

# Emergency Planning and Response



## Introduction

This document provides an introduction to Auckland Airport's planning for a range of different types of emergencies that could occur on our airport. It is not a complete guide, and the major elements that make up our emergency response planning system each have their own manuals, plans, structures, checklists, templates, technology solutions etc. which it is impossible to describe in detail here.

## Our approach to Emergency Response Planning (ERP)

Because of the diversity of our business activities and the scale of our airport precinct, our approach to ERP depends on the nature of the type(s) of emergency(ies) that we anticipate could feasibly occur here. For example, you would expect that there would be significant differences in our planning for how we will respond to:

- an aircraft emergency on the runway, such as a crash landing, or a serious excursion like an under-or over-shoot;
- a fire in an Auckland Airport business park premises where the lessor/ tenant has exclusive occupancy rights;
- an emergency at a different airport, which resulted in large numbers of aircraft being diverted to Auckland Airport;
- a fatal road accident near the airport, which meant there was only one way in and out of the Airport campus.

### **Auckland Airport is a “National Lifeline Utility”**

As the country's largest airport, and the main gateway for the movement of large volumes of people and goods to/ from Auckland and the upper north island, Auckland Airport is considered to be an owner and operator of nationally important infrastructure. As a result, we are considered to be a **National Lifeline Utility** under the Civil Defence Emergency Management (CDEM) Act 2002. We participate in the Auckland Lifelines Group and the Auckland South CDEM Group. Auckland Airport also has a working relationship with the National CDEM Group which is based in Wellington.

### **Emergency Planning Manager**

Auckland Airport employs a fulltime Emergency Planning Manager whose responsibilities include the documentation, planning and execution of emergency exercises, following up corrective actions arising from emergency exercises, as well as maintaining contingency plans to ensure Auckland Airport is meeting its legislative requirements under the Civil Aviation Act 1990 and the CDEM Act 2002.

### **Training for emergency response**

Airport staff trained to respond in an emergency include Airport Emergency Services, Airside Operations, Airside Safety officers, Landside Operations and Skygate Security.

Airline Station Managers, senior border agency managers and representatives of ground handlers as well as Auckland Airport Managers and senior staff are involved in the Crisis Management Teams and Business Recovery Teams (see below for more information on these Teams).

Training activities are undertaken separately by each emergency services organisation as required. However, organisations combine for certain activities such as opening the Emergency Operations Centre and carrying out the Reconciliation Process.

### **Agreements with other organisations**

Auckland Airport currently has verbal agreements with Fire and Emergency NZ and St. Johns for mutual aid and the provision of emergency services. For other emergency services, the agreements are encapsulated within their commitment to and endorsement of the processes contained in the Aerodrome Emergency Plan (AEP) (which sets out their obligations and role), through their membership of the JEOC, and through their obligations under the CDEM Act 2002.

Auckland Airport is working to formalise agreements with all relevant organisations in relation to provision of mutual aid and emergency services.

## **Airport Emergency Service (AES)**

Auckland Airport operates a 24/7 professional and highly trained airport emergency service, which is also the largest industrial fire brigade in New Zealand.

The principal purpose of AES is to save lives in the event of an aircraft accident or incident at or near Auckland Airport – on land or sea. AES provides rapid response capability for all aviation, marine, road and building emergencies, as well as medics trained and qualified to pre-hospital medical assessment and treatment standards. The AES is ready to respond to airport emergencies 24/7, and in particular to extinguish any fire that may occur:

- while an aircraft is landing, taking off, taxiing, manoeuvring or parked;
- immediately following an aircraft accident or incident;
- at any time during rescue operations;
- in any building on the airport campus.

AES works closely with the national emergency services (i.e. Fire and Emergency NZ, NZ Police, St. John Ambulance) in the performance of its functions.

## **Aerodrome Emergency Plan (AEP)**

### **What is the AEP?**

How Auckland Airport responds to emergencies is documented in detail in the Aerodrome Emergency Plan (AEP). The AEP covers a range of emergency scenarios, as required under Civil Aviation Rule Part 139 and the CDEM Act 2002. These scenarios include aircraft events, natural hazards and emergencies relating to core utilities (power, water, sewerage, communications, gas, fuel etc.).

The AEP provides vital “first response” information for emergency services as well as information for other important stakeholders (e.g. Aviation Security, the Auckland Airport Operations Centre, Skygate Security, airlines, government agencies etc.). It defines the roles, responsibilities, procedures, and actions assigned to each of these organisations in the event of an emergency.

### **JEOC**

Auckland Airport has established a Joint Emergency Operations Committee (JEOC) which is a forum that brings all the relevant internal departments, external agencies and stakeholders together to ensure we have a co-ordinated approach to emergency management. The JEOC meets monthly to discuss incidents and upcoming emergency exercises, review outcomes of previous emergency exercises, and agree any recommendations arising from emergency exercises or incidents and how they might be incorporated into the AEP. The JEOC has an annual work plan which covers the range of activities reviewed or overseen by this group.

## Availability of and control of the AEP

The AEP is available to all staff via the Auckland Airport's intranet as a PDF document. Hard copies are held at Auckland Airport's Emergency Operations Centre (EOC) as well as the back-up Emergency Operations Centre.

Approximately 90 other hard copies are held by stakeholders, e.g. other business units within the Airport, airlines, ground handlers and emergency services groups. The number fluctuates with changes to airlines, ground handlers and other stakeholders. The hard copies held by stakeholders are controlled documents and there is a defined circulation list. The pages are identified with their version number and date of issue.

Copies held within the Auckland Airport campus are manually updated by Auckland Airport staff when amendments occur so that they are accurate at all times. Obsolete pages are removed during this updating process. This updating is recorded on the master distribution list. This update process may also include an accuracy check of the entire hard copy document if there has been a significant time period between amendments. Stakeholders who are not based on the airport campus (e.g. St. John Ambulance) are responsible for updating any copies of the AEP that they hold.

## Emergency Operations Centre (EOC)

### What is the EOC?

The EOC is opened in the event of any emergency or incident that severely impacts, or has high potential to severely impact, flights into and out of Auckland Airport, and where multiple agency input and/ or action is required. Its purpose is to provide co-ordination and a central location for and system of communication between all the parties who may be involved in or affected by the emergency or incident.

EOC is only ever "open" or "closed". EOC has no "standby" state (unlike AES).

When open, the EOC's physical location is in a dedicated space in the Operations Centre of Auckland Airport. There is a second, fully resourced disaster recovery site at another location on the airport campus - in the event that the main Operations Centre has to be evacuated or cannot operate.

### Structure of the EOC

The structure of the EOC is based on Co-ordinated Incident Management System (CIMS) principles, with specific roles and functions assigned to each participant. Key roles such as Response Co-ordinator, Airport Agency Co-ordinator, EOC Co-ordinator are usually filled by senior Operations Centre staff, with other Auckland Airport and external agency personnel contributing in their specific area of expertise.

### Communication

When the EOC is opened an advisory text message is sent to all registered EOC participants (as well as certain other senior managers of Auckland Airport), and if necessary there is an initial conference call to share brief information points, so that all the agencies involved can form an initial understanding of the reason the EOC has opened, and the nature and scale of the emergency or incident.

During the incident or emergency, briefings are conducted at regular intervals to ensure all information is shared among all the participants and the organisations/ agencies they represent. Between briefings, the EOC participants undertake the actions that have assigned to them in their various roles.

A 'hot' debrief is held after every occurrence of EOC closing - to capture any top of mind learnings or actions that require fast follow up. A 'cold' debrief can be organised after the incident but should only be required if the incident is major.

## Crisis Management Response

An incident or emergency at Auckland Airport that has a significant impact on services, facilities and/or functions of the company as a whole could trigger activation of the Crisis Management Team (CMT), the Business Recovery Team (BRT) and later the Strategy Team (ST).

### Crisis Management Team

The Crisis Management Team (CMT) prioritises and directs the overall response to the crisis and therefore has the overall leadership role. The CMT directs and oversees the actions of the Business Recovery Team in order to recover business capability and capacity, whilst not undermining long term survivability. The CMT also liaises with the Strategy Team as required to preserve company value.

### Business Recovery Team

The Business Recovery Team (BRT) works under the direction of the CMT to execute work arounds and recovery solutions.

The BRT executes the actions directed by the CMT. The BRT works directly with Auckland Airport departments and external agencies to determine action plans and work arounds to recover business capability and capacity. Once these are approved by the CMT, the BRT manages these plans and workarounds.

The BRT is therefore highly action oriented with a short- to medium- term focus.

### Strategy Team

The Strategy Team preserves value by controlling the future direction of the company. The Strategy Team directs the CMT actions that may need to be taken in regards to the future direction of the company. This means taking a decisive role to ensure the company's value is not diminished (or destroyed) by the current crisis. The Strategy Team has a long-term focus.

### Ready Recovery Guide

The purpose, roles and functions of the CMT, BRT and ST, and the individual roles within each Team, are set out in the Ready Recovery Guide (RRG) and its supporting checklists, templates, technology solutions etc. A major business interruption could be caused by the following example incidents (not an exhaustive list):

- natural disasters (e.g. earthquake, storm, tsunami, flood, cyclone)
- accidental hazards (e.g. fire, gas leak, vehicle collision, aircraft accident)
- hostile acts (e.g. war, terrorism, sabotage, vandalism, hostage incident)
- wilful / malicious damage (e.g. security breach, theft, IT virus, media leak)
- system or equipment failure (e.g. IT or telecommunications infrastructure, radio communications, electronic security systems, electrical equipment)
- loss or destruction of vital records or information
- loss or lack of critical resources (e.g. power, water, buildings/facilities, supplies)
- loss or lack of critical support functions (e.g. payroll, finance, administration)
- loss or lack of key personnel
- loss or lack of stakeholder / agency functionality

## Emergency exercises

Auckland Airport conducts regular tests of its emergency response plans. There is a 3 year cycle of modular tests, commencing in the first year and concluding in a full scale aerodrome emergency exercise no more than 3 years after commencement. The emergency scenarios contained in the AEP are subject to periodic risk review which also provides guidance for conducting emergency exercises.

The Airport Emergency Planning and Business Continuity Manager (AEP Manager) prepares a programme of emergency exercises in conjunction with the JEOC. This is compiled as a 5 yearly plan to include external exercises run in conjunction with external agencies, including Civil Defence. This programme is reviewed and updated twice yearly. An annual report is also prepared and presented by the AEP Manager to JEOC on all exercises completed, outcomes of those exercises, any actions required (e.g. amendments to the AEP), or processes that need to be changed or updated.

At the conclusion of an exercise a debrief is held to discuss any immediate recommendations. This includes consideration of whether the AEP or any current contingency plans need reviewing. The AEP Manager prepares a report on the exercise and any learnings and also records any recommendations in the Risk Manager programme (the company's system for recording incidents and audits) to ensure actions are followed up. The report is provided to the JEOC committee and relevant business unit managers at Auckland Airport.

Emergency exercises are also conducted for the utility services Auckland Airport owns. A key purpose of these exercises is to test the security of supply as well as safety and resilience. These utilities include fuel, electricity, drinking water and gas. Auckland Airport also has contingency plans of these essential utility services. In addition, Auckland Airport works with external providers who have their own exercise requirements involving Auckland Airport utilities.

As a National Lifeline Utility, Auckland Airport participates in National Tier 4 emergency exercises and the Auckland Civil Defence exercise programme. Auckland Airport attends Auckland Lifeline and Auckland South CDEM emergency management meetings to assist with emergency projects, including those related to regional resilience.

## Support for staff involved in emergency response

Auckland Airport has a designated Welfare Officer role in its Crisis Management structure. In addition, a confidential professional counselling service (delivered by an external provider) is permanently in place. This service is available to all employees of Auckland Airport as well as their immediate family members. It is free, confidential and available 24/7. Details of the programme are communicated to new starters when they join the company and information is available on the company intranet. In the event of a critical incident additional resource is allocated to the Welfare Officer portfolio, and specialists in critical incident trauma counselling are retained to work with affected staff for as long as required.

Workers whose experience of an emergency response (e.g. first responders) has a significant impact on their ongoing ability or willingness to continue to do their job work with Welfare Officer and members of the People and Capability team to find suitable alternative duties and/ or roles within the company. Where a worker is incapacitated as a result of their role in a critical incident, a range of practical, financial and emotional support is readily available as part of the company's human resources management system.