



Exercise Plan

Stockholm Arlanda Airport

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Introduction

The Riksdag (Swedish parliament) and the Swedish Government underline that, in a crisis situation, measures should be implemented quickly and smoothly without any hesitations about decisions and that there must be a capacity to manage incidents that range across the entire scale of risks and threats.

In order to develop and maintain crisis management skills and emergency preparedness in the organisation, priority shall therefore be given to training, and emergency exercises are important. The responsibility for exercises is borne by whoever has operational responsibility.

Society's ability to prevent and handle crises requires coordination. Terrorism, the outbreak of infectious diseases, radiological accidents, natural disasters and technical disruptions in infrastructure are examples of serious events that society must be able to prevent and manage. These events have consequences for a number of functions that are vital to society and require coordinated crisis management.

Most people agree that exercises must be held regularly in order to develop and maintain the capacity to manage a serious crisis. The only way to develop a good emergency exercise programme is to have everyone who has operational responsibility develop their capacity to train their own organisation in crisis management in order to:

- develop crisis management skills,
- enhance decision-making skills,
- test and develop plans,
- develop networks,
- identify training needs and
- identify development needs.

Aim

The aim of the exercise plan is to describe how multi-organisational exercises are implemented at Stockholm Arlanda Airport.

Objective

The objective of the document is to establish continuous exercise activities that are based on long-term planning and adapted to needs. The plan includes exercise drills, organisations trained in exercises and exercise scenarios as well as different steps.

The Emergency Training Group (ETG) has drafted this plan and its current planning for exercises at the request of the executive body the Crisis Management Forum (CMF).

Laws, Rules And Regulations

The Swedish Accident Prevention Act (2003:778)

Chap 1. Introductory provisions

Sec 1 The provisions of this Act are aimed at providing satisfactory and equal protection against accidents of the lives and health of people throughout the country, as well as of the environment and of property with regard to local conditions.

Sec 2 Rescue service, as provided in the Act, entails the rescue efforts that the State or local authorities are responsible for in case of accident or imminent danger of accident in order to prevent and limit injury to people and damage to the environment or property. Also classified as rescue service are rescue efforts made pursuant to Chap 4 Sec 1-4 without there having occurred any accident or there existing any imminent danger of accident.

The State or a municipality shall bear responsibility for a rescue effort only if this is justified with regard to the need for rapid intervention, the importance of the stakeholder under threat, the costs of the effort and other circumstances.

Only such rescue efforts as provided in this section are dealt with in this Act

Sec 3 The rescue service shall be planned and organised so that rescue efforts can begin within an acceptable period of time and implemented in an effective manner.

Sec 4 This Act does not apply to health and medical care as provided in the Swedish Health and Medical Service Act (1982:763).

Sec 5 The county administrative boards shall support the local authorities in their activities with advice and information pursuant to this Act.

Sec 6 The municipalities and government agencies that are responsible for activities pursuant to this Act shall coordinate activities and collaborate with one another and other affected parties.

Sec 7 The municipalities and government agencies that are responsible for rescue services shall ensure that the general public is informed about what capacity there is to carry out rescue efforts. They shall also provide instructions for how to convey warnings and information to the general public in case of serious accidents.

Chap 2 Duties in case of dangerous operations

At a facility where operations entail the danger of an accident causing serious injury to people or serious damage to the environment, it is the duty of the owner of the facility or the person carrying out operations at the facility to maintain preparedness with or pay the cost of staff and property to a reasonable extent and otherwise take necessary measures to prevent or limit such injury/damage.

It is the duty of the person carrying out operations to analyse the risks of such accidents as provided in the first paragraph. The first and second paragraph also apply to airports that have been approved pursuant to the Chap Sec 9 Para 1 of the Aviation Act (1957:297).

Note pertaining to Chap 2. Duties in case of dangerous operations. According to the committee drafting the Act, these provisions are not aimed at air traffic operations or at facilities like hangars, airport buildings or fuel depots given that preventive measures in these contexts are regulated under special laws. Only the staff and equipment needed for an effective rescue effort in an early phase in the event of an aircraft accident within the airport area are affected.

The Swedish Transport Agency's regulations and general guidelines

The Swedish Transport Agency's regulations and general guidelines on preparedness for rescue efforts and rescue service at the airport (TSFS 2010:114) regulate planning for rescue efforts and rescue services at the airport.

The Swedish Transport Agency's regulations and general guidelines pursuant to the TSFS Aviation Security Series are to protect passengers, crew, ground staff, the general public and property from unlawful acts against civil aviation. This protection also includes aircraft, airports and other facilities for civil aviation. Unlawful acts are considered primarily to be criminal attacks such as sabotage, hijackings and the taking of hostages. Threats of and preparations for such attacks are also considered to be unlawful acts. If a criminal act against aviation is committed, the aim is to mitigate the consequences through prepared action plans.

Planning for major incidents

- An Airport Director shall draft a plan for rescue efforts and, if necessary, the plan shall be coordinated with the local community's plan for emergency situations
- The plan is tested through exercises at the airport in intervals of no longer than two years
- Partial exercises are executed in the intervening years to ensure that shortcomings identified during the exercises as well as current shortcomings are remedied

Supporting documents

The following documents can be used as support in planning for exercise planning and for developing scenarios:

- Risk management plan
- Crisis communication plan
- Plan for aviation safety work
- Safety documentation
- Training plans locally and regionally

Cooperation

Presentation of the Emergency Training Group

The Emergency Training Group (ETG) has been operating at Stockholm Arlanda Airport since 2002 and consists of representatives from the airport's security contractor, the Arlanda Border Police Department, LFV, the Maritime Administration-ARCC, the Swedish Police in Stockholm County, the Attunda Fire and Rescue Service, SOS Alarm, the Stockholm County Council, Swedavia and airlines and ground handling companies working at Stockholm Arlanda Airport.

ETG's operational task has been assigned by the Managing Director of Stockholm Arlanda Airport and consists of creating close cooperation between the companies and organisations at the airport as well as increasing knowledge about how the different organisations work, for instance, in the event of a major accident or other type of major incident. The group works to create conditions for smooth cooperation, effective implementation of measures and an allocation of resources based on needs.

In accordance with the Swedish Transport Agency's regulations and general guidelines, exercises shall be carried out at airports at specified intervals. ETG conducts training for the different organisations, and its aim is to have participants take part in training sessions on a step-by-step basis. The training sessions are held in three stages. Level 1 gives an overall presentation of the organisations and includes a short exercise. Level 2 is an exercise for commanding officers in which an airline or ground handling company involved works with organisations responsible for such operations in a scenario that includes an aircraft accident. Level 3 is an exercise that is planned in the form of a project, with ETG working in the role of advisor and exercise resource.

Reports on the group's work are presented in the series of meetings known as the Crisis Management Forum (CMF), which consists of management representatives from the participating organisations. Operational planning is determined in collaboration between the organisations and authorities involved, and Swedavia is the convenor for ETG and CMF.

ETG works for good benchmarking as an important part of the airport's work with crisis management, since impressions and good examples from other airports are very valuable for enhancing crisis management capacity at Stockholm Arlanda Airport.

We see a great need for training in future since there is a continuous turnover of employees in the organisations involved. It is therefore important that exercise drills are carried out and offered on a regular basis.

Aim and objective of ETG's operations

The aim of the organisation is to:

- ensure continuous exercise activities, in accordance with TSFS and the Swedish Accident Prevention Act (2003:778), for different levels of training and exercises.
- improve cooperation with all of the organisations and companies involved at the airport in different management functions in case of a major incident,
- create standard procedures, training programmes and exercises,
- follow up and provide feedback to improve procedures and methods,
- secure communication, emergency alert procedures, routines and
- facilitate decision-making in each organisation.

The objective of the activities is to enhance individual and collective crisis management capacity at the airport by ensuring that those involved increase their knowledge about the actions of each other's organisations in case of a major incident and as a result:

- create understanding about the different roles and tasks of the organisations,
- can work in their function at their organisation
- work with and understand the different sequences of events that may arise and
- mitigate the negative impact of an incident on individuals, organisations and the airport.

Activities

These activities are determined on an annual basis.

- Series of meetings with all participants.
- Series of meetings with working group for exercise activities.
- Exercise level 1 – introduction and partial exercise.
- Exercise level 2 – exercise for commanding officers with management functions.
- Exercise level 3 – large-scale exercise in which ETG is an advisor and exercise resource.
- Benchmarking – working group for exchanging experiences.

Financing

Activities shall be funded as far as possible by each organisation involved paying its own costs. However, Swedavia covers the general costs generated by exercises at the three different levels.

Reporting

Meeting activities shall be documented and an annual report on activities shall be sent to the airport's Managing Director and CMF. The report shall include information about meeting activities, benchmarking, exercises executed and the results of these.

Pedagogical foundations

Description of competence levels

Factual knowledge

Knowledge of facts.

Understanding

Insight into and understanding of communication, purpose and content.

Proficiency

We know how something should be done and we can also do it.

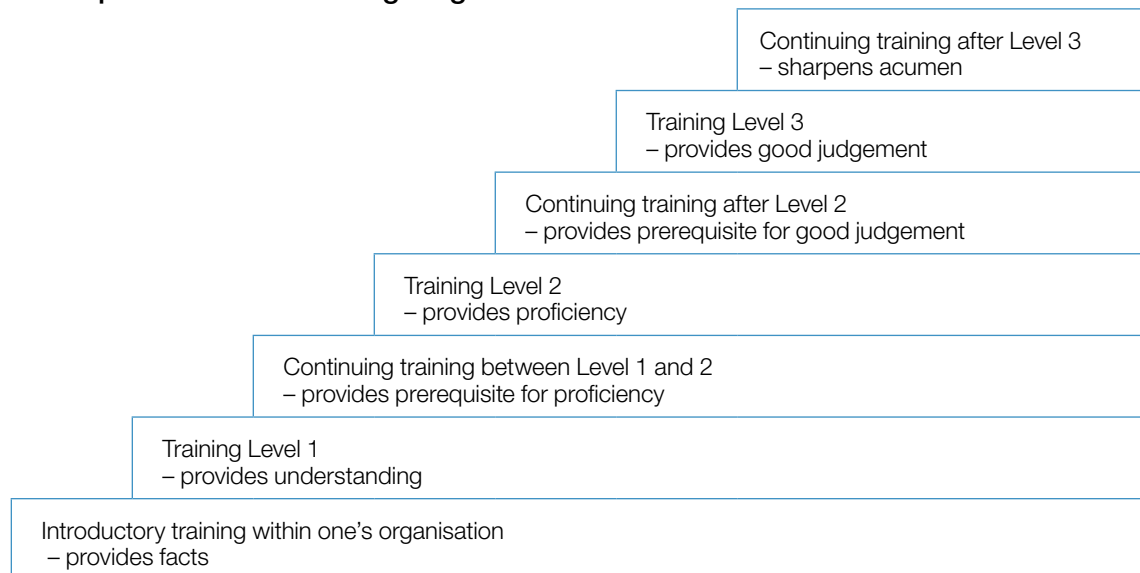
Acumen

Competence to handle a given situation so that a person can see without any help what the matter involves and know what consequences different measures may entail with respect to the situation.

An overview of the four concepts

Concept	Meaning	Person is provided with...	... by
Facts	Know that	Information	Memorising
Understanding	Know why	Meaning/content	Interpreting/analysing
Proficiency	Know how	Ability	Practising/doing
Acumen	Know what	Good judgement	Participating/gaining experience

Description of ETG's training stages



Training Level 1

Exercise model – discussion

Provide information, clarify and create understanding about each participant's tasks.

- Roles
- Responsibilities

Scenario

- Safety: aircraft accident

Training Level 2

Exercise model – commanding officers and simulated exercise

- Emergency alert, start-up and preparations in the facilities
- Management and decision exercise
- Unit work and function exercise

Scenario

- Security: bomb threat and suspicious object
- Safety: aircraft accident

Places involved in exercise

- Gate
- Command and communication centres
- Control centre
- Accident site
- Assembly site
- Information and press centre

Training Level 3

Exercise steps

Training model – full-scale exercise

- Cooperation and communication (emergency alert, start-up and preparations in facilities)
- Management and decision exercise
- Unit work and function exercise
- Emergency care
- Local coordination exercise
- Regional coordination exercise

Sites

- Command and communication centres
- Control centre
- Accident site
- Assembly sites
- Hospitals
- Centres for the injured, family/friends and reunion
- Information and press centre

List of scenarios

A. Disruptions to supply

Ex: Electricity

Ex: Fuel

Ex: Water

B. Disruptions, incidents in operations and servicet

Ex: System that affects air traffic

Ex: System that affects the passenger flow

Ex: System that affects baggage handling

Ex: Severe weather conditions

Ex: Major shortage of staff resources and competence

C. Fire in the airport area – entails evacuation if necessary

Ex: Fuel depot

Ex: Hangar

Ex: Airport buildings

Ex: Train fire under terminal

D. Aircraft accident or incident (safety)

Ex: At the airport

Ex: On land

Ex: In the water

Ex: In difficult terrain

Ex: In close proximity to the airport

Ex: Overfuelling with fire

Ex: Kollision mellan flygplan och fordon

Ex: Collision between aircraft and aircraft

E. Criminal act (security)

Ex: Bomb threat aimed at aircraft

Ex: Bomb threat aimed at building

Ex: Sabotage aimed at aircraft

Ex: Sabotage aimed at building

Ex: Hijacking

Ex: Robbery

F. Environmental incident or accident – hazardous goods

Ex: With risk of impact on individual

Ex: With risk of impact on environment

G. Emergency care

Ex: Infection on an arriving aircraft

Ex: Crisis support care

Ex: Medical incident

Ex: Departing and arriving Swedish National Air Medevac

H. World events with an impact on the airport

Ex: Evacuation of Swedish citizens

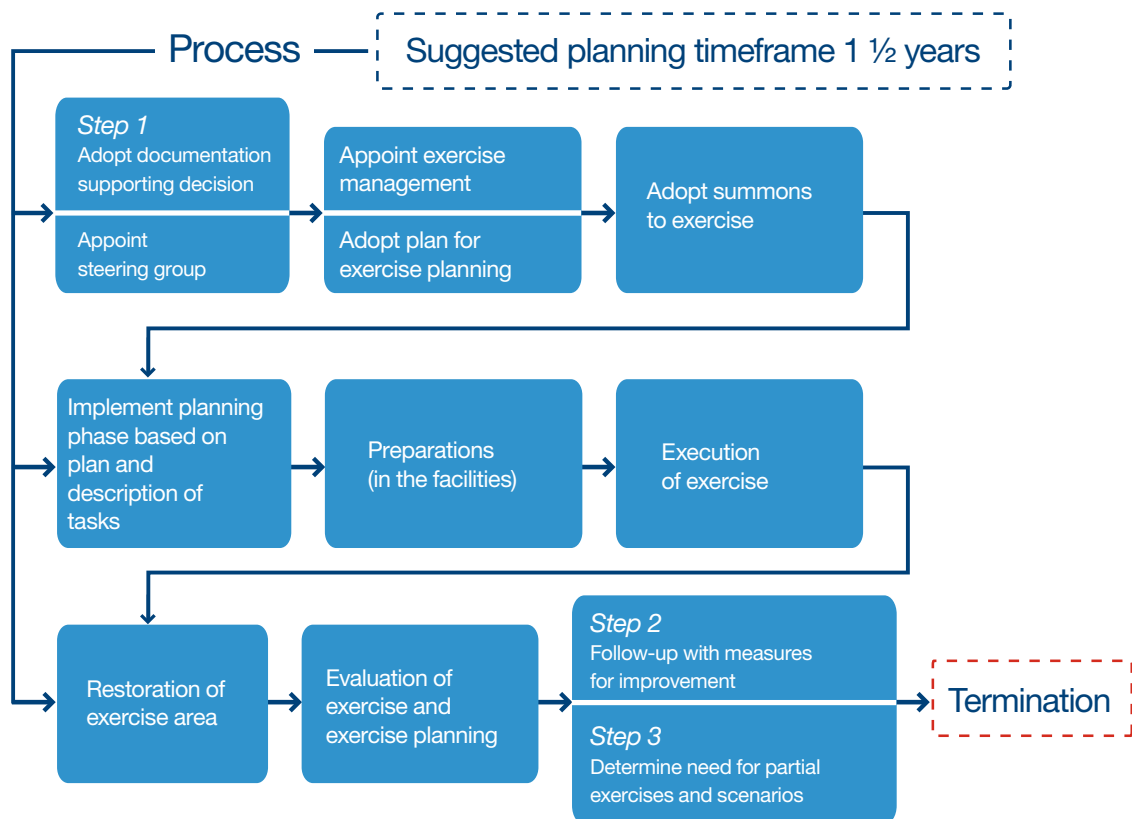
Exercise planning process and documentation

ETG exercise Level 1 and 2

For ETG Level 1 and 2, planning takes place in a series of meetings following the annual plan adopted, which is approved by CMF. The documentation for each level is specified in the documentation for that level that describes the relevant exercise plans and facts.

Training Level 3

For Level 3, planning takes place in the form of projects that are approved by the person at Swedavia placing the order.



Documentation

Meeting documents <ul style="list-style-type: none">• Documentation supporting decision• Summons to exercise• Summons to start-up meeting• Contact list for participants• Presentation material for tasks• Minutes from meeting• Exercise report	Topics for exercise planning documents <ol style="list-style-type: none">1. <i>Introduction</i>2. <i>Exercise planning</i>3. <i>Activity planning</i>4. <i>Preparations (in facilities)</i>5. <i>Execution of exercise</i>6. <i>Restoration of exercise area</i>7. <i>Evaluation and follow-up measures</i>8. <i>Budget planning and reports</i>9. <i>Communication plan</i>9. <i>Map material</i> <ul style="list-style-type: none">• Exercise regulations for exercise managers and service functions• Exercise memo for responders• Exercise memo for players
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Planning

Decision level

Local coordination exercise

Step 1

A coordination exercise may be initiated and decided on by an individual organisation and executed using the organisation's own resources or in cooperation with another organisation.

Step 2

A local coordination exercise may be initiated by airport organisations and decided on in consultation with Swedavia, the Airline Operators Committee (AOC) and CMF.

Regional coordination exercise

A regional coordination exercise may be initiated by airport organisations in consultation with Swedavia, AOC and CMF. Swedavia conveys requests to the Stockholm County Administrative Board's Exercises Council for consultation and informs the Swedish Civil Contingencies Agency (Myndigheten för samhällsskydd och beredskap) about execution decisions.

Objective

Type of exercise	Scenario - Moment	Exercise interval based on decision in each organisation
Local step 1, coordination exercise	Emergency alert exercise	X times / year
Local step 1, coordination exercise	Start-up exercise of crisis management organisation	X times / year
Local step 1, coordination exercise	Unit exercise	X times / year
Local step 1, coordination exercise	Decision exercise	X times / year
Local step 1, coordination exercise	Communications exercise	X times / year
Local step 1, coordination exercise	Information coordination	X times / year
Local step 2, coordination exercise	Disruption to supply	At least X times/ in X years
Local step 2, coordination exercise	Disruption, incident in operations/service	At least X times/ in X years
Local step 2, coordination exercise	Fire in airport area	At least X times/ in X years
Local step 2, coordination exercise	Environmental incident or accident with hazardous goods	At least X times/ in X years
Local step 2, coordination exercise	World events with impact on the airport	At least X times/ in X years
Regional coordination exercise	Aircraft crash, accident or incident	At least X times/ in X years
Regional coordination exercise	Criminal act	At least X times/ in X years
Regional coordination exercise	Crisis support care	At least X times/ in X years
Regional coordination exercise	Swedish Civil Contingencies Agency determines coordinated exercise (SAMÖ), for example	Upon request and based on organisation's decision to participate

Aim

The airport's exercises are to be executed jointly with actors from local government agencies and the airport in order to ensure that crisis management plans are coordinated and effective. The plan for emergency situations is tested through exercises at the airport in intervals of no longer than two years. Partial exercises are carried out in the intervening years to ensure that shortcomings identified during exercises and current shortcomings are remedied.

Restrictions

During the periods below, no joint ETG exercise activities shall be carried out:

- Level 1 May to September
- Level 2 April to September
- Level 3 April to September

Reporting

A report on exercise planning and an exercise log are to be submitted annually to the Swedish Transport Agency–Aviation Department for their information. If there are divergences from the overall planning, a divergence report with reasons for the divergence is to be submitted to the Swedish Transport Agency–Aviation Department. Swedavia Risk and Crisis Manager, in consultation with the Airport Director, are responsible for this.

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