



Airside Operational Plan

Aerodrome Safety Management System Manual

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A Purpose of this Document

This document outlines the structure and nature of safety management actions conducted by Heathrow Airport Limited (HAL) towards maintaining and improving safety in relation to aerodrome operations.

The ICAO requirement for member states to adopt a regulatory system for the Certification of Aerodromes used for international operations, is set out in the Standards and Recommended Practices (SARPs) contained in Annex 14 Volume I to the Convention on International Civil Aviation (The Chicago Convention of 1944)

Following the transition of EASA regulations into UK law, regulatory references are now in accordance with 'Regulation (EU) No 139/2014 as retained and amended in UK domestic law (UK Reg (EU) No 139/2014 (the UK Aerodromes Regulation)) under European Union (Withdrawal) Act 2018'. References to rules are currently contained in CAA 139/2014 Aerodromes AMC GM, CAA 139/2014 Aerodrome CS ADR GM and in CAA 139/2014 Aerodromes CS HPT GM.

In particular, Article ADR.OR.D.005 in Annex III, Section D, sets the requirement for certified aerodromes to operate a safety management system with regards to aerodrome safety and the scope of the CAA Certificate.

The detailed requirements for a safety management system for Aerodromes are then set-out in Annex III, Section D, ADR.OR.D.005 AMC 1 to AMC2, for acceptable means of compliance, and ADR.OR.D.005 GM 1 to GM 2 for guidance material.

This document describes how Heathrow Airport Limited meets the above requirements with regards to the aerodrome safety management system. This document builds up and supports the wider requirements of UK, CAA and ICAO regulations as set out in Heathrow's Aerodrome Manual¹.

B Structure of the Safety Management System

The structure of Heathrow's Aerodrome Safety Management System is based on Heathrow's Safety Management System Standard². This standard requires the Airside Safety Management System to follow 10 elements to describe how safety activities are planned, executed and reviewed.

These ten elements are included below.



1. Regulations and Guidance



2. Hazard and Risk Assessment



3. Procedures, instructions and controls



4. Policies, Organisation and Accountabilities



5. Communication and Involvement



6. Training and Competence



7. Emergencies and Business Continuity



8. Incident Reporting and Investigation



9. Performance and Governance



10. Improvement and Change Management

The safety management system has been set-up to provide a structure that is simple and easy to follow for all HAL employees and contractors contributing to aerodrome safety activities at Heathrow, while maintaining compliance with UK Reg (EU) No 139/2014 the UK Aerodromes Regulation requirements. The structure further assures alignment with an international recognised system known as ISO 45001.



Table 1 below highlights how the Aerodrome Safety Management System structure complies with UK regulation requirements, and aligns with Aerodrome Manual, ICAO requirements and ISO 45001 Health and safety management standard expectations. As the Aerodrome Manual refers to this SMS Manual in its entirety, certain sections are not directly included within the Aerodrome Manual itself.

Table 1 – Safety Management Systems alignment to regulatory and framework requirements				
Aerodrome Safety Management System	UK Reg (EU) No 139/2014 (the UK Aerodromes Regulation)	Aerodrome Manual Reference	ICAO SMM Elements	ISO 45001 Clauses
1- Regulations and Guidance	ADR.OR.D.005	A.1.2	1.1 (a)	4.1 4.2 4.3 5.1 5.2 7.5 7.5.1. 7.5.2. 7.5.3.
2- Hazard and Risk Assessment	ADR.OR.D.005		2.1 2.2	6.1 6.1.1 6.1.2. 6.1.3. 6.1.4. 8.1 8.1.1 8.1.2
3- Procedures, Instruction and Controls	ADR.OR.D.005		1.1(c), 1.3 1.5	8.1 8.1.3 8.1.4
4- Policies, Organisation and Accountabilities	ADR.OR.D.010 ADR.OR.D.015	B.2.1 B.2.2 B.2.2.8	1.1 1.2 1.3	6.2 6.2.1. 6.2.2. 5.1 5.2
5- Communications and Involvement	ADR.OR.D.005 ADR.OR.D.027		1.1(f) 1.2(d) 4.2	7.3 7.4 7.4.1. 7.4.2. 7.4.3.
6- Training and Competence	ADR.OR.D.017	B.4	4.1	7.2
7- Emergencies and Business Continuity	ADR.OPS.B.005	E.20	1.4	8.2
8- Incident Reporting and Investigation	ADR.OR.D.030	B.3	3.1	9.1 9.1.1 9.1.2



				10 10.1 10.2
9- Performance and Governance	ADR.OR.D.005		1.3 3.1	9.1 9.1.1 9.1.2 9.2 9.2.1 9.2.2. 9.3 10 10.1 10.2 10.3
10- Improvement and Change Management	ADR.OR.D.005		1.1(g) 3.2 3.3	8.1 8.1.3 8.1.4 10 10.1 10.2 10.3

Furthermore, Heathrow Airport has adopted Quality Management System principles with regards to the delivery of Aerodrome Safety Management, as outlined in ISO 9001:2015³. A description of how quality management system requirements are met through this plan are included in Appendix 1.



C Safety Management System Elements

C.1 Regulations and Guidance

The regulations and guidance related to aerodrome safety requirements are outlined in the Aerodrome Manual, Section A.1.2 which is expanded below:

The ICAO requirement for member states to adopt a regulatory system for the Certification (i.e. Licensing) of Aerodromes used for international operations is set out in the Standards and Recommended Practices (SARPs) contained in Annex 14 Volume I to the Convention on International Civil Aviation (The Chicago Convention of 1944). Submission of an Aerodrome Manual by the applicant, as part of the approval/acceptance process for the granting of an Aerodrome Certificate, is included as a Recommendation.

The United Kingdom Civil Aviation Act of 1982 (the Act) makes provision for an Air Navigation Order (the Order) or ANO, last amended by the Air Navigation (Amendment) Order 2017, which puts the provisions of the Chicago Convention and its Annexes into effect. The ANO is published in Civil Aviation Publication 393 'Air Navigation: The Order and the Regulations' (CAP 393).

Within the Air Navigation Order (ANO), article 207 sets out the requirement for flights operated for the purposes of commercial transport (as detailed in article 208) to use only aerodromes certificated for the take-off and landing of such aircraft.

The UK continues to have the same standards established under EU retained legislation and the certification responsibilities will remain with the CAA. Current certification will remain in place for an unlimited duration, unless it is surrendered or revoked. ADR.OR.B.005 requires an applicable certificate to be issued by the Competent Authority (the UK Civil Aviation Authority) in order to operate an aerodrome for commercial transport.

UK Reg (EU) No 139/2014 the UK Aerodromes Regulation sets out the implementing rules and administrative procedures related to aerodromes as required by EC216/2008 ADR.OR.B.015 requires an applicable certificate to be issued by the Competent Authority (the UK Civil Aviation Authority) in order to operate an aerodrome for commercial transport.

In the UK, the CAA issues alternative guidance material with regards to Management, Operations and Maintenance through its Civil Aviation Publication (CAP) 1168, Guidance Material for Organisations, Operations and Design Requirements for Aerodromes⁴. This CAP then provides further links to other existing CAPs relating to specific aeronautical activities, such as Wildlife Hazard Management at Aerodromes (CAP 772) or Requirement for an Airside Driving Permit (ADP) Scheme (CAP 790).

Furthermore, the reporting of occurrences in aviation is outlined in Regulation UK Reg (EU) 376/2014 (the UK Mandatory Occurrence Reporting Regulation).

The structure of the regulatory framework applicable to Heathrow in relation to aerodrome safety, alongside regulatory guidance material, is included in Appendix 2.



C.2 Hazard and Risk Assessment

Heathrow sets its approach to hazard and risk management in its Occupational Safety Risk Standard⁵. As a result of this policy, Heathrow maintains at all times an up-to-date Business Risk Register which identifies and quantifies risk that can potentially affect the Heathrow operation, and in particular aerodrome safety. Aircraft operations risks are managed by Airside Operations, through the Aviation Risk Register. Airfield asset risks are captured within the Engineering Risk Register.

Further to its corporate Risk Register, Heathrow manages Aerodrome Safety risks according to its procedure Airside_ASSMS_ASOP_001_Aerodrome Safety Hazard and Risk Management⁶. This procedure outlines how aerodrome safety hazards are managed with regards to:

- Hazard identification
- Risk assessment, and,
- Risk Management

The procedure outlines a specific risk scheme tailored to identify, assess and manage aerodrome safety risks which is based on the guidance provided through Civil Aviation Publication 760, Guidance on the Conduct of Hazard Identification, Risk Assessment and the Production of Safety Cases⁷.

C.3 Procedures, Instructions and Controls

C.3.1 Documentation structure and management

Heathrow airport structures its aerodrome safety documentation on four levels, from Policy documentation to local procedures and notices. These levels are described below:

Policy:

The Aerodrome Manual and Aerodrome Statement of Compliance (as published within Section A of the Aerodrome Manual) sets the framework against which Heathrow plans, executes, checks and reviews its aerodrome safety objectives.

Standards:

Documents in the standards section set the direction that Heathrow adopts in terms of specific safety management and technical or compliance areas. This section includes the following documents:

- Airside Standards: range of documents setting the standards that Heathrow sets itself against regulatory requirements and guidance material
 - o Standard 002 – Learning & Development
 - o Standard 003 – FOD Radar
 - o Standard 004 – Aeronautical Information
 - o Standard 005 – Control of Airside Works
 - o Standard 006 – Third Party Auditing
 - o Standard 007 – Wildlife Hazard Management
 - o Standard 008 – Airfield Inspections
 - o Standard 009 – Afd Stands Floodlighting Illum. Checks
 - o Standards 010 – Driving, Roads, Vehicles & Equipment
 - o Standard 011 – Runway Incursion Prevention
 - o Standard 012 – Aircraft Turnround Checks



- Standard 013 – Emergency Planning
- Standard 014 – Adverse Weather
- Standard 015 – Aerodrome Safeguarding
- Standard 016 – Compliance with Safety Directives
- Standard 017 – Airfield Asset Planning Standard (Sets the asset (Certification Basis) standards against which Heathrow aerodrome assets are inspected, maintained and designed)
- Standard 018 – Airside Safety Committees

General Airside Procedures and Plans:

Documents in this section describe how the Policy and Standards are implemented across the aerodrome operation. This section includes the following documents:

- Airside Plans: these documents describe, where individual procedures are not sufficient, how policy and standards against a specific aerodrome safety objective (which is referred to as a theme) are met, and how operational procedures complement each other towards achieving such objectives.
 - Plan 001 – SMS Plan
 - Plan 002 – Learning and Development
 - Plan 003 – Snow Plan
 - Plan 006 – Emergency Planning
 - Plan 009 – Wildlife Hazard Management
 - Plan 010 – Aerodrome Safeguarding Manual
 - Plan 011 – Airfield Contingency Parking
- Airside Standard Operating Procedures (ASOP): These documents outline the activities required, across the Heathrow Airside organisation, to achieve a specific task. The procedures are aligned with safety objectives (themes) and are aligned to the relevant Airside Standards, and if applicable, Airside Plans. Temporary changes to procedures are issued as a Temporary Operating Instruction.
 - ASOP 001 – Aerodrome Safety Hazard and Risk Management
 - ASOP 002 – Management of Change
 - ASOP 003 – Documents and Record Management
 - ASOP 004 – AIP Amendment Process
 - ASOP 005 – Mandatory Occurrence Reporting
 - ASOP 006 – OSI/OAN Publication
 - ASOP 007 – Airside Space Allocation Request
 - ASOP 011 – Night Runway Closure
 - ASOP 012 – Safety Investigation
 - ASOP 013 – Contracted Activities
 - ASOP 014 – Compliance Monitoring
 - ASOP 015 – Monthly ASPD and Slide Packs Production
 - ASOP 016 – SMS Assurance Activities
 - ASOP 017 – Findings and Corrective Actions
 - ASOP 018 – Aerodrome Manual Updates



- ASOP 019 – Closure of Stands for Works
 - ASOP 020 – Management of Dispensations
 - ASOP 022 – Assurance for New Aircraft and New Entrants on Stand
- Operational Safety Instructions (OSI): These documents outline the requirements on all aerodrome operators towards meeting a safety objective (theme). The OSIs may include detailed steps and approach as required, and are aligned to the relevant Airside Standards and Airside Plans if applicable. Temporary changes to OSIs are issued as an Operational Advice Notice (OAN).

Airside Local Operational Procedures:

Documents at this level include the detailed procedures that each Airside department follows and that are required to achieve the plan and general procedures outlined in the section above. Documents in this section are referred to as Airside Local Operating Procedures (ALOP) and temporary changes are captured through Temporary Operating Instructions.

The high-level structure described above, as well as the requirements associated with the creation, approval, issue, retention and destruction of documents is outlined in the Document and Records Management Procedure⁸.

C.3.2 Record Management

In line with UK regulatory requirements, Heathrow maintains operational and management records of aerodrome safety related activities for a period of 7 years.

Such records include, but are not limited to:

- Operational Logs and Notes
- Safety Performance information
- Safety Incidents and Investigations
- Aerodrome Safety Governance meeting notes and minutes
- Personnel training records
- Aerodrome Data and Surveys
- Change Management records
- Development assurance and control of works records
- Previous versions of aerodrome documents and procedures

The approach followed towards the creation, management, storage and destruction of records is described in the Airside_QMS_ASOP_003_Document and Records Management Procedure.

Heathrow utilises SharePoint as the primary repository for Documents and Records Management. In addition, there are specific systems used for elements of Safety Processes within the Aerodrome and these are detailed in Table 2.

Heathrow requires the systems to be cloud based, with back-ups within 24 hours of any new entry in a location different from that containing the working data, in an environment that it remains in good condition. All patches and software upgrades are to be tested and controlled via the Heathrow IT Framework, with all data being backed up and remaining accessible for the full retention period.

Where records are subject to data protection legislation, the data will be reviewed and stored in line with the Heathrow Data Protection policy.



Table 2 – List of Document and Records Repositories	
System Name	Use of System
ADB	Primary repository for Aircraft Movement data.
AIR	Repository for recording details of Airside Safety Incidents.
AirDAT	Repository for A, M & R driving licence records, Passenger Boarding Bridges (PBB) records and also Competency Assessments.
Airport Gateway	Primary repository for details of Airside Passes and Airside Vehicle permits.
AirsWeb	Repository for recording details of Safety Incidents.
ALFRED	System used to create maintenance requests via the Engineering database (Maximo).
Auto CAD	System used to create drawings of the airfield.
CMO	Primary repository for management Airside Works Permits and Crane Permits
Cornerstone	Old system used for Learning records Airside and currently the primary repository of Learning Records for the rest of HAL.
DORIS	Primary repository for details of Incident Response by Airport Operations.
GDMS Online	Used for safeguarding and holds details of Obstacles on and around the Aerodrome
KESTREL	System used to report and record wildlife strikes, observations, and actions taken.
Maximo	Primary repository for Asset Management and fault reporting, and for scheduling preventative maintenance and airfield inspection activities in accordance with our three-tier inspection regime
OMRA	Old Repository for recording details of Safety Incidents.
RedKite	Repository for storage of Fire Service training records
Shared Drive	Old repository for records, data being migrated to SharePoint.
SharePoint	Primary repository for Aerodrome Safety Management Records.
Trax IFP Assessment Tool	System used to assess IFP safeguarding restrictions on and off the airfield.



C.4 Policies, Organisation and Accountabilities

C.4.1 Policies

The Aerodrome Manual sets the policies and refers to a set of standards that Heathrow Airport Ltd follows with regards to Aerodrome Safety. Furthermore, the Aerodrome Safety policy statement states:

“Keeping Everyone Safe” is one of Heathrow’s core values. Our aim is to ensure that everyone goes home or gets to their destination safe and well every day. Our commitments to the Health, Safety and Wellbeing of our colleagues are published in our ‘Team Heathrow’ Policy Statement, whereas this policy covers our commitment to Aviation Safety.

To prevent aviation accidents and incidents Heathrow will maintain an active Aerodrome Safety Management System.

Our overall safety objective is the proactive management of identifiable hazards and their associated risks with the intent to eliminate their potential for affecting aviation safety. To that end, we will continuously examine our operation for these hazards and find ways to minimize them. Heathrow supports the open sharing of information on all safety issues and encourages all employees and third-party colleagues to report errors, safety hazards or concerns. We will encourage incident reporting, train colleagues on safety management, document our findings and mitigation actions and strive for continuous improvement.

Ultimate responsibility for aviation safety rests with the Accountable Manager (Chief Operating Officer). Responsibility for making our operations safer for everyone lies with each one of us – from senior managers to front-line colleagues.

Therefore, our commitment is to:

- a) Operate and continually develop an effective Aerodrome Safety Management System to provide a systematic foundation for safety in all our airfield activities.
- b) Ensure that aerodrome safety is suitably prioritised when considered relative to commercial, operational, and environmental conflicts.
- c) Comply with UK and CAA regulatory requirements.
- d) Clearly define for all our colleagues their responsibilities for the delivery of airfield safety performance.
- e) Ensure that all our colleagues are provided with adequate and appropriate training, are competent in safety matters, and are only allocated tasks commensurate with their skills.
- f) Ensure that sufficient resources are available to implement our safety policies and activities.
- g) Demonstrate and provide leadership across third parties operating on airfield to minimise the risks associated with aerodrome operations.
- h) Operate a safety risk management process to ensure that Operations safety risks are reduced to be As Low as Reasonably Practicable (ALARP).
- i) Audit, record, and review our safety performance against realistic objectives and/or targets, take appropriate action when required.
- j) Ensure that appropriate safety information is provided to all airfield users and employees, and that people are aware of risks and relevant safety control measures.
- k) Promote a ‘Just’ safety culture which creates an environment that allows all Airside colleagues to report all incidents and safety concerns without the threat of censure.



Javier Echave

Chief Operating Officer
Accountable Manager
Heathrow Airport Limited.



C.4.2 Organisation

The Aerodrome Manual describes the organisation structures within Heathrow that deliver the aerodrome's safety accountabilities and safety management activities, as well as the key individuals accountable for aerodrome safety. This is included in Section B.2 of the manual.

C.4.3 Accountabilities

The Aerodrome Manual includes in Section B.2 the general accountabilities of key roles and named individuals accountable for Aerodrome Safety at Heathrow. Further to the information included in the aerodrome manual, Table 3 highlights the key safety accountabilities of named Aerodrome Safety personnel.

Table 3 - Key Safety Accountabilities – Named Individuals			
Role	Name and Title	Key Safety Accountabilities	IR / AMC / UK Legislation
Accountable Manager	Javier Echave Espot, Chief Operating Officer	- Ensures that all necessary resources are available to operate the aerodrome in accordance with the applicable requirements and the aerodrome manual; - Ensures that if there is a reduction in the level of resources or abnormal circumstances which may affect safety, the required reduction in the level of operations at the aerodrome is implemented; - Establishes, implement, and promotes the safety policy; and - Ensures compliance with relevant applicable requirements, certification basis, and the organisation's safety management system, as well as its quality management system with regard to aeronautical data and aeronautical information provision activities.	ADR.OR.D.015 AMC1 ADR.OR.D.015 (a) (a)
Accountable Manager - Delegate	Dale Reeson, Director of Airside and Airspace Operations	Has delegated accountability from the Accountable Manager with regards to: - Airside Operations – including airside management, airfield operations, and airport fire service and rescue - Aerodrome Safety Management - Provision of aeronautical data and aeronautical information - Compliance Monitoring - Operational Safety Improvement	ADR.OR.D.015 AMC1 ADR.OR.D.015 (a) (b)



		Delegates further to: - Head of Airside Operations: Trevor Waldock - Head of AFRS: Dave Bartlett - Head of Operational Safety Improvement: Sharon Smith	
Accountable Manager – Delegate Maintenance Manager	Gavin Payne, Director of Engineering & Baggage	Has delegated accountability from the Accountable Manager with regards to: • Airfield Engineering – aerodrome maintenance Delegates further to: - Head of Engineering for Airfield and Civils: Richard Smith	ADR.OR.D.015 AMC1 ADR.OR.D.015 (a) (b)
Accountable Manager - Delegate	Amanda Owen, Head of Safety Health Wellbeing Director	Has delegated accountability from the Chief People Officer who is accountable for Occupational Health and Safety with regards to: • Provision of workplace Health & Safety expertise • Provision of strategic leadership for business units	ADR.OR.D.005 (b) (1) ADR.OR.E.005 (b) Health and Safety at Work Act 1974
Safety Manager	Sharon Smith, Head of Operational Safety Improvement	Safety Office including: • Facilitates hazard identification, risk analysis, and management; • Monitors the implementation and functioning of the safety management system, including the necessary safety actions; • Oversees the safety reporting system of the aerodrome; • Provides periodic reports on safety performance; • Ensures maintenance of safety management documentation; • Ensures that there is safety management training available, and that it meets acceptable standards; • Provides advice on safety matters; Compliance Monitoring Manager including:	ADR.OR.D.015 AMC1 ADR.OR.D.015 (c) ADR.OR.D.005 AMC1 AD.OR.D.005(b)(1)



		Establishes and maintains a schedule of compliance monitoring encompassing all aerodrome safety activities	
Manager of Operational Services	Trevor Waldock, Head of Airside Operations	- Manages delivery of Operational Services including: - Inspection of Movement Area - Wildlife Hazard Management - Operation of Vehicles Airside - Manage the Airfield Winter Operations response - Safeguard the Airfield in the Low Visibility Operations - Manage Aerodrome Works safety. - Provides advice on safety matters; - Manages delivery of on aerodrome development including: - Airside works approvals - Safeguarding - Crane and drone permits - Process & procedures	ADR.OR.D.015 AMC1 ADR.OR.D.015 (b)
Manager of Operational Services	Dave Bartlett, Head of AFRS	- Manages delivery of Operational Services specifically: - Airport Fire and Rescue Service - Aerodrome Emergency Plan	ADR.OR.D.015 AMC1 ADR.OR.D.015 (b)
Manager of Operational Services	Kevin Bland, Head of Airport Operations (interim)	- Manages delivery of Operational Services specifically: - Airport Operations - Aircraft Operations - Noise and track keeping	
Manager of Operational Safety Improvements	Sharon Smith, Head of Operational Safety Improvement	- Manages delivery of Safety Investigations, specifically; - Initiates and participate in internal occurrence/accident investigations	



Over and above the accountabilities highlighted in Table 3, Appendix 3 sets the alignment of Regulation CAA No. 139/2014 as retained (and amended in UK domestic law) under the European Union (Withdrawal) Act 2018 UK Acceptable Means of Compliance & Guidance Material requirements against Heathrow's Aerodrome Safety roles and organisation. This is set in Tables A.2.1 to A.2.6 as follows:

- Table A.2.1 - Safety Accountabilities – Additional Aerodrome Operator Accountabilities (Annex III, ADR.OR Subpart C)
- Table A.2.2 - Safety Accountabilities – Management (Annex III, ADR.OR Subpart D)
- Table A.2.3 – Safety Accountabilities – Aerodrome Manual and Documentation (Annex III, ADR.OR Subpart E)
- Table A.2.4 - Safety Accountabilities – Aerodrome Data (Annex III, ADR.OPS Subpart A)
- Table A.2.5 - Safety Accountabilities – Aerodrome Operational Services, Equipment and Installations (Annex IV, ADR.OPS Subpart B)
- Table A.2.6 - Safety Accountabilities – Aerodrome Maintenance (Annex IV, ADR.OPS Subpart C)



C.4.4 Contracted Activities

A number of Aerodrome Safety activities are sub-contracted to other organisations. When contracting activities, Heathrow Airport Ltd ensures that:

- A written agreement exists between Heathrow Airport Ltd and contracted organisation, defining the activities and requirements
- Contracted activities are included in the compliance monitoring programmes
- The contracted organisation has sufficient and competent personnel to undertake the required activities. A prior audit may be required when engaging new organisations.

Table 4 below lists the activities sub-contracted by Heathrow Airport Ltd that support aerodrome safety.

Table 4 – List of Contracted Activities		
Activity	Contactor	Responsible Manager
Air Traffic Services	NATS	Head of Airport Operations
Wildlife Management Support and Auditing	Birdstrike Management Ltd	Head of Airside Operations
Aerodrome Surveys	SLC Associates	Head of Airside Operations
Aerodrome Maintenance – Pavements, paint markings, drainage	M Group Limited	Head of Engineering Airside & Infrastructure
Aerodrome Pavement Structural Surveys	Jacobs	Head of Engineering Airside & Infrastructure
Aerodrome Maintenance – Grass Areas	Glendale	Head of Engineering Airside & Infrastructure Head of Airside Operations
Aerodrome Maintenance - AGL support	ATG	Head of Engineering Airside & Infrastructure
Winter Operations Support	M Group Limited	Head of Airside Operations
Flight Checks	Flight Calibration Services Ltd	Head of Airside Operations
Airport Fire Service Contingency Provision	Contractor details available upon request from Head of AFRS	Head of AFRS
Instrument Flight Procedures Design and Maintenance	Trax International	Head of Airport Operations
Aerodrome Safeguarding	Cyrrus Ltd/ASL Ltd	Head of Airside Operations



C.5 Communications and Involvement

C.5.1 Aerodrome Safety Communications

Aerodrome Safety events and performance are communicated on a regular basis through a structured series of reports and dashboards. These are listed below:

Weekly reports:

A Weekly Report is shared with the Airside Operations Leadership Team summarising all reported incidents, and also provides an update on ongoing Significant Incident Investigations.

A weekly safety report is also issued every week from the ANSP which collates all reported occurrences and observations from the previous week as captured by the ANSP. This report includes, but not limited to, air traffic operations safety and aircraft incident.

An Aerodrome Safety Summary Weekly Report is distributed to Team Heathrow which collates a selection of reported Occurrences and Observations from the previous week. The report includes any report relating to aerodrome safety, bird strikes or aircraft incidents, and also includes reference to any trends, raises awareness of any recent safety alerts or safety campaigns and directs airside users to additional resources online. Safety guidance is also provided on any seasonal safety issues. Safety alerts are produced and issued following significant incidents, high-potential safety incidents or where a trend has been observed that requires intervention. Safety Alerts may also be issued proactively, where there is the potential for a safety incident to occur and a Safety Alert is deemed to be the most appropriate method of safety communication. Monthly Safety Six events are also held across the airfield to engage with the community, discuss any safety events, and raise awareness of best safety practice.

Monthly Reports and Dashboards:

Aerodrome safety performance monthly reports are produced and issued to aerodrome safety managers, and reviewed at aerodrome safety governance meetings. These reports are supported by monthly dashboards highlighting safety performance over time and against safety targets – such dashboards include Runway Safety, Manoeuvring Area Safety, Air Safety, Wildlife Management or Airfield Inspection Performance. Performance dashboards are reviewed at aerodrome safety performance meetings and are published on internal SharePoint sites.

In addition to the above regular reports, significant events, key learnings or safety campaigns are included in Safety Alerts and issued to all aerodrome safety personnel.

C.5.2 Involvement in Aerodrome Safety

Heathrow Airport Ltd actively encourages engagement in aerodrome safety activities and initiatives on a formal and informal basis. Such activities include:

- 5-monthly Runway walks: full length walk of both runways at night to identify surface and lighting hazards or irregularities as per our Level 3 management audit
- Airside Operations Level 3 management audits: inspection regime to assess and report on the condition of the aerodrome and check the effectiveness of the level one and two inspections. This is carried out across the whole aerodrome on a bi-weekly schedule.
- Airport Safety Week: aligned to AirportsUK, the safety week is an opportunity to engage and enhance collaboration and involvement of airport personnel in aerodrome safety. Heathrow Airport hosts an additional Safety Week during the Winter season.
- Senior Team Heathrow Meeting to discuss Airside Safety: held bi monthly with senior leaders across aerodrome, airline and Ground Handling service partner community with the purpose to share, discuss and identify actions to improve the safety culture across the airfield. The focus is on both measurable and observational safety performance, providing open forum to identify improvement actions for implementation.



- Below Wing AUC: Promote structured and regular collaboration between HAL and the Below Wing Airport Community to drive a resilient, cohesive and continuously improving Baggage, Ramp, Aerodrome and Cargo experience.
- Runway Taxiway Safety Team: Heathrow maintains an open-door policy for the RTST with regards to airline or ground handler attendance.
- Ramp Working Group: bi-monthly safety and operational performance related meeting with all relevant parties to inform, consult and engage on all aspect of Ramp Safety including driver and operational behaviours with involvement from the community. The Group also takes its steer from individual organisations' Safety Strategies and from new regulatory and industry initiatives to ensure alignment across the departments / businesses. The group also takes inputs from a variety of performance areas to ensure that the operation continues to drive performance metrics.
- Ramp Safety Walks: weekly apron walks with the Airside Ground Handling team and ramp users focusing on identification and removal of Foreign Object Debris and aerodrome safety hazards

Further to the above, Heathrow encourages individuals' engagement in Aerodrome Safety through its incident reporting and investigation procedures, as highlighted in Section C.8. This is achieved through the application of Just Culture principles with regards to investigations and a commitment to feedback the outcome of any reviews to the originator of the report, where applicable.

C.6 Training and Competence

Heathrow Airport has established a framework for training and competence that fully meets the requirements of (EU) No 139/2014 as retained and amended in UK domestic law (UK Reg (EU) No 139/2014 (the UK Aerodromes Regulation) and associated CAA 139/2014 Aerodromes AMC GM. All training is delivered via the Learning team with competency conducted within the Airside Operations business unit and leadership team. The framework is managed and assured by the Airside Operations Leadership team, and is achieved through the following sections.

C.6.1 Airside Operations Training – HAL Personnel

Operations and Management training of HAL Airside Operations personnel is achieved through the following structure:

Airside Operations Learning and Development Airside Standard

The Airside Operations Learning Standard⁹ document sets the Heathrow policy with regards to Aerodrome Safety training and competence. In particular, it requires Airside Operations to set-up and manage a competency framework and training programme for all of its operational and management colleagues that meets or exceeds CAA requirements. Requirements are set, inter alia, for training and assessment to be completed by qualified personnel, for Safety Management System Training to be provided to all colleagues and for employee training and competence records to be kept centrally and updated regularly.

Airside Operations Learning Plan:

The Airside Operations Training Plan¹⁰ describes how Airside Operations achieves its objectives in terms of Training and Competence and is created as a result of the above standard. In particular, it manages the administration and update of the Airside Operations Competency Framework, the Airside Operations Training Database and the Training Material in use for the purpose of establishing and maintaining adequate levels of competence. The Airside Learning Library (ALL), located within the Airside Training SharePoint page, is a comprehensive resource that outlines both the context and content for each competency in the Airside Operations Training Matrix. The ALL serves as a reference for all Airside colleagues and forms the foundation for all training materials aimed at establishing and maintaining technical competence.

Airside Operations Competency Framework and Competency Matrix

The Airside Operations competency framework is a range of documents which break down the competency requirements of each front line role. There are c.25 modules, which set out what front line colleagues must be able to demonstrate, and what they must know and understand. The modules are linked to core practical activities carried out by front line personnel. A competency matrix is also under development for all support roles.



C.6.2 Airport Fire Rescue Service

Heathrow AFRS provide training in accordance with HAL standards and guidance document CAP 699. This combines AFRS requirements as well as Airside Driver Training (as per section below). The framework and requirements for AFRS training is detailed in AFRS Operational Manuals; Reference Documents and Volume 1 Administration, Chapters 4 and 16, as follows:

- V1 Ch4 – Section 4.1: AFS Training
- V1 Ch4 – Section 4.2: AFS Local Training
- Reference Documents - Training Needs Analysis
- V1 Ch4 – Section 4.5: Airport Fire & Rescue Service Training & Assessment Policy
- V1 Ch4 – Section 4.6: Firefighter, Crew Commander, Supervisor Training & Assessment Framework
- V1 Ch16 – Section 16.1: Category 10 TRA

Airport Fire Service personnel are included in Safety Management System training as per Section C.6.1

C.6.3 HAL Maintenance - Airside Engineering Training

Airside Engineering is outside the scope of the Airside Operations Training Matrix, and its competence is managed by the Engineering Training and Competency team making use of the Engineering Academy (part of the Learning team) to provide the training. The Engineering Academy provides specialist training opportunities for the Airside Engineering Team including AGL and other asset specific training. Airside Engineering personnel are included in Safety Management System training as per Section C.6.1. Further details can be obtained from the Head of Engineering for Airfield & Civils.

C.6.4 Airside Driver Training

Heathrow airport sets standards and requirements for an Airside Driving Permit based on CAP 790 requirements, through its Airside Standard – Airside Driver Training (ADP) Schemes¹¹. The ADP scheme at Heathrow is based on an A Permit, for Aprons and Roads, M Permit for manoeuvring area use excluding runway access, and an R permit for runway access. In addition, Heathrow Airport has instigated specialist Airside Driving Permits for the use of pushback only, P Permit.

The scheme sets the requirements for training, assessment and issuing of permits, as well as incorporating regular audits and checks of third parties carrying out driver training and assessment. Further details can be obtained from the ASDRVE_OSI_006 Airside Driver Training and the Airside Driver Permit.

C.6.5 3rd Party Training

The responsibility for adequate training of 3rd party airfield personnel is set on each organisation as follows:

- OSI ASGrOps_OSI_041: Sets the requirement for minimum airside safety induction training
- Ground Operation Licence: Section 9 (Licensee Personnel) sets the requirement for each organisation to have sufficient trained, competent and qualified personnel to undertake the activities covered under their licence.
- Airside Operations Licence: Section 8 (Licensee Personnel) sets the requirement for each organisation to have sufficient trained, competent and qualified personnel to undertake the activities covered under their licence.
- Airside Driver Training: All airside drivers are trained and assessed against the requirements of the scheme.

In addition to the above, contracted organisations to HAL are also set training and competence requirements under their individual contracts.



C.7 Emergencies and Business Continuity

C.7.1 Emergency Planning

Heathrow Airport meets the Emergency Planning requirements of CAA 139/2014 through Emergency Orders, emergency orders modular testing regime and emergency exercise. The management of the Emergency Orders and associated testing is completed through the Senior Operational Resilience Manager and the Assistant Chief Fire Officer within the AFRS team. Details of how Heathrow completes its emergency planning are set in the Aerodrome Manual, Section E.19.

C.7.2 Business Continuity and Contingency Planning

Outside of the remit of the Emergency Orders, Heathrow sets Business Continuity Plans (which apply to the Heathrow wide operation), and local Contingency Plans (which apply to a specific department within Heathrow). Airside Operations contributes to the Heathrow wide Business Continuity Plans, and sets its own Contingency Plans which are assured by the Senior Operational Resilience Manager and the Head of Operational Safety Improvement. The plans are aligned with the Airside Operations risk register and ensure that plans are in place to address scenarios within the following categories:

- Loss of Operational Personnel
- Loss of Operational Infrastructure and Operational Systems
- Failure to Maintain Compliance
- Other impacts to Airside Operations (including associated safety risks)

Details of Airside input to Business Continuity Plans and Contingency Plans can be obtained from the Senior Operational Resilience Manager

C.8 Incident Reporting and Investigation

Heathrow airport has adopted the requirements of Regulation UK Reg (EU) 376/2014 (the UK Mandatory Occurrence Reporting Regulation) and associated CAA 139/2014 Aerodromes AMC GM with regards to aeronautical incident reporting and investigation. This regulation sets the actions to be undertaken by an airport operator in terms of the Mandatory Occurrence Reporting scheme, setting out what is expected to be reported, what should be shared with the UK CAA, and what mechanisms should be in place with regards to incident investigation and corrective action.

C.8.1 General

Incident reporting and investigation at Heathrow, with regards to aerodrome safety, is achieved through the Airside Safety Investigations team, part of the Operational Safety Improvement team.

The Airside Safety Investigation team works towards embedding principles of a strong safety culture, while applying the Just Culture expectations of UK Reg (EU) 376/2014. The regulation notes:

“(37) A ‘just culture’ should encourage individuals to report safety related information. It should not, however, absolve individuals of their normal responsibilities. In this context, employees and contracted personnel should not be subject to any prejudice on the basis of information provided pursuant to this regulation, except in cases of wilful misconduct or where there has been manifest, severe and serious disregard with respect to an obvious risk and profound failure of professional responsibility to take such care as is evidently required in the circumstances, causing foreseeable damage to a person or to property, or seriously compromising the level of aviation safety.”



C.8.2 Aerodrome Incidents

Aerodrome incidents are classified as 'occurrences' and 'observations', which may contribute to 'accidents' and 'serious incidents'. These are defined as follows:

Occurrence: any safety-related event which endangers or which, if not corrected or addressed, could endanger an aircraft, its occupants, airfield operator or vehicles and equipment and/or any other person and includes in particular an accident or serious incident

Observation: any safety event or circumstance which, in the opinion of the reporter, could have resulted in an occurrence

Accident: An Occurrence associated with the operation of vehicles or equipment on the airfield or an aircraft, which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight and such time as all such persons have disembarked, or in the case of an unmanned aircraft, takes place between the time the aircraft is ready to move with the purpose of flight until such time it comes to rest at the end of the flight and the primary propulsion system is shut down, in which:

1) a person is fatally or seriously injured as a result of:

- being in the aircraft
- direct contact with any part of the aircraft, including parts which have become detached from the aircraft
- direct exposure to jet blast, except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew

2) the aircraft sustains damage or structural failure which adversely affects the structural strength, performance or flight characteristics of the aircraft, and would normally require major repair or replacement of the affected component, except for engine failure or damage, when the damage is limited to a single engine, (including its cowlings or accessories), to propellers, wing tips, antennas, probes, vanes, tires, brakes, wheels, fairings, panels, landing gear doors, windcreens, the aircraft skin (such as small dents or puncture holes) or minor damages to main rotor blades, tail rotor blades, landing gear, and those resulting from hail or bird strike, (including holes in the radome)

3) the aircraft is missing or is completely inaccessible.

Serious Incident: an incident involving circumstances indicating that there was a high probability of an accident and is associated with the operation of an aircraft, which in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked.

Incidents are reported as follows:

- Occurrences: Are to be reported to the CAA through the Mandatory Occurrence Reporting scheme portal, within 72 hours of the incident taken place, and notified to the Airside Safety Investigation Team
- Accidents and Serious Incidents: Are to be reported as Occurrences as above, and in addition, are to be reported to the Air Accident Investigation Branch through the Airfield Duty Manager
- Observations: Are voluntary reports, to be reported directly to the Airside Safety Investigation Team, or through the HAL Airside Incident Reporting Tool.

Requirements for incident reporting at Heathrow Airport are included in ASSMS_ASOP_005¹² (in relation to Airside Operations colleagues), and ASSMS_OSI_067¹³ (in relation to airfield users). ASSMS_ASOP_005 includes, in particular, the list of reportable Occurrences and Serious Incidents.



C.8.3 Incident Reporting

All incidents Airside are reported through the HAL Airside Incident Reporting Tool (AIR).

AIR provides an environment where the confidentiality of the reporter is protected in line with ADR.OR.D.030 (a) (2), the investigation process can be managed to ensure timely completion of investigations and publication of lesson learning material. Initial notifications and updates are submitted directly into the ECCAIRS Mandatory Occurrence Reporting portal.

In addition to the AIR tool, there is a confidential reporting via the airport community app, to which all third parties at Heathrow have access, from which they report any safety observations or concerns.

C.8.4 Incident Investigation

The Airside Safety Investigation Team reviews every Occurrence and Observation noted by the operational teams. The following steps are followed in the investigation process:

1. Observation or Occurrence is raised by reporter. (Where appropriate occurrences are reported to CAA in line with EU376/2014)
2. Details are shared with Safety Investigation team
3. The investigation is conducted, findings and recommendations are established
4. Feedback is provided to the reporter, and lessons learnt are published to the wider team if necessary
5. Findings and recommendations are shared with Airside Operations Management (nominated persons, delegates, and management teams involved in the specific investigations)
6. Actions to achieve Safety outcomes are identified and agreed
7. Improvements and corrective actions are tracked in the AIR Tool and reviewed at the Airside Monthly Performance Meeting and Operations Risk Board

In line with UK Reg (EU) 376/2014, an initial analysis of all incidents investigated can be made available to the UK CAA within 30 days of the incident taken place. Heathrow aims to complete all investigations within 3 months of the incident taken place.

C.9 Performance and Governance

Heathrow manages its aerodrome safety performance and decision-making through a structure of forums, boards and steering groups that cover the scope of aerodrome safety activities and accountabilities described in the Aerodrome Manual.

These meetings within the Aerodrome SMS Governance Structure are run formally at appropriate intervals, and have agreed terms of reference. The minutes and actions arising are circulated to members and records kept on the Aerodrome Safety Governance site.

The structure of aerodrome safety governance is show in Appendix 3. While the forums are largely run through the Airside Operations Department, they are further supported by the wider Airport Operations Directorate and the Engineering and Baggage Directorate (accountable for aerodrome maintenance). The aerodrome safety governance structure operates in parallel with Heathrow's ANSP, NATS, to allow alignment of safety decisions as well as escalation within Heathrow Airport Limited executive governance, NATS's executive governance, or HAL / NATS partnership governance.

The sections below describe the key aerodrome safety forums and their associated scope, accountabilities and performance indicators.

In addition to the Heathrow Aerodrome Safety Governance, dedicated governance forums are in place with regards to managing the liaison and interface with the UK's Civil Aviation Authority, as described in Section C.9.5.



C.9.1 First Tier Governance and Executive Escalation:

The **Accountable Manager's Meeting**, Heathrow's Aerodrome Safety Review Board which is chaired by the Accountable Manager, represents the highest governance forum in the Aerodrome SMS Governance Structure. The Accountable Manager meeting considers matters of strategic safety in support of the accountable managers safety accountabilities, ensures that appropriate resources are allocated to achieve the established safety performance, reviews safety performance against the safety policy and objectives, timeliness of safety actions and the effectiveness of the organisation's safety management processes. It includes in its membership the Chief Operating Officer (Accountable Manager), Director of Airside and Airspace Operations, Director of Engineering & Baggage (and Delegated managers), and the Safety, Health & Wellbeing Director, to ensure that all delegated accountabilities of the Accountable Manager are represented. It further includes the Head of Airside Operations, Airside Assurance Manager (responsible for the Safety Office), the Head of Operational Safety Improvement and the Head of AFRS, to ensure that both Airside Operations and Airport Fire and Rescue Service have direct access to the Accountable Manager in line with CAA 139/2014 requirements. At Heathrow, Aerodrome Safety is also reviewed at the HAL Business Assurance Exec, Sustainability and Operational Risk Sub Committee and at Board Level.

From time to time, key safety decisions affecting performance outside aerodrome safety, or safety incidents reviewed at the Accountable Manager's Meeting require escalation. This is achieved through the escalation forums which includes, but are not limited to, Quarterly Review Board (QRB).

C.9.2 Second Tier Governance

The **Operations Risk Board (ORB)** chaired by the Director of Airside and Airspace Operations, is the forum where aerodrome safety performance is effectively managed. It is attended by the Airside and Airspace Operations Leadership Team and supported by representatives of Risk and Business Assurance, Insurance and Fire, Health and Safety Business Partner. The forum is responsible for:

- Reviewing and acting upon all areas of aerodrome safety performance including baggage related safety
- Reviewing of Aerodrome and Directorate risk register
- Reviewing and identifying emerging risks
- Approving Risk outside of normal parameters
- Escalation of safety recommendations not implemented within agreed timescales
- Reviewing and ensuring implementation of safety initiatives as required
- Acting as point of escalation from third tier governance forums as required.

C.9.3 Third Tier Governance

(a) Emergency Operations Group (EOG)

Chaired by the Assistant Chief Fire Officer, the Emergency Operations Group brings together representatives from the emergency services, both airport-based and local authority, along with other subject matter experts, to discuss all matters relating to the emergency response operation at the aerodrome. Issues covered include reviewing the Airport Emergency Orders, sharing knowledge and best practise, reviewing of major incidents, planning of emergency exercises, and management of change within the scope of the forum.

Performance indicators: completion against modular exercise schedule, lessons learnt from incident response and exercises.



(b) Below Wing AUC (BW AUC)

Chaired by the Head of Operational Safety Improvement, the BW AUC is to promote structure and regular collaboration between HAL and the Below Wing community to drive a resilient, cohesive and continuously improving Aerodrome, Ramp, Baggage, Security and Cargo experience. The meeting enables oversight of safety and performance across all the areas and provides governance for the community. The BW AUC shall aim to operate by consensus.

(c) Ramp Working Group (RWG)

Chaired by the Airside Engagement Manager, the RWG includes the discussion of ramp safety data, and to review safety concerns in order to drive improvements, and well as the management of change within the scope of the forum. The meeting also reviews shared learning with ground handlers and airlines, and to support the development and implementation of a positive safety culture at Heathrow.

Performance indicators: ramp safety performance, aircraft incidents and aircraft ground damage, ground handling safety performance.

There is also a Baggage Working Group (BWG) chaired by the Terminal Business Baggage Manager (Safety) which includes the discussion of baggage related safety data and operational performance in order to drive improvements. This meeting also reviews shared learnings across the group. Both of these working groups are bi-monthly and will feed into the Below Wing AUC.

(d) Runway and Taxiway Safety Team (RTST)

Chaired by the Head of Airside Operations, the Runway and Taxiway Safety Team is responsible for;

- Reviewing and challenging safety performance across the Taxiways and Runways
- Identifying key risks to safe operations on the manoeuvring area
- Focusing on the prevention of runway incursions/excursions, prevention of taxiway conflicts & collisions, enhancing situational awareness for all users and FOD detection/control
- Reviewing the strategic objectives on an annual basis and re-prioritise as appropriate
- Reviewing the Global Action Plan for the Prevention of Runway Incursions (GAPPRI) recommendations
- Working collaboratively and improving the safety culture
- Providing guidance on external developments in policy that affects safety on the manoeuvring areas (e.g. new CAA or HSE regulation) to provide a collaborative response and implementation if required
- Facilitating joint Pilot/ATC/Airport van runs on airfield

Performance Indicators: Runway and Manoeuvring Area safety performance and incident review, including runway incursions and excursions.

(e) Wildlife Hazard Management Steering Group (WHM)

Chaired by the Head of Airside Operations, the Wildlife Hazard Management Steering Group is responsible for;

- Implementing the wildlife hazard management strategy
- Developing, implementing and monitoring action plans necessary to achieve the objectives of the strategy, in line with regulatory and business requirements.
- Commissioning and subsequently reviewing independent advice or audit on wildlife management at and in the vicinity of Heathrow Airport.
- Providing the technical forum for discussion of bird hazard management issues – to share best practise and learning.
- Presenting and reviewing wildlife observation and strike data, and identifying areas for improvement.
- Reviewing the wildlife hazard risk matrix regularly and introducing controls where required
- Managing change within the scope of the forum

Performance Indicators: Bird hazard management performance, bird activity, bird strikes, species culls, bird deterrent presence on airfield, sightings, outputs from yearly audit and off-airport surveys



(f) Airside Approvals Board (AAB)

Chaired by the Aerodrome Compliance Manager, the Airside Approvals Board is responsible for;

- Providing authority to Heathrow Development teams for construction work on the airfield, focussing upon the agreed scope of works, phasing, timescales, access principles, and any changes to the operation of the airfield as a result.
- Ensuring airfield compliance with CAA Change Management requirements with regards to aerodrome infrastructure
- Endorsing approval decisions given by Aerodrome Compliance team for minor projects or small amendments to larger projects, through recording these decisions formally as meeting minutes.
- Approving or denying requests for delivering non-compliant projects. Projects brought for approval should be compliant with Heathrow and CAA standards.
- Acting as the escalation point for any issues which cannot be resolved directly between Heathrow Development teams and the Aerodrome Compliance team.
- Bringing together representatives from across the Airside and Safety Improvement functions in order to ensure cross-departmental agreement on developments. The scope of the AAB also includes approvals for ground handling operator changes, new airline entrants, introduction of new aircraft types, and airline relocations.

(g) Airside Monthly Performance Meeting

Chaired by the Head of Airside Operations, the Airside Monthly Performance Meeting is responsible for;

- Review of Safety Performance on the Airfield including review of key Leading and Lagging Safety Performance Indicators.
- Identifying Key Safety Trends and acting upon them.
- Review and action of Safety Investigation outcomes and findings.

Performance indicators: Safety Performance Indicators, Safety Investigation outcomes

(h) Flight Operations, Performance and Safety Committee (FLOPSC)

Chaired by the Head of Punctuality and ATM, FLOPSC is responsible for;

- Oversight and review of Flight Operations.
- Review of Flight Performance and Airborne Safety Performance

Performance indicators: Safety Performance Indicators, Punctuality, Flight Operations changes

(i) AGL Steering Group

Chaired by the Head of Airside Operations, the AGL Change Control Group is responsible for;

- Review and authorise all AGL Change Management requests within the scope of the Airside Management of Change Procedure, in conjunction with the AGL Steering Group when appropriate.

Performance indicators: AGL Change Management requests

(j) FOD Radar Governance (Captured as part of the Airside Monthly Performance Meeting agenda)

Chaired by the Head of Airside Operations, the FOD Radar Governance Group is responsible for;

- Monitor and review the performance of the FOD Radar system
- Review and manage all FOD Radar system change requests

Performance indicators: FOD Radar Performance, FOD Radar system change requests

(k) Fire Safety Governance

Chaired by the Head of AFRS, the Fire Safety Governance Group is responsible for;

- Monitor compliance with strategies set by the HAL Fire Board
- Drive local implementation of strategy and associated activity



- Identify and manage local risks
- Sign off local evacuation / contingency plans

Performance indicators: HAL Fire Board Strategy compliance, Evacuation and Contingency Plans

(I) Local Safety Forums

Chaired by each head of department or delegate, the local safety forums provide a platform for management and colleagues to review safety performance and to agree safety focus within each department. While the local safety forums predominantly focus on Occupational Health and Safety, Aerodrome Safety matters and associated safety performance is discussed at the forums and escalated to the Operations Risk Board as appropriate.

C.9.4 Governance Interfaces within Heathrow

Aerodrome Safety requirements are also shared across a number of Heathrow forums outlined below:

- Tunnel Board: 6-weekly forum chaired by the Director of Engineering & Baggage and setting policy for the safe operation of Heathrow's tunnels, both landside and airside. This forum is attended by the Head of AFRS

C.9.5 CAA Liaison Governance

Aerodrome Safety is reviewed with the UK's Civil Aviation Authority through governance liaison forums as described in Appendix 5. The forums are as follows;

HAL / CAA SRG Meeting

Chaired by the Aerodrome Compliance Manager, this forum reviews aerodrome regulatory aspects of Heathrow's operation in terms of infrastructure changes, approvals, notifications, safety incidents and investigations, and potential risks.

HAL RFFS / CAA Meeting

Chaired by Head of AFRS, this forum reviews RFFS regulatory aspects of Heathrow's Fire Service, in terms of emergency incidents, changes, training and competence and potential risks.

In addition to the above, HAL actively participates in a number of consultation forums chaired by the CAA:

- GHOST – A meeting of industry experts from ground handling, airlines, airports and regulatory bodies which meets quarterly to discuss current issues related to ground handling safety with a view to sharing good practice and influencing regulatory guidance materials.
- CAA UK Birdstrike Committee – An annual meeting, chaired by CAA, includes attendees from the aviation and avian industries. Discussing the management of wildlife hazards, national data trends, regulatory issues, innovations, etc.
- CAA Aeronautical Information Management (AIM) Meeting – A quarterly meeting hosted by CAA (AIS - Kingsway) including NATS, Airlines, Airports, UK Flight Safety Committee and AirportsUK. Discussing issues related to the management of aeronautical information, safeguarding, obstacles, Aeronautical Information Publication (AIP) and NOTAMs amongst other items.
- CAA Met Office User Forum – An annual meeting hosted by CAA Met Authority, includes attendees from airlines, airports, regulator, NATS and UK Met Office. Discussing the provision of the regulated met services, performance, costs and R&D, amongst other items.

C.9.6 Industry Safety Forums

There are other forums that Heathrow attend which are chaired by other alternative bodies:



- CAA ASOG- A quarterly industry meeting which includes attendees from airports operations and safety professional across the UK, republic of Ireland and UK Crown dependencies. Discussing current topic, upcoming regulatory changes, sharing of best practice and providing a platform for networks across members.
- ACI Technical, Operations & Safety Committee (TOSC)- A two annual committee meeting, representatives of individual ACI member airports, national airport networks, airport associations as well as equipment and other manufacturers and contractors within the role of World Business Partners.
- Airports UK- A trade association representing the interests of UK airports, and the principal such body engaging with the UK Government and regulatory authorities on airport matters.

C.10 Improvement and Change Management

C.10.1 Continuous Improvement

The contents of the Aerodrome Manual and this manual are formally reviewed and re-issued every 12 months. The review takes into account any lessons learnt or recommendations on aerodrome safety management in the previous 12 months and accounts for changes to safety management during that period. Changes requiring publication in the intervening period are issued as a temporary amendment to the manuals, and are added to the next issue of the manuals.

C.10.2 Change Management

UK Reg (EU) No 139/2014 sets clear requirements for Change Management within aerodrome safety management. Such requirements include the identification of changes, the assessment of hazards and risks associated with the changes, the introduction of mitigation measures to manage such changes, and the notification of the changes to the CAA. In certain circumstances, changes require prior approval from the CAA before the changes can be implemented. Further guidance on the management of changes in the UK are provided through CAP791, Procedures for Changes to Aerodrome Infrastructure¹⁴.

Heathrow sets its aerodrome safety change management approach in Airside_ASSMS_ASOP_002_Change Management¹⁵. The accountability for change management rests with the Aerodrome SMS Manager.

C.10.3 Compliance Monitoring

The Head of Airside Operations is accountable for Compliance Monitoring at Heathrow, reporting to the Director of Airside and Airspace Operations and is supported by The Head of AFRS for Compliance Monitoring within Airport Fire Service, reporting to the Director of Airside and Airspace Operations.

HAL Airside Operations are responsible for creating a Corrective Action Plan to deal with any Findings and Requirements made, which is governed through the Operations Risk Board.

Further details in relation to Compliance Monitoring can be found in the CAA 139/2014-Compliance Monitoring Procedure¹⁶.



D Applicable ASOPs and OSIs

Table 5 below highlights the ASOPs and OSIs that support the Aerodrome Safety Management System Manual.

Table 5 – Supporting ASOPs and OSIs		
Section	Document Type	Reference
Regulations and Guidance	Plan / ASOP	n/a
	OSI	n/a
Hazard and Risk Assessment	Plan / ASOP	Airside_ASSMS_ASOP_001_Aerodrome Safety Hazard and Risk Management
	OSI	n/a
Procedures, Instruction and Controls	Plan / ASOP	Airside_QMS_ASOP_003_Document and Records Management
	OSI	n/a
Communications and Involvement	Plan / ASOP	n/a
	OSI	n/a
Training and Competence	Plan / ASOP	Airside_ASTrain_Plan_002_Learning and Development
	OSI	ASGrOps_OSI_041 Minimum Induction Training for Staff Operating Airside
Emergencies and Business Continuity	Plan / ASOP	Airside_QMS_Plan_004_Heathrow Emergency Orders
	OSI	ASEO_OSI_069 Aircraft Recovery Plan
	OSI	ASEO_OSI_076 Emergency Orders
Incident Reporting and Investigation	Plan / ASOP	Airside_ASSMS_ASOP_005 Mandatory Occurrence Reporting Requirements
	OSI	ASSMS_OSI_065, Mandatory Occurrence Reporting (MOR) - (EU) 376/2014
Improvement and Change Management	Plan / ASOP	Airside_ASSMS_ASOP_002_Management of Change
	OSI	n/a

E References

Aerodrome Manual ref Airside_ASSMS_AM_001

Health and Safety Improvement Standard – The Heathrow Health and Safety Management System

BS EN ISO 9001:2015, Quality Management Systems – Requirements, September 2015

CAP 1168 Guidance Material for Organisations, Operations and Design Requirements for Aerodromes, V1.1

FHS Standard for Occupational Safety Risk Management

Airside_ASMS_ASOP_001_Aerodrome Safety Hazard and Risk Management

CAP 760, Guidance on the Conduct of Hazard Identification, Risk Assessment and the Production of Safety Cases, for Aerodrome Operators and Air Traffic Service Providers, 10 December 2010.

Airside_QMS_ASOP_003_Document and Record Management

Airside_ASTrain_Standard_002_Learning Development

Airside_ASTrain_Plan_002_Learning and Development

Airside_ASDRVE_Standard_010 – Airside Driver Permits, Vehicle Safety Requirements and Penalty Points



Airside_ASSMS_ASOP_005 Mandatory Occurrence Reporting Requirements

ASSMS_OSI_065, Mandatory Occurrence Reporting (MOR) - (EU) 376/2014, 25th April 2016

CAP 791, Procedures for Changes to Aerodrome Infrastructure, Second Edition, August 2016

Airside_ASSMS_ASOP_002_Change Management

CAA Compliance Monitoring Procedure, ASSMS_ASOP_014 Compliance Monitoring Procedure



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F Document Data

Document Name	Document Reference Number	Issue Date
Aerodrome Safety Management System	ASSMS_Plan_001_ASMS	12 th May 2025
Revision Date	Version No.	Effective Date
06 March 2025	v11.0	12 th May 2025
Author Name	Approval Name	Technical Approval Name
Geoff Tyler	Trevor Waldock	N/A
Aerodrome Manual Reference		
B.2.2		

G Document History

Revision	Description of Change	Date
v0.1	DRAFT - Initial version	17/11/16
v1.0	ISSUE - First Issue version – introduced as part of EASA Transition	06/04/16
v1.1	DRAFT - Revision – includes updates since Apr 16 – draft for review	23/12/16
v1.2	DRAFT – Issue for comment	3 rd February 2017
v2.0	ISSUE – Updated version following comments	24 th February 2017
v2.1	DRAFT – Changes to named persons (KL/JP)	30 th June 2017
v2.2	DRAFT – Changes to roles	19 th September 2017
v2.3	DRAFT – Annual Review	30 th March 2018
v2.4	DRAFT – Update Annual Review	03 rd April 2018
v2.5	DRAFT – to MM for review	04 th April 2018
v2.6	DRAFT – updated with MM feedback	05 th April 2018
v2.7	DRAFT – draft to Derek Provan	06 th April 2018
v3.0	ISSUE – Following Annual review, update of Roles and Named Individuals, and addition of Aerodrome Safety Policy	09 th April 2018
v3.1	DRAFT – following Operations restructure and addition of new Accountable Manager	06 th May 2018
v3.2	DRAFT – updates following MM feedback	08 th May 2018



v4.0	ISSUE - following Operations restructure and addition of new Accountable Manager	11 th May 2018
v4.1	Draft following Org change	03 rd August 2018
v4.2	Second draft following Org Change	03 rd August 2018
v4.3	Final updates to Org Structure	10 th August 2018
v4.4	Update to ASD title	12 th September 2018
v5.0	ISSUE – final changes following restructure	17 th September 2018
v5.1	Draft – changes following change in roles and addition of AIR	01 st March 2019
v5.2	Next draft	14 th March 2019
v5.3	Final Draft following further structural changes	02 nd May 2019
v6.0	ISSUE – changes to Org structure, accountabilities and addition of AIR	03 rd May 2019
v7.0	ISSUE – change to Org structure and accountabilities	10 th April 2020
V8.0	ISSUE – change to org structure and accountabilities	28 th October 2020
v9.0	ISSUE – change to meeting structure	20 th March 2023
v10.0	ISSUE – Annual review and changes to accountabilities	06 th March 2025
v11.0	ISSUE – Changes to structure and accountabilities	12th May 2025



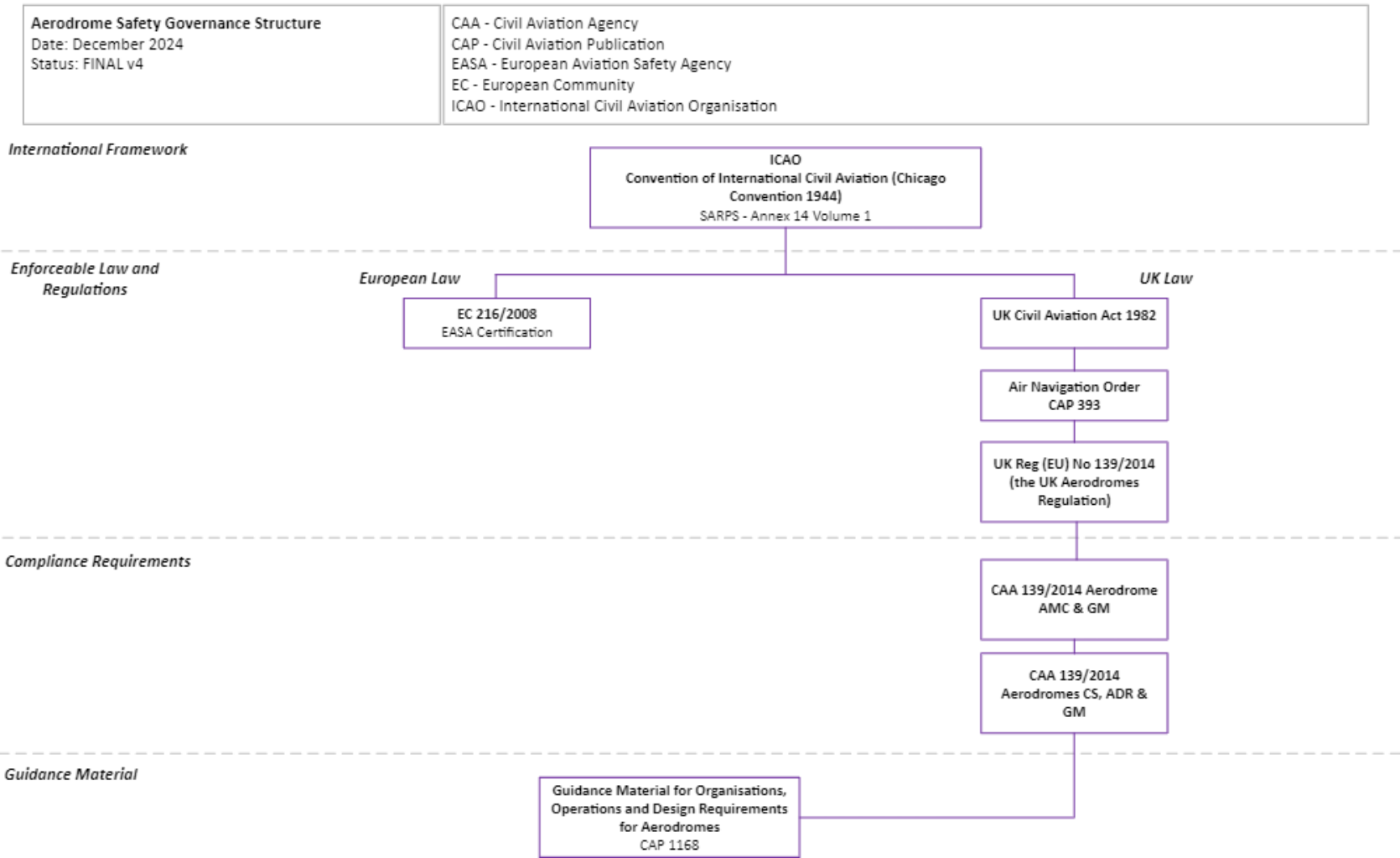
H Appendix 1 - Quality Management Systems Requirements

Table H.1 below outlines how the requirements of BS EN ISO 9001:2015 are met by Heathrow's Aerodrome Safety Management System.

Table H.1 – BS EN ISO 9001:2015 QMS Requirements		
QMS Section	ASMS Section / Subsections	Description
Context of the Organisation	C-1 – Regulations & Guidance	Sets the regulatory requirements and guidelines within which Aerodrome Safety must be delivered
Leadership	C.4 – Policies, Organisation & Accountabilities	Supported by the Aerodrome Manual, sets the commitment to safety, and the safety policy, organisation and safety accountabilities that assure the delivery of Aerodrome Safety at Heathrow
	C.9 Performance & Governance / Governance	Sets the authorities (Governance) that manage the planning, delivery, checking and improvement of Aerodrome Safety at Heathrow.
Planning	C.2 Hazard & Risk Assessment	Sets how Aerodrome Safety risks are identified, assessed and managed
	C.10.1 Continuous Improvement	Sets how improvements to the Aerodrome Safety Management System are planned and executed
Support	C.6 Training and Competence	Sets how Aerodrome Safety competence requirements are identified, planned and met by Heathrow Airport
	C.5 Communication and Involvement	Sets how Heathrow Airport, Contracted Organisations and Airfield Partners are kept informed and up to date in terms of Aerodrome Safety, and how individual's and company's feedback relating to Aerodrome Safety is gained.
	C.3 Procedures, Instructions and Controls	Sets how Aerodrome Safety documents, procedures and records are managed
Operation	C.3 Procedures, Instructions and Controls	Sets how Aerodrome Safety documents, procedures and records are managed
	C.7 Emergency Orders and Business Continuity	Sets how response to Emergency Incidents and Contingency Plans are set and managed
	C.4.4 Contracted Activities	Sets how activities managed through contractor organisations are set and managed
	C.10.2 Change Management	Sets how changes impacting Aerodrome Safety are identified, assessed, reviewed, approved and implemented
Performance Evaluation	C.8 Incident Reporting and Investigation	Sets how Aerodrome Safety incidents and near misses are reported, reviewed and investigated towards recommending Safety Improvement actions and initiatives
	C.10.3 Compliance Monitoring	Through the Compliance Office, sets the accountability for internal audit of all Aerodrome Safety areas
Improvement	C.8 Incident Reporting and Investigation	Sets how Aerodrome Safety incidents and near misses are reported, reviewed and investigated towards recommending Safety Improvement actions and initiatives



J Appendix 2 – Aerodrome Safety Regulatory Framework



Appendix 3 – IR and AMC Safety Accountabilities mapping against Aerodrome Safety Roles and Organisations

Table A.2.1 - Safety Accountabilities – Additional Aerodrome Operator Accountabilities (Annex III, ADR.OR Subpart C)		
Safety Accountability	AMCs	Roles Accountable / Responsible
Aerodrome Operator Responsibilities	ADR.OR.C.005 AMC1 ADR.OR.C.005 (c)	Key Safety Personnel as per Table 3, and further delegated through the Operations Leadership Team
Access	ADR.OR.C.015	Key Safety Personnel as per Table 3, and further delegated through the Operations Leadership Team
Findings and Corrective Actions	ADR.OR.C.020 AMC1 ADR.OR.C.020 (b)	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Head of Operational Safety Improvement
Immediate Reaction to a Safety Problem	ADR.OR.C.025 AMC1 ADR.AR.A.030 (d)	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Head of Operational Safety Improvement Airfield Operations Manager
Occurrence Reporting	ADR.OR.C.030 AMC1 ADR.OR.C.030	Head of Operational Safety Improvement Head of Airside Operations Airside Investigation & Improvements Manager Safety Manager Safety Investigation Manager
Prevention of Fire	ADR.OR.C.040 AMC1 ADR.OR.C.040	Health, Safety and Wellbeing Director Head of Fire Safety Improvement
Use of Alcohol, psychoactive substances	ADR.OR.C.045 GM1 ADR.OR.C.045	Health, Safety and Wellbeing Director



The Accountable Manager for Heathrow Airport Limited is the Chief Operating Officer, and the following table maps the safety accountabilities to the next level

Table A.2.2 - Safety Accountabilities – Management (Annex III, ADR.OR Subpart D)		
Safety Accountability	IR / AMCs	Roles Accountable / Responsible
Safety Management: Safety Management System Safety Policy Hazard Identification Risk Assessment Safety Performance Monitoring and Measurement Change Management Management System Continuous Improvement Safety Communication Management System Documentation Management System Manual Distribution of rules and procedures	ADR.OR.D.005 AMC1 ADR.OR.D.005 (b) (1) AMC1 ADR.OR.D.005 (b) (2) AMC1 ADR.OR.D.005 (b) (3) AMC1 ADR.OR.D.005 (b) (4) AMC1 ADR.OR.D.005 (b) (5) AMC1 ADR.OR.B.040 (a);(b) AMC1 ADR.OR.D.005 (b) (6) AMC1 ADR.OR.D.005 (b) (7) AMC1 ADR.OR.D.005 (b) (9) AMC1 ADR.OR.D.005 (c) AMC2 ADR.OR.D.005 (c) AMC1 ADR.OR.D.015 (d);(e)	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Head of Operational Safety Improvement Safety Manager
Safety Management: Safety Management System Training	ADR.OR.D.005 AMC1 ADR.OR.D.005 (b)(8)	Head of Airside Operations Head of Operational Safety Improvement Safety Manager
Safety Management: Coordination of the Aerodrome Emergency Response Plan	ADR.OR.D.005 AMC1 ADR.OR.D.005 (b)(10)	Head of AFRS Assistant Chief Fire Officer Senior Operational Resilience Manager
Safety Management: Compliance Monitoring	ADR.OR.D.005 AMC1 ADR.OR.D.005 (b)(11) AMC2 ADR.OR.D.005 (b)(11)	Head of Operational Safety Improvement Safety Manager
Management of Aeronautical Data and Information	ADR.OR.D.007	Head of Airside Operations Aerodrome Compliance Manager



Contracted Activities	ADR.OR.D.010 AMC1 ADR.OR.D.010	Head of Airside Operations Head of AFRS Airfield Operations Manager Aerodrome Compliance Manager
Personnel Requirements	ADR.OR.D.015 AMC1 ADR.OR.D.015 (d)	Head of Airside Operations Airfield Operations Manager Operational Support Manager
Training and Proficiency Programmes: General Checking of Trainees Rules and Procedures Instructors / Assessors Personnel Records	ADR.OR.D.017 AMC1 ADR.OR.D.017 (a) (b) AMC2 ADR.OR.D.017 (a) (b) AMC3 ADR.OR.D.017 (a) (b) AMC1 ADR.OR.D.017 (d) AMC1 ADR.OR.D.017 (e) (AMCs not currently in use)	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Learning Lead Head of Airside Operations Head of Operational Safety Improvement Airfield Operations Manager Operational Support Manager Head of AFRS Assistant Chief Fire Officer Deputy Chief Fire Officer
Facilities Requirements	ADR.OR.D.020 AMC1 ADR.OR.D.020 (b)	Director of Engineering & Baggage Head of Engineering Airfield & Civils
Coordination with Other Organisations	ADR.OR.D.025	Director of Airside and Airspace Operations Head of Airside Operations Airside Certification & Regulation Manager Aerodrome Compliance Manager Head of AFRS Assistant Chief Fire Officer
Safety Programmes Aerodrome Safety Committees Hot Spots	ADR.OR.D.027 AMC1 ADR.OR.D.027 AMC2 ADR.OR.D.027	Safety, Health & Wellbeing Director Head of Airside Operations Head of Operational Safety Improvement Fire, Health & Safety Business Partner - Airside Airside Investigation & Improvements Manager
Safety Reporting System	ADR.OR.D.30 UK Reg (EU) 376/2014	Head of Airside Operations Head of Operational Safety Improvement Airside Assurance Manager Safety Manager
Record Keeping: Documentation to be Retained	ADR.OR.D.035 AMC1 ADR.OR.D.035	Head of Airside Operations Airside Certification & Regulation Manager Aerodrome Compliance Manager
Record Keeping: Recording of Aircraft Movements	ADR.OR.D.035 AMC2 ADR.OR.D.035	Head of Airport Operations



Table A.2.3 - Safety Accountabilities – Aerodrome Manual (Annex III, ADR.OR Subpart E)		
Safety Accountability	IR / AMCs	Roles Accountable / Responsible
Aerodrome Manual	ADR.OR.E.005 AMC1 ADR.OR.E.005 AMC2 ADR.OR.E.005 (i) (2) AMC3 ADR.OR.E.005	Director of Airside and Airspace Operations Head of Airside Operations Airfield Operations Manager Airside Certification & Regulation Manager Aerodrome Compliance Manager Head of AFRS Assistant Chief Fire Officer
Documentation Requirements	ADR.OR.E.010	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Aerodrome Compliance Manager Airside Technical and Regulations Manager

Table A.2.4 - Safety Accountabilities – Aerodrome Data (Annex III, ADR.OPS Subpart A)		
Safety Accountability	IR / AMCs	Roles Accountable / Responsible
Aerodrome Data - General	ADR.OPS.A.005 AMC1 ADR.OPS.A.005	Head of Airside Operations Aerodrome Compliance Manager
Aerodrome Data - Condition of the movement area and related facilities	ADR.OPS.A.005 AMC1 ADR.OPS.A.005 Point (8)	Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Operations personnel
Data Quality Requirements	ADR.OPS.A.010 AMC1 ADR.OPS.A.010 AMC2 ADR.OPS.A.010	Head of Airside Operations Aerodrome Compliance Manager
Coordination between Aerodrome Operators and Providers of Aeronautical Services	ADR.OPS.A.015 AMC1 ADR.OPS.A.015	Director of Airside and Airspace Operations Head of Airside Operations Aerodrome Compliance Manager



Table A.2.5 - Safety Accountabilities – Aerodrome Operational Services, Equipment and Installations (Annex III, ADR.OPS Subpart B)		
Safety Accountability	IR / AMCs	Roles Accountable / Responsible
Aerodrome Emergency Planning General Aerodrome Emergency Plan Document Aerodrome Emergency Exercise	ADR.OPS.B.005 AMC1 ADR.OPS.B.005 (b) AMC2 ADR.OPS.B.005 (b) AMC1 ADR.OPS.B.005 (c)	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of AFRS Assistant Chief Fire Officer Senior Operational Resilience Manager
Rescue and Firefighting Services	ADR.OPS.B.010 AMC1 ADR.OPS.B.010 (a) (2) AMC2 ADR.OPS.B.010 (a) (2) AMC3 ADR.OPS.B.010 (a) (2) AMC4 ADR.OPS.B.010 (a) (2) AMC5 ADR.OPS.B.010 (a) (2) AMC6 ADR.OPS.B.010 (a) (2) AMC1 ADR.OPS.B.010 (a) (4) AMC1 ADR.OPS.B.010 (b) ; (c) AMC2 ADR.OPS.B.010 (b) ; (c) AMC3 ADR.OPS.B.010 (b) ; (c)	Head of AFRS Deputy Chief Fire Officer Assistant Chief Fire Officer Airport Fire Service personnel
Monitoring and Inspection of Movement Area and Related Facilities: Pavements / Ground Checks AGL / Visual aids (airport) Obstacles	ADR.OPS.B.015 AMC1 ADR.OPS.B.015 AMC2 ADR.OPS.B.015	Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Operations personnel
Monitoring and Inspection of Movement Area and Related Facilities: AGL / Visual aids (off airport)	ADR.OPS.B.015 AMC1 ADR.OPS.B.015 AMC2 ADR.OPS.B.015	Director of Engineering & Baggage Head of Engineering for Airfield & Civils Civils Delivery Manager Airfield Operations Manager
Monitoring and Inspection of Movement Area and Related Facilities: Visual aids (flight checks)	ADR.OPS.B.015 AMC1 ADR.OPS.B.015 AMC2 ADR.OPS.B.015	Head of Airside Operations Aerodrome Compliance Manager
Wildlife Strike Hazard Reduction	ADR.OPS.B.020 AMC1 ADR.OPS.B.020	Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department personnel



Operation of Vehicles	ADR.OPS.B.025 AMC1 ADR.OPS.B.025 AMC2 ADR.OPS.B.025	Head of Airside Operations Airfield Operations Manager MT Manager
Surface Movement Guidance Control System	ADR.OPS.B.030 AMC1 ADR.OPS.B.030	NATS – Air Traffic Service Provider
Operations in Winter Conditions	ADR.OPS.B.035 AMC1 ADR.OPS.B.035	Head of Airside Operations Airfield Operations Manager Aerodrome Compliance Manager Airside Certification & Regulations Manager
Night Operations	ADR.OPS.B.040 AMC1 ADR.OPS.B.040	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department personnel NATS – Air Traffic Service Provider
Low Visibility Operations	ADR.OPS.B.045 AMC1 ADR.OPS.B.045	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department personnel NATS – Air Traffic Service Provider
Operations in Adverse Weather Conditions	ADR.OPS.B.050 AMC1 ADR.OPS.B.050	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department personnel
Fuel Quality	ADR.OR.OPS.B.055 AMC1 ADR.OR.OPS.B.055	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Airside Operations Airside Certification & Regulation Manager Ground Handling Manager
Visual Aids and Aerodrome Electrical Systems	ADR.OR.OPS.B.065 AMC1 ADR.OR.OPS.B.065	Accountable Manager (Chief Operating Officer) Director of Airside and Airspace Operations Head of Engineering Airfield & Civils



		Engineering Operations Manager Airside Operations Manager
Visual Aids and Aerodrome Electrical Systems	ADR.OR.OPS.B.065 AMC1 ADR.OR.OPS.B.065	Director of Airside and Airspace Operations Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department Personnel
Aerodrome Works Safety – Development Assurance	ADR.OR.OPS.B.070 AMC1 ADR.OR.OPS.B.070 AMC2 ADR.OR.OPS.B.070 AMC3 ADR.OR.OPS.B.070	Director of Airside and Airspace Operations Head of Airside Operations Aerodrome Compliance Manager Aerodrome Compliance Lead
Aerodrome Works Safety – Works Approval, Planning and Coordination	ADR.OR.OPS.B.070 AMC1 ADR.OR.OPS.B.070 AMC2 ADR.OR.OPS.B.070 AMC3 ADR.OR.OPS.B.070	Head of Airside Operations Aerodrome Compliance Manager Aerodrome Compliance Lead
Aerodrome Works Safety – Works Management	ADR.OR.OPS.B.070 AMC1 ADR.OR.OPS.B.070 AMC2 ADR.OR.OPS.B.070 AMC3 ADR.OR.OPS.B.070	Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department Personnel
Safeguarding of Aerodromes	ADR.OR.OPS.B.075 AMC1 ADR.OR.OPS.B.075	Head of Airside Operations Aerodrome Compliance Manager



Table A.2.6 - Safety Accountabilities – Aerodrome Maintenance (Annex III, ADR.OPS Subpart C)		
Safety Accountability	IR / AMCs	Roles Accountable / Responsible
Aerodrome Maintenance - General	ADR.OPS.C.005 AMC1 ADR.OPS.C.005	Director of Engineering & Baggage Head of Engineering Airfield & Civils Airside Systems Personnel Civils Delivery Manager
Pavements, other ground services, drainage: Runway Friction: Runway Friction Taxiway / Apron Pollutants	ADR.OPS.C.010 AMC1 ADR.OPS.C.010	Head of Airside Operations Airfield Operations Manager Airfield Duty Manager Airside Safety Department Personnel
Pavements, other ground services, drainage: Runway Friction: Drainage	ADR.OPS.C.010 AMC1 ADR.OPS.C.010	Head of Engineering Airside & Infrastructure Engineering Operations Manager Airfield Operations Manager Civils Delivery Manager
Visual Aids and Electrical Systems	ADR.OPS.C.015 AMC1 ADR.OPS.C.015	Head of Engineering Airside & Infrastructure Engineering Operations Manager Airfield Operations Manager Airside Systems Personnel



K Appendix 4 – Aerodrome Safety Governance

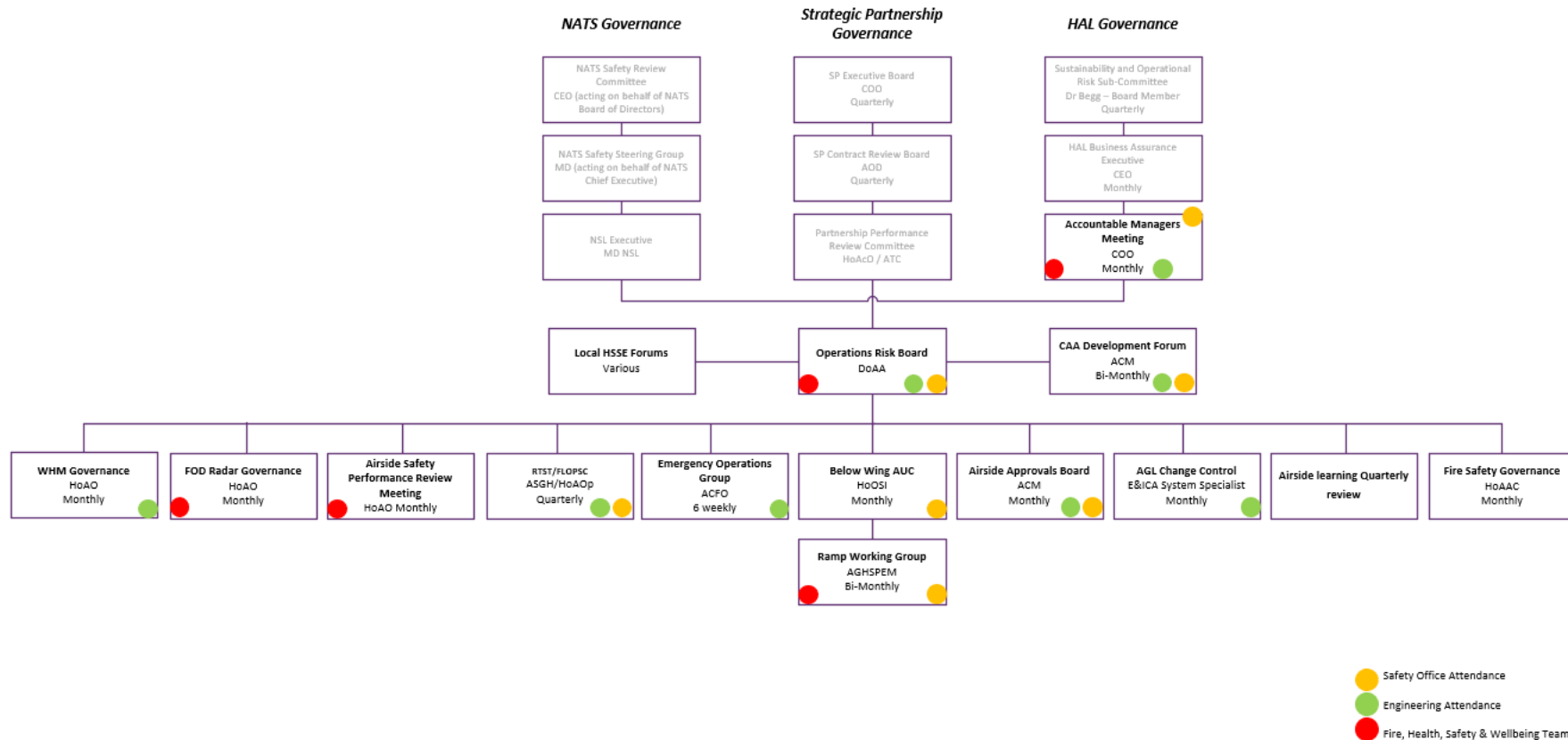
Aerodrome Safety Governance Structure

Date: April 2025

Status: FINAL v4

COO – Chief Operating Officer
 DoAA – Director of Airside and Airspace Operations
 HoAOp – Head of Airport Operations
 HoAO – Head of Airside Operations
 HoAAC – Head of AFRS
 HoOSI – Head of Operational Safety Improvement

AAM – Airside Assurance Manager
 ACM – Aerodrome Compliance Manager
 ACPM – Airside Contingency Planning Manager
 AOLM – Airside Operations Learning Manager
 AIIM – Airside Investigation and Improvements Manager
 AGHSPM – Airside Ground Handling and Service Providers Engagement Manager



L Appendix 5 – CAA Liaison Governance

