

**Alpine Soaring Mount Beauty Inc.**

VIC Incorporated Association No: A0110267A

# **SAFETY MANAGEMENT PLAN**

**2<sup>nd</sup> September 2020**  
**Revision 1.0**

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## Alpine Soaring Mount Beauty Inc.

### Safety Management Plan Authorisation

We, the undersigned, authorise this document as current at the Application Date noted.

Application Date:

Operations Manager Name:

Signature:

Safety Officer Name:

Signature:

Airworthiness Officer Name:

Signature:

# Document Information

## Document control

Changes to this document will only be made under authorisation of the ASMB Inc Committee. This document is authorised for release once all signatures have been obtained.

## Revision History

Version No.	Date	Author/Originator	Description
1.1	9/09/2021	Phil O'Bryan	Change references to CFI, Instructor, Accountable
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## Table of Contents

<b>1.</b>	<b>Abbreviations and Definitions .....</b>	<b>5</b>
1.1	Abbreviations .....	5
1.2	Definitions.....	5
<b>2.</b>	<b>Introduction.....</b>	<b>6</b>
<b>3.</b>	<b>Safety Policy and Objectives .....</b>	<b>7</b>
3.1	Management Commitment and Responsibilities.....	7
3.1.1	Safety Policy .....	7
3.2	Safety Accountability and Responsibilities.....	8
3.2.1	Assignment of key roles .....	8
3.2.2	Operations Manager (OM) .....	8
3.2.3	Safety Officer (SO).....	8
3.2.4	Airworthiness Officer (AO).....	9
3.2.5	Safety Committee (SC) .....	9
3.2.6	Members.....	9
3.3	Third Party Interface.....	10
<b>4.</b>	<b>Emergency Response Plan .....</b>	<b>11</b>
4.1	Preparedness.....	11
4.2	Response .....	11
4.3	Review and Test of the Plan .....	11
<b>5.</b>	<b>Safety Risk Management .....</b>	<b>12</b>
5.1	Overview .....	12
5.1.1	Hazard Identification Process.....	12
5.1.2	Risk Assessment.....	12
5.1.3	Risk Mitigation.....	13
5.1.4	Monitor and Review .....	13
5.1.5	Communicate and Consult.....	13
5.2	Reporting Systems .....	13
5.2.1	Internal Reporting System.....	14
5.2.2	Statutory Reporting Requirements .....	14
5.3	Safety Surveys.....	14
<b>6.</b>	<b>Safety Assurance.....</b>	<b>15</b>
6.1	Safety Performance Monitoring and Measuring.....	15
6.2	Internal Safety Investigation.....	15
6.3	Safety Audit Process.....	15
6.4	Change Management .....	16
6.5	Continuous Improvement of the Safety Plan.....	16
<b>7.</b>	<b>Safety Promotion .....</b>	<b>17</b>
7.1	Safety Training and Education .....	17
7.2	Safety Communication.....	17
<b>8.</b>	<b>References .....</b>	<b>18</b>
8.1	Documents.....	18

# 1. ABBREVIATIONS AND DEFINITIONS

## 1.1 Abbreviations

ALARP	As Low as Reasonably Practicable
OM	Operations Manager
ATSB	Australian Transport Safety Bureau (Australia)
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulations
SO	Safety Officer
AO	Airworthiness Officer
ERP	Emergency Response Plan
GFA	Gliding Federation of Australia
RSM	GFA Regional Safety Manager
SC	Safety Committee
SMP	Safety Management Plan
SMS	Safety Management System
SPI	Safety Performance Indicator

## 1.2 Definitions

Hazard	A condition, event or circumstance that has the potential to cause harm to people or damage to aircraft, equipment or structures.
Risk	The potential outcome from the hazard and is usually defined in terms of the likelihood of the harm occurring and the severity of its consequences.
Third Parties	Other airfield users, maintenance associations, other parties we do business with and members of the public.

## **2. INTRODUCTION**

This Safety Management Plan is related to the Gliding Federation of Australia's (GFA) Safety Management System. To ensure uniform standards are maintained, the contents of this plan are generally intended to be standard across all Australian Gliding Clubs. Where there are distinct differences from the standard plan, and a change is required to ensure the club can comply with its operation, the National Safety Committee must be consulted.

Clubs/ASMBs should consult the implementation guide and the audit guide for direction on implementation.

When the association management changes, this document must be reviewed to ensure the document remains contemporary and new personnel are aware of their obligations pursuant to this document.

## **3. SAFETY POLICY AND OBJECTIVES**

### **3.1 Management Commitment and Responsibilities**

#### **3.1.1 Safety Policy**

Our commitment is to:

- develop and embed a safety culture in all our association's activities that recognises the importance and value of effective aviation safety management and acknowledges at all times that safety is paramount,
- clearly define for all members their accountabilities and responsibilities for the development and delivery of safety strategies and performance,
- minimise the risks associated with aircraft operations to a point that is as low as reasonably practicable,
- ensure that externally supplied systems and services that impact upon the safety of our operations meet appropriate safety standards including Australian Standards if applicable,
- actively develop and improve our safety processes,
- comply with legislative and regulatory requirements and standards,
- ensure that all members are provided with adequate and appropriate safety information and training, are competent in safety matters and are only allocated tasks commensurate with their skills and competencies,
- ensure that sufficient skilled and trained resources are available to implement safety strategy and policy,
- establish and measure our safety performance against realistic objectives and/or targets,
- achieve the highest levels of safety performance in all our association's activities,
- aim to continually improve our safety performance,
- conduct safety and management reviews and ensure that relevant action is taken, and
- ensure that the application of effective safety management systems is integral to all our activities, with the objective of achieving the highest levels of safety standards and performance.

## 3.2 Safety Accountability and Responsibilities

### 3.2.1 Assignment of key roles

The key roles for implementation and authorisation of a Safety Plan for ASMB are:

- Operations Manager,
- Safety Officer, and
- Airworthiness Officer

The identity of the association members accepting each role and their authorisation are found on the document **Safety Management Plan Authorisation** which forms an Annex to this document.

Together, these people form the ASMB Safety Committee.

### 3.2.2 Operations Manager (OM)

The Operations Manager has overall responsibility for the performance and supervision of the ASMB's Safety Management Plan and must (among other things):

- establish and promote the GFA safety management system required by the Deed of Agreement between the GFA and CASA, and with Part 149 of CASR when it applies to the GFA
- have been appointed with responsibility and accountability for the club safety systems to ensure it is properly implemented and performing to requirements,
- have control of the financial and human resources required for the proper implementation of safety systems within the association,
- have an awareness of their roles and responsibilities in respect of the safety policy, safety standards and safety culture of the association, and
- ensure that an individual appointed to the position of Safety Officer is suitably qualified.

### 3.2.3 Safety Officer (SO)

The SO is appointed by and reports directly to the OM and must ensure that the OM is kept properly informed on safety matters. SO is not the sole person responsible for safety; they are however responsible for the administration and facilitation of the safety management system.

Ideally the SO should possess operational management experience and an adequate technical background to understand the systems that support the operation. They should have a sound understanding of safety management principles, typically acquired through formal training and practical experience.

Irrespective of other duties, they will have responsibilities and authority for, but not limited to, ensuring:

- that processes needed for the safety management plan are established, implemented and maintained,
- that regular evaluation, reviews and fine tuning of the safety programme is conducted,



- safety advice to management/the committee, members, staff and contractors is provided,
- safety awareness and a positive safety culture is promoted,
- liaison with CASA and the Australian Transport Safety Bureau (ATSB) on safety-related issues is undertaken as required,
- Liaison with the GFA Regional Safety Manager,
- valuable lessons learned with other operators are exchanged,
- incident and accident investigations are undertaken and reported,
- the immunity-based reporting system, which includes the ongoing identification and management of hazards, are managed,
- safety documentation is maintained,
- SMP induction and recurrent training are conducted and any ongoing safety training requirements are identified,
- oversight of the internal and external safety audit programmes, and
- the Emergency Response Plan (ERP) is maintained.

### **3.2.4 Airworthiness Officer (AO)**

The Airworthiness Officer reports to the Committee and also directly to the RTO-A. The Airworthiness Officer is an appropriately qualified volunteer, appointed by the Committee, who takes responsibility for managing the airworthiness of aircraft for which the Association is the registered operator.

### **3.2.5 Safety Committee (SC)**

The SC will be chaired by the OM and will include the SO, the Operations Manager, and the Airworthiness Officer. **[This is a minimum but other interested or qualified members may also be a member of the SC]**

The role of the SC includes, but is not limited to:

- overseeing operational safety,
- managing hazard identification activities,
- implementing mitigation or corrective actions,
- making recommendations or decisions concerning safety policy and objectives,
- defining safety performance indicators and setting safety performance targets for the association,
- reviewing the safety performance and outcomes,
- managing safety training and promotion activities, and
- assessing the impact of safety on operational changes and activating hazard analysis process as appropriate.

The SC will meet at least once every three months and minutes of the meeting will be recorded on the Safety Committee Meeting Minutes Form.

### **3.2.6 Members**

All Members:

- Must ensure that they comply with all ASMB safety policies, procedures and practices,
- Are responsible and accountable for monitoring the association for hazards and for reporting each identified hazard through the ASMB's reporting system, and
- Must report each incident or accident that they are involved in, witness or become aware of.

### **3.3 Third Party Interface**

The provision of services supporting gliding activities often involves third party service providers, contractors, and suppliers. As the contracting association, ASMB holds overall responsibility for the safety of services provided by the contractor and specifies the safety standards to be met.

Therefore, ASMB considers the third party's previous safety record and history of regulatory breaches prior to entering into any agreement. These factors will be given equal weight with other considerations like price, quality and timely delivery.

In addition, ASMB will ensure that the third party understands their responsibilities relating to the GFA SMS and this plan.

The OM or delegate shall carry out a Third Party Contract Review using the Third Party Review Form, and the records of such assessments maintained.

## **4. EMERGENCY RESPONSE PLAN**

### **4.1 Preparedness**

ASMB will review its particular risks for its operation and develop an appropriate list of issues that need to be used as the basis for emergency preparedness. This includes but is not limited to:

- Roles,
- Communication protocols,
- Equipment, and
- Contacts

### **4.2 Response**

The Emergency Response Plan (ERP) will be activated in the event of a major occurrence. It is designed to ensure that the following is in place prior to an adverse event occurring:

- orderly and efficient transition from normal to emergency operations,
- delegation of emergency responsibilities,
- assignment of emergency responsibilities,
- authorisation by key personnel for actions contained in the plan,
- coordination of efforts to cope with the emergency,
- safe continuation of operations or return to normal operations as soon as possible,
- planned and coordinated action to ensure the risks attributable to a major safety event can be managed and minimised.

The ERP can be found in Appendices and a laminated copy of the ERP is kept at the following location(s):

- Launch Point
- Winch

### **4.3 Review and Test of the Plan**

The SO will develop a periodic ERP training exercise that will also be used to test the adequacy of the ERP. A minimum of one exercise per year will take place and if possible it will be coordinated with other relevant associations such as the airport authority, operators and local emergency services.

## 5. SAFETY RISK MANAGEMENT

### 5.1 Overview

The safety risk management process starts with identifying the hazards affecting the safety of the association and then assessing the risks associated with the hazards in terms of likelihood and severity. Once the level of risk is identified, appropriate remedial action or mitigation measures can be implemented to reduce the level of risk to as low as reasonably practical (ALARP). These will then be measured to ensure effectiveness.

The ASMB will adopt the GFA Risk Management Process, which is found in the Safety area of the GFA Website. Refer to [www.glidingaustralia.org](http://www.glidingaustralia.org) - Safety- Risk Management Toolkit:

- GFA Risk Presentation
- GFA Risk Evaluation Tool
- GFA Risk Assessment Matrix
- GFA Risk Assessment Template

#### 5.1.1 Hazard Identification Process

Hazards can only be controlled if their existence is known. They will be identified from a range of sources including, but not limited to:

- making use of the skills, experience and knowledge of subject matter experts,
- development of risk scenarios,
- trend analysis,
- feedback from training,
- safety surveys and operational oversight safety audits,
- monitoring of normal operations,
- state investigations of accidents and serious incidents, and
- information exchange systems (similar operators, regulators, etc.).

The SO will record all hazards in the ASMB's Risk Register and over time, the 'database' of reportable hazards will enable the Safety Committee to:

- identify high risk hazards that need particular attention,
- share information with other clubs, and
- when enough data is collected, conduct trend analysis which can provide the basis for improvement of hazard identification.

#### 5.1.2 Risk Assessment

Primarily, the SO will carry out any risk assessment activities. Other club members with the relevant expertise are encouraged to participate or be called from time to time by the SO to assist, but the overall responsibility still rests with the SO.

After the development of an initial risk assessment, the ongoing process includes an evaluation of the information contained within Safety Report/s as well as commissioning further collection of additional data as required.

The Risk Assessment Matrix will be used to record the level of risk which is determined by the relationship between the *likelihood* of an incident occurring from the hazard, and the *consequence* caused by the hazard. The relationship between likelihood and consequence determines how dangerous the hazard is.

### **5.1.3 Risk Mitigation**

Mitigation measures are actions or changes, such as changes to operating procedures, equipment or infrastructure, to reduce either/both the consequences and/or likelihood. Risk mitigation strategies at ASMB will generally fall into four categories:

**Avoidance:** The operation or activity is cancelled or avoided because the safety risk exceeds the benefits of continuing the activity, thereby eliminating the risk.

**Reduction:** The frequency of the operation or activity is reduced or action is taken to reduce the magnitude of the consequences of the risk.

**Segregation:** Action is taken to isolate the effects of the consequences of the risk or build in redundancy to protect against them.

**Procedures and Rules:** Procedures and/or rules are used to manage the risk to ALARP

Prior to introducing measures to reduce or eliminate the risk, the SO will carry out a further risk assessment (6.1.1). It is also important to ensure that any measures that are introduced do not lead to other hazards being introduced into the system.

The SO will then prepare and implement a treatment plan that shall be kept with the relevant Safety Report. The SO will also record this stage in the ASMB's Risk Register and prepare a quarterly report for the SC.

### **5.1.4 Monitor and Review**

ASMB understands that there is a need to monitor and review the effectiveness of all stages of the risk management process. During the risk assessment process, the assumptions, methods, data sources, analyses, results and reasons for decisions will be recorded by the SO. This data will then be used to support the procedures and processes outlined in Safety Assurance. This is important for continuous improvement and achievement of the safety objectives and targets.

Risks and the effectiveness of treatment measures need to be monitored to ensure changing circumstances do not alter priorities.

### **5.1.5 Communicate and Consult**

Having completed the ASMB's Risk Register, it is then used as an active tool to communicate and consult on the ASMB's risks and agreed mitigations.

New risks and hazards are added to the register as they occur and at times of periodic review, and following incident reports that identify new or changed risks.

## **5.2 Reporting Systems**

ASMB understands that through the safety reporting system, underlying situations or conditions that have the potential to endanger the safety of its activities can be identified. Greater levels of reporting, even what may be classified as minor issues, will allow the SC to monitor the safety performance of the association and to identify developing safety trends.

The investigation process will not focus solely on the active failures, as they are not the root cause of the event. All investigations will attempt to address the actual factors that contributed to the event.

Due to the relatively small size of the association, there is the likelihood that at times it may be difficult to ensure confidentiality. ASMB recognises that in order to maintain a reporting ethos, it will follow the principals of a “just culture”, whereby people will be encouraged to provide essential safety-related information on the understanding that a line must be drawn between acceptable and unacceptable behaviour. Enforcement actions will only be applied where, following remedial action conscious violation or intentional reckless or negligent behaviour continues to occur.

### **5.2.1 Internal Reporting System**

ASMB will ensure its members and those associations that interface with it are encouraged to actively participate in the safety reporting system. Safety reports will be submitted using the Safety Report Form. Copies of the form are available at the Launch Point and once completed will be handed over to the SO or placed in the Flight Manifest.

Upon receipt of a report, the SO will evaluate and prioritise the report, complete the relevant sections and coordinate any action required (e.g. enter into the ASMB’s Risk Register, pass to the Operations Manager or Airworthiness officer, encourage an incident report to be raised, etc.)

### **5.2.2 Statutory Reporting Requirements**

ASMB will ensure its members comply with the statutory reporting requirements of the *Transport Safety Investigation Act 2003* in relation to accidents and serious incidents that affect the safety of aircraft.

## **5.3 Safety Surveys**

At least once a year, the SO will carry out a confidential survey of members. Key findings and observations of the survey will be recorded using the Safety Survey Form. Paper and/or electronic copies of the Safety Survey shall be kept in a secure location.

Findings and observations will be reviewed and, when required, acted upon by the SO and the SC.

## 6. SAFETY ASSURANCE

Safety assurance monitors the performance and effectiveness of this SMP. This will ensure that hazard identification, risk assessment and mitigation process is being followed effectively and the appropriate mitigation measures are being implemented and working as intended.

### 6.1 Safety Performance Monitoring and Measuring

ASMB will monitor its safety performance by reviewing the following Safety Performance Indicators (SPIs):

- Hazard and incident reports,
- Warranty claims and customer complaints (if applicable),
- Safety surveys,
- Safety audit findings,
- ATSB reports,
- GFA SOAR reports.

In addition to monitoring SPIs it is important to investigate individual events.

It is the role of the SC to conduct periodic review of these SPIs and communicate performance to its members.

### 6.2 Internal Safety Investigation

The SO will ensure all safety investigations are carried out and the process/findings documented by an appropriately qualified person. The SO will also act as the point of contact during any investigations carried out by the GFA or other association.

The purpose of any safety investigation is to find systemic causes and implement corrective action – not to apportion blame to individual(s). The initial risk assessment of the event or hazard will be used to determine whether or not a safety investigation is required.

A written record of all safety investigations will be kept in a secure location **[add location]** and retained for **[insert period]**.

### 6.3 Safety Audit Process

The SO will carry out safety audits at intervals of not more than every 12 months. The focus of the audits will be on the performance of the association and its services and assess normal operations. This will include, but is not limited to:

- adequate resource levels,
- compliance with approved safety procedures and instructions,
- maintaining required levels of reporting performance,
- achievement of safety policy and objectives,
- effectiveness of interventions and risk mitigations.

A record shall be kept using the Safety Report Form and the SO is responsible for ensuring that any required actions are carried out and that the OM and SC are kept informed.

## 6.4 Change Management

Changes within ASMB may result in the creation of hazards that could impact on safety. In the main, changes are made to meet the association's demands, and ASMB needs the flexibility to meet these requirements. However, whilst the changes need to be made effectively and efficiently, focus will be on implementing the changes safely.

ASMB will identify the changes likely to occur in the association that would have a noticeable impact on:

- resources – material and human,
- management direction – processes, procedures, training, and
- management control.

Typical areas that will require the application of change management procedures include, but not limited to:

- introduction of new equipment and/or procedures,
- addition of new aircraft type,
- change in key personnel, and
- new contracted services.

The SO will keep a written record of all change management processes including ASMB's Risk Register and implementation plan.

## 6.5 Continuous Improvement of the Safety Plan

ASMB understands that continuous improvement of the safety management system requires management of two major components:

- maintenance – the objective of which is to maintain current technological, managerial, and operating standards, and
- improvement – which is aimed at improving current standards.

The SC will, at each meeting of the Safety Committee, carry out an ongoing review of the SMS process ensuring that:

- it is meeting its safety objectives and targets as set by the SC,
- safety performance is monitored and measured against the objectives and targets, and
- identified hazards are addressed in a timely and appropriate manner.

A key part of this process is the ongoing development and improvement of the Safety Management Plan.

Where possible improvements to the overall GFA Safety Management System are identified, the SC will provide this feedback to GFA via the RSM or the National Safety Committee.



## **7. SAFETY PROMOTION**

### **7.1 Safety Training and Education**

All members and contractors are required to complete the ASMB Safety Management System Training Program. The initial training for new members shall be carried out within the first month of membership and recurrent training will take place every two years.

The SO or delegate will deliver the course and keep a record of the training using the ASMB's Safety Management Training Record.

The SO is responsible for the ongoing maintenance, improvement and updating of the training and ensuring that any relevant safety related issues are included. If any additional specialist training or education is required, it will be sourced and managed by the SO.

### **7.2 Safety Communication**

To ensure that all members and contractors are up-to-date with identified and resolved hazards/risks and are aware of any changes to our safety management system and any other safety matters affecting their activities, the SO may use the following means to distribute the information, for example:

- Operational briefings,
- Safety noticeboard,
- Safety/Human factors email group,
- Member and contractor meetings (if applicable) after each SC meeting, etc.

The GFA will provide safety communication to its clubs that may include trends, safety bulletins, performance data, safety procedures and updates. The SO will be responsible for ensuring that all relevant safety communication is carried out to members.

## **8. REFERENCES**

### **8.1 Documents**

ASMB Risk Register

ASMB Emergency Response Plan

<https://www.casa.gov.au/safety-management>