



PRELIMINARY PLAN OF MANAGEMENT

Sydney Flight Training Centre

28-30 Burrows Road, St Peters NSW

CAE Inc

Revision A

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1. Introduction

This Preliminary Plan of Management (PoM) relates to the Sydney Flight Training Centre located at 28-30 Burrows Road, St Peters. This PoM has been prepared to guide the management and operation of the facility and supports a State Significant Development Application (SSDA) for the Project.

1.1 Description of Site and Locality

The site is located at 28-30 Burrows Road, St Peters and comprises land known as Lot 2 of DP 212652 and Lot 15 of DP 32332. The site is located within the City of Sydney LGA. The site is identified in the figure below.

Figure 1 - The Site



Key features of the site are as follows:

- The site is approximately 7,961sqm and is rectangular in shape. The primary frontage to Burrows Road is approximately 123m in length and the site maintains a depth of approximately 63.5m.
- Vehicular access to the site from the local road network is available from Burrows Road which links the site to the West Connex road network in the north and Sydney Airport to the west.
- Industrial land uses extend along Burrows Road and Euston Road. St Peters railway station is approximately 1.5km from the site. The nearest residential neighbors are located to the south of the site approximately 300m away and are separated by industrial warehouse buildings and the Alexandra Canal.

Key features of the locality are:

- **North:** The site has a direct road frontage to Burrows Road, close to the intersection with Campbell Road. Directly opposite the site to the north is the Westconnex Transurban MCC Main Office which comprises car parking facilities for motorists at the St Peters interchange. Sydney Park is further north on the opposite side of Campbell Parade.
- **East:** The immediately adjoining site to the east comprises industrial development. Campbell Road and Campbell Road Bridge are further east, with additional industrial land uses on the opposite side of Alexandra Canal, including Alexandria and Rosebery. Campbell Road connects the site to the broader WestConnex road network.
- **South:** The site is bound to the south by Alexandra Canal, a State significant heritage item. Additional industrial land uses are located across the canal to the south, primarily comprising warehouse and distribution centres. Gardeners Road and Bourke Street provide access to Mascot and Eastlakes. Sydney Kingsford Smith Airport is further south.
- **West:** The immediately adjoining land comprises industrial development. The St Peters WestConnex Interchange is located to the north-west, with the Princes Highway beyond. Further west is low density residential and industrial land uses in the suburb of Sydenham. Sydenham Train Station is approximately 1.5km west of the site, providing services to the Sydney CBD.

1.2 Project Description

The flight training facility will enable pilots and flight crew from Qantas and other airlines to undertake periodic training and testing to meet regulatory requirements by simulating both aircraft and emergency procedural environments. The flight training centre will be situated within a three-storey industrial warehouse building and will include:

Flight Training Centre

- 8 x simulator bays – State of the art full motion flight simulators with visual fidelity, motion and sound. This allows crew to be trained in all aspects of normal and non-normal operations, including instrument approaches and landings in all weather conditions.
- Emergency procedures component including:
 - Cabin evacuation emergency trainer – Full-scale cabin mock-up is used as practical training device. These facilities allow emergency situations to be accurately portrayed and allow pilots and cabin crew to handle emergency situations in both wide and narrow-bodied aircraft.
 - Slide descent tower – Enables realistic training of deployment and use of slides to evacuate aircraft for pilots and cabin crew.
 - Door trainers – Enables realistic training of use of emergency exits to evacuate aircraft for pilots and cabin crew.
 - Slide raft – On the ground which is used to simulate water rescue procedures.
- Ancillary spaces (administration and training areas) including:
 - Equipment room – Storage of emergency equipment (oxygen tanks, defibrillators etc.) that supports the training and assessment of cabin crew and pilots of aviation medicine.
 - Pilots lounge – Area for pilots to wait prior to simulator sessions
 - Meeting rooms and lunch room.
 - Reception area.

- Toilets, plant, loading dock.

Transport and Car Parking

Vehicular access to the site will be via two crossovers and driveways to Burrows Road. The eastern access point will serve as the vehicle entry to the site and then allow one-way traffic around the site. The western access point will serve as the vehicle exit to the site.

Car parking for the development is located to the rear of the building. The car park will comprise 35 spaces (including one disabled space) for use by staff.

2. Operational Overview

2.1 Purpose of Facility

To house and maintain Full Flight Simulators, Integrated Procedures trainers and Emergency Procedures training equipment to service the training requirements for Qantas Group Flight Crew and Third-party customers.

The ongoing operation of the facility and asset management of the site is the responsibility of CAE.

2.2 Services and Offering

Services provided include:

- Recurrent training and Initial Type Ratings for Pilots and Cabin Crew;
- Bespoke Flight Crew training courses such as Human Factors and Aviation Medicine and Security Training and the sale of such services to non-Qantas Group customers.

This training is provided specific to the fleet on which the flight crew is operating. Every year each member of Flight Crew (Pilots and Cabin Crew) is required to renew their licence to operate on that particular fleet and following successful completion of the particular training matrix, their licence to operate is renewed (recurrent training).

Where Flight Crew are promoted or change aircraft type, an Initial Type Rating is completed, which requires additional training specific to that particular aircraft. This training includes an overview of the specific equipment, door training and in the case of Pilots, a comprehensive training footprint for that specific aircraft.

3. Operations

3.1 Hours of Operation

The facility will operate 24 hours a day, seven days a week.

Pilots, Cabin Crew, Maintenance Technicians, Instructors and Contractors will frequent the facility on a 24/7 basis to conduct and attend training and to attend to facility/equipment breakdowns.

3.2 Operations and Procedures (Equipment & Training)

3.2.1 Full Flight Simulator

A Level D Full Flight Simulator simulates all aircraft systems that are accessible from the flight deck and are critical to Pilot training. These simulators provide accurate force feedback for the pilot's flight controls, through a simulator system called "control loading", and other systems such as avionics, communications and "glass cockpit" displays are also simulated.

Full Flight Simulators are required to facilitate the completion of Regulatory required Pilot training under CASR Part 142, for both license renewals and new initial type ratings. Full Flight Simulators are required to be qualified and certified to the Australian Civil Aviation Safety Authority (CASA) standards, as prescribed in Civil Aviation Safety Regulations Part 60, pertaining to synthetic training devices.

These synthetic training devices are required to be certified annually by the regulatory body (CASA), to ensure that the fidelity of the device replicates that of the particular aircraft. Similarly, the maintenance of these devices is prescribed to maintain Regulatory approval. The maintenance of these devices is performed by the in-house maintenance technicians in accordance with the Original Equipment Manufacturers' (OEM) requirements. These technicians are required to maintain the training devices at a standard to ensure the fidelity of the training devices are consistent with the fleet in question and also to ensure that warranty provisions on the equipment are satisfied. CASA provides a number of Team Leader Instruments to staff who are responsible for completing the annual regulatory approval process, resulting in recertification of the device for another 12 months.

3.2.2 Integrated Procedures Trainer

The Integrated Procedure Trainers (IPT) are lower level training devices principally used in the ground school component of Pilot Training for new initial type ratings. An IPT is typically used to simulate the various systems on the aircraft in question and combines use of multiple touch-sensitive screens that display simulated panels in the same size as the actual aircraft panels and hardware replica panels. Additional screens are used for the instructor station and active schematics displays. Similar CASA regulatory requirements are in place for these devices, for both regulatory compliance and warranty purposes with the OEM. The maintenance of these devices is performed by the in-house maintenance technicians.

3.2.3 Cabin Emergency Evacuation Trainers

Wide and narrow body Cabin Emergency Evacuation Trainers (CEET) are used for the purpose of training Pilots and Cabin Crew in emergency situations that may exist in the event of a ditching, smoke filled cabin, depressurisation, Door operation, Door malfunctions, jammed exits, internal & external fires and general obstructions within the cabin. In some cases, these CEET equipment may also have a slide raft attached to the device to complete full cabin evacuation training. These devices also require Regulatory certification under CAO 20:11 and maintenance is performed by the in-house maintenance technicians in accordance with the OEM requirements.

3.2.4 Door Trainers

Door Trainers provides the ability to train and assess Pilots and Cabin Crew, in the operation of aircraft type specific doors and exits. These assessments are conducted under supervision of a qualified Aviation Safety Training Instructor. This training/assessment includes correct door operation techniques, evacuation commands, door specific malfunctions and passenger control. The ability to utilize door training equipment in lieu of training on the aircraft, is set down in CAO20:11 and as such each piece of equipment is approved by the Regulator, to be used in the operator's training program. Maintenance is performed by the in-house maintenance technicians in accordance with the OEM requirements.

3.2.5 Fire Trainer

Fire Trainers provide training to Pilots and Cabin Crew to ensure they are competent in addressing various types of fire situations that may occur on an aircraft. It provides the opportunity to develop team work and situational awareness when faced with an onboard fire and smoke. This equipment is certified under CAO20:11 and CASR 121. Maintenance is performed by the in-house maintenance technicians in accordance with the OEM requirements.

3.3 Fire Safety

The facility will have smoke detectors placed in accordance with the Building Code of Australia requirements. It will also be fitted with an Emergency Warning & Intercommunication System (EWIS) to protect and advise occupants when a building evacuation is required. The training equipment will be protected with onboard fire detection and EWIS, aural and visual warnings. Simulators fitted with a hydraulic motion system requiring a Hydraulic Power Unit, will be fitted with infra-red detection and a water misting suppression system. Hydraulic Power Unit rooms will utilize ceiling water sprinklers or gas protection or other suitable system.

Maintenance of the various plant rooms, fire extinguishers, gas systems and other fire safety services is managed on a scheduled basis by an appropriate contractor engaged by CAE.

3.4 Loading Dock & Deliveries

The site includes provision for a number of dedicated loading docks given the nature of operations at the site:

- The primary loading docks will be in the south-eastern and south-western corners of the site and will be utilized for all deliveries to the site and for the collection of waste and recycling by a private contractor appointed by CAE.
- Secondary loading docks are provided for installation/removal of flight simulators and delivery of hydraulics for the simulators. These loading docks will be serviced by medium rigid truck on infrequent basis (typically twice a year).

Procedures to manage access and timing for deliveries to the loading docks will be further developed during the commissioning phase of the project.

3.5 Medical Emergency Procedures

The proposed facility will comply with CAE standard policies in relation to medical emergency procedures, including the provision of appropriate emergency signage and equipment. During the commissioning phase of the project, further investigation will be undertaken to determine the measures required to comply with CAE's standard medical emergency procedures.

3.6 Safety Management system (SMS)

The primary purpose of having an SMS is to contribute to the continual improvement of Aviation Training, ground operations trainings and general safety by assuring that the applicable standards in training Aviation Training personnel are met.

- CAE will have SMS manual which is for specific use in training centers conducting ground operations and simulator training, and, do not pose direct flight safety risks to the operation of aircraft.

3.7 SMS Requirements

The primary requirement of this SMS manual is to organize the company's approach to managing the relevant and perceived risks from type rating training operations including the necessary organizational structures, accountabilities, policies, and procedures.

The SMS manual applies not only to internal departments, staff and client members but also to all contract operators providing Aviation Training services.

This will be achieved by developing and applying a systematic approach to safety, including a safety policy and objectives, which will apply strictly to all staff, trainees, clients, and contractor. The secondary requirements of this SMS are to assist with reaching business goals by:

- Remaining compliant with legal and regulatory requirements.
- Demonstrating effective leadership in safety.
- Providing a commitment to quality; and
- Talking a positive and pro-active approach to safety.

All staff in the facility shall be made known of the SMS manual and it is the responsibility of all staff to understand the relevant areas related to them through the trainings conducted as stated above.

3.8 Security Systems

An external security contractor appointed by CAE will be responsible for the installation, maintenance and fault rectification of the security system at the facility. The facility will also be monitored by CCTV, at various points throughout the building.

3.9 Security Protocols & Monitoring

Due to the critical aspect of the services managed within the facility, the building has a secure perimeter, together with a number of layers of access control, at various "gates" within the facility. For example, access to the Simulator Hall is managed utilizing card reader access to ensure only authorized personnel access that area.

3.10 Bomb Threat Procedures

CAE has developed standard bomb threat procedures, which are applied consistently across all business units. The procedure describes responsibilities for employees and contractors, risk assessment and mitigations measures, and standard management activities.

4. Staff Amenities

4.1 Staff Facilities

External contractors will be appointed to manage staff facilities and ensure staff, Pilots and Cabin Crew have access to a clean working environment with the appropriate amenities including natural lighting, toilet and shower facilities, lunchroom facilities, fridges to store food and drinks, microwaves to prepare meals, hot water and clean filtered drinking water.

4.2 Staff Car Parking

During core business hours (7am to 6pm daily), the onsite car parking will be dedicated to staff members, including Administration, Maintenance Technicians, Instructors and Contractors. The proposed car parking provides sufficient provision for staff accessing the facility, which on a typical day is not expected to exceed a maximum of 25-32 staff at any one time.

4.3 Registration

At the reception area, any personnel such as employees, contractors, visitors, customers will undergo registration via a digital check-in process.

4.4 Transport for Flight Crew

It is expected that Pilots and Cabin Crew attending the facility for training will largely travel to and from the facility by one of the following modes:

- Qantas shuttle bus
- Taxi / Uber

Public transport access is also available, and end of trip facilities are provided onsite for bicycle users.

Outside of core business hours (6pm to 7pm), Pilots and Cabin Crew will be permitted to park onsite subject to approval by CAE.

4.4.1 Qantas Shuttle Bus

A regular shuttle bus between the flight training centre and Qantas Headquarters in Mascot and possible future connect to Sydney Airport will be available. The shuttle bus will run accordingly to the following:

- Hours of operation – 6am to 11pm daily
- Service frequency – up to 30 minutes
- Daily movements – estimated 34 drop offs per day
- Vehicle type – midsize bus (27 seat Optare) or larger bus (37 seat MAN), dependent on Cabin Crew training requirements/schedule
- Dedicated bus stop / drop off point with weather protection provided on the western side of the facility

5. Management Measures

5.1 Waste Management

CAE is committed to waste minimization and management in accordance with the Operational Waste Management Plan prepared by JBS&G for the facility. Some initiatives proposed as part of the development include:

- Placement of bins in administration and lunchroom areas for paper and cardboard collection for recycling or external skip bins dedicated to recycling materials only. Waste collection is managed by external contractors and is scheduled accordingly.
- Discarded oil products / cloths, derived from the maintenance of training equipment are to be kept in a bunded area in prescribed drums and removed by an EPA approved service (SITA) for recycling.

Contracted cleaners are central to the effectiveness of the waste management systems in place. Monitoring of the system will be carried out by the cleaning supervisor and facility management.

Contracted cleaners will be required to feed back to the facility management any non-compliance issues they observe during their cleaning activities. This may include contamination of recycling; non-participation in the recycling system, or missing or damaged bins. In this way issues can be promptly dealt with by management.

Waste and recycling contractors will be required to report actual volumes collected by stream so that management can monitor performance and feed this back to stakeholders.

It is anticipated that a reporting program be set up at which would include bin tally sheets that detail the number of bins collected and how full they are at the time of collection, in addition to communication procedures to allow waste contractors to provide feedback regarding contamination and leakage.

5.2 Oil Management

The simulators may need to operate using hydraulics motion systems which requires the usage of oil. CAE has specific procedures to provide instructions on the correct procedure for the management of new and used oils; oil contaminated materials such as rags, filters and absorbent materials; and the management of oil spills. An external contractor will be appointed by CAE to organize transport and disposal of oil waste products.

5.3 Noise

The Noise and Vibration Impact Assessment (NVIA) prepared by Renzo Tonin assessed the operational noise impact originating from the following activities:

- Service vehicle & car movements
- Car park noise emissions
- Bus movement on site
- Changes to local traffic conditions
- Building services plant noise, and
- Operational noise from fire trainer sessions and simulator maintenance noise.

Noise emissions from the equipment are expected to be treated with internally lined ductwork and/or attenuators where required. Noise emissions due to fire training activities and maintenance work are unlikely to contribute to an increase in boundary emission noise.

In relation to operational vibration impact, it is anticipated that all operational activities that will occur on this site are likely to have very little impact on the surrounding buildings on a vibration basis and will readily comply with the vibration limits.

Operational noise at the flight training centre will be managed in accordance with the operational noise limits and mitigation measures outlined in the NVIA (September 2022).

5.4 Air Quality

Air quality impacts associated with the operational phase of the flight training centre are anticipated to be negligible, with the main source of emissions likely to be exhaust emissions from heavy vehicles idling on-site.

Operations at the site will be undertaken in accordance with the mitigation measures outlined in the Air Quality Impact Assessment prepared by SLR (September 2022).

5.5 Landscaping

An external contractor will be appointed by CAE to maintain the landscaping throughout the site in accordance with the maintenance schedule prepared by Habit8 as part of the Landscape Plans. This includes the 10m foreshore setback area until such time that the City of Sydney take responsibility of this area in accordance with the restrictive covenant to be registered on title.

Abbreviations

Acronym	Definition
CASA	Civil Aviation Safety Authority
CCTV	Closed Circuit Television
CEET	Cabin Emergency Evacuation Trainer
DSC	Duty Security Controller
EWIS	Emergency Evacuation Intercom System
IPT	Integrated Procedures Trainer
LGA	Local Government Area
OEM	Original Equipment Manufacturer
PoM	Plan of Management

