Darling Downs Soaring Club Inc

SAFETY MANAGEMENT PLAN
15th February 2015
Version 1 Revision 1

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Document Information

Document control

This is version 1 of the **Darling Downs Soaring Club Safety Management Plan**.

Changes to this document, other than to the annexures, will only be made under authorisation of the GFA National Safety Officer. This document is authorised for release once all signatures have been obtained.

Revision History

Version No.	Date	Author/Originator	Description
1	26/01/14	Bob Flood	Initial DDSC Club Issue
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Distribution List

Copy No.	Holder
1	Jenny Thompson President (AM)
2	Leon Moran (CFI)
3	Bob Flood (CSO)
4	Gliding Federation of Australia National Office
Electronic	Master Copy: Drop Box DDSC Committee SMS Controlled Copy: www.ddsc.org.au – Members – Safety Centre

Note: A controlled copy of this document will be maintained on the club website, www.ddsc.org.au and may be downloaded from there by any person. All printed copies are uncontrolled.

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1. ABBREVIATIONS AND DEFINITIONS

1.1 Abbreviations

ALoS	Acceptable Level of Safety
AM	Accountable Manager. Club President
ATSB	Australian Transport Safety Bureau (Australia)
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulations
CAO	Civil Aviation Orders
CSO	Club Safety Officer
DDSC	Darling Downs Soaring Club Inc
ERP	Emergency Response Plan
GFA	Gliding Federation of Australia
IRM	Immediately Reportable Matter
MOSP	GFA Manual of Standard Procedures
RRM	Routine Reportable Matters
RSM	GFA Regional Safety Manager
SC	Safety Committee
SLA	Service Level Agreement
SME	Subject Matter Expert
SMP	Safety Management Plan
SMS	Safety Management System
SAI	Safety Assurance Indicator

1.2 Definitions

Hazard	a condition, event or circumstance that has the potential to cause harm to people or damage to aircraft, equipment or structures.
Risk	the potential outcome from the hazard and is usually defined in terms of the likelihood of the harm occurring and the severity if it does.
Third Parties	Other airfield users, maintenance organisations, and other parties we do business with.

2. INTRODUCTION

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

DDSC will consult the implementation guide and the audit guide for direction on implementation.

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

3. SAFETY POLICY AND OBJECTIVES

3.1 Management Commitment and Responsibilities

3.1.1 Safety Policy

Our commitment is to:

- develop and embed a safety culture in all our organisation's activities that recognises the importance and value of effective aviation safety management and acknowledges at all times that safety is paramount;

- clearly define for all members their accountabilities and responsibilities for the development and delivery of safety strategies and performance;

- minimise the risks associated with aircraft operations to a point to achieve an Acceptable Level of Safety (ALoS);

- ensure that externally supplied systems and services that impact upon the safety of our operations meet appropriate safety standards;

- actively develop and improve our safety processes;

- comply with legislative and regulatory requirements and standards;

- ensure that all members are provided with adequate and appropriate safety information and training, are competent in safety matters and are only allocated tasks commensurate with their skills;

- ensure that sufficient skilled and trained resources are available to implement safety strategy and policy;

- establish and measure our safety performance against realistic objectives and/or targets;

- achieve the highest levels of safety performance in all our organisation's activities;

- aim to continually improve our safety performance;

- conduct safety and management reviews and ensure that relevant action is taken; and

- ensure that the application of an effective safety management systems is integral to all our activities, with the objective of achieving the highest levels of safety standards and performance.

………………………………….…… Signature

Jenny Thompson Accountable Manager

& President

3.2 Safety Accountability and Responsibilities

3.2.1 President is the <u>Accountable Manager (AM)</u>

Name of the Accountable Manager: **Jenny Thompson**

The AM is the Club President and has overall responsibility for the performance and supervision of the DDSC Safety Management Plan and must (among other things):

- establish and promote the GFA safety management system required by the Deed of Agreement between the GFA and CASA, and legislation;

- have been appointed with responsibility and accountability for the club safety systems to ensure it is properly implemented and performing to requirements;

- have control of the financial and human resources required for the proper implementation of safety systems within the DDSC

- have an awareness of their roles and responsibilities in respect of the safety policy, safety standards and safety culture of the DDSC and

- ensure that an individual appointed to the position of Club Safety Officer is suitably qualified.

3.2.2 Club Safety Officer (CSO)

Name of the Club Safety Officer: **Bob Flood**

The CSO is elected at the Annual General Meeting and is a member of the Management committee. The CSO reports directly to the President/AM and must ensure that the President is kept properly informed on safety matters. The CSO is not the sole person responsible for safety; they are however responsible for the administration and facilitation of the safety management system.

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

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

- that processes needed for the safety management plan are established, implemented and maintained;

- that regular evaluation, reviews and fine tuning of the safety programme is conducted;

- safety advice to the committee, members and contractors is provided;

- safety awareness and a positive safety culture is promoted;

- liaison with CASA and the Australian Transport Safety Bureau (ATSB) on safety-related issues is undertaken as required;

- Liaison with the GFA Regional Safety Manager;

- valuable lessons learned with other operators are exchanged through safety reporting;

- incident and accident investigations are undertaken and reported;

- the immunity-based reporting system, which includes the ongoing identification and management of hazards, are managed;

- safety documentation is maintained;

- SMP induction and recurrent training are conducted and any ongoing safety training requirements are identified;

- oversight of the safety audit programmes

- liaison with RSO; and

- The Emergency Response Plan (ERP) is maintained.

- Liaise closely with the CFI in relation to safety matters.

3.2.3 Safety Committee (SC)

The SC will be chaired by the President and will include the CSO, the Chief Flying Instructor, and the Airworthiness Officer. Other members with particular expertise, experience or interest may also be included.

The role of the SC includes, but is not limited to:
- overseeing operational safety;

- managing hazard identification activities;

- implementing mitigation or corrective actions;

- making recommendations or decisions concerning safety policy and objectives;

- defining safety performance indicators and setting safety performance targets for the organisation;

- reviewing the safety performance and outcomes;

- managing safety training and promotion activities; and

- assessing the impact of safety on operational changes and activating hazard analysis process as appropriate.

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

3.2.4 Members

All Members:
- Must ensure that they comply with all DDSC safety policies, procedures and practices;

- Are responsible and accountable for monitoring the organisation for hazards and for reporting each identified hazard through the GFA reporting system; and

- Must report each new hazard they identify and any incident or accident that they are involved in, witness or become aware of.

3.3 Third Party Interface

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

Therefore, DDSC considers the third party's previous safety record and history of regulatory breaches prior to entering into any agreement. These factors will be considered with other criteria like price, quality, timely delivery, etc.

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

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

4. EMERGENCY RESPONSE PLAN

4.1 Preparedness

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

- Roles;
- Communication protocols;
- Equipment; and
- Contacts

4.2 Response

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

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

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

- Pie Cart
- Club Office and Computer Room

4.3 Review and Test of the Plan

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

5. DOCUMENTATION

All documentation relating to the SMP is referenced within this manual and will be reviewed and updated on a regular basis.

The DDSC Safety Management System documentation contains details of procedures for meeting the requirements of this Plan for individual areas of the club's operations both flying and ground operations.

Copies of this Safety Management Plan and the associated Safety Management System will be distributed and maintained by the CSO. Controlled copies will be maintained on the club website. Distribution will be made as per the Distribution List located at the start of this manual and a copy of the safety policy and safety system will be available in the Briefing Room and Pie Cart. Printed copies are uncontrolled.

6. SAFETY RISK MANAGEMENT

6.1 Overview

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

The DDSC will adopt the GFA Risk Management Process, which is found in the Safety area of the GFA Website. Refer to www.glidingaustralia.org - Safety- Risk Management Toolkit:

- GFA Risk Presentation

- GFA Risk Evaluation Tool

- GFA Risk Assessment Matrix

- GFA Risk Assessment Template

6.1.1 Hazard Identification Process

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

- brain-storming using experienced personnel;

- development of risk scenarios;

- trend analysis;

- feedback from training;

- safety surveys and operational oversight safety audits;

- monitoring of normal operations;

- investigations of accidents and serious incidents; and

- information exchange systems (GFA Safety Report, similar operators, regulators, etc).

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

- identify 'hot spots' that need particular attention;

- share information with other clubs; and

- when enough data is collected, conduct trend analysis which can provide the basis for improvement of hazard identification.

6.1.2 Risk Assessment

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

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

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

6.1.3   Risk Mitigation

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

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

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

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

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

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

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

6.1.4   Monitor and Review

DDSC understands that there is a need to monitor and review the effectiveness of all stages of the risk management process. During the risk assessment process, the assumptions, methods, data sources, analyses, results and reasons for decisions will be recorded by the CSO. This data will then be used to support the procedures and processes outlined in Section 7 Safety Assurance. This is important for continuous improvement and achievement of the safety objectives and targets.

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

6.1.5   Communicate and Consult

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

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

6.2 Reporting Systems

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

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

6.2.1 Just Culture

A Just Culture supports learning from accidents and incidents. Any event related to safety, especially human or organisational errors, must first be considered as a valuable opportunity to improve operations through experience feedback and lessons learnt.

Due to the relatively small size of the organisation, there is the likelihood that at times it may be difficult to ensure confidentiality. DDSC recognises that in order to maintain a reporting ethos, it will follow the principles of a "just culture", whereby people will be encouraged to provide essential safety-related information on the understanding that a line must be drawn between acceptable and unacceptable behaviour. Sanctions will only be applied when there is evidence of a conscious violation or intentional reckless or negligent behaviour.

6.2.2 Safety Reporting System

DDSC will ensure its members and those organisations that interface with it are encouraged to actively participate in the safety reporting system. Safety reports will be submitted using the GFA online SOAR system. New Hazards that are identified by members should also be reported using this system. Remember that a Hazard is a situation or activity that has a **potential** to cause loss, damage or injury.

Go to www.glidingaustralia.org then click on "SOAR Rpts", log in then click on "My SOAR Rpts"

Then select one of the three types of report:

- **Safety Management** is for non-flying safety matters only (e.g. non flying occurrences such as at club house, hangar, workshop ,airfield
- **Operations Occurrences** are for all matters associated with flying operations.
- **Airworthiness reports** are for airworthiness or maintenance difficulties or defects.

The club CFI or CSO will receive copies of these reports and will investigate and action as appropriate.

6.2.3 Statutory Reporting Requirements

DDSC will ensure its members comply with the statutory reporting requirements of the Transport Safety Investigation Act 2003 in relation to accidents and serious incidents that affect the safety of aircraft. For additional information and assistance refer to the GFA website. The current link is http://www.glidingaustralia.org/GFA-Ops/Safety/

6.3 Safety Surveys

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

Findings and observations will be reviewed and, and if relevant, passed on to the RSO for further actioning.

7. SAFETY ASSURANCE

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

7.1 Safety Performance Monitoring and Measuring

DDSC will monitor its safety performance by reviewing the following Safety Assurance Indicators (SAIs):

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

It is however understood that this data may be limited and therefore it will be important to collate and analyse individual events and reports from the GFA.

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

7.2 Internal Safety Investigation

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

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

A written record of all safety investigations will be kept in a CSO File in club office. Electronic copies will be stored in the club committee Dropbox, SMS file.

7.3 Safety Audit Process

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

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

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

7.4 Change Management

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

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

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

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

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

The CSO will keep a written record of all change management processes including the DDSC Risk Register and implementation plan.

7.5 Continuous Improvement of the Safety Plan

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

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

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

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

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

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

8. SAFETY PROMOTION

8.1 Safety Training and Education

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

The CSO or delegate will deliver the course and keep a record of the training using the DDSC Safety Management Training Record.

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

8.2 Safety Communication

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

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

At DDSC we understand that the President and CSO play a vital role in the creation of a positive safety culture and that their involvement and support of all aspects of Safety Promotion is essential.

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

9. APPENDICES AND REFERENCES

9.1 GFA Documents

GFA-SMS-001 GFA Safety Management System Manual

GFA-SMS-002 GFA Safety Policy

GFA-SMS-004 Emergency Response Plan Template

GFA-SMS-010 GFA Risk Evaluation Tool

GFA-SMS-011 Risk Profile Matrix

GFA-SMS-012 Risk Assessment Template

GFA-SMS-020 Third Party Review Form

GFA-SMS-021 Safety Report Form

GFA-SMS-022 Safety Committee Meeting Minutes Template

GFA-SMS-023 Safety Survey Form

GFA-SMS-024 Safety Occurrence Report Form

GFA-SMS-025 Safety Occurrence Followup Form

9.2 Club Documents

DDSC Safety Management System

DDSC Safety Objectives and Targets

DDSC Risk Register

DDSC Emergency Response Plan

DDSC Safety Management Training and Records:

- Safety Awareness Checklist - Visitors
- Visiting Pilots Sheet
- Safety Awareness Checklist - Contractors
- Safety Training Program - Members