

SEMINAR ON AERODROME EMERGENCY PLANNING

**JOINTLY ORGANIZED BY AIRPORT EMERGENCY SERVICE,
CIVIL AVIATION AUTHORITY OF SINGAPORE AND
ICAO ASIA AND PACIFIC OFFICE, BANGKOK**

(Singapore Aviation Academy, 20 to 22 October 2008)

SUMMARY

1. INTRODUCTION

1.1 The Aerodrome Emergency Planning (AEP) Seminar was conducted in the form of audio visual presentations by speakers having experience in airport related emergencies to provide and share information, experience, best practices with participants on aerodrome emergency planning and testing.

1.2 The AEP Seminar was organized in coordination with the Airport Emergency Service Division of Civil Aviation Authority of Singapore (CAAS) from 20 to 22 October 2008 in Singapore and was attended by 118 delegates from 26 Asia/Pacific States.

1.3 The speakers were from Ministry of Transport, Singapore, Government Hospitals in Singapore, Singapore Police Force, Qantas Airways, Corporate Communications, Airport Operations and Legal Divisions of CAAS and Aircraft Accident Investigation Bureau, Singapore. Daily sessions for questions and answers were allocated during the Seminar. The List of Participants is at **Attachment A**.

1.4 The Agenda item for the seminar is given at **Attachment B**. A field trip was arranged by AES, CAAS to the Tanah Merah Ferry Terminal and crisis management cells at Changi Airport to observe the full scale aircraft crash at sea exercise on 21 October 2008. A panel discussion on the exercise was conducted on 22 October to solicit feedback and comments from the seminar participants.

2. OBJECTIVE OF THE SEMINAR

2.1 The ICAO Regional Office initiated a survey in April 2008 to assess the level of implementation of ICAO Annex 14 requirements on AEP and conduct of exercise to test the plan. One State indicated that “A seminar held at a major international airport would be beneficial for Aerodrome Inspectors. Holding the seminar to coincide with an emergency exercise would greatly help the government agencies to assess the usefulness of those exercise held within their states”. Another State has indicated that “Assistance in the form of seminar on how to conduct a full scale exercise will be welcomed....”

2.2 The objective of the seminar was to increase awareness and gain knowledge on managing a full scale off shore aircraft accident exercise as well as exchanging experts experience in the field.

3. AGENDA AND OVERVIEW OF PRESENTATIONS

3.1 Mr. Lim Kim Choon, Director General and CEO, CAAS delivered the welcome address. The ICAO Regional Officer AGA delivered the opening remarks and thanked the delegates for their attendance, speakers, their Administrations and CAAS for organizing the seminar. RO/AGA highlighted the requirement for AEP and the necessity for having in place a harmonized and organized emergency plan that can effectively deal with an emergency situation at an aerodrome or at its vicinity.

3.2 The Day 1 presentation included a paper on Ministry of Transport's Crisis Management Framework. This paper highlighted the Ministry's crisis management system, its composition, goals and timely management of the crisis. Two interesting papers were presented by doctors from two of Singapore's government hospitals. One paper highlighted the importance of first aid and timely evacuation of injured passengers to the nearest hospital. The other paper talked about post traumatic stress disorder care to relatives of deceased and injured passengers, and staff handling such emergencies. The importance of early psychological intervention was stressed upon.

3.3 Singapore Police Force presented a paper on Security at Landing Point. This paper highlighted the role of Police in aircraft emergencies. This involved-

- Security at landing point to facilitate rescue operations
- Crowd control
- Traffic control
- Casualty information collation
- Investigation

3.4 The CAAS Airport Operations Division presented a paper on the Crisis Management set up at Changi Airport. The command and control structure of the Crisis Management Directorate (CMD) was explained. The role and responsibilities of the various groups under the CMD such as Information Management Group, Casualty Clearance Station, Accident Investigation Group and Next-of-Kin Group were highlighted in addition to the roles and responsibilities of the Airline. It was informed that:

- Airline plays a critical role to ensure smooth and efficient crisis mitigation
- Airline has important responsibilities in each of the crisis management centre cells.
- Important to proactively engage airlines in emergency planning and active participation in crash simulation exercise. After action review to gather feed back and improve plan and procedures.
- Airline should release confirmed passenger manifest as soon as possible.
- Management of next of Kin.
- Constantly review and practice the roles and responsibilities in the crisis management set up
- Important for all agencies to understand each others roles and responsibilities
- Integration of plans and validation of procedures through exercises are essential.

3.5 The Corporate Communications Division of CAAS explained the communication challenges in a crisis such as managing speculation and rumors, managing adverse or negative reporting and on the role and responsibilities. It was informed that the role of IMG is to safe guard the image of CAAS during a crisis through:

- effective management of information flow to the public via the media;
- pro-active and pre-emptive communications strategy to allay concerns and restore confidence.

3.6 The Aircraft Accident Investigation Bureau, Singapore highlighted the importance of Airport emergency plan and crash exercise for the following reasons:

- Lists the activities for which assistance is required (Police, health, Airlines, Airlines engineering Agent, defence etc.)
- Familiarize the different agencies (hospital, Airlines etc)
- Familiarize the aircraft accident investigators with initial investigation procedures
- Familiarize airline representatives with their roles and responsibilities
- Test and improve on AEP procedures.

3.7 Director (Legal), CAAS talked about the legal aspects of aviation emergency management. She recalled the ICAO SARPs available in Chicago Convention of 1944, Annex 14— Volume I — *Aerodrome Design and Operations*, Annex 13 — *Aircraft Accident and Incident Investigation*, Annex 17 — *Aviation Security*, Annex 18 — *Carriage of Dangerous Goods by Air* and Guidance material in Doc 9137, Part 1 — *Rescue and Fire Fighting*, Part 5 — *Removal of Disabled aircraft* & Part 7 — *Airport Emergency Planning*, ICAO Circular 4 — *Crash Fire & Rescue Equipment at Aerodromes*, Circular 305 — *Operation of New Large Aircraft at existing aerodromes*, Accident/Incident Reporting Manual (Doc 9156) and Manual of Aircraft accident Investigation.

3.8 She also recalled the guidance available in Circular 285 on assistance to aircraft accident victims and their families. On liability treaties, reference was made to Warsaw Convention 1929, Montreal Convention 1999 and Rome Convention 1952.

3.9 Full scale aircraft crash exercise at Changi Airport:

Exercise Objectives:

- i) To practice procedures for full emergency, followed by crash action for an aircraft crash at sea within Airport Emergency Service (AES) turn out area;
- ii) To practice the coordination and radio communications amongst surface craft involved in the rescue operations viz- AES, Police Coast Guard, Navy, and Maritime & Port Authority;
- iii) To practice Ops Group operating procedures for an aircraft crash at sea at the proposed new crisis management centre at Terminal 2;
- iv) To practice relatives handling including the breaking of news of fatalities to the Next of Kins in the relative holding area;
- v) To practice Aircraft accident investigation procedures; and
- vi) To practice management of information dissemination to the media.

3.10 Exercise Scenario: A fictitious Boeing 747 aircraft, operated by Bobcat airlines with 100 passengers on Board is enroute from Bangkok to Sydney. Halfway to its destination, there was an uncontained explosion to the aircraft's No 2 engine. At 120 nautical miles from Changi Airport, the Pilot contacted Singapore Air Traffic Control Centre asking for an emergency landing at Changi Airport.

3.11 In consultation with the Changi control Tower, AES Operations Commander declares full emergency. When the aircraft is about 3.2 nautical miles south west of Changi control tower, the pilot reports that the aircraft is nose diving towards the sea. Changi Control Tower immediately activates Crash action. The aircraft ditched while approaching runway 02 C at approximately South West of Control Tower.

Exercise areas:

- Crash site (3.2 nautical miles from the threshold of runway 02C).
- Landing Point at Tanah Merah ferry terminal
- Crisis Management centre
- Relative Holding Area
- Media Centre
- Private Matching Area

Areas of visit:

- 1) Landing point- Tanah Merah Ferry Terminal
- 2) Triage area & command posts
- 3) Casualty clearance station liaison committee
- 4) Crisis management centre
- 5) Media centre
- 6) Relatives holding Area

3.12 Following the video screening and re-cap of the exercise on 22 October, the participants actively participated in the Panel discussions. The Chief, Airport Emergency Service, CAAS, Senior Assistant Director/ Emergency Preparedness, Ministry of Transport, Assistant Director (Operations Control), Ministry of Health, Controller (Operational & Contingency Plans)- Maritime Port Authority and Manager Crisis Planning, Quanta's Airlines Ltd were present to facilitate discussions. Several observations were made which were noted by the participants and organizers of the exercise.

4. CONCLUSION

4.1 Participants' indicated that the seminar was useful, well conducted, well presented and interesting. The participants appreciated the presentations made by subject matter experts and the full scale exercise from which they could improve their knowledge on AEP and the testing of their plans. The seminar was also successful in establishing a net working of contacts for participants to share information.

4.2 ICAO Regional Officer/AGA distributed the Certificate of Attendance to the participants and delivered the closing remarks. In his closing remarks the Regional Officer expressed his gratitude to CAAS for organizing the seminar, participants for their attendance, their Administration and the Speakers. In conclusion he made the following statement:

'AIRCRAFT EMERGENCY IS ONE OF THE MOST CRITICAL CHALLENGES FACING AERODROME MANAGEMENT. TO ENSURE AN APPROPRIATE RESPONSE AT SUCH TIMES OF EMERGENCY, A SOUND AERODROME EMERGENCY PLAN (AEP) IS ESSENTIAL. EXPERIENCE HAS SHOWN THAT AN EMERGENCY PLAN, IF NOT TESTED BY DRILLS AT REGULAR INTERVALS IS NOT CONSIDERED TO BE AN EFFECTIVE PLAN. IT IS IMPORTANT THAT THE PLAN CONTAINS PROCEDURES REQUIRING THAT THE AIRPORT EMERGENCY PLAN BE TESTED SO AS TO CORRECT AS MANY SHORT-COMINGS AS POSSIBLE AND TO FAMILIARIZE ALL AGENCIES CONCERNED WITH THE AIRPORT ENVIRONMENT. IT IS ALSO IMPORTANT THAT DURING THESE EXERCISES THE RESPONSE TIME OF ALL MUTUAL AID AGENCIES BE DETERMINED, PARTICULARLY UNDER ADVERSE WEATHER CONDITIONS AND, WHERE POSSIBLE, MEASURES BE TAKEN TO IMPROVE THEM. IT IS ESSENTIAL THAT, FOLLOWING THE EXERCISE (OR AN EMERGENCY) A HINDSIGHT EVALUATION AND ANALYSIS OF EVENTS BE CONDUCTED IN ORDER TO IDENTIFY AND CORRECT ANY DEFICIENCIES IN THE PLAN'

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		Perry Tan Senior Assistant Director, Emergency Preparedness (Sea & Air) International Relations and Security Division Ministry of Transport Singapore	Tel: +65 6376 5036 Fax: +65 6375 7734	perry_tan@mot.gov.sg

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29.	Singapore MPA (4)	Lim Khok Cheng Controller (Operational & Contingency Plans) Maritime and Port Authority Singapore	Tel: +65 6325 2471 Fax: +65 6325 2454	Khok_Cheng LIM@mpa.gov.sg
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		Rahman Bin Kamin Controller (Emergency Response & Preparedness) Maritime and Port Authority Singapore	Tel: +65 6774 5086 Fax:	rahman@mpa.gov.sg

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		Mr. Aw Jia Jie Airport Command Senior Officer Immigration & Checkpoints Authority Singapore	Tel: +65 9815 4264 Fax: +65 6542 9842	AW_JIA_JIE@ica.gov.sg
31.	Singapore SCDF (5)	Mr. Tan Kim Hoe, Alroy Media Relations, Public Affairs Dept Singapore Civil Defence Force	Tel: +65 6848 1511 Fax: +65 6289 4401 Mobile: +65 9661 1610	alroy_tan@scdf.gov.sg
		Mr. Alan Toh DY Division Commander 2 nd CD Division Singapore Civil Defence Force	Tel: +65 6587 8301 Fax: +65 6587 8318	alan_toh@scdf.gov.sg
		Mr. Ng Wee Kiat Daniel Senior Staff Officer Operations Dept Singapore Civil Defence Force	Tel: +65 6848 3335 Fax: +65 6848 3350 Mobile: +65 8126 0854	daniel_ng@scdf.gov.sg
		Ms. Teo Wi Cheak Assistant Director Medical Department (Plans & Policies) Singapore Civil Defence Force	Tel: +65 6848 3552 Fax: +65 6848 3566	teo_wi_cheak@scdf.gov.sg
		Mr. Iskandar Mirza Bin Zulkarnian Officer Commanding Changi Fire Station Singapore Civil Defence Force	Mobile: +65 9737 8501 Fax: +65 6545 2011	iskandar_mirza@scdf.gov.sg

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		Ms. Yuen Wee Wah Manager NIPPON CARGO AIRLINES CO LTD	Tel: +65 6542 1111 Fax: +65 6542 0197	wwjoan.sin@nca.aero
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34.	Singapore AirAsia Group (7)	Ms. Malarvili Muthusamy Station Head Singapore Changi Airport Terminal 1 Level 3 # 031-15 Singapore 918144 P.O. Box 98	Tel: +65 6542 1248 Fax: +65 6542 5886	mala@airasia.com
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		Mr. Thanayu Khamlamai Emergency Response Manager Thai AirAsia Thailand	Tel: +66 81 710 1801 Fax: +66 2 315 9807	thanayuk@airasia.com

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		Rusli Che Mee Manager AIRASIA BERHAD Malaysia	Tel: 03 – 86604038 Fax: 03-86604364	ruslichemee@airasia.com
		Mr. MUHAMAD ASRI <u>ABAS</u> Safety Officer AIRASIA BERHAD Malaysia	Tel: 60129271067 Fax: 03-8660 4364	muhamadasri@airasia.com
35.	Singapore, AES (8)	Mr. Lim Kim Yeow Probationary Senior Airport Emergency Officer Airport Emergency Service Civil Aviation Authority of Singapore		
		Mr. Lim Wei Yao Probationary Senior Airport Emergency Officer Airport Emergency Service Civil Aviation Authority of Singapore		

State/Administration	Name/Address	Telephone / Facsimile	e-mail address
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	Mr. Goh Shao Wei Alvin Probationary Senior Airport Emergency Officer Airport Emergency Service Civil Aviation Authority of Singapore		
	Mr. Ong Jason Probationary Senior Airport Emergency Officer Airport Emergency Service Civil Aviation Authority of Singapore		
	Mr. Leong Kian Kiong Probationary Senior Airport Emergency Officer Airport Emergency Service Civil Aviation Authority of Singapore		
	Mr. Huang Weikang Probationary Senior Airport Emergency Officer Airport Emergency Service Civil Aviation Authority of Singapore		
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36.	Singapore, AVSEC (3)	Mr. Lyndon Lee Airport Manager (AVSEC) AVIATION SECURITY UNIT Civil Aviation Authority of Singapore	Tel: +65 6541 2383 Fax: +65 6546 3566	lyndon_lee@caas.gov.sg
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		Mr. Mustapha Nasar Manager (AVSEC) AVIATION SECURITY DIV Civil Aviation Authority of Singapore	Tel: +65 6541 2176 Fax: +65 6546 3566	mustapha_nasar@caas.gov.sg
37.	Singapore, Aerodrome & Air Navigation Services Inspectorate (1)	Mr. Lim Boon Chai Senior Inspector (Aerodromes) Aerodrome & Air Navigation Services Inspectorate Civil Aviation Authority of Singapore	Tel: +65 65413037 Fax: +65 6542 3869	lim_boon_chai@caas.gov.sg
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40.	Singapore, Changi Airport International (2)	Mr. TAN THIAM HWA, ALISTAIR Deputy Manager Changi Airport International Pte Ltd Singapore	Tel: +65 6541 2114	alistair.tan@cai.sg
		Mr. Lim Chin Kuan Peter Senior Manager Changi Airport International Pte Ltd Singapore	Tel: +65 9617 9155	peter.lim@cai.sg
41.	Singapore SPF (1)	Insp. Jerlyn Tan (Ms) Ops Officer (Ops Planning) Airport Police Division Singapore Police Force Singapore	Tel: +65 65463116	jerlyn_tan@spf.gov.sg
42.	Mauritius (1)	Neermala Khoobarry Manager Airport and Facility Planning Airports of Mauritius Co Ltd (AML) 8 Joseph Riviere St, Les Casernes, Curepipe	Tel: +230 6036156 +230 2585 346	neerm77@hotmail.com neermala.khoobarry@aml.mru.aero
43.	India (1)	Ritesh Sharma Deputy General Manager Terminal Operations Mumbai International Airport Ltd (MIAL) Santa Cruz , Mumbai	Tel: + 91 98 33301609	ritesh.sharma@csia.gvk.com
Total			55	

**ICAO ASIA & PACIFIC
AERODROME EMERGENCY PLANNING (AEP) SEMINAR**

*Sim Kee Boon Auditorium, Singapore Aviation Academy
Singapore, 20 – 22 October 2008*

PROVISIONAL PROGRAMME

Day 1 – 20 October 2008

0830 hrs	Registration for AEP Seminar	All guests & participants
0900 hrs	All guests & participants to be seated	All guests & participants
0915 hrs	Welcome Address	Mr Lim Kim Choon Director-General & Chief Executive Officer, Civil Aviation Authority of Singapore
0930 hrs	Opening Address	Mr Natarajan C. Sekhar Regional Officer, Aerodrome and Ground Aids International Civil Aviation Organization, Bangkok Regional Office
0945 hrs	Photo-taking session	All guests & participants
1000 hrs	Tea Break	
1030 hrs	Ministry of Transport Crisis Management Framework	Mr Lee Chew Weng Senior Assistant Director/ Emergency Preparedness (Head), Ministry of Transport, Singapore
1115 hrs	Understanding the Psychological Impact of Major Incidents	Dr Angelina Chan Senior Consultant Psychiatrist, Changi General Hospital
1200 hrs	Medical Response to an Aircrash	Dr Mark Leong Deputy Head, Senior Consultant Emergency Physician, Singapore General Hospital
1245 hrs	Lunch	

1400 hrs	Security Issues at Landing Point	Ms Lynette Lim, Operations Officer Ops Planning, Singapore Police Force
1445 hrs	Crisis Management Centre Operations at Changi Airport	Mr Jeremy Yeo Deputy Head (HQ), Airport Operations Division, Civil Aviation Authority of Singapore
1530 hrs	Tea Break	
1600 hrs	Information Management During a Crisis	Ms Julia Jemangin, Manager (Corporate Communications), Corporate Communications Division Civil Aviation Authority of Singapore
1645 hrs	Planning for an Air Accident Investigation	Mr Ho See Hai Principal Investigator, Air Accident Investigation Bureau of Singapore, Ministry of Transport
1730 hrs	End of Day One	

Day 2 – 21 October 2008

0900 hrs	The Qantas Response to a Major Crisis	Mr Jim Antoni, Manager Crisis Planning Mr Scott van Eck, Airport Manager Singapore, Qantas Airways Private Limited
0945 hrs	Tea Break	
1015 hrs	Exercise Planning & Control Structure for Full Scale Aircraft Crash Exercise at Changi Airport	Mr Adrian Lim Operations Commander, Airport Emergency Service, Civil Aviation Authority of Singapore
1100 hrs	Briefing for Ex Bobcat II/08 – Full Scale Aircraft Crash at Sea Exercise	Mr Edwin Lim Staff Officer (Operations Planning), Airport Emergency Service, Civil Aviation Authority of Singapore
1130 hrs	Lunch	
1230 hrs	Transport to Tanah Merah Ferry Terminal	

1300 hrs Commencement of Ex Bobcat II/08 – Full Scale Aircraft Crash at Sea Exercise
Mr Edwin Lim
Staff Officer (Operations Planning),
Airport Emergency Service,
Civil Aviation Authority of Singapore

1700 hrs End of Ex Bobcat II/08 – Transport back to SAA

1730 hrs End of Day Two

Day 3 – 22 October 2008

0900 hrs Water Rescue Services
Mr Simon M. Reilly
Fire Commander, ARFF Services
Airservices Australia

0945 hrs Legal Aspects of Aviation Emergency Management
Ms Tan Siew Huay
Director (Legal), Legal Division, Civil Aviation Authority of Singapore

1030 hrs Tea Break

1100 hrs Video Screening and Recap of Ex Bobcat II/08
Mr Edwin Lim
Staff Officer (Operations Planning),
Airport Emergency Service,
Civil Aviation Authority of Singapore

1130 hrs Panel Discussion on Ex Bobcat II/08
Led by Mr Cletus Packiam
Chief, Airport Emergency Service,
Civil Aviation Authority of Singapore

1245 hrs Closing Address and Certificate Presentation
Mr Natarajan C. Sekhar
Regional Officer, Aerodrome and
Ground Aids
International Civil Aviation
Organization, Bangkok Regional
Office