MELBOURNE AIRPORT

MELBOURNE AIRPORT EMERGENCY PLAN

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Revision

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4 March 2026	0.1	Draft	AEC Consultation	
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Foreword

Melbourne Airport operates in a dynamic and complex environment where the safety, security, and wellbeing of our passengers, staff, and community are paramount. In this setting, preparedness is not a static requirement, it is a shared, evolving responsibility. This Emergency Plan reflects a commitment to an all hazards – all communities approach, ensuring that our planning and response efforts consider the full spectrum of potential threats and the diverse needs of those who may be impacted.

Emergencies can emerge with little warning and from a range of sources: natural, technical, or intentional. An integrated approach, grounded in risk, resilience, and collaboration, is essential to effective emergency management. This plan aligns with the principles and structures outlined in the State Emergency Management Plan (SEMP) for Victoria, supporting a coordinated, scalable, and community-focused response across agencies and jurisdictions.

Further, compliance with the Civil Aviation Safety Authority (CASA) Manual of Standards (MOS) Part 139 – Aerodromes ensures that Melbourne Airport maintains a level of preparedness and response capability consistent with national aviation safety obligations. It reinforces the importance of continuous improvement in our emergency planning and exercising regimes.

This Emergency Plan is the product of strong partnerships between Australia Pacific Airports (Melbourne), emergency services, aviation stakeholders, government agencies, and the broader airport community. Our collaborative readiness and shared sense of duty provide the foundation for responding to incidents with agility, clarity, and unity.

Together, we are building Australia’s most resilient airport.

INTRODUCTION

Emergency preparedness is a core function of airport management and a critical component of aviation safety. In alignment with the guidance set out by the Airports Council International (ACI) Emergency Preparedness and Contingency Planning Handbook, this Emergency Plan for Melbourne Airport establishes a structured, risk-based approach to planning, response, and recovery across the full range of potential emergencies.

Airports operate in high-consequence environments where incidents (whether caused by natural hazards, operational disruptions, technological failures, or malicious acts) can have significant impacts on passengers, personnel, infrastructure, and continuity of operations.

The plan is designed to promote a proactive and integrated approach to emergency management, engaging stakeholders across the airport community in collaborative planning, training, exercising, and continuous improvement. It outlines roles and responsibilities, communication protocols, activation procedures, and recovery strategies to ensure a timely, efficient, and coordinated response to any emergency scenario.

By embedding the all hazards – all communities philosophy, this plan supports interoperability with state and national emergency frameworks, including the Victoria State Emergency Management Plan (SEMP) and aviation-specific requirements such as CASA MOS 139 – Aerodromes. It recognises that effective emergency management must not only protect life, property, and operations, but also maintain public confidence and uphold the airport's vital role in the broader transport and economic system.

Melbourne Airport remains committed to fostering a culture of safety, preparedness, and collaboration—ensuring our airport community is ready to respond, recover, and adapt in the face of any challenge.

Authority

This document is written to meet the requirements on Aerodrome Operators under the Civil Aviation Safety Regulation Part 139 which requires an aerodrome operator to maintain emergency preparedness and maintain emergency plans.

Emergency management is a shared community responsibility governed with an all-hazards approach. This document is commissioned by the Airport Emergency Committee who holds the responsibility ensuring that all agencies and organizations within the community are working towards continuous improvement in planning, preparedness, response and recovery during an emergency.

Context

Melbourne Airport (Tullamarine) serves as Victoria’s primary aviation gateway and is a critical node in Australia's national transport network. Situated approximately 22 kilometres northwest of Melbourne's Central Business District, the airport spans over 2,700 hectares within the City of Hume. The airport is located on the traditional lands of the Wurundjeri Woi Wurrung people of the Eastern Kulin Nation, who maintain a deep and enduring connection to this Country.

Melbourne Airports site is three times bigger than Sydney Airport, two times bigger than Heathrow Airport and six times bigger than the Melbourne CBD.

The airport operates 24 hours a day, seven days a week, and comprises four passenger terminals (T1 to T4), two intersecting runways (16/34 and 09/27), extensive taxiway systems and significant freight and logistics facilities. It is directly connected to metropolitan and regional Victoria via a network of critical transport links, including the Tullamarine Freeway (M2) and Calder Freeway (M79).

Melbourne Airport services over 40 domestic and international airlines, facilitating connectivity to more than 70 destinations globally. Operationally, the airport manages over 350,000 aircraft movements annually and accommodates more than 36 million passengers per year. It is also Australia's busiest airport for international freight, handling over 200,000 tonnes of air cargo each year. The airport precinct supports over 18,000 direct jobs and contributes more than $17.7 billion in economic activity annually, underscoring its significance to Victoria's economy and trade competitiveness.

Approved by the Federal Government in September 2024, the Third Runway project involves constructing a new 3,000-metre runway parallel to the existing north-south runway. Scheduled for completion by 2031, this development aims to accommodate an additional 136,500 aircraft movements and enable an expected 76 million passengers to use the airport each year by 2042.

To improve landside access and reduce congestion, Melbourne Airport is constructing a two-stage elevated road network. Stage 1, provides a direct connection between the Tullamarine Freeway and Terminal 4, eliminating the need for drivers to navigate roundabouts and traffic lights. Stage 2 extends this network to Terminals 1, 2, and 3, repurposing levels 2 and 3 of the T123 Car Park for passenger drop-off and pick-up. The project aims to separate public traffic from commercial transport operators, enhance pedestrian safety, and provide a more reliable journey into the airport.



Risk Assessment

Melbourne Airport conducts risks assessments on current and emerging risks periodically. Records of these risk assessments can be obtained by emailing resilience@melair.com.au. Risk assessments are stored electronically in ARCHER, a dedicated risk assessment platform.

Melbourne Airport also participates in the Hume City Council community emergency risk assessment (CERA) as it falls within this responsibility as a member of the Hume City Council Municipal Emergency Management Planning Committee.

Document Suite

Melbourne Airport's emergency arrangements are documented in a range of plans and handbooks readily available depending on the roles and responsibilities of an agency or organisation. The table below outlines the entire suite of documents.

For access to the Airport Emergency Portal click here.

For internal access to documents APAM staff can visit the Business Resilience Hub click here.

Document	Location	Permissions
Airport Emergency Plan (This Document)	Located on the Airport Emergency Portal	Available to all agencies and organisations
Terminal and Precinct Subplan	Located on the Airport Emergency Portal	Available to all agencies and organisations
Security Incident Subplan	Contact resilience@melair.com.au	Available to responding agencies and organisation.
Emergency Reception Handbook	Contact resilience@melair.com.au	Available to all agencies and organisations
Relief Plan	Contact resilience@melair.com.au	Available to all agencies and organisations

MELBOURNE AIRPORT

RESPONSE

Roles and Responsibilities

Melbourne Airport aligns to the Victorian Preparedness Framework with an all communities, all emergencies approach. We all play a role in emergency management and have a shared responsibility to ensuring that our airport is the most resilient airport in Australia.

Documented in Appendix B are the roles and agreed responsibilities of the following agencies and organisations that play a key role in emergency management at the airport:

On Airport Agencies and Organisations	Off Airport Agencies and Organisations
• Australia Pacific Airports Melbourne (APAM) • Airlines and Ground Handing Agents • Airservices Australia Air Navigations Services (ANS) • Airservices Australia Aviation Rescue Fire Fighting Service (ARFFS) • Australian Border Force (ABF) • Australian Federal Police (AFP) • Chaplaincy Australia • Department of Agriculture Forests and Fisheries (Biosecurity) • ISS Security • Melbourne Jet Base • Wilson Security	• Ambulance Victoria • Australian Red Cross • Department of Health (Victoria) • State Emergency Service • State Fire Agencies • St. John Ambulance • Victorian Council of Churches (VCC) – Emergency Ministries • Victoria Police

Recognising the SEMP

The Melbourne Airport Emergency Plan is a supporting document outlining local emergency arrangements within the Melbourne Airport Community. It is intended to be read in conjunction with the Victorian State Emergency Management Plan (SEMP) and roles and responsibilities within this plan are an extension of the responsibilities within the SEMP.

Notifications

On Airport Agencies and Organisations

Agency / Organisation	Notified By	Means of Notification
APAM (Airport Operation)	Anyone	03 9297 1601 Airport Operations Radio
Airline Operators and Airport Tenants	IOC	See IOC contact list
Airport Environment Office	APAM	0428 253 603
Airservices Australia ANS	IOC Airfield Operations	03 8340 8282 Tower Radio
Airservices Australia ARFFS	Airservices Australia ANS IOC Triple Zero Victoria	03 9286 1399 (Fire Control Centre)
Australian Border Force	IOC	03 9339 1328 0481 482 630 (24/7 Duty Inspector)
Australian Federal Police	Anyone	131 237
Biosecurity (DAFF)	IOC	1800 858 714
ISS	IOC Airport Forward Commander	0402 397 189 (Duty Manager) Airport Operations Radio (WSO)
Chaplaincy Australia (Chaplain)	IOC	0407 625 122
Melbourne Jet Base	IOC	Refer to the IOC
Sky Bus	IOC	0458 458 438
Wilson	IOC	0466 465 824 (Control Supervisor)

Off Airport Agencies and Organisations

Agency / Organisation	Notified By	Means of Notification
Ambulance Victoria	Anyone	000
Australian Defence Force	IOC Victoria Police	02 6144 9199
Australian Red Cross	Victoria Police	
Australian Transport Safety Bureau	APAM Airservices Airlines	1800 011 034
Department of Health (Vic)	Victoria Police Biosecurity (DAFF)	1300 190 733 (State Duty Officer)
Civil Aviation Safety Authority	APAM AFP Victoria Police Airservices	131 757
Coroner	APAM Emergency Services Airservices Australia	1300 309 519
Defence Aviation Safety Authority	AFP Victoria Police Airservices	02 6144 9199
State emergency Service	Anyone	132 500
State Fire Agencies	Anyone	000
St John Ambulance	Ambulance Victoria	03 9544 0175
Victorian Council of Churches (VCC) – Emergency Ministries	Victoria Police Airport Chaplain	03 9654 1736
Victoria Police	Anyone	000

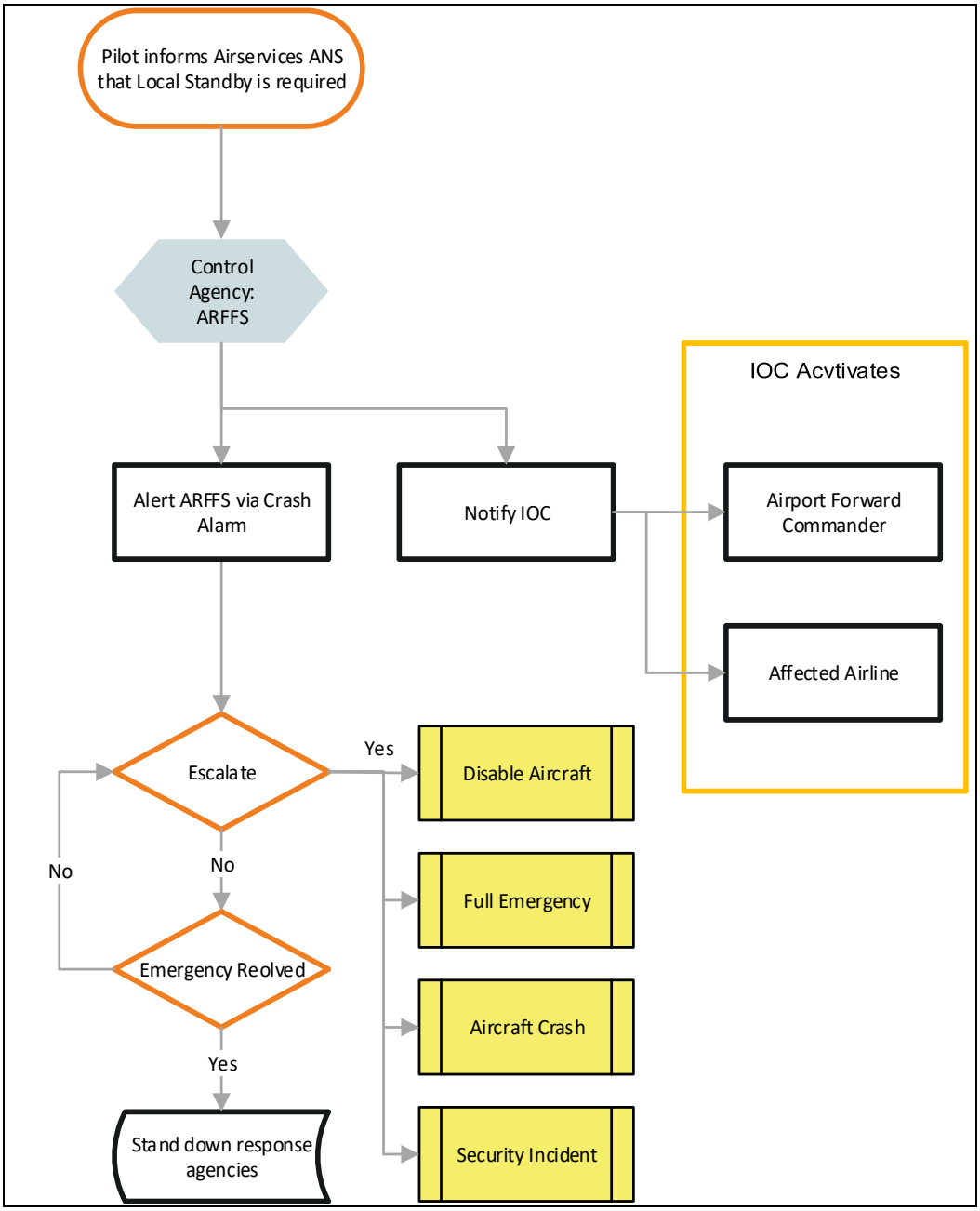
MELBOURNE AIRPORT

Procedures:
Aviation Emergencies

Local Standby

An aircraft approaching the airport with a known or suspected defect which would not normally result in serious difficulty performing a safe landing. Only on-airport agencies are activated and while off-airport agencies are notified through SMS alerts, the incident does not require their response. Local standby is not considered an emergency.

Control Agency: Airservices ANS



Control Agency

Airservices ANS 03 8340 8282	Role	• **Incident Controller** • Provide inflight emergency response capability
	Immediate Action	• Activation of ARFFS • Notification to IOC • Assist involved aircraft in emergency operations

Response Support Agencies

ARFFS 03 9286 3199	Role	• Aviation firefighting and rescue specialist
	Immediate Action	• Stage ARFFS resources in preparation for escalation • Take handover of control if incident escalates
Airport Forward Commander 0499 997 414	Role	• Aerodrome operation capability
	Immediate Action	• Preserve the integrity of safety and security for airside operations • Respond to the location of the ARFFS Commander in preparation for IEMT • Activate airfield emergency roles • Standby for escalation
Pilot in Command of Aircraft	Role	• Responsible for management of the aircraft in distress
	Immediate Action	• Communicate needs to Airservices Australia ANS and ARFFS • Provide a Situation Report as required

Others

Airline / GHA Contact through IOC	Role	• Responsible for passengers and crew under Family Assistance Code
	Immediate Action	• Activate airline emergency procedures • Prepare staff to facilitate relief and recovery of passengers, aircrew, and aircraft, in the event the situation escalates

Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Notify airline operations • Activate internal emergency response procedures

Full Emergency

An aircraft approaching the airport with a known or suspected defect which may cause an accident. A response by all agencies, including the establishment of Forward Command and ICC structures is required, as if the aircraft is anticipated to crash.

Airservices may declare the Full Emergency using the following levels which may be used as a trigger point for emergency services' level of response:

- Level I – light up to 18 seats
- Level II – medium up to 215 seats
- Level III – heavy up to 560 seats

Notes

Agency Commanders or first arriving officers will be escorted immediately to the control point to form an Incident Emergency Management Team (IEMT).

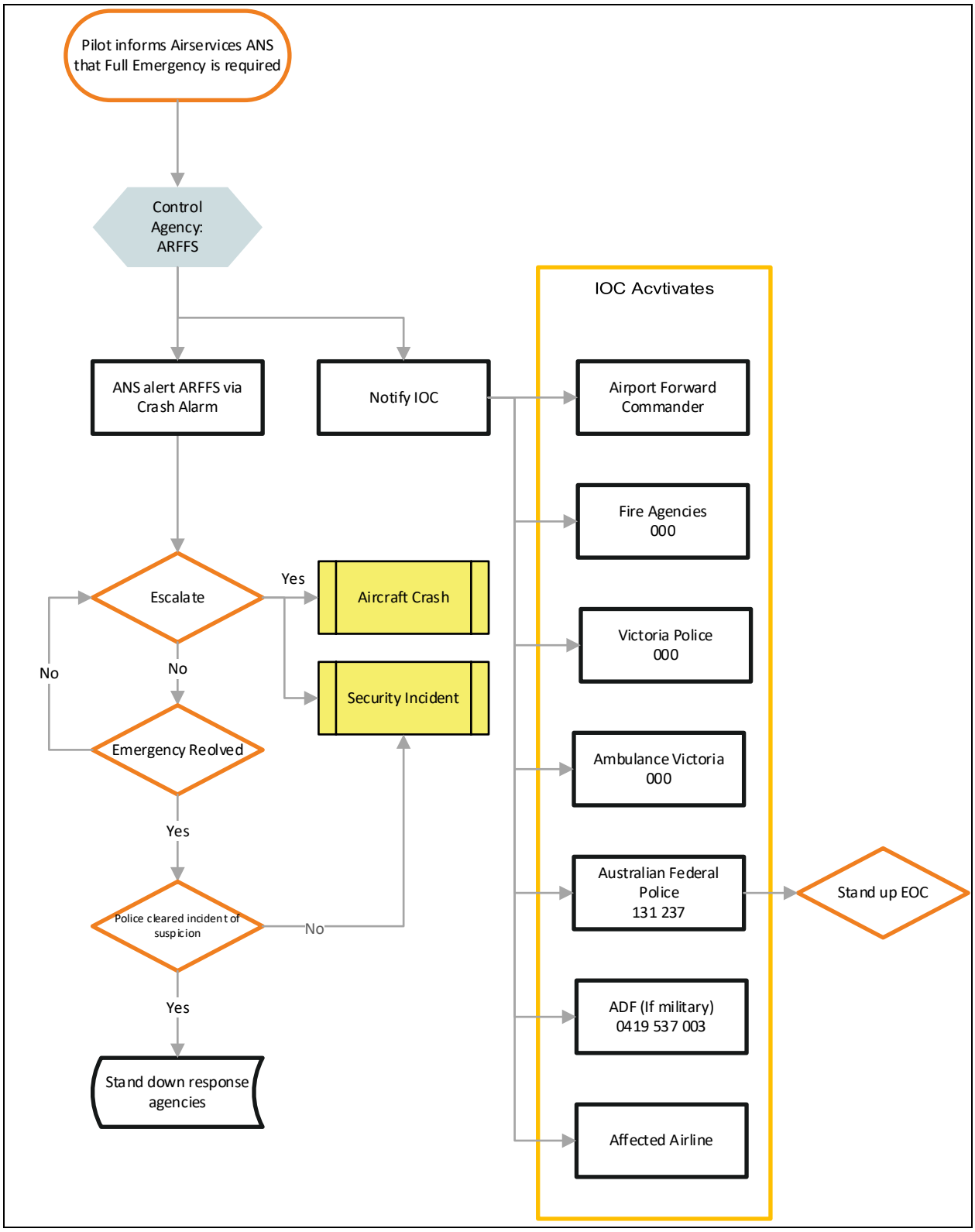
Staging Area

The Staging Area Manager will coordinate the staging area in consultation with agency commanders to arrange escort and deployment of resources under the direction of the IEMT until the role is handed over to Victoria Police if they request.

Standing Down

Standing down of agencies must be called for by the Incident Controller who will communicate this to the agency commanders. The Incident Controller must liaise with police to confirm if there are or are not suspicious circumstances relating to the incident.

Control Agency: Airservices ARFSS



Control Agency

ARFFS 03 9286 3199	Role	• **Incident Controller** • Aviation firefighting and rescue specialist
	Immediate Action	• ARFFS Commander position at a location suitable to manage escalation • Stage ARFFS resources in preparation for escalation • Liaise with Airport Forward Commander to form IEMT

Response Support Agencies

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• Attend emergency access point Alpha to provide access control and site security, until relieved by VicPol • Once access control is established, senior member prepares to be escorted to IEMT • Prepare AFP House for EOC
Airservices ANS 03 9286 8282	Role	• Provide inflight emergency response capability
	Immediate Action	• Notification of ARFFS and IOC • Assist involved aircraft in emergency operations
Airport Forward Commander 0499 997 414	Role	• Aerodrome operation capability
	Immediate Action	• Preserve the integrity of safety and security for airside operations • Respond to the location of the ARFFS Commander in preparation for IEMT • Activate airfield emergency roles • Standby for escalation

Ambulance Victoria 000	Role	• Health Commander • Emergency medicine and first aid capability
	Immediate Action	• Proceed to staging area • Health Commander prepare to be escorted to IEMT
State Fire Agencies 000	Role	• Firefighting and Rescue support capability • HAZMAT specialist response
	Immediate Action	• Proceed to designated staging area • First FRV officer on scene prepare to be escorted to IEMT
Victoria Police 000	Role	• Emergency response coordinator • Policing, security and criminal investigation capability
	Immediate Action	• Proceed to staging area • First officer on scene, prepare to be escorted to IEMT • Coordinate staging area, relieve the Airport Staging Area Manager • Establish the EOC • Support the activation of Emergency Reception Area • Consider public/traffic management • Confirm with ARFFS when passengers/crew are cleared for release

Others

Airline / GHA Contact through IOC	Role	• Responsible for passengers and crew under Family Assistance Code
	Immediate Action	• Activate airline emergency procedures • Prepare staff to facilitate relief and recovery of passengers, aircrew, and aircraft, in the event the situation escalates • Facilitate the relief and recovery of passengers, aircrew, and aircraft in collaboration with emergency services and the airport

Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Notify airline operations • Activate internal emergency response procedures

Pilot in Command of Aircraft	Role	• Responsible for management of the aircraft in distress
	Immediate Action	• Communicate needs to Airservices Australia ANS and ARFFS • Provide a Situation Report as required

Aircraft Crash on Airfield

An aircraft crash on the airfield, or within 1km of the airfield boundary.

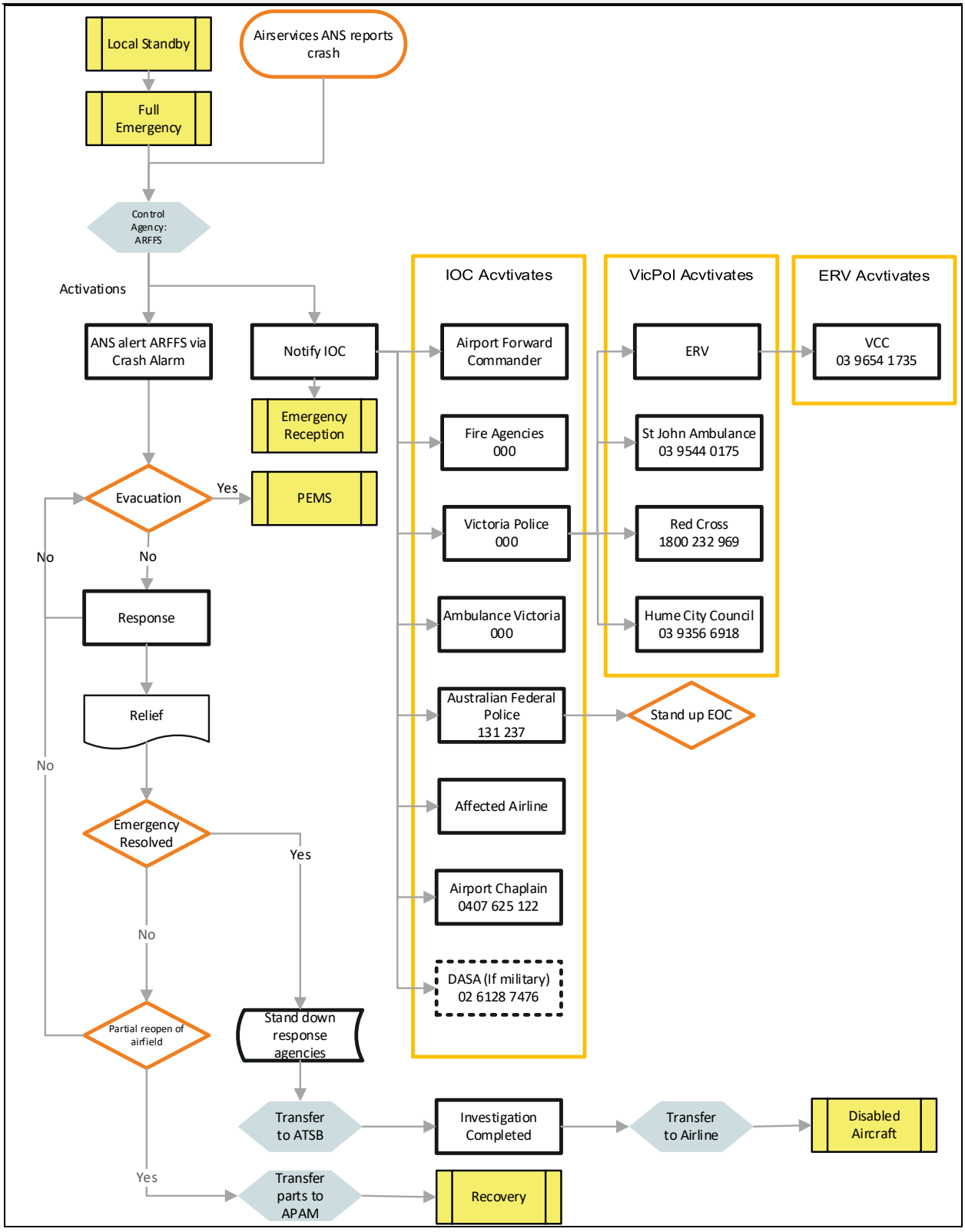
Notes

The Department of Jobs, Skills, Industry and Regions (DJSIR) must be notified that this incident has occurred (through the DJSIR State Duty Officer 0428 863 564) and be kept informed of any potential/ actual economic impacts.

Staging Area

The Staging Area Manager will coordinate the staging area in consultation with agency commanders to arrange escort and deployment of resources under the direction of the IEMT until the role is handed over to Victoria Police if they request.

Control Agency: Airservices ARFSS



Control Agency

ARFFS 03 9286 3199	Role	• **Incident Controller** • Aviation firefighting and rescue specialist
	Immediate Action	• First response to aircraft incidents • Form IEMT • Undertake aviation rescue activities and mitigate risks of fire and hazardous materials

Response Support Agencies

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• Attend emergency gate Alpha to provide access control and site security, until relieved by VicPol • Senior member prepare to be escorted to IEMT • Prepare AFP House for EOC

Airservices ANS 03 9286 8282	Role	• Provide inflight emergency response capability
	Immediate Action	• Notification of ARFFS and IOC • Part or full closure of the airfield and airspace, including NOTAM issue • Facilitate communication between ARFFS and PIC
Airport Forward Commander 0499 997 414	Role	• Aerodrome operation capability
	Immediate Action	• Proceed to ARFFS Commander's location to form IEMT • Preserve the integrity of safety and security for airside operations • Activate airfield emergency roles • Establish the passenger evacuation management system (PEMS) • Ensure the Forward Command Vehicle is being deployed

Ambulance Victoria 000	Role	• Health Commander • Emergency medicine and first aid capability
	Immediate Action	• Proceed to staging area • Management of Mass Casualty triage site • Health Commander prepare to be escorted to IEMT
State Fire Agencies 000	Role	• Firefighting and Rescue support capability • HAZMAT specialist response
	Immediate Action	• Proceed to designated staging area • First FRV officer on scene prepare to be escorted to IEMT
Victoria Police 000	Role	• Emergency response coordinator • Policing, security and criminal investigation capability
	Immediate Action	• Proceed to staging area • First officer on scene, prepare to be escorted to IEMT • Coordinate staging area, relieve the Airport Staging Area Manager • Establish the EOC • Support the activation of Emergency Reception Area • Consider public/traffic management • Confirm with ARFFS when passengers/crew are cleared for release

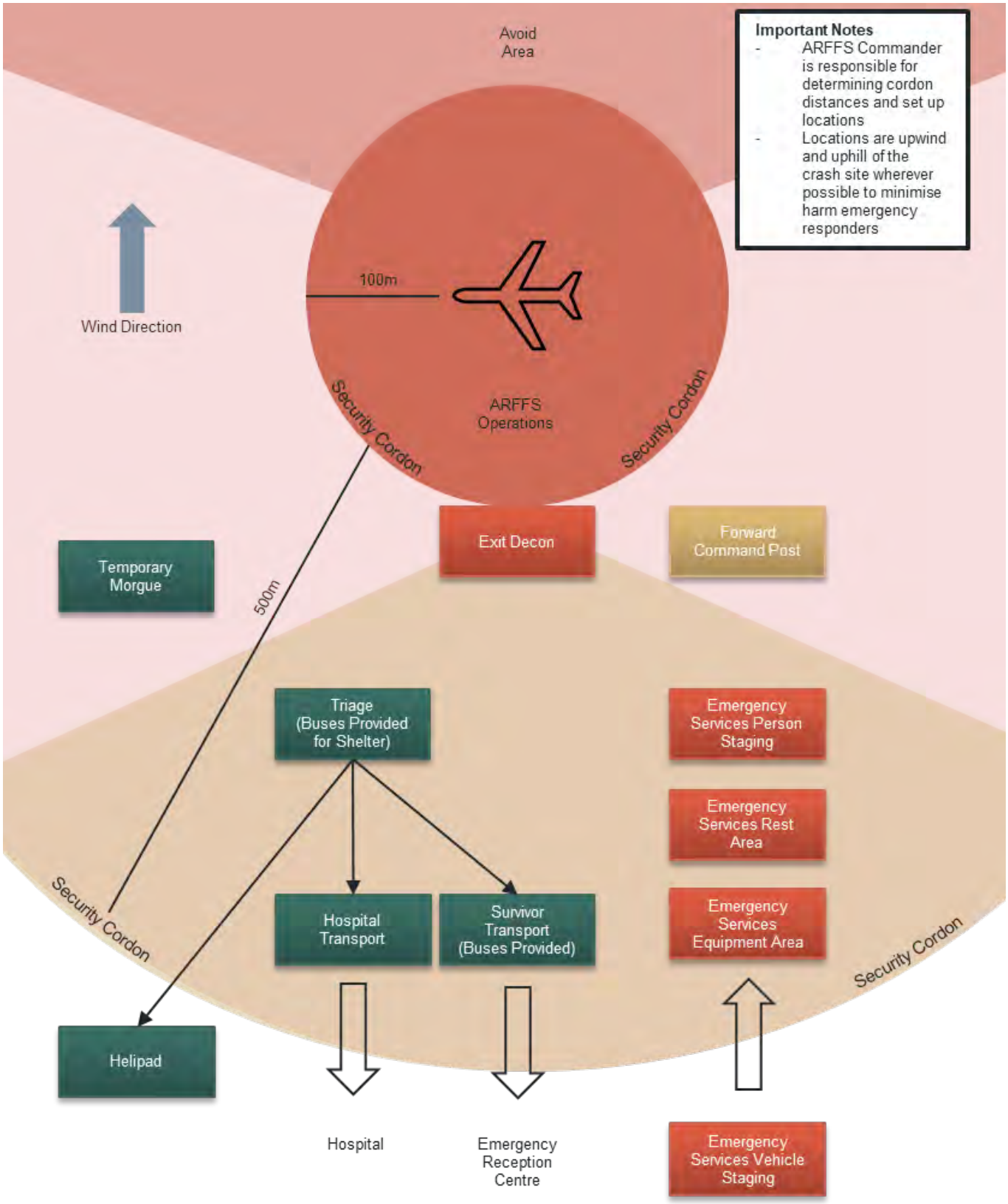
Others

Airline / GHA Contact through IOC	Role	• Responsible for passengers and crew under Family Assistance Code
	Immediate Action	• Activate airline emergency procedures • Provide a manifest to Victoria Police • Deploy staff to the Emergency Reception Centre • Facilitate the relief and recovery of passengers, aircrew, and aircraft in collaboration with emergency services and the airport

Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Notify airline operations • Activate internal emergency response procedures • Continue passing new information from the emergency line to the IEMT via the Airport Forward Commander

Pilot in Command of Aircraft	Role	• Responsible for management of the aircraft in distress
	Immediate Action	• Communicate needs to Airservices Australia ANS and ARFFS • Provide a Situation Report as required

Crash Site Setup



Aircraft Crash Outside 1km

An aircraft crash that occurs outside 1km of the runway thresholds is responded to under state emergency arrangements with state fire agencies and Victoria Police controlling the response. Refer to the SEMP for detailed arrangements.

On request of an IC, Melbourne Airport can provide liaisons and support to connect the airport community to state authorities in response to an aircraft crash that occurs in Victoria. This may include:

- Subject matter expertise
- Emergency reception activation either on airport or at another location
- Liaison Officers
- Airline support

Melbourne Airport will still activate its inquirer contact point and family and friends' reception arrangements if the aircraft departed or was destined for the airport.

Refer the Emergency Reception Handbook for further information.

ARFFS Response

Activation of ARFFS resources will be through mutual aid arrangements between state fire agencies and Airservices Australia. Any impact on ARFFS Category at Melbourne Airport must be communicated to the Airport IOC.

Aircraft Fire

Where an aircraft is seen to be on fire or there is advice of smoke or fire within an aircraft on the ground. This may include fire in the cargo hold, in the cabin or any part of the aircraft.

Notes

Agency commanders or first arriving officers will be escorted immediately to the control point to form an IEMT.

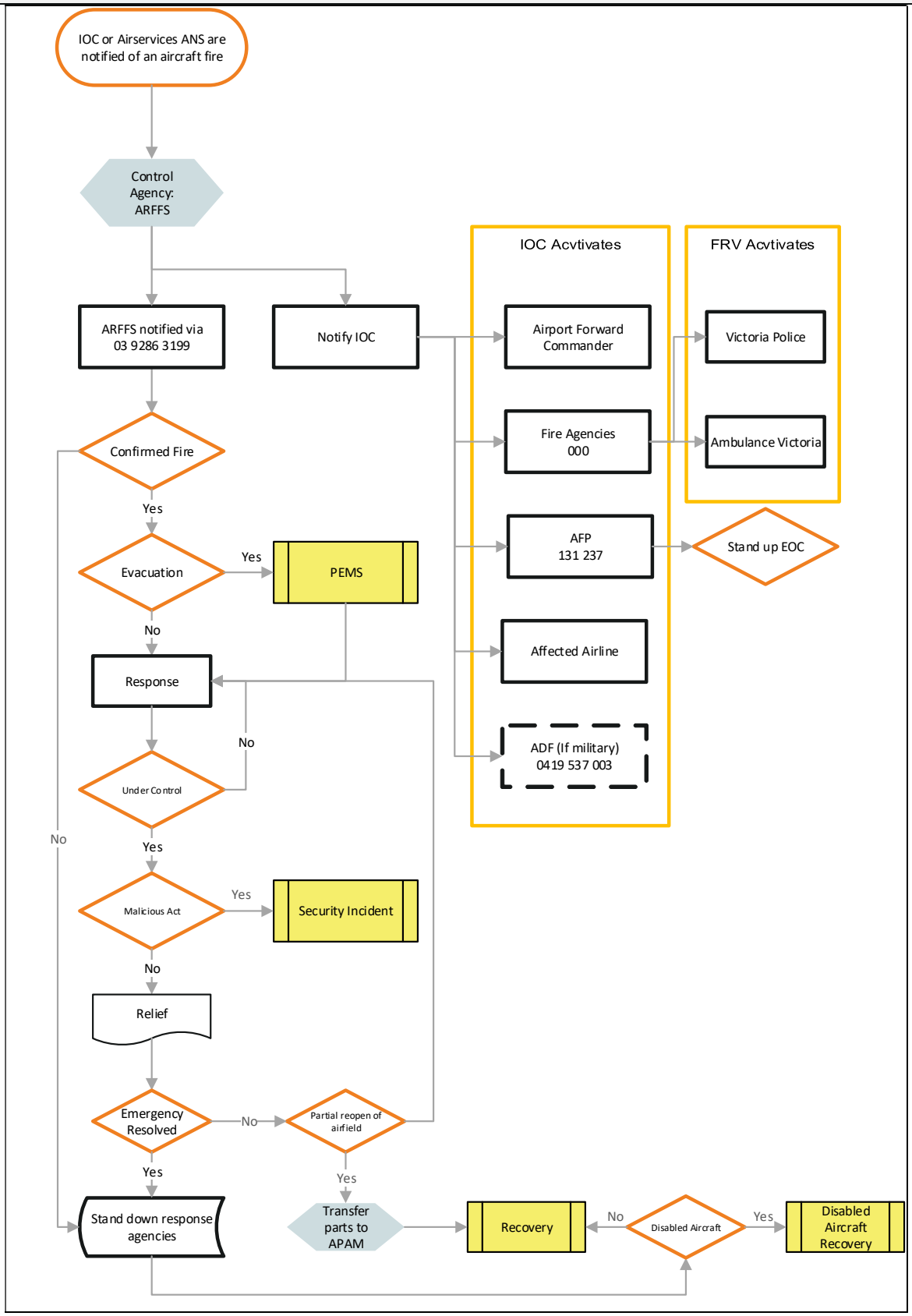
Investigation

The Airport Emergency Committee has agreed that any fire that occurs on the airfield which has the potential to or does impact aviation operations and of which the cause and origin cannot be determined must be investigated.

Staging Area

The Staging Area Manager will coordinate the staging area in consultation with agency commanders to arrange escort and deployment of resources under the direction of the IEMT until the role is handed over to Victoria Police if they request.

Control Agency: Airservices ARFFS



Passenger Evacuation Management System

The Passenger Evacuation Management System (PEMS) is the process used for safely controlling persons that have evacuated from an aircraft or the airfield and transporting them to a designated location.

PEMS is activated by the Airport Forward Commander and triggered by the movement of passengers or the public onto the airfield. PEMS is coordinated by a PEMS Officer – who is typically a member of APAMs Airfield Operations team.

PEMS Officer Contact through Airport Forward Commander	Role	• **PEMS Coordinator** • Coordinate the safe evacuation of people from the airfield
	Immediate Action	• Respond to the incident location • Contact Skybus through IOC • Arrange WSO escort if required • Activate PEMS process

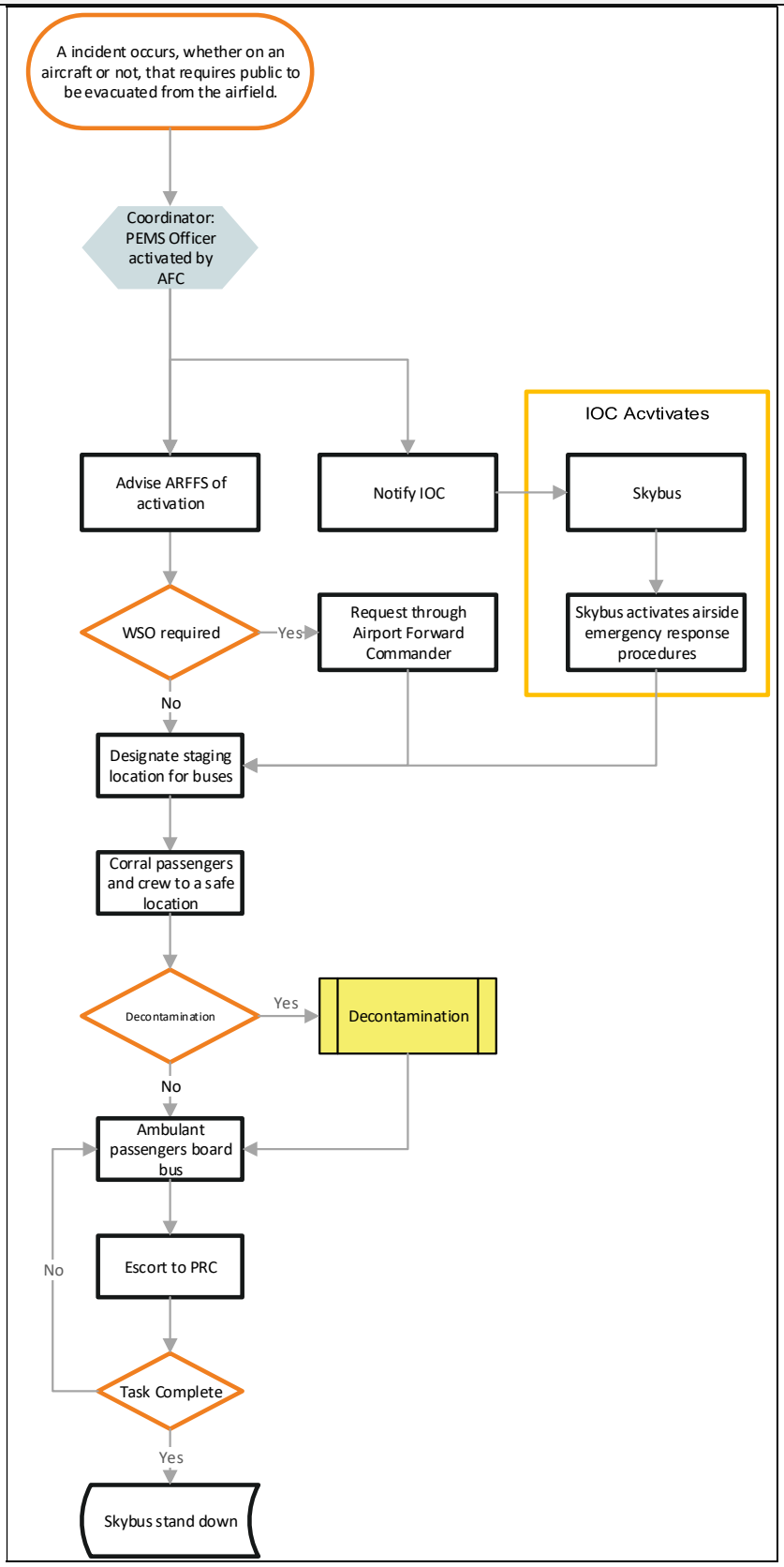
Support

Skybus 0458 458 438	Role	• Provide bus services for passenger transport
	Immediate Action	• Activate emergency response procedures • Respond to Gate 27 • Follow direction of PEMS Officer

Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Activate Skybus • Support PEMS Officer with communication support

Work Safety Officer Contact through Airport Forward Commander	Role	• Airfield escort capability
	Immediate Action	• If activated, respond to staging area • Follow direction of PEMS Officer

Coordinator: APAM



Investigation

Australian Transportation Safety Bureau (ATSB)

The ATSB is Australia's national, independent transport safety investigator, responsible for investigating civil aviation accidents and serious incidents under the Transport Safety Investigation Act 2003 (Cth). In the event of an aviation incident, the ATSB is notified and may deploy investigators to the scene to collect evidence, interview witnesses, and secure data such as flight recordings and maintenance records. Its investigations are conducted independently of regulatory, legal, or criminal proceedings and aim solely to identify safety factors—not to assign blame or liability. The ATSB works alongside other agencies such as CASA, airport operators, and police, but maintains its independence to preserve the integrity of its findings. The Bureau produces factual and final reports, issues safety recommendations, and contributes to systemic safety improvements in line with ICAO Annex 13.

APAM, Airservices Australia and airline operators all hold responsibilities and procedures for notifying ATSB on an aviation incident.

Australian Defence Force (ADF)

The ADF is responsible for investigating aviation incidents involving military aircraft and Defence aviation operations, led primarily by the Defence Aviation Safety Authority (DASA) or relevant service safety bodies. These investigations focus on identifying safety issues to improve operational effectiveness, mission readiness, and Defence aviation safety. While the ADF handles military aviation incidents, the ATSB maintains jurisdiction over civil aviation incidents. In cases involving both military and civil aircraft or shared airspace, the ADF and ATSB may collaborate to coordinate investigations. Additionally, Defence investigations may involve coronial inquiries and adhere to Defence security protocols.

Coroner

Coronial investigations into aviation incidents are conducted when there are fatalities or serious injuries resulting from an aircraft accident or incident. The coroner's role is to determine the cause and circumstances of death, and whether any lessons can be learned to prevent future occurrences. While the Australian Transport Safety Bureau (ATSB) conducts safety-focused investigations into the causes of aviation accidents, the coronial process runs independently and may consider broader legal and public safety issues. The coronial findings can influence safety regulations, operational procedures, and legal outcomes.

Emergency response agencies, APAM or Airservices Australia may notify the coroner and request investigation.

MELBOURNE AIRPORT

Procedures
Other Emergencies

Fire On Aerodrome

A Fire on Aerodrome is any fire, other than an Aircraft Fire, that occurs within or adjacent to the airfield boundary, or within aviation critical areas such as the terminals. This may include buildings where access from the airfield is required to conduct response operations.

Notes

Building Alarm

A building alarm is the automatic activation of a fire service monitored building. Melbourne Airport has a mix of both ARFFS and FRV monitored buildings.

Other fires

Other fires include building fire, gas leaks resulting in fire, vehicle accidents resulting in fire, grass, or bush fire encroaching on the airport.

Access to Airfield

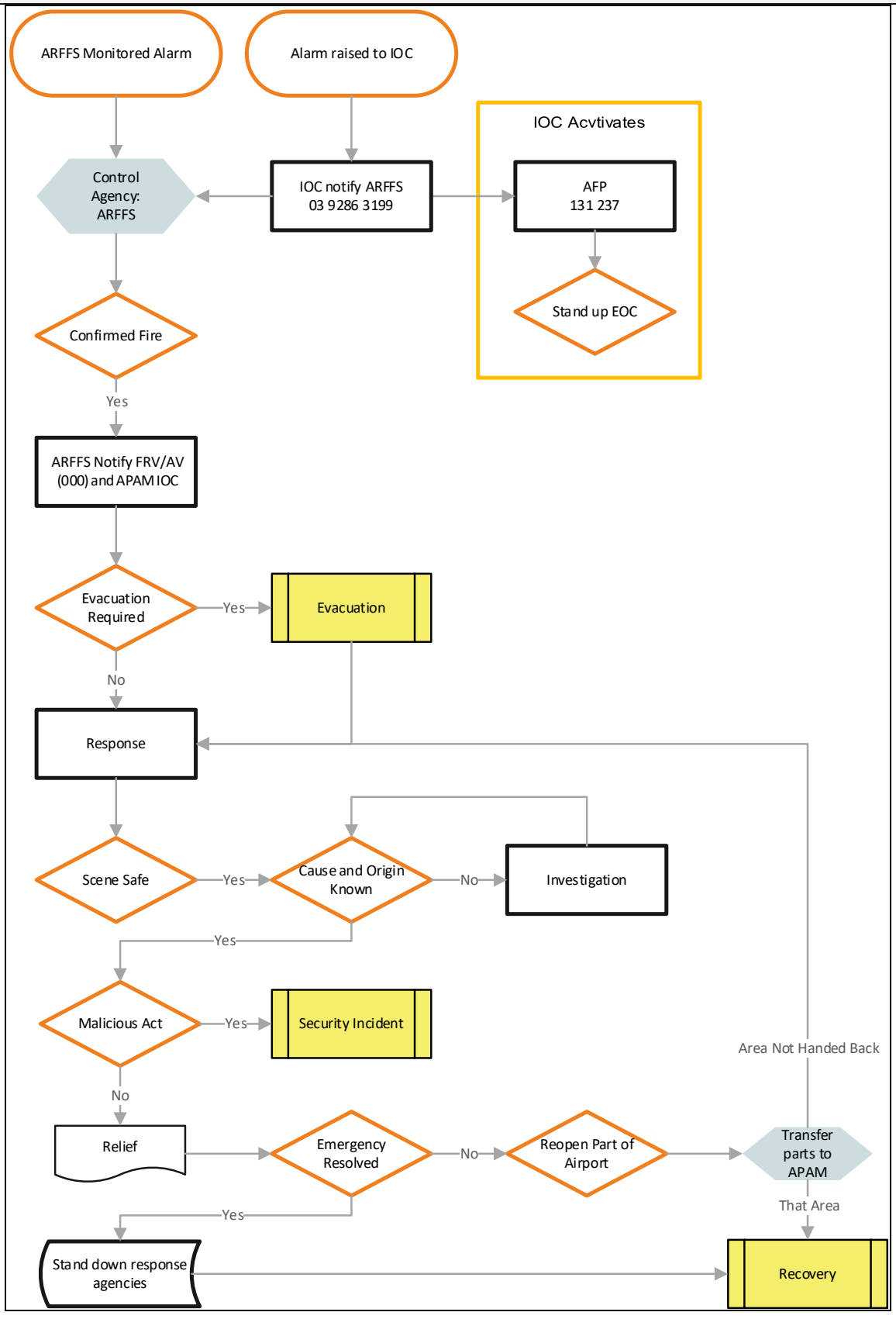
Due to the unfamiliar nature of the Airfield environment and CASA regulations, all emergency vehicles must be escorted, maximum of two vehicles per escort. The FRV Commander will be escorted immediately on arrival to the emergency access gate (see airfield access). The remaining emergency service vehicles are to stage and wait to be called forward with an escort, in the priority the FRV Commander determines. Emergency vehicles are not to be handed over to ARFFS once on site, they must be handed over to an escort who must remain on site (e.g. an ASO, RSO or other appropriately responsible airport employee or contractor).

Airfield access and staging area for Fire on Aerodrome shall be Emergency Access Point India unless the ARFFS Commander determines a better location for the incident.

Investigation

The Airport Emergency Committee has agreed that any fire that occurs on the airfield which has the potential to or does impact aviation operations and of which the cause and origin cannot be determined must be investigated.

Control Agency: Airservices ARFSS



Control Agency

ARFFS 03 9286 3199	Role	• **Incident Controller** • Aviation firefighting and rescue specialist
	Immediate Action	• First response to fire on aerodrome • Form IEMT • Undertake rescue activities and mitigate risks of fire and hazardous materials

Response Support Agencies

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• Attend Emergency Access Point to provide access control and site security, until relieved by VicPol • Senior member prepare to be escorted to IEMT • Prepare AFP House for EOC

Airport Forward Commander 0499 997 414	Role	• Aerodrome operation capability
	Immediate Action	• Proceed to ARFFS Commander's location to form IEMT • Preserve the integrity of safety and security for airside operations • Activate airfield emergency roles • Ensure safety of airside evacuees • If airside access required: Liaise with ARFFS commander for escort and staging requirements Arrange escorts to site for emergency services • Ensure the Forward Command Vehicle is being deployed

Ambulance Victoria 000	Role	• Health Commander • Emergency medicine and first aid capability
	Immediate Action	• Proceed to staging area • Health Commander prepare to be escorted to IEMT

State Fire Agencies 000	Role	• Firefighting and Rescue support capability • HAZMAT specialist response
	Immediate Action	• Proceed to designated staging area • First FRV officer on scene prepare to be escorted to IEMT

Victoria Police 000	Role	• Emergency response coordinator • Policing, security and criminal investigation capability
	Immediate Action	• Proceed to staging area • First officer on scene, prepare to be escorted to IEMT • Coordinate staging area, relieve the Airport Staging Area Manager • Provide support to FRV where required to coordinate incident. • Investigate suspicious activity as a cause.

Others

Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Activate internal emergency response procedures • Continue passing new information from the emergency line to the IEMT via the Airport Forward Commander

Fire Off Aerodrome

A Fire Off Aerodrome is any fire that require the response of fire services including response to monitored building alarms. For the purposes of this section, Off Aerodrome refers to any location outside and not adjacent to the airfield boundary and unrelated to the aviation operation.

Notes

Alarmed Premises

Alarmed premises that are monitored by ARFFS will receive first response from their domestic pumper. Where fire is confirmed, ARFFS will activate FRV. Where ARFFS Category is impacted, ARFFS may handover to FRV and return to the airport.

Where response to a Fire Off Aerodrome require airside access, this must be conducted in consultation with Melbourne Airport or refer to **Fire on Aerodrome** procedures.

Joint User Hydrant Installation (JUHI) Fires

JUHI is a **Major Hazard Facility** joint venture operated by Exxon Mobil on behalf of the refuellers at Melbourne Airport.

JUHI is an alarmed premise monitored by ARFFS who will respond, notify FRV of their response and investigate. FRV will respond as the control agency. If escalation is required ARFFS will notify Melbourne Airport IOC. The following considerations should be made when there is a fire at the JUHI:

Road Closure

Road closure of Sunbury Rd, Centre Rd and the Tullamarine Freeway has been preplanned. Wilson Security will assist Police with these closures where possible until relieved.

Staging Area

Staging area for JUHI is Centre Road northbound lanes and the IEMT will operate from the HOLIDAY INN Carpark.

Notifications

Notifications should be made by the Control Agency (through the Airport Forward Commander) to the following:

- Airservices Australia ANS to issue NOTAMS and plan aircraft traffic movements around smoke
- Airlines that may be affected

Firefighting Foams

Firefighting Foams note the different foams in use may not be compatible:

ARFFS – Solberg RF6. ARFFS will use their foam if they determine the JUHI installation foam is not having an effect.

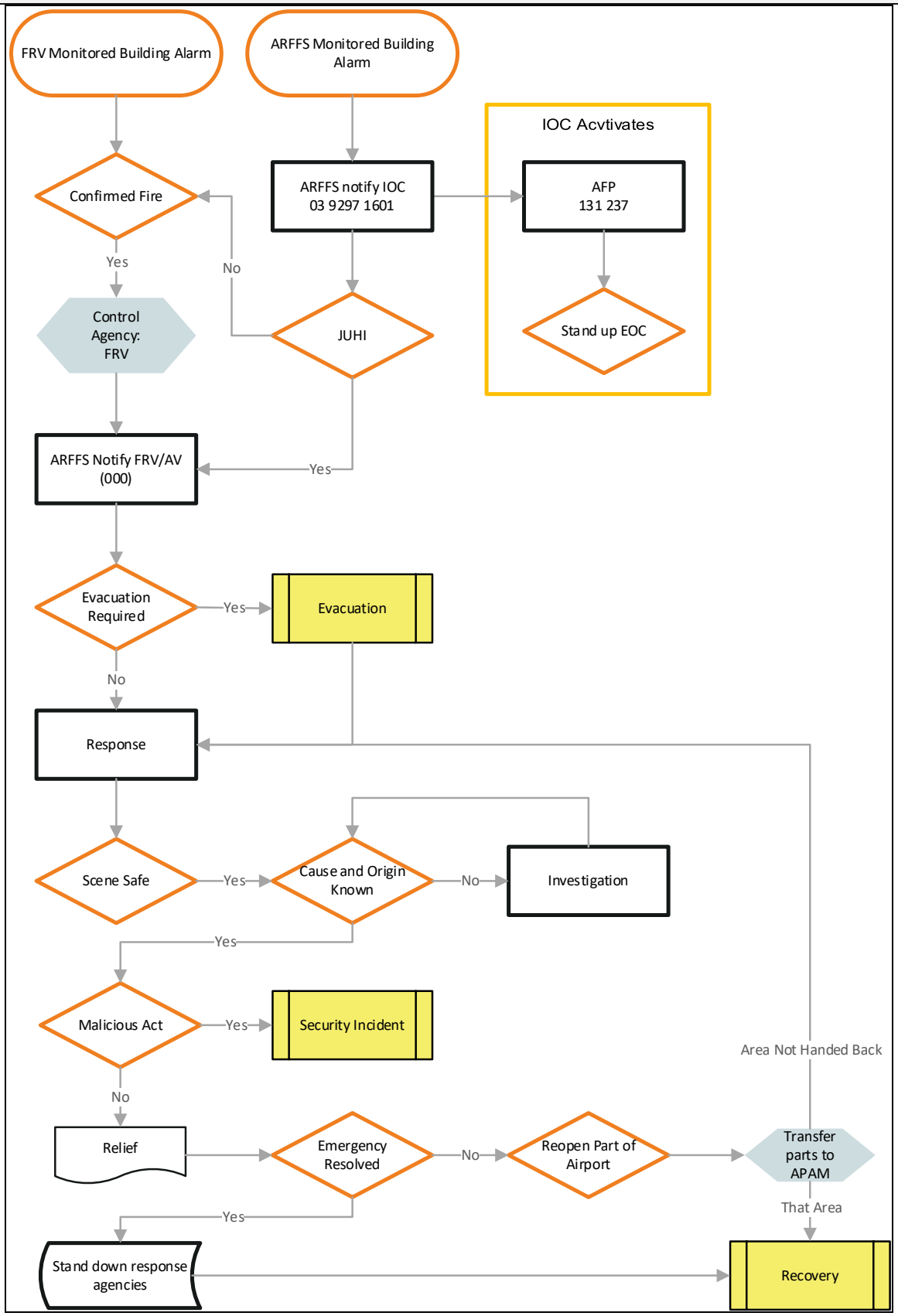
FRV & CFA – Solberg RF3X6ATC

JUHI

- Ansulite 3% AFFF Fluoroprotein Foam Concentrate: 14 x 200lt drum: Located on bunds across fire canon points onsite
- FP70: 1 x 1000lt Bulk IBC: Located next to the foam injection pumping station
- FP70: 1 x 200lts drum: Located at fire valve rack
- Respondol ATF 3/3 - 3%: 4 x 1000lt IBC: Located in tanks 7 & 8 foam shed
- Thunderstorm W813a 1X3 AR-AFFF: 2 x 1000lt IBC: Located in tanks 7 & 8 foam shed

Fuel Capacity of the entire site is 31.22ML of JET-A1 Aviation Turbine Fuel (3YE)

Control Agency: Fire Rescue Victoria



Control Agency

Fire Rescue Victoria 000	Role	• **Incident Controller** • Provide fire suppression and rescue capability. • HAZMAT specialist response
	Immediate Action	• Respond to the incident. • Form IEMT. • Lead the response for rescue and fire suppression.

Response Support Agencies

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• Prepare AFP House for ICC where fire will affect Airport Operations • Proceed to staging area • Provide policing support until Victoria Police arrive

ARFFS 03 9286 3199	Role	Fire suppression and rescue capability.
	Immediate Action	• Investigate alarms under ARFFS monitor • Activate FRV and other agencies if confirmed fire • Provide support to FRV by mutual aid as per SEMP • Provide specialist Aviation Fuels advice

Ambulance Victoria 000	Role	• Health Commander • Emergency medicine and first aid capability
	Immediate Action	• Proceed to staging area • Health Commander proceed to IEMT

Country Fire Authority 000	Role	• Firefighting and Rescue support capability • HAZMAT specialist response
	Immediate Action	• Proceed to designated staging area • First officer on scene proceed to IEMT

Victoria Police 000	Role	• Emergency response coordinator • Policing, security and criminal investigation capability
	Immediate Action	• Proceed to staging area • First officer on scene proceeds to IEMT • Coordinate staging area, relieve the Airport Staging Area Manager • Provide support to FRV where required to coordinate incident. • Investigate suspicious activity as a cause.

Others (Where incident affects Airport Operations)

Airport Forward Commander 0499 997 414	Role	• Aerodrome operation capability
	Immediate Action	• Proceed to ARFFS Commander's location to form IEMT • Preserve the integrity of safety and security for airside operations • Activate emergency roles • Ensure safety of evacuees (where appropriate) • If airside access required: Liaise with ARFFS commander for escort and staging requirements Arrange escorts to site for emergency services • Ensure the Forward Command Vehicle is being deployed
Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Activate internal emergency response procedures • Continue passing new information from the emergency line to the IEMT via the Airport Forward Commander

Hazardous Materials

Hazardous Materials or HAZMAT is the presence of a known chemical liquid, powder or gas, or an unknown substance that requires a physical inspection in the appropriate HAZMAT equipment.

Biological or radioactive HAZMAT is the uncontrolled presence of biological or radioactive materials. Examples could be damaged vaccination supplies (biological) or damaged survey equipment (radioactive).

Notes

Access to Airfield

Due to the unfamiliar nature of the airfield environment and CASA regulations, all emergency vehicles must be escorted, maximum of two vehicles per escort. The FRV Commander will be escorted immediately on arrival at the emergency access gate (see airfield access). The remaining emergency service vehicles are to stage and wait to be called forward with an escort, in the priority the FRV Commander determines. Emergency vehicles are not to be handed over to ARFFS once on site, they must be handed over to an escort who must remain on site (e.g. an ASO, RSO or other appropriately responsible airport employee or contractor).

Emergency access point

Emergency access gate and staging area shall be Emergency Access Point India unless ARFFS Commander determines a better location for the incident.

Control

Note: Where appropriate, ARFFS may take incident control when the HAZMAT incident significantly affects an aircraft, or the aerodrome and resources are sufficient to maintain category for incoming aircraft.

Drainage

If any substance has the potential to enter the stormwater drainage system, Melbourne Airport environmental team (via Airport IOC) must be notified immediately so action can be taken to prevent it traveling to the Melbourne Water catchments.

Environmental Protection

Melbourne Airport environment team will be notified, via an internal SOP, of any liquid spill, so they can quickly arrange for drains to be isolated. Where an incident occurs the Airport Environment Office should be notified as the statutory authority for environmental hazards on Airport land.

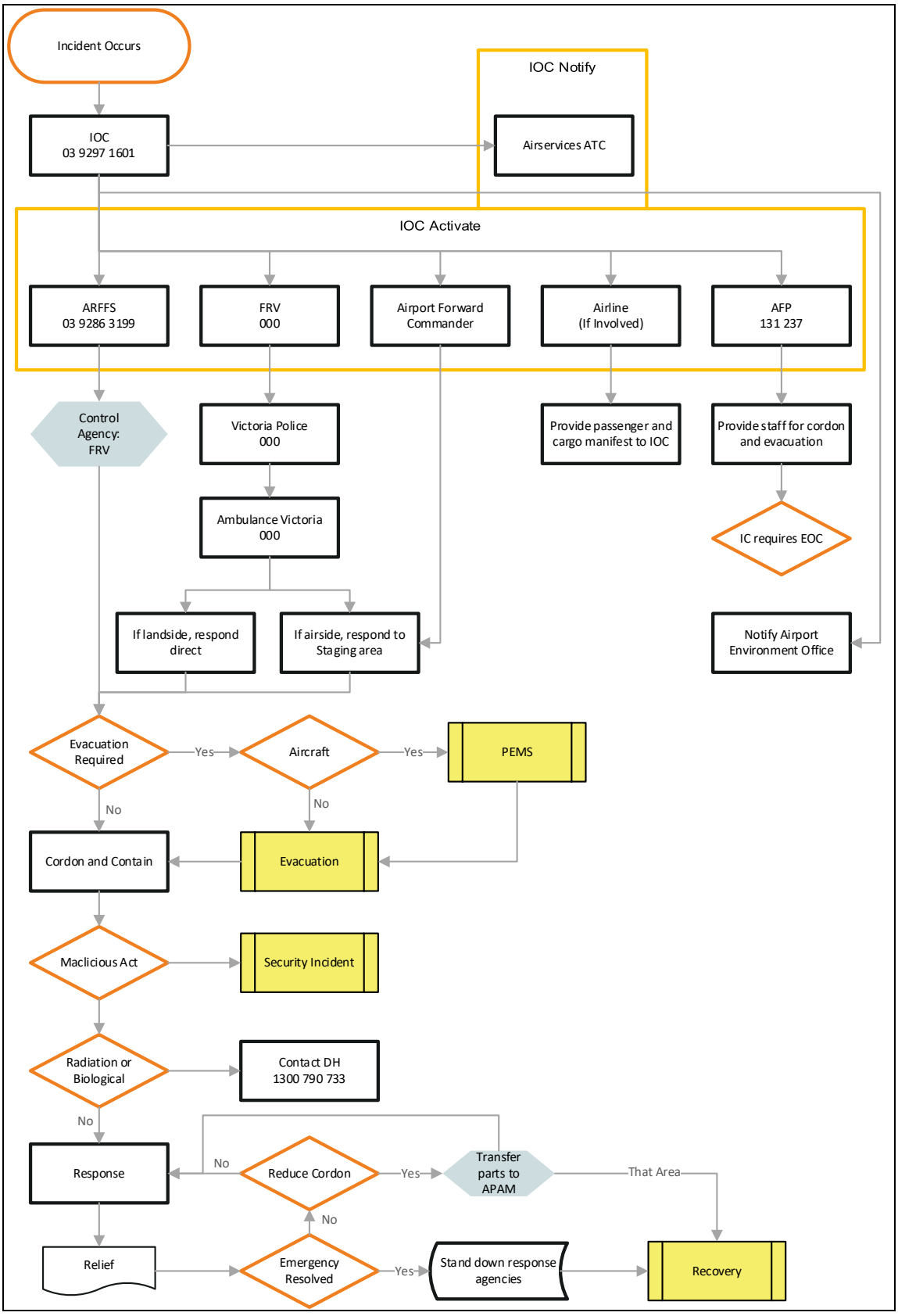
Fuel Spill

ARFFS are responsible for responding to an aircraft fuel spill. ARFFS will activate FRV if the incident is beyond the capability of ARFFS or significantly affects ARFFS response category.

Security Incident

If there is a suspicion that any HAZMAT incident is the result of an intentional malicious act, or is weaponised, this becomes a security incident, and AFP and VicPol should be notified immediately.

Control Agency: Fire Rescue Victoria



Control Agency

Fire Rescue Victoria 000	Role	• **Incident Controller** • Provide HAZMAT response
	Immediate Action	• First response to fire off aerodrome • Form IEMT • Undertake rescue activities and mitigate risks of fire and hazardous materials

Response Support Agencies

ARFFS 03 9286 3199	Role	• Aviation fire and rescue capability and technical advice on aviation incidents. • First response
	Immediate Action	• Conduct rescue if necessary. • Obtain passenger and cargo manifest from airline or Airport IOC if airline related. • Establish a cordon.

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• If landside, attend site and provide traffic and crowd control for any evacuation. • Support fire agencies with cordon • If an EOC is required, prepare AFP House

Airport Forward Commander 03 9297 1484	Role	• Aerodrome operation capability
	Immediate Action	• Proceed to ARFFS Commander's location to form IEMT • Preserve the integrity of safety and security for airside operations • Activate emergency roles • Ensure safety of evacuees (where appropriate) • If airside access required: Liaise with ARFFS commander for escort and staging requirements Arrange escorts to site for emergency services • Establish the passenger evacuation management system (PEMS) if required • Ensure the Forward Command Vehicle is being deployed

Ambulance Victoria 000	Role	• Health Commander • Emergency medicine and first aid capability
	Immediate Action	• Proceed to staging area • Health Commander proceed to IEMT

Victoria Police 000	Role	• Emergency Response Coordinator
	Immediate Action	• IERC/MERC to confirm with AFP, if EOC is required at AFP House • Provide coordination support to the Incident Controller

Other

IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources.
	Immediate Action	• Activate emergency response procedures. • Obtain passenger and cargo manifest from airline, if applicable

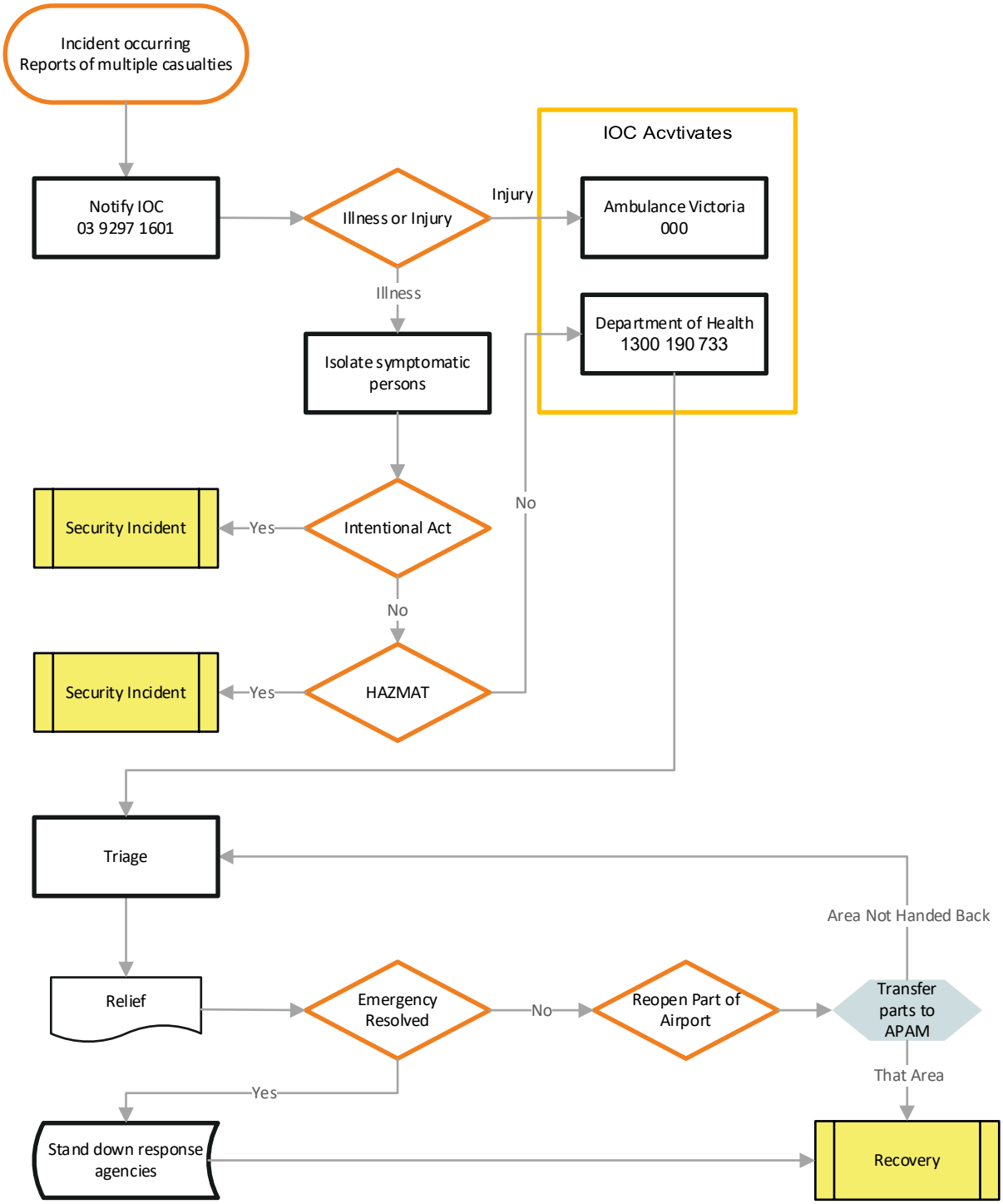
Human Health Emergency

A class 2 health emergency is the initial detection of any plague, epidemic or contamination incident that effects, or has the potential to effect humans. This includes retail food contamination, drinking water contamination and human disease.

Medical Emergencies

A Medical Emergency is an event where a person's life, health, or well-being is at immediate risk and requires urgent medical intervention. If left untreated, it can result in serious harm or death.

Control Agency: Department of Health (Vic)



Natural Hazards

Natural hazards include severe storm, flooding, earthquake and landslide.

Note

Melbourne Airport maintains the capability to lead and self-manage the immediate response to natural hazard impacts occurring within the airport precinct. This includes protection of life, initial hazard mitigation, infrastructure make-safe, stabilisation of essential services, and the continuity of airport operations.

Emergency services are primarily engaged to manage the consequences of the natural hazard that fall within their legislative responsibilities — such as fire suppression, technical rescue, HAZMAT control, medical response, evacuation coordination, and public safety management — in alignment with the Victorian State Emergency Management Plan (SEMP).

This approach recognises the airport as a complex, self-sufficient critical infrastructure environment with specialised trades, engineering, emergency, and operations teams capable of delivering rapid, coordinated and technically competent response and recovery actions within the precinct.

Control Agency

State Emergency Service	Role	• **Incident Controller** • Provide natural disaster response capability.
	Immediate Action	• Form IEMT

Response Support Agencies

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• If landside, attend site and provide traffic and crowd control for any evacuation. • Support fire agencies with cordon • If an EOC is required, prepare AFP House

Ambulance Victoria 000	Role	• Health Commander • Emergency medicine and first aid capability
	Immediate Action	• Proceed to staging area • Health Commander proceed to IEMT

Other

IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources.
	Immediate Action	• Activate emergency response procedures. • Obtain passenger and cargo manifest from airline, if applicable

Security Emergencies

Melbourne Airport has a Security Incident Sub-Plan as part of its broader Emergency Management arrangements to ensure a structured, coordinated, and timely response to any security-related threats or incidents that could impact the safety of passengers, staff, infrastructure, and the wider community.

Given its status as a major international aviation hub, the airport faces diverse security risks including terrorism, unlawful interference and other criminal activities. The sub-plan outlines roles, responsibilities, communication protocols, and operational procedures for key stakeholders for APAM, AFP, Victoria Police, Airservices Australia, airlines, and emergency services to effectively prevent, manage, and recover from security incidents. This focused plan helps maintain compliance with national security regulations and frameworks, safeguards critical infrastructure, protects human life, and supports the airport's continuous operation and public confidence.

The Security Incident Sub-Plan is a sensitive document not included in this plan and can be requested through APAM by contacting resilience@melair.com.au, who reserve the right to withhold the document where it deems providing it to be a security risk in consultation with police and security agencies.

Control Agency

Victoria Police 000	Role	• **Incident Controller** • Emergency Response Coordinator • Policing, security and criminal investigation capability
	Immediate Action	• Connect with AFP, APAM as per Security Incident Sub-Plan

Response Support Agencies

AFP 131 237	Role	• Policing and security capability, counterterrorism first response
	Immediate Action	• First responding Police agency. • Stand up AFP House as the ICC and provide building access. • Assist with the closure of Service Road for use as a staging area.

Airservices ANS 03 9286 8282	Role	• Provide inflight emergency response capability
	Immediate Action	• Notification of ARFFS and IOC • Part or full closure of the airfield and airspace, including NOTAM issue • Facilitate communication between ARFFS and PIC
Airport Forward Commander 0499 997 414	Role	• Aerodrome operation capability
	Immediate Action	• Proceed to ARFFS Commander's location to form IEMT • Preserve the integrity of safety and security for airside operations • Activate airfield emergency roles • Establish the passenger evacuation management system (PEMS) • Ensure the Forward Command Vehicle is being deployed

Airport IOC 03 9297 1601	Role	• Communication and Coordination for Melbourne Airport resources
	Immediate Action	• Activate internal emergency response procedures • Continue passing new information from the emergency line to the IEMT via the Airport Forward Commander • Alert stakeholders

Pilot in Command of Aircraft	Role	• Responsible for management of the aircraft in distress where affected
	Immediate Action	• Communicate needs to Airservices Australia ANS and ARFFS • Provide a Situation Report as required

Evacuation

Evacuations can vary from a small part of a single building to a large part of the airport precinct, depending on the incident causing a need for evacuation.

Unplanned evacuations

Unplanned evacuations occur where there is an immediate need to evacuate a space to protect life. The decision to evacuate is usually made by the Chief Warden of the affected building, the Airport Commander, or the Control Agency of the incident causing the need for evacuation, however, evacuation may also be triggered by any person activating an evacuation alarm, such as a break glass

Planned evacuations

Planned evacuations will be managed by a Police Evacuation Manager in consultation with the Airport Commander and Incident Controller. These are events where the threat to life is not immediate, and a controlled evacuation will reduce the risk further harm. Planned evacuation should follow the procedures in JSOP 3.12 Planned Evacuation for Major Emergencies.

Notes

Terminal Evacuation:

- A member of the IOC acts as the Chief Warden and can use the EWIS & PA to make evacuation announcements.
- The Terminal and Precinct Emergency Sub-Plan details information about the command structure and process for incidents requiring terminal evacuation.

All other evacuations:

- Notify the IOC to coordinate an orderly evacuation plan.
- The Airport Commander can offer airport staff, traffic management, and security contractors, who understand the precinct and can assist in evacuating public in an orderly manner
- Refer to Passenger Evacuation Management System section of this plan for management of people evacuating onto the airfield.

Evacuation Manager

Victoria Police 000	Role	• **Evacuation Manager**
	Immediate Action	• Liaise with Incident Controller and Airport Commander to develop a coordinated evacuation plan

Other

Airport IOC 03 9297 1601	Role	• Coordination of evacuation announcements
	Immediate Action	• Activate evacuation when there is an immediate threat to life or as directed by Airport Commander • Assist Victoria Police and Incident Controller as required.

AFP 131 237	Role	• Assist Victoria Police with an orderly evacuation
	Immediate Action	• Liaise with Evacuation Manager

Access and Emergency Staging

Melbourne Airport is complex, and access can be restricted by traffic and security. Wherever possible and appropriate, Melbourne Airport resources will establish access via an airfield gate unless the emergency is in the terminal and before security screening.

Emergency Access Points

Emergency Access Point are designated airfield gates and locations listed withing the states emergency management systems to support the arrival of emergency services. Each point has a designated address attached to it that supports services in location.

When the IOC calls 000 they will use one of these locations as the designated location of the incident. Emergency access points are listed below, and a map is included in the Appendix A of this document.

Access Point	Use	Location / Address
A	Primary airfield access point, access to primary staging area.	45 Sunbury Road, Melbourne Airport 3045
C	Primary access point for medical emergencies where airfield access is required.	1 Concorde Close, Melbourne Airport 3045
D	Ground floor terminal meeting point, Terminal 1.	A10 Arrival Drive, Melbourne Airport 3045 *(Taxi Bay 20 – first bay)*
E	Ground floor terminal meeting point, Terminals 2/3	A30 Arrival Drive, Melbourne Airport 3045 *(SkyBus parking area)*
F	Ground floor terminal meeting point, Terminal 4	A43 Service Road N, Melbourne Airport 3045 *(Emergency services parking bay)*
G	Upper level meeting point Terminal 1	D73 Departure Drive, Melbourne Airport 3045 *(Upper level)*
H	Upper level meeting point, Terminals 2/3	D53 Departure Drive, Melbourne Airport 3045 *(Upper level)*
I	Gate 27, secondary staging area, access to airfield.	1 Airside Road, Melbourne Airport 3045
J	Alternate airfield access	23 Kellow Road, Melbourne Airport 3045
L	Alternate airfield access, Gate 12, closest to ARFFS station	298 Operations Road, Melbourne Airport 3045
N	Alternate airfield access	171 Sunbury Road, Melbourne Airport 3045
P	Alternate airfield access	112 Northern Drive, Melbourne Airport 3045

Staging

When an emergency is of a scale that is expected to require large numbers of emergency service vehicles, arriving resources will be responded to a designated staging area.

For emergencies that only require a limited number of resources, an escort will meet the vehicles at the emergency access point and take them to the scene.

The intent of staging is to provide a controlled, multi-agency assembly point that enables safe, escorted entry to operational areas while preserving movement-area integrity and complying with aerodrome procedures. The IC determines staging.

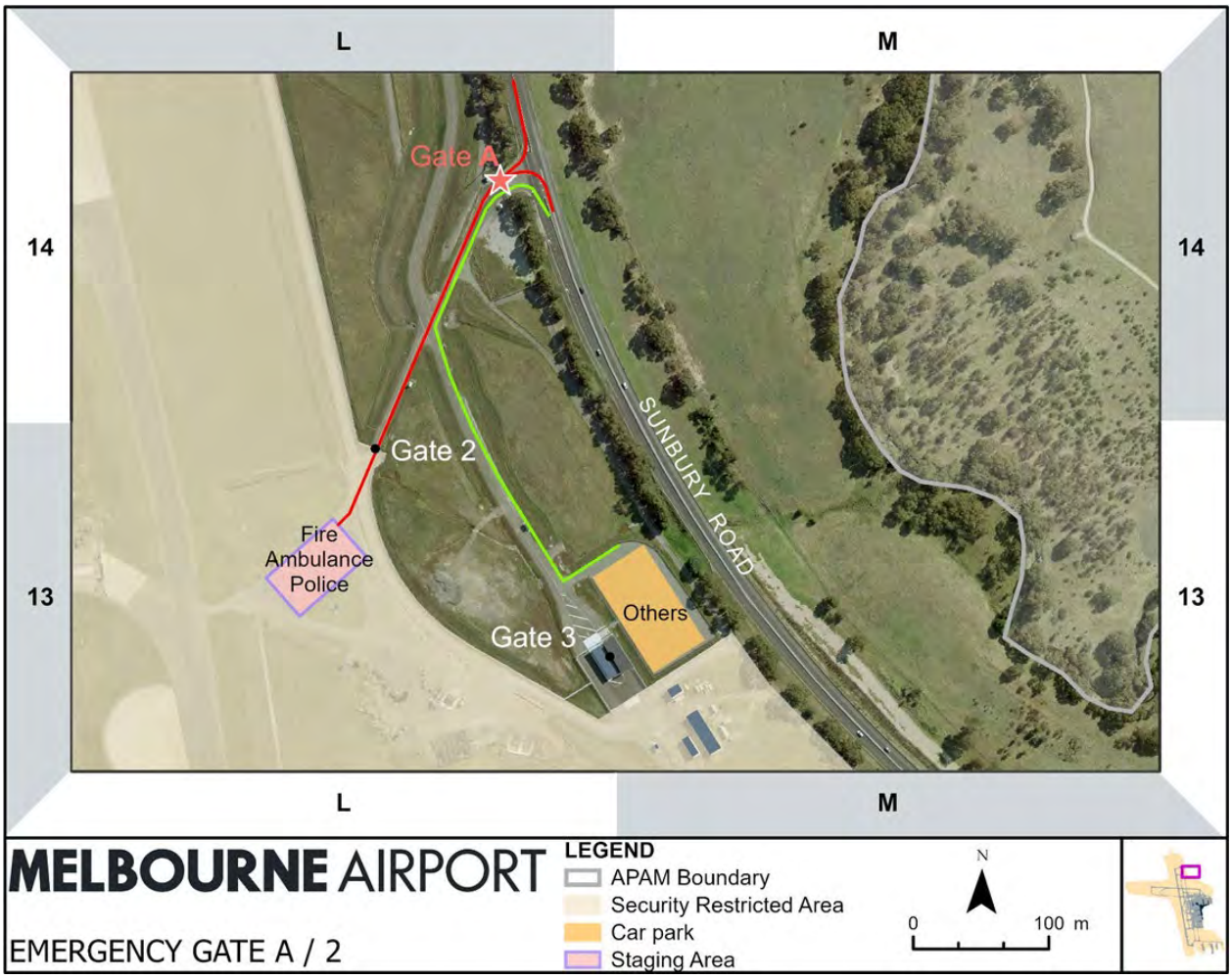
Staging Roles and Responsibilities

Role	Responsibilities
Incident Controller	• Confirms staging location and broadcasts any change via IOC • Sets order-of-entry/deployment priorities from staging; authorises stand-down
Staging Area Manager	• Establishes the staging layout; allocates parking/ready lines • Meets first arriving agency commanders; arranges escort to IC/IEMT • Coordinates escorted movements from staging in priority set by IC • Ensures that resources are available for escorting resources off the airfield once tasking is complete • May hand over staging coordination to Victoria Police if directed
Escorts (ADA qualified drivers)	• Receive units at the staging area • Always ensure movement-area compliance • Remains with resources until handed over to authorities • Provides escort off the airfield and the request of the IC or AFC
Airport Forward Commander	• Confirms safe access route between staging and scene; deconflicts airside movements • Directs escort resources to meet staging/arrival tempo; supports immediate commander escort to IC/IEMT • Ensures the integrity of operational areas • Ensures all resources are escorted when leaving live airfield areas
Responding Agencies	• Proceed to nominated emergency access point • Report to staging on arrival • First agency commanders are escorted to IC/IEMT on priority; crews/equipment remain at staging until tasked • Request escort for each deployment from staging; maintain ready state and staging discipline

Primary Staging Area

The primary staging area for emergency response at Melbourne Airport is on the airfield and accessed via Emergency Access Point Alpha, 45 Sunbury Road.

Emergency services arriving should use the right-hand side of the entry until control is established at the gate.







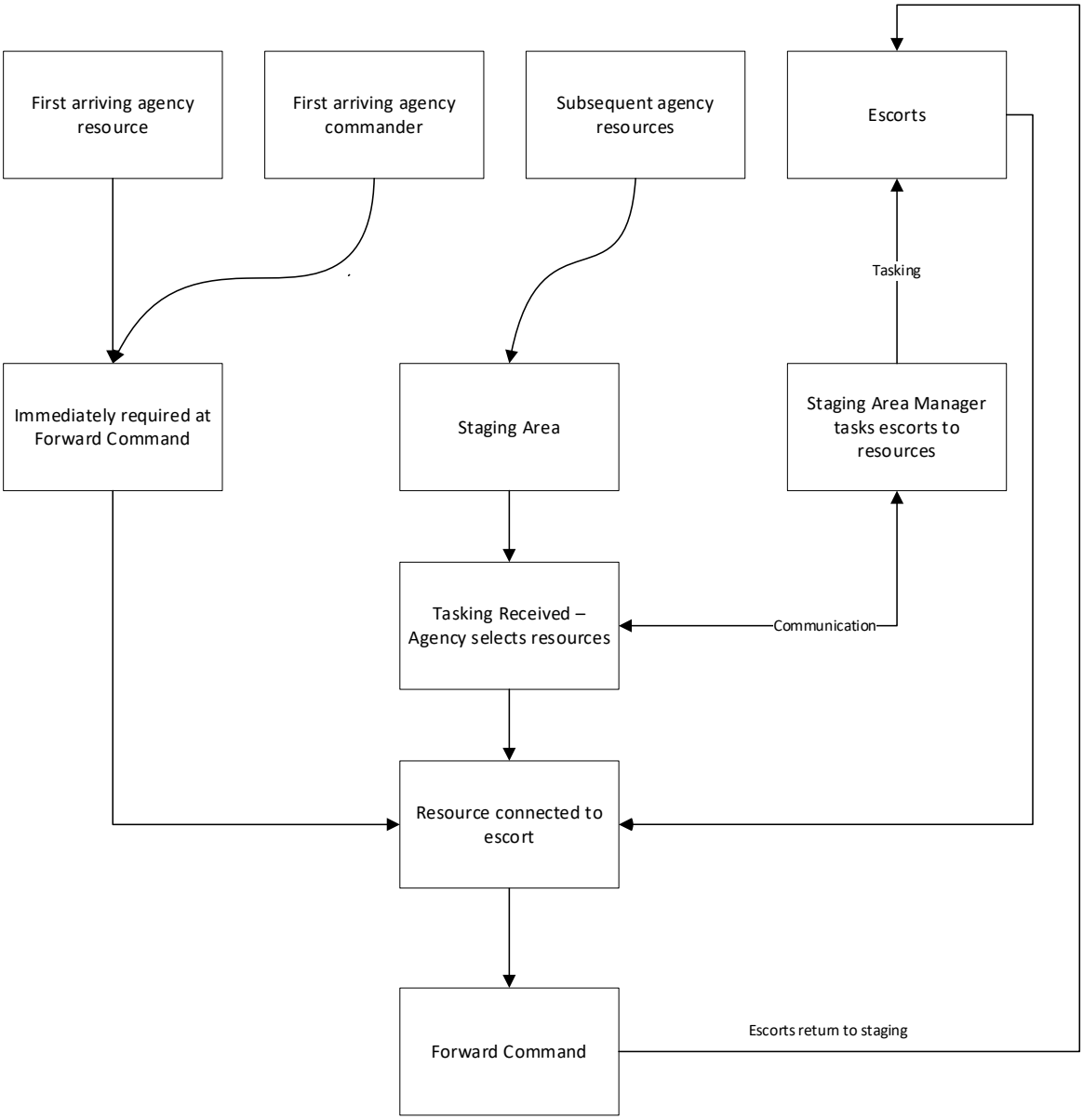
Secondary Staging Area

The secondary staging area for emergency response at Melbourne Airport is landside and accessed via Emergency Access Point India, 1 Airside Drive.



Forming an Emergency Management Team

When resources are being held at the staging area, the first arriving Officer should make themselves known to the Staging Area Manager on arrival. They will be escorted to the Incident Controller's location as a priority to join the IEMT.



Closure During Emergencies

The closure of all or part of an aerodrome has the potential to significantly affect aviation operations, passenger welfare, and broader economic activity. Accordingly, the use of the term “closure” must be applied with precision to avoid ambiguity or misinterpretation. All stakeholders are to be provided with clear and accurate information specifying the exact aerodrome facilities or areas that are unavailable. At Melbourne Airport, closures are documented with reference to the specific operational area affected, thereby ensuring the accurate communication of operational limitations and maintaining compliance with regulatory and safety requirements.

It is important to note that the term **“**Airport Closure**”** is not used in the context of Melbourne Airport operations or emergency management. While parts of the aerodrome, such as runways, movement areas, or terminal facilities, may be temporarily unavailable, the airport continues to function unless otherwise directed by the regulator. Using the term “Airport Closure” can cause significant misunderstanding for airlines, air traffic services, emergency responders, and other stakeholders, potentially leading to incorrect operational or emergency management decisions. For this reason, closures are always described with reference to the specific facility affected, ensuring clarity of communication, maintaining operational continuity where possible, and supporting effective coordination during both routine and emergency situations.

Runway Closure

Runway closures represent a critical operational condition that may arise as a result of accidents, disabled aircraft, surface damage, contamination, planned works, or other safety-related factors. The unavailability of a runway can significantly impact aerodrome operations, air traffic management, emergency response, and airline schedules.

Movement Area Closure

The closure of movement areas, including taxiways, aprons, and associated infrastructure, may be required due to accidents, disabled aircraft, surface damage, contamination, planned works, or other safety-related factors. The unavailability of movement areas can directly affect aircraft ground operations, parking bay allocation, passenger processing, and emergency response access. Accordingly, any closure of a movement area must be clearly defined, promptly communicated, and accurately documented to ensure the continued safety of aerodrome operations and the effective coordination of all relevant stakeholders.

Airspace Closure

The temporary closure or restriction of airspace in proximity to the aerodrome may be required as a result of aircraft incidents, hazardous operations, emergency response activities, unmanned aircraft interference, or other safety-related factors. Airspace closures can directly affect arriving and departing traffic, air traffic flow management, and the ability of emergency services to conduct safe and coordinated operations within controlled airspace.

At Melbourne Airport, any restriction or closure of airspace is implemented by Airservices ATC. The term “airspace closure” is applied specifically to defined volumes of controlled or restricted airspace and does not imply a cessation of all aerodrome operations. Precise terminology and accurate communication of the affected airspace segment are essential to ensure continued safety of flight, effective emergency coordination, and the maintenance of broader network integrity.

Terminal Closure

The closure of all or part of a terminal facility may be required as a result of fire, structural damage, security incidents, hazardous materials, utility failures, or other safety and security considerations. Terminal closures can significantly disrupt passenger processing, baggage handling, airline operations, and access for emergency services. For this reason, any closure of terminal infrastructure must be clearly defined, promptly communicated, and accurately documented to ensure the safety of passengers, staff, and visitors, while enabling coordinated response and continuity of essential operations.

Road Closure

APAM is responsible for maintaining and managing the road network around the airport. The closure of roads in response to an emergency is critical to ensure the safety of motorists and first responders. Wilson, APAM's landside security contractor provides traffic management response on Melbourne Airport's road network to support closures.

Refer to Appendix C – Closure Matrix for detailed information on the triggers, authority, notification priority and actions for each closure type.

MELBOURNE AIRPORT

Relief and Recovery

Disabled Aircraft Recovery

The presence of a disabled aircraft on a runway, taxiway, or apron has the potential to significantly disrupt aerodrome operations, impede emergency response, and affect the continuity of aviation services. The safe and timely recovery of a disabled aircraft is therefore essential to restoring operational capacity while ensuring safety, regulatory compliance, and coordination with all stakeholders.

At Melbourne Airport, detailed procedures and responsibilities for managing such events are contained within the Disabled Aircraft Recovery Plan (DARP). This plan outlines the technical, logistical, and coordination requirements necessary to recover aircraft of various sizes and configurations. The Aerodrome Emergency Plan provides the framework for initial notification, stakeholder communication, and emergency management coordination, while the DARP serves as the operational reference for the recovery process itself. Together, these documents ensure that aircraft recovery operations are carried out efficiently, safely, and with minimal disruption to aerodrome activities.

The Disabled Aircraft Recovery Plan is attached as an annex to this plan.

Aviation Operations and Terminal Recovery

The recovery of aviation operations and terminal operations is the responsibility of Melbourne Airport's Crisis Management Team (CMT). Led by a Recovery Manager, the CMT and its processes will focus on recovery of aviation operations from the commencement of the incident. The Airport Forward Commander provides a direct link between the Incident Controller and the Recovery Manager.

The partial or full return of aviation operations is a priority for APAM behind the preservation of life and property.

Return to unrestricted operations:

Return to unrestricted aircraft operations means the re-commencement of all scheduled of aircraft movements from their normal gates, without any unplanned restrictions to airfield movement areas, or to the passenger journey, including the landside road network. To achieve this:

- The airfield must be secured. With any vehicles or personnel associated with the incident screened and under escort, as any other airfield contractor would be expected to comply with.
- All paperwork expected during planned works are to be completed. This includes, but is not limited to risk reviews, instructions to supervising staff, method of works plans, and NOTAMS.

CMT processes are documented internally by APAM in its Crisis Management Plan which can be requested by contacting resilience@melair.com.au

Emergency Reception Facilities

At Melbourne Airport, Emergency Reception is a function that is established during an event that significantly impacts an aircraft's passengers and crew. It provides a systematic approach to triaging passengers and crew, assessing their needs, gathering information, and reuniting them with friends or family.

The following makes up Emergency Reception at:

- **Passenger Reception Centre (PRC)** for processing and registering passengers not requiring hospitalisation.
- **Family and Friends Reception Centre (FFRC)** for waiting friends and family of passengers.
- **Matching Area** for reuniting with inquirers with passengers prior to departing the airport, informing inquirers which hospital their passenger has been admitted, or informing inquirers their passenger is deceased
- **Coordination Area** for agencies to coordinate their emergency reception functions separated from the passengers and enquirers
- **Crew Reception Area (CRA),** located in the PRC but separate area from passengers, inquirers, and airline management and other airline crew.

In addition to these areas is the **Inquirer Contact Point (ICP)** for the initial registration of inquirers and nomination of the one (1) person (excluding vulnerable individuals) that will be sent to the Family and Friends Reception Centre).

Emergency Reception Facilities are a relief function provided by Melbourne Airport in cooperation with the affected airline and emergency services. The Emergency Reception Manager reports into Melbourne Airport's command structure. Emergency Reception is a coordinated effort between all members of the airport community and requires resources from many organisations and agencies to be successful.

Detailed plans for emergency reception are documented in the Melbourne Airport Emergency Reception Handbook which is available by contacting resilience@melair.com.au

MELBOURNE AIRPORT

EQUIPMENT AND FACILITIES

Emergency Operations Centre (EOC)

The Australian Federal Police support Melbourne Airport by providing use of their dedicated Emergency Operations Centre for any emergency that presents complexity or is resource heavy and requires a coordinated response. Activation of procedures for Full Emergency, Aircraft Crash and some security incidents include the automatic activation of the EOC.



Location	2 Francis Briggs Road, Melbourne Airport Best Map: Aprons and Terminals Grid Ref: 310450; 5827860
Communications	Airport Operations, Airport Non-Operations, AFP Operations, APAM_LE, Victoria Police
Melbourne Airport CCTV	Yes
Melbourne Airport Map Set	Yes
Activation	AFP Duty Sgt notified by IOC. AFP Responsible for activation and access.

Integrated Operations Centre (IOC)

The IOC is the central operations centre for Melbourne Airport. The IOC is responsible for communication and coordination of Melbourne Airport staff during an emergency and the activation of emergency procedures. Adjacent to the IOC is a small IMT Room and other breakout facilities.



Location	Terminal 2, Level 2 above McDonalds Map: Terminal 2, Level 2 Grid Ref: 310248; 5828588
Communications	Airport Operations, Airport Non-Operations, APAM_LE
Melbourne Airport CCTV	Yes
Melbourne Airport Map Set	No
Operation	Airport operates this facility 24/7 FIPs and EWIS located in the IOC.

Forward Command Vehicle (FCV)

The Melbourne Airport FCV is a dedicated vehicle equipped with the tools and resources necessary to respond to an emergency or incident at Melbourne Airport and is operated by the Airport Forward Commander.

Initially, the Airport Forward Commander may be an airfield safety officer who responds in their own vehicle or an airport duty manager responding on foot. Plans will be made for the FCV to be responded to their location as soon as possible.

The FCV contains plans, maps, manuals, communications equipment and other resources available for response at Melbourne Airport. A full contents list is available on request.



Location	Mobile Response Unit
Communications	Airport Operations, Airport Non-Operations, APAM_LE, ARFFS Operations, Victoria Police Operations
Melbourne Airport CCTV	No
Melbourne Airport Map Set	Yes
Operation	Available for response airside and landside for Airport Forward Commander.

MELBOURNE AIRPORT

COMMUNICATION

Contact Lists

Emergency Services

Emergency services contacts are intended for information regarding planning and preparedness regarding Melbourne Airport and not intended for activation during an emergency. If emergency services are required because a threat to life or property exists, they should be activated via emergency lines (e.g. 000).

For security and to protect privacy this list is only available to members of the Airport Emergency Committee or on request (contact resilience@meilair.com.au).

Airlines and Ground Handlers

Contact can be made with airlines and ground handlers through the Airport's IOC. A contact list is documented to supplement this plan but is not publicly available.

For security and to protect privacy this list is only available to members of the Airport Emergency Committee or on request (contact resilience@meilair.com.au).

Radio Communications

APAMs primary communication method during an emergency is UHF Radios. Using UHF radios allow for consistent and wide broadcasting of communications. There are multiple channels and callsigns that are predetermined for emergencies.

Radio communications are extremely reliable however, where a failure occurs, staff will default to mobile phone communication and in person briefings.

Forward Commanders should establish communications early and consider when it is appropriate to switch to emergency channels or operate on normal channels based on their assessment of this incident, radio traffic on standard channels and who needs to hear the information.

The Airport Forward Commander can provide emergency services access to the airport's radio network as required.

Radio Channels

Channel ID	Channel Name	Use
8501	Emergency All	The primary incident channel that should be used by all when communicating during an emergency.
8509	Emergency A	Emergency A is a designated COMMAND channel available for communication between the Airport Commander, Airport Forward Commander and/or ERC Manager where information is sensitive in nature.
8510	Emergency B	Emergency B is another "go-to" channel that can be used at the discretion of the commander for any reason where Emergency All is not appropriate.

Communication Plan

Notifications and Warnings

Public notification and warnings regarding an emergency will be managed by the Incident Controller as per state emergency management arrangements.

Melbourne Airport can provide resources to the EOC for the purpose of developing communications to provide to passengers and the public who may be travelling to the airport at the time of the incident. Mediums available for communication are:

- Melbourne Airport website
- Digital signage
- Social media channels
- Phone calls direct to the airport public line
- Public address systems

Media Management

The below matrix outlines how agency and organization media units should interact and escalate dependent on the severity of an incident. Refer to individual organisations for further information on their media plans.

Incident description	APAM Media Action	Agency/Organisation Action
Incident likely to impact travellers (all incidents)	• Holding statements released within first 30 minutes	• Preplanned media statements released
Level 1 Incident (incident impact, short response, low or localised impact to operations)	• Incident Level Communication through IC/EMT locally	• Airport Commander will facilitate communication between APAM media and IC • APAM media will connect with airline/organisation media reps to support coordination on information
Level 2/3 Incidents (regional/state impact, prolonged response, high impact to operations)	• Communication managed through joint media cell at EOC	• Agency/Organisation media reps form media cell at EOC

MELBOURNE AIRPORT

GOVERNANCE

Melbourne Airport's Emergency Committee (AEC) is established to meet the requirements of the Civil Aviation Safety Regulation 1998 (The Regulation) for the planning of aerodrome emergencies. The AEC provides expert advice on the establishment, review, testing and improvement of the AEP. In providing advice, the AEC must have due consideration to the safe operations of the airport. The AEC must also consider the current security environment, focus all planning activities on saving lives, maintaining aircraft operations and the timely restoration of airport operations.

Function

The functions of the AEC are to:

- involve emergency response and support agencies in the emergency planning at the airport
- develop an exercise and training programme for the agencies involved in the response, relief, and recovery functions to airport emergencies
- review the effectiveness of the plan (and any sub or supporting plans) on an annual basis
- review the AEP risk assessment ensuring contemporary and emerging threats are considered and mitigated
- continually review the committee membership to ensure that all agencies inclusive of airlines and Ground Handling Agents are represented at the appropriate organisational level on the committee
- promote awareness of airport emergency preparedness amongst airport, airline staff, Ground Handling Agents and other government and non-government stakeholders
- keep abreast of the developments in emergency management and where appropriate, share these enhancements amongst the committee for consideration of potential inclusion
- identify emergency resources available on the airport and prepare procedures for the location and coordination of these resources
- establish and review systems for use in supporting the command, control, coordination, consequences, communication, and community connection functions of an emergency operation at Melbourne Airport; and
- establish communication networks within and between on airport and off airport response agencies.

Chairperson

As required by the Civil Aviation Safety Regulation 1998, the AEC will be chaired by an employee of APAM. Where the Chair is unavailable, APAM will provide an alternative chairperson. The Chair is responsible for:

- guiding the meeting according to the agenda and time available,
- ensuring all discussion items end with a decision, action, or definite outcome,
- reviewing and approving the draft minutes before distribution,
- authoring correspondence external to the AEC when a request for advice from the Committee has been sought.

Secretariat

The secretariat for the AEC will be provided by the Melbourne Airport Emergency Planning Manager. The secretariat is responsible for:

- being the primary liaison as the authorised person responsible for emergency planning arrangements,
- being contactable via, and is to monitor and respond to inquiries received via, resilience@melair.com.au,
- scheduling meetings and notifying committee members,
- inviting specialists/subject matter experts to attend meetings when required by the Committee,
- preparing agendas and issuing notices for meetings, and ensuring all necessary documents requiring discussion or comment are attached to the agenda,
- distributing the agenda and meeting materials at least 7 days prior to the meeting,
- taking notes of proceedings and preparing minutes of meeting,
- distributing the minutes to all committee members no more than four weeks after the meeting. The minutes should be checked by the Chair and accepted by committee members as a true and accurate record at the commencement of the next meeting.

Membership

There are two types of membership on the Airport Emergency Committee. Primary Members and Associate Members.

Primary Members are agencies that have responsibilities during the response phase of an emergency and count toward a quorum. Current primary members are:

- Australia Pacific Airports (Melbourne) – Chairperson, secretariat and specialist representatives
- Airservices Australia - Tower Operations
- Airservices Australia - Aviation Rescue Fire Fighting Service
- Ambulance Victoria
- Australian Federal Police
- Country Fire Authority
- Fire Rescue Victoria
- Hume City Council
- Victoria Police
- Victoria State Emergency Service

Associate Members are agencies and organisations that have responsibilities in support functions, relief and recovery phases and other stakeholders involved in the planning and preparation for emergencies. Associate members are not required to make a quorum. Current associate members are:

- Airline representatives – Airport Operating Committee Representative (representing International Airlines), Domestic airlines are represented individually.
- Airport Chaplaincy (Chaplaincy Australia)
- Australian Border Force
- Australian Red Cross (ARC)
- Department of Agriculture, Forests and Fisheries (Biosecurity)
- Department of Jobs, Skills, Industry and Regions (DJSIR)
- Department of Health
- Emergency Recovery Victoria (ERV)
- St John Ambulance
- Victorian Council of Churches- Emergency Ministries (VCC-EM)

Committee members will cease to be a member of the AEC if they:

- resign from the committee,
- fail to attend three consecutive meetings without providing delegate/nominated representative to the Chair,
- resign from their employment; or,
- breach confidentiality.

Responsibilities

Each Committee member is responsible for:

- providing a delegate/nominated representative at each meeting in their absence. Failure to attend three consecutive meetings without providing delegate/nominated representative may lead to the cessation of the membership,
- complying with the requirements for confidentiality, code of conduct and conflict of interest. The obligations also apply to the member's delegate/nominated representative,
- where appropriate, consulting with colleagues and relevant staff within their organisation or representative group to inform the advice given to the committee,
- when requested, providing feedback to colleagues and relevant staff within their organisation or representative group on meeting actions and outcomes,
- actioning the allocated meeting task(s) and completing the tasks within the agreed reasonable timeframe.

All documents circulated to the Committee for comment will include a reasonable and agreed response deadline. Where no communication is received post that deadline, it will be assumed there is no comment and the content within is agreed.

Meeting papers and draft documents sent to AEC members are confidential and not for circulation outside the Committee without explicit permission from the AEC Chair.

Quorum

A quorum, consisting of the chair and six of listed primary members, must be present (in person or by teleconference) for decision-making. The AEC secretariat will make every effort to ensure there is a quorum for each Committee meeting. Cancellation of meetings due to lack of a quorum is at the discretion of the AEC Chair.

If a quorum is not achieved, committee matters can be discussed by the members present. Where a quorum has not been achieved, the members may not vote on any decisions.

Internal or external specialists/subject experts may be invited to attend the meeting at the request of the Chair on behalf of the committee to provide advice and assistance where necessary. They have no voting rights and may be required to leave the meeting at any time as requested by the Chair.

Subcommittees and Working Groups

The AEC may convene sub committees or working groups to address specific issues or to undertake specific tasks on behalf of the AEC. Sub committees and working groups are accountable to the AEC for decision making and reporting.

Sub committees are standing committees that are responsible for the ongoing development and management of specific items or issues that are relevant to the AEP and the effective management of emergencies at the Airport. Sub committees will have terms of reference prepared and agreed to by the AEC.

Any formed sub committees or working groups will report on their activities to each AEC meeting.

A working group is convened to address a specific issue or group of issues. A working group is limited in nature and not an ongoing committee.

Frequency of Meetings

Meetings should be held approximately every three months and not less than once every six months. Meetings will usually be held onsite at Melbourne Airport. An extraordinary meeting may be called by half of the primary committee members, or by the AEC Chair, when required. Extraordinary meetings will be called with a minimum of 48 hours' notice (unless an urgent situation dictates sooner).

Accountability

Melbourne Airport's General Manager, Aviation Operations is accountable for ensuring that there is a committee as per the Civil Aviation Safety Authority Manual of Standards - Part 139.

Amendments

The terms of reference will be reviewed annually at the last meeting of the calendar year to ensure the role of the Committee is clear and understood by members.

Supporting Plans

The following unclassified supporting plans relating to specific operations or functions may be issued to AEC members and other associated agencies as part of, and relating to, the AEP:

Melbourne Airport documents:

- Disabled Aircraft Recovery Plan
- Melbourne Airport Relief Plan
- Melbourne Airport Emergency Reception Centre Handbook
- Melbourne Airport Terminal and Precinct Subplan
- Melbourne Airport Security Incident Subplan

External agency documents:

- Australian Government's Reception of Overseas Evacuees (AUSRECEPLAN)
- Victoria's State Emergency Management Plan (SEMP)
- North-West Metro Regional Emergency Management Plan
- Hume Municipal Emergency Management Plan
- Hume Municipal Emergency Relief and Recovery Plan

AEP Review

Review of the AEP shall be conducted:

- When the roles and responsibilities of any agency or organisation are changed
- In the event of legislative changes
- Following activation of the plan
- Following an exercise designed to practice or test any aspects of the AEP
- Not less than annually.

The review after an emergency will involve, where available, a representative from each of the response, relief, support, and recovery agencies involved. Where possible the review will be held within 30 days and will be convened by the relevant control agency. The review session will be used to identify areas where the emergency plan might be improved. Should it not be possible to review the within 30 days the airport operator will notify CASA with the reason for delay.

A report consolidating all information provided during the review session will be published and circulated to all AEC members and other agencies that may benefit from the review findings.

The AEC will discuss and accept or reject the recommendations. Amendments to the AEP will be issued by the Chair of the AEC following endorsement of the recommendation(s).

Committee Performance

The performance of the AEC will be measured annually. Performance will be measured against the committee functions and the participant role descriptions. Performance of the AEC will be reported to the General Manager, Aviation Operations annually. The AEC's Key Performance Indicators and performance measures are at the end of this section.

AEC Key Performance Indicators

By 30 June each year:

Complete AEP review and ensure that AEP and supporting documentation is operationally ready:

a. Ensure that the AEP content plans for the worst type of emergency situations that can conceivably occur at the airport.

Evidenced by risk assessment documentation.

b. Undertake desktop review of the AEP and supporting documentation to ensure the plan reflects operational requirements.

Evidenced by records of desktop review and agency input into the content of the plan.

c. Undertake desktop review of the AEP and supporting documentation to ensure that they operate effectively.

E*videnced by desktop testing and exercising of the plan.*

d. Ensure that the review includes AEC member agencies.

Evidenced by participation from member agencies.

Conduct exercise and review of the AEP

a. Ensure that a full emergency exercise (full deployment) is conducted at least once every two years, or once every three years provided a series of modular tests are carried at regular intervals in the intermediary period.

Evidenced through exercise program in place.
Evidenced through exercise conduct, exercise review, exercise report and input into AEP.
Evidenced through an exercise that tests the adequacy of facilities provided for the plan.

b. Ensure that a minimum of one exercise (desktop or practical) is conducted every calendar year to test the AEP and its supporting documentation.

Evidenced through conduct of exercise annually.

GLOSSARY

Glossary

Term	Description
ABF	Australian Border Force
ADF	Australian Defence Force
AEC	Airport Emergency Committee
AEP	Airport Emergency Plan (this document)
AFP	Australian Federal Police
AFFF	Aqueous Film Forming Foam
Airfield	The area within the perimeter fence, not including airside terminal areas.
Airport Commander	The airport's 'agency functional commander' who represents the whole of airport in the IMT and/or IEMT, including but not limited to APAM, airlines, contractors, and public. The Airport Commander will support the Incident Controller with advice on the impact to the airport's public and infrastructure, and with resourcing to assist in the response and recovery.
Airside	The area of the airport beyond the perimeter fence or beyond security screening within the terminals.
ANS	Air Navigation Services
APAM	Australia Pacific Airports Melbourne, the company who owns and operates the airport infrastructure.
ARFFS	Aviation Rescue Fire Fighting Service
ASO	Airfield Safety Officer
ATSB	Australian Transport Safety Bureau
AV	Ambulance Victoria
CASA	Civil Aviation Safety Authority
CCTV	Closed Circuit Television
CFA	Country Fire Authority
CMT	Crisis Management Team – APAM's internal team that addresses the recovery of the airport from an emergency.
Control Agency	An agency nominated to control the response activities to a specified type of emergency.

CRA	Crew Reception Area
DARP	Disabled Aircraft Recovery Plan
DASA	Defence Aviation Safety Authority
Direct	The other party must carry out the instruction
DJSIR	Department of Jobs, Skills, Industry and Regions
EOC	See ICC
ERV	Emergency Recovery Victoria
EWIS	Emergency Warning and Intercommunication System
FCV	Forward Command Vehicle
FFRC	Family, Friends Reception Centre
FIP	Fire Indicator Panel
FRV	Fire Rescue Victoria
GHA	Ground Handling Agent – a company that provides airlines services on behalf of an airline, including the loading and unloading of passengers, baggage, and cargo to and from aircraft
HAZMAT	Hazardous Materials
Hume CC	Hume City Council
IC	Incident Controller
ICC	Incident Control Centre is the building facility includes space for an IMT and EMT. Normally referred to as the Emergency Operations Centre (EOC) in the Aviation Industry.
ICP	Inquirer Contact Point
IEMT or EMT	Support the Incident Controller to manage the effects and consequences of the emergency. Membership comprises the agency commanders, including the Airport Commander, and the affected Airline.
IERC	Incident Emergency Response Coordinator
IMT	Support the Incident Controller to manage the incident-tier operational response to the emergency including with the planning, intelligence, public information, operations, investigation, logistics and finance functions
IOC	Integrated Operations Centre for Melbourne Airport. See the Facilities section for more information. Formally the ACC (Airport Coordination Centre)
JUHI	Joint User Hydrant Facility. The fuel storage facility located on Marker Road, Tullamarine.

Landside	Airport land, including inside terminals, that is not airside.
MERC	Municipal Emergency Response Coordinator
NOTAM	Notice to Airmen
PA	Public Address
PEMS	Passenger Evacuation Management System
PRC	Passenger Reception Centre
RSO	Ramp Safety Officer
SEMP	Victorian State Emergency Management Plan, September 2020
SES	Victoria State Emergency Service
SOP	Standard Operation Procedure
VCC EM	Victorian Council of Churches Emergency Ministries
VicPol	Victoria Police
WSO	Works Safety Officer

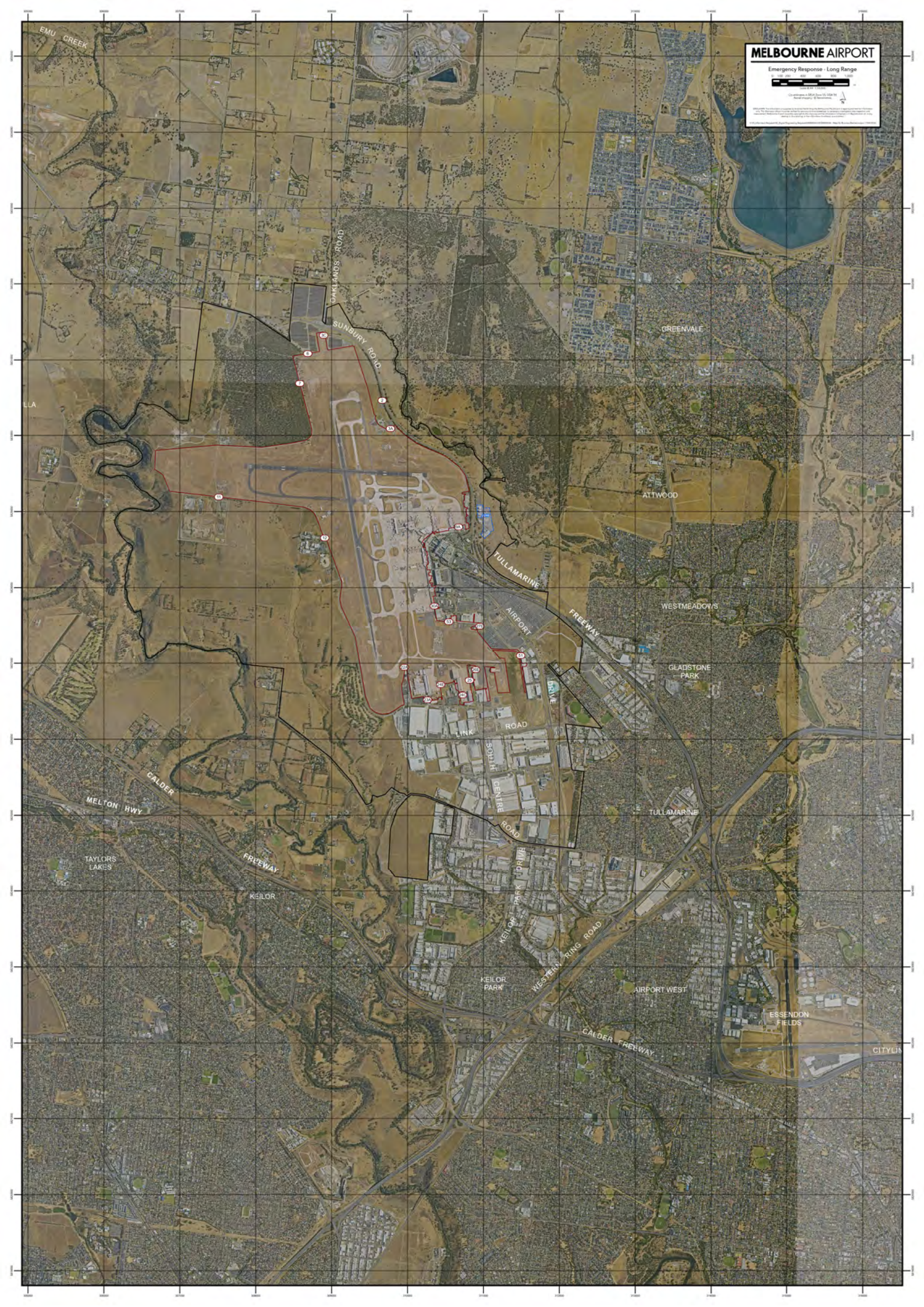
Appendix A - Maps

Maps are available as Appendix B of this document.

These maps are **uncontrolled when printed** and access to the most up to date versions can be found by clicking here or contacting resilience@melair.com.au if you cannot access this link.

Map Name	Description
Outside	
Long Range	Captures Melbourne Airport property and surrounding suburbs, arterials and land features.
Airfield Boundary	Whole of aerodrome map. Denotes airfield boundary, airside gate numbers (note emergency gate numbers), taxiway names, terminal piers and terminal bays.
Aprons and Terminals	Close view of aerodrome aprons and terminals. Denotes airfield boundary, airside gate numbers (note emergency gate numbers), taxiway names, terminal piers and terminal bays.
Airfield Map	A detailed map of movement areas.
Airfield Road Map	A detailed map of the roads on the airfield and required Airfield Driving Authority (ADA) to operate on them.
Terminal 1	
Terminal 1 - Apron and Ground	Internal floorplan of Terminal 1 apron and ground floor.
Terminal 1 - Concourse	Internal floorplan of Terminal 1 concourse.
Terminal 1 – Level 1	Internal floorplan of Terminal 1 level 1.
Terminal 1 – Level 2	Internal floorplan of Terminal 1 level 2.
Terminal 2	
Terminal 2 - Apron and Ground	Internal floorplan of Terminal 2 apron and ground floor.
Terminal 2 - Concourse	Internal floorplan of Terminal 2 concourse.
Terminal 2 – Level 1	Internal floorplan of Terminal 2 level 1.
Terminal 2 – Level 2	Internal floorplan of Terminal 2 level 2.

Map Name	Description
Terminal 3	
Terminal 3 - Apron and Ground	Internal floorplan of Terminal 3 apron and ground floor.
Terminal 3 - Concourse	Internal floorplan of Terminal 3 concourse.
Terminal 3 – Level 1	Internal floorplan of Terminal 3 level 1.
Terminal 3 – Level 2	Internal floorplan of Terminal 3 level 2.
Terminal 1	
Terminal 4 - Apron and Ground	Internal floorplan of Terminal 4 apron and ground floor.
Terminal 4 - Concourse	Internal floorplan of Terminal 4 concourse.
Terminal 4 – Level 1	Internal floorplan of Terminal 4 level 1.
Other	
Emergency Access Points	External map which denotes all emergency access points and their respective street addresses.
Hydrant Locations	A map which highlights the locations of hydrants across the aerodrome


MELBOURNE AIRPORT
Emergency Response - Long Range
EMU CREEK
OAKLANDS ROAD
SUNBURY ROAD
GREENVALE
ATTWOOD
TULLAMARINE FREEWAY
AIRPORT DRIVE
WESTMEADOWS
GLADSTONE PARK
LINK ROAD
SOUTH CENTRE ROAD
TULLAMARINE
CALDER FREEWAY
MELTON HWY
TAYLORS LAKES
KEILOR
KEILOR PARK DRIVE
WESTERN RING ROAD
KEILOR PARK
AIRPORT WEST
ESSENDON FIELDS
CALDER FREEWAY


MELBOURNE AIRPORT
Emergency Response - Airfield Boundary
Runway 09/27 (2286x45)
Runway 16/34 (3657x60)


MELBOURNE AIRPORT
Emergency Response - Aprons & Terminals
Runway 09/27 (2286x45)
27
Runway 16/34 (3657x60)
34
PIER B
PIER C
PIER D
PIER E
PIER F
PIER G
APN1
APN2
APN3
APN5
APN6-7
APN8-9
APN10
M1
M2
M3
M4
Departure Dr
Arrival Dr
Melbourne Dr
Terminal Dr
Airside Rd
Landside Rd
Service Rd
Access Rd
Aero Dr
Airport Dr
Francis Briggs Rd
Freight Service Rd
Maintenance Rd
Haul Rd
Operations Rd
Cargo Rd
Perimeter Rd
Parker Rd

Airfield Map

Effective 19 March 2026

Version

6

AD ELEV 434

N

Fuel Farm (JUHI)
Marker Rd
Tullamarine Fwy
Mercedes Benz
Terminal Dr
Carpark
Airport Dr
Francis Briggs Rd
Amazon
Menzies
Salco
Airside Access Rd
Link Rd
Dnata
Ibis
BP
Holiday Inn
Centre Rd
Sunbury Rd
HIAL
RESA
APN1
Pier B
39
APN2
Pier C
T1
APN3
T2
T3
T4
Qantas Freight
Menzies
Aus Post
27
GSE
Airfield Operations
Fire Station
Customs
AFP
Ibis
Airside Access Rd
Maintenance Rd
W4
W
Skytraders
25A
HLS
W3
Virgin Engineering
Dnata
South Centre Rd
W2
Melbourne Jet Base (MJB)
24A
MAZ
W1
Operations Rd
Qantas Maintenance
23A
22
Fulton Hogan
22A
Engine Run (South)
IWDI
27 Glidepath
27
ALER 3
Distance Rd
ILS GP
RVR
VOR DME
Pier D Remote
Pier D
APN5
Pier E
APN6
Pier F
APN8
APN9
Pier G
APN10
Pier G Remote
GSE
ARP
Haul Rd
Northern Dr
Meter Rd
3
3A
Perimeter Rd
Engine Run (North)
Oaklands Rd
Solar Farm
HIAL
RESA
16
RWY 16/34
3657x60m Grooved
34
16 Localiser
16 Glidepath
ILS GP
RVR
2286x45m Grooved
RWY 09/27
Anemometer
Fire Station
GBAS
ALER 4
ALER 2
ALER 1
BoM
12
Tower Rd
Plant Rd
Incinerator Rd
Fire Service Training Ground
Control Tower
Mcnabs Rd
Mcnabs Road Reserve
Melbourne Airport Golf Course
Golf Dr
Wake Vortex Sensor
Uniting Ln
Sunbury Rd
Northern Access Rd
Radar Hill Woodland
09
Mansfield Rd
Panton Dr
Bassett Rd
27 Localiser

Notes

1. For Apron and Aircraft Stand information refer to Northern and Southern Aprons Maps.
2. Drawing is not to scale and for general reference only. Not to be used for aircraft navigation.
3. Drawing produced by Airfield Operations. Email: airfieldsupport@melair.com.au

Key

- Aerodrome Reference Point (ARP)
- Airport Boundary
- Airside Boundary
- Airside Road
- 3A Airside Emergency Access Gate
- 3 Airside Security Gate
- Apron
- CNS Restricted Area
- DME Distance Measuring Equipment (DME)
- Future Taxiway
- GBAS Ground Based Augmentation System (GBAS)
- H Helicopter Landing Site (HLS)
- High Intensity Approach Lights (HIAL CAT II/III)
- Instrument Landing System (ILS) Glide Path (GP)
- Illuminated Wind Direction Indicator (IWDI)
- Land and Hold Short Operations (LAHSO)
- Precision Approach Path Indicator (PAPI)
- Runway 09/27 and 16/34
- Runway End Safety Area (RESA)
- Runway Strip (150m Wide) - White Gable Markers
- Runway Strip (280m Wide) - Orange Markers
- Runway Visual Range (RVR)
- Stop Bar
- APN1 Taxilane
- A Taxiway
- VOR VHF Omnidirectional Range (VOR)

MELBOURNE AIRPORT

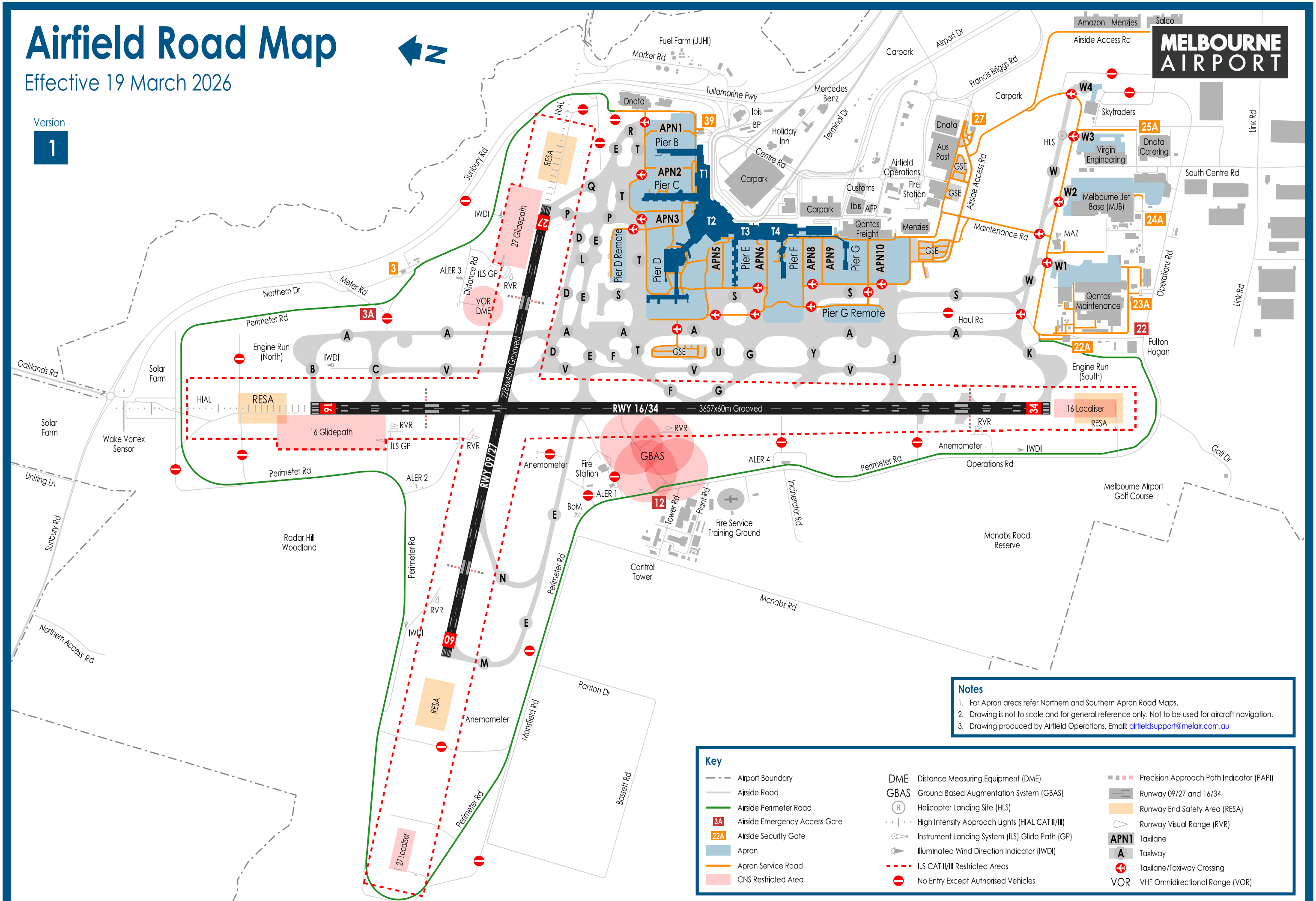
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Airfield Road Map

Effective 19 March 2026

Version **1**

MELBOURNE AIRPORT



Notes

1. For Apron areas refer Northern and Southern Apron Road Maps.
2. Drawing is not to scale and for general reference only. Not to be used for aircraft navigation.
3. Drawing produced by Airfield Operations. Email: airfieldsupport@melair.com.au

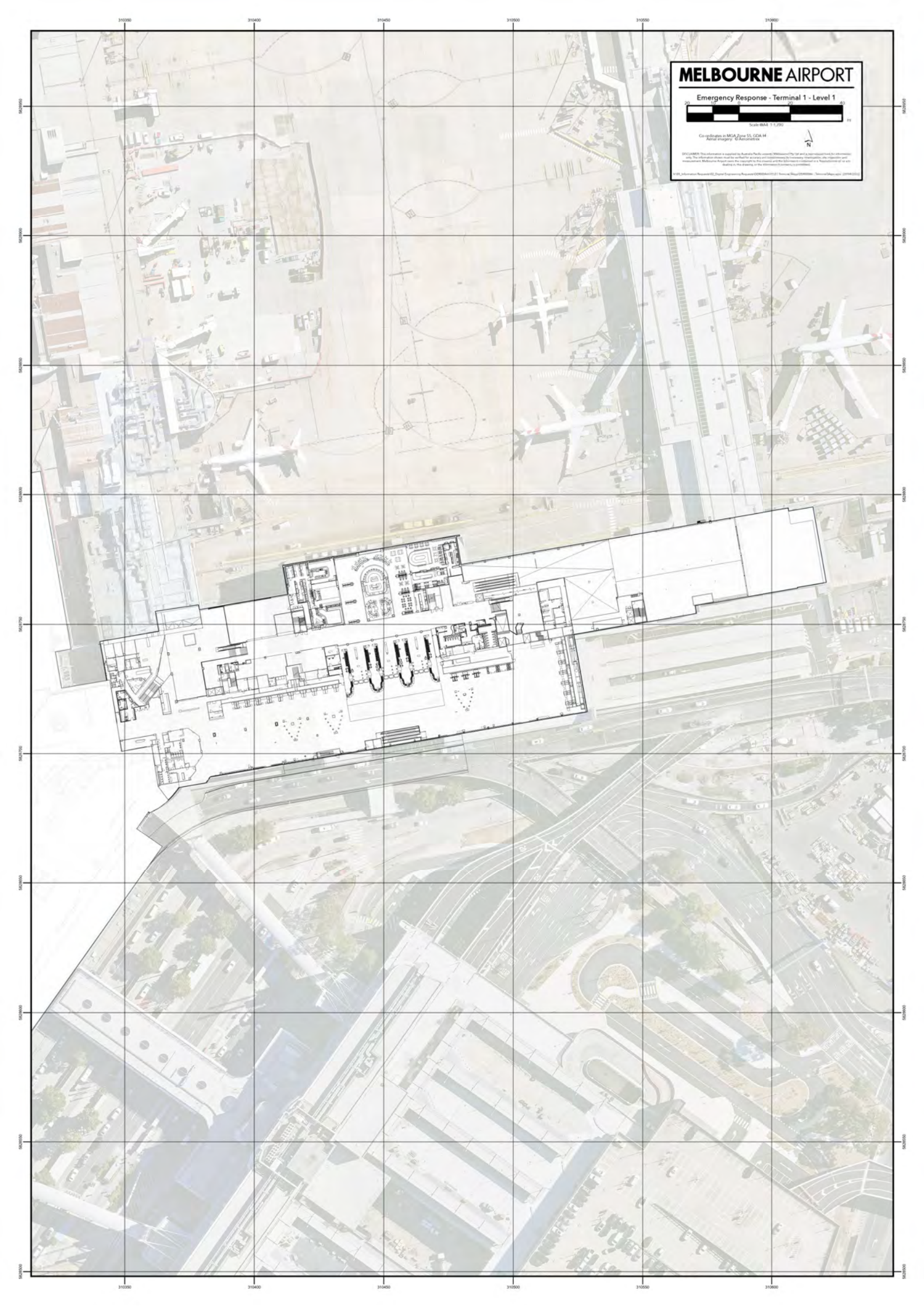
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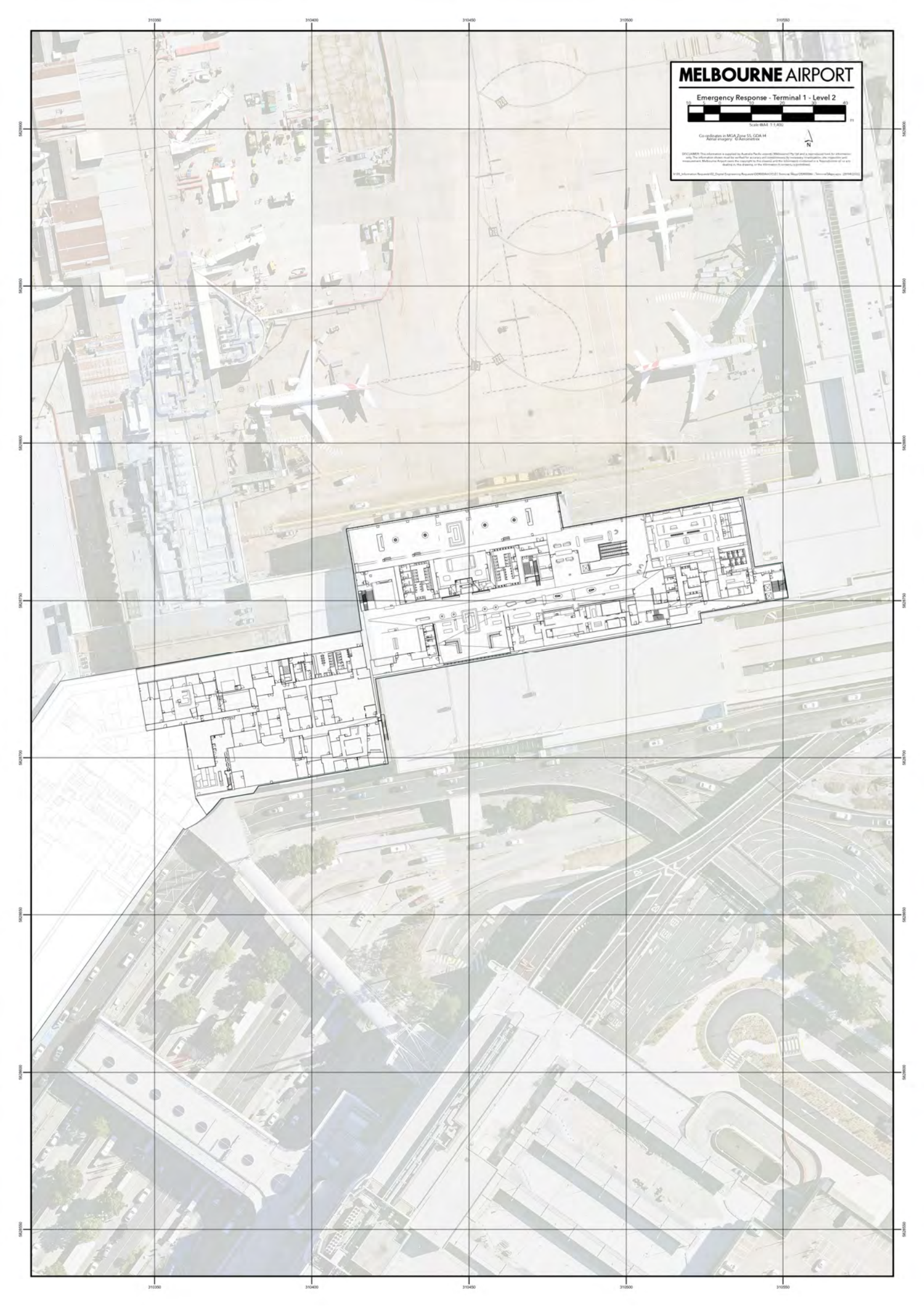
- Airport Boundary
- Airside Road
- Airside Perimeter Road
- 3A — Airside Emergency Access Gate
- 22A — Airside Security Gate
- Apron
- Apron Service Road
- CNS Restricted Area
- DME — Distance Measuring Equipment (DME)
- GBAS — Ground Based Augmentation System (GBAS)
- (H) — Helicopter Landing Site (HLS)
- High Intensity Approach Lights (HIAL CAT II/III)
- Instrument Landing System (ILS) Glide Path (GP)
- Illuminated Wind Direction Indicator (IWDI)
- ILS CAT II/III Restricted Areas
- No Entry Except Authorised Vehicles
- Precision Approach Path Indicator (PAPI)
- Runway 09/27 and 16/34
- Runway End Safety Area (RESA)
- Runway Visual Range (RVR)
- APN1 — Taxilane
- A — Taxiway
- Taxilane/Taxiway Crossing
- VOR — VHF Omnidirectional Range (VOR)

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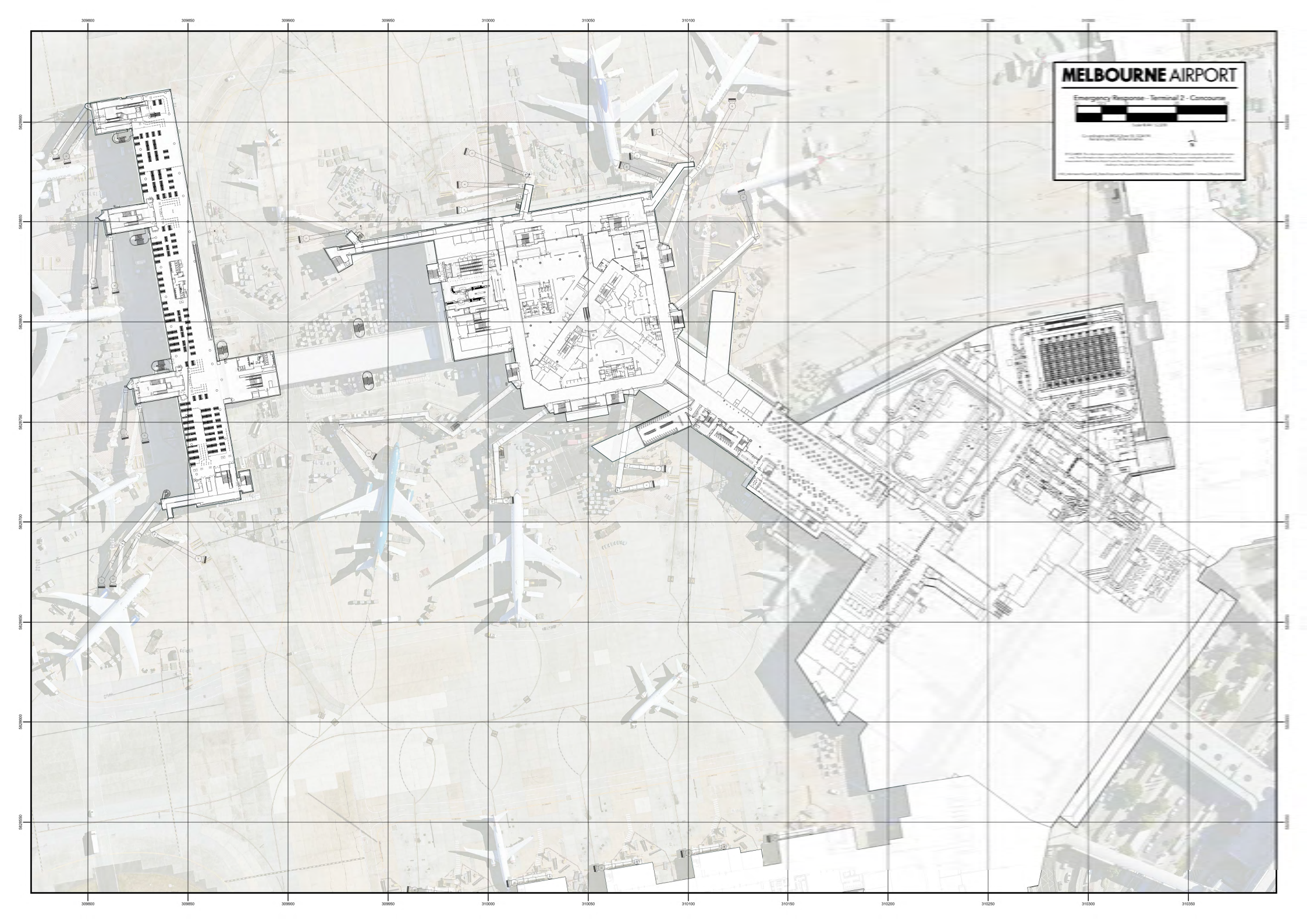

MELBOURNE AIRPORT
Emergency Response - Terminal 1 - Apron & Ground
Scale @A4: 1:1,900
Co-ordinates in MGA Zone 55, GDA M
Aerial imagery: © Aerometrex
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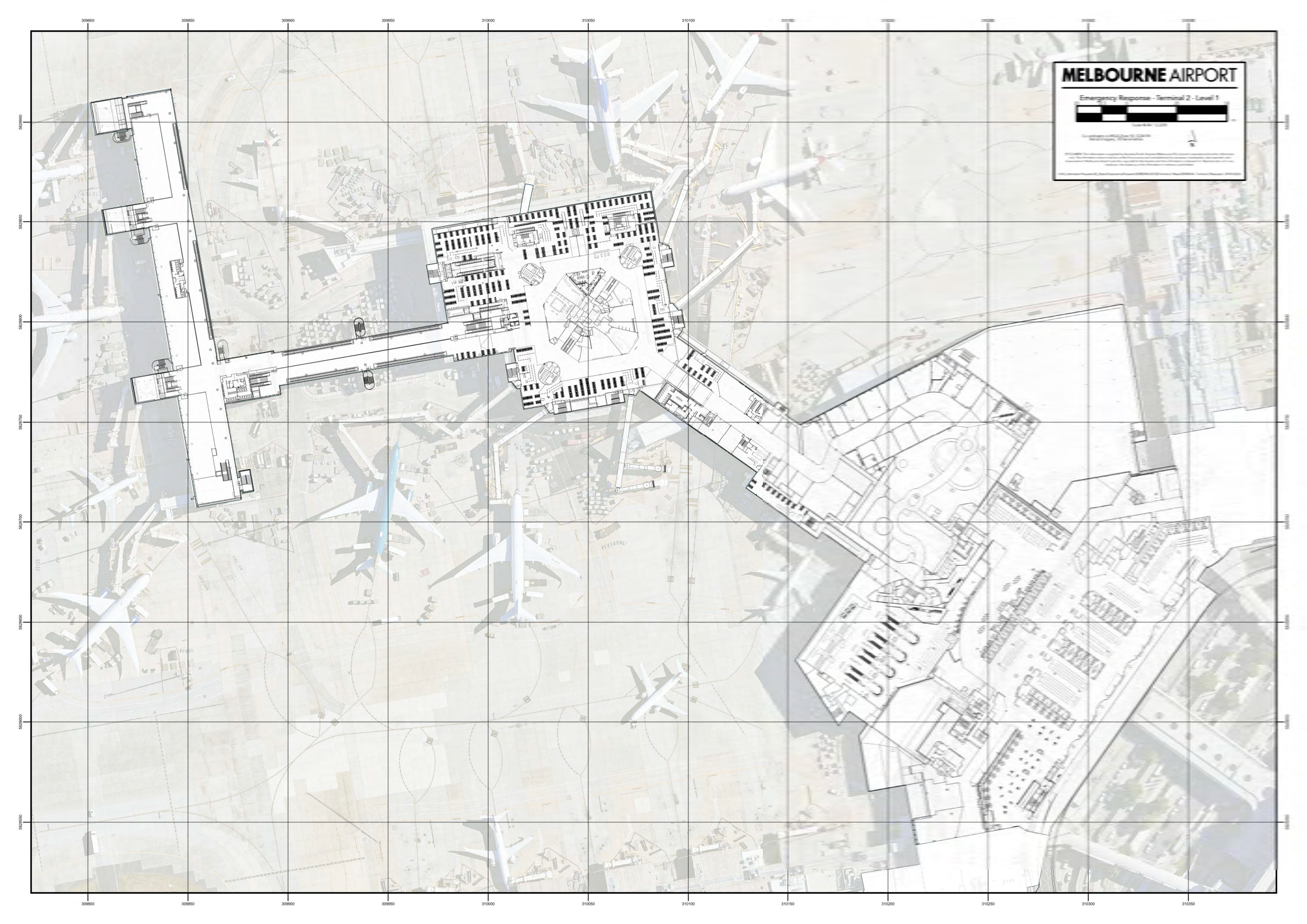

MELBOURNE AIRPORT
Emergency Response - Terminal 1 - Concourse
20 10 0 20 40
Scale @A3 1:1,900
Co-ordinates in MGA Zone 55, GDA M
Aerial imagery: © Aerometrex
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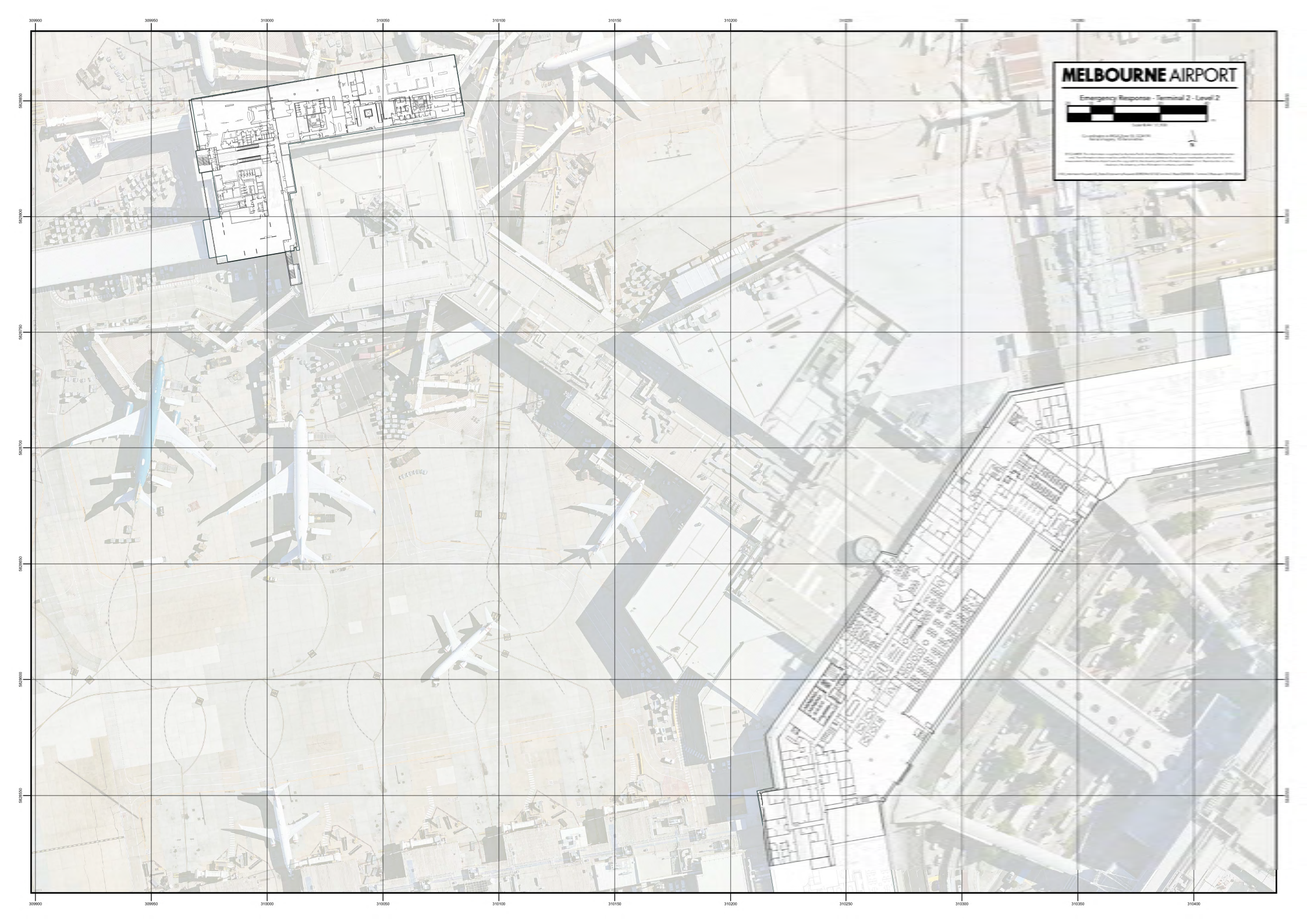

MELBOURNE AIRPORT
Emergency Response - Terminal 1 - Level 1
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10
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m
Scale @A3: 1:1,000
Co-ordinates in MGA Zone 55, GDA M
Aerial imagery: © Aerometrex
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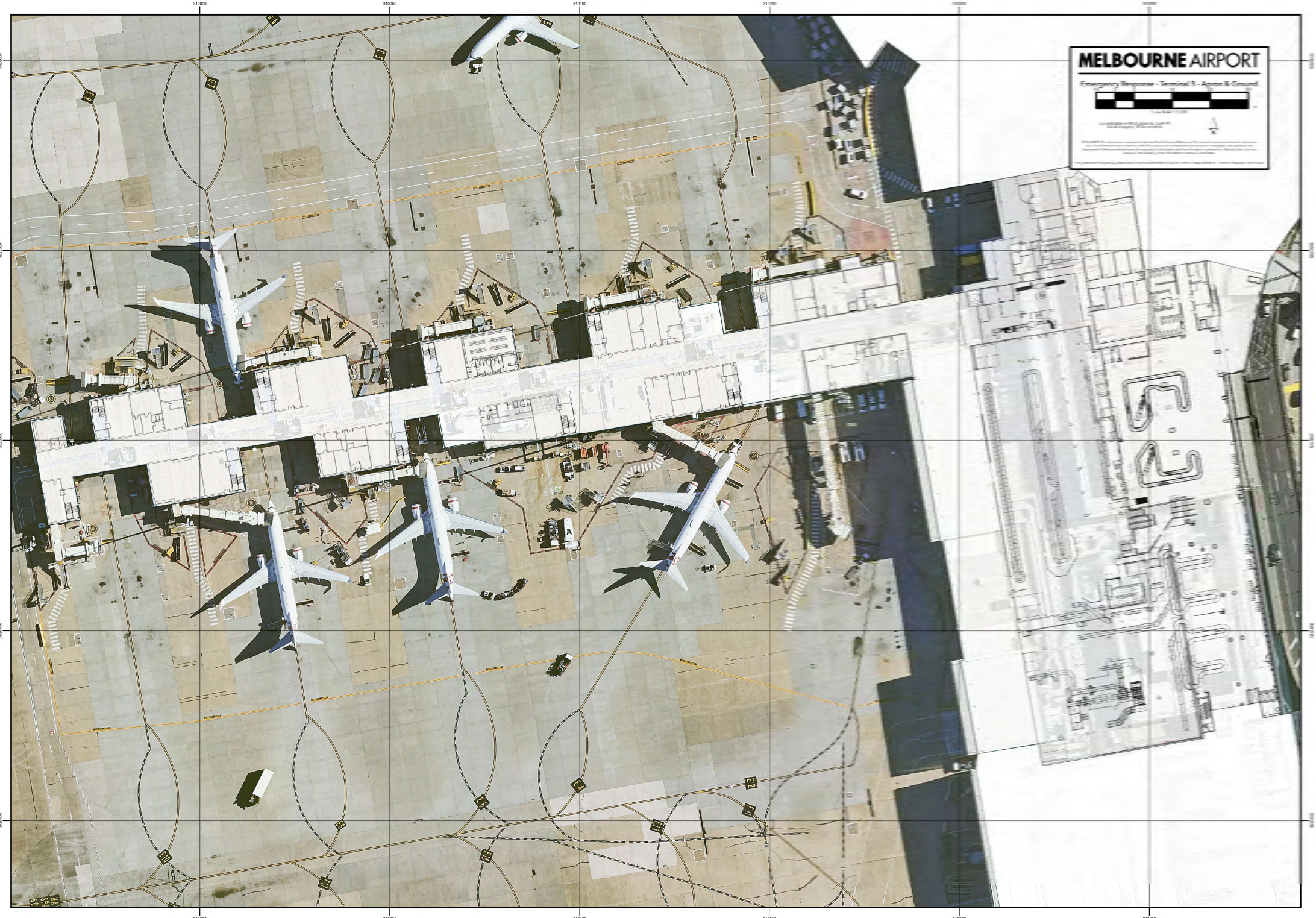

MELBOURNE AIRPORT
Emergency Response - Terminal 1 - Level 2
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m
Scale @A4: 1:1,400
Co-ordinates in MGA Zone 55, GDA M
Aerial imagery: © Aerometrex
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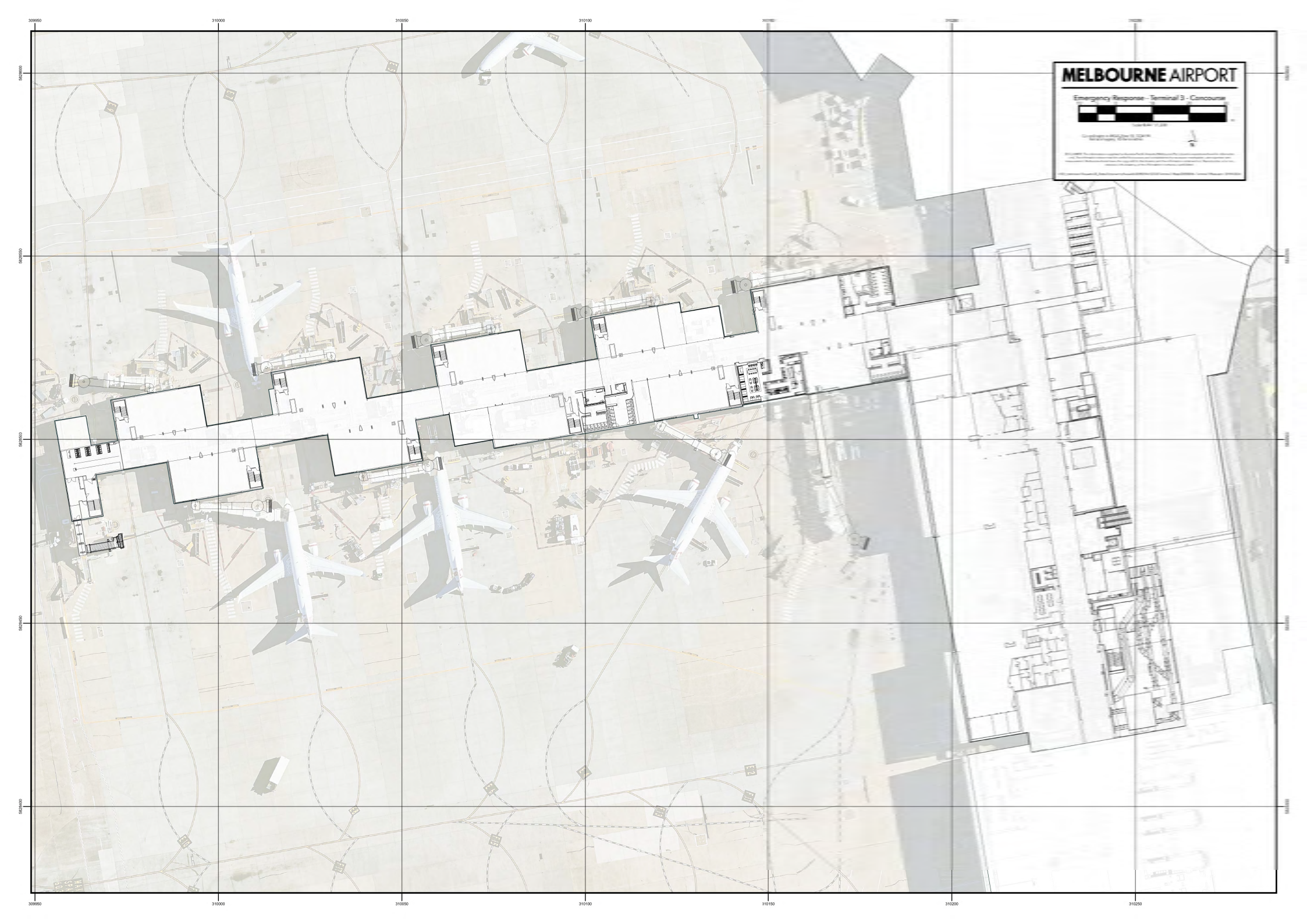

MELBOURNE AIRPORT
Emergency Response - Terminal 2 - Apron & Ground
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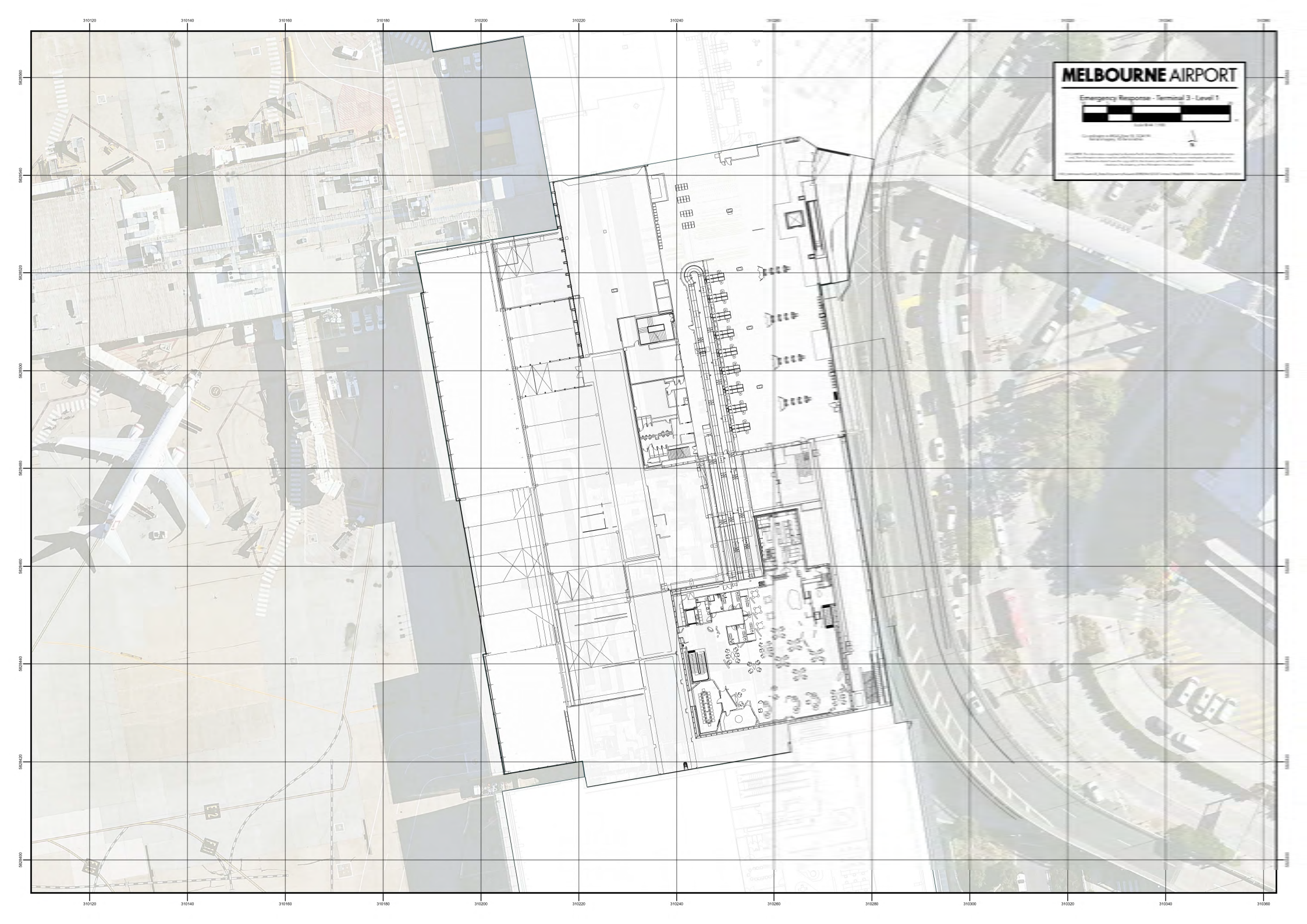

MELBOURNE AIRPORT
Emergency Response - Terminal 2 - Concourse
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MELBOURNE AIRPORT
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MELBOURNE AIRPORT
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MELBOURNE AIRPORT
Emergency Response - Terminal 3 - Apron & Ground
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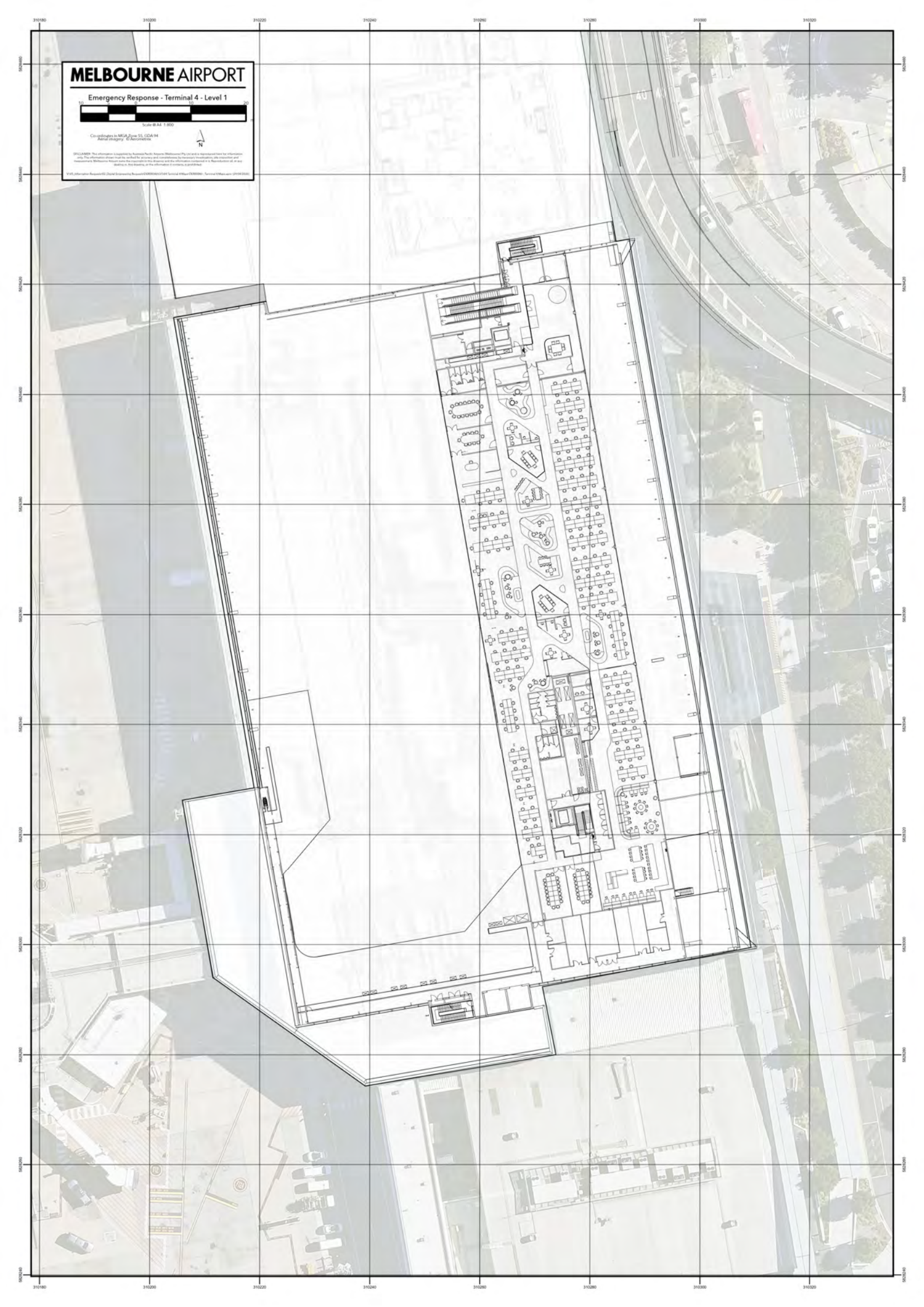

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MELBOURNE AIRPORT
Emergency Response - Terminal 3 - Concourse


MELBOURNE AIRPORT
Emergency Response - Terminal 3 - Level 1


MELBOURNE AIRPORT
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MELBOURNE AIRPORT
Emergency Response - Terminal 4 - Apron & Ground
Scale @ A4 1:1,800
Co-ordinates in MGA Zone 55, GDA 94
Aerial imagery: © Aerometrex
34
33


MELBOURNE AIRPORT
Emergency Response - Terminal 4 - Concourse
20 10 0 20 40
m
Scale @ A4 1:1,800
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Co-ordinates in MGA Zone 55, GDA 94
Aerial imagery: © Aerometrex
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MELBOURNE AIRPORT
Emergency Response - Terminal 4 - Level 1
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Scale @ A4 1:800
Co-ordinates in MGA Zone 55, GDA 94
Aerial imagery: © Aerometrex
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5826240

Access Point	Address	Additional Details
Emergency Access Point Alpha	45 Sunbury Road, Melbourne Airport 3045	
Emergency Access Point Charlie	1 Concorde Close, Melbourne Airport 3045	
Emergency Access Point Delta	A10 Arrival Drive, Melbourne Airport 3045	Taxi bay 20 (first bay)
Emergency Access Point Echo	A30 Arrival Drive, Melbourne Airport 3045	At SkyBus parking
Emergency Access Point Foxtrot	A43 Service Road N, Melbourne Airport 3045	Emergency Services parking bay
Emergency Access Point Golf	D73 Departure Drive, Melbourne Airport 3045	Upper level
Emergency Access Point Hotel	D53 Departure Drive, Melbourne Airport 3045	Upper level
Emergency Access Point India	1 Airside Road, Melbourne Airport 3045	
Emergency Access Point Juliet	23 Kellow Road, Melbourne Airport 3045	
Emergency Access Point Lima	298 Operations Road, Melbourne Airport 3045	
Emergency Access Point November	171 Sunbury Road, Melbourne Airport 3045	
Emergency Access Point Papa	112 Northern Drive, Melbourne Airport 3045	

MELBOURNE AIRPORT

Melbourne Airport

Emergency Access Points

Scale @ A3 1:24,000

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LEGEND

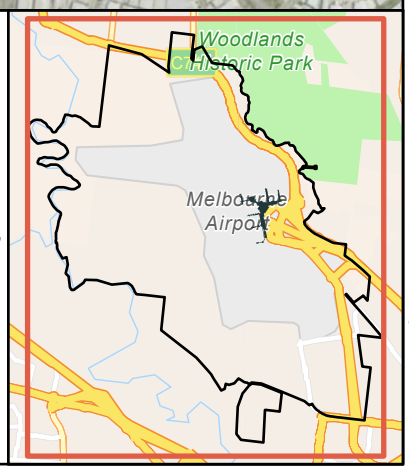
- A Emergency Access Points
- Terminal
- Airside Boundary
- Airport Boundary

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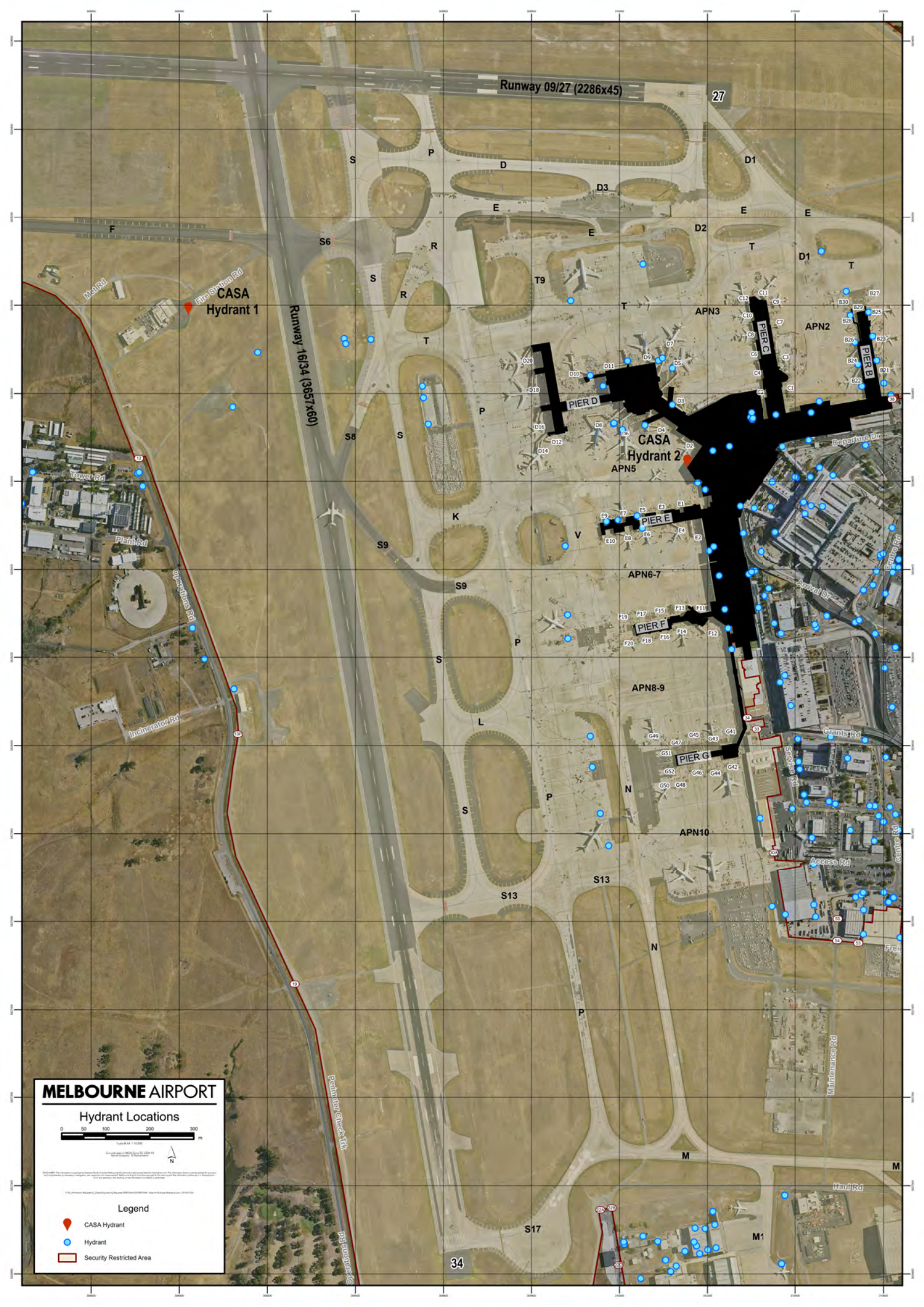
Aerial imagery: © Aerometrex

*Co-ordinates in MGA Zone 55, GDA 94 Australian Height Datum

Map Printed: 18/03/2025 10:19 AM



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Runway 09/27 (2286x45)
27
Runway 16/34 (3657x60)
34
CASA
Hydrant 1
CASA
Hydrant 2
PIER D
PIER E
PIER F
PIER G
PIER C
PIER B
APN2
APN3
APN5
APN6-7
APN8-9
APN10
T9
Mail Rd
Fire Station Rd
Tower Rd
Plant Rd
Operations Rd
Incinerator Rd
Departure Dr
Arrival Dr
Grants Rd
Access Rd
Maintenance Rd
Haul Rd
Perimeter Track Trk
Perimeter Rd
MELBOURNE AIRPORT
Hydrant Locations
0 50 100 200 300 m
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Legend
CASA Hydrant
Hydrant
Security Restricted Area

APPENDIX B
ROLES AND RESPONSIBILITIES

ON AIRPORT AGENCIES AND ORGANISATIONS

Australia Pacific Airports Melbourne (APAM)

* May be referred to in this document as Airport Operations or Melbourne Airport

Role
As the airport operator, APAM provides aerodrome operations, security oversight, local knowledge and resources to support emergency response at the airport as directed by aviation legislation and regulations. APAM will provide advice, resources and capability to support the Control Agency in resolving the incident and managing consequences.

Responsibilities	
Planning	• Identify and assess emergency risks/hazards in consultation with emergency agencies, subject matter experts and specialists. • Develop and maintain emergency plans as required by the Civil Aviation Safety Regulations and Manual of Standards Part 139in consultation with the Airport Emergency Committee. • Facilitate the activities of the Airport Emergency Committee (AEC)
Preparedness	• Develop an exercise program that meets legislative requirements and addresses existing and emerging risks.. • Participate in regional activities that promote a whole-of-community approach to emergency management and build awareness of Melbourne Airport's emergency management capability. • Ensure the airport community has awareness of emergency plans and procedures. • Ensure that APAM staff are appropriately trained to respond to emergencies
Response	• Activate emergency response procedures • Notify emergency services as required. • Provide available resources and facilities to support the Control Agency • Close airport facilities where dangers exist. • Coordinate emergency reception activities with, and in support of, airlines. • Provide support to the airport community to facilitate relief activities for customers and staff where appropriate. • Provide input into joint public information and media decisions

Recovery	• Activate recovery plans (APAM Crisis Management Team) • Undertake assessment, restoration, clean-up and rehabilitation of airport-owned assets and infrastructure. • Coordinate the return of aviation operations to normal operations.
Lessons Management	• Lead incident-level debriefs for incidents at Melbourne Airport. • Participate in regional and state multi-agency debriefs. • Share lessons identified with agencies and industry where appropriate

Airlines and Ground Handling Agents

Role

Airlines and Ground Handling Agents support and coordinate the response of airline-specific operations during an airport emergency, including passenger and crew welfare, baggage handling, flight information management, and communication with airline command and operational centres. GHAs act as the operational liaison between the airline, airport, and emergency services.

Responsibilities

Planning	• Develop and maintain internal airline/GHA emergency procedures that align with the AEP • Participate in the Melbourne Airport Airline Emergency Planning Working Group. • Provide feedback on the Airport Emergency Plan
Preparedness	• Conduct internal exercises to test airline/GHA emergency procedures • Ensure 24/7 availability of contactable airline and GHA representatives for emergency activation and coordination • Familiarise frontline and supervisory staff with their roles during different emergency scenarios • Ensure staff have awareness of airport emergency plans and procedures • Ensure that staff are appropriately trained to respond to emergencies • Participate in airport-led multi-agency emergency exercises and post-exercise debriefs
Response	• Activate internal response protocols in alignment with the AEP • Deploy an on-site airline/GHA representative to the Emergency Operations Centre • Upon request, provide passenger and aircraft information to the Control Agency • Provide resources to the Emergency Reception Facilities as per the Emergency Reception Handbook • Provide operational support to emergency agencies (e.g., access to aircraft, cargo, or baggage if required for investigation or safety)

Recovery	• Support family reunification and ongoing passenger needs, including accommodation, transport, and onward travel (as per Family Assistance Code) • Coordinate with ground handlers and suppliers to resume service levels • Communicate with media and the public in alignment with airport or joint public information arrangements
Lessons Management	• Participate in post-incident debriefs and reviews led by Melbourne Airport or relevant agencies

Airservices Australia Air Navigation Services (ANS)

Role
During an aviation emergency, ANS ensures the safe and orderly management of air traffic, supports situational awareness for responding agencies, facilitates airspace and runway management, and enables effective communication between aircraft and emergency responders.

Responsibilities	
Planning	• Participate in the development, review and maintenance of the AEP and associated sub-plans as a members of the Airport Emergency Committee • Ensure internal procedures align with Airservices national standards and Melbourne Airport emergency management arrangements • Contribute to risk assessments, scenario planning, and industry impact modelling in multi-agency forums
Preparedness	• Train and familiarise ANS personnel with local emergency procedures, coordination arrangements, and inter-agency protocols • Establish protocols for supporting activation of emergency services (e.g., notification of ARFF, airport operations, and aviation authorities) • Participate in airport-led multi-agency emergency exercises and debriefs to ensure coordinated responses to aviation and airport incidents • Maintain current contact lists for emergency notification and escalation
Response	• Provide timely notification of aircraft incidents to APAM and Triple Zero Victoria as required • Coordinate aircraft movements to ensure the safety of inbound and outbound flights during emergency situations • Provide situational awareness and operational information to the Melbourne Airport Integrated Operations Centre (IOC) and EOC, including flight information, aircraft ETA, runway etc. • Support the prioritisation of emergency aircraft movements • Act as a communication conduit between the aircraft in distress and emergency services

Recovery	• Support the restoration of normal operations as soon as practicable • Provide operational information to support recovery activities • Coordinate with Melbourne Airport and airlines for phased reopening of affected airspace, runways, or taxiways • Support restoration of navigation aids and communication infrastructure if degraded or disrupted
Lessons Management	• Participate in post-incident debriefs and reviews coordinated by Melbourne Airport or emergency agencies • Where appropriate, provide recordings, transcripts, or data as required to support formal investigations or reviews • Review and update procedures based on lessons identified from incidents and exercises • Participate in the review and update of the Airport Emergency Plan and sub-plans based on identified lessons

Airservices Australia Aviation Rescue Fire Fighting Service (ARFFS)

Role

ARFFS is the primary first response agency for aviation-related emergencies at Melbourne Airport. ARFFS is responsible for responding to aircraft incidents and fires, conducting rescue operations, initial response for hazardous materials (HAZMAT), and supporting multi-agency coordination during aviation emergencies. As the Control Agency under Victoria's emergency management arrangements for aviation-related incidents and fire at Melbourne Airport, ARFFS plays a pivotal role in ensuring the safety of passengers, crew, and airport personnel, as well as mitigating the effects of incidents on airport operations and infrastructure.

Responsibilities

Planning	• Contribute to the development and review of the AEP as a primary member of the Airport Emergency Committee • Collaborate with Melbourne Airport and other agencies to identify operational risks and resource requirements for emergency response • Participate in inter-agency risk assessments, scenario planning, and the development of coordinated response protocols • Ensure plans align with national aviation safety regulations (e.g., Civil Aviation Safety Regulations Part 139) and the State Emergency Management Plan
Preparedness	• Maintain 24/7 operational readiness with trained personnel and required firefighting capability in accordance with MOS 139 • Ensure ARFFS personnel are trained in local emergency arrangements, inter-agency protocols, and airfield operations • Participate in multi-agency exercises to validate interoperability and readiness • Maintain situational awareness of changes to airfield operations, infrastructure and hazards • Establish communication plans with emergency services and airport operations
Response	• Act as the Control Agency for aviation-related fire and aircraft incidents at Melbourne Airport in accordance with the SEMP • Establish command and control in accordance with AIIMS and form the IEMT with agency commanders • Provide initial aviation firefighting, rescue and emergency medical response • Conduct initial HAZMAT containment or suppression related to aircraft or airfield operations until supported by State Fire Agencies • Liaise with ANS, Airport Forward Commander and Incident Controller to maintain safe airfield operations

Recovery	• Support safe return to service of runways and operational areas • Assist with decontamination, site safety operations and evidence preservation for ATSB or coronial investigation • Assist with salvage and site safety operations, including scene preservation for ATSB or coronial investigation until aviation operations resume • Provide operational information to support recovery activities • Restore ARFFS operational readiness, including personnel welfare and equipment checks
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide recordings, logs or data to support investigations or reviews where appropriate • Review and update ARFFS procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and sub-plans

Australian Border Force (ABF)

Role

ABF is responsible for protecting Australia's border and managing the movement of people and goods across it. During an emergency, ABF ensures border control processes are maintained, provides operational intelligence, supports law enforcement, and assists in safeguarding the airport as part of the national security framework.

Responsibilities

Planning	• Participate as an associate member of the Airport Emergency Committee in the development, review and improvement of the AEP and sub-plans • Collaborate with Melbourne Airport and other agencies to identify operational risks and resource requirements for emergency response • Participate in multi-agency risk assessments, scenario planning and the development of coordinated response protocols • Maintain ABF plans and procedures that align with airport emergency arrangements and Commonwealth legislation • Ensure that local arrangements do not conflict with customs and immigration legislation • Establish and maintain liaison arrangements with Melbourne Airport, AFP, DAFF, airlines and relevant state agencies
Preparedness	• Maintain intelligence, surveillance and operational capability within the Customs Controlled Area as appropriate for supporting emergency response • Ensure ABF personnel are trained and familiar with local emergency procedures, coordination arrangements and inter-agency protocols • Participate in multi-agency training exercises and briefings to ensure coordinated responses to aviation and airport incidents • Maintain situational awareness of airport operations, aircraft movements and changes to infrastructure • Establish communication plans with emergency services and airport operations • Ensure continuity plans are in place for maintaining border control operations during emergencies

Response	• Support Control Agencies in managing incidents in an all-hazards, whole-of-community context • Maintain border integrity and controlled movement of passengers, crew and goods during emergencies • Provide operational intelligence to the Incident Controller and relevant agencies to inform decision-making • Assist in managing the movement and processing of evacuees, passengers or persons of interest during an incident • Enforce relevant Commonwealth legislation in the context of an emergency response
Recovery	• Restore full border control operations as quickly as practicable following an incident • Assist in managing the resumption of normal passenger and cargo processing flows • Support investigation processes by supplying logs, reports and observations where appropriate • Restore ABF operational readiness including staff welfare and equipment checks
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide recordings, transcripts or data as required to support formal investigations or reviews where appropriate • Review and update ABF procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and sub-plans

Australian Federal Police (AFP)

Role
AFP provides aviation policing capability, counterterrorism first response and specialist policing services (including tactical and EOD). During emergencies, AFP leads or supports law-enforcement actions within the airport precinct, coordinates with Victoria Police, and integrates with airport command arrangements to ensure a safe, lawful and coordinated response, the preservation of life, and the protection of evidence.

Responsibilities	
Planning	• Participate as a primary member of the Airport Emergency Committee in the development and review of the AEP and its sub-plans • Collaborate with Melbourne Airport and other agencies to identify operational risks and resource requirements for emergency response • Participate in inter-agency risk assessments, scenario planning and development of coordinated response protocols • Support the development and maintenance of the Security Incident Sub-Plan as a joint signatory with APAM and Victoria Police • Maintain AFP plans and procedures for activation of the Emergency Operations Centre • Ensure AFP emergency planning aligns with national aviation security arrangements and Commonwealth legislation
Preparedness	• Maintain readiness of the Emergency Operations Centre for activation • Ensure AFP personnel are trained and familiar with local emergency procedures, inter-agency coordination arrangements and the airport operating environment • Participate in multi-agency training exercises and briefings to promote coordinated responses to aviation and airport incidents • Maintain situational awareness of airport operations, aircraft movements and changes to infrastructure • Establish communication plans with emergency services and airport operations • Maintain operational interoperability with Victoria Police

Response	• Assume immediate law-enforcement leadership within the airport precinct for security-related incidents (armed offender, hostage, bomb threat, violent disorder) until control arrangements are confirmed with Victoria Police in accordance with the SEMP • Activate the Emergency Operations Centre when required or at the request of the Incident Controller • Establish command and control in line with AIIMS or ICCS+ and form an IEMT where appropriate • Manage public safety actions including evacuation, shelter-in-place, cordons, access control, and crowd or queue safety • Coordinate specialist AFP support including canine, rapid appraisal, tactical first response and intelligence. • Support airside security arrangements, access control and restricted area integrity during major incidents
Recovery	• Continue investigations with Victoria Police, ABF, ATSB and other agencies where required • Support coronial processes and provide offender management, witness identification or evidence handling as appropriate • Support victim welfare activities including missing persons checks and property/effects return in coordination with airlines and the airport • Restore AFP operational readiness including personnel welfare and equipment checks • Provide information and support to recovery operations where law-enforcement input is required
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide recordings, logs or data to support formal investigations or reviews where appropriate • Review and update AFP procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Chaplaincy Australia

Role
Chaplaincy Australia provides pastoral care, emotional support and spiritual assistance to passengers, visitors and staff at Melbourne Airport. In an emergency, chaplains and trained pastoral care volunteers help meet immediate human needs by offering compassionate support, assisting with family reunification processes, and working alongside welfare and emergency services to promote psychological resilience and recovery.

Responsibilities	
Planning	• Contribute to the development and review of the AEP as an associate member of the Airport Emergency Committee, particularly the welfare and humanitarian assistance components • Support Melbourne Airport to establish liaison protocols with Victorian Government relief agencies • Participate in multi-agency risk assessments and scenario planning where welfare or psychosocial support is relevant
Preparedness	• Ensure chaplains and pastoral care personnel are trained and familiar with local emergency procedures, coordination arrangements and inter-agency protocols • Participate in multi-agency training exercises and briefings to ensure coordinated responses to aviation and airport incidents, particularly those involving passenger care, humanitarian support or mass casualty scenarios • Maintain readiness to provide welfare and psychosocial support during emergency operations
Response	• Deploy chaplains as required to provide immediate emotional, spiritual and pastoral support to passengers, staff and members of the public • Prioritise support for the airport community once immediate public needs are met • Work with airline staff and welfare agencies to support next-of-kin notification and family reunification • Report welfare concerns to appropriate agencies such as Red Cross or Emergency Recovery Victoria in line with privacy and safeguarding obligations

Recovery	• Provide ongoing pastoral care and follow-up support for affected passengers, families and staff after an incident • Support memorial services, commemorations or remembrance activities as appropriate • Collaborate with welfare and recovery agencies to connect individuals with long-term support services • Contribute to the development of recovery planning, particularly relating to staff and passenger wellbeing
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Contribute to reviews identifying opportunities to improve humanitarian and pastoral care arrangements • Review and update Chaplaincy Australia emergency procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and related sub-plans

Department of Agriculture Forests and Fisheries (DAFF)

Role

The Department of Agriculture, Fisheries and Forestry (DAFF) is responsible for protecting Australia's biosecurity at the border. At Melbourne Airport, DAFF manages biosecurity risks associated with passengers, aircraft, cargo, mail and baggage, and supports the prevention, detection and response to biosecurity threats. During an emergency, DAFF provides specialist advice and may implement biosecurity controls to protect human, animal and plant health

Responsibilities

Planning	• Participate in the development, review and maintenance of the Airport Emergency Plan as an associate member of the Airport Emergency Committee where biosecurity risks are identified • Maintain DAFF plans and procedures that align with airport emergency management arrangements • Identify biosecurity risks associated with airport operations including international arrivals, cargo and aircraft movements • Establish and maintain liaison arrangements with Melbourne Airport, ABF, AFP, airlines and relevant state agencies
Preparedness	• Maintain trained personnel capable of responding to biosecurity incidents or acting as a liaison during airport emergencies • Participate in emergency management exercises, briefings and training activities where biosecurity or public health risks are relevant • Ensure systems and procedures are in place to implement quarantine or biosecurity control measures if required • Maintain readiness to provide specialist biosecurity advice to the Airport EOC
Response	• Provide specialist biosecurity advice to the Incident Controller and Airport EOC during emergencies • Implement biosecurity controls where required including quarantine, isolation or movement restrictions relating to aircraft, passengers, cargo or facilities • Support the management of incidents involving biological hazards, contamination, exotic pests or diseases • Work collaboratively with ABF and other agencies where border processing or movement controls are impacted
Recovery	• Provide advice regarding the safe return to normal operations following the application of biosecurity controls • Support the clearance of facilities, aircraft, baggage or cargo following contamination or biosecurity events • Contribute to recovery activities where ongoing biosecurity monitoring or controls are required

Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Contribute to the identification of opportunities to improve biosecurity arrangements and inter-agency coordination • Review and update DAFF procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

ISS Security

Role
ISS Security provides contracted aviation security screening and guarding services at Melbourne Airport, delivering frontline protection of passengers, staff, facilities and critical infrastructure. In an emergency, ISS personnel act as the airport's first point of contact for many incidents, implementing security protocols, supporting control agencies and facilitating the safe and efficient movement of people. ISS plays a critical role in both prevention and operational support across the airport precinct.

Responsibilities	
Planning	• Maintain up-to-date site-specific standard operating procedures for checkpoints, access control, patrols and CCTV operations • Participate in risk assessments for aviation security threats and crowded-places vulnerability analysis • Establish communication and escalation pathways to Airport Operations, AFP, ABF and emergency services • Ensure ISS planning aligns with airport security and emergency management arrangements
Preparedness	• Ensure ISS personnel are trained and familiar with local emergency procedures, coordination arrangements and inter-agency protocols • Participate in multi-agency training exercises and briefings to ensure coordinated responses to aviation and airport incidents • Maintain situational awareness of airport operations, aircraft movements and changes to infrastructure • Ensure rosters and staffing arrangements allow for surge capacity during incidents • Maintain readiness to support emergency services with security access, cordons and site control

Response	• Implement initial incident cordons at screening points, terminal entrances or secure areas until relieved by AFP or Victoria Police • Enforce access control measures including lockdown, denial of entry or secure evacuation routes under the direction of Airport Operations or law enforcement • Provide resources and personnel to Airport Operations for emergency response including airfield boundary access, security support and Emergency Reception or Inquirer Contact Point functions • Support AFP and Victoria Police with cordons, crowd management and traffic or pedestrian flow control • Conduct rapid closure or redirection of screening points if required for incident containment • Monitor and relay real-time information via CCTV and patrols to the Airport Commander or EOC • Assist with passenger welfare, wayfinding and controlled evacuation or shelter-in-place procedures
Recovery	• Support the reopening of screening points, secure areas and public zones once cleared by control agencies • Assist in reinstating normal access control and surveillance functions • Support investigation processes by supplying logs, CCTV footage, reports and observations where appropriate • Restore ISS operational readiness including staff welfare and equipment checks
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide recordings, logs or CCTV data to support formal investigations or reviews where appropriate • Review and update ISS procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and related sub-plans

Melbourne Jet Base (MJB)

Role
Melbourne Jet Base provides secure, private and fully equipped facilities for use as Melbourne Airport's primary Emergency Reception Facilities, supporting passenger reception, crew reception and friends and family reception during major incidents.

Responsibilities	
Planning	• Maintain an agreed plan with Melbourne Airport for activation and use of Melbourne Jet Base as the primary Emergency Reception Facilities • Contribute to the development and review of the AEP as an associate member of the Airport Emergency Committee, particularly the emergency reception components • Ensure internal plans and procedures align with Melbourne Airport emergency arrangements and welfare coordination requirements
Preparedness	• Ensure personnel are trained and familiar with local emergency procedures, coordination arrangements and inter-agency protocols • Participate in multi-agency training exercises and briefings where emergency reception is a component to ensure coordinated responses to aviation and airport incidents • Maintain readiness to activate and support Emergency Reception Facilities as required
Response	• Activate procedures for the opening and operation of the Emergency Reception Facilities based on incident triggers or at the request of the Airport Commander or Police Commander • Provide logistical, operational and site management support to the Emergency Reception Manager and airline representatives during activation • Ensure safe access, privacy and controlled movement within the facility during emergency reception operations • Coordinate with Melbourne Airport and emergency services to ensure smooth transition of passengers, crew and inquirers into relevant reception areas
Recovery	• Ensure appropriate recovery, cleaning, reset and restoration of Melbourne Jet Base facilities following activation • Assist Melbourne Airport in recovery of airport operations where appropriate or requested • Support return-to-service activities for the Emergency Reception Facilities

Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide logs, observations and data to support formal reviews where appropriate • Review and update MJB procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Wilson Security

Role

Wilson Security provides ground transport security at Melbourne Airport, ensuring the safety and security of passengers, visitors and staff across the airport's road network and car parks. In an emergency, Wilson Security supports incident response through access control, crowd management, traffic management and coordination with emergency services.

Responsibilities

Planning	• Maintain operational procedures for ground transport security during normal and emergency conditions • Develop traffic management plans in consultation with Airport Operations for managing congestion and traffic movement during incidents • Ensure planning aligns with Melbourne Airport emergency arrangements and multi-agency coordination requirements
Preparedness	• Ensure Wilson Security personnel are trained and familiar with local emergency procedures, coordination arrangements and inter-agency protocols • Participate in multi-agency training exercises and briefings to ensure coordinated responses to aviation and airport incidents • Ensure rosters and staffing arrangements allow for surge capability during incidents • Maintain readiness to support emergency services with traffic control, access management and public movement
Response	• Provide crowd management and passenger guidance during evacuations or operational disruptions • Secure landside infrastructure including terminal forecourts, car parks and road access points • Monitor and relay situational information to the Airport Forward Commander or EOC in real time • Assist Victoria Police and other agencies with traffic management, cordon establishment and containment as requested • Support controlled movement of vehicles and pedestrian traffic to maintain safety and emergency access • Implement temporary traffic closures or detours as required during incident response

Recovery	• Support the phased reopening of landside areas once cleared by authorities • Maintain heightened patrols during recovery to deter opportunistic criminal activity • Assist Melbourne Airport in recovery of airport operations where appropriate or requested • Restore Wilson Security operational readiness including staff welfare and equipment reset
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide logs, information and observations to support investigations or reviews where appropriate • Review and update Wilson Security procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and related sub-plans

OFF AIRPORT AGENCIES AND ORGANISATIONS

Ambulance Victoria (AV)

Role

Ambulance Victoria provides out-of-hospital emergency medical care, triage and patient transport at Melbourne Airport. AV leads pre-hospital clinical response and coordinates patient distribution in accordance with the State Health Emergency Sub-Plan (HESP) under the broader Victorian State Emergency Management Plan (SEMP) arrangements. AV Health Command integrates with the Incident Controller and IEMT to deliver coordinated clinical operations, casualty management and hospital distribution.

Responsibilities

Planning	• Participate as a primary member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Contribute to multi-agency risk assessments, scenario planning and development of coordinated response arrangements • Incorporate airport-specific hazards, access considerations and mass-casualty risks into AV operational planning • Maintain liaison arrangements with Melbourne Airport, Victoria Police, AFP, State Fire Agencies, ARFFS and the Department of Health
Preparedness	• Ensure availability of trained paramedics and health commanders for airport emergencies • Ensure AV personnel are familiar with local emergency procedures, airside access requirements and inter-agency coordination • Participate in multi-agency training exercises and briefings to support coordinated aviation and airport incident response • Maintain readiness to deploy a Health Commander to the EOC or Forward Command
Response	• Deploy a Health Commander to the Emergency Operations Centre or to the IEMT • Establish and manage triage, treatment and patient transport arrangements • Coordinate distribution of patients to appropriate health services • Support patient management and responder safety at airport emergencies • Provide clinical support to Emergency Reception Facilities and confirm medical clearance requirements for passengers • Maintain patient movement information for Victoria Police and the Airport Commander

Recovery	• Support health recovery activities in coordination with the Department of Health • Provide patient movement data and clinical information to assist reunification and investigation processes • Restore AV operational readiness including staff welfare and equipment reset
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Review and update AV procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Australian Red Cross

Role

The Australian Red Cross plays a key humanitarian role in Victoria's emergency management arrangements. Red Cross supports communities before, during and after emergencies by providing relief services such as psychosocial support, personal support, information management, registration and family reunification. At Melbourne Airport, Red Cross may be requested to support emergency reception and welfare functions in line with state responsibilities.

Responsibilities

Planning	• Participate as an associate member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and other agencies to identify welfare and humanitarian support requirements for emergency response • Participate in multi-agency risk assessments, scenario planning and development of coordinated relief arrangements • Ensure local arrangements align with the Victorian State Emergency Management Plan and Red Cross humanitarian guidelines
Preparedness	• Ensure Red Cross personnel are trained and familiar with airport emergency procedures, coordination arrangements and welfare support protocols • Participate in multi-agency exercises and briefings to validate welfare and humanitarian arrangements • Maintain readiness to provide registration, psychosocial support and relief services during emergency reception operations
Response	• Support Control Agencies in an all-hazards, whole-of-community context by providing relief and humanitarian services within Red Cross capability • Provide personnel to support Emergency Reception Facilities, including psychosocial support and personal assistance when requested
Recovery	• Contribute to ongoing psychosocial support, outreach and community recovery activities where requested by the Control Agency or welfare coordination arrangements • Provide information, observations and records to support investigation or review processes where appropriate • Support transition from emergency relief to longer-term recovery services in coordination with Emergency Recovery Victoria and the Department of Health

Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide logs, observations or activity data to support formal reviews where appropriate • Review and update Red Cross procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Department of Health (Victoria)

Role

The Department of Health (DH) is the lead health agency in Victoria's emergency management framework. DH is responsible for coordinating the health response to Class 2 health emergencies, providing public health advice and supporting consequence management. At Melbourne Airport, DH may provide specialist health, public health and emergency management support when incidents require state-level health coordination.

Responsibilities

Planning	• Participate as an associate member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and emergency agencies to identify health and public health risks associated with airport operations • Participate in multi-agency risk assessments, scenario planning and development of coordinated health response arrangements • Ensure local arrangements align with the Victorian State Emergency Management Plan and the State Health Emergency Response Plan
Preparedness	• Ensure Department of Health personnel are trained and familiar with relevant emergency procedures, public health protocols and inter-agency coordination arrangements • Participate in multi-agency training exercises and briefings where public health or health system impacts are relevant • Maintain readiness to provide public health advice, epidemiology input and health emergency coordination support during airport incidents
Response	• Provide public health guidance and specialist advice to the Incident Controller, IEMT and Airport Commander during emergencies • Support the Control Agency with public health risk assessment, exposure management, infection control advice and health consequence management • Coordinate with Ambulance Victoria, health services and other agencies for health system surge, public health directions or mobilisation of health resources if required • Assist Emergency Reception Facilities or welfare agencies with public health risk management when requested

Recovery	• Support health and public health recovery activities following incidents at Melbourne Airport in accordance with state arrangements • Provide advice to Melbourne Airport and relevant agencies regarding safe return to operations where public health risks or environmental health considerations are present • Provide logs, public health assessments or technical information to support investigation and review processes where appropriate • Contribute to community reassurance, health messaging and recovery communications
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Review and update Department of Health procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

State Emergency Service

Role
Victoria State Emergency Service (SES) is Victoria's Control Agency for storms, floods, landslides and rescue operations as defined in the State Emergency Management Plan. At Melbourne Airport, SES provides support to multi-agency operations but Melbourne Airport self-manages on-airport storm and flood response. SES continues to provide its broader rescue, support and coordination functions under the SEMP when required.

Responsibilities	
Planning	• Participate as a primary member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and emergency agencies to identify operational risks, support roles and resource requirements for emergencies • Participate in multi-agency risk assessments, scenario planning and development of coordinated response arrangements • Ensure local arrangements align with the Victorian State Emergency Management Plan
Preparedness	• Ensure SES personnel are trained and familiar with local emergency procedures, inter-agency coordination arrangements and airport access protocols • Participate in multi-agency exercises and briefings where SES support roles, rescue activity or consequence management are relevant • Maintain readiness to provide specialist rescue capability, incident support and coordination functions in line with SEMP • Maintain communication pathways with Melbourne Airport, emergency services and local government
Response	• Provide rescue capability, logistics support and incident assistance when requested by the Control Agency or Victoria Police • Support multi-agency coordination for incidents requiring lighting, personnel support, search functions, access assistance or equipment • Assist with consequence management where storm, flood or structural impacts extend beyond Melbourne Airport's capacity or impact surrounding communities • Support Victoria Police with traffic management, cordon establishment or public safety activities when requested

Recovery	• Provide support to recovery activities where rescue, access assistance or community safety functions are required • Provide information, observations and operational records to assist investigation or review processes where appropriate • Maintain liaison with Melbourne Airport and local government for recovery coordination as required
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Review and update SES procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

State Fire Agencies

Role
Fire Rescue Victoria (FRV) and the Country Fire Authority (CFA) are key response agencies responsible for fire suppression, technical rescue, hazardous materials response and road or industrial rescue across Victoria. As Control Agencies under the State Emergency Management Plan, they lead response to fires and HAZMAT incidents within their respective fire districts. At Melbourne Airport, State Fire Agencies support aviation-related emergencies led by ARFFS and respond as Control Agency to fires and HAZMAT incidents not involving aircraft.

Responsibilities	
Planning	• Participate as primary members of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and emergency agencies to identify operational fire and HAZMAT risks and resource requirements • Participate in multi-agency risk assessments, scenario planning and development of coordinated response arrangements • Ensure local arrangements align with the Victorian State Emergency Management Plan and relevant fire service doctrine
Preparedness	• Maintain operational readiness with trained personnel and appropriate firefighting and rescue appliances • Ensure personnel are familiar with Melbourne Airport emergency procedures, airside access requirements and inter-agency coordination arrangements • Participate in multi-agency exercises and briefings to support coordinated airport response capability • Maintain communication pathways and interoperability with ARFFS, Victoria Police, Ambulance Victoria and Melbourne Airport
Response	• Respond as the Control Agency for fires, HAZMAT incidents and technical rescues not involving aircraft • Provide firefighting, rescue and HAZMAT capability to support ARFFS when aviation incidents require multi-agency operations • Proceed to designated staging areas and integrate with the IEMT through the first arriving fire officer • Support ARFFS with fire suppression, HAZMAT containment, entry control, rescue assistance and risk mitigation activities • Support Victoria Police and the Incident Controller with cordon establishment, hazardous area safety and site stability • Provide specialist advice on fire behaviour, hazardous materials and structural risks

Recovery	• Support safe return to service of impacted areas following fires, HAZMAT incidents or technical rescues • Assist with decontamination, salvage, site preservation and hazard mitigation as required • Provide logs, reports and technical observations to support investigations including ATSB or coronial processes • Restore operational readiness including personnel welfare support and equipment reset
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Provide operational data, observations or specialist advice to support reviews where appropriate • Review and update agency procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

St. John Ambulance

Role

St John Ambulance Victoria provides first aid and medical support capability during emergencies. St John supplies trained first responders, advanced first aid support and non-emergency patient transport. At Melbourne Airport, St John supports mass-casualty incidents and provides first aid and medical support within Emergency Reception Facilities when requested.

Responsibilities

Planning	• Participate as an associate member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and emergency agencies to identify first aid, medical support and resource requirements for emergencies • Participate in multi-agency risk assessments, scenario planning and development of coordinated support arrangements • Ensure local arrangements align with state relief and medical support frameworks
Preparedness	• Ensure St John personnel are trained and familiar with local emergency procedures, coordination arrangements and airport-specific risks • Participate in multi-agency exercises and briefings to validate first aid and medical support arrangements • Maintain readiness to provide first aid teams, advanced first aid responders and patient transport capability during airport incidents
Response	• Provide first aid and medical support personnel to incidents when requested by the Control Agency or Ambulance Victoria • Support Mass Casualty triage operations under the direction of Ambulance Victoria • Provide first aid and medical support at Emergency Reception Facilities including observation, basic treatment and handover to AV as required • Assist with patient comfort, stabilisation and transfer where appropriate • Coordinate with Melbourne Airport and other agencies for safe access and staging of St John resources

Recovery	• Provide ongoing first aid and welfare support to affected individuals during the recovery phase when requested • Provide logs, observations and operational information to support investigation or review processes where appropriate • Restore St John operational readiness including staff welfare, restocking and equipment reset
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Review and update St John procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Victorian Council of Churches – Emergency Ministries (VCC-EM)

Role
VCC-EM is a multi-faith volunteer organisation that provides psychosocial, spiritual and emotional support during emergencies. VCC-EM offers psychological first aid, personal support and community outreach. At Melbourne Airport, VCC-EM supports Emergency Reception operations by assisting passengers, families and staff who require emotional or spiritual care.

Responsibilities	
Planning	• Participate as an associate member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and emergency agencies to identify psychosocial and emotional support requirements in emergencies • Participate in multi-agency risk assessments, scenario planning and development of coordinated welfare arrangements • Ensure local arrangements align with Victorian emergency relief and recovery frameworks
Preparedness	• Ensure VCC-EM personnel are trained and familiar with local emergency procedures, coordination arrangements and multi-faith support protocols • Participate in multi-agency exercises and briefings to validate psychosocial and spiritual support arrangements during airport incidents • Maintain readiness to deploy trained volunteers to support affected passengers, families and staff
Response	• Provide psychosocial, emotional and spiritual support to affected individuals at the request of the Control Agency, Victoria Police or Melbourne Airport • Support Emergency Reception Facilities through the provision of psychological first aid, personal support and compassionate engagement • Assist with family and friends seeking information, reassurance or emotional support during high-stress events • Work alongside Chaplaincy Australia, Red Cross and other welfare agencies to ensure coordinated humanitarian support
Recovery	• Provide ongoing psychosocial and spiritual support during the recovery phase when requested by Victoria Police, Emergency Recovery Victoria or Melbourne Airport

	• Contribute to community outreach, memorial activities or remembrance services when appropriate • Provide logs, observations and relevant information to support reviews or recovery planning where appropriate • Restore volunteer readiness through welfare checks, debriefing and support processes
Lessons Management	• Participate in internal, airport-led and multi-agency debriefs • Review and update VCC-EM procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Victoria Police

Role

Victoria Police is a Control Agency for Class 3 emergencies under the State Emergency Management Plan and is responsible for preserving life, property and public order. Victoria Police is also the Emergency Response Coordinator for all emergencies in Victoria, ensuring appropriate control is established and agencies are effectively contributing to response, relief and recovery. At Melbourne Airport, Victoria Police leads or supports security incidents, coordinates multi-agency response and provides critical public safety functions.

Responsibilities

Planning	• Participate as a primary member of the Airport Emergency Committee in the development and review of the Airport Emergency Plan • Collaborate with Melbourne Airport and emergency agencies to identify operational risks, public safety considerations and resource requirements • Participate in multi-agency risk assessments, scenario planning and development of coordinated response arrangements • Support the development and maintenance of the Security Incident Sub-Plan as a joint signatory with APAM and AFP • Ensure interoperability arrangements between Victoria Police and AFP are reflected in local procedures
Preparedness	• Maintain operational readiness with trained personnel and appropriate equipment for emergency and security incidents at Melbourne Airport • Ensure Victoria Police personnel are familiar with airport emergency arrangements, airside and landside access protocols and multi-agency coordination processes • Participate in multi-agency exercises and briefings to validate command, control and coordination arrangements • Maintain communication pathways and interoperability with AFP, ARFFS, Ambulance Victoria, State Fire Agencies and Melbourne Airport

Response	• Act as the Control Agency for security incidents such as armed offender, bomb threat, violent disorder, hijack or riot in accordance with the State Emergency Management Plan • Fulfil the role of Emergency Response Coordinator by ensuring appropriate control is established and agencies are effectively coordinating • Establish command and control using AIIMS or ICCS+ and form the IEMT with agency commanders • Coordinate public safety actions including evacuation, shelter-in-place, cordon establishment, access control and crowd or queue management • Support AFP with tactical, EOD, intelligence or investigative capabilities as required • Coordinate staging area operations, relieving the Airport Staging Area Manager when required • Activate or support Emergency Operations Centre arrangements as required • Confirm with ARFFS when passengers and crew are cleared for release following aviation incidents
Recovery	• Lead criminal investigations, coronial support and evidence management where required • Support victim identification, welfare checks, inquirer management and return of personal effects in coordination with airlines and Melbourne Airport • Provide information, reports and operational insights to support recovery planning and public safety assurance • Restore operational readiness including staff welfare support and equipment reset
Lessons Management	• Lead multi-agency debriefs in accordance with state requirements • Provide logs, recordings or operational data to support formal investigations or reviews where appropriate • Review and update Victoria Police procedures based on lessons identified from incidents and exercises • Participate in the review and update of the AEP and associated sub-plans

Appendix C – Closures

Closure Type	Triggers	Authority	Notification Priority
Runway	• Accident/incident on or near the runway or movement area (e.g., aircraft crash, fire, hazardous material spill) • Disabled aircraft on the affected area • Security incident creating a hazard on the affected area • Natural disaster event that compromises the safety of operations • At the direction of the Incident Controller	• Airservices Australia ANS • Airport Commander • Airport Forward Commander • Senior Airside Safety Officer • Emergency Services (Request through Airport Forward Commander or ARFFS Commander)	• Airservices ANS • Senior Airside Safety Officer • Incident Controller • Airport Commander • IOC
Movement Area (Excluding Runway)		• Airport Commander • Airport Forward Commander • Senior Airside Safety Officer • Emergency Services (Request through Airport Forward Commander or ARFFS Commander)	• Airservices ANS • Senior Airside Safety Officer • Incident Controller • Airport Commander • IOC
Airspace	• Incident occurring (airport related or not) that presents a significant risk to the safety of aircraft • At the direction of the Incident Controller	• Airservices Australia ANS • Emergency Services (request through Airservices ANS)	• Airservices ANS • Airport Commander • IOC
Terminal (Part or all)	• Structural damage (whether from incident or otherwise) • Significant risk of harm to persons from an incident or potential • Failure of critical infrastructure • At the direction of the Incident Controller	• Airport Commander • Emergency Services (request through Airport Commander)	• Airport Commander • Airservices Australia • IOC • Airlines • Retail and other tenants
Road	• Motor vehicle accidents • AEP activations where traffic volume are expected to increase • Activation of the airport's emergency reception facilities • Evacuation of the terminal • At the direction of the Incident Controller	• Airport Commander • Airport Forward Commander • Police • Incident Controller	• Airport Commander • Incident Controller • Airport Forward Commander • IOC