



الهيئة العامة للطيران المدني
GENERAL CIVIL AVIATION AUTHORITY

GUIDANCE MATERIAL

GM No. 01

Airside Safety Management

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1. PURPOSE

Initial Issue of this Guidance Material follows a substantive review by the Apron Safety Sub Group (ASSG) comprising representatives from all UAE airport operators, the GCAA, airlines and ground handling organisations, under the auspices of the Aerodrome Operations Technical Committee (AOTC).

All recommendations from these working groups and all the applicable information has been incorporated into the main body of this document which originates from the current UK CAP 642 publication as of January 2014.

This GM is issued based on NPA 07-2014. There have been no comments received further to the publication of the NPA.

2. EFFECTIVE DATE

19 May 2014

3. APPLICABILITY

This GM is applicable to all UAE based organisations required to comply with CAR Part IX requirements.

In this GM, wherever the word “organisation(s)” is used, it shall mean operator(s)/organisation(s).

4. REFERENCES

4.1 Useful References and Further Reading

Documents published by the General Civil Aviation Authority (GCAA) are available from the GCAA’s website at <http://www.gcaa.gov.ae/en/epublication/Pages/default.aspx>

The following documents contain regulations, guidance or information concerned with airside safety. Many of the documents listed below describe in detail the responsibilities of those involved in ensuring the safety of personnel and aircraft in airside areas of airports and are key reference documents. It should be noted that the list is by no means exhaustive but is intended as an initial reference for further reading.

4.2 Legislation (as amended)

UAE Civil Aviation Law – Federal Act No 20
GCAA Civil Aviation Regulation (CAR) Part IX - Aerodromes
GCAA CAR Part X – Safety Management Systems
GCAA CAR Part VI - Dangerous Goods

4.3 Reference Documents

Aeronautical Information Publication (UAE AIP)

Civil Aviation Advisory Publication (CAAP) 22: Safety Incident Reporting

CAAP 30: The Issue and Verification of an Aerodrome Certificate

CAAP 32: The Assessment of Runway Surface Friction Characteristics

CAAP 36: Runway and Movement Area Inspections

CAAP 43: Foreign Objects Debris (FOD)

CAAP 46: Ground Operations Authorisation

CAAP 50: Safety Management System

CAAP 57 - Voluntary Occurrence Reporting Scheme (VORSY)

CAAP 59 - Aerodrome Projects

CAAP 69 UAE Radiotelephony Standards

Airport Council International (ACI) - Visual Aids Handbook

International Air Transport Association (IATA) Airport Handling Manual (AHM)

IATA Ground Operations Manual (IGOM)

Airport Council International (ACI) - Apron Signs and Markings Handbook

International Civil Aviation Organisation (ICAO) Annex 13 - Aircraft Accident Investigation

ICAO Annex 14 - Aerodrome Design and Operations (Volumes I and II)

ICAO Annex 18 - The Safe Transport of Dangerous Goods by Air

ICAO Annex 2 Rules of the Air

ICAO Annex 6 - Operation of Aircraft

ICAO Document 9137 Airport Services Manual

ICAO Document 9157 Aerodrome Design Manual

ICAO Document 9184 Airport Planning Manual

ICAO Document 9859 Safety Management Manual

UK Health & Safety Executive (HSE) publication Aircraft Turnround

Department of Transport (DOT), Abu Dhabi, Environment Health Safety Management System (EHSMS) Decree 42, 2009

4.4 Health and Safety – Further Information and Guidance

Abu Dhabi Department of Transport, Environment Health Safety Management System Document Decree 42 - 2009

Glossary

ACOP	Approved Code of Practice
ACI	Airport Council International
AGL	Aeronautical Ground Lighting
ANO (DG)	Air Navigation (Dangerous Goods) Regulations
APU	Auxiliary Power Unit
ATC	Air Traffic Control
GCAA	General Civil Aviation Authority
CAAP	Civil Aviation Advisory Publication (published by GCAA)
CAR	Civil Aviation Regulation
CCTV	Closed Circuit Television
FEGP	Fixed Electrical Ground Power
FOD	Foreign Object Debris
GPU	Ground Power Unit
HS	Health and Safety
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
ILS	Instrument Landing System
JAR-OPS	Joint Aviation Requirements - Operations
LVP	Low Visibility Procedures
ROSI	Reporting of Safety Incidents
NOTAC	Notice to Aerodrome Certificate Holders
POB	Persons on board
PPE	Personal Protective Equipment
RT	Radiotelephone/Radiotelephony
SMS	Safety Management System
SOP	Standard Operating Procedure
VDGS	Visual Docking Guidance System
VORSY	Voluntary Occurrence Reporting System

Definitions

Although there are many terms used in this document that have a particular meaning, the following are of particular significance:

Apron A defined area on a land aerodrome provided for the stationing of aircraft for the embarkation and disembarkation of passengers, the loading and unloading of cargo, and for parking.

Manoeuvring Area That part of an aerodrome provided for the take-off and landing of aircraft and for the movement of aircraft on the surface, excluding the apron and any part of the aerodrome provided for the maintenance of aircraft.

Movement Area That part of an aerodrome intended for the surface movement of aircraft, including the manoeuvring area, aprons and any part of the aerodrome provided for the maintenance of aircraft.

Note: Manoeuvring Area and Movement Area are generic terms intended to describe the 'airside' part of an aerodrome, rather than just those pavements or surfaces on which aircraft movements take place.

Runway A defined rectangular area on a land aerodrome, prepared for the landing and take-off run of aircraft along its length.

Taxiway A defined path on a land aerodrome established for the taxiing of aircraft and intended to provide a link between one part of the aerodrome and another, including:

- a) **Aircraft stand taxilane.** A portion of an apron designated as a taxi route intended to provide access to aircraft stands only.
- b) **Apron taxiway.** A portion of a taxiway system located on an apron and intended to provide a through taxi route across the apron.
- c) **Rapid exit taxiway.** A taxiway connected to a runway at an acute angle and designed to allow landing aeroplanes to turn off at higher speeds than are achieved on other exit taxiways thereby minimising runway occupancy times.

Introduction

1 Origin and History

This guidance material - Airside Safety Management was produced in response to a clear need for guidance about safe operating practices for all those engaged in activities taking place on the airside areas of aerodromes.

Airlines and the airport industry, along with safety regulators, were concerned about the high level and extent of damage caused to aircraft, particularly during ground handling activities, and also about the rate of ramp incidents and the associated safety risks to aircraft, passengers and airport workers. This concern continues to be shared internationally by various groups and organisations with an estimated global cost of 4 billion USD (June 2012) resulting from aircraft damage.

With the support and contributions from industry stakeholders and the UAE Abu Dhabi Department of Transport Health and Safety Authority, the UAE General Civil Aviation Authority (GCAA) established an Apron Safety Sub Group (ASSG) to review ground handling operations and airside safety with the objective of seeking to identify risks and solutions. This was managed under the auspices of the Aerodrome Operations Technical Committee (AOTC).

This document was drafted in collaboration with aviation stakeholders and contains guidance which originates from the UK CAP 642 Publication which the ASSG considers to be best International practice.

2 Purpose

The advice and guidance in this document is best described as 'accepted or best practice' and represents an acceptable way of doing things. It illustrates how risks might be identified and provides advice about how airside safety can be managed within the context of a systematic and structured management approach - a Safety Management System (SMS). Service providers and their contracted organisations (at every level) are ultimately responsible for deciding on the appropriateness and applicability of any particular safety arrangements with respect to their own specific circumstances and for monitoring the suitability and success of the arrangements collaboratively.

This GM sets out the hazards and risks that respective organisations operating in the airside environment are expected to consider but it should be noted that this guidance is not intended to be totally comprehensive in the detail provided; nor does adherence to its content absolve those responsible for securing a safe operating and working environment from considering hazards and assessing risks for themselves. It indicates the safety organisational elements which, if provided, may help demonstrate to aerodromes, airlines and other organisations operating at aerodromes, as well as regulatory bodies, that the effort to discharge safety accountabilities under the law is effective, well directed and responsible.

This document also seeks to address those operational situations which contain elements of risk and which might be considered commonplace. It is important to note that the examples reflect the management organisation that might exist at a typical regional airport and that job titles and responsibilities described therein will not necessarily be the same at individual airports.

In many cases the responsibility for performing a particular function is delegated to a particular individual or third party organisation or service provider. In such circumstances the delegation or division of responsibility should be clearly documented and accepted by all parties involved. It should be noted that delegation of a task does not absolve the organisation of the accountability of ensuring the task is carried out correctly and to the required standards.

Where information has not been provided to cover a particular situation it is expected that users will be guided by the general safety management principles set out to identify and create a safe working and operating environment.

Ensuring the safety of individuals and aircraft in airside areas is a complex undertaking and the content of this document cannot be taken in isolation. There are many associated systems and procedure documents that will affect the various organisations that operate in airside areas at an aerodrome. It is important to recognise that not only will each organisation need to develop its own systems to complement those it interfaces with but that no two aerodromes are alike and that no assumptions can be made based on the solutions used at another location.

3 Applicability

This document is intended as a guide to accepted good practice for those persons and organisations engaged in working on and around the operational areas of airports, aerodromes or heliports, or anywhere where aircraft are attended and handled; in other words it may apply to everybody working airside. Whilst the document is primarily aimed at aerodrome operators, airlines and ground handling service providers, it is equally applicable in most cases to activities at uncertified aerodromes. In these cases the term 'Aerodrome Operator' should be considered as the 'person in charge of safety at the aerodrome', or for example, the 'Accountable Manager'. Any organisation, regardless of size or complexity of operation, or whether subject to direct oversight by GCAA, should establish a Safety Management System through the application of the general principles outlined in this document and from further more comprehensive guidance found on the [GCAA website](#) and other resources such as the Eurocontrol [Skybrary website](#).

4 The Status of this document - Airside Safety Management

This document represents an accepted way of organising and operating safe working practices which is largely endorsed by industry. The GCAA, as part of the on-going aerodrome certification process, in conducting its routine inspections and audits of the airside safety environment, shall consider these guidelines as best practice. The GCAA makes it clear that the general principles, processes and procedures set out within this document form the basis of acceptable safety arrangements airside. It is however accepted that there can be other methods to achieve an acceptable level of safety.

5 Compliance with Statutory Requirements

The requirements for the safe operation of aerodromes, with respect to aircraft safety and for the safety of individuals at their places of work, are contained within formal legislative requirements which form part of United Arab Emirates law. It is therefore legally incumbent on those who provide the workplace, all employers and all employees, to comply with the safety requirements that are set out in the relevant Statutory Instructions. Nothing in this GM substitutes the requirements of the law.

Users of this document should be aware of other statutory provisions that may apply to

their activities, for example, the duty to report aircraft accidents and certain occurrences. It is the responsibility of all those involved with the operation of aerodromes, aircraft and the provision of services to be familiar with their legal obligations.

6 The UAE Civil Aviation Law

The principal points of interest with respect to this GM relate to the requirements about which the GCAA will need to be satisfied before it will grant an aerodrome Certificate. These are set out in Article 27 contained in the Civil Aviation Law supported by GCAA CAAP 30: The Issue and Verification of an Aerodrome Certificate.

7 CAR Part IX, Chapter 2 Certification of Aerodromes

In relation to aircraft safety, an aerodrome certificate is issued by the GCAA when in accordance with the provisions of CAR Part IX - Aerodromes and CAAP 30 The Issue and Verification of an Aerodrome Certificate, it is satisfied that the prospective aerodrome operator is competent in operating the aerodrome in such a way as to ensure the safety of aircraft. This includes not only the physical layout of the aerodrome, but a variety of other elements that can affect aircraft safety. The legal requirements and obligations for the granting of an Aerodrome Certificate are based largely upon the Standards and Recommended Practices contained within ICAO Annex 14, Volumes 1 and II.

Both the Abu Dhabi Department of Transport EHSMS and the GCAA have published guidance to help organisations and individuals meet their legal duties, including their duties to manage the safety of aircraft and people. The GCAA publishes Civil Aviation Regulations (CARs) and Civil Aviation Advisory Publications (CAAPs). Abu Dhabi Department of Transport EHSMS Aviation Regulatory Office publishes publications as well as free information sheets and leaflets.

8 Amendment

This document is subject to continuous review and amendment if so required. Questions, suggestions for improvement or new material should be sent to: ana@gcaa.gov.ae

Chapter 1 General Principles of the Management of Health and Safety Airside

1 Introduction

- 1.1 Organisations operating on aerodromes need to manage aircraft safety and are required to have a duty of care towards occupational health and safety, in order to reduce aircraft damage and personal injuries on the ramp. However, without adequate safety management, legal and moral obligations cannot be met, and business and reputational losses may be incurred. Examples of such losses *may* include:
- a) Compromised aircraft safety and the potential for a catastrophic aircraft accident;
 - b) Costs of replacing and compensating injured employees or others;
 - c) Contractual penalties or loss of revenue if flights are delayed or cancelled;
 - d) Damaged assets (including aircraft and equipment);
 - e) Loss of reputation;
 - f) Loss of existing and future contracts.
- 1.2 Global leading authority studies have shown that the uninsured costs of accidents can be up to 36 times greater than the costs of insurance premiums. Furthermore, directors, managers and nominated post holders may be held accountable for failures to control aircraft safety and/or occupational health and safety.
- 1.3 The lessons learned from accidents to aircraft and people show that, in many cases, failures in safety management were a key causal factor. Chapters 1 and 2 of this document seek to summarise the processes by which aircraft safety and occupational health and safety can be managed, by identifying the hazards and managing the risks.
- 1.4 The key elements in an SMS acceptable to the GCAA are:
- Safety policy and objectives;
 - Safety risk management;
 - Safety assurance;
 - Safety promotion.
- 1.5 GCAA CAR Part X describes five key elements to safety management. All five steps are fundamental.
- Policy;
 - Organising;
 - Planning and implementing;
 - Measuring performance;
 - Auditing and reviewing performance.
- 1.6 The precautions which protect aircraft from damage on the ramp often also protect people working on the ramp from harm and vice versa. Consequently, the management of the health and safety of people (occupational health and safety) and the management of safety of aircraft share common themes. There are key elements which should form part of any

system for managing safety:

- A system that sets the targets and standards to be achieved, and makes clear to people what their responsibilities and accountabilities are;
- A way of identifying hazards, assessing risks and introducing control measures;
- A method of monitoring that controls are in place and are effective. This should include proactive monitoring, such as inspection; reactive monitoring, such as accident investigation and data trend analysis; and audit and review of standards;
- Documenting the procedures outlined above and relevant key information, including policies, risk assessments and reports from monitoring activities.

1.7 These basic principles underpin the SMS. However, there are some notable differences in the terminology used by the GCAA and the Abu Dhabi Department of Transport when discussing safety management, as well as differences in the benchmarks which are applied and relative importance of some of the key elements involved. When developing an integrated airside SMS that deals with both the risks to aircraft and people, it is necessary to recognise these differences. It does not follow that organisations require separate systems to manage the safety of aircraft and occupational health and safety.

1.8 Furthermore, all the organisations and individuals involved should always be clear whether they are considering issues pertaining to aircraft safety, or occupational health and safety, or both, in order to prevent confusion arising.

2 Key Concepts

2.1 'So far as is reasonably practicable'

2.2 Duties under the health and safety law are often qualified by the term 'so far as is reasonably practicable' or 'as low as reasonably practicable' (ALARP). These terms are also sometimes used in relation to aircraft safety.

2.3 The term 'so far as is reasonably practicable' has been defined by the European courts. To carry out a duty, 'so far as is reasonably practicable' means that the degree of risk in a particular activity or environment can be balanced against the time, trouble, cost and physical difficulty of taking measures to avoid or reduce the risk. If these are so disproportionate to the risk that it would be unreasonable for the people concerned to have to incur them to prevent it, they are not obliged to do so.

2.4 Therefore, the greater the risk, the more reasonable it is to go to greater expense, trouble and invention to reduce it. If the consequences and the extent of a risk are small, insistence on great expense would not be considered reasonable. It is important to remember that the judgment is an objective one and the size or financial position of the employer is immaterial.

3 Risk Assessment – as part of a Safety Case

3.1 It is implicit when considering what is reasonably practicable, that hazards have to be identified and risks assessed.

3.2 The primary function of identifying the hazards and assessing the risks on the airside is to determine whether enough has been done to prevent an incident or accident that may lead to fatalities, injuries and ill health and/or damage to aircraft. Risk assessments assist in determining whether enough has been done to meet the requirements of aviation law

and health and safety legislation and to mitigate the risk to an acceptable level, and are a key component in any system for managing aircraft safety and occupational health and safety. Given the complexities associated with aircraft ramp operations, people and ground service equipment, it is often the case that hazards may not always be directly associated with aircraft movements.

- 3.3 Risk assessment can also indicate what improvements need to take priority, and thereby assist in developing action plans, budgets and business cases. Risk assessments should be undertaken on a regular basis as circumstances change, with appropriate and suitable mitigation measures implemented as necessary.
- 3.4 In brief, when undertaking an assessment the following key items should be considered:
1. Identify the hazards;
 2. Decide who/what might be harmed/damaged and how;
 3. Evaluate the risks, list any current mitigations and decide on additional precautions;
 4. Record findings, allocate actions and implement them.

Note: ICAO Doc. 9859 contains a suggested Risk Assessment Process

- 3.5 A hazard is anything with the potential to cause harm; a hazard is any condition, potential condition, event, or circumstance which could induce an accident, lead to injury, illness, or death to people; damage to or loss of a system, equipment, or property; or damage to the environment. A hazard is a condition that is a prerequisite to an accident or incident. Risk analysis is a function of the likelihood (probability) that harm will occur and the severity of that harm.
- 3.6 Consideration must be given to the risks to the health and safety of employees from other organisations, visitors, members of the public and anyone else who may be affected by the activity or task.
- 3.7 The general principles for prevention consist of a broad hierarchy of measures:
- Avoiding the risk;
 - Evaluating those risks which cannot be avoided;
 - Combating risks at source;
 - Adapting the work to the individual;
 - Adapting to technical progress;
 - Replacing the dangerous by the non-dangerous or the less dangerous;
 - Developing a coherent overall prevention policy which covers technology, organisation of work, working conditions, social relationships and the influence of factors relating to the working environment;
 - Giving collective protective measures priority over individual protective measures;
 - Giving appropriate instructions to staff.
- 3.8 In reality, a combination of such measures is likely to be required or be in place. Furthermore, precautions lower in the hierarchy (such as wheelchairs for disabled passengers with reduced mobility that are specifically designed to be moved up stairs) may be used as a temporary control measure until other measures, higher in the list, can be implemented (such as the purchase and use of an 'ambulift').

- 3.9 However, in certain circumstances, the risk will not be acceptable until permanent control measures are in place. For example, it would not be acceptable to use only a system of work as a temporary measure to protect staff using a catering vehicle without means to prevent falls from the platform, as the likelihood and consequences of a fall remain far too high.
- 3.10 Notwithstanding an aerodrome's SMS, safety case and risk management processes, aerodrome operators should engage in dialogue with the GCAA prior to introduction of significant new measures which might affect aircraft safety in order to ensure that aerodrome certification conditions shall continue to be met.
- 3.11 A constituent part of any safety case should be the oversight and interfaces with third party organisations. A risk assessment for activities that affect people or tasks carried out by another organisation should consider the impact on the third party. Any mitigation expected to be delivered or followed by another party should be agreed mutually. For example, during the aircraft turnround phase, many activities involve interaction with a number of different organisations. These risks should be assessed collaboratively to ensure 'buy-in' of all parties involved.

4 Health and Safety

- 4.1 The duty of employers and the self-employed is to ensure, so far as is reasonably practicable, the health and safety of any individual who might be affected by any work activity within their control. The individuals who may be affected include employees, members of the public, contractors, visitors and other aerodrome users. Good health and safety management is key to ensuring that these duties are met.
- 4.2 Amongst other things, employers and the self-employed need to provide places of work which are safe, provide and maintain work equipment and systems of work which will not cause injury, protect their employees and others from hazards to health and provide welfare facilities for their employees.
- 4.3 Employers who share a workplace, whether temporarily (such as an aircraft stand) or permanently, must co-operate and co-ordinate their efforts to ensure a safe workplace.
- 4.4 Employers are also required to consult their employees on matters connected with their health and safety at work.
- 4.5 Organisations, such as landlords, that have some degree of control over workplaces which are made available to other employers as a place of work, need to ensure that any premises, plant and equipment or substances that they provide for others to use are safe and without risks to health. This duty is qualified by the degree of control they have over the premises, plant, equipment or substances. As the extent of control increases, so does the degree of responsibility for the management of risks.
- 4.6 Every worker at an aerodrome has a duty to take reasonable care for their own health and safety and that of other persons who might be affected by what they do.

5 Aircraft Safety

- 5.1 Organisations may also have specific responsibilities to ensure aircraft safety. Good management of aircraft safety is vital if these responsibilities are to be discharged satisfactorily.

5.2 Key amongst these are:

- The responsibility of the aerodrome certificate holder (who may also be the aerodrome operator) to provide and maintain an aerodrome which is safe for aircraft to use;
- The responsibility of the aircraft operator (airline) to operate aircraft in a safe manner;
- The responsibility of aircraft ground handling organisations and ground service providers to operate safely during all ramp operations.

5.3 Every individual at an aerodrome has a duty of care to do what they can to ensure that aircraft are not damaged, and, where this is discovered, that the occurrence is immediately reported through the appropriate channels, ideally within the organisation's internal 'just culture' or open non-punitive reporting system.

5.4 The responsibilities for aircraft safety on the ground at aerodromes are essentially placed on the airline operator and aerodrome operator. However, all aerodrome users, including aircraft operators, approved maintenance organisations and ground handlers have a part to play in ensuring the safety of aircraft.

6 Control of Contractors/Third Party Service Providers

6.1 Organisations retain some responsibility for health and safety during activities carried out by their contractors. These legal responsibilities cannot be delegated.

6.2 There may also be benefits which accrue to those who develop partnerships with their contractors. Reliance simply on standard contract clauses requiring contractors to comply with relevant legislation, standards or guidance is unlikely to be enough to secure such benefits or comply with legal requirements. Therefore all reasonable and practicable steps should be taken to:

- a) Ensure existing and prospective contractors' arrangements and organisation are adequate so as to ensure that they can carry out their tasks safely and without damaging aircraft or equipment, or risks to personnel;
- b) Co-ordinate and control the work they carry out; and
- c) Monitor their performance.

7 Assessing Contractors (CAAP 59)

7.1 It is recommended that any assessment of contractors should use a number of criteria, including:

- a) At the pre-tender stage, obtaining details of relevant documents, for example the accountabilities and safety policy and copies of risk assessments for the work included in the contract;
- b) Interviewing short-listed contractors and/or visiting current work to assess standards, for example, driver training schemes and vehicle maintenance;
- c) Investigating past performance, as useful information can include references from current and former clients, internal audits and inspections against the aerodrome operator's safety management system, and/or the results of any audits undertaken by the aerodrome operator or another third party;

- d) Monitoring performance throughout the term of the contract.

8 Co-ordinating and Controlling Performance

8.1 This can be achieved through a combination of:

- a) Appointing a supervisor to oversee the activity, especially in relation to aircraft turnround (described further in Chapter 4). This could be a member of staff, or a nominated agent. They should have sufficient authority to control the activities involved. For most construction work it is advisable to appoint a principal contractor, one of whose functions is to oversee the conduct of the work;
- b) Agreeing and writing down a plan for the activity. For construction work, a health and safety plan may be required by health and safety law. For aircraft turnround, it is best practice for a plan for the turnround to be developed and agreed between those parties involved.
- c) Where practicable, the undertaking of joint risk assessments for relevant processes. These assessments could inform the performance standards and the plan. Joint risk assessments will need to take account of differences between companies' management, supervision, equipment and training.
- d) Agreeing performance standards, for example, frequency of vehicle maintenance and standards for training and refresher training. These may be set through reference to standards imposed on the client and contractor organisations by the aerodrome operator or AOC holder.

9 Performance Monitoring

9.1 To be effective, performance monitoring should consider several factors, such as:

- Methods of work: standing instructions or method statements for the contractors' staff should be clear how confirmation that the plan for the activity is being followed and what procedures are in place to monitor compliance;
- The foreseeable risks of the activity should be identified and managed. For example, measures in place to prevent falls from heights or vehicles striking aircraft and how these risks are identified and how mitigation measures are determined and implemented;
- Aerodrome rules, as well as procedures, should be in place to ensure that these rules are complied with, should be clear to all working on the aerodrome. For example, the policies in place to ensure that contractor employees are wearing hi-visibility (hi-viz) clothing and have the appropriate Personal Protective Equipment (PPE);
- Methods of identifying, reporting and recording deviations from instructions and rules should be clear, as should those methods that are in place to identify and monitor trends in these deviations.

9.2 Individuals monitoring performance should be trained to identify unsafe practices and should have enough resources to carry out the work.

10 Control of Contractors during Turnround

10.1 The use of contractors at aerodromes to provide services for aircraft is increasing. At many

aerodromes, airline, aircraft operators and/or Ground Handling Agencies, (GHA) are the clients for these services. The contracted staff are usually employed directly by the party who then contracts the provision of individual services. It is conceivable that there may be a mix of service providers; some contracted locally, others on the basis of international contracts.

10.2 Whatever the arrangements, the airline/aircraft operator/service provider should consider the elements discussed in the relevant paragraphs on apron/stand management and turnaround. Further details concerning aircraft turnaround can be found in Chapter 4 of this document.

11 Aerodrome Operator

11.1 The duty of the aerodrome operator (who is usually the aerodrome certificate holder) is to provide and maintain an aerodrome which is safe for aircraft and people to use.

11.2 Every Aerodrome Certificate Holder is required to maintain an Aerodrome Manual, an integral part of the aerodrome operator's system, to manage the safety of aircraft and people on the ground. The Aerodrome Manual complements the aerodrome operator's approach to quality management, including the management of the business, customer-critical processes and health and safety. CAR Part IX, Chapter 3 requires that the Aerodrome Manual contains all necessary information and instructions to enable the aerodrome operating staff to perform their duties and sets out information and instructions that are to be included in the Aerodrome Manual. The Aerodrome Manual should be disseminated widely so that everyone who undertakes tasks that can affect aircraft safety is familiar with the relevant parts of the document.

11.3 The standard of occupational health and safety is not considered as part of the Aerodrome Certificate, and the Health and Safety Authority's do not licence aerodrome operators. Nevertheless, the aerodrome operator should provide an aerodrome which is safe for aircraft and people to use, as far as reasonably practicable.

11.4 This includes:

- An aerodrome layout which is safe, for example such that pedestrians and vehicles can move about safely;
- Equipment provided by the aerodrome operator which is safe, for example aerobridges and fixed electrical ground power for aircraft use;
- Systems of work which ensure safety, such as an aircraft turnaround plan or 'hot work' permits for contractors.

11.5 The people who need to be protected include the aerodrome operator's own employees, the staff of contractors and tenants, visitors, members of the travelling public and their friends and relatives, and other members of the public, such as spectators.

11.6 Many precautions will protect both aircraft and people, which include:

- Properly planned and adequately maintained infrastructure;
- Adequate standards of specification and maintenance of equipment which interfaces with the aircraft;
- Adequate standards of specification and maintenance for vehicles, whether directly serving aircraft or not;
- Adequate driver and operator training;
- Properly planned and executed aircraft turnrounds;

- Good co-operation and co-ordination between all aerodrome users.
- 11.7 As the central organisation at the aerodrome, the aerodrome operator has a key role in developing co-operation and co-ordination between all the users of the aerodrome. It may consider establishing committees or other discussion groups for ensuring aircraft safety, setting aerodrome-wide health and safety standards or agreements.
- 11.8 The operators of aerodromes should also take a proactive role in monitoring standards, for example by introducing aerodrome-wide safety assurance systems or audits of companies working at their aerodrome. The implementation of a ground operator licensing system may be a suitable solution at some aerodromes. Those aerodromes which have the power to make byelaws should consider taking positive action against organisations or persons that consistently breach their requirements.

12 Aircraft Operators (Airlines)

- 12.1 In addition to the risks to the safety of aircraft, the operator of the aircraft (usually the airline) will need to consider the health and safety of persons not in its employ who are affected by its activities or the activities of its contractors, as well as that of its own employees.
- 12.2 Airlines may decide to co-operate with each other, the aerodrome operator and service providers to agree uniform standards for performance and monitoring. This may reduce the time and effort required for individual airlines to develop such standards and reduce the probability of human error resulting from a wide variety of standards.

13 Service Providers

- 13.1 Contractors on the apron are often required to work to tight timescales to complete their respective tasks in the time allowed for aircraft turnround. However, all those involved should take adequate account of each other's safety needs, for example ensuring that their vehicles or parked equipment is not blocking escape routes of a refuelling vehicle, and that vehicles are not parked in such a way as to hinder or prevent other vehicles having safe ingress/egress access to aircraft.
- 13.2 Where a handling agent has been appointed, service providers should co-ordinate with them to ensure that safety procedures are understood and implemented by the handling agent. They should be working to an agreed plan for the turnround and each service provider should ensure that they have a copy of this plan. In addition, each service provider should have a supervisor or leading hand who can control the various stages of its contribution to the turnround. In all instances plans should also be shared with the airport operator.
- 13.3 Service providers should ensure that any subcontractors they engage undergo an assessment, control and monitoring processes as appropriate and as may be outlined and in accordance with company procedures.

Chapter 2 Identifying the Hazards and Managing the Risks

1 Introduction

- 1.1 At large and complex aerodromes, as well as at small general aviation locations, the aerodrome apron is a busy and often congested place of work, particularly during peak periods of air traffic movements. Aircraft and people face many potential hazards, particularly from the movement and operation of aircraft and ground vehicles. Failure to eliminate or control such hazards may lead to accidents to aircraft and/or people or cases of ill health injury or death.
- 1.2 It is recognised that much of the guidance below may appear to be geared towards large aerodromes. However, safety management of the apron will apply to any aerodrome, regardless of size; only the range and magnitude of operations will vary. Managers will need to consider the degree of applicability of the detailed material presented in this Chapter and, indeed, the use of any suitable control measures additional to those described. The hierarchy of controls outlined in Chapter 1 should be referenced when considering the most appropriate combination of control measures.

2 Potential Hazards on the Apron

- 2.1 This section discusses some of the potential hazards commonly encountered on the apron. It is important that all aircraft operations, including turnaround's, should take full account of the need for safe working practices. Failure to do this may result in short cuts and bad practice which can lead to accidents, ill health and damage to assets.
- 2.2 Common hazards/risks at aerodromes (some of which are discussed in the following paragraphs) may include:
- Vehicles striking aircraft, other vehicle or equipment/object and/or people;
 - FOD – Foreign Object Debris
 - Erratic and poor apron driving discipline, monitoring and oversight
 - Inconsistent working practices and standard operating practices/procedures
 - Poor general aerodrome awareness (apron and aircraft stand layout)
 - Hazards to passengers and staff on the apron;
 - Moving aircraft (including aircraft on pushback or being towed);
 - Live aircraft engines (including prop and rotary);
 - Falls from height and falling objects;
 - Operation and movement of aerobridges;
 - Manual handling; (Lifting, pulling, pushing etc)
 - Noise; (Aircraft engines and machinery)
 - Work equipment (including machinery);
 - Hazardous substances and Dangerous Goods (including radioactive substances);
 - Inadequate, imperfect or incorrect lighting, glare or confusing lights;
 - Adverse weather conditions (Sandstorms, Low Visibility, Thunderstorms etc);
 - Slips and trips; (Oil/fuel spillages, defective pavements)

- Electrical hazards; (Fixed Electrical Power FEP and also Static Electricity)
- Faults and defects;
- Refuelling.

2.3 Dealing effectively with these hazards will require good management of aircraft safety and occupational health and safety, as well as co-operation and co-ordination between the aerodrome operator, ground handlers, airlines and other aerodrome users, such as maintenance contractors. Initiatives for reducing the risk to aircraft and health and safety from these hazards should be an integral part of the planning of individual projects.

3 Vehicles Striking Aircraft, other Vehicle or Equipment and/or People

3.1 Airside vehicles constitute an ever present hazard to both aircraft and people so extreme vigilance is necessary for all those working airside. It may be possible to eliminate the risks to people in certain areas of the aerodrome by keeping aircraft, vehicles and pedestrians apart where possible, for example by the use of passenger boarding bridges (aerobridges), or, when this is not reasonably practicable, by the provision of separate designated routes, such as pavements or clearly defined pedestrian routes (green walkways painted on the ground). Well organised traffic routes, including one-way systems, adequate lighting to roads and unambiguous road markings can also assist.

3.2 It may not be possible to ensure complete segregation of aircraft, pedestrians and vehicles in all areas of the aerodrome. However, this does not mean that the whole idea of segregation can be abandoned. Wherever practicable, procedures to ensure the segregation of aircraft, people and vehicles should be put in place.

3.3 Where segregation is not reasonably practicable, there are other measures which can be employed to control the risk. For example, it may be possible to reorganise the layout of an area, so that the interaction of pedestrians, aircraft and vehicles is minimised, or the frequency of high risk activities such as reversing are reduced. Any changes to the layout of an aerodrome which affect aircraft safety should be discussed with the GCAA at an early stage, as the aerodrome certificate conditions may be affected.

3.4 Paragraphs 4.1 to 4.5 provide further advice on protecting passengers on the apron.

3.5 Some aerodromes may consider service delivery systems built into the stands, thus reducing the number of vehicles that have to attend an aircraft. However, such systems are normally expensive and not in use currently within the UAE and in most cases other methods will still need to be considered. Even if such systems are installed it is important that safe contingency procedures are available to cater for equipment failure.

3.6 In all circumstances, a safe system of work should be developed. This provides an opportunity for partnership in planning involving all those with a direct interest in aircraft safety and occupational health and safety on the apron. Such a system should include:

- Traffic rules governing such issues as speed limits, especially on approach to aircraft and in the vicinity of people;
- Correct vehicle maintenance, especially of safety critical components such as brakes and steering;
- Driver training, airside driving permits, competency checks and refresher training;
- Driving standards;
- Competence/attitude of airside workers;

- Apron management;
 - Provision of assistance and/or audible warning devices for reversing vehicles (although such audible warning devices might not be fully effective in the vicinity of high ambient noises, or if people are wearing hearing protection, and so may need to be supplemented by visual systems);
 - Procurement of suitable vehicles, e.g. vehicles offering good driver vision;
 - Regular monitoring of standards;
 - Safe parking of vehicles in such a way as to prevent interference with aircraft manoeuvring or other aerodrome users;
 - Encouragement of good practice;
 - The provision and wearing of high visibility clothing;
 - Special procedures for operating vehicles during periods of inclement weather (e.g. low visibility, thunderstorms);
 - Adequate supervision of passengers on the ramp.
- 3.7 Where more than one company or department attends an aircraft, effective co-ordination and co-operation is essential to prevent vehicles striking aircraft, equipment, vehicles or people. Airlines, handling agents and third party operators and aerodrome operators all have important roles in this as part of their systems for assessing, controlling and monitoring their staff or contractors. The turnround plan is likely to be a key document in ensuring that vehicle movements are controlled around aircraft. Chapter 4 gives further advice and guidance on the turnround plan.
- 3.8 It is likely that a combination of measures will be required to control the risks. The exact combination may vary with location, activities and perhaps even the time of day. The effects of changes to the aerodrome, for example due to temporary works or the effect of new buildings, will need to be considered, preferably at an early stage. It is important that the risks from vehicles are assessed, as part of an overall system for managing aircraft safety and occupational health and safety.
- 3.9 Foreign Object Debris (FOD) is an ever present hazard at aerodromes and must be constantly managed and procedures implemented to prevent ingestion into engines and other aircraft components. FOD (prevention and removal) is the responsibility of all apron personnel and provisions shall be in place by the aerodrome operator to ensure each head of stand has a FOD disposal bin allocated.
- 3.10 Erratic and poor apron driving discipline, monitoring and oversight with varying degrees of driving experience across the apron, this naturally causes a potential hazard to apron safety. The aerodrome operator shall have an Airfield Driving Permit (ADP) program that is robust and is continually controlled and monitored.
- Inconsistent working practices and standard operating practices/procedures.
- Standard operating procedures on the apron (e.g. aircraft pushback procedures) should be as consistent as possible. Multiple pushback procedures introduce additional elements of risk which should be avoided. A risk assessment by the aerodrome operator in conjunction with the airlines and service providers shall be conducted prior to any change in pushback procedure.
- 3.11 General aerodrome awareness (apron layout)
- Lack of aerodrome familiarity, particularly for personnel involved with aircraft headset

operations and push backs is a significant hazard. Headset operator should be familiar with pushback instructions provided by ATC to ensure a safe push back manoeuvre at all times.

The aerodrome operator should at the very least have a process in place to ensure that any personnel performing head set functions have completed an induction course specific to apron geography.

The airline operator shall ensure that their employees performing the head set operation have been inducted by the aerodrome operator.

4 Hazards to Passengers on the Apron

- 4.1 At many aerodromes, passengers have to walk across the apron and sometimes roadways, between the terminal building and the aircraft. This may expose passengers to hazards such as vehicles moving across the apron. The risks of injury are increased as passengers are vulnerable and generally unaware of the dangers around them. Additionally, they will not be subject to the same PPE requirements (e.g. hi-viz clothing and suitable footwear) as those who work on the apron. Furthermore, passengers may inadvertently (or even deliberately) damage aircraft. The aerodrome operator, the airline operator and ground handlers all have responsibility for ensuring that the movement of passengers is strictly supervised and controlled.
- 4.2 Under UAE aviation law the aerodrome operator has a responsibility to provide an aerodrome that is safe for its users. The aerodrome operator, co-ordinating with organisations operating at the aerodrome, should conduct a risk assessment. This should identify the risks to passengers on the apron, and take into account stand layout, equipment required for the turnround of the aircraft, and other user provision for passenger and ground services requirements, and airline requirements. Additionally, risk assessments may need to be conducted for specific stands or pedestrian areas and it may be further necessary for the company responsible for the movement of passengers to and from aircraft to complete their own risk assessment prior to implementation.
- 4.3 In designing the aerodrome layout and facilities, the aerodrome operator can make a significant contribution to the safety of passengers. For example, when the aerodrome operator provides aerobridges, passengers are not exposed to any of the hazards on the apron. Where the provision of aerobridges is not reasonably practicable, the aerodrome operator should ensure that the layout and marking of airside areas enables the safe movement of passengers to and from the terminal areas. The guidance in the preceding section is particularly relevant in this regard.
- 4.4 The steps that can be taken to ensure passenger health and safety on the apron will vary from aerodrome to aerodrome and from stand to stand, but will include the following measures:
- a) Passengers should not be permitted to roam free. Staff should be positioned on the apron to ensure that passengers follow a safe path to the terminal/aircraft. If necessary, passengers should be led from the aircraft or terminal;
 - b) Where possible, the aerodrome operator should ensure that permanent traffic routes, e.g. aerodrome roads or taxiways, do not dissect the pedestrian/passenger routes between the terminal and the aircraft;
 - c) Where this is not possible, the aerodrome operator should provide safe routes marked on the apron surface (including safe crossing points for the apron roads) and clear, unambiguous signs to indicate the route to be followed. Positive control of

vehicular traffic may be required from the airline or handling agent; co-ordination and co-operation with the aerodrome operator may be necessary to achieve this;

- c) Safe routes can also be indicated by the use of moveable barriers and chains (Passenger Guidance Systems) to create a temporary safe route across the apron for passengers to follow. When not in use, it is important that such equipment is properly stowed to ensure that it does not become a source of 'Foreign Object Debris (FOD);
- d) Routes to the aircraft should not pass below aircraft wings or beneath fuel vents, or close to propellers or rotors of aircraft on adjacent stands. Routes should also be clear of vehicular traffic around the aircraft, electrical cables, fuel hoses and other ramp equipment; this may require the use of temporary mobile passenger guidance barriers, also known as 'Passenger Inward Guidance Systems' (PIGS) or other suitable airport passenger guidance system or equipment;
- e) Restrictions should be placed on the running of aircraft engines in the vicinity of passengers and positive measures should be taken to protect them from excessive engine noise and jet blast;
- f) Passengers should be informed of the safe route they should follow into the terminal/aircraft, in accordance with instructions given by either the handling agents or cabin crew; this may also include information provided by public announcement before passengers leave the aircraft/terminal;
- g) For remote stands or stands in a different location to the terminal lounge, passengers should be transported to the aircraft by bus; and
- h) Information on embarking and disembarking passengers could form part of the turnaround plan, as per Chapter 4.

4.5 Relying solely on informing passengers of safe routes and marking them out is unlikely to be adequate for commercial passenger operations. Whenever passengers have to walk across the apron there should be sufficient ground staff to ensure that passengers do not wander away from safe routes. If there is insufficient staff, then passengers may need to be disembarked or boarded in small groups which can be adequately controlled by the available staff.

4.6 Responsibility for ensuring that passengers are safeguarded between the aircraft and the terminal building is shared between the airline, aerodrome operator and any ground handlers involved. It is vital that it is clear who is responsible for providing staff to supervise and/or escort passengers across the apron, and that sufficient numbers of staff are provided. Clearly, any contracts will need to take this into account. Failure to supervise passengers properly may lead to accidents with serious consequences for all involved. Consideration should be given to unusual circumstances, such as evacuation of terminal buildings or aircraft, in which passengers and other members of the public may be required to enter airside areas. Procedures should ensure that responsible persons who are familiar with the hazards that exist in airside areas are present to supervise passengers and members of the public as soon as practicable wherever there is emergency egress. Consideration should also be given to methods by which aircraft movement and other sources of hazard may be stopped in areas in which passengers and members of the public may congregate with limited supervision. Furthermore, when passengers have checked in and are proceeding to the aircraft, it is the responsibility of the airline or handling agent to escort them safely there.

5 Moving Aircraft

- 5.1 The movement of aircraft on the ground, either under their own power or towed, creates a number of hazards that are unique to the aviation industry. In particular operating jet or propeller engines can cause fatal or serious injuries and extensive damage to equipment or other aircraft, as detailed further in paragraph 6.5.

6 Aircraft Parking Safety Practices - General Considerations - Operation of the Stand

- 6.1 The following paragraphs describe typical responsibilities and accountabilities for the operation of aircraft on and off stand. Relationships might vary from aerodrome to aerodrome due to differing contractual arrangements with stakeholders, or other owner/operator agreements. Therefore, it is good practice for aerodromes and other stakeholders to develop and establish the hierarchy of responsibilities and, where practicable, conduct joint risk assessments with the aerodrome users, then seek to establish agreed safe working practices within that hierarchy.
- 6.2 The aerodrome operator is responsible for the rules and procedures that safeguard the arrival and departure movements of aircraft on stands and for the dissemination of information to airline/company operators. Information documents/instructions and requirements should be based upon the subjects described in the following paragraphs.

7 'Ownership' of Stand/Parking Bay

- 7.1 In general the aerodrome operator has the responsibility to ensure that aircraft stands remain serviceable, clean and free from obstruction. However, in the busy operation of the apron, with minute to minute changes of status and vehicle/equipment movements, ground handling staff also have specific responsibilities (see Chapter 4 Aircraft Turnround).
- 7.2 Whether an aircraft stand is equipped with a visual docking guidance system (VDGS) or requires the aircraft to be marshalled, when a stand is allocated for use to an aircraft operator and the arrival of their aircraft on stand is imminent, it is usually the responsibility of the handling staff to ensure that the stand and clearways are free from obstructions, FOD, and vehicles or equipment. These staff should also ensure that, where provided, the aerobridge is fully retracted and correctly parked with the drive wheels in the parking box/circle provided before the arrival of the aircraft. These actions must be completed by the handler before the VDGS is switched on. Switching on the VDGS will normally signify to the aircraft commander that the stand is clear and is safe to enter. Once the VDGS is switched on, the stand must remain under supervision until the aircraft arrives on stand in order to ensure that it remains safe for use by the aircraft. If for any reason the stand becomes 'unsafe' or unattended before the aircraft has arrived on stand the VDGS should be switched off or 'STOP' indicated, using the Emergency Stop System if necessary.
- 7.3 Ideally, a Stand Supervisor or Turnround Co-ordinator (or equivalent) should be nominated to control and manage the turnround process and should be clearly identified to all staff working on the stand. As described in Chapter 4, the supervisor (or Turnround Co-ordinator) should be working to an agreed plan for the turnround and should have sufficient authority to control the activities around the aircraft. The supervisor should be present throughout the arrival, handling and departure procedures.

8 Vehicle and Equipment Operations

- 8.1 Further guidance for vehicle operations is contained in Chapter 5 of this publication. Prior to aircraft arrival ground equipment should be/remain parked in the equipment areas provided. Service vehicles and baggage trolleys should stay clear of the stand and

equipment, such as ground power units or any other equipment with trailing cables or hoses should be fully retracted and stowed. The stand must be clear of all obstructions and equipment prior to the arrival of the aircraft allocated to the stand. Other considerations for the safe docking and parking of an aircraft are described in the following paragraphs.

- 8.2 Stand Markings - In areas or stands that can accommodate a number of variations of aircraft parking arrangements, there are often complex signs or markings, only some of which are appropriate for specific aircraft. It is important to ensure that all staff who may be involved in activities in the area are fully trained in the appropriate configuration for all aircraft types that may use the stand and the appropriate marking and signage. Further guidance and details on markings, signs and stand design considerations are contained in Chapter 3 of this document.

9 Self-manoeuving: Stand Configurations and Safety Considerations

- 9.1 Self-manoeuving is a procedure whereby an aircraft enters an apron, parks and subsequently departs under its own power. The principal methods of stand configuration are angled nose-in, angled nose-out and parallel-parking; each method involves the adjacent apron area in being subjected to high levels of engine blast, noise and fumes at some stage of an aircraft movement. Taxi-through stands can also be used for self-manoeuving and the blast effects are smaller. Some of the busier airports also employ what is known as 'remote holding', which is where loaded aircraft might be towed from its pier stand to a remote area in order to wait for an ATC delayed slot time, therefore vacating the pier stand for another aircraft. This might often involve small/medium sized aircraft being positioned nose-out on a remote stand where self-manoeuving off the remote stand is not considered a blast problem.
- 9.2 Self-manoeuving operations do not require aircraft tugs and ground crews but the layout of stands requires approximately double the apron area of conventional nose-in pushback operations. Due to the relatively high levels of engine power likely to be used for self-manoeuving, and dependent upon location, there is an increased potential safety threat to buildings, installations, vehicles, equipment and personnel and passengers which must be controlled and managed.
- 9.3 Before deciding to adopt self-manoeuving operations aerodromes should conduct a joint risk assessment with the aerodrome users. This should include consideration of other methods of aircraft handling. Self-manoeuving on open, unmarked aprons should be subject to special procedures and a marshalling service should be available for all aircraft arrivals. The aerodrome operator should determine which combination of aircraft stands and conditions require a marshalling service on departure.

- 9.4 A risk assessment should ensure that the following arrangements and requirements are met:
- a) Stand entry routes, parking positions and departure routes should be marked with standard paint markings, in accordance with the requirements noted in CAR Part IX or, in the event of non-mandatory markings, the ACI Apron Markings and Signs Handbook.
 - b) Buildings and installations adjacent to self-maneuvring stands should be constructed to withstand the engine blast or be protected by blast screening;
 - c) Vehicles and equipment should not be placed in a position where they can be affected by blast, and where appropriate, equipment parking areas should be protected by blast screens or located remote from the stands;
 - d) Where appropriate, and as deemed necessary due to health and safety considerations, passenger areas and apron staff working areas should be protected by blast screens. Passengers should not be subjected to blast, excessive noise or fumes;
 - e) Safety instructions should be issued, specifying the maximum aircraft sizes to be permitted on individual stands so as to ensure that any prescribed safe clearances (such as aircraft to stand) are maintained. Pilots should also be required to exercise caution and use the minimum engine power settings needed to complete a satisfactory manoeuvre.

10 Out of Service or 'Dead' Aircraft Handling

- 10.1 In addition to the above considerations, the handling staff pushing back a 'dead' aircraft for towing will need to consider the following, accepting that local procedures apply depending on local circumstances, for example when using 'tow bar less' tugs may require specific less general procedure than stated here:
- a) A trained staff member will normally be required to occupy the flight deck to control the brakes, monitor radio contact between tug/aircraft and ATC and control the aircraft's anti-collision and, if appropriate, navigation lights;
 - b) As soon as a tug crew is assigned a task associated with the movement of an aircraft on any part of the manoeuvring area it should liaise with ATC for the necessary approvals and obtain a specific clearance before entering the manoeuvring area. The tug driver is normally required to advise ATC when the manoeuvre is complete;
 - c) Whilst an aircraft is under tow, the tug driver is responsible for the safety of the aircraft, just as the aircraft commander is when it is taxiing. It should be remembered that, irrespective of any instructions issued by ATC, in accordance with Rules of the Air regulations it is the tug driver who is responsible at all times for ensuring that the aircraft does not collide with vehicles, aircraft, buildings or other obstructions;
 - d) When towing an aircraft, it is particularly important to be aware of the extent of the extremities, such as wingtips, of the aircraft and their proximity to obstructions. In the event that a tug driver is unsure whether there is sufficient clearance for an aircraft under tow to be moved safely, he or she should safely bring the aircraft to a stop and request assistance. If the aircraft stops on the manoeuvring area for this reason, the driver should advise ATC;
 - e) For safety reasons it is important that the number of persons on board (POB) the aircraft is known for local ground movements. Companies involved with ground movements should ensure that tug drivers ascertain the POB. In the event of an incident or other unusual circumstances involving the towed aircraft, the tug driver

should be able to advise Airfield Operations or the Rescue and Fire Fighting Service (RFFS) of the POB;

- f) When an aircraft is being towed during the hours of darkness or low visibility, it must display those lights which would be required when flying, i.e. navigation lights. Logo lights will usually be of assistance to ATC; however, towbar-less tugs may require specific procedures regarding the display of navigation lights that must be agreed with both the aerodrome and Air Traffic Control.

11 Preparation of Stand - Visual Docking Guidance System (VDGS)

11.1 The compliance requirements for VDGS are described in Appendix 9, Paragraph 9.24 of CAR Part IX.

11.2 Where a VDGS is provided the aerodrome operator should arrange for the stopping guidance to be calibrated and indicated for all selected user aircraft, in a clear and unambiguous manner. Azimuth guidance indication should also be regularly checked for accuracy. **It is generally accepted as International Best Practice that the VDGS should only be activated when the appropriate visual stand checks have been conducted which should include a walking FOD Inspection.** It is often the case with modern or advanced VDGS that the system self-checks prior to arming, however all systems should be subject to regular serviceability checks as deemed appropriate, the results of which should be recorded in line with local maintenance and serviceability procedures. Details of VDGS available at the aerodrome should be promulgated in the UAE Aeronautical Information Publication with serviceability's promulgated via NOTAM.

12 Aircraft Arrival on Stand and Parking Safety Considerations

12.1 In general, some of the hazards generated during the arrival of an aircraft on stand are, jet blast, carelessly driven vehicles, indiscriminately parked or stowed ground equipment and misleading markings or signals.

12.2 Control of the Parking/Docking Operation

Ground handling staff are responsible for certain aspects of the control of the parking/docking operation and should only allow the aircraft on stand once all the necessary stand checks have been completed, which includes a walking FOD Inspection. Once the aircraft has entered the stand, and where a marshaller is responsible for guiding the aircraft on to the stand, local instructions should clearly indicate the point at which responsibility is transferred from the marshaller to the handling staff. The nominated supervisor should control the progress of the operation and the actions of the handling team and should include the consideration with regard to the protection of the marshaller whilst carrying out the task, particularly where they are required to be positioned on an airside road. However, under all circumstances, it is the Commander of the aircraft who retains ultimate control and responsibility of taxiing the aircraft onto stand and bringing the aircraft to a halt. The aircraft remains under the responsibility of the aircraft commander until the appropriate indication is given to ground personnel that the aircraft has stopped and the aircraft engines have spooled down.

Wing-walkers - On some particularly compact stands, a wing walker/wingman may be required to ensure safety oversight of wing tip clearances; particularly on wide bodied aircraft.

13 Brakes/Chocks

- 13.1 On arrival, when the aircraft is positioned to the pilot's satisfaction and finally stopped, the appropriate aircraft wheel brakes should be engaged by the pilot until the aircraft has been safely and properly chocked (emergency situations such as dangerously hot or failed brakes shall be addressed under operator company procedures). Wheel chocks should not be inserted until the pilot has indicated/signalled that the aircraft has finally stopped, engines are off and spooled down and any propellers have stopped turning. In addition to aircraft marshalling hand signals, it is standard practice for the pilot of a jet-engine aircraft to indicate to ground crews that it is safe to insert chocks by turning off the anti-collision beacons and shutting down the engines. However, as aircraft engines and the anti-collision beacons are not coupled for all aircraft types, they should not be considered as the only indication for ground crews to assume it is safe to approach the aircraft. Personnel should not be permitted to approach an aircraft unless it has been secured as described above. However, under certain operational circumstances and/or for emergency (aircraft) operational reasons, the approaching of aircraft for the purpose of connecting Fixed Electrical Ground Power (FEGP)/Ground Power Units (GPU) whilst anti-collision lights remain illuminated and when aircraft engines are running may be acceptable. Under any other circumstances the airline must produce a safety case that includes a risk assessment that is acceptable to the aerodrome operator.
- 13.2 To avoid the possibility of the aircraft climbing or ejecting its chocks, ground markings showing aircraft stop positions should not be used as a positive indication to insert chocks or that the aircraft has reached its final position. When not in use chocks should be safely stowed and not left on the apron surface or the Fixed Electrical Ground Power (FEGP) 'bucket' or any on any other type of equipment, for example, a baggage belt unless appropriate cradles are fitted and the chocks cannot fall off and become a safety hazard to other aircraft and vehicles. A chock and cone 'combo' storage trolley could be provided at the appropriate head of stand areas.

14 Flap and Control Surface Movement

- 14.1 Staff should be aware of the dangers of the movement of aircraft flaps and other under wing devices when an aircraft is on stand. These areas should be avoided by staff, and vehicles and equipment should not be driven or parked in such a way that damage would be caused by flap and other control surface movements.

15 Wheels

- 15.1 When an aircraft is in motion staff should keep well clear of all wheels to avoid becoming trapped. When an aircraft arrives on stand, tyres and particularly brake assemblies can remain very hot for some time. Ramp staff should exercise care when required to work in the vicinity of aircraft wheels. Where there is some free movement of aircraft wheels, care must be exercised to ensure that clothing and hands or feet do not become trapped.
- 15.3 Following the placement of chocks, a visual arrival inspection of the aircraft fuselage should be conducted. The appointed ground handler personnel should conduct an inspection of their 'work area' (i.e. cargo door frames, toilet and water service panels) prior to opening.
- 15.4 The engineer should conduct a full fuselage damage inspection. Any damage noted must be communicated to the engineer and airline representatives.

16 Marshalling of Aircraft

- 16.1 The marshalling service is normally, but not necessarily exclusively, provided by the

aerodrome operator. The principal considerations are as follows:

- a) The aerodrome operator, as part of its SMS, should provide for the training, testing and authorisation of aircraft marshallers. This provision may be also met by the approval of trainers from handling agents, or third party organisations providing the training. To ensure compliance with regulation and standards, it is recommended that this is audited by the aerodrome operator and findings communicated and followed up as required in any corrective action plans. Only the standard (ICAO) marshalling signals, as laid down in the 'Rules of the Air Regulations 2009' should be employed. Only trained, experienced marshallers in regular practice should be permitted to marshal aircraft unsupervised;
- b) Except where full self-manoeuvring is permitted, a marshalling service should be provided automatically on stands not equipped with VDGS or where the VDGS or other stand facilities have known unserviceabilities. A marshalling service should also be available on request;
- c) In certain circumstances, such as a non-standard taxiway routing or on request from a visiting pilot, unfamiliar with the aerodrome, and/or in poor visibility, a 'Follow me' vehicle should lead the pilot to a marshaller or the designated parking place directly.

17 Fixed Electrical Ground Power (FEGP)/Auxiliary Power Units (APU)/Ground Power Units (GPU)

- 17.1 In accordance with local airport environmental policies and rules, concerning noise and emissions predominately, the running of all types of engines on the apron should be kept to the minimum necessary to maintain operational needs. Where FEGP units are provided on stands they should be used in preference to other forms of auxiliary power. The running of aircraft Auxiliary Power Units (APUs) and engine driven Ground Power Units (GPUs) should be strictly controlled to the minimum operational requirement. Airlines should be encouraged to use GPUs with the quietest engines available. At large aerodromes consideration can be given to the provision, on stand, of pre-conditioned air units to reduce the running of APUs for cabin conditioning.
- 17.2 When entering a stand, it is desirable that flight crews use the minimum power needed to carry out a normal arrival manoeuvre. Where possible the aircraft should be kept moving to avoid the need to apply 'break away' power to continue the approach to the stand. This may be particularly important in locations where there are stands on the opposite side of the taxiway or taxilane.
- 17.3 Thrust levers should not be exercised for any purposes when the arriving aircraft is on stand, unless specifically approved by the aerodrome operator.
- 17.4 Fundamental to the safe management of an aircraft movement is the timely attendance of the dispatcher/aerobridge operator to initiate those actions necessary to promote a safe arrival sequence. A full functional check of the aerobridge should be completed in good time before the aircraft arrives. To maintain aircraft and personnel safety and to ensure that the prescribed safe clearances between aircraft and bridge are maintained, the following precautions should be taken into consideration by the team leader:
 - a) Before the aircraft enters the stand, ensure by personal visual inspection that there are no potential hazards (such as FOD or vehicles illegally parked or equipment poorly positioned) to a safe parking operation; (regulation for the control of FOD can be found

in CAR Part IX, Chapter 4, Paragraph 4.15.7 and further guidance provided in CAAP 43 – Foreign Object Debris.

- b) A visual inspection of the serviceability of the aerobridge tyres should also take place to verify that there is sufficient pressure in the tyres (where applicable, some are fitted with solid rubber tyres) before manoeuvring of the bridge can take place.
- c) Before the aircraft enters the stand, the drive wheels of an apron-drive aerobridge must be positioned in the marked parking box/circle provided or, in the case of a rail-drive aerobridge, must be fully retracted;
- d) Before the aircraft enters the stand, confirm that the stand is set up for the approaching aircraft type;
- e) A careful check should be made to ensure that no vehicles or equipment are obstructing the horizontal or vertical movement of the bridge while ensuring that the aerobridge remains in the appropriate position;
- f) The aerobridge cab should be adjusted vertically and in azimuth to suit the incoming aircraft type;
- g) Only when the aircraft has stopped, the wheel chocks are in place, the engines have run down and the aircraft anti-collision beacon has been extinguished, can the aerobridge be driven from its parking position and docked to the aircraft, or steps be positioned beside the aircraft;
- h) The aircraft passenger door should remain closed until the aerobridge has been docked, the canopy has been lowered on to the fuselage and the autoleveller device has been set;

18 Stop Short System

18.1 On stands equipped with VDGS, an indicator system should be provided to advise the pilot to Stop Short; this may be because the aerobridge is unserviceable and passenger steps must be used, or due an obstruction or due to works at the head-of-stand for example. The Stop Short indication may be an electronic sign associated with the VDGS display, or conspicuous painted signs may be used, normally fixed to the aerobridge. In Stop Short conditions a marshalling service should be provided.

19 Location of Controls

19.1 The determination of the best positions for VDGS, Stop Short and Emergency Stop switches may vary from aerodrome to aerodrome, or even from stand to stand. However, it should be an objective of the safety system to standardise the location of switches on all stands at a particular aerodrome. The following locations offer the best control positions:

- a) Emergency Stop switches: One gated switch located in the aerobridge cab and clearly marked. A second gated switch, working in parallel with the first, located in a prominent and easily reached position at the head-of-stand and conspicuously marked. A person should be positioned adjacent to each switch until the aircraft has successfully parked.
- b) Stop Short and VDGS Switches: These switches should ideally be grouped together with the emergency stop buttons, fuel cut-off switches and emergency telephones. One set of VDGS switches should be located in the aerobridge cab and clearly marked. A second set of VDGS switches working in parallel with the first should be located at a prominent easily reached position at stand level and conspicuously marked. Which of these

positions is the primary VDGS switching position will depend on which position gives the operator the best view of the stand area.

NOTE: It is important the VDGS controls are located in a position such that the operator has an unimpeded view of the specific apron parking position whilst the controls are being used.

20 Departure and Post Turnround Responsibilities - Aircraft Departure

20.1 Aircraft departure is a critical phase of flight. Notwithstanding the pressures that often call for expeditious movement to meet schedules, clearances and 'slot' allocations, the safe management of departure procedures is paramount. For the purposes of this section the departure phase is considered to be from the time the aircraft starts an engine, or pushback movement starts (if earlier), to the point where taxi clearance is issued by ATC. Guidance covering the various methods of aircraft departure is given in the following paragraphs.

20.2 To avoid damage and to maintain a safe clearance from the aerobridge the following precautions should be observed before aircraft pushback is initiated:

- a) The aircraft passenger doors must be closed;
- b) The aerobridge canopy and autoleveller must be retracted;
- c) The aerobridge safety barrier should be erected or the doors should be closed;
- d) An apron drive bridge or steps should be withdrawn and the drive wheels placed in the parking position provided;
- e) A rail drive bridge should be fully retracted; and
- f) A check should be made that there are no vehicles, FOD, equipment or personnel obstructing the movement of the aerobridge before it is moved. A check should also be made to confirm that the ground equipment is configured to meet any specific settings for the aircraft type.

21 Pushback Procedures

21.1 Aircraft pushback operations have the potential for accidents involving personal injury/fatalities for ground crews and damage to aircraft, vehicles and equipment. During the pushback sequence the stand centreline should be followed by the pushback driver until the main landing gear has reached the back of stand safety line and should also be monitored by the head set operator. Any deviations from the centreline prior to the safety line then the push should be stopped.

21.2 As part of an SMS, it is recommended that all stakeholders (aerodrome operators, airlines and ground handlers) conduct and coordinate risk assessments to establish and promulgate general rules and requirements for the safe conduct of pushback operations. The development of detailed procedures, within the guidelines issued, may remain the responsibility of airline operators/handling agents. Aerodrome operators should maintain safety management arrangements to audit compliance with pushback requirements including the use of Tug Release Points (TRP) where required. When considering rules for pushbacks the following should be taken into account:

- a) Detailed written operating procedures should be produced by airline operators/handling agents for use by their staff. These procedures should ensure the

safety of the aircraft and the personnel involved; ideally this information should be contained within the aircraft turnround plan or similar associated documentation which should include instruction in regard to simultaneous pushbacks on adjacent stands;

- b) A visual fuselage external check of the aircraft to ensure that there are no missing panels or damage has occurred and all doors/holds are closed;
- c) Unless required to ensure the safety of the aircraft, personnel involved in the pushback should stay within the aircraft tug. Personnel working outside the aircraft tug, such as the headset operator, are particularly vulnerable to injury and employers must have risk assessments and safe working practices in place to address the hazards. Where risk assessment has shown it to be advisable, 'tail look-out' and/or 'wing-walkers' should be used to safeguard the rearward movement of the aircraft and prevent collisions with other aircraft, vehicles or personnel. Procedures for these personnel should be written down and should ensure the safety of the aircraft and the people involved. Personnel should be trained to ensure they are familiar with the procedures;
- d) During the pushback process, head set operators should not 'ride' the pushback tug and should walk alongside the aircraft. The side at which they walk (port or starboard) should be dictated by the most prominent hazard at either side of the aircraft.
- e) Tug drivers should not commence the push if the head set operator is riding the tug.
- f) All tug drivers should be trained and competent to drive aircraft tugs in all weather conditions;
- g) Pushback supervisors should be nominated, trained and certificated as competent, as in c) above;
- h) The supervisor should, ideally, be in verbal contact with the flight deck crew throughout the pushback. Where there is a possibility that verbal communication will not be available for any reason, the supervisor and other members of the ground crew should be trained to use internationally agreed hand signals;

21.3 In the case of a departing aircraft being pushed back from its stand, the pilot of the aircraft will usually obtain approval to push back from ATC and pass this information to the headset operator who will then communicate this to the tug driver. It is imperative that the Tug Driver is provided with all the ATC clearance information in regard to 'standard' or 'non-standard' pushbacks.

22 Power-back procedures (Reversing under Power)

22.1 Powering back an aircraft is inherently less directionally accurate than pushback or powering forward; there may also be an increase in noise and blast effect. Accordingly, the use of this technique should be limited to those aircraft types authorised in the aircraft's flight manual to reverse under power and for which procedures can be agreed which do not adversely affect apron safety in respect of engine noise, vibration and blast effects.

22.2 Before approving power-backs the aerodrome operator should conduct a risk assessment taking into consideration aircraft characteristics, apron layout/stand density, the stand clearances available and any gradients involved on stands or taxiways.

22.3 The following items should also be considered:

- a) The procedures are authorised in the aircraft manufacturer's manual;
- b) The procedures to be used are incorporated in the airline's operations manual;
- c) Pilots are trained and experienced in power-back operations;
- d) The aircraft is directed by a trained handling agent/marshaller using standard power-back marshalling signals;
- e) Wing walkers are employed to safeguard the rearward movement of the aircraft, particularly wing tip clearances, to prevent collisions with other aircraft or vehicles or personnel. Procedures, training and personal protective equipment should be employed which ensure the safety of these personnel during power-back operations;
- f) A trial of a live power-back is carried out using the engine settings, aircraft weight and procedure intended for operational use in which the safety of the operation is demonstrated.

22.4 The aerodrome operator should assess the effects of noise, vibration, blast and fumes, observed during the trial, in order to decide the suitability of the procedure demonstrated. It is not possible to state the finite limits of noise, blast and fumes to suit all locations and all aircraft types; aerodrome operators should decide the local limitations to be met.

22.5 Power-back operations should not be permitted when passengers are being boarded or disembarked on adjacent stands unless it is necessary for operational reasons. In such circumstances, the aerodrome operator should specifically risk assess the associated hazards and put in place control measures to reduce the risks to as low a level as reasonably practicable.

23 Engine Management on Aircraft Arrival/Departure

23.1 When entering a stand, it is desirable that flight crews use the minimum power needed to carry out a normal arrival manoeuvre. Where possible the aircraft should be kept moving to avoid the need to apply 'break away' power to continue the approach to the stand. This may be particularly important in locations where there are stands on the opposite side of the taxiway or taxilane. A trained member of airline or handling staff should ensure that the area behind the aircraft and the zone immediately in front of the engine intakes are clear of personnel, vehicles FOD and equipment before engine start.

23.2 The aircraft anti-collision beacon(s) must be switched on before an engine is started.

23.3 The number of engines started before pushback commences should be the minimum to meet technical and passenger service needs.

23.4 During start up and pushback, engine power settings should not normally exceed ground idle.

23.5 Aircraft leaving the inner stands of a cul-de-sac should be towed forward to a safe distance from the blast screen (noting that not all airports provide blast screens at the end of a cul-de-sac where a rear-of-stand road is provided for example) before the tug and towbar are disconnected. This position may be marked on the taxiway centreline for additional guidance to the tug-crew.

24 Multiple Pushback Procedures

- 24.1 Multiple aircraft pushbacks from a run of stands, or in a cul-de-sac, are an accepted method of achieving a faster pushback and departure rate, but they must be conducted with due regard to the additional health and safety requirements that arise for ground crews and for overall aircraft safety.
- 24.2 Approval for start of 'pushback' normally rests with ATC and if there are apron areas of an aerodrome where the ground movement controller does not have a full view of the aircraft, then any procedures must take this into account.
- 24.3 The principal safety threats in multiple pushback operations where aircraft end up positioned nose to tail are:
- a) Aircraft positioned too close to each other when the pushback phase is completed;
 - b) Excessive levels of engine blast and fumes for pushback crews positioned behind aircraft with engines running.
- 24.5 In order to avoid excessive blast and fumes, the safe separation distance behind an aircraft must be determined by conducting collaborative a risk assessment involving all interested parties, including the air navigation service provider, which should make reference to aircraft engine manufacturer's specific guidance. The distance may vary according to aircraft type and engine fit. Experience gained from other aerodromes may be useful in deciding what practical separation distances can safely be used. It is impractical for pushback crews or operational staff to measure exact distance each time, so a practical rule of thumb should be established to permit multiple pushback operations to be managed and sequenced safely. Aircraft maintenance manuals will also include guidance on this topic.
- 24.6 The acceptance of a clearance from ATC to push back into an area in which other aircraft are being manoeuvred will normally assume that the prescribed safety distance criteria will be achieved. The decision to accept a clearance for a 'multiple pushback' remains with an aircraft commander as does the responsibility to ensure that the pushback crew are fully aware of any limitation or conditions to be adhered to. Clearly there is a need for prior planning, co-ordination and information exchange between the aerodrome operator, the aircraft operators and ATC before such manoeuvres are adopted as standard practice at any aerodrome.

25 Engine Hazards

- 25.1 The associated safety hazards caused by exhaust blast, vibration, fumes, turning propellers and rotors and the intake suction of jet engines are well recognised. As part of the safety management system, aerodrome operators should ensure that rules and procedures for safe engine running on the aerodrome are promulgated and understood by flight crews and handling staff. All personnel (including contracted employees) should have successfully completed an apron safety awareness course (Induction) prior to release to working airside, acceptable to the aerodrome operator.

26 Blast, Vibration, Noise and Fumes

26.1 Even at idle power the blast effects, ingestion, vibration and fumes from all sizes of aircraft engines can be significant. As engine size and power settings are increased, the potential for personal injury and damage increases. The amount of fumes produced is directly related to the engine running time and the power settings used. Engine running on the apron and adjacent taxiway areas should be limited to the minimum necessary to meet aircraft operating needs. In formulating safety rules the issues detailed in the following paragraphs should be considered.

27 General

27.1 Vehicles and personnel should not pass behind running engines. Staff should not approach aircraft whilst engines are running and/or whilst anti-collision beacons are illuminated unless it is part of their job function and is necessary for the task at hand, in which case a risk assessment of the procedure, leading to control measures and mitigations which protects aircraft safety and health and safety of ground personnel have been jointly agreed with all relevant stakeholders.

27.2 Drivers and pedestrians should be vigilant at all times on the apron. A common indication to ground staff that aircraft engines are running, or are about to be started, is the illumination of the aircraft's anti-collision beacon(s).

27.3 Where possible, blast screens should be provided to protect buildings, installations and vehicle and staff areas that are vulnerable to blast. These screens should be designed to withstand blast from the aircraft types expected to use those stand areas.

27.4 An assessment and consideration should be given to the location and building design (including protection to minimise the effects of blast, vibration, noise and fumes for the occupants) where contractors are required to use temporary buildings (i.e. portacabins etc) on the apron or other airside locations,

28 Engine Test Running

28.1 Engine ground runs and check starts should be controlled and only carried out with prior approval from air traffic control and the aerodrome operator who should specify the conditions to be applied, for example:

- a) Where possible, engine ground runs should be carried out on agreed, selected and prepared remote areas, preferably equipped with engine baffles/detuners;
- b) Engine ground runs at above idle power should not be permitted in cul-de-sacs or, for example, in areas where the jet efflux would impinge on stands, equipment areas or works areas;
- c) Engine ground runs on stands in regular use in apron areas should be limited to check starts and idle power only;
- d) Where engine running is permitted on the apron, a remote area should be chosen where the jet-blast will not affect other apron areas and busy taxiways;
- e) Where necessary, engine ground runs should be safeguarded by Airfield Operations staff who should arrange for any rear-of-stand roads and, if needed, sections of taxiway to be closed;

- f) The area behind and adjacent to the cone of the blast should be clear of equipment and aerodrome signage and the ground must be firm and without loose tarmac, stones or other material;
- g) The engineer in charge of the ground run must ensure that the aircraft wheels are safely chocked and that the aircraft cannot move forward under any circumstances;
- h) Ground running must not take place when passengers are being embarked/dismounted on any adjacent or opposite stands, except when such passengers are using an aerobridge;
- i) A trained member of airline or handling staff is to be positioned on the stand and should be in verbal contact with the flight deck and ATC. He/she will communicate by R/T or interphone with the flight deck to ensure that the engine(s) are shut down if persons or vehicles move into the danger area in front of, behind or in the vicinity of a live engine. For this purpose and if the R/T or interphone link is unserviceable, hand signals by day and light signals by night may be used.

29 Propellers

- 29.1 Aerodrome operators should issue instructions to safeguard apron operations around propeller driven aircraft. Apron staff must be alert to the dangers of running propellers and should be educated by suitable awareness campaigns. At some aerodromes there are relatively few propeller driven aircraft and ramp staff are likely to be less familiar with precautions that need to be observed, particularly for staff of airlines which themselves offer no propeller driven services. In these circumstances it is the airlines responsibility to communicate such risks to the relevant handling organisation and other stakeholders to ensure that the safeguarding of 'propeller areas' is included in operating safety procedures.
- 29.2 Aerodrome operators should provide suitable apron layouts and facilities that provide compliant clearances for the operation of propeller aircraft types, with particular emphasis on ground clearance for propeller tips and the proximity of ramp equipment when the aircraft is at, or approaching, its parking position. Stands at which this cannot be achieved should not be used for propeller aircraft.
- 29.3 Passengers must not be permitted to walk on aircraft parking stands when propellers of an aircraft on that stand are turning. Where it is operationally essential to have the propellers turning, passengers must be effectively controlled by the relevant handling company's safety procedures.

30 Rotors

- 30.1 Helicopter operations, particularly those of large helicopters, should be segregated from fixed-wing apron operations where possible. In addition to the provision of standard clearances for rotors in the apron layout, due regard should be given to the other characteristics of rotary operations, including:
 - a) The heavy down draught produced by helicopter movements;
 - b) The vulnerability of helicopters and aircraft to jet blast, strong winds and rotor downwash from other helicopters;
 - c) The risk of reduced ground clearance caused by the drooping of the rotor (blade sailing) as it runs down following engine shut down or drive disconnection;
 - d) The ease of approach to the chosen helicopter stands in hover and hover-taxi mode and the least interference from/for taxiing fixed wing aircraft;

e) The risks associated with tail rotors.

30.2 Dependent on aircraft type characteristics, procedures should include arrangements whereby:

- a) Helicopter arrivals are marshalled, unless the helicopter apron is remote and configured for self-manoeuving. Marshalling assistance/safeguarding may also be required for departure;
- b) Ideally passengers should not be allowed to walk on the apron when rotors are turning. Where it is operationally essential to keep rotors running passengers must be effectively controlled;
- c) Staff, vehicles and ground equipment should remain well clear of the rotor disk until it has come to rest. If as above, running the rotors is essential, handling staff must be trained accordingly;
- d) Suitable signs should be provided to warn drivers and apron staff that they are approaching an area where helicopter operations are handled. All airside drivers and handling staff should be briefed to maintain a good look-out and also should be trained to look upwards as well as horizontally to detect and give way to helicopter movements.

31 Fumes and Noise

31.1 In approving engine running or self-manoeuving on the apron, the following should be taken into account:

- a) The concentration of fumes present in an aerodrome area is in direct relation to the length of time engines are run, the type of engine and power settings used and the strength and direction of the surface wind;
- b) Where workplaces, such as cargo-sheds and engineering facilities, have to open directly on to stand areas, a specific risk assessment is required to determine how best to operate all facilities safely and without risks to health, in respect of noise and fumes.

32 Suction - Ingestion

32.1 Personnel entering the danger zones in front of a running jet engine expose themselves to the risk of being sucked in, almost invariably resulting in serious or fatal injury. The intake suction of jet engines is a hazard, even at idle power, and the flow characteristics of air into an engine are such that items can be picked up from in front of, from below, and from the sides of the intake. Even small items ingested can damage the engine, but the larger engines are quite capable of ingesting large objects from several metres away with catastrophic effect.

32.2 The extent of the danger zone depends on the size of the engine, the mounting height and the power setting. Managers of aircraft handling staff should calculate and promulgate to their staff the safe distances for operating around the types of aircraft they operate.

33 Foreign Object Damage

33.1 Foreign object damage' or 'foreign object debris', both abbreviated to FOD, are a potential source of catastrophic damage to aircraft, particularly engines. FOD can also be a tripping or slipping hazard resulting in injury to personnel and passengers. Foreign objects may be ingested into aircraft engines causing damage leading to engine failure, which is critical if it occurs during the take-off phase of flight. At best, such damage leads directly to premature

engine removal and replacement. In addition, damage caused by foreign objects can occur to tyres and undercarriages, control systems and other parts of the airframe. All such damage could lead to in-flight failures and inevitably requires expensive repairs to be made. All foreign objects are a threat to aircraft safety.

33.2 Dealing with the temporary sources of risk, such as FOD, requires the whole aerodrome community to play a part. Loose items should be removed by whoever notices them; some of them will only be suitable for the FOD bin. Larger items, such as cables, should be reported to the owner of the piece of equipment concerned, who should in turn have the items removed or tidied away promptly. If the owner of a larger piece of equipment cannot be established, the FOD should be reported to the aerodrome operator.

33.3 Foreign Object Debris (FOD) is a general term which applies to all loose objects which are a danger to the safety and integrity of an aircraft and which, therefore, must not be left in any area so as to constitute a hazard. The list of FOD items most frequently found on the apron is long and principally includes:

- plastic and paper bags/sheets;
- rags;
- empty oil and hydraulic fluid cans;
- empty soft drink cans;
- nuts and bolts, tools and equipment;
- luggage wheels and baggage tags;
- metal cutlery;
- burst ballast bags;
- broken wooden items and miscellaneous rubbish.

33.4 The presence of FOD is due mainly to the carelessness of staff and their lack of understanding of the consequences. Every individual has a responsibility to ensure that the risk of damage to aircraft from FOD is minimised. Any item of FOD found by any staff member in the course of their work should be removed and placed in the bin provided. An item of FOD seen in an area that a staff member is not authorised to enter or which they are unable to remove for any reason should be brought to the attention of their supervisor and the duty manager airside operations. All operators should introduce staff procedures that reflect these responsibilities.

33.5 Aerodrome operators should include instructions, services, facilities and initiatives to combat the risks arising from FOD, establish a programme to educate all apron users on the hazards and requirements associated with FOD, and stress the responsibilities of all personnel employed on the apron to minimise risks from FOD.

33.6 Aerodrome operators should ensure that there are programmes of regular apron sweeping, cleaning and inspection, including appropriate and timely response to fuel and other liquid and chemical spillages in accordance with agreed procedures. They should also provide facilities for the disposal of solid and liquid aircraft waste and FOD protection, with particular attention to such prime FOD generators as contractors' areas, bin, compactors and baggage facilities all of which should be regularly checked. FOD bins should be located in the vicinity of the head of each stand.

- 33.7 All vehicles and equipment used on the aprons should be maintained in a clean and serviceable condition, not only for reasons of safe vehicle operation but also to minimise the leakage of fluids and depositing of FOD from these vehicles (See Chapter 5 for additional guidance on the management of airside vehicles.).
- 33.8 Generally, airport operators should have in place agreed policies and arrangements for the removal of hazards from the apron such as abandoned vehicles and equipment.
- 33.9 Regulation for the control of FOD can be found in CAR Part IX, Chapter 4, Paragraph 4.15.7 and further guidance provided in CAAP 43 – Foreign Object Debris.

34 Falls and Falling Objects - General

- 34.1 Access to external elevated levels on and around aircraft will be required when aircraft are on the stand. Such work includes catering, cargo and baggage handling at the aircraft holds, some cleaning activities and maintenance.
- 34.2 It is not sufficient merely to indicate the presence of an edge from which a person may fall. There must be suitable and effective measures to prevent any person falling a distance likely to cause personal injury. Measures must also be taken to prevent aircraft or people being struck by falling objects. Preference should be given to providing a safe place of work (e.g. elevated platforms with edge guards) rather than relying on personal protective equipment, information, instruction, training or supervision to prevent these events. Nevertheless, even where all other reasonably practicable measures have been taken to prevent falls, personal protective equipment (PPE), for example a safety harness and lanyard, may still be necessary if a significant risk of falls remains.
- 34.3 The necessity and provision of head protection should be determined by the employer's risk assessment of staff carrying out tasks on the ramp. Head protection may be necessary for other activities on the apron, such as construction work or maintenance of plant.
- 34.4 By its very nature all access equipment has to be used in close proximity to the aircraft. Drivers may need to seek assistance, especially from a person appointed to guide the vehicle, to ensure the correct positioning of the access equipment so that there are no gaps large enough for a person to fall through, as well as preventing the access platform or its chassis striking the aircraft. Drivers should also make allowance for the change in height of an aircraft during loading/unloading as this might cause the aircraft to touch the access equipment resulting in damage to the aircraft.
- 34.5 Suitable access equipment should always be used to gain access to heights. Work from surfaces such as vehicle cabs, roofs of buildings and equipment is not acceptable unless these places have been designed or adapted to make them safe for such work. Mobile elevating work platforms (MEWPs) provide flexible and safe means of access to heights. They should be used in accordance with a safe system of work and procedures which minimise the risk of injury and damage to the aircraft. Passenger steps should be equipped with non-slip devices to mitigate the potential for falls, particularly in humid conditions.

- 34.6 Some places may be temporarily adapted to make work at heights safe. For example, some aircraft have attachment points on their wings for running lines and harnesses. The health and safety of the engineers preparing such places of work for use should be considered, as well as the prevention of damage to the aircraft.
- 34.7 Work at heights above should only be undertaken from equipment fitted with guardrails to all sides in order to meet best practise guidance or requirements.
- 34.8 Where guardrails or barriers cannot be fitted, other means, such as the use of PPE, should be considered. It should be noted that where the potential height of a fall is less than four metres, the use of lanyard and harness systems as fall arrest devices may not prevent injury as the worker may hit the ground before the device becomes effective. Advice should be obtained from the equipment supplier.
- 34.9 Where the potential height of a fall is less than two metres, each situation should be assessed for the likelihood of injury and aircraft damage, and appropriate preventive measures taken. For example, the likelihood of injury is increased if there are obstructions, such as low profile equipment with sharp edges, onto which people may fall, or the work is taking place alongside a traffic route. The availability of safety guard rails on Main and Lower Deck Loading equipment and passenger steps should be mandatory. Conveyor belts should be equipped with safety guard rails and should be utilised, especially when used on wide body aircraft.
- 34.10 As with all equipment, means of access and means for preventing falls (including those integral to the aircraft) should be maintained in efficient working order and in good repair if continued protection against injury and aircraft damage is to be ensured. A regime of inspection may also be required to ensure that any deterioration in the equipment which may affect health and safety or aircraft safety is detected and rectified in good time. This inspection should be carried out by people with sufficient knowledge, experience and training to identify and prioritise defects. The results of inspections should be recorded and kept until at least the next inspection and longer if the inspection results are used for monitoring serviceability trends.

35 Access to Aircraft Doorways

- 35.1 Safe access to aircraft entry/service doorways is particularly important as the height of fall from the doorway of an aircraft may result in a fatal injury. Aircraft doors and doorways are also particularly vulnerable to damage. Such damage may go undetected for some time. For example, damage to escape slides may not be immediately apparent and may not be discovered until the next periodic inspection of the slide assembly or until it is used in an emergency. Equally, for example, damage to door sills can cause aircraft depressurisation; therefore all damage, even seemingly insignificant, should be reported via the local incident/accident reporting procedures (See Chapter 7 Safety Performance Management and Measurement for more details about reporting).
- 35.2 Airline operators should ensure that doors are not to be opened unless ground equipment is in place. This must be communicated to ground handlers and other service providers. A door safety lanyard is not sufficient mitigation as it does not act as a weight bearing safety device. During maintenance/hangar input the use of a door safety net should be considered.
- 35.3 Proper planning, safe systems of work and instruction and training are required to ensure that aircraft doors are opened in such a way that no one is exposed to the risk of a fall, and the risk of damage to the aircraft is minimised.

- 35.4 Airlines should ensure that they do not require aircraft doors to be opened in a manner which exposes people to unnecessary risk. The types of vehicles commonly used to service aircraft rarely have means to prevent falls from the edge that is adjacent to the aircraft when in use. In some circumstances the access equipment can be brought close to the aircraft before a person has to approach the leading edge. Examples are when the aircraft doors open inwards upwards, are powered open and closed, or otherwise avoid the need for people to approach the edge of the access equipment or the aircraft doorway.
- 35.5 Where the aircraft has outwards opening doors, which may foul the access equipment during opening and closing, employers should establish whether the safest option, for both the worker and the aircraft, is to open the door from inside. This may require co-operation and co-ordination with the airline operating the aircraft.
- 35.6 If opening the door from the inside is not the safest option, employers should ensure that people work at the unprotected edge of the access equipment for the shortest time that is practicable. The floor on which the employee is standing should not have any defects that are likely to cause them to slip, trip or fall. Secure handholds should also be provided.
- 35.7 Where an extra wide platform can be positioned against the aircraft, the increased width can provide additional protection against falling and reduce the risk of damage to the aircraft door. There should be a safe system of work in place for opening the door, and employees should be given information, instruction and training on the task.
- 35.8 Whatever platform is used, the moveable side guardrails should be adjusted to be close enough to the aircraft to protect the workers without causing damage to the aircraft; it must be kept in mind that a gap of more than 300 mm will not ensure the safety of the workers and that the aircraft may move during loading and unloading. Guardrails should be moved into position as soon as is practicable and certainly before the doorway is used. The last task before the access equipment is withdrawn from the aircraft should be to retract the guardrails. It is equally important that any controls that move the platform should be located so that the operator has a clear view of the platform in order to prevent the platform striking the aircraft. For vertical height fluctuations, particularly as an aircraft is being loaded/unloaded and refuelled during a turn around, it is recommended that some guidance is given to ground handlers as to the maximum safe height clearance. A useful guide is 29mm. A clearly defined horizontal guidance marker line is also recommended (dependant on the ground movement characteristics of the aircraft type).
- 35.9 Sometimes aircraft doors are left open for reasons other than access, for example to keep the aircraft cooler in hot weather whilst cleaners etc. work inside. When doors are left open, suitable means to prevent a fall should be in place. These include placing aircraft steps at the doorway; although particular aircraft operator's or aerodrome operator's security requirements need to be kept in mind.
- 35.10 The straps and their attachments which are often fitted to aircraft doorways are not sufficient as a means to prevent a fall, as they are not designed to withstand the forces generated by a person falling or leaning against them.
- 35.11 If other means of preventing a fall cannot be provided, then the aircraft doors should be kept shut. If necessary, the aircraft's air conditioning should be used to keep working temperatures comfortable. Where possible, this should be provided by a safely positioned mobile air conditioning unit, rather than the aircraft's auxiliary power unit (APU), as the APU generates considerable noise for those working outside the aircraft. Any aerodrome policies on the use of GPU/APUs should be followed.

- 35.12 Access to parts of the aircraft other than the doorway may be gained by a suitable MEWP, although other measures may be used if they are suitable and effective. The edge protection around the working platforms should be maintained so as to prevent persons falling.
- 35.13 Lightweight fall restraint devices incorporating a lanyard and harness have been found to be effective for over-wing access. Any equipment which interfaces with the aircraft surfaces should be approved by the aircraft manufacturer. Some aircraft manufacturers provide attachment points for harnesses on wings of their aircraft and, in such cases, the manufacturer's guidance on their use must be followed.
- 35.14 A significant number of accidents occur as the result of falls through uncovered access points in the internal floors of aircraft when covers have been temporarily lifted. Accordingly, covers should be replaced when the access way is not in use and uncovered access points should be provided with a temporary barrier.

36 Aerobridge Operations

- 36.1 There have been several incidents involving aerobridges which have occurred globally which had potential for major aircraft damage and/or serious injury to personnel. These have included:
- Collapse and other extensive structural failure, in particular the service steps which are often overloaded with cleaning staff waiting to access the aircraft;
 - Un-commanded or unexpected movements;
 - Obstructions, such as vehicles and equipment, being struck by the aerobridge, due in part to the failure of detection devices;
 - Rotten floors and leaking roofs creating slip and trip hazards.
- 36.2 These incidents have commonly been caused either by incorrect installation or inadequate maintenance of the equipment, or poor procedures leading to operator error.
- 36.3 The efficient and safe in-service operation of these walkways depends on their correct installation. Therefore, they should be inspected after installation and before being put into service for the first time.
- 36.4 Detailed advice cannot be given on the content of such an inspection, but it is unlikely to be adequate unless it is based on the findings of a risk assessment. Such an assessment will need to cover the appropriate issues outlined in paragraph 9.12.
- 36.5 The process of installation may be subject to any requirements of the Construction (Design and Management) Regulations.
- 36.6 The following auxiliary equipment should be fitted to apron drive aerobridges:
- a) Audible and visual warnings that operate automatically when the bridge is in motion;
 - b) In order to overcome downward and rearward blind spots for the operator, CCTV or sight mirrors should be fitted to cover blind areas in which the aerobridge is able to manoeuvre;

- c) Pressure sensitive safety hoops which, when they touch an object, cut out the motive force thus stopping movement of the bridge;
 - d) Means to prevent falls from the leading edge of the aerobridge, such as doors or guardrails, for use when the aerobridge is not in place against an aircraft.
- 36.7 Apron-drive aerobridges are vulnerable to obstructions. Significant damage has occurred when items of equipment have been parked in the operating area of aerobridges. For stands equipped with an apron-drive aerobridge, ground marking in the form of a hatched area should be provided to delineate the area within which the parking of vehicles and equipment must be prohibited. The aerodrome operator should enforce this parking restriction and aerobridge operators should bring improperly parked vehicles to the aerodrome operator's attention.
- 36.8 For stands equipped with an apron-drive aerobridge, a ground marking in the form of a parking box should be provided to show the position of the aerobridge wheels when it is fully retracted so that the prescribed safe clearance can be maintained between any aircraft and the bridge structure. The parking box should be clearly defined at all times, particularly during night operations. Any unserviceable markings should be reported to the airport operator immediately.
- 36.9 To assist marshallers and tow-on crews, painted stop marks should be provided across the stand centreline and designed for each aircraft type permitted to use the stand. These stop marks should be harmonised with the VDGS stopping positions for the particular aircraft.
- 36.10 The extendable portion of rail-drive aerobridges should be highlighted by conspicuous marking (such as retroreflective chevrons) to indicate to pilots, drivers and apron staff that the bridge is extended.
- 36.11 Aerodrome operators should establish a schedule of preventative maintenance and cleaning, including inspection by competent people.
- 36.12 Such inspection and maintenance regimes are unlikely to be adequate unless they consider the following points:
- The structural integrity of the aerobridge, including components vulnerable to catastrophic failure and the potential for water ingress to cause corrosion to the walkway or its control and drive systems;
 - The electrical safety of the aerobridge and the potential for electrical failure to cause un-commanded or unexpected movement;
 - The mechanical integrity of the drive and control systems of the aerobridge, including the condition of the hydraulic fluid and the components on which it impinges;
 - The conditions of wheels and tyres;
 - The devices for detecting obstructions (if any), such as closed circuit television (CCTV) or sensor rings;
 - The cleanliness of aerobridge cab windows to provide unobstructed vision to the ramp and a FOD-free cab.
- 36.13 Aerodrome operators should establish and promulgate a formal reporting system for aerobridge faults. The procedure should include immediate response activities by engineering and airfield operations staff, where necessary withdrawing the aerobridge from service until remedial action is taken, to maintain safe aircraft and passenger handling.

- 36.14 Aerodrome operators should ensure that they develop and promulgate Standard Operating Procedures (SOPs) for aerobridges. These should include emergency back-off and wind-off procedures. Instructions for emergency back-off action should be displayed in the aerobridge cab and in the case of manual wind-off, at the point of operation.
- 36.15 Procedures that are specific to the stand or aerobridge should normally be displayed at the aerobridge control position. This is particularly important if the procedures relate to different configurations for particular aircraft types.
- 36.16 In the event of an emergency whilst the aircraft is on stand, the aerobridge should remain attached or be re-attached to the aircraft until all passengers and crew have evacuated the aircraft.
- 36.17 A system should be established for the training, testing and licensing of aerobridge operators. An Aerobridge Operator's Licence (or permit), endorsed for the appropriate type of aerobridge, should be issued by the aerodrome operator or delegated trainer provider when a satisfactory level of competence has been demonstrated. The demonstration of competence should include a practical test. Procedures should be established to ensure that aerobridge operators attempt to operate only those types of aerobridge on which they have been assessed as being competent. Aerobridges with different operating characteristics or control/warning systems are to be considered to be different types of aerobridge.
- 36.18 Licences should only be issued to those staff who regularly operate aerobridges as part of their job function, as it is these staff who remain fully familiar, in good operational practice and up to date with operational changes and aerobridge modification states. Licence holders should be subject to regular revalidation to confirm that they remain competent to operate the equipment. The aerodrome operator should also establish an audit system to ensure aerobridge operator competency and adherence to standards. Records of aerobridge incidents and major faults should also be examined. If responsibility for training and/or testing of aerobridge operators has been delegated to a handling agent or a third party, the airport operator should conduct regular audits of the performance and actions of these organisations in order to ensure that adequate levels of safety are achieved. Following an accident or incident, aerobridge operators should be subject to revalidation on request of the aerodrome operator and it should be possible to suspend an operator's licence pending re-training.
- 36.19 If a new type of aerobridge is introduced, all aerobridge licence holders who will be required to operate (or trainers who will be required to give instruction on) the equipment, should undertake training and testing to demonstrate their competency and familiarity with the new equipment before being permitted to use it operationally.
- 36.20 Aerobridges should not be left unattended when passengers are being embarked or disembarked. Should the bridge go out of limits while loading or unloading is taking place, the bridge is to be removed and repositioned.
- 36.21 When bridges are not being used for passenger loading or unloading they should be retracted into their parking box and closed down. Airlines and handlers are advised that whenever a bridge is docked to an aircraft a qualified aerobridge operator should be in attendance, unless an approved and serviceable safety shoe device is employed.
- 36.22 Aircraft operators are reminded that they are responsible for the security of their aircraft and docked aerobridges make aircraft vulnerable. To prevent unauthorised access via aerobridges, airlines should either deploy personnel to control access to their aircraft or remove the aerobridge from it.

36.23 The aircraft passenger door is to remain closed until the aerobridge has been correctly docked and must be closed before the bridges is retracted. Additionally, aerobridges must not be moved when passengers are on the aerobridge.

37 Manual Handling

37.1 Manual handling is the term that applies to activities such as lifting, lowering, pushing, pulling or supporting a load by hand or bodily force. Commonplace manual handling activities in the industry include, for example, ground crew operations such as the loading or unloading of an aircraft and lifting tow bars onto and from aircraft or towing vehicles. The provision of assistance for incapacitated or disabled passengers will require particular thought.

37.2 Some Handling Agents have developed Handling Operations Manuals which set out the requirements.

37.3 The best means of avoiding risk is to eliminate the hazard altogether, for example, by mechanised handling techniques. These include the use of ambulifts to assist the movement of incapacitated or disabled passengers onto the aircraft and handling aids for baggage. Where it is not reasonably practicable to eliminate the hazard, and ground staff are required to undertake manual handling, best practice requires that:

- A suitable and sufficient risk assessment is made of each task which is considered to present a risk of injury. This should address the task, the load, the working environment and the capabilities of the individuals concerned;
- Action is taken on the results of the assessment, appropriate steps are taken to reduce the risk of injuries from manual handling;
- Information is provided on the weight and centre of gravity of the loads that are to be lifted where it is reasonably practicable to do so.

37.4 Baggage handling potentially, gives rise to more manual handling problems than any other activity at aerodromes. The following may help reduce injury from baggage handling. All these suggestions will require co-operation and co-ordination between the aerodrome operator, airlines and ground handling companies:

- Proper planning of new and refurbished facilities can provide significant reductions in the risk of injury, as well as increasing efficiency;
- Examine the entire handling operation (where possible, from the first moment a bag is handled by a worker to the last) and consider whether a change of process or equipment could eliminate any stages of manual handling;
- Handling systems should be integrated with each other where possible. Different pieces of equipment should be compatible with each other and positioned to prevent unnecessary handling between, for example, security scanners, conveyors, dollies and aircraft loading equipment;
- Use conveyors (or similar) that are of a suitable height to minimise the risk of injury from lifting or lowing items to or from such equipment. 650 mm above the floor is commonly found to be an acceptable height, but this might vary depending on local circumstances and should not be applied rigidly;
- Consider the environment in which manual handling is undertaken. Floors should be dry and adequately maintained. There should be sufficient space to allow people to

turn whilst handling, if such turning is unavoidable. There should be no gaps between equipment that result in people having to throw baggage. Lighting should be sufficient to allow tasks to be carried out safely. Ambient temperature should be kept at a reasonable level (e.g. in baggage halls), or warm/cool clothing provided where this is not possible (e.g. on the apron);

- Ensure that automated systems are properly maintained to minimise consequential poor manual handling techniques;
- Ensure that training is relevant to the tasks that people are undertaking. It may be necessary to target training to specific activities such as moving bags in the confines of the aircraft baggage hold;
- Provide general indication of the weight of each bag. This could be achieved by the attachment of a 'heavy bag' label at check in with instruction and training given to employees on how to deal with such baggage.

37.5 The primary objective must be to reduce the requirements for manual handling. It is good practice to review each stage of the baggage handling process with the aim of eliminating any unnecessary stages. For example, it might be possible to eliminate some stages by using a baggage transfer vehicle that can adjust to the correct height of the aircraft hold door. This eliminates manual handling from the transfer vehicle to a belt loader.

38 Noise

38.1 There are many sources of noise on an aerodrome. Excessive noise exposure can result in both short-term and permanent hearing loss. It can also compromise effective communication during safety-critical tasks.

38.2 The primary source of noise on aerodrome aprons are aircraft engines, APUs and support equipment such as mobile ground power units. Many of these sources are highly mobile and exhibit variability in their noise emissions. Therefore, the level of ambient/background noise and, potentially, levels of personal noise exposure, can fluctuate very significantly and can greatly exceed the action levels.

38.3 Employers should try to reduce the noise exposure of both their employees, and others at work on the apron exposed to the noise created by their activities, without relying on hearing protection. Some suggestions are:

- a) Where fixed electrical ground power units (with power generation sited away from employees on the apron) and fixed air conditioning units are provided on the stands, aircraft operators should make full use of these facilities to minimise the need for APUs or mobile units which generate high levels of noise;
- b) Where existing noisy ground support plant is used it should be engineered to minimise noise output. In some instances this may require retrospective remedial action, e.g. partial enclosure, to reduce noise emission;
- c) Before the procurement of new plant, noise emission data provided by the supplier, should be taken into account in deciding whether to purchase, and whether further protective measures may be needed. The aerodrome operator may set minimum standards for new equipment;
- e) The amount of time that workers spend in the vicinity of noisy plant and equipment should, if possible, be minimised by planning and organising work accordingly;
- e) Work associated with cargo holds or other service points near the APU could be undertaken when it is not running;

- f) For vehicle operators an acoustic cab could be fitted, provided that the vehicle can be operated with the doors and windows kept closed. If this is not reasonably practicable, it may be feasible for drivers to use hearing protection.
- 38.4 The areas in which hearing protection is required should be marked and warning notices displayed, so far as is reasonably practicable. This may be difficult on the apron itself, but relatively easy within or on equipment, e.g. in cabs of vehicles where the second action level may be exceeded for part or all of the time. Signs should also be placed at all apron access points.
- 38.5 On the apron one employer's activities may cause the employees of other employers to be exposed to noise. For example, high levels of noise from an APU will affect baggage handlers and others working in the vicinity of the aircraft. The various employers involved will usually need to agree who is to co-ordinate their action on noise. Normally, this will be the employer in overall control of the work. This employer should make sure that the noise exposure that his work activity generates is assessed and reduced, and that the information on noise is made available to all affected employees; the actual employer of each worker provides any training and personal protective equipment needed. In most cases exchange of information and collaboration between employers will be needed to ensure that duties are fulfilled without unnecessary duplication.
- 38.6 Where communication between personnel is essential or audible alarms are used to assure safety, a thorough risk, health and safety assessment of the environment must be carried out to ensure that any risks that result from the use of hearing protection are properly managed.

39 Work Equipment (including machinery) - General

- 39.1 Work equipment includes every item on the apron, including vehicles, specialist equipment such as cargo loaders, fixed equipment such as aerobridges and FEGP Units and hand tools.
- 39.2 The hazards to health and safety and aircraft safety from work equipment can arise when it is moved, installed, used, maintained or dismantled. They include hazards from:
- Machinery;
 - Hot or cold surfaces;
 - Instability (collapsing or overturning);
 - Objects or people falling or being ejected from the equipment;
 - Disintegration, deterioration or malfunctions in the equipment or its controls;
 - Improper use of the equipment (for example using it for a purpose for which it is not suitable);
 - Fire or overheating.
- 39.3 Dependent on the process involved, the hazards may always be present with the equipment, (such as its weight which may affect how easily it can be moved or lifted), or transitory (such as the risk of striking the aircraft when equipment is raised or lowered).

- 39.4 In order to protect aircraft and people, all companies at aerodromes should ensure that:
- a) Equipment is suitable (i.e. with regard to its initial integrity, the place where it will be used and the purpose for which it will be used);
 - b) Equipment is maintained in a safe condition;
 - c) Equipment is inspected in certain circumstances to ensure that it is, and continues to be, safe for use. Any inspection should be carried out by a competent person and a record kept until the next inspection and longer if the inspection results are used for monitoring serviceability trends.
- 39.5 Companies should also ensure that the risks created by the use of the equipment are:
- Eliminated, where possible or controlled by:
- taking appropriate ‘hardware’ measures, e.g. providing suitable guards, protection devices (such as buffers to surfaces which interface with the aircraft), markings and warning devices (such as Emergency Stop buttons); and
 - taking appropriate ‘software’ measures, such as following safe systems of work (e.g. ensuring maintenance is only performed when equipment is shut down) and providing adequate information, instruction and training.
- 39.6 The measures should be selected on the basis of an assessment of the risks. As part of this assessment, the hierarchy of controls outlined in Chapter 1 should be considered. In many cases, a combination of measures may be necessary.
- 39.7 Whatever the combination of measures, stakeholders need to ensure that people using work equipment have received adequate training, instruction and information for the particular equipment.
- 39.8 Mobile work equipment poses additional hazards to aircraft and people. Such equipment or vehicles may strike aircraft, people, or other work equipment. Furthermore, unless it is operated correctly and loose articles are suitably secured, objects may fall and strike aircraft or people nearby and may also create a FOD hazard.
- 39.9 Consequently, stakeholders and their staff should ensure that where mobile work equipment is used for carrying people or objects, it is suitable for this purpose (i.e. there is proper seating and stowage areas). In some cases, measures may need to be taken to reduce the risks to the operator, any other people being carried, anyone else who might be affected (such as passers-by) and aircraft. This may include measures to prevent the work equipment rolling over, or people or objects being thrown from the equipment (i.e. seatbelts or other restraints). The measures should be based on the findings of a risk assessment. In all cases it is important that loads carried in vehicles are appropriately secured, with vehicle side and rear flaps fastened. An equipment ‘health check’ should be carried out by the operator prior to use.
- 39.10 Aircraft may be struck and damaged by lifting equipment as it moves up or down. Lifting equipment also poses risks to people. People may fall from elevated working positions, or may be struck by loads falling or released from the equipment. Lifting equipment may overturn or collapse, resulting in injury and damage.

- 39.11 All lifting equipment and lifting operations (except those done solely by manual effort without assistance from equipment) are subject to a 'Lifting Operations and Lifting Equipment' serviceability check and issued with an appropriate certificate from the manufacturer.
- 39.12 In order to ensure that the risks to aircraft, people and are controlled, lifting equipment should be:
- strong and stable enough for the particular use and marked to indicate safe working loads;
 - positioned and installed to minimise any risks;
 - used safely, i.e. the work is planned and organised, and is performed by competent people; and
 - subject to on-going thorough examination and, where appropriate, inspection by competent people. The aerodrome operator should lay down maximum periods between examinations, depending on the nature and use of the equipment.
- 39.13 It may sometimes be difficult to determine what is, and what is not, lifting equipment. At aerodromes, the following should always be considered to be lifting equipment:
- Catering vehicles, ambulifts and other hi-loaders;
 - De-icers with a boom assembly;
 - Cargo loaders;
 - Mobile elevating work platforms (MEWPs, 'cherry pickers');
 - Lifting platforms on toilet and potable water servicing vehicles and refuelling vehicles including Forklift trucks.
- 39.14 The following are not regarded as lifting equipment or lifting operations:
- Aerobridges (any lifting which occurs during manoeuvring is entirely incidental to their main function);
 - Escalators.
- 39.15 Before purchasing a machine, users need to consider:
- a) Where and how it will be used;
 - b) What it will be used for (is it fit for purpose);
 - c) Who will use it (skilled employees, trainees);
 - d) What risks to aircraft safety and staff health and safety may result;
 - e) Comparison of how well these risks are controlled by different manufacturers' equipment;
 - f) Human factors – does the equipment determine the process or working practice, or vice versa.

40 Hazardous Substances and Transport of Dangerous Goods Substances Hazardous to Health

- 40.1 Some substances are defined as hazardous to health. Some of these substances may also damage aircraft, for example, by corroding control surfaces and fuselage. These substances can be toxic, corrosive, irritant or otherwise harmful to health (e.g. biological agents). Further reference to the carriage of dangerous goods may be found on the [GCAA website](#).
- 40.2 Substances can be:
- a) Used in a work activity (such as hydraulic oil or cleaning products); or
 - b) Those that arise or are encountered during a work activity (such as engine exhaust fumes, microbes in aircraft toilet waste, leaks from damaged packages of dangerous goods).
- 40.3 Cargo that is hazardous to health may also be subject to the requirements for the carriage of dangerous goods.
- 40.4 Companies should assess the risks arising from the work with hazardous substances. This assessment should consider the risk created by the use, handling, or release of the substance. First and foremost, the assessment should show whether exposure to the hazardous substance can be eliminated - for example, could a less hazardous substance be used instead?
- 40.5 If exposure cannot be prevented then it should be adequately controlled. This could be achieved, for example, by ensuring chemicals cannot splash onto aircraft or people, or that fumes cannot accumulate near to aircraft or people. Personal protective equipment (PPE) should not be relied upon alone to protect people from harmful substances. However, personal protective equipment may be a useful back-up for employees undertaking such tasks as emptying and cleaning toilets, who might use protective gloves, and overalls. Eye/face protection might also be useful in some circumstances.
- 40.6 Certain substances used on aircraft, where appropriate, should be approved by the aircraft manufacturer. Any control measures selected must be effective and in some instances it may be necessary to monitor the exposure of people to hazardous substances to ensure that they are not exposed to harmful levels.
- 40.7 Exposure to substances which emit radiation can cause damage to health. Radiation may cause immediate harm, e.g. radiation burns, or may cause changes in cell DNA, which can eventually lead to cancers.
- 40.8 Companies need to assess the risks from exposure to radiation and to ensure that exposure is restricted. They should also have in place contingency plans. Staff working with radioactive substances, including those handling radioactive cargo should be competent in order to ensure their safety, the safety of those working with them and the safety of the aircraft.
- 40.9 Companies may have to appoint Radiation Protection Advisors to give competent advice on the measures needed to protect staff health and safety. Some radioactive substances may also be toxic or corrosive etc. Radioactive substances which form part of a cargo consignment may also be subject to the requirements relating to the transport of dangerous goods.

- 40.10 As with substances hazardous to health, flammable substances may be used as part of a process (such as aircraft repairs), handled as cargo, or encountered accidentally, for example as the result of a fuel spillage. They may be solid, liquid or gaseous. Fire and explosion are the main hazards associated with these substances. Such events may cause considerable damage to aircraft and injury to people. However, these substances may also be hazardous to health or may damage aircraft in other ways, for example because they are corrosive.
- 40.11 The risks from work involving flammable substances, including storage and transport, should be assessed. Where possible, the flammable substance should be eliminated, or substituted for a substance which is non-flammable. There may be a balance to be struck between the risks involved, for example, if the proposed substitute carries a greater hazard to health than the flammable substance. Where the substance cannot be eliminated, or substituted, then appropriate precautions need to be in place. Control of the risks of flammable substances can be considered in terms of removing at least one side of the 'Fire Triangle'.
- 40.12 This may include a combination of:
- Safe storage, away from sources of ignition, incompatible substances (such as oxidisers) and mechanical damage;
 - Adequate ventilation to remove flammable vapours or gases;
 - Dispensing and decanting in a way which reduces spills and releases;
 - Use of equipment specifically designed for use with flammable substances;
 - Good housekeeping to remove flammable residues;
 - Adequate procedures and equipment for dealing with emergencies and spillages, including training, information and instruction for staff.
- 40.13 The flammable substance which is likely to be found in the greatest quantity at aerodromes is aircraft fuel. Guidance on working with fuel safely is not reproduced in this publication. Please refer to the Code of Safe Practice in the Petroleum Industry Part 7. Most aerodromes will also operate 'Hot work permits' intended to reduce the risk of fire, including fuel fires.
- 40.14 Currently, there is no specific legislation on the use of flammable substances on the apron.
- 40.15 Flammable cargo is also subject to the requirements relating to the transport of dangerous goods.
- 40.16 Transport of dangerous goods by air is also subject to the requirements of the ICAO Technical Instructions, which are reflected in the IATA Dangerous Goods Regulations. Further advice on these standards can be obtained from the GCAA Dangerous Goods Office.

Note: Compliance with these standards does not necessarily mean that the requirements of UAE law covering transport of Dangerous Goods by other modes of transport have been met. However, requirements for the carriage of dangerous goods by road include an exemption permitting the carriage of dangerous goods that are intended for air transport, to or from an aerodrome when not fully meeting the road requirements, providing that the ICAO Technical Instructions have been complied with.

41 Task Lighting, Glare and Confusing Lights

- 41.1 During darkness and periods of low visibility, apron areas must be provided with lighting of sufficient coverage and level of luminance to enable pilots and ramp staff to operate safely and effectively.
- 41.2 The levels of luminance on aircraft stands should comply with the standards described in CAR Part IX, Appendix 9, Paragraph 9.23 Apron Floodlighting.
- 41.3 It is equally important that every workplace has suitable and sufficient lighting to ensure people can work safely. In general, lighting should achieve a reasonably uniform luminance on all relevant work areas and should avoid sudden changes in luminance (for example, where apron roads run underneath buildings). There may be a need for local lighting (for example, task or vehicle) at specific areas where people are at work).
- 41.4 Aerodrome operators should introduce arrangements to control and co-ordinate the provision and installation of any general airside (apron) and aeronautical lighting systems.
- 41.5 Area lighting is normally mounted on pylons or gantries and should be subject to the following:
- a) The intensity, beamsread, setting angles and mounting height of the luminaires should achieve the specified apron luminance without causing dazzle to pilots and other persons;
 - b) The layout of lighting pylons should be such that overlapping cover is provided which does not give rise to areas of deep shadow;
 - c) Floodlighting, including mobile equipment, in contractors' work areas should be strictly controlled and subject to regular checks to ensure that glare/dazzle are eliminated.

42 Adverse Weather Conditions (including Winter Operations)

- 42.1 Adverse weather conditions affect the safety of aircraft operations on aprons, principally strong surface winds and low visibility conditions. As part of the safety management system, aerodrome operators should issue instructions about the precautions to be taken in anticipation of these conditions and with emphasis on the safety requirements for apron operations.
- 42.2 Strong wind conditions can give rise to hazards from wind-blown items and in very strong winds there is a possibility of structural damage to aircraft. The principal threats are of engine ingestion or airframe damage to aircraft on stands, taxiways and runways; the severity of the threat of obstruction of a runway to an aircraft taking off or landing cannot be stated too strongly. There is also a danger of personal injury for apron staff and damage to vehicles and equipment. Some aerobridges also have operating design limits during periods of strong winds which should be understood and adhered to.
- 42.3 When meteorological warnings of strong winds are received, they should be promptly relayed to all relevant organisations including airlines, ground handling organisations and operators.
- 42.4 When strong wind conditions are experienced, one of the first problems encountered is FOD being carried across the airfield, causing engine ingestion threats to aircraft on stands, taxiways and runways. Plastic bags and sheeting are particular problems.

- 42.5 As wind speeds increase, baggage containers, unsecured equipment, and large debris (mostly from the aprons), can be blown across the movement area causing a damage hazard to aircraft in all areas. There is also a risk of personal injury and damage to vehicles and equipment by 'flying' debris. Action must be taken to ensure that covers are securely fastened on all waste containers and to ensure that parking brakes are applied to all vehicles and equipment. All non-essential equipment should be removed to a protected area or stillage, secured to a fixed object or removed from the ramp area. Additionally, aircraft may require enhanced chocking in line with airline requirements.
- 42.6 It is not always feasible or necessary to position a large aircraft into wind at aerodromes. Where there is a requirement for aircraft to be positioned into wind and/ or picketed, this should be the responsibility of the airline manager, agent or owner concerned. Aerodrome operators may assist by the allocation of suitable stands and other airfield areas for this purpose. As wind speeds rise, there is a requirement for airline managers, agents or owners concerned to ensure that wind milling propellers and rotors are feathered and/or secured.
- 42.7 Aerodrome operators will have in place comprehensive arrangements and rules to safeguard low visibility operations on the manoeuvring area and these issues are not discussed in detail here. Further information about the implementation of low visibility operation and procedures can be found in CAR Part IX, Chapter 4, Paragraph 4.21 and in CAAP 44 - Low Visibility Procedures and in the relevant Aerodrome Manual.
- 42.8 In most airfield layouts, aprons border directly on to the taxiway system. Therefore, when LVPs are in force, there is an impact upon apron operations and there is a requirement for ramp staff to be aware of the implications for taxiway operations and to comply with any requirements and limitations that are notified.
- 42.9 When visibility is reduced, it must be ensured that staff are aware of the additional safety requirements to maintain safe operations. All users should make themselves aware of the additional restrictions that are required in low visibilities. These may include escorts for vehicles normally allowed to operate on the manoeuvring area, warning signs should be placed at airside access points and safeguarding barriers on airside roads as required.
- 42.10 During periods of low visibility, vehicles should be operated with dipped headlights, and where fitted, fog lights should be illuminated. Drivers should proceed with extreme caution, and vehicle obstruction lights should be switched on. Staff should be alert to the sudden appearance of an aircraft entering a stand and be prepared to give way accordingly.
- 42.11 Managers of aerodromes that continue to operate during severe winter conditions are recommended to issue an 'Adverse Weather Warning' to all airside users and to agree and publish an Adverse Weather Plan to include operations during thunderstorms and sandstorms.
- 42.12 During adverse weather conditions additional precautions and arrangements are required, by all those involved with airside operations. Safety instructions should be issued to highlight the hazards of adverse weather operations and detail the measures to be taken to mitigate the effects on the apron. The aerodrome plan should involve all relevant business partners where required, and it is good practice to arrange briefings for the managers and staff of user airlines/companies on working and operating in adverse weather conditions.

- 42.13 The aerodrome operator should establish that they, airlines and handling agents have arrangements in place for the following:
- a) The clearance of sand in critical areas peripheral to stands such as loading bridge movement areas, bridge steps and drive wheels, passenger routes (including external steps and ramps), FEGP units and other fixed service equipment;
 - c) When meteorological warnings are received and when thunderstorm conditions are expected or observed, warnings should be transmitted to all apron operators and staff by the best local means;
 - C) Additional apron inspections to detect sand build up on perimeter roads and around aerodrome signage etc.
- 42.14 Simple precautions that can reduce risks should be taken as follows:
- a) Allow additional time for all ramp activities;
 - b) Take extra care when driving, especially when approaching an aircraft, or on the approaches to a road junction. When driving, bear in mind that vehicles require a greater distance in which to stop safely;
 - c) Do not leave a vehicle unattended with the engine running simply to keep the cab cool/warm or to charge the battery;
 - d) Ensure attention is given to vehicle inspection prior to use. Check the operation of lights, battery condition, brakes and tyres;
 - e) Surfaces, particularly painted areas, initially become more slippery during very wet conditions. Staff and passengers should be warned to exercise extra care in these circumstances;
 - f) High visibility clothing should be worn in accordance with current instructions;
 - g) Make allowance for other staff whose movements may be restricted by difficult working conditions;
 - h) Avoid the unnecessary formation of sand on apron and road surfaces;

43 Slips and Trips

- 43.1 Slips and trips account for almost a quarter of accidents to people at aerodromes. Whilst some of these accidents are difficult to prevent, many could be avoided by simple measures which can and should be taken.
- 43.2 Slips and trips may be caused by a variety of obstructions, loose items and defects in walkways, stairs and other areas. Loose items include FOD, which is of course a source of risk to aircraft as well. Improperly stowed cables (for example, from fixed or mobile electrical ground power units) can also cause people to trip over. Slips can be caused by spillages, for example from hydraulic leaks. Marshallers are specifically at risk of trips and falls due to the focus being concentrated on the aircraft so procedures should not encourage them to walk backwards during the docking of aircraft.
- 43.3 The initial design and construction of work areas can contribute as much to the risk of slips and trips as to its reduction. Sudden changes in level, poor drainage, and insufficient surface roughness of the floor can all increase the risk of slips or trips. The aerodrome operator should ensure that the risks from slips and trips are considered at the design of new or refurbished facilities, and are eliminated or controlled by good design, as much as possible.

43.4 Poor maintenance of surfaces can also contribute to the risk of slips and trips. Damage such as potholes and excessive wear increase the risk that slips will occur, as well as also being a potential source of FOD. Aerodrome maintenance programmes should be developed by the aerodrome operator to discover areas in need of attention before they become a source of danger. Airlines and ground handlers should assist, for example by reporting parts of the apron which have been damaged, or are becoming excessively worn.

44 Electrical Hazards

44.1 There are a variety of sources of electrical hazards on the apron, including lighting, fixed or mobile electrical ground powers units, power supplies to other apron equipment (such as aerobridges) and the aircraft itself.

44.2 Again, design and installation can significantly reduce risk. Proper means of isolation should always be provided to electrical systems. These should be lockable. Where possible, isolators should be designed so that people cannot gain access to parts which carry dangerous electrical currents unless the power is switched off. The aerodrome operator should ensure that redundancy is designed into systems where isolation would cause severe inconvenience (for example, as with the AGL system), so that one circuit can be isolated and worked on safely, whilst the second circuit keeps vital services operating.

44.3 Electrical equipment should always be used safely. Plugs should be used with the sockets for which they were designed. Circuits should not be overloaded, and should be suitable for the environment in which they are used. Cables should not be left in positions where they could be damaged.

44.4 Of particular note is the use of ground power units (GPUs). Many GPUs have an electrical interlock which detects when the aircraft is connected. This interlock can be bypassed. However, this facility is intended for maintenance purposes only. Interlocks should not be bypassed, even temporarily, whilst the GPU is in normal use. If the GPU will not operate unless the interlock is bypassed, then the GPU is faulty, and it should be withdrawn from service for repair.

44.5 All electrical systems should be properly maintained. This will require a programme of inspection and test to identify defects before they become a source of danger. It also requires everyone to report promptly to their employer, and/or the operator or owner of the equipment, any defects they discover during the course of their work. All maintenance of electrical systems should be carried out by competent people to an adequate standard.

44.6 Where contractors are to be used to undertake electrical work, they should be subject to the assessment, control and monitoring arrangements outlined in Chapter 1.

45 Faults and Defects

45.1 Aerodrome operators should promulgate and maintain comprehensive fault reporting procedures for all apron equipment and installations provided by the aerodrome. Clear instructions should be issued and repeated by notice at main installation sites.

45.2 For staff of airlines or operators, simple 'one shot' fault reporting is best. Faults on vital operational equipment, or facilities, that could affect aircraft safety, such as aerobridges and VDGS, should be reported to a single agency. By this means the appropriate and immediate safety decisions can be taken and at the same time a prompt engineering response can be initiated.

- 45.3 Details of all reported faults and their rectification should be recorded for management audit purposes.
- 45.4 For faults where a hazard to aircraft existed or was thought possible, consideration should be given to filing a ROSI. Further details can be found in Reporting of Safety Incident (ROSI) on the GCAA website www.gcaa.ae.
- 45.5 Some faults may also be serious enough to require reporting to the Safety Department, even if they also qualify as a ROSI. These include the collapse or overturning of any lifting equipment, certain electrical short circuits or fires, and collapse of certain scaffolding.
- 45.6 Reports submitted under company reporting procedures should be made via the aerodrome operators SMS.
- 45.7 All employers should ensure that there are systems in place to enable staff to report defects and faults in company equipment. Action should be taken on these reports, within in a timescale which reflects the seriousness of the defect or fault and the risk to aircraft and/or people.

46 Movement Area Inspections

- 46.1 The requirement for inspections and maintenance of airfield facilities is implicit in the aerodrome certification process and the associated legislation. The Aerodrome Manual must contain the requirements and accountabilities for the inspection and auditing of all the safety systems airside on a systematic basis. The results should be recorded/ reported and fed back into the safety management system. Further guidance is provided in CAAP 36 – Runway and Movement Area Inspections.
- 46.2 Aerodrome operators should maintain inspection schedules for all apron equipment and facilities it provides. The results of these inspections should be recorded. Serviceability/availability records should be maintained on the principal systems for audit and management purposes.

Appendix 2A Airside/Apron Safety Committee

- 1 Airports and aerodromes need effective forums in order to communicate with all airside operators; the aim of the Airside/Apron Safety Committee (ASC) is to promote and maintain airside safety standards and it is the foremost forum for the discussion and resolution of apron and ramp safety issues. The ASC provides the partnership between the airport operator's safety managers and other airside users to communicate and resolve matters concerning airside safety and operations.
- 2 It is recommended that aerodrome certificate holders or airport operators establish an ASC or an equivalent. The committee should be headed by the aerodrome manager, or senior airport operations manager, safety manager, or equivalent. At large airports, membership should consist of many different organisations including flight operators, ground services companies, and aircraft handling organisations, ATC and representatives from the emergency services. In order to maintain membership at a manageable level, joint operator groups, such as a ramp, baggage, or aircraft fuelling, may consider nominating selected members to represent group interests.
- 3 At smaller airports or aerodromes, the ASC may be less complex and comprise membership from multi-disciplined stakeholders, commensurate with the particular type of hazard presented in the airside environment and the safety issues represented.
- 4 Meetings should be scheduled on a regular basis, with notes and actions from meetings communicated and promulgated to the wider airside community in a timely manner following meetings, with agreed actions recorded and tracked for closure.
- 5 The Airside/Apron Safety Committee should:
 - a) Ensure that all airside personnel are aware of the potential safety hazards connected with their duties (safety awareness);
 - b) Ensure that lessons arising from safety occurrence investigations and other safety activities are disseminated to accountable safety managers within all organisations operating airside;
 - c) Ensure that all stakeholders are actively encouraged to engage and propose solutions to identified hazards and changes in order to improve safety where they appear needed, or in response to safety incidents.
- 6 The Committee's Terms of Reference should include:
 - a) Acting as the focus for shared ownership of and responsibilities for airside safety issues;
 - b) Developing policies for safe airside operations;
 - c) Considering actions to resolve airside safety problems;
 - d) Promoting airside safety discipline;
 - e) Reviewing apron and Health and Safety incidents, in order to share analysis and lessons learned. The committee may consider other aspects of operational safety such as the following list (not exhaustive or prioritised):

- i) Apron congestion issues and advise on best solutions;
- ii) Airside cleanliness issues;
- iii) Review reports and statistics on accidents, incidents and emergencies, airside discipline issues and discuss trends and solutions;
- iv) Identification and reduction of shared risks;
- v) Apron equipment issues;
- vi) Airside traffic issues;
- vii) Standard operating procedures for airside activities;
- viii) New and updated airside safety instructions;
- ix) Personal protective clothing/equipment issues;
- x) Environmental safety matters such as noise, blast and fumes;
- xi) Methods to develop and promote apron safety awareness initiatives, such as poster campaigns and safety presentations/exhibitions;
- xii) Sand clearance issues;
- xiii) Receive reports on significant outages and breakdowns concerning airside fixed facilities;
- xiv) Receive engineers' briefings and reports on ongoing or imminent airside works and projects and provide safety advice;
- xv) Proposed changes/developments to the airside environment, aircraft ground handling operations and/or standard operating procedures;
- xvi) Results of aircraft turnround audits.

NOTE: The existence of an Airside Safety Committee must not substitute for safety management arrangements made by individual organisations represented on the flight safety, ground safety or local runway safety committees.

Chapter 3 Aprons and Stands

1 Introduction

- 1.1 The guidance in this Chapter is intended to ensure compliance with CAR Part IX (minimum standards) but also takes account of good practice at major International airports, and applies equally to terminal-contact and remote stands. Stand and aerodrome design needs to be dynamic to allow for changes to aircraft type, dimensions, aircraft mix and other operating characteristics.
- 1.2 Aprons are provided to accommodate aircraft for the purpose of loading or unloading passengers, mail or cargo, fuelling, parking or maintenance. They usually comprise individual stands, apron areas divided into separate stands, Multi-Aircraft Ramp Systems (MARS) or a Multi-Choice Apron (MCA). The location and purpose of the stand may impact on its design; whether the stand is being used for passenger traffic, freight or remote parking or whether the stand is used in a 'taxi or nose-in, push back', 'self-manoeuvring' or 'drive-through' configuration.
- 1.3 'Best Practice' has highlighted some of the hazards that may occur on apron areas, and therefore it is important to provide stands and aprons that are designed to reduce the hazards where possible and to facilitate aircraft turnrounds and other activities as safely as possible.
- 1.4 Congested operating conditions may impact on a safe apron environment and the degree of ramp congestion is often, though not exclusively, related to the total numbers of vehicles and equipment permitted/required to park and operate on the apron. Operators should take into account the delivery targets and service/safety level agreements between airlines and ground handling organisations. The business models of many airlines rely on short aircraft turnround times; on some occasions without using the aerobridges that are provided. This, together with the general increase in the volume of baggage/cargo and servicing products, may put pressure on the aircraft stand area available to support increased activity. The aerodrome operator can contribute to the safety and efficiency of aircraft turnrounds by providing aprons and stands which take into account the actual practices at the airport and by enforcing agreed operating principles.
- 1.5 The introduction of future and next generation aircraft design features, such as winglets or blended wings on aircraft, may result in aerodromes having to modify some stands to accommodate increased wingspan generated by the new wing designs. This may lead to reduced clearances between stands, which results in a more demanding environment for the ground handlers to complete the safe turnround of the aircraft. To address these challenges, and to allow for future increases in aircraft size, aerodromes may wish to consider, as appropriate, generic stands, linked to aircraft code rather than specific aircraft type, in the development of future aprons.
- 1.6 Consideration may also be given to addressing the shift towards containerisation of the smaller aircraft (e.g. A320 type) and the effect this operation places on the available space within the stand area. One solution may be the employment of offset centrelines, which provide an increased area on the starboard side of the aircraft. This allows for a greater manoeuvring area for the increased amount of large equipment employed during an aircraft turnround. The location of other services such as fuel hydrant pits, FEGP, aerobridge, PCA etc, will need to be considered.

2 Physical Characteristics

- 2.1 A stand is a 'box' of designated apron space intended to be used for the parking and turnaround servicing of an aircraft, and individual or groups of stands should have a design maximum size of aircraft to be served. The boundaries of a stand are:
- Front: boundary with the head-of-stand road, equipment area or building line;
 - Rear: boundary with the rear-of-stand road or taxilane /taxiway strip;
 - Sides: measured laterally from the wingtip of the largest span aircraft.
- 2.2 Stand design should provide minimum clearances around the extremities of the largest aircraft type expected to use the stand, as set out in CAR Part IX.

3 Multi-Aircraft Aprons

- 3.1 Flexibility for changing aircraft size can be accommodated by adopting Multi-Aircraft Ramp System (MARS) stands or a Multi-Choice Apron (MCA) concept.
- 3.2 Multi-Aircraft Ramp System (MARS) stands allow either two smaller aircraft or one larger aircraft to be parked on the same stand, for example, two B737-400s or one B747-400. Clearances will be as described above, except that it is recommended that the clearance between the wingtips of the two smaller aircraft as one passes the other be as required in CAR Part IX. Guidance for vehicles to pass safely between the wingtips of the two smaller aircraft on MARS stands may be indicated by ground paint markings known as wingtip guidance lines or 'MARS Bars'.
- 3.3 A Multi-Choice Apron (MCA) is a defined area of pavement accepting more complex combinations of aircraft than MARS (for example: three smaller aircraft or two larger ones). Clearances around the edges of the MCA will be as described above. Good practices for MCA design are as follows:
- a) A set of adjacency rules will be required for stand allocation;
 - b) No two centrelines should be closer than 10 m;
 - c) A distinct sequence will be required for stand numbering (i.e. no L, C and R suffixes);
 - d) Stand numbers will be marked beside the lead in arrows at the taxiway centreline and repeated at the double white line marking the tail of stand;
 - e) Both elements of VDGS (azimuth and stopping) should be provided and co-located directly ahead of the cockpit;
 - f) Inter-stand clearways or airside roads will be provided, as required, at the extremities of the area defined as MCA;
- 3.4 Normally wingtip guidance lines (MARS Bars) are not provided within the MCA as these have proven difficult to provide in an unambiguous way. The major advantage of aprons using MCA layouts is the flexibility provided to meet different aircraft mix requirements at different times. However, there are also a number of possible disadvantages, as follows:
- a) Lack of markings other than centrelines requiring additional operating procedures, such as the use of cones around wingtips, affecting airline and handling agents training and costs;

- b) Problems in providing service connections to serve all parking combinations, particularly aerobridges and FEGP. Underground service pits may have to be considered;
- c) Multiplicity of the humps associated with fuel hydrants which cause problems for positioning of equipment when serving the aircraft;
- d) Reduction in area available for head-of-stand equipment parking due to the increased number of tug lanes and other factors, leading to increased requirements elsewhere.
- e) The human factors element: MCA layouts provide potential for both ground staff and pilots to become confused about the correct positioning of aircraft and equipment due to multiple ground markings.

4 Self-maneuvring Stands

- 4.1 Safety clearances around self-maneuvring stands will need to be increased from those used for nose-in/pushback stands to take account of jet blast/prop wash. There may also be requirements for jet blast protection, which may include blast diffuser screens and/or an area clear of equipment, roadways, buildings and activity.

5 Access Roads

- 5.1 Stands should, wherever possible, have a head-of-stand road, used not only to access the stand but also to provide a route for traffic to move around the terminal area. Where this is not possible, a rear-of-stand road may be provided but this should lie entirely outside both the taxilane strip and beyond the rear-of-stand.
- 5.2 Normally, a head-of-stand road is preferable to a rear-of-stand road because, on the latter, traffic would be held up as an aircraft enters or is pushed back from the stand, and at least one additional member of staff is normally required in the pushback ground handling team to check that traffic has stopped. The main exception may be at smaller airports where the passenger handling is carried out without aerobridges, at ground level resulting in a tail of stand road being preferred, as this reduces the risks associated with vehicles and pedestrians.
- 5.3 A reserved area should be located at the head of each stand for the pushback tug. Width should be a minimum of 6 m for small and medium stands and minimum of 7.5 m for large stands and above, equally disposed about the stand centreline. Access from the head-of-stand airside road should not be restricted by building columns, particularly where the head-of-stand road is one way providing less space to make the turn into the reserved tug area. On stands without a head-of-stand road, a greater length will normally be required.

6 Equipment Parking/Storage

- 6.1 Aerodrome operators should take a proactive approach in ensuring this is included in development plans for future projects.
- 6.2 It is generally accepted that equipment areas are divided into a number of locations, those on the stand/apron, support areas and dedicated areas for specific operations (e.g. ULD storage, and large vehicle operations). However, growing pressures to achieve shorter turnaround times have forced ground handling companies and aerodrome operators to develop initiatives which support the objectives of the airlines, but at the same time, using the opportunity to increase the safety aspects of the turnaround operation. Enhanced methods of managing the 'on stand' equipment areas may be suitable, for example the

establishment of dedicated areas on the stand for the storage and parking of equipment, seen as essential to the efficient turnround of aircraft provided clearances are maintained.

- 6.3 The aerodrome operator, in co-operation with the ground handling companies, should identify the equipment that is required close to the apron to support the shorter turnround times. It is important that the design of the stand is fine-tuned to identify the greatest possible area that could be allocated to equipment storage, taking into account the capacity of the stand and its layout (e.g. MARS, MCA). Allocation of the equipment area to specific equipment types should be jointly agreed and supported by the marking of the area to ensure it is effectively managed.
- 6.4 Demands on space caused by aerodrome development may cause pressure to reduce the levels of equipment areas. Aerodrome operators should be aware of their responsibility to ensure parking/storage space is allocated for aircraft and the equipment required to service it.
- 6.5 At some airports it may be the responsibility of the Turnround Coordinator, or other such person with responsibility for the aircraft turnround, to ensure all equipment used in the turnround process is returned to its allocated space when the process is completed.
- 6.6 Aerodrome operators, airlines and ground handlers may wish to consider the use of equipment pre-positioning areas. Temporary waiting areas are identified and marked on the stand, which allow vehicles and equipment, intended to be utilised in the turnround, to await the arrival of the aircraft. To ensure the areas are not used as permanent parking areas, it is advised that the areas are identified in a different colour to that used for the existing equipment parking areas.
- 6.7 Allowance should be made for parking areas for ground service equipment and vehicles, for areas on and close to stands for vehicle positioning prior to an aircraft's arrival, and for longer term fleet parking areas, preferably close to crew room accommodation. Where crew rooms are close to stands, it may be necessary to split the nearby equipment areas between the two requirements. The factors affecting the area required include routes served (i.e. long-haul or short-haul), aircraft type (i.e. narrow-body or wide-body), whether it is a local based airline, and the number of handling agents.
- 6.8 Ideally as a suggestion, an area equivalent to a figure between 12.5% of the stand area for short-haul, narrow-body aircraft, and 22.5% of the stand area for long-haul, wide-body aircraft has been assessed as necessary for equipment parking. The higher figure is because long-haul passengers have greater baggage allowance and wide-body aircraft use baggage containers whose storage is space consuming. However, where a higher proportion of aircraft use containerised baggage, additional parking and Unit Load Device (ULD) container storage facilities may be required. Only part of this requirement (no more than 7.5%, often less) is met by the head-of-stand areas either side of the pushback tug reserved area. These figures are strictly net and will, for purposes of calculation, exclude all fixed installations, items not relevant to the operation of the individual stand and those portions of the area available which are not considered to be accessible or of reasonable size or shape. Stand area is the length multiplied by the width. Special considerations apply on aprons used by cargo aircraft.

- 6.9 The parking areas needed for longer term parking are additional to the above, as are any areas required for cargo consolidation, Unit Load Device (ULD) container storage facilities, and areas required for the repair and maintenance of ground service vehicles and equipment and where practicable located off or away from the ramp. In general, parking areas should be sized to meet the needs of all the stands in a particular apron area. They should be sited so that they are accessible from both stands and crew accommodation whilst ensuring that travelling distances are minimised.
- 6.10 Where apron space is short, consideration should be given to the provision of multideck 'stillage' for the storage of baggage containers.
- 6.11 Provision may also be required in parking areas for the recharging of electrical vehicles and equipment.

7 Passenger/Staff access

- 7.1 Safety principles places importance on the segregation of pedestrians, whether staff or passengers, and vehicles. Therefore pedestrian routes on aprons and associated with airside roads are required to be clearly marked. A clear unobstructed walkway of at least 1m width should be provided, between the point(s) where pedestrians leave the terminal building to the side of the aircraft nose on the aircraft commander's side. This should be painted green with a non-slip surface and showing a white 'pedestrian' figure motif every 20m, or as necessary. Where these cross a roadway, a 'zebra' crossing should be painted and traffic control lights or other control measures should be considered.

8 Surface Markings

- 8.1 Guidance on ground markings is provided in the 'ACI Apron Markings and Signs handbook'.
- a) A lead-in arrow, aligned with the stand centreline, should be painted on the taxiway surface to delineate the stand centreline intersection with the access taxiway or taxilane-lane. The stand number should be painted alongside this arrow;
 - b) Aircraft nosewheel stop marks, painted perpendicular to and across the stand centreline, should be provided towards the head of the line such that the aircraft parking position provides sufficient access for any aerobridge and such that all service vehicles can access the appropriate part of the aircraft. **Aircraft types are to be stencilled alongside the relevant stop bar, abbreviated i.e. 'A332'/'B744';**
 - c) Aerobridge manoeuvring areas should be cross-hatched or 'starburst' in white, with a white circle or rectangle denoting the normal retracted position;
 - d) Active and redundant fuel hydrant positions should be outlined and differentiated colour wise;
 - e) Inter-stand clearways should be outlined in white zig-zags;
 - f) Fire hydrants should be cross-hatched in red.
 - g) Should a stand have undergone a reconfiguration process over time, the previous markings should not be visible with the naked eye. This has the potential to confuse pushback and flight crews, especially during night or adverse weather operations whereby a clearly defined centreline and associated markings are crucial.

9 Services and Equipment

- 9.1 The safety aspects of stand operation are of paramount importance and should not be compromised. Of particular concern is the large number of vehicle movements on the stand which presents a safety hazard to aircraft and people (airport personnel and passengers). Collisions between vehicles and aircraft can cause considerable expense and disruption due to delays to passengers as well as the cost of repairs, and, with the presence of aviation fuel, are potentially very dangerous. The overall design objective therefore, must be to reduce the number of vehicle movements, particularly the large and less manoeuvrable vehicles such as aviation fuel tankers and apron passenger vehicles, by the use of fixed services wherever practical.
- 9.2 In addition to providing space for vehicles to service an aircraft and for equipment parking, stand and apron design must allow for the range of other facilities that may be required:
- 9.3 Aircraft Cleaning and Disposal of Aircraft Refuse - Airline ground handling staff or their agents will clean the interior of the aircraft during the turnround and remove the waste generated, together with the waste generated from in-flight catering, etc. Additionally, some airports may allow aircraft to be washed on stand. Where this is allowed, the design of the pavement drainage system will need to accommodate this.
- 9.4 When the weather conditions, particularly thunderstorms, reach certain limits, the airlines or their handling agents should have specific procedures in place to reduce the risk of a lightning strike to staff working on the aircraft particularly the headset man.
- 9.5 Aircraft Electrical Supplies - Most aircraft types are equipped with an Auxiliary Power Unit (APU) which provides power to run the aircraft systems when the aircraft's engines are shut down and to start those engines. However, they can be noisy, polluting and not particularly economical to run for long periods. Therefore, the provision of ground power is normally required. This can take the form of a mobile Ground Power Unit (GPU), or a Fixed Electrical Ground Power (FEGP) system with an outlet associated with each stand centreline. GPUs suffer from the same problems as the APU, as they can also be noisy, polluting and not particularly economical to run. In addition, local planning constraints or airport procedures may limit or ban the running of APUs and GPUs at certain times because of their noise and emissions. Therefore, the provision of FEGP should be considered in the design of all stands. FEGP may be supplied from a cubicle located in the head-of-stand equipment area via a cable mounted on a pantograph (or 'crocodile'), from below an aerobridge or from a pit in the stand. The addition of an AC/DC converter may be required on stands used by the smaller turbo-prop aircraft. Experiments in the past to route FEGP along the aerobridge have not been entirely successful, with problems created when the aerobridge is unserviceable, and aircraft damaged when the aerobridge has been backed off before the power cable was disconnected. Typical power requirements are:
- a) Code A-C stands: 115v 400Hz 90kVA ;
 - b) Code D-F stands: 115v 400Hz 180kVA (double-unit).
- 9.6 Aircraft Maintenance - Routine minor maintenance is carried out during the aircraft turnround on stands. However, on occasion, minor repair work may be carried out involving the use of engineering platforms, etc. For major repair work, the aircraft would normally be towed to the maintenance area or a remote stand.

- 9.7 Aircraft Refuelling - Aircraft may be refuelled from large fuel tankers or from an underground pipeline via a hydrant service vehicle which regulates the flow rate, filters the fuel and records the amount delivered. At airports without hydrant fuelling facilities, long-range wide-bodied aircraft may need several of the largest tankers to refuel, and as the elimination of large vehicles is encouraged, the provision of fuel hydrants should be considered in the design of all stands at airports with the necessary infrastructure. Each stand with fuel hydrants should have an emergency fuel cut-off button provided at the head-of-stand in an easily accessible position, prominently signed and close to the telecommunications link and apron-level emergency aircraft stop facility.

Example diagram:



- 9.8 Aircrew Handling - At some airports aircrew are taken to and from the aircraft by coach; sometimes separate coaches for flight deck crew and cabin crew.
- 9.9 Apron Floodlighting - Stands used at night shall be lit so that the turnround activities can take place safely. For further information see CAR Part IX, Appendix 9 paragraph 9.23.4
- 9.10 Assembly Points - To cater for evacuation from the passenger terminal and/or pier, assembly points need to be provided in accordance with the H & S requirements.
- 9.11 Baggage Handling - Passenger baggage is normally conveyed between the aircraft and the terminal building in containers on dollies or loose on small trailers, a string of which will be towed by a small tug. Except for the smallest aircraft, the baggage will be loaded/unloaded using specialist mobile equipment. Some late baggage may be checked in at the gate and descend to the apron level by lift or chute.
- 9.12 Cargo Handling - Much cargo now travels in the under floor holds of passenger aircraft and on the main deck of combi-aircraft (i.e. where the main deck has separate sections for passengers and freight), as well as on dedicated cargo aircraft. This will be conveyed between aircraft and the cargo terminal by vehicle, while loading into the under floor holds will use the same equipment as for passenger baggage (see above). Main deck loaders are large/wide vehicles and clearances must allow for their safe passage.
- 9.13 Catering Supplies - Prepared meals are delivered to the aircraft and empty containers removed during the turnround by specialist vehicles which can be raised to the upper and main deck levels.
- 9.14 Disposal of Aircraft Sewage - This is normally emptied from the aircraft into a specialist vehicle and taken to the sanitation building.

- 9.15 Disposal of Refuse Generated during Aircraft Turnround Activities - Aircraft maintenance and other turnround activities generate waste, particularly hydraulic fluid cans and the boxes they come in. Some airports do not provide refuse bins on stands as they expect waste to be removed, but this requires a high level of apron discipline and monitoring. Other airports provide refuse and FOD (Foreign Object Debris) bins sometimes in pairs for 'dry' and 'wet' (i.e. any liquid, including oil) waste. In the latter case the bins may be labelled POL (Petroleum, Oil and Lubricants). Some airports provide large compactors every few stands which take both aircraft and stand waste. Provision on new stands should take local practice into account.
- 9.16 Emergency Facilities (particularly at larger aerodromes) - In addition to the VDGS Emergency Aircraft Stop button the following provisions should be considered:
- a) A fuel hydrant Emergency Shut-Off switch. This should be situated alongside the emergency telephone at the head-of-stand, and clearly signed;
 - b) Portable fire extinguishers shall be readily available at the head of stands in conjunction with procedures agreed between them and the airport's rescue and fire fighting service;
 - c) The provision of fire hydrant equipment on the apron is explained further in CAR Part XI;
 - d) Spillage response kits should be provided.
- 9.17 Engine Starting – Normally, engine starting uses internal (APU) or external (FEGP or GPU) power. However, a back-up system requires the use of mobile air-start units providing high-pressure air.
- 9.18 Fuel Hydrants – Should be provided for each underwing position required by the aircraft types intended to use the stand. Hydrants should be located no more than 10 metres from the fuelling points of the aircraft types intended to use the stand. This may require the installation of more than one hydrant head per stand, as determined by the airport operator and the airlines utilising the stand.
- 9.19 Passenger Handling – Passengers arrive and depart from an aircraft in one of three ways; directly between a pier and an aircraft via an aerobridge, by walking across the pavement to/from a nearby building or via an Apron Passenger Vehicle (APV). In the latter two cases one or more sets of aircraft steps will be required to enable them to reach or leave the aircraft cabin, unless the APV is of the type that can be raised to cabin level, or the aircraft is equipped with airstairs. Where an aerobridge is not available, or is unserviceable, disabled passengers will be conveyed to/from the aircraft by specialist vehicles (ambulift) which can be raised to cabin level. Areas reserved for aerobridge manoeuvring, passenger walkways and/or APV manoeuvring will be required.
- 9.20 Pre-Conditioned Air - Low-pressure pre-conditioned air may be required when an aircraft has been standing for some time in very high or very low temperatures. This can be supplied by a specialist vehicle or generated locally at each stand.
- 9.21 Pushback Tractor - Most aircraft types require their own towbar, leading to a requirement for sections of equipment parking areas to be allocated for their storage. The introduction of towbarless tractors may reduce this particular need in the future. However, towbarless tractors tend to be wider than the conventional type leading to a possible need for wider reserved tug areas.

- 9.22 Replenishment of Potable (Drinking) Water - Potable water is normally delivered to the aircraft by a specialist vehicle. Providing potable water as a fixed service directly to stands is not recommended as water hygiene standards cannot be ensured where water is required to be put through pipe work and branches to individual aircraft stands.
- 9.23 Telecommunications - The Stand (Emergency) Telephone is a weatherproof unit, which is usually restricted to calling airport-only extensions, and is normally provided at apron level at, or readily accessible from, the head of each stand. The facility should be conspicuously signed with the emergency numbers and its location prominently marked. Where two remote stands are located head to head, they could share the telephone, the emergency aircraft stop button and emergency fuel cut-off button. Consideration should also be given to providing an intercom system between gate room level and apron level on pier-served stands.

10 Visual Docking Guidance System (VDGS)

- 10.1 Visual Docking Guidance Systems (VDGS) provide alignment and stopping guidance to an aircraft entering the stand (also known as Stand Entry Guidance (SEG)). As required by ICAO Annex 14, and as shown in CAR Part IX, VDGS providing both azimuth and stopping guidance should be installed where it is necessary to indicate, by a visual aid, the precise positioning of an aircraft on a stand. All VDGS must meet the requirements specified in ICAO Annex 14, where aircraft intended to use that stand require precise stop positions, due to aerobridge, fuel hydrant or stand infrastructure or furniture. On stands where VDGS is not provided, or where systems are unserviceable or incorrectly calibrated for the type of aircraft assigned to the stand, an aircraft marshaller or alternative method may be used as appropriate.
- 10.2 Visual docking of an aircraft involves three elements, aircraft type identification, alignment (azimuth) guidance and stopping guidance. The type of stopping guidance to be provided depends on the number of stopping positions required and their location, which in turn depends on the fixed services to be provided, particularly aerobridge and fuel hydrants and is achieved by automation with modern and advanced VDGS.
- 10.3 The accuracy required from VDGS is a maximum aircraft mis-park of 0.6 m to the left, right, forward or aft. Where a rail-drive aerobridge ('noseloader') is involved, the forward and aft mis-park maximum may need to be reduced to 0.3 m.
- 10.4 MARS stands should be equipped with a VDGS on all lead in lines, unless aircraft are marshalled, and there should be an interlock in the switching arrangement such that when VDGS for the left, right or centreline is selected, VDGS for the main centreline cannot be switched on, and vice versa. Similarly, Emergency Aircraft Stop signs and buttons will be provided in association with each centreline. The Aircraft Emergency Stop sign should be activated by any button on the stand which will cause the STOP signs on all centrelines to be illuminated and all SEG to be switched off. Similar arrangements will be required on Multi-Choice Apron (MCA) stands.
- 10.5 To minimise the loss of already scarce equipment parking areas, VDGS should be mounted on the terminal building or pier structure, wherever practical. Where columns are required, their number should be kept to the minimum necessary. On stands designed for nose loading cargo aircraft, special consideration may need to be given to mounting of SEG such that it does not hinder the loading and unloading of the aircraft.

11 Alignment Guidance

- 11.1 Alignment guidance is primarily provided by the painted stand centreline. However, to comply with CAR Part IX requirements, where precise positioning of the aircraft is required on nose-in/pushback stands, alignment and stopping guidance should be provided in a single unit mounted directly in front of the cockpit and usable by either pilot. If there is a building located at the head-of-stand, then the VDGS should be mounted on it, wherever practical. If no suitable building is available, it should be placed on a column or gantry. However, where constrained by local conditions and infrastructure, an operational risk assessment may be utilised in order to determine the optimum position of stand entry guidance, in order to meet the requirements. It is recommended this assessment be carried out in co-ordination with the airline(s) and ground handling organisation operating on that stand.
- 11.2 For other stands, where a combined unit is not provided, alignment guidance, in addition to a painted stand centreline, should be provided on nose-in/pushback stands. An example of this is an AGNIS (Azimuth Guidance for Nose-In Stands) unit. If there is a building located at the head-of-stand, then the AGNIS should be mounted on it, wherever practical. If no suitable building is available, it should to be placed on a column or gantry, together with any other VDGS elements provided. Where provided, it should be aligned with the left-hand pilot who requires an offset from the centreline of, normally, 0.53 m, and mounted at a height within the angle of view from the cockpits of the types of aircraft for which the stand is intended.

12 Stopping Guidance

- 12.1 Precise stopping guidance is be required on nose-in/pushback stands equipped with aerobridges and/or hydrant refuelling, due to the variety of positions and accuracy required in the stopping of aircraft. On these stands, ICAO Annex 14 compliant systems are necessary and such devices must provide guidance to both pilot positions without turning his/her head.
- 12.2 On self-manoeuvring stands and on nose-in/pushback stands without aerobridges or hydrant refuelling, stopping guidance may be provided by units offset from the stand centreline, a mirror, a paint marking in the form of one or, occasionally, two stop lines, which usually takes the form of a Stop Arrow (also known as Stop Line). These are aligned with the pilot's eye position when parked and are normally located to the left of the stand centreline, but may be provided on the right or both sides as circumstances dictate. The mirror is normally used on stands with a rail-drive aerobridge ('noseloader') where there would be a small number of stopping positions close together. A Parallax Aircraft Parking Aid (PAPA) unit is normally required where there are a number of widely spaced stopping positions due to the slope requirements in an apron drive aerobridge and/or fuel hydrant requirements. A Stop Arrow (stop line) is appropriate where there are few such limitations or where a small group of similarly sized aircraft are served by an apron-drive aerobridge, such as on the left-hand centreline of a MARS stand.

13 Stand Identification

- 13.1 Stand identification is provided by a Stand Number Indicator Board (SNIB) displaying the stand designation which should be located close to the stand centreline where it can be seen both by the pilots of an aircraft approaching along the taxiway and, on nose-in/pushback stands, from the cockpit of a parked aircraft prior to pushback. In exceptional circumstances it may be necessary to provide two SNIBs. The SNIB will need to be

illuminated (normally internally) if the stand is to be used at night, with lighting control usually by a photo-electric cell.

13.2 European aerodrome certification specifications allow other conspicuous combinations to be used, except for combinations including red'.

13.3 Additionally, the stand designation should be painted beside the taxiway centreline directly opposite the stand together with a lead-in arrow aligned with the stand centreline. On MARS and MCA stands, the designation for each stand centreline should be repeated beside the stand centreline at the double white lines marking the tail of stand.

14 Pushback Allowance

14.1 The normal pushback manoeuvre requires the aircraft to be turned through 90° and aligned with the taxiway centreline. When pushing-back from the last stand in a cul-de-sac to a blast screen, the space required to carry out this manoeuvre is ideally about one and a half times the length of the aircraft, measured from the stand centreline. However, this can be reduced if the airlines and handling agents are prepared to adopt the 'snaked' or 'swan-neck' method, particularly if it involves a small aircraft being pushed back into a taxiway wide enough for a much larger aircraft.

Chapter 4 Aircraft Turnround

1 Introduction

- 1.1 The aircraft turnround is a complex, busy and a potentially hazardous activity involving people from various companies working together in close proximity to aircraft, vehicles and equipment. The hazard associated with the aircraft turnround may be affected by time constraints, environmental factors such as noise and weather and the adequacy of lighting. This chapter addresses the turnround of aircraft for the purpose of providing generic information to assist airport and aircraft operators and ground handling organisations when developing their own plans. It focuses on the activities undertaken on the ramp so that risks are properly identified and appropriate measures taken, with the aim of reducing aircraft damage and the number of personal injuries and other incidents connected with the aircraft turnround, which, apart from the pain and suffering caused to individuals and their families, may also cause significant disruption and financial loss to various stakeholders. Whilst the UAE aviation industry has an excellent safety record, in some areas the challenge is to create a similar safety culture on the ramp. The provision of this guidance does not infer a requirement; it is recognised that there are complexities and sensitivities in both the provision of plans and the accountabilities of turnround coordination; nevertheless, this guidance seeks to reflect what may be considered good practice, where such plans exist. Further guidance on aircraft turnround may be obtained from the IATA Airport Handling Manual (AHM) and IATA Ground Operations Manual (IGOM).
- 1.2 The guidance in this chapter is intended to provide a common framework for those organisations involved with the turnround of aircraft.
- 1.3 The responsibility upon all parties to conduct the turnround procedure safely is enshrined in the Safety Management System (SMS). Effective safety management within the turnround procedure will not only reduce the number of accidents and incidents but also improve efficiency and on time performance.

2 Turnround Plan

- 2.1 Where more than one company or organisation is attending an aircraft, effective co-ordination and cooperation between all parties is essential in order to prevent vehicles, equipment or people striking aircraft. Airlines and airport operators have a key role in this as part of their safety management systems for assessing, controlling and monitoring third party contractors operating in the airside environment. The aircraft turnround plan is therefore a key document in describing how an aircraft turnround shall be carried out safely, in describing the roles and responsibilities of each contractor. All contractors involved in aircraft turnround should have a copy of the plan, or have developed their own company procedures in accordance with a higher level turnround plan produced by either the airport operator, or their customer airline.'
- 2.2 An aircraft turnround plan should describe the activities involved in the generic aircraft turnround process and what should be considered at each stage. Individual airlines, ground handling organisations and ramp service providers should produce their own detailed turnround plans. The plan for the turnround should describe how the turnround will be carried out, and should enable every contractor to carry out their work safely and without endangering others. All the contractors involved should either have a copy of the plan, or have ready access to it.

2.3 The turnround plan should cover the processes involved in an aircraft turnround, for which each company and/or operator will have their own procedures for carrying out the activities below:

1. Pre-flight planning;
2. Pre-aircraft arrival;
3. Aircraft arrival;
4. Aircraft on stand;
5. Passenger disembarkation;
6. Catering;
7. Baggage offload/onload;
8. Refuelling;
9. Cleaning;
10. Toilet and potable water servicing;
11. Engineering maintenance;
12. Passenger embarkation;
13. Aircraft stand departure;
14. Post-aircraft departure;
15. Emergency procedures.

2.4 Additionally, airlines and/or ramp service providers should be responsible for the following on each turnround operation:

- a) Ensuring that risk assessments for all activities are in place;
- b) Identifying and appointing a competent Turnround Co-ordinator;
- c) Ensuring that staff roles, responsibilities and risks are defined;
- d) Ensuring that all staff are correctly trained and are doing the right job in the safest way;
- e) Ensuring that the plan is confirmed by the Turnround Co-ordinator and any deviations communicated to the relevant parties;
- f) Ensuring that the appropriate correct and sufficient Personal Protective Equipment (PPE) is provided for all staff;
- g) Ensuring sufficient human and equipment resources and contingency plans for any shortfalls
- h) Ensuring all incidents are reported

3 Co-ordination of the Turnround

- 3.1 The airport industry is continually being challenged to improve its safety performance, so effective safety can only be provided through co-operation and co-ordination between all organisations and companies involved during the turnround process, i.e. a 'total system' approach. Therefore, the provision of a 'Turnround Co-ordinator' appointed to be in control of the activity should be considered as best-practice. The Turnround Co-ordinator's role is to ensure that safe practices of work (as detailed in the plan) are adhered to and that the turnround plan is as efficient as possible. The co-ordinator is deemed to be in control of all co-ordination aspects of such turnround.
- 3.2 The airline or ground handler in charge of the turnround should nominate an individual to be the Turnround Co-ordinator who will be in overall control of the ground handling activity of the aircraft turnround. The co-ordinator should have sufficient knowledge and authority to control the activities around the aircraft. The requirements and nature of the aircraft operation and, on occasion, the operating procedures of the airline operator, may result in the Turnround Co-ordinator responsibilities being transferred from one member of staff to another. On such occasions transfer of the role must be clearly understood and acknowledged by both parties. The Turnround Co-ordinator should be clearly identifiable to all other companies involved in the turnround and they should ensure that work proceeds in accordance with any agreed turnround plan.
- 3.3 The Turnround Co-ordinator is also responsible for ensuring that all required resources are in place and that individuals are aware of their tasks and responsibilities. The Turnround Co-ordinator should be clearly identifiable to all other companies involved in the turnround and they should ensure that work proceeds in accordance with the appropriate policies.
- 3.4 As the role is important to ensure safety and that the turnround plan is as safe and efficient as possible, the co-ordinator role should fulfil the following requirements:
- a) Competence: It is important that the role profile/job description and person appointed to undertake the role has the necessary competencies to understand and manage the safety and operational aspects of the turnround process. This includes an understanding of risk assessments and the mitigations built into the turnround plan.
 - b) Authority: It is essential that the co-ordinator has the authority to manage and direct the wide range of contractors and sub-contractors that may be involved in the turnround process. This authority should be formalised and, in the event of an airline delegating this task to one of its service suppliers, the delegation of authority to manage the turnround process should be covered within any contractual arrangements;
 - c) Workload: The co-ordinator should have sufficient available capacity to fulfil the obligations of this role as priority. A risk assessment of the complexity and timescales of the turnround to be managed will be able to inform the ability of the co-ordinator to undertake additional duties.
- 3.5 It is recognised that the turnround plan will address a typical aircraft turnround and other associated activities that may be involved. In these circumstances, together with the ramp service providers, it is the airline's responsibility to produce a plan that ensures that all activities are properly controlled and co-ordinated accordingly. A key element to ensure both aircraft and personal safety will be to identify who is responsible at each stage of the turnround.

- 3.6 Similarly, for operators of non-commercial aircraft it is the airline or ramp service provider's responsibility to have a turnround plan that complies as much as possible with the guidance contained in this document.

4 General Turnround Planning

- 4.1 Airlines and/or ramp service providers should be responsible for the following on each turnround operation and should have plans that include the following:
- a) Identification of and confirmation that the Turnround Co-ordinator function is discharged. Where provided, the co-ordinator should be clearly visually identifiable, for example: different coloured vest with title or specific recognised headwear;
 - b) Ensuring that the appropriate authorities are informed of company flight schedules in advance, to allow for any special arrangements;
 - c) Ensuring that both the load plan and the turnround plan are confirmed by the Turnround Co-ordinator and any deviations communicated to relevant parties;
 - d) Ensuring that the appropriate Personal Protective Equipment (PPE) is provided for all staff and is being utilised effectively;
 - e) Ensuring that sufficient resources (staff and equipment) are in place, along with contingency plans for any shortfalls;
 - f) Ensuring that all staff and contractors are familiar with the aerodrome rules and emergency procedures;
 - g) Ensuring that risk assessments are in place;
 - h) Agreed parking arrangements where possible, giving as much prior notice as possible;
 - i) Ensuring that the necessary security arrangements are in place;
 - j) Ensuring that all staff are competent and tasked to do the job.
 - k) Ensuring that any safety related hazards or incidents during the turnround are duly reported through the company's corporate safety reporting system.

5 Turnround Process

- 5.1 Additional to generic planning for the operation the turnround may be divided into separate phases, as shown below:
- a) Pre-stand arrival;
 - b) Aircraft arrival on stand;
 - c) Aircraft on stand;
 - d) Aircraft stand departure;
 - e) Post-aircraft stand departure.
- 5.2 Shown below is a generic list of turnround activities (not exhaustive). It is recognised however, that the various third parties operating on the ramp may have their own set of standard operating procedures and checklist for aircraft pre-arrival. The turnround process depends upon the allocation of all necessary roles and suitable co-operation to ensure a workable contractor/client relationship.

- 5.3 It should be the Turnround Co-ordinator's responsibility to monitor the turnround process and report back failures of contractors so that non-compliance or safety issues can be resolved.
- 5.4 Typically, the aerodrome operator's main considerations, which may impact upon the turnround process, are the timely allocation of stands and effective communication and co-ordination of any changes.

6 Pre-Stand Arrival

- 6.1 Immediately prior to aircraft arrival on stand, a turnround coordinator/procedure should be in place to ensure the following:
- a) Turnround plan confirmed by Turnround Co-ordinator and any deviations communicated;
 - b) All safety and security procedures are in place;
 - c) Communication of any special loads, dangerous goods, and any procedures which must be followed in relation to these;
 - d) During periods of low visibility and/or the hours of darkness, check that the parking stand is sufficiently well lit and (where applicable) the aircraft Stand Number Indicator Board (SNIB), if available, is illuminated;
 - e) The Turnround Co-ordinator must consider adverse weather conditions when planning the turnround, ensuring the safety of the passengers, staff and the aircraft. This may include thunderstorms, strong winds, heavy rain, excessive heat etc. Weather must also be considered with regard to unloading of items such as animals and dangerous goods;
 - f) The Turnround Co-ordinator must ensure that all resources are in place and individuals are aware of their roles;
 - g) Ensure correct use of PPE and the safety of all staff, contractors and equipment providers undertaking the aircraft turnround, high visibility vest should be fastened to ensure conspicuity;
 - h) Walking inspection of the stand to remove FOD and report spillages or obstructions;
 - i) Confirm stand equipment availability (e.g. chocks, cones, Passenger Inbound Guidance (PIGs) etc);
 - j) Check that there is sufficient access; no trip, slip or fall hazards;
 - k) Ensuring all equipment is parked within vehicle parking bays;
 - l) Ensure correct position and serviceability of aerobridge or other passenger embarkation/disembarkation equipment.
 - m) Person near emergency stop button to manage aircraft arrival;
 - n) When the stand is clear, give instruction to, or activate the VDGS, if available. Where a VDGS is unserviceable or is not available marshalling assistance should be sought.

7 Aircraft Arrival on Stand

7.1 Once indication has been provided by the aircraft commander that engines are off and anti-collision beacons extinguished:

- a) Monitor the safe arrival of aircraft ensuring all staff and equipment remain clear;
- b) Where VDGS is available, a nominated person should be in position to activate the VDGS emergency stop. (Where a VDGS is unserviceable or is not available then Airfield Operations should be contacted);
- c) The emergency stop button must not be used to stop aircraft on the nose wheel mark;
- d) Use of aircraft marshalling hand signals where appropriate for initial communication with pilot;
- e) Nominated person to chock aircraft;
- f) Nominated person to connect Ground Power Unit (GPU or FEGP) if available, or requested;
- g) Authorised person to communicate with flight deck crew, either through hand-signals, or on a headset (if available);
- h) When the aircraft engines have shut down and reached a safe condition to approach, the anti-collision lights are off and chocks are in place, the aircraft can be approached and coned as required. Some airlines may require permission to be given by engineers or ground staff to confirm it is safe to approach, particularly in the case of propeller aircraft or helicopters;
- i) Switch off VDGS.

8 Aircraft on Stand

8.1 Once the aircraft is parked on the stand, with its engines and anti-collision lights off and chocks in place, unloading and servicing can proceed as is highlighted below. Not all events will occur in the same sequence and some will occur concurrently. There will also be some variations dependent on type of aircraft and the length of the turnround period. This stage is often carried out over a very short time scale and this coupled with increased vehicle activity around the aircraft and passenger movement leads to an inherently hazardous environment. Procedures should be developed to ensure that a thorough damage inspection of the 'work areas' such as cargo doors and servicing panels are conducted by the ground handling personnel. The ground engineer should also conduct a thorough inspection of the aircraft fuselage.

Any damage must be reported immediately to the engineer and airline representatives and a safety occurrence report filed through the airport/company safety reporting system.

There are three elements listed here:

- a) Offload
- b) Servicing
- c) On load

9 Offload Process

- a) Ensure equipment is in position; serviceability of brakes checked on equipment prior to positioning on the aircraft;
- b) Check that the offload and emergency routes are available for passengers, and that all safety measures are in place including Passenger Inward Guidance Systems (PIGS)
- c) Position rear and front steps where applicable;
- d) Communicate ready to proceed;
- e) Aircraft doors opened;
- f) Information passed to airline representative regarding disembarkation;
- g) Appropriate control measures utilised when manoeuvring vehicles (e.g. the use of banksman);
- h) Re-assess plan in respect to any unplanned changes;
- i) Co-ordinate offloading needs:
 - i) People
 - a) Special needs wheelchairs, hi-lifts, ambulance dispatched first;
 - b) Very Important Persons (VIPs), Unaccompanied Minors (UMNRS) etc;
 - c) Monitored safe exit of passengers to bus or terminal, marshalling passengers to ensure they remain within the designated safe areas;
 - d) Crew issued with local instructions.
 - ii) Animals:
 - a) Quarantine procedures in force;
 - b) Appropriate unloading, cages/containers;
 - c) Hazardous material awareness.
 - iii) Cargo Load:
 - a) Positioning of equipment correctly;
 - b) Order of work scheduling followed, taking sequential unloading into consideration to avoid the risk of tipping;
 - c) Offload of any dangerous goods following procedures laid out in the IATA Dangerous Goods Manual;
 - d) Offloading bags/freight/cargo/mail/value goods complete.
 - e) Check aircraft hold(s) are empty (where applicable).

10 On Load Process

- a) Reposition equipment if required;
- b) Loading Instruction Report Form completed and passed to relevant people;
- c) Re-check aircraft hold(s) are empty (where applicable);
- d) Co-ordinate onloading:
 - i) Cargo Load
 - a) Awareness of dangerous goods and special loads and any relevant procedures which need to be followed;
 - b) Check order of work scheduling, taking into consideration sequential loading to avoid the risk of tipping;
 - c) Positioning of equipment correct;
 - d) Load bags/freight/cargo/mail/value goods complete and correctly secured.
 - ii) Animals
 - a) Quarantine procedures followed;
 - b) Appropriate loading, safe cages, animal welfare (water food).
 - iii) People
 - a) Special needs loading;
 - b) Monitor safe arrival of passengers for boarding.
 - c) Ensure the passengers have not been able to deviate from the departure route.
- e) All documentation checked and details to aircraft Commander:
 - i) Loading instruction report form must be signed to show it has been loaded in accordance with the instructions shown, and any deviations reflected and communicated to load controller;
 - ii) Weight and Balance document completed, including any Last Minute Changes (LMCs);
 - iii) Maintenance sheet signed off;
 - iv) Fuel report sheet;
 - v) Other, i.e. firearms (where located);
 - vi) Cargo manifest;
 - vii) Passenger manifest (if required by the airline);
 - viii) Information provided to the pilot-in-command concerning dangerous goods and any special loads.

11 Aircraft Departure

11.1 Once loading is complete, the aircraft is ready to depart and the final checks below should be completed.

11.2 Aircraft departure is a critical phase of any flight. The pressures for quick turnrounds to meet schedules, clearances and slot allocations highlight the need for safe management of the departure procedure. For the purposes of this guidance the departure starts from checks of security of dead loads and nets (if applicable) or doors closing.

- a) Check dead loads secure and net sections are in place;
- b) Clear signal to close doors, close aircraft doors;
- c) Check hatches and latches are all secure and any damage reported immediately to the engineer and airline representative;
- d) Check the stand is clear of FOD and obstructions;
- e) Steps removed and equipment (including cones and chocks) parked or positioned safely (banksman used if required);
- f) Monitor to ensure correct pushback procedures are followed;
- g) Pushback must not start until:
 - i) Communication has been established between ground crew and the flight deck;
 - ii) Ground crew have completed an inspection of the aircraft, checking all doors and latches are secure, there are no leaks, loose wires etc and any damage reported immediately to the engineer and airline representative;
 - iii) The head set operator is on the ramp and ready to walk alongside the aircraft;
 - iv) Wing walkers, if required, are in place;
 - v) Aircraft anti-collision lights are on;
 - vi) The aircraft commander has indicated that clearance to pushback has been received from ATC;
 - vii) Any aircraft approaching the stand along the taxiway/apron taxiway has passed well clear of the vicinity of the planned pushback, unless ATC instructions to each applicable aircraft indicate otherwise.
 - viii) All vehicles and equipment have been withdrawn to the equipment areas;
 - ix) Pushback clearance and any special instruction therefore must be heard and/or confirmed by the tug driver and head-set operator;
 - x) Carry out pushback/self-manoeuvring procedures;
 - xi) Signal pilot all equipment clear, headset un-plugged and by-pass pin removed.

12 Post-Aircraft Stand Departure

12.1 Shown below is what the Co-ordinator should check at this stage:

- a) That a walking inspection is undertaken to check that the stand is clear of obstruction and FOD;
- b) That all equipment has been shut down and correctly parked or stored and the equipment areas are free of FOD;
- c) That any safety management shortfalls or near misses (e.g. fuel spills, trips, slips) are reported through applicable reporting systems to the aerodrome operator or appropriate control authorities.

Chapter 5 Airside Vehicle Standards

1 Introduction

- 1.1 Every vehicle operating in airside areas should have an individual Airside Vehicle Permit (AVP) to meet GCAA security requirements. These should be conspicuously displayed in the vehicle and be visible to a person standing on the ground at all times when the vehicle is operating airside. The requirement for an aerodrome to have an Airside Driving Permit (ADP) scheme is contained in CAR Part IX.
- 1.2 The aerodrome operator should establish and promulgate local minimum standards for vehicles operating in airside areas. These standards should ensure that each vehicle is fit for its intended purpose and that its condition is such that it will not endanger vehicle users, other vehicles, pedestrians, aircraft or property. Airside vehicle permits should not be issued to any vehicle which cannot meet the specified standards.
- 1.3 Before a permit is issued a vehicle should be inspected by a competent person appointed by the applicant. Periodic inspections should be conducted thereafter to ensure that it continues to meet the minimum standards. An inspection should also be conducted if information or reports indicate that a particular vehicle may not be meeting the specified standards.
- 1.4 All vehicles should normally be required to meet the requirements appropriate for the grant of a UAE Department for Transport Test Certificate.
- 1.5 The AVP displayed on a vehicle must include a clear identification and details of any limitations imposed. Additionally, vehicles should be readily identifiable by their specific equipment number, livery or by the prominent display of the vehicle operator's name.
- 1.6 The aerodrome operator must ensure operators are aware of requirements for the maximum height, width and length of vehicles for airside operations or for operation within specific areas. Height is particularly significant where airside bridges exist, and should be displayed in the driver's cab. It may be necessary for the aerodrome operator to specify minimum manoeuvrability standards. It is important that companies' operating vehicles airside ensure that their drivers are fully aware of any limitations imposed by the manoeuvrability or size of particular vehicles.
- 1.7 Because of the potential for serious damage to aircraft and their engine caused by foreign objects it is essential that all practical steps are taken to minimise the risk of such damage from vehicle operations. The aerodrome operator must ensure that all vehicle operators are aware of the need for strict control of the security of loads, as well as vehicle equipment and FOD on and in the vehicle. This is particularly important in respect of items such as chocks, fuel tank caps and hub caps, the loss of which is not particularly significant during normal road operations; the standards set by the aerodrome operator may include a requirement that such items are secured in such a way as to ensure that they cannot become unintentionally detached from the vehicle.
- 1.8 Vehicles holding AVPs should normally be equipped with flashing yellow obstruction lights which meet the specification published CAR Part IX.

NOTE: Additional lighting requirements apply to vehicle trailers.

2 Vehicle Operating Rules

2.1 The following paragraphs set out definitions and operating rules, which have proved to be satisfactory over many years of operation at aerodromes in Europe. Whilst local operating conditions determine the exact procedures at individual aerodromes, it is recommended that the basis of this guidance material be considered for incorporating into an airport local instruction for UAE airside rules at all aerodromes.

2.2 The following colours should be used to distinguish between ground surface markings used by aircraft and those applicable to the movement and control of vehicles and equipment:

YELLOW: Markings for the guidance of aircraft;

WHITE: Markings for the guidance of vehicles and equipment, and where applicable, pedestrians (for pedestrian crossings for example).

2.3 The boundary between the apron and the manoeuvring area (vehicle limit line) should be indicated by a continuous double white line, to indicate DO NOT CROSS. Entry into and movement between these areas should be strictly controlled. Apart from pushback vehicles and crews, no vehicle (other than RFFS, other allocated vehicles and with free-ranging privileges) should normally enter the manoeuvring area other than at designated vehicle crossing points unless the vehicle driver is in radio contact with air traffic control and has been cleared to enter the manoeuvring area.

2.4 No markings or signage of any sort should be permitted in the airside area without the express permission and approval of the aerodrome operator.

3 Traffic Rules

3.1 General

- a) The aerodrome operator should determine speed limits applicable to the airside area. Different limits may be applied to sections of roadway subject to local conditions. This information should be published and signs displayed as appropriate;
- b) On the airside road system vehicles should always keep to the right when passing an approaching vehicle, particularly to avoid confusion where there are no road markings. On apron areas different rules may be promulgated;
- c) No vehicle should be left unattended anywhere on the airside area with its engine running. This is to prevent risks such as overheating and consequent fire in the vicinity of aircraft, and uncontrolled or unauthorised vehicle movement;
- d) Vehicles should remain in the airside area only long enough to conduct their legitimate business;
- e) To ensure that no object is dropped on the apron or manoeuvring area, all doors and shutters on vehicles must be closed while the vehicle is moving. All loads and equipment, and all parts of the vehicle must be properly secured and checked for potential FOD Hazards before a vehicle enters the apron or manoeuvring area. Objects dropped can cause serious hazards to aircraft and personnel;
- f) Obstruction lights meeting the UAE requirements must be displayed at all times by vehicles operating on the manoeuvring area. Unless there are specific instructions to the contrary, dipped headlights should always be used in conditions of darkness and reduced visibility;

- g) All parking restrictions must be strictly observed;
- h) Vehicle drivers should follow designated routes, giving way, where appropriate, to routes provided for pedestrians and aircraft;
- i) Vehicles must not be driven across aircraft stands, unless they are directly involved in the operation of the aircraft using or about to use the stand;
- j) Vehicles must give way to aircraft at all times;
- k) When aircraft engines are running, vehicle drivers must ensure that they stay well clear of areas behind the aircraft where slipstream and jet efflux may cause damage or danger to the vehicle or its occupants. The minimum safe distance should be determined (usually by the aerodrome operator) and promulgated to all vehicle drivers;
- l) Vehicles should not be driven in reverse on the manoeuvring area or apron unless directly engaged in aircraft manoeuvring or servicing, or during parking positioning. When reverse movement is essential, guidance should be provided to the driver by a person outside the vehicle (banksman) or other means. The fitting of reversing alarms and CCTV cameras should be considered as part of risk management of reversing operations;
- m) Vehicles must remain at least one metre away from any part of an aircraft unless they are engaged in a task that specifically requires them to operate closer to the aircraft.

4 Control of Vehicles

- 4.1 Control of vehicles on the manoeuvring area is normally the responsibility of Air Traffic Control. On apron areas, control of taxiing aircraft and aircraft under tow is the responsibility of Air Traffic Control but the control of vehicles is subject to rules and instructions issued by the aerodrome operator.
- 4.2 Irrespective of any clearance or instruction issued by Air Traffic Control, drivers of vehicles and of vehicles towing aircraft are responsible for ensuring that their vehicle (and any part under tow) does not collide with any other vehicle, aircraft, people, building or obstruction.
- 4.3 In all cases, signs displayed at airside area entry points, and at crossing points within the area, must give adequate information to drivers about the procedure to be followed for movement into and within the airside area. Signs should describe any relevant control methods, such as traffic lights or signal lamps. Uncontrolled crossings should be clearly marked as such, and the conditions of use displayed. Particular attention should be given to the need for the clear statement of prohibition of entry to airside areas by unauthorised pedestrians.
- 4.4 Aerodrome operators may wish to issue specific instructions about the classes of vehicle permitted to access the movement area (including active runways), subject to the issue of a clearance by Air Traffic Control. The conditions for entering or crossing active runways should be clearly set out in a document published by the aerodrome operator and signed by the relevant vehicle operators and drivers.

5 Operations at Night and in Poor Visibility

- 5.1 The aerodrome operator should promulgate instructions dealing with vehicle operation at night and in conditions of poor visibility.
- 5.2 Instructions for operations at night should include descriptions of the airport lighting, including that which is displayed in areas that are not normally used by vehicles, and the lighting required on vehicles.
- 5.3 Where practicable trailers operating at night should display red rear lights, or be fitted with conspicuous retro-reflective markings.
- 5.4 Certain navigational aids for the operation of aircraft in conditions of reduced visibility are provided in accordance with the requirements of the UAE AIP and CAR Part IX. Airport authorities must ensure that all drivers are aware of the meaning of aids such as runway guard lights where these are provided, and of the significance of ILS protection areas. Access to the manoeuvring area in conditions of reduced visibility should be limited to experienced and suitably trained drivers, and permitted only in exceptional circumstances.
- 5.5 Low Visibility Procedures implemented by the Air Traffic Control and the aerodrome operator should include the following procedures for vehicle control:
- a) Confirmation that all entry points into the movement area are either brought under positive control or closed off;
 - b) Confirmation that **all** runway guard lights or holding point board lights, that are required under operational procedures, are fully operational;
 - c) Warnings given and confirmations are received to ensure that all parties operating vehicles have been removed from the movement areas, with the exception of safety critical operational vehicles;
 - d) Assure that all apron and taxiway crossings are under positive control by ATC.
- 5.6 It is important that communication of the introduction and cancellation of Low Visibility Procedures is fast and effective, but must include procedures to ensure that physical barriers have been placed and/or removed and that this has been communicated to ATC and airside operations prior to releasing those areas back for aircraft or vehicular traffic use.

NOTE: Full details of the general requirements for Low Visibility Procedures are included in CAR Part IX and CAAP 44 – Low Visibility Procedures (LVP). Site-specific Low Visibility Procedures should be included in the relevant aerodrome manual and should be reflected in the procedures of all companies that are permitted to operate vehicles in airside areas.

6 Radio-Telephony (R/T) Equipment and Mobile Telephones

- 6.1 When operating on certain parts of the airport it will be necessary to use radiotelephony or mobile telephone communications equipment. This may introduce additional risks whilst driving and vehicle operators must ensure that the use of such equipment does not distract the driver from the primary task of driving the vehicle.
- 6.2 Drivers of vehicles requiring to cross or enter active runways and taxiways (except at designated uncontrolled taxiway crossing points) must normally be in two-way communication with Air Traffic Control and must comply with any clearance issued to them.

- 6.3 With regard to other vehicles, the aerodrome operator should decide the basis on which R/T equipment is provided and used. In some cases a listening watch may be required of vehicles on certain parts of the movement area. In other cases vehicles may be required only to carry R/T equipment to satisfy the need of the company operator. The procedures for use of R/T equipment must be clearly promulgated by the aerodrome operator.
- 6.4 It is recommended that users of R/T equipment who communicate with Air Traffic Control or transmit on any frequency used by aircraft must comply with the requirements provided in CAAP 69 (UAE Radiotelephony Standards).
- 6.5 The aerodrome operator should establish a system of allocating R/T call signs to be used by vehicles so that the potential for confusion between vehicles and, where relevant, between vehicles and aircraft, is minimised. This is particularly important at aerodromes where the R/T frequency used by vehicles is the same as that used by aircraft or where the R/T frequency used by vehicles is re-broadcast on the R/T frequency used by aircraft.
- 6.6 In the interests of safety it is essential that Air Traffic Control is made aware of all radio facilities being used at the airport, whether or not these facilities are used for communication with Air Traffic Control.

7 Vehicle Accident Reporting Procedures

- 7.1 Every aerodrome operator should publish rules for the reporting of accidents involving vehicles operating on the airside.
- 7.2 Under the provisions of the UAE General Civil Aviation (Investigation of Accidents) Regulations, aircraft operators have responsibilities for the reporting of certain accidents involving damage to aircraft.
- 7.3 Under the provisions of the UAE General Civil Aviation Authority's ROSI Scheme, aerodrome operators and managers, and certain other classes of persons including ground handlers, are required to report occurrences and defects which could endanger aircraft or their occupants.
- 7.4 There is, therefore, a requirement under legislation for the reporting of accidents and incidents where vehicles damage or otherwise cause danger to aircraft, but as legal requirements do not cover all vehicle events it is essential that aerodrome operators provide their own scheme for the reporting of airside vehicle accidents not included in the scope of AAI or ROSI accidents/incidents (typically this process may be established as part of an aerodromes safety management system) The scheme should cover the reporting of accidents between vehicles, vehicles and aircraft, vehicles and equipment or buildings, and vehicles and pedestrians. Records of occurrences should be kept for at least three years. They should be reviewed regularly to establish whether any steps could be taken to eliminate the causes of accidents in the airside area. Chapter 7 of this document discusses reporting in further detail).
- 7.5 If a person has been injured, there may be legislative requirements for the injury to be reported to the relevant health and safety enforcing operator. At most airports this could be the local police or the office of the Health and Safety department, although at some airports, it may be the Environmental Health Office of the local Operator or Municipality.

8 Monitoring of Standards

- 8.1 The aerodrome operator should establish procedures for the monitoring and assessment of airside vehicle operating standards.
- 8.2 All vehicle/equipment operators and their maintenance providers should have facilities commensurate with the type and size of vehicle and equipment it operates and maintains and should be able to demonstrate compliance with the appropriate airport operator and Department of Transport (DOT) standards, where applicable.
- 8.3 **Inspections** - Vehicle operators should ensure that persons carrying out safety inspections are appropriately trained and technically competent on the complexity and type of vehicle being inspected. Therefore evidence of individual competencies should be made available, if requested by the airport operator or other agency during audit.
- 8.4 **Records** - Individual vehicles and equipment should have their own records containing all maintenance records where relevant.
- 8.5 **Daily Inspections** - It is important that all vehicle owners and operators ensure their drivers and other personnel are aware of the airport operator's requirements for vehicle maintenance and standards.
- 8.6 Routine daily inspections of vehicles and equipment should be the responsibility of vehicle owners and operators. It is therefore the responsibility of vehicle operators to ensure checks are carried out and any defects recorded and corrected. Walk round checks should include the whole vehicle including any combination of trailers or dollies. It is also important that a 'nil', or 'no faults/defects found' entry is included in the recording system.
- 8.7 Vehicle defects should be recorded and reported to a competent person who has the authority to ensure that appropriate action is taken to rectify any defects found. As determined by local policies, vehicles or equipment found to be unserviceable may be required to be removed from the airside environment by the operator until maintenance work has been completed to the required vehicle and equipment standards for operating airside.
- 8.8 Vehicles and equipment deemed to be in a dangerous condition by having a safety defect may be issued with a 'Prohibition Notice' and the local airside vehicle permit withdrawn, in accordance with local airport operator instructions and policies.
- 8.9 Conventional road vehicles that have been modified for airport use should still comply with the standards contained in the UAE Department for Transport Construction and Use Regulations, irrespective of whether the vehicle is being used on public roads or not. Operators of non-conventional vehicles should ensure that the appropriate and relevant paperwork is held, covering change of use notifications and the relevant insurance and modification certification.
- 8.10 The aerodrome operator should establish procedures for the monitoring and assessment of airside vehicle operating standards. These procedures should include a review of the increase/decrease in the number of valid ADPs and the reasons for the change. An assessment of the impact on overall airside safety should be conducted if the number of vehicles operating in airside areas changes significantly.

9 Performance Management

- 9.1 The aerodrome operator should publish any penalties it has established for non-compliance with the rules and instructions for the use of vehicles on the airside. These may include temporary or permanent exclusion from the airside area of individuals, particular vehicles, or group of vehicle controlled by a specified vehicle operator.

Chapter 6 Training for Safety

1 Objective

1.1 Working in the airside environment is inherently hazardous therefore all organisations have a duty to ensure that their employees are competent to work safely within their operating environment and all undertake a safety induction to raise the awareness of the hazards associated with working airside. To ensure this competence each organisation will be required to provide adequate training to each employee that is proportionate and commensurate with their role and responsibilities and to ensure they understand that Safety is all airside users' responsibility.

This means:

- Identifying safety skills and training required for each role (typically identified by way of a task and role analysis);
- Developing and co-ordinating training programmes in co-operation with employees, airport certificate holders and business partners;
- Delivering appropriate training in a timely fashion;
- Regularly reviewing the effectiveness of the programme and providing adequate reinforcement training as necessary;
- Ensuring the training takes account of the capabilities of the individuals being trained;
- Maintaining adequate records of the training undertaken;
- Making all apron users aware of the non-punitive safety culture;
- Ensuring all staff understand the reporting safety related hazard and incidents (overview of the corporate safety reporting system and the GCAA ROSI Scheme)

2 Introduction Objective

2.1 All employers have a responsibility to provide information, instruction training and supervision to their employees. Having a competent and safe workforce makes good business sense as incidents and injuries damage lives and are a needless expense for an organisation.

2.2 Organisations need to set clear training policies and objectives that are supported and driven at Board level and by senior management. It is critical that these policies include the monitoring of the effectiveness of any training.

2.3 In developing training for working in the airside environment organisations should consider:

- i) Whether staff undertaking different roles airside require different training, and whether it is adequately provided;
- ii) What specialist training is required and by whom;
- iii) Whether there are sufficient resources (financial, human and equipment) available to provide training;

- iv) Whether there is a structure in place to deliver the relevant safety training;
- v) Whether the organisation has the knowledge, competence and skills to design and deliver the training;
- vi) Assess whether the balance of theoretical and practical training is adequate;
- vii) Determine what level of supervision is required and who will provide it;
- viii) Determine what oversight monitoring is in place that will ensure that key airside safety and performance objectives continue to be met and to ensure that there is good co-operation and co-ordination to meet the objectives.

2.4 The aerodrome operator should lead in determining the compatibility of airside training between all airside service providers in order to foster standardisation and to ensure safety training delivers a safe working environment.

3 Evaluate/Measure Effectiveness

3.1 Safety training should be reviewed at least annually to ensure that training needs are being met and that the training is effective in bringing about desired changes in behaviour and safety awareness. Systems to measure these changes should be in place and methods of measuring achievement need to have been set at the training objectives stage within this module. A system of feedback from employees will enable employers to assess whether the courses are meeting their objectives and changes identified by training evaluation or audit should be fed back into the course design administration.

4 Categories and Timing of Training

4.1 Health and safety training needs to be tailored to the individual and the role, and needs to take account of the whole term of employment.

- Induction Training - On employment with the organisation, as part of the induction process;
- Specialist Training - When there are specialist requirements, new systems or tasks are introduced to the person's role;
- Refresher Training - At periods throughout employment to reinforce the health and safety message;
- As required to maintain competence;
- When a person changes job.

4.2 Induction Training

4.2.1 Safety induction training should be carried out for every person who is new to an organisation or department (this includes contractors). The induction training should be carried out by a suitably qualified and competent 'trainer'. It should not be assumed that because an individual has worked in airside areas in the past that they will already be familiar with these topics. The following list of training areas should to be considered (this list is not exhaustive):

- The company health and safety policy;
- Safety responsibilities;
- Local emergency procedures;
- Incident reporting;

- Main hazards and risks of the job;
 - Welfare arrangements;
 - Key safety procedures;
 - Rules and the names of key safety personnel and safety representatives within the organisation;
 - Airside safety and familiarisation training;
 - Provision and use of personal protective equipment;
 - Emergency procedures (low visibility/inclement weather);
 - Flight safety/ Occurrence Reporting procedures;
 - Environmental related considerations.
- 4.3 **Specialist Training** - Specific training should be provided where specialist skills are required to work safely, with requirements identified as part of a task-focused training needs analysis, for example: pushback and headset operations.
- 4.4 **Refresher Training** - Refresher training should be provided where necessary to ensure safety competencies are maintained. The frequency will vary according but not to exceed 24 mths to the degree of risk, the use of the skills and the rate at which skills can be forgotten and when any significant changes to procedures are made. Refresher training should be programmed and recorded when completed.
- 5 **Conclusion** - By following the general guidance and advice contained within this chapter, airside operators at all size and complexity of aerodromes should be able to develop a systematic approach to assessing training, delivering training needs and evaluating its effectiveness.

Chapter 7 Safety Performance Management and Measurement

1 Introduction

- 1.1 The term 'Safety Performance Management' is used here to reflect a structured process of management and involves policy and target setting, activity monitoring, measuring and reviewing performance against targets, supervising, rewarding and disciplining.
- 1.2 This Chapter provides guidance on safety performance management, within the aerodrome safety management system. It includes the following topics:
- a) The fostering and maintenance of safety discipline;
 - b) Just Culture;
 - c) Active performance monitoring and management;
 - d) Investigation of accidents and incidents;
 - e) Enforcement of regulations;
 - f) Implementation of remedial action.
- 1.3 Any system to manage safety and to measure and monitor safety performance will have a number of common elements. There are many texts which describe both theoretical aspects and practical application of safety performance management and this document seeks to illustrate some of these principles. It must be remembered, however, that only the aerodrome operator and managers of airside operators can determine the most appropriate systems for their organisations and environment.

2 The Fostering and Maintenance of Safety Discipline

- 2.1 One of the prime contributory factors in the establishment and maintenance of effective safety discipline is an open and honest occurrence reporting system. Such a system creates an environment of trust at all levels and facilitates learning from common experiences and contributes to the prevention of accidents. A sound reporting system should make due allowance for the honest genuine mistakes. However, there is no place in the air transport industry for ill-discipline or lack of professionalism.
- 2.2 Industry sources considered that one of the major issues on the ramp is the threat to safety posed by aircraft damage that is not reported, but is subsequently 'found'. It is therefore important that stakeholders provide education and awareness training so that all personnel understand the safety significance of reporting all incidents. It follows that the most important task is to establish a non-threatening or a 'just' culture for the genuine mistake which is honestly reported. It is in the general interests of the industry to reduce damage (and thus costs) to aircraft and equipment and it is everyone's duty of care and responsibility to do their utmost to prevent injury to personnel. However, of paramount importance is the need to avoid aircraft departing with unreported and unknown damage. Such incidents can potentially lead to catastrophic accidents. Experience has shown that the major disincentive to reporting accidental ground damage is the fear of dismissal or other punishment.

- 2.3 Not only is unreported damage potentially lethal but it also precludes timely investigation and subsequent remedial action aimed at preventing a recurrence; a significant disadvantage when statistics show that accidents have often been presaged by earlier similar incidents. Everyone must be made aware that in any incident in which an aircraft is damaged, the most serious offence is failure to report. It follows that keeping quiet about an accident or incident would be considered as a 'wilful violation' under a Just Culture policy and any subsequent disciplinary action would reflect the seriousness of the failure to report.
- 2.4 To foster the comprehensive reporting of accidents and incidents, aerodrome operators should encourage the adoption of effective safety reporting systems. These systems should be brought to the attention of every employee and adopted by all the other organisations that have an airside role. The safety reporting system should be headed by a formal statement, and signed by the company Accountable Manager. What should flow from this policy statement is an instruction to all staff on the subject of the reporting of aircraft ground damage. In addition, the GCAA introduced the Voluntary Occurrence Reporting System (VORSY) further details are available on the GCAA website www.gcaa.ae
- 2.5 Safety awareness and an understanding of reporting procedures should be fostered by all staff as part of normal working activity. Both are a function of line management and should not be regarded by either management or employees as separate issues that are the sole responsibility of specialist safety staff. The aerodrome operator should take particular care to see that its own safety management arrangements and staff attitudes are exemplary and that they are seen to be so by other organisations and persons working airside.
- 2.6 Although this Chapter sets out a number of recommended practices on enforcement of regulations, fostering and maintenance of safety discipline should also operate on the reward principle. Good standards and operating practices should be recognised when observed and promoted to others. Safety management should not be confined to seeking out low standards, bad operating practices and breaches of regulations, but the overall safety performance system should include procedures for recognising, highlighting and possibly rewarding good performance.
- 2.7 One cause of airside accidents is where personnel trained for low skill tasks are required to carry out these tasks in a 'high-tech' environment. Managers and supervisors must ensure that selection and training recognise the full operational safety requirement: that is, selection and training satisfy the needs of the task and the environment within which the task is to be undertaken.

3 Just Culture

- 3.1 The GCAA encourages a 'Just Culture' in the interests of the on-going development of flight safety. This means the GCAA supports the development, within all areas of the aviation community, of a culture in which:
- a) Individuals are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training but which result in a reportable event; but
 - b) Where gross negligence, wilful violations and destructive acts are not tolerated.
- 3.2 Just Culture has evolved from a 'No-Blame' approach and recognizes that there are instances, such as gross negligence, where even though an incident has been reported the circumstances are such that the responsible individual should face disciplinary or punitive action. Such action should, however, be the exception rather than the norm and a

transparent process to make such determinations is necessary. The point is that staff are encouraged to report incidents without fear of unfair punitive action.

4 Active Performance Monitoring and Management

- 4.1 Airside safety performance and management should be pro-active, rather than reactive, at all levels of the management structure. Monitoring should be part of the daily routine, not a set piece procedure for use only following an incident or accident. Performance monitoring and management should be an accepted part of the overall responsibilities of all management and supervisory personnel. Although large organisations might have staff dedicated to full-time safety performance monitoring, safety performance monitoring and management is a line management responsibility - it should not be delegated.
- 4.2 Very few, if any, airside operations procedures or working practices occur in total isolation. Many airside operations involve co-operation, both formal and informal between two or more departments of an organisation and often between two or more separate organisations. This is a complex matrix that requires cooperation, co-ordination and good understanding and agreement. It is clearly advantageous, and in many cases necessary, for line managers to work closely with their counterparts from other departments and third party organisations. The benefits of co-ordination are obvious: increased rapport, a mutual exchange of safety-related information and the same standards of safety discipline applied across the whole aerodrome operation. The aerodrome operator should act as the focal point in coordinating best practice for all organisations on the aerodrome; for example, by acting as the Chairman of the Airside Safety Committee (see Chapter 2, Appendix 2A). Where appropriate and practicable, managers and supervisors of airside operators should ensure that they maintain a suitable level of visibility on airside working areas. Their role should include observation of, and participation in, all aspects of airside work carried out by their staff and indeed the staff of other organisations where it can be seen that airside safety could be improved.
- 4.3 Wherever practical, aerodrome operators should collate safety performance data from all airside operators and co-ordinate an overall safety performance programme. Such a system will identify those organisations that operate best practice and will enable lessons from incidents to be shared by all airside operators. In order to do this it is essential that all operators collect comparable data and the aerodrome operator should define the data to be collected as part of a total system approach.
- 4.4 Accident investigation looking into causal factors suggest that as much as 50% of all serious aircraft accidents have resulted from non-compliance with procedures at some point. Clearly it is important that all safety-related activities are described by documented procedures. Such procedures should include defined performance measures and monitoring systems where appropriate.
- 4.5 Companies operating on the apron should establish measures to ensure and monitor that safety performance procedures are implemented correctly and are achieving their intended objective. The aerodrome operator should conduct a similar programme of audits to assess the effectiveness of aerodrome-wide procedures. Any deficiencies that are identified in an audit should be considered and appropriate remedial action or measures taken. The audit should be followed up to ensure that these remedial actions and measures are effective. In this way deficiencies in procedures that could lead to an unsafe situation should be remedied before an incident or accident occurs.

A Local Proficiency Check (LPC) is a useful self-audit mechanism which also identifies noncompliance of ground handlers and airport operators.

A set of local level safety KPI's can provide greater insight into safety and risk management at a local airport level and implement areas and measures for improvement.

5 Investigation of Accidents and Incidents

- 5.1 It should be the primary aim of any investigation following an accident or incident to establish the facts of the matter in order to prevent a recurrence. Managers are reminded that beyond the requirement for internal procedures, some occurrences and accidents fall within statutory reporting requirements. This includes occurrences that take place on the apron. These requirements are set out in the GCAA ROSI scheme. Accident or incident investigation will usually be best conducted by a line manager or supervisor. Such persons will almost certainly be most familiar with the type of operation or working practice during which the accident or incident occurred. In some cases, it may be preferable for the investigation to be carried out by a manager from a different department from that involved in the accident or incident. It is important that managers do not assume that investigations into accidents and incidents conducted under statutory provisions will necessarily meet the requirements of their own internal investigation procedures.
- 5.2 'Accidents' and 'Incidents' in the context of this Chapter should not be limited solely to occurrences where physical damage or injury is sustained to equipment, structures or persons. Occurrences exhibiting a possible risk of damage or injury will also merit formal investigation, where managers consider there has been exposure to unacceptable but avoidable risk. Managers should also be aware that where an accident occurs airside it might be necessary to co-ordinate the airside safety investigation with parallel investigations by others.

6 Enforcement of Regulations

- 6.1 It is essential that a 'just-culture' accident and incident reporting policy is not confused with the necessity for sanctions that preserve airside safety against indiscipline. Establishing a 'Just Culture' needs to have formal disciplinary procedures that, at their extreme, might have the force of criminal law under airport bye-laws or legislative provisions. It is this area of safety performance management that requires the greatest management expertise, clear thinking and well-documented procedures. It is imperative that all staff are aware of the Just Culture principles to give them the confidence to report incidents without fear of punitive action, while acknowledging that there is no place for gross negligence, wilful violations or destructive acts. Fundamentally, Just Culture should be understood as being fair.
- 6.2 Accidents and incidents will come under the jurisdiction of the GCAA, the AAI, or Police and these organisations should be involved during the course of any investigation as required.
- 6.3 Each organisation needs to establish processes to support their Just Culture, including what is considered as gross negligence, wilful violation or a destructive act. Examples of situations where punitive or disciplinary action may be appropriate are:
- a) Failure to report damage to an aircraft;
 - b) Smoking airside;
 - c) Driving on the manoeuvring area without permission;
 - d) Failure to report a potentially hazardous incident;
 - e) Driving in front of, or behind, an aircraft with aircraft engines still running and/or

- anti-collision warning lights on;
- f) Parking in areas marked as 'parking unsafe' or 'prohibited';
 - g) Leaving vehicle unattended with engine running on movement area.
- 6.3.1 All employers at each aerodrome will need to consider their disciplinary structure in order to ensure that it is appropriate and fair. Procedures should provide proper opportunities for individuals to put their side of the case.
- 6.3.2 The aerodrome operator should publish details of any penalties it has established for non-compliance with the rules and instructions whilst working airside including the use of vehicles. These may include temporary or permanent exclusion from the airside area of individuals, particular vehicles, or group of vehicles controlled by a specified vehicle operator.
- 6.3.3 In the interests of natural justice it will be important for any penalty system to include an appeal procedure. However, this should not prejudice the immediate exclusion of a particular individual or vehicle where, in the opinion of the aerodrome operator, this is necessary in the interests of safety.
- 6.4 The aerodrome operator is responsible to the GCAA for ensuring that the aerodrome is safe for use by aircraft. The continuance of the aerodrome operating certificate depends on the aerodrome operators (or certificate holder's) ability to secure the continued maintenance of safety for aircraft. The aerodrome operator should make this responsibility for safe operation quite clear to all third parties and seek compliance with appropriate safety management and safety performance standards.
- 6.5 Whilst the aerodrome operator is responsible to the GCAA for the safe operation of the aerodrome with respect to aircraft, all organisations and operators at an aerodrome are collectively and individually responsible for safety in its widest sense. It should be noted that nothing said here or within this document as a whole can absolve any person from his responsibility and accountability under the law.
- 6.6 Clearly, disciplinary offences against safety regulations may be reported by anyone, but should be directed in the first instance via the alleged offender's supervisor or manager. Subsequent action will depend on what arrangements are in force for disciplinary offences at each particular aerodrome. However, it is the aerodrome operator who carries the responsibility and he may require to know how disciplinary offences against aerodrome safety regulations have been dealt with, in pursuit of his responsibilities. It is a matter for service providers and aerodrome operators to reach agreement about how accidents and incidents are to be reported, recorded and investigated. Participation in the Airside Safety Committee (as described further in Appendix 2A of Chapter 2) is a good vehicle for this action.
- 6.7 In some circumstances the aerodrome operator may take action against a company or organisation, as opposed to an individual.

7 Implementation of Remedial Action

- 7.1 The objective of any accident or incident investigation should be to identify the root causes and produce findings which facilitate further action aimed at prevention of recurrences. Such findings should focus on how procedures, practices, or regulations failed to prevent the accident or incident. The report should list recommendations and nominate those responsible for taking corrective action. The whole proceedings should be reviewed at senior management level with the intention of establishing what subsequent

actions are required. The loop should then be closed by ensuring that all line managers and safety specialists are aware of the changes so that they can monitor their effectiveness. It is equally important to determine whether the changes identified require any changes to training syllabuses and to action accordingly.

8 Conclusion

8.1 Whatever systems are implemented, airside safety performance management essentially consists of two fundamental and key elements:

- a) A 'just' culture, based on company policy to ensure that accidents affecting aircraft and airside safety are reported, in order to protect the public and the workforce from preventable injury;
- b) A code of discipline to secure a safe airside working environment for everyone.

8.2 The outcome of effective safety performance management should be seen by everyone to be:

- a) Educational and developmental;
- b) Encouraging and rewarding;
- c) Active rather than reactive;
- d) Constant rather than intermittent;
- e) Continuing rather than currently fashionable;
- f) Part of normal work rather than an isolated activity;
- g) A means of reducing or containing costs rather than costing money itself;
- h) Everybody's concern rather than that of specialists, or worse, nobody's concern;
- i) Punitive only as a last resort.