

PORTFOLIO

AVIF0026

Implement Aviation Risk Management Processes



S O U T H P A C
aerospace

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Student Name:	
Assessor:	
Date:	
Business this assessment is based on:	

Section 1: Develop a Risk Management Plan

Risk Management Plan Cover Page

Risk Management Plan <i>Risk: The chance of something occurring that will impact operations</i>		
Operational Activity	<i>Briefly describe the operational activity</i>	
Risk Assessment Aim	<i>Briefly explain the aim of the RMP</i>	
Organisational Significance	<i>Describe briefly what this activity is important to the business</i>	
Research and gather data from applicable safety/technical texts/workplace standards	<i>Outline appropriate Standards, CASA regulations or company manuals applicable etc.</i>	
Organisational methods for researching and collecting data to identify hazards, monitor and evaluate risks include:	<i>Select all that apply:</i> <ul style="list-style-type: none"> <input type="checkbox"/> brainstorming <input type="checkbox"/> hazard reporting <input type="checkbox"/> historical occurrence data <input type="checkbox"/> internal/external safety reviews <input type="checkbox"/> monitoring operational activities <input type="checkbox"/> reviewing standards, procedures and systems <input type="checkbox"/> surveys and questionnaires 	
Stakeholders	Internal	External
	<i>List 3 internal stakeholders</i>	<i>List 3 external stakeholders</i>

Who would be involved in the risk assessment process?	List the Safety Action Group Members	
Assumptions	List 3 assumptions applicable to the activity	
Definitions	<p>Accident: Death or serious injury to any person, loss of an aircraft, aircraft missing or inaccessible, severe structural damage.</p> <p>Incident: Safety has been compromised, some damage or injury (however minor), but did not prevent the outcome of the mission.</p> <p>Occurrence: Safety was not adversely affect safety at the time, but in other circumstances, could have affected safety of aircraft or personnel</p>	
Compiled by:	Your name	Date:
Authorised by:		Date:

Risk Matrix

			Determine a credible consequence of contact with the hazard				Likelihood				
							A	B	C	D	E
							Remote	Unlikely	Possible	Likely	Almost certain
			WHS	Operational	Reputation	Financial	Unlikely, may occur in exceptional circumstances	Has not occurred yet but could	Has occurred here or elsewhere	Could occur in most circumstances	Is expected to occur in most circumstances
Consequences	5	Critical	Fatalities	Permanent impact on operations	Critical impact on business with negative media	Financial loss above \$5,000,000	H	H	E	E	E
	4	Major	Permanent disability injury and/or long term off work	Long term impact on all operations	Significant impact on business with natural media	Financial loss \$500,000 - \$5,000,000	M	H	H	E	E
	3	Moderate	Injury requiring medical treatment and rehabilitation	Short term impact on all operations	Moderate to small impact on business reputation	Financial loss \$100,000 - \$500,000	L	M	H	E	E
	2	Minor	Injury requiring medical treatment but no lost time	Impact on operations but no significant disruption	Some impact on business reputation	Financial loss \$50,000 - \$100,000	L	L	M	H	E
	1	Negligible	Minor injury - first aid treatment only	Negligible impact on operations	Minimal impact to reputation	Financial loss less than \$50,000	L	L	M	H	H

Risk Class, Action required and tolerance approval level

Class	Action required	Tolerance approval level	Action Timframe	Review timeframe
Extreme	Unacceptable risk. Cease operation	Nil. Contact and inform CEO and Safety Manager	Immediate	1 month
High	Improve or implement further controls to lower risk. If not possible, then the activity must cease	If operation is essential, specific approval of the CEO and accountable manager is required.	1 day	3 months
Moderate	Controls need further review. Consultation with supervisors and technical experts are required before continued operations.	Operations need to be captured in approved documentation and procedures	7 days	1 year
Low	Standard SOP activity	Normal operation unless there is a deviation or change from SOPs	1 month	2 years

Hazard Register

Hazard Register - Identify the Risk and Context <i>Hazard: Something that has the potential to cause harm</i>						
Risk Reference	Date	Hazard Identified	Context of the hazard and the potential outcome	Existing Controls	Does this hazard require analysis and evaluation?	Action Deadline
					Yes	
					Yes	
					Yes	
					Yes	
					Yes	

Risk Analysis and Evaluation

	Risk Analysis				Risk Evaluation		
Risk Reference	Dimension	Likelihood	Consequence	Risk Rating	ALARP	What is management tolerance to the risk rating?	Risk Priority
	WHS				No		
	Operation						
	Reputational						
	Financial						
	WHS				No		
	Operation						
	Reputational						
	Financial						
	WHS				No		
	Operation						
	Reputational						
	Financial						
	WHS				No		
	Operation						
	Reputational						
	Financial						

	Risk Analysis				Risk Evaluation		
Risk Reference	Dimension	Likelihood	Consequence	Risk Rating	ALARP	What is management tolerance to the risk rating?	Risk Priority
	WHS				No		
	Operation						
	Reputational						
	Financial						

Treatment Plan

Treatment Plan								
Priority	Risk Reference	Treatments / Controls / Mitigation	Dimension	Likelihood	Consequence	Risk Rating	ALARP	Risk Decision
			WHS				Yes	
			Operation					
			Reputational					
			Financial					
			WHS				Yes	
			Operation					
			Reputational					
			Financial					
			WHS				Yes	
			Operation					
			Reputational					
			Financial					
			WHS				Yes	
			Operation					
			Reputational					
			Financial					

Treatment Plan								
Priority	Risk Reference	Treatments / Controls / Mitigation	Dimension	Likelihood	Consequence	Risk Rating	ALARP	Risk Decision
			WHS					
			Operation					
			Reputational					
			Financial					

Treatment Plan Continued

Treatment Plan - Continued							
Reference	Resources Required and Action Plan	Responsible Person	Effect on Stakeholders	Timeline	How will this be monitored/evaluated?	Residual Risk?	Residual Risk Action

Treatment Plan - Continued							
Reference	Resources Required and Action Plan	Responsible Person	Effect on Stakeholders	Timeline	How will this be monitored/evaluated?	Residual Risk?	Residual Risk Action

Risk Management Plan Effect

Element		How this Element Could be Affected by the RMP Outcome
		<i>Consider the following questions and write answers.</i>
1.1	Management Commitment and Responsibility	<i>Is the Safety Policy, Objectives or KPIs affected this RMP?</i>
1.2	Safety Accountabilities	<i>Are there new safety accountabilities associated with this RMP?</i>
1.3	Appointment of Key Safety Personnel	<i>Are there personnel who will be assigned safety responsibilities following this RMP?</i>
1.4	Coordination of Emergency Response Planning	<i>Does the ERP change as a result of this RMP?</i>
1.5	SMS Documentation	<i>Does the SMS documentation change because of this RMP?</i>
	SMS Implementation	<i>Is there anything in the RMP which could affect further SMS implementation?</i>
	Contractor/Third Party Interfaces	<i>Are there new TPIs affected by this RMP and do they require SMS involvement?</i>
3.1	Safety Performance Monitoring and Measurement	<i>How are risk controls monitored, reviewed and evaluated against safety performance targets?</i> <i>How is this used to improve risk control?</i>

3.3	The Management of Change	<i>Is there change to safety considerations because of this RMP?</i>
3.4	Continuous Improvement of the SMS	<i>Is the safety performance going to improve following this RMP? Explain your answer.</i> <i>How can Safety Managers assist other areas of the operation with risk review?</i>
	Internal Safety Investigations	<i>Does the RMP affect any ongoing internal safety investigations or have implications for future investigations?</i>
4.1	Training and Education	<i>Is there safety education and training associated with this RMP?</i>
4.2	Safety Communication	<i>What safety communication will be required to support this RMP?</i>

Section 2: Communicate Your Risk Management Plan

In this section, you will communicate your developed Risk Management Plan to key stakeholders during a Safety Review Committee Meeting.

The assessor will be completing an assessment observation checklist based on the following items:

- *Did the student participate in a Safety Review Committee Meeting where they:*
 - *Communicated the RMP in entirety including:*
 - *The Risk Control Methods*
 - *The Risk Management Action Plan*
 - *Communicated effectively during the meeting, including:*
 - *Presenting and seeking information from others using structure and language suitable for the audience*
 - *Providing information about Risk Management Processes identified in the RMP, varying the level of technical vocabulary to suit the audience*
 - *Speaking clearly and concisely*
 - *Using non-verbal communication to assist with understanding*
 - *Asking questions to identify required information*
 - *Responding to questions as required*
 - *Using active listening techniques to confirm understanding?*

Notes for the Meeting can be prepared below:



Section 3: Monitor and Review of Risk Controls

In this section, you will seek assistance and input from members of the Safety Action Group whilst conducting a quarterly review meeting of the Kambala Airfield Operation Risk Management Plan.

The assessor will be completing an assessment observation checklist based on the following items:

- *Did the student participate in a Safety Action Group Meeting where they:*
 - *Reviewed existing controls, as highlighted in the Safety Assurance data presented in Appendix C*
 - *Sought assistance and input from members of the SAG to review risk*
 - *Identified any changes and or additions required to the current Risk Treatment*
 - *Considered RMP effects on the SMS as a result of the review*
 - *Communicated effectively during the meeting, including:*
 - *Presenting and seeking information from others using structure and language suitable for the audience*
 - *Providing information about Risk Management Processes identified in the RMP, varying the level of technical vocabulary to suit the audience*
 - *Speaking clearly and concisely*
 - *Using non-verbal communication to assist with understanding*
 - *Asking questions to identify required information*
 - *Responding to questions as required*
 - *Using active listening techniques to confirm understanding?*

Make notes during the meeting and complete the following two tables:

Table 1: Changes / Additions Required to Current Risk Treatment

Hazard ID	Hazard	Evidence Reviewed	Changes / Additions Required to Current Risk Treatment
HF-001	Heat stress	<ul style="list-style-type: none">• Bottled water was not available at Kambala on two occasions (Safety Reports 973 and 1024). In both cases supplies were not restocked in time.• No adverse Fatigue Reports associated with dehydration were received during the period.• CP advises that dehydration has not been considered a problem by the pilots operating to Kambala, to date.	
HF-002	Fatigue management	<ul style="list-style-type: none">• Routine Fatigue Reports were filed for all Kambala flights.• No adverse fatigue reports associated with the operation	



Hazard ID	Hazard	Evidence Reviewed	Changes / Additions Required to Current Risk Treatment
		<p>were received during the period.</p> <ul style="list-style-type: none">Ops staff report that no Duty limits were approached or exceeded during the period.	
OPS-001	Unsealed strip	<ul style="list-style-type: none">No adverse reports received regarding propellor or other aircraft damage at Kambala during the period.CP advises that all pilots have now received training on FOD prevention and prop blending, and are cleared to operate to Kambala.Kambala Works Depot has instituted a strip grading program. This has been completed once and will continue at 90-day intervals UFN.	
OPS-002	Unreliable perimeter fencing	<ul style="list-style-type: none">Two reports cited Kangaroo activity in the vicinity of the Kambala perimeter fence, but no strip incursions were noted (Safety Reports 993 and 1031 refer). Note: Perimeter fence was not breached on either occasion.Kambala Works Depot have instituted a weekly perimeter fence inspection program, with no issues noted to date.	
ENV-001	Thunderstorms	<ul style="list-style-type: none">Ops staff advise that no ARFOR's had been reported with PROB40 TS or worse during the period and no weather delays had been incurred.Four iterations of PROB30 TS were noted in the XXXX TAF and YYYY TAF during the period, but no evidence of TS activity has been noted by	

Hazard ID	Hazard	Evidence Reviewed	Changes / Additions Required to Current Risk Treatment
		pilots during the Kambala operations.	
FIN-001	Credit timeline	<ul style="list-style-type: none"> No issues with financial matters had been reported to the SAG over the last 3 months. All payments associated with Kambala operations have been received on time, to date. 	

Table 2: RMP Effects on the SMS as a Result of the Review.

Element		How this Element Could be Affected by the RMP Outcome <i>Consider the following questions and write answers.</i>
1.1	Management Commitment and Responsibility	
1.2	Safety Accountabilities	
	Contractor/Third Party Interfaces	
3.2	The Management of Change	
3.3	Continuous Improvement of the SMS	
4.1	Training and Education	
4.2	Safety Communication	

APPENDIX A – Scenario Overviews

Baby Q Airlines

Baby Q Airlines is looking to expand its Air Transport operations. They have been approached by the Flinders Island Council who are keen to promote new tourist opportunities to the island. Local businesses are enthused and very supportive but there is significant opposition from some of the locals who are incensed that their calm and quiet are being compromised. Some have been making anonymous threats on social media about damaging the aircraft when they are at the airfield. There is also no dedicated RFF at the airfield. Other local issues include airfield staff not used to RPT operations and a Melbourne parachute school that uses the Island airfield for weekend free fall parachute training camps.

SlingWing Aviation

SlingWing has enjoyed being the only operator the Milford Sound area conducting scenic flights to tourists. However now there is a new kid on the block offering the same services. While personal relationships between pilots and management of the two companies are cordial, obviously there is competition for market share, increased air and ground traffic and limited hardstand space. Other local issues include the local refueller being notoriously slow and unreliable, the new operator contracting SlingWing maintenance services, and a deteriorating surface condition of the hard stand. In parts it is breaking up and the local council is being recalcitrant in providing a lasting solution.

Mick and Millie Maintenance

For many years, M&M have been an institution at Cessnock airfield, providing quality maintenance to all SE and ME class rated aircraft used for GA. With declining business in GA, Mick the CEO and senior LAME is bidding for the RFS contract which will significantly increase business and potentially open up other lucrative government tender contract opportunities. However it does require significantly more work for M&M, and it will also require doubling the workforce. Mick is generally in good health however does have special cardiac medical requirements that require close CASA liaison. Other issues include the need to change from CAR 30 to CASR Part 145, unreliable cell phone coverage and some troubling personality conflicts within the workforce.

SeeBy Flying Training School

SeeBy are a CASR Part 142 fixed wing flying training school operating out of a major regional airfield. They have recently been awarded a significant contract to train up to 200 foreign students per year to CPL standard. The contract will require a tripling of the staff and it will be the first time SeeBy have trained foreign students. SeeBy have also expanded their maintenance capability to service their own aircraft when previously this was done by an external source. It is proving difficult to recruit experienced flying instructors as well as retain existing staff who are unsettled about the rapid expansion of operations. The regional airfield butts up against busy capital city-controlled airspace and there is regular RPT aircraft and balloon and drone operations in the vicinity.

Paradise Airfield

Paradise airfield uncontrolled council owned regional airfield undergoing a major upgrade of facilities. The runways are being resurfaced as well as the hardstand and terminal upgraded. The works are being done in a phased approach to allow aviation operations to continue, however workmen and plant equipment will be a constant presence for the foreseeable future. Aviation activity includes RPT movements, a HEMS operation, an Aeroclub and several GA maintenance organisations. Issues include competing priorities for limited facilities and tradespersons who have no knowledge of aviation safety. Another significant concern is multiple instances of poor behaviour and airmanship from members of the Aeroclub and a reluctance of the club to address this.

APPENDIX B – Kambala Airfield Operation Risk Management Plan

Risk Management Plan Cover Page

Risk Management Plan		
<i>Risk: The chance of something occurring that will impact operations</i>		
Operational Activity	Commence operations at new remote airfield 'Kumbala' located at DRW 120235 S 33 34.320 E 135 45.343	
Risk Assessment Aim	To carry out a risk analysis and evaluation of all risks associated with the new operational activity in operating B58 aircraft into this new airfield up to 20 movements per week during the dry season only.	
Organisational Significance	The activity represents a significant business opportunity as well as a valuable service to a remote community. The success of this activity opens up other similar opportunities with other remote communities in the Territory.	
Research and gather data from applicable safety/technical texts/workplace standards	AS ISO 31000:2018, CASR Part 61, Company Operations Manual	
Organisational methods for researching and collecting data to identify hazards, monitor and evaluate risks include:	<i>Select all that apply:</i> <ul style="list-style-type: none"> <input type="checkbox"/> Brainstorming <input type="checkbox"/> <i>hazard reporting</i> <input type="checkbox"/> <i>historical occurrence data</i> <input checked="" type="checkbox"/> internal/external safety reviews <input checked="" type="checkbox"/> monitoring operational activities <input checked="" type="checkbox"/> reviewing standards, procedures and systems <input type="checkbox"/> <i>surveys and questionnaires</i> 	
Stakeholders	Internal	External
	<ul style="list-style-type: none"> • Management • Flight Crews • Maintenance Crews • Operational Staff 	<ul style="list-style-type: none"> • Kumbala Aboriginal community • NT and Australian Government • Government agencies (Airservices, CASA, ATSB, BoM, AMSA) • Rio Tinto Mining corporation

Who would be involved in the risk assessment process?	<ul style="list-style-type: none"> • Safety Manager • Chief Pilot • Training Officer • Line Pilot 	
Assumptions	<ul style="list-style-type: none"> • Unsealed airstrip • Unreliable perimeter fencing • Day VFR operations only • No ground navigational aids • Serviceable weighing scales at Kumbala • Drum refuelling only at Kumbala • Untrained weather observers at Kumbala • DRW radar coverage until 100 DME DRW above 5000AMSL • First aid available at location • Suitable sleeping accommodation if required • No maintenance facilities • 20/7 SAR coverage through DRW or TN 	
Definitions	<p>Accident: Death or serious injury to any person, loss of an aircraft, aircraft missing or inaccessible, severe structural damage.</p> <p>Incident: Safety has been compromised, some damage or injury (however minor), but did not prevent the outcome of the mission.</p> <p>Occurrence: Safety was not adversely affect safety at the time, but in other circumstances, could have affected safety of aircraft or personnel</p>	
Compiled by:	Ben Cousins	Date: 20 Aug 20XX
Authorised by:	Dalton Gooding CEO (Acting)	Date: 01 SEP 20XX

Risk Matrix

			Determine a credible consequence of contact with the hazard				Likelihood				
							A	B	C	D	E
							Remote	Unlikely	Possible	Likely	Almost certain
			WHS	Operational	Reputation	Financial	Unlikely, may occur in exceptional circumstances	Has not occurred yet but could	Has occurred here or elsewhere	Could occur in most circumstances	Is expected to occur in most circumstances
Consequences	5	Critical	Fatalities	Permanent impact on operations	Critical impact on business with negative media	Financial loss above \$5,000,000	H	H	E	E	E
	4	Major	Permanent disability injury and/or long term off work	Long term impact on all operations	Significant impact on business with natural media	Financial loss \$500,000 - \$5,000,000	M	H	H	E	E
	3	Moderate	Injury requiring medical treatment and rehabilitation	Short term impact on all operations	Moderate to small impact on business reputation	Financial loss \$100,000 - \$500,000	L	M	H	E	E
	2	Minor	Injury requiring medical treatment but no lost time	Impact on operations but no significant disruption	Some impact on business reputation	Financial loss \$50,000 - \$100,000	L	L	M	H	E
	1	Negligible	Minor injury - first aid treatment only	Negligible impact on operations	Minimal impact to reputation	Financial loss less than \$50,000	L	L	M	H	H

Risk Class, Action required and tolerance approval level

Class	Action required	Tolerance approval level	Action Timframe	Review timeframe
Extreme	Unacceptable risk. Cease operation	Nil. Contact and inform CEO and Safety Manager	Immediate	1 month
High	Improve or implement further controls to lower risk. If not possible, then the activity must cease	If operation is essential, specific approval of the CEO and accountable manager is required.	1 day	3 months
Moderate	Controls need further review. Consultation with supervisors and technical experts are required before continued operations.	Operations need to be captured in approved documentation and procedures	7 days	1 year
Low	Standard SOP activity	Normal operation unless there is a deviation or change from SOPs	1 month	2 years

Hazard Register

Hazard Register - Identify the Risk and Context <i>Hazard: Something that has the potential to cause harm</i>						
Risk Reference	Date	Hazard Identified	Context of the hazard and the potential outcome	Existing Controls	Does this hazard require analysis and evaluation?	Action Deadline
ENV-001	01 Oct XX	Thunderstorms	Lack of TAF and local Wx forecast leading to confrontation with TS	Pilot training and current experience	Yes	01 Nov XX
HF-001	01 Oct XX	Heat Stress	High temperatures when pilots are task focussed leading to inadvertent dehydration	Pilot training and current experience	Yes	01 Nov XX
HF-002	01 Oct XX	Fatigue management	Pilots flying at the edge of Fatigue management breaking limits	Current CAO 48.1 Appendix 4 limitations	Yes	01 Nov XX
OPS-001	01 Oct XX	Unsealed airstrip	Damage to aircraft due to FOD causing rescue mission	Nil	Yes	01 Nov XX
OPS-002	01 Oct XX	Unreliable perimeter fencing	Wildlife on the airstrip causing damage to the aircraft or preventing landing	Local awareness and maintenance	Yes	01 Nov XX

FIN-001	01 Oct XX	Credit timeline	Financial pressures on Remote communities causing delayed payment for services	Existing financial arrangements with similar remote communities providing a blueprint to copy	Yes	01 Nov XX
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Risk Analysis and Evaluation

Risk Analysis					Risk Evaluation		
Risk Reference	Dimension	Likelihood	Consequence	Risk Rating	ALARP	What is management tolerance to the risk rating?	Risk Priority
ENV-001	WHS	C	5	5C	No	Not Tolerable. Referred to the SAG for control measures	3
	Operation	C	5	5C			
	Reputational	-	-	-			
	Financial	-	-	-			
HF-001	WHS	D	3	3D	No	Not Tolerable. Referred to the SAG for control measures	1
	Operation	D	3	3D			
	Reputational	-	-	-			
	Financial	-	-	-			
HF-002	WHS	C	4	4C	No	Not Tolerable. Referred to the SAG for control measures	1
	Operation	C	4	4C			
	Reputational	-	-	-			
	Financial	-	-	-			
OPS-001	WHS	-	-	-	No	Not Tolerable. Referred to the SAG for control measures	2
	Operation	C	4	4C			
	Reputational	C	3	3C			
	Financial	C	2	2C			

	Risk Analysis				Risk Evaluation		
Risk Reference	Dimension	Likelihood	Consequence	Risk Rating	ALARP	What is management tolerance to the risk rating?	Risk Priority
OPS-002	WHS	-	-	-	No	Not Tolerable. Referred to the SAG for control measures	2
	Operation	C	4	4C			
	Reputational	C	3	3C			
	Financial	C	2	2C			
FIN-001	WHS	-	-	-	Yes	There is an element of unknown. Until operations commence it is unknown how this may impact safety. SRC consideration for impact and review	4
	Operation	-	-	-			
	Reputational	B	3	3B			
	Financial	C	3	3C			

Treatment Plan

Treatment Plan								
Priority	Risk Reference	Treatments / Controls / Mitigation	Dimension	Likelihood	Consequence	Risk Rating	ALARP	Risk Decision
1	HF-001	<ul style="list-style-type: none"> Stockpiles of water in aircraft and Kumbala Cockpit heat reflectors for each aircraft Urine colour charts in all toilets for dehydration Water consumption guide to be added to Ops manual 	WHS	C	3	3C	Yes	Acceptable - moderate to High
			Operation	B	3	3B		
			Reputational	-	-	-		
			Financial	-	-	-		
1	HF-002	<ul style="list-style-type: none"> Change start of duty times to 0700 from 0500 Reduce duty time not more than 10 hours for the day Not more than four days continuous roster Route specific fatigue reporting for one year 	WHS	B	3	3B	Yes	Acceptable - Moderate
			Operation	B	3	3B		
			Reputational	-	-	-		
			Financial	-	-	-		
2	OPS-001	<ul style="list-style-type: none"> Reduced breaking technique training for all pilots Use of lower RPM for all taxi operations Prop blending training for all pilots - files for each aircraft Regular grading of airstrip 	WHS	-	-	-	Yes	Acceptable - Moderate
			Operation	B	2	2B		
			Reputational	B	2	2B		
			Financial	B	2	2B		
2	OPS-002	<ul style="list-style-type: none"> Runway inspection prior to landing Local awareness campaign Semi-annual inspection local works depot to inspect monthly 	WHS	-	-	-	Yes	Acceptable - Moderate
			Operation	B	2	2B		
			Reputational	B	3	3B		
			Financial	B	2	2B		

Treatment Plan								
Priority	Risk Reference	Treatments / Controls / Mitigation	Dimension	Likelihood	Consequence	Risk Rating	ALARP	Risk Decision
3	ENV-001	<ul style="list-style-type: none"> TAFs for XXXX, YYYY and ZZZZ to be taken pre-flight Weather radar advise obtained by HF prior to TOD Log of local TS activity for 12 months No flight if greater than PROB 60 for TS 	WHS	B	4	5B	Yes	Acceptable - High
			Operation	B	4	5B		
			Reputational					
			Financial					
4	FIN-001	<ul style="list-style-type: none"> SLA to clearly reflect terms of payment and lines of credit Company liaison for local community to be established Transparent SLA with Government agencies Semi-annual review with all stakeholders 	WHS	Not Required			Yes	Acceptable - Low
			Operation					
			Reputational					
			Financial					

Treatment Plan Continued

Treatment Plan - Continued							
Reference	Resources Required and Action Plan	Responsible Person	Effect on Stakeholders	Timeline	How will this be monitored/evaluated?	Residual Risk?	Residual Risk Action
HF-001	<ul style="list-style-type: none"> Bottled water to be carried on each aircraft. This will be part of the pre-flight inspection. Pilots are to ensure they are fully hydrated prior to departure and endeavour to drink water enroute. There will be a stock of water kept at the Kambala and heat shields for each aircraft for use when parked and waiting 	SM CP	Annual crew water budget to be increased by \$2000.	Before commencement of route	SM to monitor fatigue reports and report each SRC	Operations at max AUW	CP/SM to monitor
HF-002	<ul style="list-style-type: none"> Both pilots and ops staff are to monitor crew duty hours. When a pilot receives their roster, it is to be cross checked to confirm within limits assuming maximum crew duty days. CP to be advised if Fatigue limits cannot be maintained. All pilots to complete mandatory fatigue reporting for this route UFN. 	SM CP	CP to consider route review if fatigue is shown to be impacting the operation.	Next roster issue (Oct 20XX)	CP to advise each SRC on effect of FM on operational tempo	Loss of missions	CP/SM to monitor

Treatment Plan - Continued							
Reference	Resources Required and Action Plan	Responsible Person	Effect on Stakeholders	Timeline	How will this be monitored/evaluated?	Residual Risk?	Residual Risk Action
OPS-001	<ul style="list-style-type: none"> Pilot training and route checking to include enhanced consideration for potential FOD and corrective actions. Prop blending training to be organised for all pilots. Liaison required with the local works depot to ensure regular grading of the airstrip and inspections and reporting on this required by all crew 	SM CP Trg Officer	Trg Officer to liaise with Chief Engineer regarding training content	01 Nov XX	Chief Engineer to report each SRC on Aircraft damage due FOD	Nil apparent	N/A
OPS-002	<ul style="list-style-type: none"> If runway wildlife clearance cannot be confirmed by ground agencies crew must perform an airstrip inspection for wildlife prior to final approach. Diversion will be required if the wildlife cannot be cleared. Training for local staff on airfield inspection. Liaison with local works depot for perimeter fence maintenance 	SM CP	Trg Officer to deploy to Kambala for 2-day training of local staff.	01 Nov XX	SM to monitor and report at SRC	Low flying for inspection	Runway inspection required on route check

Treatment Plan - Continued							
Reference	Resources Required and Action Plan	Responsible Person	Effect on Stakeholders	Timeline	How will this be monitored/evaluated?	Residual Risk?	Residual Risk Action
ENV-001	<ul style="list-style-type: none"> If the ARFOR has greater than PROB60 for TS the mission is to be delayed. If there are reports of any TS activity with 30nm of Kambala the mission is to be delayed. Crews are to check XXXX, YYYY and ZZZZ TAFs for TS activity prior to any departure. 	SM CP	CP to ensure Pilots check appropriate TAF's in wx briefing	01 Nov XX	SM and CP to monitor at SAG meeting	Nil apparent	N/A
FIN-001	<ul style="list-style-type: none"> Nil at this stage. To be reviewed by SRC 01 Aug 20X1 	CEO SM CFO	CFO to monitor and advise by next SRC	01 Aug XI	SRC meeting Sep 20X1	N/A	N/A

Risk Management Plan Effect

Element		How this Element Could be Affected by the RMP Outcome
1.1	Management Commitment and Responsibility	Safety KPIs to include remote airfield proficiency route checks
1.2	Safety Accountabilities	CP and SM to collate data of all Kambala airfield safety issues and reports. SRC to review outcomes after 12 months and indicate if training requirements to be updated
1.3	Appointment of Key Safety Personnel	Kim Perry (senior pilot) to mentor new aircrew in Kambala operations and provide quarterly report to SAG
1.4	Coordination of Emergency Response Planning	EPR to be updated to include Kambala operations
1.5	SMS Documentation	Kambala airfield to be included in remote community operations documentation
	SMS Implementation	Nil
	Contractor/Third Party Interfaces	SMS training required for Kambala local staff - particularly hazard and incident reports
3.1	Safety Performance Monitoring and Measurement	SM to monitor occurrence reports for operations into this airfield
3.2	The Management of Change	This RMP is to be documented with MoC for this activity

3.3	Continuous Improvement of the SMS	Operations into this airfield to be reviewed at SAG and SRC
	Internal Safety Investigations	As required
4.1	Training and Education	All crew to trained and specifically briefed in Kambala airfield safety issues
4.2	Safety Communication	Intranet page to be updated to contain a Kambala link page. SM to brief all pilots on any incidents and reports at next available morning brief.



APPENDIX C – Kambala Airfield Operation Safety Assurance Data

Hazard ID	Hazard	Risk Controls Action Plan Applied	Evidence for Review
HF-001	Heat stress	<ul style="list-style-type: none">• Bottled water to be carried on board.• Pilots to ensure they are hydrated before departure.• Bottled water stocks to be kept at Kambala.• Heat shields to be used during aircraft stops.	<ul style="list-style-type: none">• Bottled water was not available at Kambala on two occasions (Safety Reports 973 and 1024 refer). In both cases supplies were not restocked in time.• No adverse Fatigue Reports associated with dehydration were received during the period.
HF-002	Fatigue management	<ul style="list-style-type: none">• Pilots and Ops staff to monitor crew duty times.• Pilots to ensure rosters comply with Duty limits.• CP to be advised if fatigue limits cannot be maintained.• Mandatory fatigue reports required at duty completion.	<ul style="list-style-type: none">• Daily Fatigue Reports were filed for all Kambala flights.• No adverse fatigue reports associated with the operation were received during the period.• Ops staff report that no Duty limits were approached or exceeded during the period.
OPS-001	Unsealed strip	<ul style="list-style-type: none">• Pilot Training and Checking for FOD prevention.• Prop blending training for all pilots.• Liaison with Kambala re regular strip grading.• Inspections and reporting of strip quality required by crews.	<ul style="list-style-type: none">• No adverse reports received regarding propellor or other aircraft damage at Kambala during the period.• CP advises that all pilots have now received training on FOD prevention and prop blending, and are cleared to operate to Kambala.• Kambala Works Depot has instituted a strip grading program. This has been completed once and will continue at 90-day intervals UFN.
OPS-002	Unreliable perimeter fencing	<ul style="list-style-type: none">• Strip inspections required if no local inspection is confirmed.• Diversion required if wildlife unable to be cleared.• Inspection training required for local staff.• Liaison with Kambala required for perimeter fence maintenance.	<ul style="list-style-type: none">• Two reports cited Kangaroo activity in the vicinity of the Kambala perimeter fence, but no strip incursions were noted (Safety Reports 993 and 1031 refer). Note: Perimeter fence was not breached on either occasion.• Kambala Works Depot have instituted a weekly perimeter



			fence inspection program, with no issues noted to date.
ENV-001	Thunderstorms	<ul style="list-style-type: none"> • Delays required for greater than PROB40 TS on ARFOR. • Delays required for TS activity reported within 30nm of Kambala. • Crews to check nearest airport TAFS for TS activity prior to departure. 	<ul style="list-style-type: none"> • Ops staff advise that no ARFOR's had been reported with PROB40 TS or worse during the period and no weather delays had been incurred. • Four iterations of PROB30 TS were noted in the XXXX TAF and YYYY TAF during the period, but no evidence of TS activity has been noted by pilots during the Kambala operations.
FIN-001	Credit timeline	<ul style="list-style-type: none"> • Nil action. To be reviewed by SRC. 	<ul style="list-style-type: none"> • No issues with financial matters had been reported to the SAG over the last 3 months. All payments associated with Kambala operations have been received on time, to date.