off-blocks'] and subsequently experienced a major crisis)
- Any other person(s) having a reasonably valid relationship with the victim(s)

(XIA) **Family, Relatives & Friends Reception Centre** - (FRR) (Known by **many** other, equivalent names)

For most arrival flights at a typical commercial airport, there will usually be a 'group' (anywhere from say 1 to 1000 +) of '**family, relatives & friends**' (FR) waiting at / near the airport arrivals area, to receive (meet & greet) their arriving loved ones, friends, colleagues, acquaintances etc.

Such **meeting & greeting** type FR (**MGFR**), waiting for an emergency flight, should be rapidly identified by Aircraft Operator / GHA / Airport / Police / other etc. **responders** - and sent / escorted ASAP to a separate, secured or otherwise private (typically airport landside) location (the FRR). Such responders should include in their respective emergency response plans, **specific, detailed, pre-agreed procedures** for how this transfer of MGFR (e.g. from the XIA Arrivals Halls to the FRR) is to be accomplished. (Such procedures should be trained for and regularly exercised)

The FRR is typically located at a suitable **on / near airport landside** facility - having e.g. adequate space, facilities etc. to account for the required (anticipated) number of persons i.e. privacy / security, seating, toilets, communications, catering, medical support etc. The larger the aircraft operating at the airport, the greater the FRR capacity / facilities required (think about potential MGFR numbers with regard to an Airbus A380 aircraft having e.g. an 800+ passenger capacity!)

For such an XIA related crisis - Airport Operator / Aircraft Operator / GHA / ICT / Police / other staff / 'volunteers' etc. would typically man the FRR, assisting MGFR in any way possible (e.g. humanitarian, welfare and information support etc.), whilst also 'capturing' important information (about accident victims whom the MGFR have reason to believe were on board the emergency aircraft), using specifically designed forms. (See example of '**Family, Relatives & Friends Enquiry Card - FEC**', appendix U, page 161). Note - it is likely that the **departure airport(s)** (in addition to the **arrival** airport) of an accident flight will **also** need to set up and operate an FRR, as any associated FR living in that local and general area are likely go to that (those) departure airport(s) for associated information

**Full Emergency** - A type of emergency classification in use at XIA (ATS / Airport Term)

An aircraft approaching an airport is, or is suspected to be in such trouble - that there is imminent danger of an aircraft accident (see also definitions of '**Aircraft Accident** [Definition 2]' & '**Local Standby**')





**Gold / Silver / Bronze** - Type of (crisis related) Command, Control, Co-ordination & Communication System

For more information - see notes / links at bottom of page 66 and near top of page 68

**(Crash) Grid Map**

An area map, overlaid with a square (geographic) grid co-ordinate system, used to facilitate ready identification of geographical ground locations - and commonly used to facilitate guidance of emergency response services to the scene of an on-airport / nearby off-airport emergency

**Airport's Immediate Care Team** - (ICT) (Do not confuse with '*information communications technology*')

An **airport** based / sourced **volunteer** team, capable of rapid deployment (at or **very** close to that airport and during airport operating hours only) - in order to care for (provide **humanitarian** [BUT typically NOT **medical**] **assistance** etc. to) crisis victims and their associated MGFR

ICT manpower typically comes from a variety of **trained and exercised staff of all types** e.g. airport operator itself, airlines, ground handling agents, other airport tenants, franchisees (e.g. airport shops / duty-free), cleaners, faith reps etc. (Airports with ICT type capabilities [as at 2021] included Frankfurt, Munich and Paris Charles de Gaulle. There **might** be a very small number of others- but it is thought that many [**most**] of the world's airports **had absolutely no such capability** at that time)

The ICT typically provides a **shorter-term** response e.g. until other dedicated / specialist teams can take over (e.g. accident airline's humanitarian [family] assistance team [if any]; off-airport equivalent teams; volunteers etc.) - at which time ICT staff revert to their normal duties. Due the multi-disciplines of contributing staff, **regular training and exercising is absolutely essential**. The ICT typically deploys to the below locations, at time of major airport crisis involving aircraft operations:

- Appropriate Terminal Arrivals area(s)
- Appropriate Passenger Information Desk(s)
- 'Uninjured Passenger Reception Centre (Airside)'
- 'Uninjured Crew Reception Centre (Airside)'
- 'Family, Relatives & Friends Reception Centre' (Landside - at or **very** close to airport)
- 'Immediate Reuniting Area(s)' (Landside - at or **very** close to airport)
- .....and, **exceptionally**, '**off-airport**' e.g. to 'hospitals, mortuaries etc.'

For more detailed info re **airport** provided '**humanitarian assistance**' - see appendix Y (starts page 179)

**(Aircraft) Incident (ICAO term)**

An occurrence, other than an accident, associated with the operation of an aircraft, which affects, or could affect, the continued safety of the operation. Incidents (with the possible exception of security incidents) do not (by definition) result in serious injury to persons or substantial damage to aircraft

**Inner Cordon / Perimeter** (encircles Hot Zone [latter is basically the accident site itself])

An appropriately marked / delineated area (typically associated with an aircraft accident/incident site) which allows for secure / safe / co-ordinated emergency response ops, including the immediate access / exit of emergency response personnel and vehicles. An inner cordon is typically circular and based on an approximate 100 - 200 metre radius (possibly more) from the actual accident site itself





**Landside** - Any location at an airport which is **not** considered to be 'airside'

**Local Standby** - A type of Emergency Classification in use at XIA (ATS / Airport Term)

Declared by ATS/C when an aircraft approaching the airport is known or is suspected to have developed some defect / problem - which will **not** typically present any serious difficulty to the pilot in making a safe landing (See also definitions of 'Aircraft Accident (2)' & 'Full Emergency')

Note: Something known as a '**weather**' standby is sometimes used as a discretionary measure if an aircraft is approaching an airfield where weather conditions are such (e.g. poor visibility, cross wind, exceptionally wet runway etc.) that they may be close to the aircraft and / or flight-crew's operating limits. Such events in themselves would **not** typically require any emergency related procedure to be invoked

**Medical Co-ordinator**

A generic term describing a pre-nominated DOHMS (off-airport) person - charged with the operational C4 of all **on-site** medical support services associated with a major airport /airport related emergency. For the purposes of this AEP guideline, this person will be known as the '**Operational Commander / Medical Services**'. He / she reports **locally** to the '**On-scene Commander**' / other appropriate person, having similar responsibilities / primacy at the accident site

**Medical Disaster Centre**

A pre-designated, (off-airport) major medical C4 facility (typically located in a pre-selected, major hospital) - from where all **medical / health and related aspects** of a major disaster response (including catastrophic aircraft accident) are **centrally** 'managed / co-ordinated etc.'

**Medical Transportation Area - Ground Transport** (see 'Ambulance Loading Point')

A designated, prepared and suitable location, close to the 'collection, triage and / or initial medical care' areas, where injured persons are held ready for **GROUND** transportation to better medical facilities e.g. hospitals - usually under the supervision of a '**medical transportation co-ordinator**'

**Medical Transportation Area - Air Transport**

A designated, prepared and suitable location, close to the 'collection, triage and / or initial medical care' areas, where injured persons are held ready for **AIR** transportation to better medical facilities e.g. hospitals - usually under the supervision of a '**medical transportation co-ordinator**'

**Medical Transportation Co-ordinator**

An 'appropriate' person, as appointed by the '**Operational Commander / Medical Services**', to conduct / co-ordinate medical **transport** ops at the emergency site. Such responsibility includes the 'tally' or headcount record of which casualties have gone to which hospitals / wherever (together with when, how + 'medical status' of each such casualty on departure etc.)

**Mobile Incident Command Centre (MICC)** (**Forward Command Post / Mobile Command Post etc.**)

A purpose-built/adapted vehicle - providing suitable accommodation, facilities, comms etc. - for deployed operational use **on-airport**, by an airport provided '**On-scene Commander**' + **team**





From here the latter oversees the **operational (Bronze) C4 response** required. **Note 1** - as an **MICC** will typically take some [short] time to man & deploy, **temporary** on-scene C4 [via a **Temporary On-scene Commander**] at **on-airport** accident sites, is typically assumed by the senior AFS officer present, operating from his / her '**Forward Command Post**' vehicle. **Note 2** - similar applies for **off-airport** deployment, but note that the On-scene Commander is now typically appointed from the most appropriate agency in the '**surrounding community**' - operating (with his / her team) from his / her own MICC **equivalent** facility. The **airport's** FCP / MICC will still typically deploy off-airport, but now in a **subordinate**, operational role)

Relevant, functionally based '**Operational Commanders**' shall each assign '**liaison officers**' to any deployed MICC - representing their respective areas of interest + providing / receiving information, including the issue of directives / instructions / orders from the On-scene Commander. Other responding Operational Command Vehicles (Rescue / fire-fighting, Police, Medical, Aircraft Operator rep etc.) will typically be located close to the MICC (the latter located at the most appropriate location on the accident site's 'outer cordon' - typically at the main vehicle entrance / exit point)

The MICC should be 'ideally' equipped as follows (if large enough & such resources are available):

- Infrastructure e.g. seating, tables, toilet, utility supplies, heating, air-conditioning etc.
- Documentation e.g. manuals, checklists, hard copy contacts directory etc.
- Communications e.g. radios, phones (all types), FAX, megaphone, runners, etc.
- Appropriate 'technology' & associated comms systems (internet, email, social media, satellite, video meeting capability etc.)
- Logistics e.g. food & beverage facilities, television (both commercial news channels and close circuit), torches, hi-vis / identifying clothing, PPE, binoculars, cameras, SATNAV, fire extinguishers, first aid kits, stationery, triage tags, etc.
- Additional emergency equipment e.g. emergency lights, ropes, tools, body bags etc.
- Unique identifying pennant, beacon, vehicle paint scheme, markings etc.

#### **Mobile Quarters** (Inflatable Tents & Similar)

Shelters designed for rapid deployment to / use at an emergency response location, where they can be quickly erected e.g. to protect victims from exposure, to facilitate initial medical care etc. Ideal mobile quarters are '**inflatable tents**' (preferably coloured in accordance with triage principles)

#### **Mortuary / Temporary Mortuary**

A storage facility for deceased accident victims - which can be as simple as a field (or the airfield surface), an aircraft hangar, refrigerated truck containers etc. (**temporary mortuary**) **OR** purpose built mortuaries in hospitals, at undertakers / funeral directors etc. (**permanent mortuary**)

#### **Mutual Aid Emergency Support Agreements**

Documented agreements established between XYZ Airports Company and appropriate agencies, (latter typically operating in the '**surrounding community**' near XIA) defining initial emergency notification and response requirements, typically as related to an airport / airport related major emergency - (and vice versa i.e. where the airport might similarly supports the local community). **Note:** follow links below to see some 'real world' info (albeit somewhat 'dated' now) re Airport Mutual Aid Emergency Support Agreements

[https://www.caa.co.uk/media/ljyou0xz/srg\\_asd\\_ip07mutualaid.pdf](https://www.caa.co.uk/media/ljyou0xz/srg_asd_ip07mutualaid.pdf)

<https://www.trb.org/Publications/Blurbs/169180.aspx>







### Off-loading / Landing Point (used for accident / incident 'on or over water' only)

Off-loading / landing points serve as a staging area(s) where emergency support personnel, vehicles, equipment etc. can be moved and held (in a state of readiness) - in preparation for the offloading / landing of aircraft accident victims involved in an emergency - **which occurs in the inshore sea / water area** adjacent to XYZ International Airport. Same shall be pre-designated in the XIA AEP if practicable (or, exceptionally, designated 'on the day' by the On-Scene Commander and / or other [appropriate] 'authority' e.g. Navy / Coastguard / Maritime Police etc.)

### On-scene Commander (see also 'Overall Commander' and 'Operational Commander')

A pre-nominated (suitably senior, experienced, trained and exercised) **XIA airport** person, undertaking overall **operational** (BRONZE) C4 (XIA airport C4 aspects only *if* accident occurs off-airport) of emergency response ops, typically operating at or very close to the emergency site itself

Note - Due the nature of airport related emergency response ops, the **On-scene Commander** may also be required to (additionally) undertake certain aspects of **tactical** (SILVER) C4 ops on occasion - e.g. as per SOP, as directed or (more rarely) at own discretion. Provided that this concept is clearly understood and accounted for e.g. as documented in the AEP; as covered during training and exercising; as included in 'mutual aid emergency support agreements' etc. - this should not present undue difficulties

'On-scene Commanders' ultimately report to the airport's '**Overall Commander**' (latter located in the airport's fixed base '**Emergency Operations Centre - EOC**' - exercising tactical [SILVER] + possibly strategic [GOLD] C4) insofar as (airport aspects of) airport related emergencies are concerned

Such 'On-scene Commanders' are expected to exercise their responsibilities from a 'unified, joint-agency (mobile) command centre' - typically located at / near to the emergency site - and known herein as a 'Mobile Incident Command Centre' (MICC) or, where there is no MICC, from an appropriate 'Forward Command Post' (FCP) vehicle or equivalent facility

Note: In the very early phases of a major emergency response, on-site **Operational Commanders** may need to decide amongst themselves (as appropriate) who will assume the **temporary** responsibility of **On-scene Commander**, until the pre-nominated / designated person arrives in situ. This decision is typically dictated by the type of emergency e.g. for aircraft accident, the fire and rescue services commander 'on the spot' may take the responsibility; for security type crisis, the senior police / security officer present might do likewise etc. 'Mutual Aid Emergency Support Agreements' should be prepared in advance (as required) to clarify same

### Operational Commander / 'xxxxxxx' (see also 'On-scene Commander' & 'Overall Commander')

Note: The 'xxxxxxx' shown in the title above represents the specific emergency response support unit - which is 'operationally' commanding 'something' e.g. it is typically shown herein as "**Operational Commander / AFS**; **Operational Commander / Airport Police**; **Operational Commander / Airport Medical Services**; **Operational Commander / Off-airport Police**" etc.

A pre-nominated (suitably senior, experienced, trained & exercised) **XIA airport** person, commanding a (single) **specific 'operational'** (BRONZE) 'airport emergency response support unit - typically operating 'for real' at or close to the emergency / accident site itself. Examples of same include **Airport Fire & Rescue Service**; **Airport Police**; **Airport Medical Services**; **Aircraft Operator** etc. The same principle is encouraged for **off-airport** responders potentially required to respond 'on-airport' **and / or** in conjunction with airport based responders





Operational Commanders exercises operational (BRONZE) command & control (C4) of their **own** specific unit(s) **only**, under the overall / overarching (operational) direction of an 'On-scene Commander' (Operational Commanders report to an On-scene Commander)

Operational Commanders typically exercise operational C4 from their own command / similar vehicles, located (as mentioned) at or very near the emergency site - and also in close proximity to the XIA **Forward Command Post** (FCP) and / or **Mobile Incident Command Centre** (MICC) vehicle(s).

They (Operational Commanders) might also be required to position 'liaison officers' in / at the airport operator's FCP / MICC - circumstances 'on the day' so requiring / permitting

Note: '**Operational Commanders**' can come from a **wide** variety of sources e.g. Airport Operator; Accident Airline / Rep, On & Off-Airport Police, Civil Defence / other Emergency Services; Military; Coastguard etc.

#### Outer Cordon / Perimeter (Note: a 'warm' zone typically lies between Inner and Outer Cordons)

A defined area **outside of** the 'inner' (hot zone) cordon (being free from unauthorised or uncontrolled interference) secured for immediate operational support and humanitarian assistance purposes. The outer cordon is typically circular, with a radius of 300 - 400 metres (or more), based on the emergency site location - and is delineated / marked accordingly, in an appropriate manner

**Overall Commander / 'xxxxxxx'** (see also 'On-Scene Commander' & 'Operational Commander')

The **AIRPORT operator** person pre-nominated (or otherwise so designated 'on the day') - to take charge of the **strategic** (GOLD) management of **airport** and / or **airport related** aspects of a major crisis. He / she will typically be a senior and relevantly experienced XIA **airport operator** manager - at least equivalent to 'General Manager / Vice President etc.' grade / rank (Reminder: the **On-scene Commander** [for an **on-airport** crisis] typically [but not always] reports to the **Overall Commander**)

The Overall Commander + supporting team typically operate from the airport's (fixed base)  
**Emergency Operations Centre - EOC**

Note: Due the very nature of airport emergency response ops, it will **typically** (but not always) be necessary for the Overall Commander / EOC to **also** become involved in **tactical** (SILVER) C4 operations. Some elements of such **tactical** ops will typically be delegated to the On-scene Commander. Provided that this concept is clearly understood / accounted for by all concerned / involved - this should not present undue problems

#### Family, Relatives & Friends (FR) - Enquiry Card - **FEC** (This form has **many** other, equivalent titles)

Note: **FEC** procurement, completion, utilisation etc. are typical responsibilities of the involved **airline(s)** - **BUT** airports will also be involved, to a greater or lesser degree. In one reasonably realistic scenario (e.g. accident airline has no FEC capability) **the accident airport will need to assume the responsibilities documented below** (also assuming that said airport has such capability - **many do not**. Same principle applies to 'PRC' use)

This 'standardised' form (FEC) is used to record **FR** etc. **provided** info about possible (associated) accident flight **VICTIMS**. It is particularly useful when said info is provided **before** positive ID of such victims has become possible i.e. in general, **where no passenger / crew lists are** (or are **not yet**) **available** (or, **if** available, such lists might be considered to be e.g. 'unreliable')







It is anticipated that **hard copy** only FECs will be used and completed at the '**FRRC**' and / or (at some later time) at the (separate) '**Humanitarian (Family) Assistance Centre**' (or equivalent facilities) - in order to capture potential **victim** info as might be known to the providing **FR** / whoever

Any **associated** '**Emergency Call / Contact / Info etc. Centre(s)**' (ECC) concurrently operating (if any) should **also** complete FECs (hard and / or soft copy depending on ECC capabilities / software available) using info provided by callers 'assessed' as being 'genuinely involved' in some valid way (i.e. typically [but not always] being '**victim associated**' type **FR**)

FECs completed by **non**-ECC sources should be forwarded to the associated ECC where they (together with any FECs completed by the **ECC** itself) are used in attempts to **match** with and continually **update** (as appropriate) associated '**Passenger / Victim Record Cards**' (P / VRC) - when the latter have been generated (a P / VRC can typically only be generated **after** the identity [at least a verified name e.g. from a PAX or crew list] of an associated accident victim becomes available)

Where use of an ECC (as described above) is **not** possible / available (for whatever reason), completed FECs should be forwarded to the **XIA** EOC (or other pre-designated location) where matching of FR with associated victims etc. will (typically) be manually made / attempted, by appropriately trained staff. Note that this is typically a time-consuming task

**Passenger / Victim Record Card** - **P / VRC** (Has **many** other titles) (FEC introductory note also applies here)

This 'standardised' form is used at **XIA** to record information on / about **all** accident flight **victims** (including any ground victims), either using info provided **directly** by the **victims themselves** (e.g. uninjured or slightly injured survivors at the **Survivor Reception Centres - [Airside]** telling 'data collector' personnel who they are, who they were flying with, who their [non-flying FR are] etc.)

..... **AND / OR** as might be generated from the accident flight's crew and passenger list(s)

..... **AND / OR** as might be provided **indirectly** e.g. from mortuary / hospital records etc. where victims' personal documentation (e.g. passport, ID card, driving licence [ideally with photographs]) + other corroborating info **might** be used (as available) to complete an associated P / VRC

..... **AND / OR** by 3<sup>rd</sup> parties (e.g. FR) contacting the ECC / EOC / equivalent facility (where associated P / VRCs are then generated / completed / updated directly - based on the info provided)

..... **AND / OR** by associated FR completing **FECs** - which are then used to update **associated** P/VRCs (as they [PRCs] becomes available [are generated]) etc.

The **P / VRC** version as referred to herein is known as a '**4 in 1 P / VRC**' i.e. simply a top copy, paper **P/VRC** + 3 lower / underneath (carbon) identical pages attached (or similar arrangement). Hence a 'data collection' person takes down P / VRC details from / about an air accident victim, and then distributes the top original + 3 copies to the various organisations requiring this information - (possibly including the airport operator, where circumstances 'on the day' so require / dictate)

Where use of an ECC (as described above) is **not** possible (for whatever reason), completed P / VRCs should be forwarded to the **XIA** EOC (or other pre-designated location) where matching of victims with associated FR etc. will (typically) be manually made / attempted, by appropriately trained staff. Note that this is typically a time-consuming task

Example FEC and P / VRC forms are shown at appendix **U** to this guideline document - starts page **163**





#### (Off-airport) **General Police / Equivalent Organisation**

The government (federal etc.) and / or local government (state / county / city etc.) law enforcement agency / agencies typically charged with **primary** policing for **off-airport** aircraft related emergencies **OR** in providing off-airport policing etc. **support** of an **on-airport** emergency (see also 'Airport Police')

#### **Primacy** - (USA equivalent term = 'the Authority Holding Jurisdiction' [AHJ])

A term used during (joint) **multi-agency** emergency / crisis response ops - denoting which of the various responding agencies has **ultimate** C4 authority / jurisdiction etc. - of any particular emergency / crisis response operation(s) (and / or any particular sub-part[s] of same)

#### **Reconciliation / Reuniting Area - Airport** (RA [A])

An identified area / facility - typically located at or close to the **emergency airport** - which has been set aside for the purpose of reuniting of FR with their associated, **uninjured** aircraft accident victims (as applicable). An RA (A) is generally used in the shorter term (e.g. first 24H post crisis). The **Airport Operator** is usually responsible for the set-up / operation of an RA (A) - supported by other, appropriate agencies e.g. airlines, GHAs, Airport Police, other trained staff / volunteers etc.

#### **Reconciliation / Reuniting Area - Off Airport** (RA [O])

A generic term covering typical locations at which FR might be reunited with their associated, uninjured victims (if **not** already done at the airport RA [A]). The RA (O) is typically located at a local hotel(s) - for FR re-uniting with **uninjured** victims; in a hospital(s) - for re-uniting with **injured** victims or in a mortuary / mortuaries / equivalents, for re-uniting with the **deceased**

The accident flight's **Aircraft Operator** (and / or its local rep [GHA]) is typically responsible for RA (O) set-up and operation for **uninjured** victims. It can be supported in this task by other, appropriate agencies e.g. GHAs, Police, other trained staff / volunteers etc. It is likely that the appropriate 'authorities' will manage re-uniting operations at the **other** facilities referred to in the last para above (e.g. the aircraft operator **might** be denied access to hospitals and mortuaries etc.)

#### **Rendezvous Point(s)** (RVP)

Pre-arranged / signposted reference point(s) / location(s) (typically on-airport and / or **very** close by), to which designated emergency response vehicles should **initially** proceed, in order to obtain direction and / or escort to '**staging area(s)**' and / or direct to the **emergency site location** itself (See also 'Staging / Holding Area')

#### (Search &) **Rescue Co-ordination Centre** (RCC)

The RCC typically co-ordinates search & rescue ops where the accident location (and / or location of accident victims) is unknown or unsure - and / or when other search and rescue resources are insufficient for the task required. RCCs are typically government provided resources

#### **Serious Incident** (ICAO Definition)

An aircraft incident where circumstances indicate that there was a high probability of an accident occurring. **Note:** the difference between an accident and a serious incident lies only in the result





### Serious Injury

An injury, sustained by any person having boarded an aircraft with the intention of flight, which:

- Requires hospitalisation for more than 48 hours
- Results in a bone fracture (except simple fractures of nose, fingers, toes etc.)
- Involves lacerations causing severe bleeding, nerve, muscle or tendon damage
- Involves internal organ injury
- Involves second / third degree burns or burns affecting more than 5% of body surface
- Involves verified exposure to infectious substances or injurious radiation

**Special Assistance Team** - SAT (*preferred* term used today /now is **HUMANITARIAN Assistance Team** - **HAT** [but still widely known around the world as 'Family Assistance Team'; 'Care Team' etc.]])

Specifically trained / exercised (usually [but not always] **aircraft operator** [typically airline] sourced) persons (generally volunteers) providing / facilitating the initial / ongoing (mainly face to face) humanitarian, welfare, emotional, financial and other assistance - provided to crisis (typically aircraft accident) victims and / or their FR - in the days, weeks (and possibly months or even years in some rare cases) post major crisis. The HAT typically deploy as a component of an **airline** GO Team - operating at / near to an associated crisis (e.g. aircraft accident) location - but also elsewhere, if / as required by actual circumstances 'on the day'

**Note 1:** - It is **IMPORTANT** to clearly understand that an airline HAT might (depending on actual circumstances 'on the day') need to deploy (typically by air but also via ground transport as required) to where it is needed. In extremis, this may mean not arriving at same for up to 48 hours (possibly longer) - post crisis occurrence time

**Note 2:** - Whilst the terms Humanitarian / Family / Special etc. Assistance Teams typically relate to personnel provided by **aircraft** operators (and / or their representatives e.g. GHAs) - a very small number of **airports** (e.g. Frankfurt FRA and Paris CDG) use the same / similar concepts and terminology to describe their equivalents of what is included under **this** definition. (NB: See also definition of '**(Airport) Immediate Care Team**' - page 20)

### Stabilisation

Medical measures used to try to restore or maintain basic life functions to / in a casualty, in an attempt to ensure survival for further medical care. Stabilisation is **different** from 'Triage'

**Staging / Holding Area** (sometimes known as 'equipment assembly point')

A pre-designated and / or temporary, strategically placed **on-airport** location(s) / area(s) - where emergency support response personnel, vehicles and equipment can be held in readiness, prior to deployment to 'the emergency site location' itself (See also '**Rendezvous Point**')

### The '**Surrounding (Local) Community**'

A catastrophic emergency at or in the vicinity of an airport will typically require emergency response action, support and resources beyond the capabilities of the airport concerned

Thus, a vital component of any **AEP** is to **PRE-PLAN** for such support to be provided (as available) from the '**surrounding (local) community**' e.g. fire & rescue; ambulance / medical / stretcher; hospital; police / security / military; other 'official' services etc.





Note that 'Surrounding Community' is a generic term and can typically be a busy metropolitan area (e.g. large city in a developed country, with full emergency services of its own - and also able to call upon comprehensive local and national government emergency response resources). Conversely, the location of the accident airport (e.g. remote) and the availability of emergency services / resources in the surrounding region, might dictate that there will be little or no support coming (at least in the shorter term) from 'outside'. In which case (the latter), consideration should be given to augmenting the airport's **own** emergency response facilities accordingly. (See also '**Mutual Aid Emergency Support Agreements**')

(Uninjured **Passenger**) **Survivor Reception Centre (Airside)** - SRC (A) (Also known by **many** other titles)

All **uninjured** (and / or non-hospitalised) **passengers** (i.e. **not** including **uninjured crew**) of an **ON-airport** or **very near airport aircraft accident**, will typically (eventually) be transported from the accident site, to an initial, airport **airside** holding area (known herein as the '**Uninjured Passenger [Survivor] Reception Centre Airside**' - **SRC [A]**) - at that same airport

\* For accidents occurring **near to**, but 'off-airport' - **uninjured** passenger survivors should still be transported to the **on-airport located SRC (A)** - despite potential difficulties getting them from airport landside to airport airside. For accidents occurring well away from the airport - the accident **airline** (supported by the appropriate **airport** etc.) should try to arrange for equivalent (appropriate, alternative) **arrangements to be made for handling uninjured survivors** - typically with assistance of local, off-airport '**authorities**' etc. - as available

Such SRC (A) should ideally be located **airside** at this early stage of the crisis - as local law enforcement agencies will typically assume that an associated crime has been committed. Thus, all uninjured survivors are viewed as 'potential criminals' / 'witnesses' - and must be 'contained' in an appropriately secure location (the SRC [A]) - until such time as it is 'considered' that they can be released (as and when appropriate)

Note: Same concept applies to uninjured **crew**, except that (if possible) they should be 'contained' in a physically separate location from uninjured passenger survivors i.e. in the accident airport's '**Uninjured Crew Reception Centre (Airside)**' - **CRC (A)**'. See page 16 for details

Essentially, the SRC (A) location should have adequate facilities to hold up to xxx uninjured survivors. (With e.g. security, catering, toilets, communications, airline amenity [wash] kits, blankets, emergency clothing and footwear, children's / infant's facilities, first aid etc. - all ideally available)

Note: Maximum size / capacity of an SRC (A) should typically be related to the maximum seating capacity of the largest aircraft type, routinely operating at the airport concerned

Aircraft Operator / Airport Operator / GHA / ICT / Police / Immigration / other trained staff and volunteers etc. - provide humanitarian, other welfare support and administration services to uninjured survivors at the SRC (A), whilst also capturing important information onto pre-prepared hard copy forms (4 in 1 **P**assenger / Victim **R**ecord **C**ards - **PRC**) - which are then distributed to relevant authorities (Immigration, Police, Aircraft and Airport Operators etc.) for processing and action, as required. Once (if) the law enforcement authorities decide that there has been no 'crime' associated with the aircraft accident, uninjured survivors will typically be released from the SRC (A) and CRC (A) and permitted to go airport 'landside' (and leave the airport also if so desired - but immigration, customs, port health, baggage collection matters etc. will typically still need completion, as per SOP)





## Triage

The 'sorting' of *injured* accident victims with regards to the nature / severity of their injuries - with the objective of facilitating associated (rapid) medical treatment in accordance with pre-determined priorities. ***Note that triage itself does not provide for medical care to be delivered. Rather, the medical care process is eventually delivered in the priority order determined by the triage process***

See also Appendix F - starting page 136

## Temporary Body Holding Area

Casualties who **eventually** die *at / near to* the accident location itself (i.e. victims not killed immediately in the accident) should be moved to a nearby (discrete if possible) '**temporary body holding area**' prior to removal to any available Temporary or Permanent Mortuary

Reminder - victims who are killed immediately as a result of an aircraft accident should generally not be moved (from where they died) **until an appropriate authority** (e.g. air accident investigator) **has given permission.**

However, in certain circumstances such bodies will need to be moved without such permission e.g. to prevent a body being destroyed by fire; other preservation of evidence purposes etc. In the latter circumstances, photographs / sketches / some form of marking etc. should be used to indicate where the deceased was (and in what position) **before being so moved**

## Uninjured Holding Area

A holding location (typically on or near to the accident site's outer cordon) to which (apparently) uninjured victims are taken, after being removed from the accident site itself. This location should ideally be separate from any 'care / medical treatment' area and any 'temporary body holding' area

## Victim

**For aircraft accident purposes**, 'victim' is a term used herein, which refers collectively to **all** on board the accident aircraft (**air victims**) - together with any **other** persons **DIRECTLY** involved (third parties) as a consequence of said accident i.e. the latter referring specifically here to '**ground victims**' - being those killed, injured and / or traumatised (immediately for those so killed / injured and [as appropriate] in due course for traumatising) as a **direct** consequence of the aircraft hitting the ground or similar / equivalent circumstance

(Note that the term '**victim**' does not refer to the dead alone nor is it a term which should be associated with others who might be termed herein as **indirectly** involved [**no matter how closely**] with the emergency e.g. family, relatives & friends [FR] of victims - where such FR had **not** been travelling on board the accident flight - and who thus **cannot** be classified as **ground victims** - are considered herein to be **indirectly** involved

Note also that the corresponding 'International Civil Aviation Organisation's [ICAO]' definition of Victim is very similar i.e. '..... An occupant of an aircraft, and / or any person outside the aircraft, who is unintentionally, directly involved in an associated accident involving that aircraft. Victims may include crew, revenue passengers, non-revenue passengers and **third parties** [i.e. **ground victims**].....')

End of Glossary





Note - it will be advantageous for **airport** operators to also have a clear understanding of the terms '**Next of Kin**' ('**Closest Relative**' / '**Emergency Contact Person**' etc.) For an explanation follow the below link:

<https://www.aviationemergencyresponseplan.com/information/>

When the associated webpage opens, scroll down and find the article entitled:

**Information Article** - Major Air Accident - '**Next of Kin**' / '**Closest Relative**' / '**Emergency Contact Person**'

(Click on it to read)





## PREAMBLE - Part 2

### XIA AEP - **REGULATORY REFERENCES** (and equivalents)

#### 1. **ICAO Annex 14** - Volume 1, Chapter 9, Section 9.1

##### EMERGENCY & OTHER SERVICES

#### 2. **ICAO Manual on Certification of Aerodromes** (Doc 9974) - Appendix 1 / Part 4.3

#### 3. **ICAO Airport Services Manual** (Doc 9137)

##### Part 1 - **RESCUE & FIRE FIGHTING**

##### Part 5 - **REMOVAL of DISABLED AIRCRAFT**

##### Part 7 - **AIRPORT EMERGENCY PLANNING**

#### 4. **ICAO SMM** (Doc 9859) - Emergency Response Plan elements

#### 5. **XXX** (Country / \* Federation / \*\* Union etc.) - Civil Aviation Authority (CAA) / Equivalent Regulations.....re:

##### **RESCUE & FIRE-FIGHTING**

##### **DISABLED AIRCRAFT (AIRCRAFT RECOVERY) PLAN**

##### **AIRPORT EMERGENCY PLANNING**

\* Example - USA's Federal Aviation Administration; \*\* Example - EU Aviation Safety Agency

#### 6. **Other applicable to XXX** (Country) - Appropriate Notices, Bulletins, Publications etc.

#### 7. **XXX** (Country) - **National** Aviation Security and **Airport** Aviation Security Programmes (*Restricted distribution / access documents*)

**The above laws, rules, regulations etc. serve to guide preparation of this Airport Emergency Plan**

Note - See also Appendix Y to this AEP Volume 1 - starts page 179







## PREAMBLE - Part 3

### *Other appropriate **Emergency Response Plans** Requiring Co-ordination (as required) with XIA AEP:*

- (Airport & Off-airport) Customs, Immigration and Quarantine (Port Health) Plans
- On-Airport and Off-Airport Police etc. Plans
- Other XXX (Country) Security Services Plans (as appropriate)
- Aircraft Emergency / Disaster Plan - Medical Support by DOHMS (already produced in co-ordination with the corresponding Airport Medical Centre plan - and includes both 'Hospital' and 'Ambulance' type matters) (also includes 'public health' type contingency plans e.g. 'pandemic')
- Local, Federal, Regional and National Government Disaster Plans (as appropriate)
- Local Civil Defence / Civil Contingency Plans (as appropriate)
- Military Plans (as appropriate)
- Coastguard Plans (as appropriate)
- Search & Rescue Authority Plans
- Aircraft Operator Plans
- Ground Handling Agent (Aircraft Operator Rep) Plans
- Air, Ground & Over Water Transportation Company Plans
- Cargo Operators Plans
- Post / Mail etc. Organisation Plans (as appropriate)
- Public Utility Company Plans (as appropriate)
- Animal Health (Veterinary) Service Plans (as appropriate)
- International Relief / Non-Government / Voluntary etc. Organisation Plans (as appropriate)
- Other Major (located in or 'operationally' near XXX [Country]) Airport Emergency Plans
- Any Other, Relevant Plans TBA

See pages 46 - 48 for a more complete list







#### PREAMBLE - Part 4

##### *Re-Classification of Type of Emergency*

Whilst an 'incident' aircraft is **in the air**, upgrading or downgrading of emergency status shall be the responsibility of **ATC / ATS**, in conjunction with the **aircraft commander**, as appropriate

Whilst an 'incident' aircraft is **on the ground**, upgrading or downgrading of emergency status shall be the responsibility of the **AFS** person in charge, in conjunction with the associated **aircraft commander**, as appropriate. AFS is responsible for advising ATC (of associated details) accordingly

#### PREAMBLE - Part 5

##### *Ready Identification of On-Scene Commander, Operational Commanders and other Emergency Response Team Key Personnel + their respective Vehicles / Deployed Facilities etc.*

##### Personnel Identification

Experience indicates that confusion in easily and rapidly identifying associated 'on-site' **command** personnel (during associated emergency response operations) can be problematic

As a means of easily identifying and distinguishing such **airport based** command personnel, a **highly visible** and **distinctive / uniquely** coloured **tabard** (vest) and / or **coat** and / or **armband** etc. of the same colour - should be worn by the relevant commanders. Where the wearing of helmets or hard hats is required or recommended, these items should (ideally) be of the same, appropriate colour

Ideally, the **functional title** of the relevant commander should **also** appear in suitably sized reflective letters on the front and / or reverse of tabards / coats + on the armband and on the front of the helmet / hard hat. For the armband and helmet only, an appropriate and clearly understood **abbreviation** (as documented in the associated AEP / other, appropriate documents) will suffice

Such identifying etc. apparel should not to be worn whilst the relevant person is responding to an incident but is **not** concurrently serving (or about to serve) in an associated **command** function

The following colours and wording are recommended:

##### Apparel Colour

Yellow

Red

##### Wording on Apparel

On-scene Commander

Operational Commander - AFS





<b>Dark Blue</b>	<b>Operational Commander - Airport Police</b>
<b>White</b> (with red lettering)	<b>Operational Commander - Airport Medical Services</b>
<b>Orange</b>	<b>Operational Commander - Airport Operator</b>
<b>Green</b>	<b>Operational Commander - Aircraft Engineer</b>
<b>Light Blue</b>	<b>Operational Commander - Airline / Airline Rep (e.g. GHA)</b>
<b>Brown</b>	<b>Medical Examiner / Coroner etc.</b> (provided here for info only)

### Vehicle Identification

Any or all of flags (pennants), light beacons, colouring, lettering and other, appropriate marking should be used to distinguish between the various (*airport based*) command vehicles, which might feasibly be present at an accident location. Again, where feasible, the colouring, lettering etc. should be the same as that used above for *personnel* identification

Note: Appropriate *off-airport* responders should be encouraged to also adopt / adapt a similar system to the above **BUT** ensuring that any such identifying system used is communicated and co-ordinated with all concerned - for the purposes of avoiding undue confusion

## **PREAMBLE - Part 6**

### *Compliance with this Airport Emergency Plan*

#### Employees of XYZ Airports Company and ATS staff working at XYZ International Airport

For employees of the XYZ Airports Company + the Air Traffic Services (ATS) organisation at XIA (if latter [ATS] is not already part of former [XYZ Airports Company]), this document and its associated content is to be considered as an *internal directive* for actions and procedures to be applied, during emergencies which affect the airport, either directly and / or indirectly

Same applies to both (separate) **AEP Vol 2** documents (**2A** and **2B**) and their content, as appropriate to actual circumstances 'on the day'

Note: - Further to above, and as appropriate throughout this plan, the above shall be regarded as supplementary *to any established and approved work procedures / 'exercising of professional skills'* ref emergency response accountabilities i.e. this AEP does **not** instruct e.g. Rescue and Fire Fighting Services, Air Traffic Controllers, Medical Staff etc. - in how they conduct their own specific, professional responsibilities

However, **do** note this AEP **does** provide '*general guidance*' emergency response **checklists** for such responders (and others). Such checklists can be found in (*separate* documents) AEP Volumes **2A** and **2B**





### [Airport Tenants, Franchisees etc. plus Support Agencies in the Surrounding Community](#)

Airport tenants (including aircraft operators and / or their reps), franchisees etc. at XIA - together with supporting (surrounding) community agencies + any other entities which might possibly be involved with the co-ordinated response to an emergency directly or indirectly affecting XIA - should make '**best endeavour**' to comply with the actions and procedures contained in this AEP, as required

Where such airport tenants, franchisees etc. consider themselves **unable** (at the planning stage) to comply with the 'best endeavour' request above, written notification of same should be made accordingly to the XYZ Airports Company - together with associated reason(s) / explanation + details of alternative and acceptable (to the airport operator) procedures

### [Mutual Aid Emergency Support Agreements](#) (see definition page 22 if required)

Such agreements are typically simple in format but should include appropriate attachments, appendices etc. - including at least:

- Pre-determination of legal authorities / liabilities etc. of all co-operating emergency agencies / personnel
- Clarification of political and / or jurisdictional (primacy) etc. type matters
- Establishment of agreed command and control systems to be used - by whom and in what circumstances
- Outline details of associated support etc. to be provided
- A co-ordinated radio and / or other (equivalent) communications plan(s)
- Pre-arrangement for supply and co-ordination of emergency transport / similar facilities
- Pre-arrangement for supply / use of portable, heavy rescue equipment - plus other specialist equipment - from any / all available sources
- Joint training and exercising provisions
- etc.

[See also appendix S - starts page 160](#)

## **PREAMBLE - Part 7**

### ***Consideration of Climatic Conditions, Darkness etc***

For reasons of brevity etc. - measures for dealing with adverse climatic conditions, darkness etc. - as associated with each potential emergency / emergency response set out in this AEP (guideline preparation documents) have been omitted

In reality, they **must** (of course) be identified, documented (in this AEP), trained for (initial and recurrent) and exercised (ongoing)

**END of PREAMBLE section**





[aviationemergencyresponseplan.com](http://aviationemergencyresponseplan.com) (Parent Website)

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XIA AEP

**VOLUME 1** / Section 1

**Emergency Contacts / Communications Directory**





## Section 1 - Emergency Contacts / Communications Directory

**ALL** relevant contact info (particularly mobile and landline telephone contacts - but also including email, SMS text, FAX [as applicable], social media, radio frequencies, satellite comms details etc.) for **all** agencies (airport based, surrounding community, wherever) which could conceivably be involved in support of an airport emergency response (at or in the vicinity of XYZ International Airport) shall / should be obtained and recorded in a suitable 'emergency contacts / comms directory' - diligently prepared / maintained by the XYZ Airports Company - as part of and under the authority of this AEP

It is particularly important to ensure that current mobile / cell / smart phone and residence (home [landline telephone preferred]) contact details are recorded (as available), in addition to 'normal business / workplace' telephone etc. numbers - and any other viable forms of contact

The emergency contacts directory shall be verified / updated at intervals not exceeding 3 monthly, by an appropriate person(s) appointed by the XYZ Airports Company - and named as such for said purpose in this AEP (i.e. in an appropriate place, somewhere in this Section 1 of AEP Vol 1)

To facilitate said verification / updating, a **soft** copy of said directory should be electronically delivered (e.g. via email) at least 3 monthly - to **all** persons and / or agencies providing such associated contact details - requesting that they check the contacts (for which they are responsible / which they 'own' etc.) for accuracy, currency, relevancy and 'completeness' - and then formally advise (in writing, via email) the appointed XYZ Airports Company person (see last para above) of same. **If there have been NO changes**, a formal response (in writing) to that effect is **still** required

Alternative methods of achieving the above can be devised as appropriate e.g. where updates using soft copy are not possible, available, inadvisable etc.

**Reminder** - The accuracy and currency of such contact information is so vital to the overall success of airport emergency response ops - that recipients of the 3 monthly check should be 'required / requested' to **positively respond** to the appropriate XYZ Airports Company person's periodic checks, whether or not they have changes to notify i.e. by stating (in said responses) something like:

..... *'Yes I have changes and here they are'* - **OR** - *'I confirm that there are no changes to make for this period / current check'* .....

The emergency contacts directory should be included in a specially prepared Appendix **A** to the AEP Guideline **Volume 1** document. Where the directory is a large document (which is likely) it may be held (instead) separately from AEP Volume 1 - but its locations (**hard copies**) and access paths (**soft copies**) must still be clearly indicated in said Appendix A of said Volume 1

Note that the **primary** method of providing the crisis contacts directory **MUST** be via use of **HARD COPY** documentation. Whilst soft copy versions will obviously (also) be used - they must **never** be the primary source / repository of emergency contact information used for the purposes of this Section 1

A reasonable number of emergency contact directory **hard copies** should be held in appropriate locations which will facilitate **business continuity** requirements if so required e.g. some (at least) should be located at an appropriate **off-airport site** - at an **appropriate distance** from the airport. Associated details shall be documented herein accordingly





[aviationemergencyresponseplan.com](http://aviationemergencyresponseplan.com) (Parent Website)

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XIA AEP

**VOLUME 1 / Section 2**

**General Overview**

Note: The general layout concept of this **entire** AEP Guideline (comprising Volumes **1**, **2A** and **2B**) typically places information and background material etc. in **this Volume 1** - reserving Volumes **2A** and **2B** for checklists only (well.....almost - read on!)

As an exception to the latter, **security** related crises have appropriate information / background material **and** checklists contained **together** in Volumes **2A** and **2B** i.e. such security related information / background material is typically **not** documented here in **this** Volume **1**







## Section 2 - General Overview

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NB: As necessary, refer to the associated list of abbreviations / acronyms (starting page 11) and the glossary / definitions (starting page 13). Same applies at any other time when reading any of AEPs Vol 1, Vol 2A and Vol 2B, if so required by 'the reader'





## **'General Overview'** (Intention / Suggested Use etc. of this Section 2)

1. The purpose of this Section 2 - 'General Overview' - is to provide the reader with a general orientation and explanation of the more important parts of this AEP's elements
2. A sufficient understanding of the general concepts of emergency response ops at / in the vicinity of XIA should hopefully be relatively easy to acquire - whilst also setting a foundation for what is to come in the remainder of **this** Volume **1** - **and** in the separate Vols **2A** and **2B**
3. The general principle is that the 'appropriate' reader should understand (with relative clarity) what is covered in **this** Section 2, **before** moving on to other areas of this document
4. For the sake of clarity and brevity, this Section 2 does **not** include details of certain parts of the AEP considered unnecessary for 'general overview' purposes
5. Paragraph numbering commences with **this** Volume 1 / Section 2 - and is thereafter continuous to the end of Section 2. Similar applies to Sections 3 and 4. Note that paragraph numbering is **not** typically used in Volumes **2A** and **2B** (checklists) of this AEP
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7. *Deliberately Blank*

### **IMPORTANT NOTE**

- An AEP is **not** a Business Continuity / Recovery Plan and should thus **not** include any material related to same (except possibly in a general context only)
- An AEP is **not** a Risk Management Plan and should thus **not** include any material related to same (except possibly in a general context only)
- It would be prudent for any major, commercial airport to have a fit for purpose Business Continuity & Recovery Plan in place which, in turn, is typically based on Risk Management principles. However, both are beyond the scope of **this** AEP guideline document
- It is strongly recommended that the person responsible for the day to day management of an AEP is **not** appointed to concurrently (also) look after Business Continuity / Recovery / Risk Management type matters - due potential 'overload'

## **Introduction**

8. Airport Emergency Planning is the process of preparing (in all and any necessary ways) to adequately cope with a significant on-airport emergency + a significant, airport related emergency occurring in the airport's vicinity + any other type of nominated / defined contingency for which such preparation is required. The objective is to minimise the adverse effects / impacts of an associated emergency, particularly with respect to the saving of life, the protection of property and the maintenance of airport operations - in that order





9. This AEP documents (re [actual and exercise] airport related emergency response ops in general) the processes / procedures / resources etc. used at XIA - for preparing, co-ordinating etc. the emergency responses of the different **airport** agencies, services and customers (including customer airlines) etc. with each other and with the appropriate, responding emergency and other support agencies in the **surrounding community**. It also provides detailed checklists for who will do what, when, where, how, in what order, with what resources etc. during actual and exercise emergency etc. response ops, relevant to XIA

## Purpose of the AEP

10. This AEP has been designed with the intention of ensuring that there is / are (as required):
- Appropriate authorisations to prepare, produce, maintain, test, implement the AEP
  - Orderly / efficient transitions from normal to emergency ops accountabilities / actions etc. and vice versa
  - Adequate and timely assignments, delegations etc. of associated duties, responsibilities, accountabilities etc. - as required / intimated herein
  - Co-ordination of joint planning and response effort for / with all and any (relevant) emergency response agencies and similar (both on and off-airport)
  - Adequate training (content and assignment) and exercising provision (initial and recurrent) in place and delivered as required / directed
  - Sufficient written guidance in what to do, when and how, typically (but not always) in checklist format
  - \* Adequate provision for **humanitarian assistance**, welfare and similar matters
  - A comprehensive, documented record of crisis related events, as required
  - Facilitation for continuance of / return to 'normal business' airport ops - as required

### \* VERY IMPORTANT NOTE - Humanitarian Assistance

Prior to October 2013 (and generally speaking) the **vast majority** of **airport operators** had no **FORMAL** accountability for the provision of **humanitarian assistance** (in any of its forms) to aircraft accident victims and the associated family, relatives and friends of the latter - even at the involved airport(s) itself. Commendably, a **very** small number of airport operators had voluntarily (best practice) already provided humanitarian assistance services / teams (e.g. at Frankfurt and Paris CDG) - but the vast majority did not - relying on the contents of appendix 7 of ICAO's Airport Services Manual (ASM) Part 7 (Airport Emergency Planning) to place humanitarian assistance accountabilities **at their airports** almost exclusively on the appropriate / associated **aircraft operator** and / or on the latter's **local representative** (**Ground Handling Agent** or similar)

Even when ICAO produced (2002) ICAO Circular 285 - '**Guidance on Assistance to Aircraft Accident Victims and their Families**' - it (ICAO) singularly failed **again** to make **airport** operators adequately accountable for 'sharing in' the provision of humanitarian assistance ops at their airports - continuing to unfairly put the responsibility on the aircraft operator, GHA and other (non-airport operator) parties





This most undesirable situation changed in October 2013 when ICAO upgraded circular 285's 'guidance' to become **official ICAO policy** (ICAO Doc 9998) - and replaced circular 285 with ICAO Doc 9973 - '**Manual on Assistance to Aircraft Accident Victims and their Families**'. **Doc 9973 today firmly & unequivocally assigns airport operators themselves as providers of appropriate and associated humanitarian assistance**, together with aircraft operators, ground handling agents, government agencies (at all levels), voluntary organisations etc. This means that **ALL commercial airport operators** should plan and resource (plus train and exercise) to provide humanitarian assistance services themselves (if not already so doing) - in conjunction with other, appropriate agencies - as already mentioned further above

Whilst ICAO Doc 9973 is not specific on the matter, **this** Guideline AEP (the document you are now reading) reasonably assumes that the delineation (geographical limits) of **airport operator provided** humanitarian assistance services be contained within the airport boundary or very close by (e.g. where the airport's \* FRRC is possibly located at a **nearby** hotel / equivalent facility [instead of actually being located **on-airport**])

\* **FRRC - Family, Relatives & Friends Reception Centre** (see definition page 19)

See also Appendix **R** to this AEP Vol 1 (starts page 158)

See also Appendix **Y** to this AEP Vol 1 (starts page 179)

## Use of Checklists versus Text

11. This Volume **1** element of the overall AEP is based on plain text descriptions - with little or no use of checklists. This is deliberate, due the need to explain in a fair amount of detail, appropriate aspects of some of the subjects concerned e.g. Dangerous Goods; Public Health Crisis Response Plan etc.
12. Conversely, Volumes **2A** and **2B** are typically (but not exclusively) documented as checklists

## Emergency Planning Committee

13. The XIA Emergency Planning Committee (EPC) is a joint (i.e. comprising **on** and appropriate **off-airport** members) agency forum - meeting regularly to make meaningful contributions to progressing the various issues pertaining to the AEP and other airport related emergency / contingency plans / issues - as required. **This is particularly so, in association with those agencies in the surrounding community(as applicable) which might potentially provide associated aid to the airport, at time of crisis**
14. It is essential that follow-up actions assigned in such meeting minutes are addressed diligently / quickly - by all concerned / assigned - ideally before the next Committee meeting
15. The XYZ Airports Company shall appoint an appropriately experienced, qualified etc. person (and a deputy) to chair EPC meetings. The XYZ Airports Company 'Emergency Planning Manager' shall be responsible for the day to day activities concerning operational and administrative management of this committee - particularly re compliance with follow-up requirements / actions (emanating from said emergency planning committee meetings)





## Types of Emergencies Anticipated - Aircraft Related

16. The following are the types of **aircraft related** emergencies for which a procedural response has been included in this AEP:

**Aircraft Accident - on-airport**

**Aircraft Accident - off-airport** (can be '**on land**' or '**on / over water**')

**Aircraft Incident in-flight** (en-route)

**Aircraft Incident on the ground** (**not** security related)

**Aircraft Incident - sabotage, bomb threat etc.**

**Aircraft Incident - unlawful seizure etc.**

**Aircraft Incident - fuel spillage**

## Types of Emergencies Anticipated - Not Involving Aircraft

17. The following are the types of **non-aircraft** related emergencies, for which a procedural response has (or will be) been included in this AEP:

**Fire on the Ground** - including fires in airport terminals + any surface public transport facilities associated with the airport e.g. airport connected metro / light rail system

**Sabotage / Security** - including Bomb Threat

**Dangerous Goods / Chemical Spills**

**Medical / Public Health**

\* **Fuel Spillage**

\*\* **Removal of Crashed or Disabled Aircraft**

**Landside (at the airport) Transport Facilities** (e.g. XYZ Light Rail System)

**Natural Disasters**

\* For example - from a fuel-tanker, fuel-farm etc.

\*\* Strictly speaking this **is** aircraft related but has logically been placed here

Note: A viable 'Terminal Evacuation Plan / Equivalent' must also be in place of course - but is beyond the scope of this paragraph 17 and, indeed, this entire series of AEP guideline documents





## Compound Emergencies

18. The following are examples (list is not exhaustive) of compound emergencies. No specific procedural response for such is included in this AEP - but existing AEP procedures and checklists should be **adapted** to suit such situations - where so required:

Aircraft / Structure

Aircraft / Fuelling Facility

Aircraft / Aircraft

Aircraft / Large Public Transport Vehicle

## Common-use Terminology

19. Many airports - (including XIA) use the following terminology when referring to some of the aircraft related emergencies already documented on the previous page:
- **'Aircraft Accident'** - used to classify an **actual** aircraft accident occurring on or in the vicinity of the airport
  - **'Full Emergency'** - denotes that an aircraft in flight (typically approaching the airport) is **actually or potentially in such trouble** that there is imminent risk of an aircraft accident
  - **'Local Standby'** - means that an aircraft approaching the airport or on the ground is **actually or potentially subject to an adverse occurrence or defect**, but the problem is not such as would normally involve any serious difficulty for the pilot(s) and / or to aircraft safety

Note - the term **'Weather Standby'** is similarly used at some airports to cover potential, enhanced response requirements for the airport (for aircraft operations) - as related to adverse weather conditions

## Typical Agencies potentially involved in an XIA Emergency Response

20. At 'generic' level, any / all of the following agencies might become involved with an emergency response at or in the vicinity of XIA. **The lists are not exhaustive:**

*Agencies which are Generally Located **ON** or **very** close to Airport*

- Air Traffic Services
- Rescue and Fire Fighting Services (XIA Airport - Fire & Rescue Service - AFS)
- Airport Police + any other Airport Security Organisation(s)
- XYZ Airports Company (otherwise known as the 'airport authority / operator / management company')





- Airport Medical Services / Centre / Clinic
- Aircraft Operators
- Ground Handling Agents / Supervisory Agents
- Other Airport Tenants
- Airport Franchisees
- Airport Based Customs, Immigration and Port Health
- Others TBA

*Agencies Generally Located **OFF** Airport*

- Police (General [Federal and / or Local]) + Police (Paramilitary) etc.
- Department of Health & Medical Services - DOHMS (includes hospitals, ambulances, stretchers and stretcher bearers) and similar
- Civil Defence / Equivalent
- Other appropriate Government Authorities (national, regional and local)
- Military Services
- Security Services
- Coastguard and Harbour / Port agencies
- Rescue Co-ordination Centre (Search & Rescue)
- Coroner / Forensic Doctor - or equivalent
- Transportation Authorities
- Telecommunications Authorities
- Public Utilities
- Postal Authorities
- Public Information Office





- Veterinary Services
- Religious / Faith Organisations and Services
- Mental Health Agencies (if not covered by government type 'health' systems)
- International Relief Agencies e.g. Red Cross & Red Crescent
- Volunteer Organisations (including Charities)
- Other TBA

**Typical** (suggested and as appropriate to circumstances) duties for some of the above agencies will be documented in the appropriate Volume and Sections of this AEP (i.e. those dealing with direct operational response + associated roles, responsibilities, procedures etc. - more particularly found in separate [i.e. separate from each other and also from **this** AEP Vol 1] AEP Volumes **2A** and **2B**)

#### **Rescue Co-ordination Centre (RCC)**

The main role of the RCC is to co-ordinate search and rescue operations - generally where the accident location (and / or location of accident victims) is unknown and / or when emergency support resources (over and above those available to the airport and associated surrounding community etc.) are required

*The **potential** importance of the RCC during an aircraft accident / emergency etc. is such that it merits a specific reference at this point in this AEP - as suggested by ICAO*







## Emergency at Sea / Over Water

21. In addition to responding to accidents on airport, the XYZ Airports Company and supporting airport agencies will **consider** reacting to aircraft emergencies occurring within an 8 km (4.5 nautical miles or 5 statute miles) radius of the XIA aerodrome reference point - which (the latter) may be taken as being approximately at the centre of the airport (exact location is 89.15.2N 025.21.9W [*fictitious position for the purposes of this AEP Vol 1 guideline*])

**Note** - the level of response by the XYZ Airports Company to an **off-airport** aircraft accident will depend on several circumstances, not the least of which is to ensure continued emergency response coverage for any ongoing aircraft operation at XIA. The XIA emergency response **Overall Commander** (or **alternate** XYZ Airports Company senior manager) should make the appropriate decision 'on the day'

22. The '8 km radius' referred to above takes in an area of (inshore) sea / water to the south of XIA, with the radius cutting the coast at approximately the mouth of **Shana Creek** then again at the eastern extremity of the coastal part of **Botanical Park**. This effectively means that a significant area of water lies under much of the extended (approach) paths of both XIA 'northerly' runways - and departure paths for both 'southerly' runways
23. Appropriate procedures and associated resources are documented in this AEP to cover the eventuality of an aircraft accident at sea / on water - particularly in the inshore area described immediately above

Where appropriate, full use of suitable responders and their resources in the surrounding community should also be incorporated via use of appropriate '**Mutual Aid Emergency Support Agreements**' with e.g. coastguard / lifeboat services; marine police; navy; SAR authority (RCC); harbour master; commercial marine companies etc.

24. Suitable location aids, personal protective equipment, buoyancy aids etc. should (be provided for and carried / used / worn) by all XIA emergency responders when deploying over or on water. The XYZ Airports Company shall ensure that same are procured, available, maintained, distributed and utilised - as appropriate. Associated training / exercising (ongoing) shall also be provided / undertaken

## Alerting & Activation

### On Airport

25. Alerting and Activation for an **ON** airport aircraft emergency response (aircraft accident) at XIA is typically (but not always) initiated by Air Traffic Control / Services (ATC) - the latter typically being the first to become aware of and / or to be alerted to a 'state of emergency'
26. ATC will typically activate the 'crash alarm' which will, in turn, alert the XIA Airport Fire & Rescue Service - AFS. The latter will be further contacted by ATC and receive initial details of the emergency, via an ATC broadcasted 'crash message' - on the designated radio frequency (frequencies) monitored by AFS (in addition to passing the alarm message to the AFS **watch-room** via direct line [RED] telephone / equivalent method(s) of immediate / high priority contact etc.)





27. AFS is also typically responsible for commencing the alert and activation 'cascade tree callout' system for **other** specified recipients, who will, in turn, pass on the crash (emergency) message to additional specified recipients, and so on - i.e. the AFS watch-room is an integral and initiating part of any further callout processes
28. The system described just above (cascade tree callout) will eventually alert all agencies and individuals required to respond to the emergency. Additionally, all those needing to know about the emergency (but not necessarily having a direct emergency response role) would also be notified e.g. the executive board of the XYZ Aviation Corporation (parent organisation of the XYZ Airports Company)

### Off Airport

29. Essentially, the same process as described above for the on-airport situation will take place, but with additional **external** notifications over and above those already indicated above e.g. civil defence / fire and rescue, off-airport medical / health, ambulance and stretcher services, off-airport police, military, coastguard, additional government authorities etc.

Note - effective, efficient, rapid and economical **automated alerting systems** are (as at 2023) available for procurement / lease from around USD \$5 - 10,000 annually. Such systems can accomplish, in just a few minutes, what a 'cascade tree' **manual** alerting system (as described a little further above) might take several hours to accomplish

## Rescue & Fire-Fighting

### On Airport

30. The XIA (On) Airport Fire and Rescue Service (AFS) will provide immediate response fire-fighting and rescue ops, as per XXX (Country) CAA requirements - together with (XIA) AFS SOPs - plus any other appropriate procedures / checklists etc. contained elsewhere (e.g. Volumes 2A and 2B) in this XIA AEP series of documents

All airport runways shall be considered active unless specifically advised otherwise by ATC

Where appropriately trained / qualified / experienced / exercised '**spare** AFS manpower capacity' is available - a triage and immediate medical care operation should **additionally** (concurrently) be commenced (as required) until such time as arriving medical staff (e.g. from airport clinic / medical centre; off-airport medical resources etc.) can take over

31. **Additional** fire-fighting, rescue and medical / health / ambulance etc. resources will typically be deployed as soon as possible (in support of AFS), by appropriate **off airport** resources

Pre-agreed '**Mutual Aid Emergency Support Agreements**' will typically (but not exclusively) guide this process e.g. who will eventually assume **ultimate** command & control (primacy) of the fire & rescue operation; the triage and medical care / transport operations etc.?

32. When appropriate, AFS shall appoint a suitable liaison person to the XIA '**On-scene Commander**' - whenever he / she is operating 'on-site' from the deployed XIA '**Mobile Incident Command Centre / Forward Command Post**' etc. vehicle ..... or equivalent facility





### Off Airport

33. AFS will only deploy **off airport** if so directed by the XIA *Emergency Operations Centre's 'Overall Commander'* or \* equivalent person. Again, such deployments will be governed mainly by actual circumstances at XIA airport 'on the day' + by any appropriate 'Mutual Aid Emergency Support Agreements' in place (\* details documented elsewhere in this AEP)

### Initial Headcount of 'Persons on Board' Accident Aircraft

34. Airport Police and / or equivalent, typically assisted by AFS, Airport Medical Centre (AMC), the aircraft operator and / or latter's rep e.g. a GHA (if / as available for all of the aforesaid) etc. - will typically assume responsibilities for the initial 'headcount tally' of all 'persons on board' (POB) (and / or who **had** been on board) an **on-airport** accident / incident aircraft. If feasible, this initial tally is typically conducted (ASAP) at / near to the actual accident site itself
35. The aircraft operator and / or its rep (e.g. GHA) should produce **ASAP** a tentative (unverified / unconfirmed) total POB number + (as eventually available) a name list of **all** persons (crew and passengers etc.) believed to have been on board the accident aircraft. XIA ATC and the XIA 'Normal' and / or 'Emergency' Operations Centre(s) (as appropriate) need this latter info, for (amongst other purposes) immediate, onward transmission to AFS, Airport Police, On-scene Commander, other appropriate responders as permitted (both on and off-airport) etc.

Such name lists are typically expected to (eventually) be '**verified**' (double checked for accuracy / 'completeness') by the aircraft operator and / or its rep - and any updates / changes again passed-on / forwarded immediately, as per above

The above requirements shall be adapted accordingly for the '**off-airport**' situation

### Access to / from Accident Site - Access and Exit Control

**On-Airport Accident / Access Control** .....i.e. **to** on-airport locations (via surface transport)

36. **Access** to the actual **on-airport** accident site itself shall be controlled by Airport Police and similar XYZ Airports Company / other security services, using the '**RVP**' / '**Staging Post**' / '**Inner and Outer Cordon**' etc. principles (see appropriate 'definitions' - as required)
37. **On-airport Emergency** services will deploy to the accident location **as quickly and directly as possible** - in accordance with standard procedures and / or as directed / cleared 'on the day'. **Other** (on-airport) emergency response **support** agencies deploying likewise will (typically) deploy initially to a (pre)nominated, on-airport location known as the '**personnel staging post and emergency equipment assembly area**' where they, their vehicles and appropriate equipment will wait to be 'called forward' (typically under escort) to / near to the accident site
38. **Pre-prepared** (emergency use) airside passes **and / or** appropriate identifying apparel **and / or** equivalent arrangements etc. - will be provided to **pre-designated** on-airport responders (before and / or upon arrival at the 'personnel staging post' / other nominated location[s]) - where the wearing of 'normal business' type apparel - together with the displaying of 'normal business' ID / markings etc., does **NOT clearly** identify such responders as **already** being permitted **airside** access. This (pre-prepared / documented, trained and exercised) process will be managed / controlled 'on the day' by Airport Police / Security etc.





39. Several different staging areas are nominated in this AEP to facilitate rapid deployment to accident sites on any part of the airport (see Section xx, paragraph yy for details and Appendix zz for map locations, GPS co-ordinates etc.). The initial emergency (alerting & activation) message(s) and / or subsequent communication(s) from ATC, On-scene Commander etc. - will clearly designate the particular staging area(s) to be used 'on the day'
40. Emergency support agencies responding from **off-airport** shall typically route to airport **emergency access gate(s)** (*crash gate[s]*) as nominated and communicated 'on the day' by the airport EOC **OR** On-scene Commander **OR** other appropriate airport agency (e.g. ATC; Airport Police etc.) - depending on (the on-airport) accident site location, anticipated location of hospitals to be used (as appropriate), local off-airport road traffic conditions etc.

*Note - As the allocation of crash gates as per para 40 above will not be 'instantaneous', off-airport emergency responders **not** receiving a definitive crash gate to which to proceed in the initial emergency (alerting & activation) message(s), should (by default) report to either gate **aa** for access to the part of the airport **west** of the main XIA north-south runways **OR** gate **bb** for access to the part of the airport **east** of these runways - as per actual circumstances prevailing 'on the day'*

41. *Deliberately Blank*

42. Once **off-airport** emergency support agencies arrive at the designated or default / briefed access crash gate(s) - Airport Police / equivalent agency(ies) shall immediately issue **pre-prepared** emergency airside passes and / or appropriate identifying apparel and / or whatever equivalent(s) is (are) deemed so suitable 'on the day' - and then provide / arrange escort for them (off-airport agencies) to eventually move on to an appropriate '**Rendezvous Point - RVP**' - where they can wait to be called forward, under further escort, to the accident site area itself (possibly via a nominated **staging area**)

*Note - the above (paras 40 & 42) represent a typical, **example** situation only. In reality, it is possible that e.g. **off-airport** agencies might be directed to a **landside** RVP(s) (possibly just outside the airport boundary) - and from there be escorted to the on-airport accident area (possibly via a nominated staging area) **itself***

43. Off-airport agencies will typically be escorted (airport provided) at all times whilst on-airport
44. On initial arrival at the **general area** of the accident site, **ALL** responding emergency support agencies (whether based on or off-airport) shall follow the appropriate **one-way access** (entry) **system** (as set up, marked and monitored by Airport Police etc.). Upon subsequent arrival at the designated parking location, the senior officer / person from each such agency so doing, shall identify and report to the **most appropriate** '**Operational Commander**' present. For example, **off-airport** fire and rescue services will typically report to the '**(XIA) Operational Commander / AFS**'. Off-airport medical services / ambulances will initially report to the '**(XIA) Operational Commander / Airport Medical Centre**' (Note - the latter person will eventually (typically) transfer this operational command responsibility to the designated off-airport senior medical officer, after the latter's arrival on-site)
45. Parking arrangements on arrival at the outer cordon should have already been made and suitable signage or similar direction established. If not, arrivees should park in a suitably clear area just **outside** the outer cordon and seek further direction (re 'what to do now?') from e.g. Airport Police / Airport Security / an appropriate (on-site) XIA Operational Commander etc.





**On-Airport Accident / Exit Control**.....i.e. **from** on-airport accident location (Surface Transport)

46. Emergency Support agencies leaving the accident site should route as briefed by the appropriate Operational Commander and / or Airport Police / similar security agency etc.

Typically, the **marked one way exit system** should be used to leave the immediate area of the accident site - subsequent to escort being provided to other on-airport locations (as appropriate) **OR** designated airport exit points (as appropriate)

47. Pre-prepared emergency passes, identifying apparel etc. (which might have been previously issued as per paras 38 and 42 above [as applicable]) should be returned to Airport Police / similar personnel when leaving the accident site / exiting the airport - as appropriate. For **on-airport** based responders, however, return of same should only be made when there is no longer **further expectation to attend / re-attend** the accident location

**Helicopter Access / Exit Procedures**

48. *To be Issued*

**Access to / from XIA**.....via local (off-airport / external) **Road Traffic System**

49. Depending on the time of day, day of the week etc. – all roads to / from the airport can become ‘gridlocked’. Public holidays, local exhibitions etc. can exacerbate this situation
50. For an **on-airport** emergency the XIA EOC (and / or other appropriate airport agency e.g. ‘Temporary’ EOC; ATC; AFS; Airport Police etc.) shall consider (on the day) the location of the accident site itself, prevailing off-airport traffic conditions, locations of hospitals vs locations of airport crash gates / rendezvous points (RVPs) / staging areas etc.

Subsequently, (and after similar consultation with e.g. **off-airport** Police / Traffic Officers etc.) it (XIA EOC etc.) shall nominate and promulgate an appropriate crash gate(s), considered to best facilitate (external) emergency support services access to / exit from said RVP(s), staging area(s) etc.

51. The above considerations might mean e.g. that the airport crash access / exit gates geographically **nearest** to associated hospitals etc. will **not** necessarily be the ones nominated for use ‘on the day’ of the ‘incident’ - as per para 50 above
52. Once the decisions referred to above have been made and promulgated, all appropriate / involved parties should work / communicate closely together, in order to (try to) ensure that appropriate parts of the **off-airport** road system, to / from the nominated crash gates and to / from nominated hospitals etc., are kept as clear as possible (e.g. at least a single lane in each direction might be reserved for emergency traffic only [provided that it can be cleared of non-emergency traffic in the first place of course!])





### Off-Airport Accident Location - Access / Exit Procedures

53. The same general principles used further above for the **on-airport** situation should similarly apply (as appropriate and insofar as is possible / practicable) - where a deployed **airport based response agency** finds itself (**rarely** but not impossible) 'in charge' (having 'primacy') of an **off-airport** emergency response situation

In such circumstances - initiative, common sense, effective communications, flexibility etc. will be required **due to the lack of** e.g. a boundary (such as the airfield perimeter fence and crash gates), pre-designated locations such as staging areas and rendezvous points, the road traffic situation, terrain difficulties, crowd control problems etc.

54. Where an **off-airport agency** has control (primacy / are in charge) of an off-airport aircraft accident site (which is the norm), the associated / appropriate (pre-agreed and issued) '**Mutual Emergency Aid Support Agreement(s)**' should have already (beforehand) pre-determined the basic 'ground rules' etc. e.g. to the effect of using equivalent **on-airport** procedures (and / or equivalent plans) as closely as possible in the **off-airport** situation. (Note: the latter is provided as an example only)

Similar constraints to those documented for an **on-airport** response might still apply, together with additional (potentially problematic) matters - some of which are mentioned in para 53 above







## Victim Management (Casualties [the Injured])

55. Assuming an **on-airport accident**, suitably trained / exercised **AFS** responders deployed (to accident site) may be assigned by the on-site '**Operational Commander / AFS**' to commence casualty clearance, triage & immediate medical care ops - as required. (Assuming that such AFS personnel can be operationally spared from their primary 'fire-fighting & rescue' duties)
56. As available, suitably trained / exercised responders from the **Airport Medical Centre (AMC)** will deploy to the accident site and commence / oversee 'on-site' casualty clearance, triage and delivery of immediate medical care ops. An '**Operational Commander / Medical Services**' will be appointed (typically the most senior [and / or experienced], available medic) - and (manpower permitting) an AMC liaison rep appointed and deployed to the '**On-scene Commander's Mobile HQ**' (upon latter's arrival 'on-site')
57. AFS etc. provided inflatable tents and / or equivalent facilities from other sources (e.g. airport buses with seats removed) should be erected / utilised as soon as possible - with regard to the triage / immediate medical care operation. Portable electric generators, air conditioning / heating (for the tents - as appropriate), ground sheets / cover, potable water, rubbish sacks etc. - should also be provided (as available / list is far from being exhaustive)
58. **Deliberately Blank**
59. Upon eventual arrival of the **zzzz** 'Hospital Disaster Medical Team' (part of the **off**-airport DOHMS), the senior / most experienced doctor / medical person in said team will typically **take over** (from the equivalent AMC person) the role of '**Operational Commander / Medical Services**' - and an appropriate member of his / her team will take over from the AMC person (previously appointed as /medical liaison to the On-scene Commander's [on-site] Mobile HQ)
60. With clearance from the 'new' Operational Commander / Medical Services (as per last para above) - all / part of the AMC team (depending on total medical manpower required / available **at accident site**) should relocate to the XIA airside **SRC (A)** and **CRC (A)** facilities, in company with **uninjured** survivors (passengers & crew **respectively**). This team's primary role will now be medical support of the uninjured at those centres (**just in case** some of them do, in fact, have injuries not detected earlier e.g. shock; smoke inhalation; internal trauma etc.)
61. The Operational Commander / Medical Services shall appoint a '**Medical Transport Co-ordinator**' from his / her team
62. The Operational Commander / Medical Services shall oversee the ongoing effective, efficient, expedient and co-ordinated operation of the **entire** on-site casualty collection, triage, immediate medical care and casualty evacuation (e.g. to local hospitals) programme - priorities being the saving of life, prevention of further injury and rapid removal of appropriate casualties to better medical care / conditions

It is **VITAL** that careful tracking (typically via the Medical Transport Co-ordinator and / or other specifically appointed person[s]) is maintained re **which** casualties have gone **where, when**, in **what** medical state + **how** / in **what** form of transport (+ identification details of latter [e.g. 'number plates'; ambulance number; air ambulance registration etc.]). The ICAO '**triage tag**' system (or equivalent) should be used to facilitate such tracking (see App **F** - page **136**)





63. The Operational Commander / Medical Services will typically **not** become **directly** (i.e. ‘hands-on’) involved in either triage or immediate medical care functions

**Note** - Further to the above, an appropriate person should be assigned to co-ordinate the eventual collection and removal of all litter etc. at the above mentioned locations / facilities, to prevent the possibility of associated FOD

## Victim Management

### Uninjured Survivors / Survivors with Very Minor Injuries

64. Part of the triage process **at / near the accident location** involves appropriate ‘triage tagging’ (see last para, previous page) of **uninjured** (and **very** slightly injured) survivors and moving them to a separate, nearby area (reserved for this purpose specifically) known herein as the ‘**Uninjured Collection Area**’
65. The ‘**Operational Commander / Aircraft Operator** ..... and / or his / her Local Rep’ (e.g. GHA for latter) shall call (e.g. via XIA deployed FCP / MICC) for appropriate transport to remove all **uninjured** etc. survivors from the ‘Uninjured Collection Area’, when so cleared by the ‘appropriate authority’. Concurrently, he / she should (discretely) physically separate (or otherwise arrange for separation of) uninjured **crew** from uninjured **passengers**
66. *Deliberately Blank*
67. Uninjured **passengers** should then be transported directly to the ‘**uninjured Survivor (passenger) Reception Centre - Airside**’ - SRC (A) facility. Uninjured **crew** should be similarly despatched (**BUT** - in **separate** transport) to the **separate** ‘**uninjured Crew Reception Centre - Airside**’ - CRC (A) facility
68. Where an aircraft accident involves an **XIA based** aircraft operator, the **Operational Commander / Aircraft Operator** will typically be provided by that same aircraft operator
69. Where an aircraft accident involves a **non-XIA** based aircraft operator, the **Operational Commander / Aircraft Operator** may still be provided by that aircraft operator’s staff (**if** same is available locally) - but is more likely to be provided by an appropriate, locally contracted Ground Handling Agent - GHA (airline / aircraft operator representative) and / or possibly an appropriate representative from the XIA **Airline Operator’s Committee** (if such exists)
70. The **SRC (A)** at XIA is located at: (Insert location & contact info here)  
.....
71. The **alternate SRC (A)** at XIA is located at: (Insert location & contact info here)  
.....
72. The **CRC (A)** at XIA is located at: (Insert location & contact info here)  
.....







## At the SRC (A)

73. Upon arrival at the SRC (A), uninjured **passengers** will typically be provided with humanitarian, welfare, information etc. type support by the XIA '**Immediate Care Team**' (ICT) and others
74. For an emergency involving an XIA based **aircraft operator** - the latter will typically **also** deploy its local \* '**Humanitarian Assistance Team**' (HAT) to the SRC (A) ASAP (if it has such a team - many airlines do not). Upon arrival, the HAT typically (but not always) takes a handover from the airport ICT - the latter's staff then returning to their normal, airport duties

\* Still (today) confusingly known by many other titles - most common of which are 'special assistance team' and 'family assistance team.' The preferred term (for all sorts of valid reasons) is 'Humanitarian Assistance Team'. For more info re this matter see definition of '**Special Assistance Team**' - page 27

75. Example '**information cards**' for use at such reception centres etc. (including use at the SRC [A]) can be found at appendix W (starts page 169)
76. Uninjured **passengers** are typically 'processed' at the SRC (A) by e.g. the ICT, HAT and others - involving (amongst many other matters) completion of the (4 in 1) '**Passenger / Victim Record Card - P/VRC**' (see appendix U - page 165)

Similar applies to uninjured crew located at the (typically separate location) CRC (A)

**NB:** Despite its title, the P/VRC is used for both passengers, crew **and** (if any) ground victims (see 'Glossary' [page 29] for definition of 'ground victim' - as required)

77. Correct completion of the P/VRC (with a copy provided to the Airport Immigration rep [who should be] present in the SRC [A]) should (amongst many other things) satisfy Immigration 'landing' requirements (e.g. clearance / re-clearance to enter 'the country') if the appropriate travel document(s) is / are not available to a victim e.g. due to the accident circumstances

## 78. **Deliberately Blank**

79. Uninjured passengers will typically receive a brief 'vital signs' medical check (typically conducted by AMC staff present) - to ensure that they really are 'uninjured'. If fire had been associated with the accident, a check for smoke inhalation injury should also be made. Any minor injuries found will be treated at the SRC (A) and / or the person(s) removed to AMC or hospital (as required). 'Emotional' support (as available) should also be provided, as required
80. AMC staff (or similar) shall keep appropriate written records of the checks etc. referred to just above. Persons refusing such checks etc. should be asked to complete an appropriate indemnity form accordingly (to be provided and retained by AMC staff)

## 81. **Deliberately Blank**

82. Customs staff should make appropriate arrangements for uninjured passengers to eventually reclaim their baggage (as available) without undue difficulty / red tape etc.
83. On eventual release from SRC (A), uninjured passengers will typically (but not always) transfer to **aircraft operator** (and / or latter's local rep e.g. GHA) responsibility e.g. for assistance reclaiming baggage (as required / available), re-uniting with appropriate persons (if not done already), assistance with what they wish to do next (continue journey; return to home) etc.





84. At this stage, the aircraft operator and or latter's local rep (e.g. GHA) should also typically continue to provide humanitarian, welfare, information and similar services / support to their passengers and other, associated victims (whatever their status) and also to the latters' family, relatives and friends (FR)' - wherever in the world they might be (the latter [FR] having not been on board the accident flight [by definition], of course)

#### At the CRC (A)

85. The process at the CRC (A) is typically similar to that of the SRC (A) described just above. Main points to note:
- The flight crew (pilots) will almost certainly be subject to a detailed medical examination and an 'interview' with the Police and / or Air Accident Investigators - both of which might take place at a location other than the CRC (A)
  - It is possible (in some parts of the world) that some / all crew might be 'detained' (e.g. imprisoned - legally or otherwise) by appropriate authorities - pending air accident investigation; due legal process etc.
  - Legal Assistance should be made available to crew if so required. This should be arranged by the aircraft operator and / or on-site rep (e.g. the contracted GHA or similar)
  - When uninjured crew are released from the CRC (A), the aircraft operator and / or on-site rep shall take measures to ensure (if possible) that they (crew) **continue to be separated** from uninjured passengers - and also (when cleared to landside) from any associated FR (including any MGFR) of **any** passenger. Said crew should also be 'protected' from the Media. Appropriate humanitarian, welfare, emotional and similar support should be provided, as required

Reminder: For more detailed info (including definition) re **airport** provided 'humanitarian assistance', welfare etc. - see appendix Y (starts page 179)

### IMPORTANT NOTE / OFF-AIRPORT ACCIDENTS

Concerning **off-airport** accidents, it is strongly suggested that you (i.e. the interested reader) might NOW wish to take a look at (**separate** document in this series) **AEP Volume 2B** (pages 146 - 147) before returning to this document - and then reading further





## Victim Management - Fatalities at the Accident Site

86. The dead should be triage-tagged accordingly
87. They (whether whole bodies and / or body parts) should then be left in their final resting place at the accident site - **unless** it is vital to move them for the purposes of 'preservation of evidence' etc. This is because the position and condition of the deceased at time of death might possibly offer valuable evidence / clues as to the **cause(s)** of the accident
88. Excepting for the above, the dead should **only** be moved (in general) from the final resting place - with the permission of the Air Accident Investigation Authority and / or the Coroner (Forensic Doctor / Medical Examiner or equivalent) and / or the appropriate Police agency
89. If it is **essential** to move the dead, each body / body part should (if possible / practicable / safe) be tagged and a corresponding and cross-referenced mark (e.g. stake / marker etc.) placed where the body / body part lay before removal. Photographs and / or sketches showing the relative positions of bodies / body parts to aircraft wreckage and / or ground features etc. should also be taken / made. Such bodies etc. should then be moved to a nearby '**temporary body holding area**'. (Note that actual circumstances 'on the day' may make some / none of the above possible)
90. The XYZ Airports Company should make arrangements to ensure that an adequate stock of body bags (e.g. *a minimum of 1,000* is recommended to cover hi-density seating Airbus A380 operations) is **readily available for rapid delivery** to accident location / wherever
91. Off-airport and Airport Police, XYZ Airports Company security etc. shall provide a high degree of security at any temporary body holding area(s)
92. When cleared for further removal by an 'appropriate authority', bodies / body parts will typically then be transported to the designated facility (usually termed '**temporary mortuary**'), the latter located at (TBA)
93. **Deliberately Blank**
94. Casualties who eventually die **at / very close to the accident location** (i.e. victims not killed immediately) should be moved (from the location where death occurred) to the temporary body holding area - prior to eventual removal to the temporary mortuary
95. Deceased victim identification (sometimes known as '**disaster** victim identification (**DVI**) in the case of death caused e.g. by an aircraft accident), cause of death, reconciliation ('reuniting' of the deceased with FR), body (including body parts) removal and disposal, recovery and reconciliation of personal effects, religious / cultural / ethnic considerations, memorial services, monument erection etc. - are all likely to follow on in due course (possibly over a period of many months - possibly even longer)
96. Whilst 'government' agencies (national and / or regional and / or local) are responsible for much of the above in many countries / jurisdictions - many **airlines** also retain **third party commercial** (specialist) **companies** to provide all / most of what is required - as referred to in para 95 above (with appropriate permissions of course) e.g. where such government type interventions may not be possible, for whatever reason (note that 'least developed' and many 'developing' countries may **NOT** have the resources etc. to undertake such work themselves)





## Emergency Medical Supplies - ICAO Recommendation

97. ICAO Document 9137 '**Airport Services Manual / Part 7 / AEP**' recommends that the following medical supplies & equipment be **immediately** available from **airport** and / or **very close-by external** sources:

- 500 Triage Labels
- 100 Stretchers
- 10 Immobilising mattresses for backbone fractures
- 10 Backboards for backbone fractures
- 50 Splints (Conventional and / or Inflatable)
- 50 First Aid Kits (Typical Contents as per ICAO Document 9137 / Part 7)
- 20 Resuscitation Kits (Contents as per ICAO Document 9137 / Part 7)
- 3 Electrocardiograph type apparatus
- 3 Manual or Mechanical Respirators
- 10 Intravenous infusion packs (Saline or HAEMACELL) + 'giving' sets
- 3 Suction devices
- 2 ENTONOX analgesic cylinders & equipment - or equivalent
- 500 Body Bags or equivalent

98. ICAO Doc 9137 / Part 7 bench-marked against an aircraft the size of a **Boeing 747** when making the above recommendations. As XYZ International Airport operates **Airbus A 380** aircraft, consideration should be given by XYZ Airports Company to:

- Procuring equipment listed above and storing at a suitable, **on-airport** location - **and**
- Increasing above figures by up to **100%** - to account for hi-density seating A380 operations (don't forget - there might be **[additional]** **ground** victims [see definition page **29** if so required] to **also** account for)

99. **Deliberately Blank**

100. **Deliberately Blank**





[aviationemergencyresponseplan.com](http://aviationemergencyresponseplan.com) (Parent Website)

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## Management of Meeters & Greeters / Family, Relatives & Friends (MGFR)

### MGFR located at XIA Airport

101. The following applies to the anticipated situation / response (for / to) MGFR waiting (for what turns out to be 'the accident flight' [for the purposes of this para 101 and para 102 below) **in** (or very near to) **the appropriate Terminal ARRIVALS Hall(s)** at **XIA**

102.

- ✓ \* A suitably worded **PA** will be made (targeted at 'relevant / potential' MGFR [i.e. those FR & others waiting {to meet the emergency flight} in the appropriate XIA Terminal Arrivals Hall and / or close-by airport areas]) - asking them (MGFR) to '**make themselves known**' to the uniformed (or otherwise clearly identifiable) aircraft operator and / or airport and / or other, equivalent staff (e.g. GHA; Airport Police etc.) - who will have been rapidly deployed to the most appropriate airport location(s) - where said MGFR are most likely to assemble

\* Alternatively - and where an airport Terminal(s) is so equipped, relevant / potential MGFR should be requested (in the associated PA message[s]) to report to a nominated **airport information desk(s)**. All such message should also be simultaneously displayed on electronic '**flight information display systems (FIDS)**' (as available) located in the relevant 'arrivals' / other appropriate areas - of the airport concerned

- ✓ Responding MGFR are then confirmed or otherwise (by such responding staff etc. - using a variety of methods) as being 'genuine' or 'potentially genuine' i.e. thought to be directly associated in some way (actually or potentially) with certain persons (victims) believed to be / have been on board the accident flight. (The availability [to such deployed, responders] of the **most up to date version** of the accident flight's crew and passenger lists is **essential** to this procedure working as it should)
- ✓ 'Genuine' / 'potentially genuine' MGFR are then moved in groups, 'under escort', to the XIA provided '**Meeters & Greeters / Family, Relatives & Friends Reception Centre (FRRRC)**'

Insert locations of primary and back-up XIA FRRCs here:

..... (Primary FRRRC Location)

..... (Secondary FRRRC Location)

- ✓ At the **FRRRC**, MGFR will be provided with humanitarian, welfare, information etc. support - administered by e.g. the airport's volunteer (trained and exercised accordingly) '**Immediate Care Team**' (ICT) and / or equivalent (also trained & exercised) support teams - as available
- ✓ For an example 'information card' for MGFR etc. use at the FRRRC - see App **W** (page **170**)
- ✓ For an emergency involving an **XIA based aircraft operator** - the latter **also** typically deploys its own '**Humanitarian Assistance Team**' (HAT [if it has one - many do not!!]) to the XIA FRRRC ASAP. Upon arrival, the **HAT** typically (but not always) takes a handover from **the airport's ICT** - the latter's members then typically (but not always) returning to their 'normal' / or otherwise re-allocated **airport** duties (as appropriate)





- ✓ Medical care (if needed) shall be provided at the FRRC by AMC staff (or equivalent e.g. airline provided medical staff; government medical / health agency personnel etc.) as required e.g. for treatment of shock / onset of traumatic stress etc.
- ✓ MGFR are then 'processed' (by the ICT and / or HAT and / or whoever) - typically including (amongst other things) completion of the XIA '**Friends & Relatives Enquiry Card**' (**FEC** - see appendix U - page 164)
- ✓ MGFR at the FRRC (having no valid association with accident victims) will be asked to leave
- ✓ Where possible and in due course, the ICT / HAT / whoever - shall provide MGFR with on-going **info updates** as to the status, locations etc. of the persons they are waiting to meet
- ✓ Where relevant / possible (and in due course), attempts will be made to **re-unite** MGFR with the person(s) (victim[s]) whom they were waiting to meet. For uninjured victims, this might typically take place at the airport (immediate or shorter term re-uniting) - usually conducted at a pre-designated location known herein as the '**Reuniting Area (Airport)**' - **RA (A)**

State Location of the XIA RA (A) here: .....

- ✓ Appropriate arrangements should be made for **medium to longer term** re-uniting, if immediate and / or shorter term re-uniting at the airport is not possible / is not complete. This will typically be overseen and conducted **off-airport** by the accident flight's '**aircraft operator and / or local representative(s)**', aided by various local agencies (e.g. Police; Volunteers; Faith Reps; Hospitals; Mortuaries; Undertakers; Hotel staff etc.) as appropriate
- ✓ Re-unions with **uninjured** victims will typically take place at a suitable, local hotel(s)
- ✓ Re-unions with **injured** victims will typically take place at a local hospital(s)
- ✓ Re-union with **deceased** victims will typically take place at local mortuaries / funeral homes
- ✓ For a reasonable period (e.g. where associated Search & Rescue ops might continue), the '**aircraft operator / local rep**' and '**others**' might continue providing humanitarian, welfare, info etc. support to MGFR (amongst other 'types' of FR), **after** they have left the airport. For example, for FR living locally to XIA (including MGFR type FR) and / or other FR who eventually choose to travel to the XIA area from non-local locations worldwide - the '**aircraft operator / local representative**' might set-up / pay for / operate etc. a dedicated facility - typically known today as a '**Humanitarian Assistance Centre - HAC**'. The latter allows for provision of longer term support etc. for those wishing to use it / receive same

The HAC will typically (but not always) be located in a suitable hotel(s). **Non**-local FR will typically be accommodated, supported etc. in the HAC. **Local** FR may do likewise - but also have the option of only attending the HAC as required e.g. for the daily 'FR Briefings' etc.

- Lastly, it is likely that an FRRC **and** a HAC **might** also need to be set up, manned, operated etc. at the **departure** airport(s) of an accident flight - even though the accident did not occur there (due the latter being the first location that many FR [living locally or *relatively* local to such **departure** airport{s}] will choose to go for information). Note that for multi-sector flights (e.g. airports A to B to C etc.) more than one departure airport will be involved

For more detailed info (including definition) re **airport** provided '**humanitarian assistance**', welfare etc. - see appendix Y (starts page 179)







### IMPORTANT NOTE - OFF-AIRPORT ACCIDENTS

If not already done, see (separate document) AEP Volume 2B / pages 146 - 147 NOW – before returning here

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**Strategic & Tactical (GOLD and SILVER) - Command, Control, Co-ordination & Communication (C4)**

#### On-airport / Aircraft Accident or Incident

103. Responsibility for the overall (strategic) airport operator C4 function for an aircraft accident / incident type crisis occurring on-airport at XIA - typically lies with a designated, senior XYZ Airports Company manager - functionally known herein as the 'Overall Commander'

104. The latter typically operates from the XIA 'Emergency Operations Centre' (EOC) located at:

\_\_\_\_\_

With the backup / alternate XIA EOC facility being located at:

\_\_\_\_\_

105. The Overall Commander will be nominated 'on the day' from a core team of trained, exercised and suitably experienced XYZ Airports Company senior managers (typically Vice President / General Manager / Equivalent grade - or above) - with a minimum of two persons initially chosen to cover 24 hour emergency response ops (e.g. via 12 hour [back to back] shifts)

106. For AEP related ops specifically, it is not unusual for the Overall Commander to be responsible for both the strategic and tactical aspects of airport related C4 (leaving on-site [operational] C4) to the On-scene Commander, the Operational Commanders and equivalents etc.)

Note, however, that in some countries / circumstances the Overall Commander might exercise tactical (SILVER) C4 only, leaving 'strategy' (GOLD) C4 to the airport's (separate) top management team - the latter typically operating from an appropriate facility near to the airport EOC and / or from a pre-designated off-airport location, co-located with other (non-airport operator) GOLD commanders involved (as appropriate)

The response strategy chosen 'on the day' typically includes the overarching direction, co-ordination, support, resourcing etc. of the various, participating emergency response agency operations, - with the objective of ensuring the success of the subordinate and associated tactical and operational responses

107. The team operating / running the airport EOC (under direction of the Overall Commander) typically represents all vested interests in the specific emergency concerned e.g. for on-airport aircraft accident type situations, this team will typically have representation from the following areas - depending on actual circumstances 'on the day' (NB: List is not exhaustive):







- Air Traffic Services
- Airport Fire & Rescue Service - AFS
- Airport & Off-Airport Police
- Airport Safety & Security
- Airport Medical / Ambulance Service - AMC
- XYZ Airports Company - Terminals
- XYZ Airports Company - Airside (Airfield / Ramp / Apron)
- XYZ Airports Company - Engineering (Mechanical, Structural, Electrical etc.)
- XYZ Airports Company - Logistics / Procurement
- XYZ Airports Company - Crisis Communications (PR / Media Response)
- XYZ Airports Company - ICT Department / Business Unit
- XYZ Airports Company - Legal ,Finance & Insurance Departments / Business Units
- Aircraft Operator and / or Local Representative (e.g. GHA)
- XIA - Local Airline Operators' Committee
- Ground Handling / Supervisory Agent(s)
- Airport Customs / Immigration / Port Health
- Appropriate representation from Civil Defence / off-airport emergency services
- Appropriate representatives from other off-airport Mutual Aid / Support agencies
- Appropriate representatives from Faith / Charity / Voluntary etc. support agencies
- \* Any other representation as appropriate to accident circumstances 'on the day'

\* Depending on the location and / or severity and / or type of emergency, other agencies might also attend the XIA EOC - e. g. Navy, Coastguard, Harbour Master etc. for an accident occurring at sea; relevant Government department representation; security forces (for unlawful interference) etc.

108. For **other** types of **on-airport** emergencies **not** related to aircraft, the most suitable person, by dint of seniority, training, background, experience etc. - shall be nominated as the Overall Commander - supported by an appropriately constituted EOC team e.g. for a security related crisis, a suitably senior, specialist officer from the Airport or Off-airport Police (or possibly off-airport specialist security services / military etc.) might be so nominated

For a Public Health type crisis, a suitably senior, specialist and experienced medical officer from off-airport DOHMS / equivalent might be so nominated etc.





### ***Off-Airport Emergencies***

109. An appropriate person shall be nominated as Overall Commander (or equivalent term), based on existing protocols established in the appropriate **Mutual Aid Emergency Support Agreements** - or else as required by actual circumstances 'on the day'. Such person is unlikely to be appointed from XIA staff / personnel
110. Whilst XIA EOC will almost certainly be activated for such emergencies, the location from which **off-airport C4** will typically be directed /managed etc. will be governed by existing protocols (as established in the appropriate Mutual Aid Emergency Support Agreements and / or associated SOPS) - or else as required by actual circumstances 'on the day'

### ***Command, Control, Co-ordination & Communication (C4) - Reporting Chain in use at XIA***

111. For **aircraft** etc. accident type emergencies occurring **on-airport** / in the very close vicinity:
- Operational Commanders report to the On-scene Commander
  - The On-scene Commander reports to the Overall Commander
  - The EOC team reports to the Overall Commander
  - In **some** circumstances, the Overall Commander might be required to report to an associated and appropriate GOLD Commander (typically [but not always] located **off-airport**)
112. For **security** related incidents, particularly those concerning 'unlawful interference' and similar - a senior and suitably trained and / or experienced officer from the XXX **security services** or **military** etc. is expected to be appointed - and will have **overall** (absolute) **C4** of the situation

In such circumstances, the specific set up and manning of the XIA EOC shall be primarily related to matters concerning the **airport** itself (rather than direct handling of the security crisis) - whilst also providing full support to the aforesaid commander having overall (absolute) charge of said security situation

Note: As already mentioned herein and very generally speaking, there are two types of crisis / emergency / incident **C4** systems in use around the world i.e. the '**GOLD / SILVER / BRONZE**' system.....and the '**Incident Command System - ICS**' (a sub-component of the '**National Incident Management System**' - NIMS). Most others are typically adaptations of one or the other of the above. For more details, follow below link:

[www.aviationemergencyresponseplan.com/information](http://www.aviationemergencyresponseplan.com/information)

When this webpage opens, scroll down the list of info articles and click on the one entitled:

\* **Information Article** - Typical **Crisis Response Command & Control Systems**

The C4 system used at / for XIA (in **this** guideline document i.e. the document you are reading now) is loosely based on the **GOLD / SILVER / BRONZE system** (e.g. as used for real in UK, Ireland, UAE, Oman and some other countries / jurisdictions)

Note again that the 'Incident Command System' is primarily (but not exclusively) used in the USA





### **Some Typical Requirements - re an 'Ideal' Airport Emergency Operations Centre (EOC)**

113. When planning the set-up of an airport EOC, consider the following (list is not exhaustive):

- Ideally located **on-airport**, in a fixed and secure location, overlooking the airport movements area(s) - including any **isolated aircraft parking position(s)** (the latter [IAPP] is particularly important for security related crises)
- Have easy and quick access from **both** airside and landside at the airport
- Be of a size appropriate to its role and manning requirements
- Be equipped appropriately & adequately (particularly with ICT etc.)
- Be equipped appropriately & adequately (stationery, consumables etc.)
- Be equipped appropriately & adequately (e.g. furnishings; fixtures & fittings etc.)
- Be '24H ready to go' - or (if not possible / required) - capable of being set-up in a **very short timescale** (e.g. less than 30 minutes during airport operating hours)
- Be adequately 'climate controlled' (e.g. heating; air conditioning etc.)
- Have a reliable 'no-break / uninterrupted electrical power supply system (UPS)'
- Toilets, catering, rubbish collection etc. - all easily & quickly available / provided
- Have other resources, admin and business continuity type support - as required

### **Important Note**

Before leaving the subject of '**strategic C4**' the reader is referred to '**Important notes 1 and 2**' found on page **267** of (**separate** document) AEP Volume **2B** - '**Emergency Response Checklists**'

The above refers to the 'C4 difficulties' which will be encountered by any airport responding to a major emergency - in the time period **BEFORE** the associated **EOC** becomes operationally functional

The notes also explain that such airport **might** need to **concurrently** manage / respond to any **on-airport** emergency - possibly from 3 different aspects i.e. the emergency response itself + any associated, disruption response (e.g. accident closes the airport [or, at least, part of the airport]) **and / or** any normal ops still taking place (e.g. airport **not** closed due adequately displaced parallel runway being available in conjunction with adequate AFS resources also being available etc.)

Lastly, the most appropriate (possibly the '**only**') solution to such 'difficulties' is also suggested in those same notes

(After reading the above page of Vol 2B - please return here)





## **Operational (BRONZE) Command, Control, Co-ordination & Communication (C4) Ops**

All **operational** crisis response units, whether provided by **on-airport** and / or **off-airport** resources / agencies etc. - are expected / requested respectively to produce and document their own, (independent / separate) **detailed procedures and checklists**, (based on this XIA AEP together with their **own, specific** requirements), when responding in support of an XIA / XIA related Aircraft Accident / Incident - or similar severity event

Reminder: If necessary - see again 'Note' found at the bottom of page 66

### **On-airport / Aircraft & Other Types of Accident or Incident (Except major security type Incidents)**

114. The '**On-scene Commander**' shall direct / oversee all subordinate, **operational (BRONZE) C4** activities, when responding to all types of **on-airport** emergencies
115. He / she shall be the most appropriate person readily available 'on the day' - based on skill, experience, knowledge etc. - in directing / overseeing the operational crisis response required
116. He / she will operate from the deployed **XIA Mobile Incident Command Centre (MICC)** vehicle (or equivalent mobile facility) - typically located at or very near to the emergency site itself
117. Subordinate '**Operational Commanders**' shall be responsible for directing their **own** specific, specialised operations e.g. fire and rescue; medical services, policing / security, aircraft operator etc. - under oversight of the On-scene Commander. They shall also (each) typically provide a specialist rep to the on-site MICC (or equivalent mobile facility) - if available / as appropriate to actual circumstances 'on the day'
118. The most appropriate **Operational Commander** present shall **temporarily** assume the role of **On-scene Commander** - if circumstances 'on the day' so require. He / she will typically (but not always) be the senior AFS officer present and will oversee **operational / bronze C4** from his / her fire and rescue / similar vehicle (latter known herein as the '**XIA Forward Command Post [FCP]**')
119. Subordinate **Operational Commanders** report to the **On-scene Commander**

### **Off-Airport**

120. Operational C4 for off-airport situations will generally be governed by the appropriate **Mutual Aid Emergency Support Agreements** in place - or else as required / agreed etc. by actual circumstances 'on the day'

### **Security Related Incidents**

121. Security related incidents typically lead to the appointment of a **specialist On-scene Commander** together with **specialist**, subordinate **Operational Commanders** - typically sourced from e.g. the appropriate off-airport police, security and / or military services - supplemented by other, appropriate staff, possibly including from the airport and the surrounding community





## Radio & Similar Communications Plan

122. A clear, concise, co-ordinated, documented, current, trained and exercised, fit for purpose (*emergency / crisis* response) **communications plan** is vital to the successful response to any XIA *on-airport* emergency - otherwise noise level, poor radio telephone (R/T) discipline, incorrect frequency use, ignorance etc. - **will** quickly lead to utter confusion on the various emergency radio nets in use
123. The communications plan shall also account for the communications needs of *off-airport* agencies and how same might be best integrated with those in use at XIA - **and vice versa**
124. At its simplest, the emergency response communications plan should enable direct and discrete communication between the **Overall Commander** (wherever located) and the **On-scene Commander** (located MICC or equivalent facility). Subordinate **Operational Commanders** should also make use of this discrete radio net as available and as required
125. Additionally and where available / possible, subordinate Operational Commanders should **each** have their own (*separate*) discrete radio net used only by the agency for which the subordinate Operational Commander is responsible. However, such discrete nets **can** be shared between several responding agencies where e.g. efficiencies can be made - but only in circumstances expected to cause no undue risk of confusion / degraded comms performance
126. **Adequately trained, exercised etc. 'liaison' personnel** placed by subordinate Operational Commanders in the XIA EOC and / or MICC and / or FCP (and / or equivalent facilities) - should be provided with suitable radio comms equipment and plan(s) (*as appropriate*) so as to permit them direct and easy access to the appropriate Operational Command radio net(s)
127. All radio communications used should be backed up by at least two alternative communication systems e.g. secure mobile (*cell*) phone; secure satellite phone; secure email system; secure social media system(s); secure SMS / text; deployment of human messengers / runners etc.
128. **Mutual Emergency Aid Support Agreements** shall include and reflect the appropriate radio and other communication plan(s) procedures, details etc. as required
129. For more information on this subject, see ICAO Doc 9137 / Part 7 - Chapter 12. See also Appendix P (see page 150) of this document (i.e. the document which you are reading now)

## Aircraft Operator

130. Whilst aircraft operators (and / or their local reps) may (and should) have their own '*airline*' emergency response plans **specific to XIA**, it is imperative that all such '*airline*' etc. plans be 100% co-ordinated **beforehand** with the **XIA AEP** - e.g. in order that responding aircraft operator personnel (and / or their local reps e.g. GHA) know which crisis response actions are their own responsibility; which belong to the airport / others; which need to be shared etc.
131. Similarly, any **separate Ground Handling Agent** emergency response plan(s) for **XIA** (if any) must be co-ordinated with the XIA AEP and, furthermore, if the GHA is representing an aircraft operator at XIA - with that specific aircraft operator's emergency response plan for its XIA station





132. **Aircraft operators** and / or their **local representatives** (GHA etc.) are typically responsible for the following during (associated) aircraft accident type emergencies at, near or otherwise related to XIA - as appropriate to actual circumstances 'on the day':

- Deploying a suitably experienced **aircraft operator** (and / or local rep e.g. GHA) person to the actual accident location, to act as 'general liaison' and provide associated, 'expert' representation. This person should ideally have an airline '**airports services / ground operations**' (e.g. traffic / ramp / terminal etc.) type background. He / she shall assume the title '**Operational Commander / Aircraft Operator**' - and typically reports to the '**On-scene Commander**' insofar as any 'on-site' etc. XIA emergency response effort is concerned

Concerning the 'accident flight', the 'Operational Commander / **Aircraft Operator**' typically takes (with him / her) to the local accident location (list is not exhaustive):

- The **latest** Passenger Name List (Passenger Manifest) available (updated as required)
  - The **latest** Crew Name List (General Declaration) available (updated as required)
  - Quantity of fuel estimated to be on board at time of accident
  - Details of Dangerous Goods carried
  - Details of baggage, cargo, mail, livestock, human remains etc. carried
  - Appropriate comms equipment & emergency contacts list, relevant airline documentation, protective and / or identifying clothing, appropriate passes & permits etc.
- Also deploying a suitably qualified, experienced and appropriately equipped **aircraft engineer** (if available and ideally 'qualified' [in some valid way] on the accident aircraft type) to the accident location, in order to offer technical assistance to the On-scene Commander, (and eventually) to the Air Accident Investigation Team etc. This aircraft engineer should ideally be equipped with appropriate tools, sample bottles, comms, documentation (including appropriate sections of accident aircraft type's manuals; 'cut here for access' type diagrams; relevant checklists etc.) and the required protective and / or identifying clothing. He / she should also be tasked with making an **initial** assessment of the potential factors governing removal / salvage of the accident aircraft / aircraft wreckage - as appropriate

The aircraft operator's local (i.e. at XIA in this case) **airports services / ground ops** person / rep - together with the **aircraft engineer** - should ideally deploy to the accident location **together**. Both persons are known collectively at XIA as the '**xxxxxx Airline Crash Site Team**' (CST) - where '**xxxxxx**' refers to the name of the aircraft operator(s) involved

- Sending a suitably experienced and senior aircraft operator (and / or equivalent local rep e.g. GHA) person to the XYZ Airports Company '**Emergency Operations Centre**' (or equivalent facility) to represent said operator. This person should ideally have an airline '**airports services / ground operations**' (e.g. traffic / ramp / terminal etc.) type background
- Deploy airline's **humanitarian** (family / special) **assistance team** - as available / appropriate

Note 1 - see also (FYI) definition of '**Airport Operator - Immediate Care Team - ICT**' - page 20

Note 2 - whilst many **airlines** have and deploy their own humanitarian assistance teams (HAT) in support of an associated, major **airline** emergency / crisis - **most airports** (as at 2023) **do not possess equivalents of the airline HAT** (i.e. they simply do **not** have an **airport ICT** capability [see page 20 if required] or anything remotely similar) (See also [again] Appendix Y - starts page 179)







Lack of an **airport ICT** (immediate care team) is a **very significant limitation to the effectiveness of any associated airport emergency / crisis response operation** e.g. who will provide **immediate** humanitarian assistance to uninjured accident victims and / or their associated families, relatives and friends **at the accident airport** - in circumstances where e.g. **the airline HAT** needs to deploy (to said accident airport) **from the other side of the world / similar 'worst case' (but reasonable) scenario?**

- Set up and operate an aircraft operator '**Command & Control Crisis Centre**' - possibly located at XIA (but more typically at airline HQ location - which could be anywhere in the world). However, there should at least be an airline representative 'presence' of some kind **at XIA** itself (e.g. provided by an associated GHA; 'local' Airline Operators' Committee [AOC] etc.)
- Set up / operate an aircraft operator '**Emergency Call / Contact / Info Centre**' (ECC) - which does not (**almost certainly will not**) need to be located at XIA / in XXX. The purpose of such ECC is to deal with the various **airline** aspects (i.e. **not** airport aspects) of calls from the 'public' etc. - concerning the crisis. The ECC will typically be located at / near the involved airline's main HQ. Note that **if (very rarely)** the **airport operator does** have the capability to **also** operate its own **ECC** - then a significant degree of communication, co-ordination and consistency etc. (between the 2 ECCs) will be absolutely **ESSENTIAL**

Note - many **airlines** operate ECCs (directly or via a third party, specialist provider) **at time of major crisis** - and train / exercise for use of same accordingly. For the very, very few **airports** which also operate ECCs at time of major crisis - the **essential** communication, co-ordination and consistency procedures (between **airline** and **airport** ECCs) referred to just above - should be effected as part of emergency / crisis response **PRE-planning** - and **jointly trained** for and **exercised** accordingly

The same applies to **airport ECC ops** where any **OTHER** responding agency (i.e. in addition to the accident airline) also operates the equivalent of an ECC e.g. in Germany, Ireland, Oman, UAE and UK - ECC equivalents can be and are operated by national and / or local **Police** forces. In a small number of other countries, one or other level of an appropriate government etc. service might do likewise

- In conjunction with the XYZ Airports Company, Airport Police / Security, GHA, Airport Immigration and Customs, ICT etc. - the **aircraft operator** (and / or local rep e.g. **GHA**) shall assist with the set up and operation of the **XIA 'Uninjured Crew Reception Centre - Airside'**; the '**Uninjured Passenger Reception Centre - Airside**'; the '**Meeters & Greeters / Family, Relatives & Friends Reception Centre - Airport**' and the '**Reuniting Area - Airport**'
- The aircraft operator will typically continue to provide for the welfare of aircraft accident victims and their FR (as appropriate and 'up to a point') - **after** they leave the **accident airport's jurisdiction** (or otherwise as appropriate to actual circumstances 'on the day')

Note - where an **airline** (aircraft operator) has minimal / no staff of its own at a regular destination airport (a common situation), it typically engages the services of a local **Ground Handling Agent** (GHA) to provide local handling of its operation. Consequently, **GHA**s must **also** be prepared to assist / represent client **airline's** local emergency / crisis response interests, as already described above

Where an **airline** in emergency at **XIA** has **NOT** engaged such **GHA** services **and is unable to provide them itself** - the **airport operator** (XIA) will typically 'request' (i.e. direct) an appropriate XIA based **GHA / GHAs / whoever** to provide such services (on behalf of the accident / incident airline) instead. Note that payment / reimbursement etc. may be required (by the accident airline) for such services





Matters such as 'who reimburses who for what' - should hopefully have been adequately addressed beforehand - as part of 'pre-planning' accountabilities?

Note further that **GHA**s typically also have their **own specific** responsibilities (over and above what has been described just above) for an on-airport or local vicinity airport emergency / crisis. Further info concerning same can be found in (separate documents in this series) - AEP Volumes **2A** and **2B**

## Crisis Communications

PR / Media / Internal Comms; Website; Social Media etc

133. The XYZ Airports Company **Corporate Communications / PR Department** (or equivalent business unit), in close conjunction / co-ordination with similar reps from appropriate agencies (e.g. Civil Aviation Authority, involved Aircraft Operator, Police etc.) - is responsible for the collection, preparation, dissemination / delivery etc. of crisis communications type information (as cleared by airport senior management) - re any major crisis **involving XIA**
134. Such information shall primarily be disseminated to relevant Government departments, the 'public' and the 'mass Media' (**external** crisis comms) - but also circulated within the internal departments of the XYZ Airports Company (**internal** crisis comms) as required
135. All press releases / press statements etc. should reflect the mutually and jointly agreed position of **all** affected / involved parties (stakeholders) and should be pre-cleared by an appropriate representative of the most senior management within **each** of those parties - before final release into the public domain
136. The XYZ Airports Company should **pre-identify** the location (and name it in **this** AEP) from where it is anticipated that press conferences (jointly managed by all parties concerned with a major crisis at and / or affecting XIA) will be held. All and any **pre-crisis** preparations shall be implemented so as to ensure that the chosen facility will always be fit for its anticipated purpose 'on the day'. Such preparations shall be **outlined in this AEP**
137. XYZ Airports Company shall ensure that appropriate staff receive the associated crisis comms training / exercising required to adequately carry out their responsibilities
138. For further amplification of the crisis communications related roles and responsibilities of the XYZ Airports Company during crisis, see the '**Corporate Communications / PR Department - Crisis Communications Plan**' at Appendix **T** (see page **162**)

## XYZ International Airport - Emergency Call / Contact / Information Centre

139. A commercial **airport's** 'normal business telephone system / telephone exchange' etc. (i.e. both telecomms equipment, software, operating staff etc.) **is extremely unlikely** to be able to adequately cope with both the number and type of inbound telephone calls - as might be generated by an (airport associated) major (mass fatality) **aircraft** accident. This situation (insofar as it concerns said airport) is not expected to improve over the first day or two following the crisis - despite the fact that the '**accident airline**' (aircraft operator) itself **might** (repeat - '**might**') have set up and 'publicised' its **own (separate)** emergency call / contact centre operation - probably operating from 'elsewhere' in the world i.e. **not** at XIA (unless said 'accident airline' is main based at XIA)







140. High volumes of telephone calls to the 'accident related **airport**' should be anticipated (e.g. initially in the low thousands - but, quite feasibly, considerably more with the passing of time)

Such calls broadly fall into four main areas i.e.

- Requests about the operation of the airport re the 'normal business' situation (in the main from the general public - i.e. no **direct** involvement re the accident)
  - Calls from the 'media' etc.
  - Calls from regulatory authorities (accident investigation; aircraft salvage/removal etc.)
  - Calls from persons (public etc.) having a **genuine or perceived interest in the accident itself** (e.g. from FR of those who **might** have been on board the accident flight)
141. Any major, commercial **airport** in such situation has a duty to **adequately** deal with (pre-plan for) all such telephone calls - e.g. for calls from potential FR, an associated 'intercept' message could be placed on all inbound calls to the airport telephone exchange, re-directing such calls to e.g. the accident **airline's** emergency call centre number(s) **if appropriate** - and if said airline agrees. For other calls, the **airport** should be prepared to invoke its own **pre-prepared plans** to ensure operation of a reasonably effective and efficient telephone service in such circumstances. The latter 'directly translates' as 'more telephones (lines and equipment); more (trained and exercised) supervisory / operating telephone staff; an adequate, associated operating system (software); documented procedures, checklists, protocols etc.
142. The immediately above 'requirements' typically involve an airport running an expanded / extended (emergency) telephone call centre operation itself - **AND / OR** procuring such services from an appropriate (external) 3<sup>rd</sup> party provider. As the latter providers are relatively 'rare', care should be taken that (if this 3<sup>rd</sup> party option is used) said provider is **NOT** also potentially contracted to respond on behalf of any airline which operates to / from XIA
143. A further factor for **airport** consideration is that the accident **airline** itself may **NOT** be capable and / or have the resources etc. to run (or contract out) its own **emergency call / contact / info centre**. If the **accident airport** also has no such capability, the blame for same (lack of communication / info provision etc.) will be shared by both the airport and the airline - with consequent (potential) detrimental effects on brand, image and reputation - not to mention an unacceptable disservice to accident victims and their FR. Furthermore, **airline, airport etc. staff at ALL levels** (grades) **can today be personally** (and legally) **held accountable for such potential negligence** (e.g. this might 'translate' as prison; extremely large fines etc.)
144. In conclusion, and for a variety of valid reasons, an **airport operator should** have the capability to effectively and efficiently handle both the number and type of telephone calls anticipated - as related to a major aircraft accident, associated in some way with said airport. Not doing so could result in significant damage to brand, risk and reputation post a major crisis - together with the eventual (and realistic) prospect of legal action taken against appropriate airport staff

Note - the above concerns **telephone** communications. **Airports** should similarly plan for **internet / website** and **social media** type comms. Examples of real **airports** operating such emergency response telephone and ICT systems include **Frankfurt** and **Paris CDG** - amongst a **very** small number of others





## Air Accident Investigation

145. For civil aircraft accidents within XXX (Country), the associated Civil Aviation Authority - CAA (or equivalent) has a statutory responsibility for the preservation of the accident aircraft / aircraft wreckage, so that the cause(s) of the accident might be better investigated and reported on, with a view to preventing further accidents. This responsibility and the associated investigation is typically delegated to the CAA's '*air accident investigation agency / bureau / board / unit*' etc. (latter has many different 'titles' in use around the world)
146. Accordingly, no accident aircraft or wreckage must be disturbed or interfered with, unless absolutely necessary to e.g. extricate casualties, prevent fire or further damage, for reasons of safety and / or security etc.
147. When dealing with fatalities / human remains etc. - the provisions of Section 2 herein ('Victim Management - Fatalities at the Accident Site' - page 59) should be reviewed and complied with
148. Particular precautions must be taken to avoid disturbance of anything in the cockpit area (as applicable). Should anything be so disturbed, the occurrence must be accurately recorded and brought to the attention of the air accident investigation agency, without delay
149. After fire and rescue ops have been completed, security procedures at the accident location should be rigidly enforced such that only specifically authorised persons are able to access the aircraft or aircraft wreckage itself. At this point *full control of all operations at the accident site* is typically ceded to / assumed by the involved air accident investigation agency/ies
150. All personnel operating at or in the vicinity of the accident location must wear appropriate PPE and display appropriate identification
151. It is highly desirable that all persons with potential emergency roles inside the *inner cordon* of any air accident location - attend initial and recurrent '*Blood Borne Pathogen*' training - e.g. this is a **mandatory requirement** for accidents occurring in the *USA* and some other countries

## Removal of Crashed / Disabled Aircraft

152. The involved *aircraft operator* is typically responsible for the removal / recovery / salvage of a (its) crashed or disabled aircraft. This shall apply to any location within XXX (country)
153. Aircraft operators are also responsible for producing appropriate '*pre-crisis*' documented plans and procedures for the removal of crashed / disabled aircraft at XIA. Such plans / procedures shall be filed (and kept current) with, and approved by, the XYZ Airports Company
154. It is recognised that the above tasks might be beyond the resources of many aircraft operators which operate at XIA. Accordingly, XYZ Airports Company has entered into an associated contract with the Aircraft Engineering Department of XIA based '*ABCX Airways*' (airline) concerning this matter





155. If the accident flight's aircraft operator is unable or unwilling to remove any crashed / disabled aircraft using its own resources - and / or within a reasonable timescale as decreed by XYZ Airports Company at the time of the crisis, then the XYZ Airports Company shall request ABCX Airways (see para 154 just above) to remove the aircraft
156. Where the procedure described immediately above is enforced, all charges and costs incurred by the XYZ Airports Company, ABCX Airways and any other parties involved - shall be borne / reimbursed by the involved aircraft operator(s)
157. Furthermore, whilst the ABCX Airways operation (as aforesaid) is expected to be performed with due care and attention, the XYZ Airports Company, ABCX Airways and any other 3<sup>rd</sup> parties involved - shall be considered to be indemnified by the involved aircraft operator regarding all damage / further damage caused to the aircraft, persons etc. - however caused, excepting in proven cases of gross negligence or wilful misconduct, by an appropriate party
- All aircraft operators at XIA shall sign an appropriately worded legal agreement with XIA - reflecting what has been described in paras 155 to 157 above. Such signature will be conditional to any airline operating (or applying to operate) at XIA
158. The aircraft operator can also **independently** request assistance concerning aircraft removal (e.g. from ABCX Airways, the [IATP](#) or any other appropriate party), if so required
159. For further amplification of the above see - '[Aircraft Removal / Recovery / Salvage Plan for XIA](#)' - at Appendix [Q](#) to this document (starts page [151](#))

## Airport Emergency Plan Exercises / Tests - Modular System

**Note:** The above (referred to) 'modular' system (title and concept) has been approved by the XXX CAA - and is based on **UK CAA's** document - CAP 1168 (2017) - page 6 - UK-AltMoC1 ADR.OPS.B.005 (c) - Emergency Exercises.....which reads as follows:

'.....As an **alternative** to the testing method found at AMC1 ADR.OPS.B.005(c), **Aerodrome Operators may wish to test their emergency plan by conducting:** 1. a series of modular tests commencing in the first year and concluding in a full-scale aerodrome emergency exercise at intervals not exceeding **four** years; and 2. Periodic reviews thereafter, or after an actual emergency, so as to correct any deficiency found during such exercises or actual emergency.....'

160. The regular holding of Airport Emergency Exercises tests and enhances the adequacy of:
- The response itself (particularly with regards to personal performance)
  - Emergency Plans, Procedures, Mutual Support agreements etc.
  - Emergency Equipment, Communications and other required resources
161. As used herein, there are three main methods of testing (exercising) an AEP:
- **Table-top** Exercises (Paper / Verbal Discussion Exercise)
  - **Partial Practical** Exercises (Partial Simulation)
  - **Full-scale Practical** Exercises (Full Simulation)





### Table-top Exercises

162. Designed to test the integration and capabilities of emergency response plans, resources etc. - ***without the expense and disruption to services associated with full-scale and (to a lesser degree) partial practical exercises***. Typically, table-top exercises are run relatively frequently in order e.g. to reconfirm procedures, policy, emergency contact information, radio frequencies, changes in key personnel etc.
163. Table-top exercises usually only require use of a suitable room, appropriate documentation (e.g. checklists; a large scale map of the airport and surrounding area etc.) and the attendance of the responsible and appropriately empowered representatives - from all agencies involved as part of any particular exercise scenario. An appropriate 'facilitator' oversees the exercise
164. Typically a 'virtual' accident scenario and location are selected and each exercise participant describes what actions they / their parent agency would take in response. The exercise should be 'inter-active' between all participants i.e. testing all aspects of associated inter-agency co-ordination, co-operation etc.
165. 'Lessons learned' from table-top exercises should be documented and distributed (for action / follow-up purposes) to all agencies associated with the emergency response. Where necessary, the AEP is to be reviewed and updated accordingly
166. Table-top exercises should typically be run ***quarterly***, testing a ***different*** aspect of the ***overall*** AEP during each e.g. it will be necessary to cover both on-airport and off airport procedures / co-ordination etc. The emergency at sea (over water) situation should be included (applicable to XIA), as should night-time scenarios etc. - as required
167. Table-top exercises should ***not*** be scheduled during the same quarterly period in which a full-scale or partial practical exercise is planned to take place. In such circumstances either of the latter two exercises substitutes for any associated (quarterly) table-top exercise

### Partial (Practical) Exercises

168. Partial exercises involve ***an actual, physical response***. Such exercises may be required e.g. to train new personnel; to evaluate new equipment, techniques or procedures; to comply with mandatory recurrent training requirements etc.
169. Partial exercises are relatively economical because of their limited scope and are effective and efficient due to the ability to repeat such exercises on a relatively frequent basis
170. Such exercises might only involve one responding agency - e.g. the fire and rescue services or the medical services. However, they can also be scaled up to additionally involve co-ordination & co-operation activities between several different responding units (including 'off-airport' participation), if so required
171. Partial exercises should be run ***six monthly***, testing a different aspect of the overall AEP during each. Similar provisions to those documented in para 167 above should be applied
172. Partial exercises should not be scheduled during the same six monthly period for which a ***Full-scale*** exercise is scheduled - and should also be de-conflicted with Table-top Exercises





### Full-scale (Practical) Exercises

173. Provided that the modular system is implemented as per above, a full scale exercise / test of **ALL** personnel, facilities, procedures etc. associated with the XIA AEP should be held at intervals **not exceeding 4 years**
174. All major agencies expected to respond (in reality) to an **actual** (major) emergency at or in the vicinity of XIA (including off-airport agencies) shall / should participate in Full-scale exercises
175. Post exercise, a full debriefing, analysis and critique shall take place - at which reps of all exercise participants shall /should be present. 'Lessons learned' shall / should be compiled and documented and **all** associated 'agency' emergency response plans (including this AEP) updated, as required. Identified deficiencies (non-compliances) etc. shall / should be subject to a (pre-agreed) appropriate, approved and robust 'corrective action' process - by all involved
176. The conduct & planning of Full-scale exercises should typically accord with the requirements contained in **ICAO Doc 9137 / Part 7** (Airport Emergency Planning') - **Chapter 13**, together with any others e.g. which might be required **nationally / regionally / locally etc.**
177. The document found at the end of the below link might be useful for **USA located** airports

<https://www.trb.org/Publications/Blurbs/178084.aspx>

### Exercise Objectives

178. All exercises outlined above shall have pre-determined objectives - against which the performance of the exercise may be clearly measured (audited)

Note - for more info re **audit** of airport emergency response **exercises** - follow below link:

<https://www.aviationemergencyresponseplan.com/information/>

When the link opens, scroll down until you see the document (**information article**) entitled:

**'Information Article** - Airport Emergency Plan (AEP) - **Exercise Audit Checklist'**

Click on the above information article to download and read it

## AEP Review

179. The most effective and efficient method of undertaking regular reviews of the AEP is by means of **rigorously applying the recurrent emergency exercise programme** - already described just above. Review of the AEP shall also be undertaken following an actual, major emergency/crisis
180. See **ICAO Doc 9137 / Part 7 - Chapter 14** for further information - particularly concerning the selection of evaluators and the production of critiques, feedback and written reports





Note to Reader:

This **information article** (the document you are reading right now) finishes on page 77 above

However, if the reader is interested in viewing examples of some **real** AEPs - see below (also similarly documented in the [separate document] full-sized AEP Volume 1 / page 202)

### Examples of some **REAL** (Good Quality) **AEPs**

Follow below link to view a real, modern AEP for a **major** airport in the USA. This is assessed as a **good** AEP from a quality viewpoint and, whilst it necessarily complies with the national USA crisis command, control, co-ordination and communications (C4) system (known as NIMS / ICS) - is nevertheless adaptable to different C4 systems (e.g. Gold / Silver / Bronze etc.) as might be used in other countries

<https://dot.alaska.gov/stwdav/documents/AEP/FAI-AEP.pdf>

Another example of a good quality AEP (this one for a **major** UK airport) can be found at the end of the below link. Note that civil airport emergency plans in the UK are practically 'implemented / operated' using procedures, processes etc. known as '*Emergency Orders*' and '*Emergency Instructions*':

<https://assets.live.dxp.maginfrastructure.com/f/73114/x/cf1a4cb6a1/manchester-airport-emergency-response-manual-general-2022.pdf>

Note: As at January 2024 the above link no longer worked. We are taking steps to try to rectify this situation but, at time of writing this, Manchester Airport is not responding to our associated communications. If this situation cannot be remedied we will find another suitable airport to take Manchester's place

The last example relates to a good quality AEP for the 'smaller / simpler' commercial airport - this one being in New Zealand:

[https://www.kapiticoastairport.co.nz/media/pdfs/Kapiti-Coast-Airport-Holdings-Ltd\\_Exposition\\_Airport-Emergency-Plan.pdf](https://www.kapiticoastairport.co.nz/media/pdfs/Kapiti-Coast-Airport-Holdings-Ltd_Exposition_Airport-Emergency-Plan.pdf)

