SAFETY MANAGEMENT SYSTEM MANUAL

2 EMERGENCY MANAGEMENT

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2.1 INTRODUCTION

Warbirds recognises that an emergency event needs to be managed in a coordinated manner to achieve the safest possible outcome for the personnel involved, compliance with regulatory mandates, protection of property, as well as the recovery of the Warbirds organisation, post event.

This Emergency Response Plan identifies roles and responsibilities in the event of an aviation emergency and provides a structure for actions. Processes and guidance for the management of non-aviation emergencies is also detailed.

Warbirds personnel shall not make public any comment or statement on any incident or emergency to the media or any third party, other than the regulator, where this is required. Public statements shall only be released by the Warbird's Chief Executive or delegate.

2.2 REFERENCE

- CAANZ – Advisory Circular AC100-1 – Safety Management
- CAANZ – Rule Part 12 - Accidents, Incidents, and Statistics
- Health and Safety at Work Act, 2015
- Fire and Emergency New Zealand Act 2017

2.3 RECORDS

The following records shall be retained:

- Completed checklists;
- Meeting minutes;
- Media statements;
- Other supporting documentation used during the emergency.

2.4 DEFINITIONS

The following definitions are associated with Warbirds aviation activities:

Accident. An incident that is associated with the operation of an aircraft and takes place between the time any person boards the aircraft with the intention of flight and such time as all such persons have disembarked and the engine or any propellers or rotors come to rest, being an incident in which:

- a person is fatally or seriously injured
- the aircraft sustains damage or structural failure that:
  - 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 engine failure or damage that is limited to the engine, its cowlings, or accessories, or damage limited to propellers, wing tips, antennas, tyres, brakes, fairings, small dents, or puncture holes in the aircraft skin; or
- the aircraft is missing or is completely inaccessible.

Emergency. Whenever the aircraft pilot advises that the condition of the aircraft is, or is believed to be, impaired whilst in flight to the point that an emergency exists or the landing may cause an accident.

First Responder. The Warbirds individual who first becomes aware of an Emergency Situation.

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Incident. Any occurrence other than an accident that is associated with the operation of an aircraft and affects or could affect the safety of operation.

Mayday. A signal word used as a distress call to request for assistance due imminent danger to life or to the continued viability of the aircraft itself.

Pan Pan. The urgency signal word indicating a safety concern on board the aircraft, or with the aircraft itself, but with no immediate danger to anyone's life or to the aircraft.

Serious Incident. An incident involving circumstances indicating that an accident nearly occurred. The only difference between a serious incident and an accident is the outcome.

2.5 TYPES OF EMERGENCIES

Warbirds recognise that a likely and difficult emergency to manage may be associated with its aviation focused activities, i.e. an Aviation Incident or Accident. While this is the focus of Warbirds safety management, other emergency scenarios are also accounted for, namely: Medical, Fire and Earthquake.

2.6 LEVEL OF RESPONSE

Two levels of Warbirds Emergency Response are detailed below. The focus of the default Level 1 response is on the actions to be taken by a First Responder to address an immediate situation and mitigate the associated risks. The Chief Executive or General Manager may initiate a Level 2 response based upon the severity of the emergency or the deterioration of the emergency as first assessed.

Level 1 Response	Level 2 Response
Potential or actual low to medium impact upon the Warbirds organisation, personnel, property and / or members of the public. e.g. Aircraft overdue or, small fire or notifiable event. <u>Action</u> First Responder to follow Emergency Response Level 1 procedures, i.e. Section 2.13 of this SMS Element. Potentially requires reporting to the regulator and preservation of the event site. Ref SMS Element 4 for regulator reporting protocols.	Actual major impact upon the Warbirds organisation, personnel, property and/or members of the public. e.g. Aircraft accident or facility fire which has resulted in significant injuries to personnel (notifiable event) or loss of property. <u>Action</u> Assemble the Crisis Management Team, comprising Chief Executive and Senior Managers at Ardmore No.2 Hanger (Visitor Centre) upstairs Meeting Room. In the event of the No.2 Hanger Meeting room building being unavailable or inappropriate the Team may meet at Warbirds HQ, or remotely via video-conference, e.g. Zoom. Likely requires reporting to the regulator and preservation of the event site.

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2.7 RESOURCES

2.7.1. Equipment

The Warbirds Ardmore Head Office has the following Emergency Response equipment:

- Telephone;
- Aviation Radio;
- Whiteboard/s;
- Intranet/internet access;
- Power points for chargers for laptops, cell phones;
- Access to Printer/Copier/Scanner;
- Checklists contained in this Manual shall be copied/printed for use in managing the emergency.
- Ardmore Airport Emergency Response Plan

2.7.2. Documentation

A hard copy of this Emergency Response Plan (including Check Lists) shall be kept at each Warbirds base, to facilitate a prompt response in the event of an emergency.

2.8 COMMUNICATIONS

The purpose of good communication when dealing with an emergency is to communicate efficiently, effectively and in a timely manner to the various stakeholders including Warbirds personnel, family members, the media, the regulator and the public, in a manner that facilitates the safest possible outcome and a return to normal operations as quickly as practical.

2.8.1. Communications with the News Media

The interaction between Warbirds and the media will be restricted to the President or delegate. In all dealings with the media, Warbirds shall act in a professional, coordinated manner and shall ensure all statements made are accurate and appropriate.

In the event of an aircraft accident or significant workplace event, proactive communications are essential to avoid speculation from both internal and external sources on the gravity of the accident.

2.8.2. Helpful Media Tips

- The sooner the facts are presented, the better;
- Keep calm, and take slow, deep breaths;
- State the most important information first, then provide the background information;
- Keep the response/s brief but long enough to help the reporter get quotes;
- Stick to the main points – do not be drawn off track;
- Don’t respond to unfounded stories - it only gives them credibility;
- Do make eye contact with the reporter/s;
- It is essential to formulate consistent messages for dissemination both internally and externally.

If a question is not understood, ask for clarification rather than talking around it. Likewise, if the answer is not immediately available, say so but try and get the answer to the reporter at a later stage.

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2.9 FUNCTIONS AND RESPONSIBILITIES

During a Level 2 emergency response, the function and responsibility of the Chief Executive and the Crisis Management Team is to manage the emergency until such time it is resolved.

2.9.1. Crisis Management Team (CMT)

The CMT comprises of the following Warbirds Management team members:

- Chief Executive (President)
- Chief Flying Instructor / Standards and Training Manager
- Operations Manager
- Airworthiness Controller
- General Manager
- Safety Manager
- Base Manager, as applicable

Notes:

In the absence of the Chief Executive the leading of the Level 2 emergency response shall be undertaken by the most qualified and experience manager available at the time, in relation to the nature of the emergency. Where other members of the CMT are not available, functions and responsibilities detailed in this procedure shall be reassigned.

The specific responsibilities of each CMT member are detailed in the Emergency Response Log, published in this section.

2.9.2. Emergency Response Manager

The Emergency Response Manager is an appointed role assigned to a Warbirds person by the Chief Executive, for the duration of the specific emergency.

This position is responsible for the overall direction, co-ordination and scrutiny of the emergency response, supported by the CMT.

2.9.3. On-Site Representative

The Emergency Response Manager may appoint an On-Site Representative, where there is a requirement to attend the site of an accident, particularly if this is not at the Warbirds Ardmore Base. This shall be initiated in consultation with the Chief Executive.

The primary function of the On-Site Representative is to:

- Support the welfare of Warbirds personnel and others involved in the accident;
- Inspect the wreckage and/or facility and the overall scene for investigation purposes;
- Take photos and witness statements to support a subsequent investigation.

Note:

Where an accident is significant, Warbirds personnel may be restricted from the accident site, with Police taking charge. In addition, it is important not to disturb the accident scene, until advised to the contrary by the appropriate authority / regulator; e.g. Police / CAA / Worksafe / TAIC

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2.10 POST EMERGENCY

The Emergency Response Manager shall collate records and carry out a debrief with participants involved in the emergency. Lessons learnt will be incorporated into the Warbirds Emergency Response Plan and subsequent training.

In addition, the Emergency Response Manager shall provide all required documentation and support to the Warbirds Safety Investigator and the applicable regulator, where required.

2.11 REHEARSING THE EMERGENCY RESPONSE PROCEDURES

Warbirds shall rehearse emergency response procedures, on an annual basis. This can take form of a desktop exercise (Warbirds personnel only) or an exercise including emergency services, local airport authority, operators etc.

The rehearsals are designed to:

- Familiarise personnel with responsibilities and procedures;
- Ensure ready functionality of all equipment and facilities;
- Expose deficiencies in the plan and its execution, and ensure such deficiencies are addressed.

Where Warbirds has responded to an actual emergency in the previous 24-month period, a detailed review and debrief may also be utilised to fulfil the requirement for a rehearsal.

In all cases, the rehearsal of emergency response procedures shall be documented.

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2.12 EMERGENCY CONTACTS

Emergency Services

Police / Fire / Ambulance ……..... 111

Airways (24 Hr) ……. 0800 626 756

Rescue Coordination Centre (Missing/overdue aircraft) ……..... 0508 472 269

Civil Aviation Authority (Accident, serious incident) ……..…… 0508 222 433

Worksafe (Notifiable Event – phone or online: worksafe.govt.nz) 0800 030 040

Warbirds Management

Chief Executive (President) – Frank Parker ….....…….. (027)473 6324

Operations Manager – Mark Helliwell…….……..... (021) 879 204

Chief Flying Instructor / Standards and Training Manager – Dave Brown (021) 784 019

Airworthiness Controller – Milton Donovan ……..…..…… (021) 642 106

General Manager – Kim Parker ……..……..... (021) 880 525

Safety Manager – Mike Curwood ……..…… (021) 175-2161

Warbirds Ardmore

Warbirds Office ……..……..……..……. (09) 298 9207

Ardmore Airport

Chief Executive Officer – Dave Marcellus ……..……... (021) 229 9893

Airport Supervisor ……..……..... (021) 783 958 or (021) 0222 0654

UNICOM – Allan Bostock ……..…….. (09) 298 9544 / (027) 418 8083

Tower …….. (09) 296 4512 or (09) 296 4513

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Warbirds Remote Bases (CAR Part 115)

Tauranga

Base Manager – Andrew Gormlie …..…….....…..…..... (021) 822 205

Aviation Safety Co-Ord – John Ferguson..... (021) 061 2239

Tauranga Tower ……...…… (07) 547 4616

Airport Rescue / Fire..... (021) 846 429

Masterton

Base Manager – Scott McKenzie…...……. (021) 727 734

Safety Officer – John Bushell..... (027) 3049142

Aerodrome Manager ……..…… (027) 606 0190

Christchurch Air Traffic Services Centre……..…… (03) 358 1694

Omaka

Base Manager – Ryan Southam …..... (027) 318 7934

Woodbourne Control Tower ……..…….. (03) 572 6006

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2.13 LEVEL 1 EMERGENCY RESPONSE

The first person who becomes aware of a developing or actual emergency shall respond as follows:

Medical Emergency

- Ensure your own safety first
- Provide First Aid
- Dial 111 and ask for ambulance
- Inform management
- Complete HERO Form (ref SMS Element 4)

Fire Emergency

- Follow the building Evacuation Plan, including:
- Activate the nearest Fire Alarm and shout “Fire”
- Only attempt to extinguish the fire if it is small and your safety is not compromised
- Evacuate, closing doors behind you
- Assemble at nominated Assembly Point
- Call 111 and ask for Fire
- Inform management

Earthquake

- If inside, stay inside
- DROP, COVER, HOLD
- If inside, once shaking has stopped, evacuate the building

Aircraft Incident / Accident

- **Missing / Overdue aircraft**

  i. Attempt to establish communications with aircraft

  ii. If unable, liaise with:

  UNICOM - reports from other aircraft

  ATC - radar tracking / SSR

  iii. If still unable

  Call Rescue Coordination Centre, providing details of
  - Aircraft
  - Intended flight plan
  - Persons on board

  iv. Notify management, including Base Manager where applicable.

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- **In Flight Emergency** – (Declared emergency)
  i. Establish nature of emergency

  ii. Call Airport Tower (if at a controlled airfield) and advise:
  - Nature of emergency
  - ETA
  - Location / Runway
  - Aircraft
  - Persons on board

  iii. Call 111, ask for FIRE and advise:
  - Nature of emergency
  - ETA
  - Location / Runway
  - Aircraft
  - Persons on board

  iv. Notify management, including Base Manager where applicable.

- **Aircraft Accident**
  i. Call 111, ask for FIRE and advise:
  - Nature of emergency
  - Location / Runway
  - Aircraft
  - Persons on board

  ii. Notify Warbirds Management, including Base Manager where applicable.

2.14 LEVEL 2 EMERGENCY RESPONSE

Checklists ensure tasks are achieved in a systematic and consistent way and are the primary documents to be used in an emergency. For Level 2 Emergency Response, Warbirds shall utilise the Emergency Response Log as published in this section. This will act as a prompt, rather than the only way to manage the emergency.

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2.15 Form SMS 2.1

	Emergency First Responder Quick Reference Guide	Form SMS 2.1 Rev 8 Date: 19 October 2025

1. The 4 P's!

1. **P**rotect yourself
2. **P**rotect others
3. **P**revent escalation of the situation
4. **P**reserve the Incident / Accident Scene

2. Emergency Contacts

• Police, Fire, Ambulance		111
• Chief Executive / President	Frank Parker	027 473 6324
• General Manager	Kim Parker	021 880 525
• CFI / S&T Manager	Dave Brown	021 784 019
• Operations Manager	Mark Helliwell	021 879 204
• Safety Manager	Mike Curwood	021 175 2161
• Base Manager – Tauranga	Andrew Gormlie	021 822 205
• Base Manager – Masterton	Scott Mckenzie	021 727 734
• Base Manager – Omaka	Ryan Southam	027 318 7934

3. Medical Emergency

- Provide First Aid (Note: Defibrillator in Ardmore Visitor Centre entrance.)
- Dial 111 and ask for ambulance
- Inform management

4. Fire Emergency

- Follow the building evacuation plan, including:
- Activate nearest Fire Alarm and shout "Fire"
- Only attempt to extinguish fire if it is small and safe to do so.
- Dial 111 and ask for Fire & Emergency
- Evacuate, closing doors behind you. Inform management

5. Aircraft Incident / Accident

- Dial 111 and ask for Fire & Emergency, if required
- Inform management

6. Earthquake

- If inside, stay inside. DROP, COVER, HOLD
- Once shaking has stopped, evacuate the building

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2.16 Form SMS 2.2

	Level 2 Emergency Response Log	Form SMS 2.2 Sheet 1 of 3 Initial Issue Date: 30th Dec 2020

INTRODUCTION	
This Emergency Response Log provides the basis for managing an aviation related emergency, but may also be used as a guide for other types of emergencies. It acts as a prompt, rather than the only way to manage the emergency. Multiple copies may be printed off to allow recording of actions by the various members of the Crisis Management Team. Each copy shall be tracked and collated. In the absence of individual members of the team, responsibilities shall be reallocated.	
Assigned To	

RESPONSIBILITY AND ACTIVITY (Refer Section 2.12 Emergency Contacts)		**ACTION TIME / DATE OR N/A**
Chief Executive		
Assemble Crisis Management Team		
Appoint Emergency Response Manager		
Contact / meet with next of kin		
Issue briefing to staff & committee.		
Issue Press Release / Media Statements(s)		
Contact Insurer		
Other _____		
Operations Manager		
Aircraft, Crew and Passenger Details		
Type / Registration		
Secure Flight / Flight Following Records		
Pilot / Pax Names		

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	Level 2 Emergency Response Log	Form S2.2 Sheet 2 of 3 Rev 1 Date: 23rd Aug 2019

RESPONSIBILITY AND ACTIVITY (Refer Section 2.8 Emergency Contacts)		**ACTION TIME / DATE OR N/A**
Flight / Emergency Details		
Advise and / or Maintain Lines of Communication		
Emergency Response Manager		
Chief Executive Officer		
Police		
Rescue Coordination Centre		
Other _____		
Safety Manager		
Report to Authorities		
Civil Aviation Authority		
Worksafe		

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	Level 2 Emergency Response Log	Form S2.2 Sheet 3 of 3 Rev 1 Date: 23rd August 2019

RESPONSIBILITY AND ACTIVITY (Refer Section 2.8 Emergency Contacts)		**ACTION TIME / DATE OR N/A**
General Manager		
Assist Chief Executive to assemble Crisis Management Team		
Arrange enhanced Base Security		
Arrange family support facilities.		
Arrange catering for families and also Crisis Management Team		
Other _____		
Training Manager / CFI		
Secure personnel training records		
Other _____		
Maintenance Controller		
Secure maintenance records		
Additional Log of Events / Actions / Phone Calls (Use additional sheets as required)		

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