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Mr T Buss PSM
Chief Executive Officer
City of West Torrens
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Dear Mr Buss

Aviation Rescue Fire Fighting Services (ARFFS) at Adelaide Airport

Thank you for your correspondence of 20 March 2018 in regards to ARFFS provided at Adelaide Airport.

Airservices plays a critical role in ensuring the safety of aviation in Australia and has a proud safety record that we have maintained over a long period of time. Australia's regulatory framework sets the minimum requirements for our service provision.

Airservices provides staff, vehicles and extinguishing agent at or above the regulated category at every one of our 26 fire stations around the country. We have consistently maintained a 99.9% category level of service across all locations even though we respond to first aid calls for assistance or mutual aid requests from other fire brigades in support of our airports and surrounding communities. This benchmark means that we are readily available 99.9% of the time with the appropriate vehicles, fire fighting agent and fire fighters to meet the regulated response times to an aircraft emergency.

In line with the growth of Adelaide Airport in recent years, the level of ARFFS coverage has increased from a Category 8 to Category 9 level of service during the non-curfew period in 2013/14. In considering the curfew period, Civil Aviation Safety Regulation (CASR) 139H does not require ARFFS coverage other than for delayed passenger aircraft operations. However, Airservices has chosen to provide an ARFFS during the curfew period in Adelaide which is approved by the Civil Aviation Safety Authority (CASA) at a Category 5 level of service. It is also important to note that the category level provided is determined by the size and frequency of aircraft operations at that aerodrome operating during that period.

Internationally, Airservices has supported the development of the International Civil Aviation Organisation (ICAO) Task Resource Allocation (TRA) methodology, which is now formalised as recommended practice by ICAO. Both Airservices and CASA support the introduction of the methodology into the Australian regulatory framework.

Airservices is commencing a review of staffing levels informed by TRA methodology across all 26 locations where it provides ARFFS, including at Adelaide. This is to ensure we have the right resources to respond to a changing operating environment while continuing to

provide the regulated service. There are many changes occurring in the aviation landscape, including a significant increase in numbers of aircraft movements, technology advances in equipment and infrastructure, and advances in modern aircraft, including the proliferation of drones.

The review of Adelaide is expected to commence in May 2019 and will consider location-specific factors including the type and frequency of aircraft operations, curfew hours, the emergency response profile, frequency of aircraft diversions and the timeliness of back-up support available from the metropolitan fire service.

No changes to current staffing numbers will be made until they are assessed against the TRA framework and have been consulted with the United Firefighters Union (UFU). The review will ensure the appropriate level of emergency response is available commensurate with the risk and meets the regulatory requirements set by CASA.

Any claim that Airservices has a current proposal to cut staff in Adelaide is incorrect.

In terms of Airservices funding, Airservices operates as a corporate Commonwealth entity and is financially separate from the Commonwealth. Revenues are received on a fee-for-service basis and Airservices does not receive any appropriations from the government. Aircraft landing at the 26 locations where an ARFFS is provided are charged for the service based on the certified Maximum Take Off Weight (MTOW) of the aircraft. However, Airservices does not charge if the aircraft is less than 5.7 tonnes MTOW (e.g. Pilatus PC12), or for non-commercial operations less than 15.1 tonnes MTOW (e.g. SAAB 340). These charges are regulated by the Australian Competition and Consumer Commission.

Airservices' Aviation Rescue Fire Fighters provide a critical service which contributes to Australia's reputation as one of the safest countries in the world when it comes to aviation. We continually look to improve and invest in our ARFFS capability to enhance the safety for our customers and the travelling public.

I trust this information is of assistance.

Yours sincerely

Jason Harfield
Chief Executive Officer
12 April 2019

Cc:

Committee Secretary, Senate Standing Committee on Rural and Regional Affairs and Transport – Inquiry into the provision of rescue, firefighting and emergency response at Australian airports;

Adelaide Airport Limited;

United Firefighters Union of Australia.



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30/04/2019

Dear Mr Harfield,

Sorry for the delay in replying but I was on leave over Easter. Thanks for copying in the UFUA to your correspondence with the (CEO) Mayor of West Torrens. In the interests of assisting you in fulfilling your obligations to the senate and the Mayor we would like to provide the following evidence.

Western Regional Operational Manager Steve Davies, who is responsible for WA, SA and NT, came to Adelaide ARFF station between 26th and 28th September 2018 as part of a scheduled Station Visit. ROM Davies held 2 meetings during the visit. The first was held in conjunction with an existing Officer's Meeting and the second held with the operational duty crew, that being Team 6 and Team 7. Mr Davies clearly stated that Adelaide's manning during curfew was being reviewed with the intent to reduce staff numbers, therefore, cutting staff overnight by 40% from 1 Officer and 4 Firefighters to 1 Officer and 2 Firefighters.

It was asked at these meetings, "what would happen to these personnel taken off night shift?" Mr Davies categorically and clearly stated that "these staff will go to a 'Day Shift' roster to cover unplanned sick leave" therefore saving ASA/ARFF money.

Please note that the UFUA have over 20 members who attended these meetings and they would be happy to provide a witness statement to that effect.

Attached also is an excerpt of a letter from the Local Operations Manager Adelaide ARFFS to our members representative.

Simon

As the manager of Adelaide, I am accountable to lead manage a safe effective and efficient service at Adelaide.

ARFFS has a regulatory requirement to provide an ARFFS Service at Adelaide during Air Transport Operations the provision of a CAT 5 Service during hours outside of regulatory requirements. It has been identified currently that Adelaide is not operating at the required staffing level for Category 5 with staff resources not being utilised effectively or efficiently.

I would like to set a formal meeting with the committee as soon as possible to discuss further a suitable roster that meets:

Implement safe and effective staff utilisation to provide approved Cat 5 staffing.

Safe and effective utilisation of staff to provide up to Cat 9 during ATO operations and Cat 5 during curfew hours.

Note this is not a change to the level of service, but to align to identified staffing and CASA approved levels of service.

I have attached a Roster that Dan and I have been discussing and working on. (The error has been fixed) the other spread sheet indicates the current hours of operation during our hours of operations.

To meet the above areas we need to further develop a roster that meets the above requirements, reduce costs, the attached roster currently costs \$5,505 638, current roster costs \$5,868,254 the current roster maintains teams where possible, utilisation of the day more effectively e.g. Water Rescue training, EVI Driver training during the afternoon period rather than a training day and where possible reduce the number of lines in the AFF roster but still meeting Category requirements.

I propose a meeting on the 26th November at 0900 hours.

Regards

Damian Slaven

Based on this substantiated and credible evidence provided by our members the UFUA has sought the assistance of Government to stop these changes, due to the unions concerns for the safety of aviation and our members own health and safety.

This evidence also clearly contradicts what you are advising the Honourable Mayor and also what you asserted in the Senate Estimates on several occasions.

Obviously, as a CEO of a major Federal Government Business corporation you are aware of your obligations in providing honest and accurate information that should not misinform or mislead the Senate or an Important Local Government Official like the Mayor/CEO.

So, in the interests of informing you of the clear and obvious inconsistencies in your letter and statements, we provide this information, as a courtesy of what we believe is a honest and truthful account. Please note we have similar documented evidence surrounding your assertion several times in Senate Estimates that Adelaide was also part of a TRA process which is also not factual. In fact, your senior managers and lawyer asserted the exact opposite in FWA only recently. All of which further highlight the continued evidential discrepancies and inconsistencies.

Happy to provide that evidence to you as well.

Regards

Regards

Mark von Nida

Branch Secretary
United Firefighters Union Australia
Aviation Branch



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Mr Mark von Nida
Branch Secretary
United Firefighters Union Australia
Aviation Branch

Dear Mr von Nida *Mark.*

Thank you for your correspondence of 30 April 2019 regarding my response to the Mayor of West Torrens in relation to Aviation Rescue Firefighting Service (ARFFS) staff at Adelaide Airport.

In response to your suggestion that I have provided inaccurate or misleading information on this issue, including to the Senate, I reiterate and stand by my evidence and that of my colleagues provided to both the Regional and Rural Affairs and Transport (RRAT) Legislative and References Senate Committee hearings in October 2018, December 2018, February 2019, March 2019, April 2019 (**Attachment A**) as well as in my recent correspondence to Mayor Buss.

Airservices has consistently stated on multiple occasions in these forums, in our Inquiry submission, and in correspondence, that there will be no changes to current staffing numbers in Adelaide until they have been assessed against the Task Resource Analysis (TRA) process so as to ensure the appropriate level of emergency response commensurate with the risk and regulatory requirements set by the Civil Aviation Safety Authority (CASA).

This position is clearly articulated in publicly available correspondence of 30 November 2018 to the RRAT Legislative Committee:

(https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Rural_and_Regional_Affairs_and_Transport/AirservicesAustralia45/Additional_Documents). For ease of reference I have attached this correspondence at **Attachment B**.

Furthermore, your statement that I asserted "several times in Senate Estimates that Adelaide was part of a TRA process which is also not factual" is confusing. As the Hansard extracts (**Attachment A**) show, my evidence and that of my colleagues was that Adelaide will form part of a national TRA process to be undertaken during 2019. I have also confirmed with the senior managers and lawyer referenced in your correspondence that they also stated Adelaide will be the subject of a TRA process.

The national TRA process commences this month, May 2019, with Adelaide planned to be assessed in late November 2019.

In regards to the email you reference from 2018 sent by the Local Operations Manager proposing to change the roster in Adelaide, the relevant officer was advised in late November 2018 that Airservices would not be progressing with a local roster review due to a decision to commence a national TRA process in 2019 that would include Adelaide.

What is surprising, is that on 29 April, just the day prior to receiving your correspondence, you sat next to me as I chaired Airservices' National Consultative Committee (NCC) and you made no mention of this issue. Nor did you raise it when we had a general exchange during one of the breaks. In fact, neither Mr Rob Skelton, President United Firefighters Union of Australia - Aviation Branch (UFUAv), nor yourself, raised any issues at all during the meeting.

As you are aware, the NCC is the executive level consultation mechanism between Airservices and the unions which represent Airservices staff (Civil Air Operations Officers Association of Australia; UFUAv, CPSU, ETU and Professionals Australia) and has been established, in addition to other consultative mechanisms, for parties to raise their concerns and seek opportunities for redress at an executive level with myself and fellow Airservices executives and senior managers, including the Executive General Manager ARFFS, in attendance.

Disappointingly, this follows significant criticisms you and your colleagues raised in recent Senate Inquiry hearings that Airservices fails to adequately consult and provide opportunities for the Union to provide input to initiatives and raise its concerns.

Effective consultation is a two-way process which requires active participation from both Airservices and representative groups, and as an example, Mr Rob Porter, Executive General Manager ARFFS, is presenting on the Airservices TRA review process at your Union's Branch Committee of Management meeting on 8 May 2019.

I look forward to a greater level of participation at our next NCC meeting and hope you will take the opportunity to genuinely engage and raise your concerns and that of your members at this important consultation forum.

Yours sincerely

Jason Hartfield
Chief Executive Officer
6 May 2019

Email addresses copied in from original received.

Attachment A: Relevant Hansard Extracts

ARFFS Inquiry, Brisbane hearing, Tuesday 16 April 2019, Senate, Pg 39, 40

Senator O'SULLIVAN: Evidence has been given here today that Airservices has not conducted a TRA in relation to staffing levels. There may have been one before, but the evidence we had was confined to the period from 2008 to 2019. Is that consistent with your knowledge—that it has not completed a TRA in that period of time?

Mr Porter: The best of my knowledge is that the last risk and task based model for the introduction of the A380 was conducted in 2007.

Senate Estimates, Canberra, Monday 8 April 2019, Pg 15, 16

Senator PATRICK: There is a plan to cut services in Adelaide. Is that correct, Senator Sterle?

Senator STERLE: Yes.

Mr Harfield: That's not correct. We're doing a staffing review during the curfew as to whether there would need to be seven staff or five staff during the curfew period. That's on a national basis that we're reviewing the staffing levels as part of a task resource analysis. But there's no cutting services.

Senator PATRICK: Just on that, we heard evidence in Adelaide—it didn't seem to me that the changes you're proposing in that space were subject to a task analysis review, or it's only been very late in the piece that that review has commenced.

Mr Harfield: I'll hand to Mr Porter, but we mentioned at briefing of this committee in December that we were undertaking it and Adelaide was caught up in that task resource analysis. So, that information is saying that it wasn't is not correct.

Senator PATRICK: Okay.

ARFFS Inquiry, Melbourne hearing, Thursday, 14 March 2019, Senate, Pg 40, 41

Senator GALLACHER: In the event that there is an issue at night, are you comfortable with the risk assessment about the crewing staff levels?

Mr Wood: Yes, we are at the moment. We're providing additional staffing over and above the CASA approved level at the moment. I think I said in the inquiry in December that we've got no intention of changing that staffing level. We've done some analysis to look at exactly the things that you are mentioning, Senator: how many flights are there during the curfew period, what's the proximity of—

Senator GALLACHER: Well, has the TRA identified that number?

Mr Wood: We haven't done a TRA at Adelaide or any location yet. We have additional staffing over and above the approved level. I think I said in December that there's probably good reason for that. We've had a look at what happens at Adelaide in terms of the number of emergencies over recent years and proximity of the local brigade. All that information will be fed into the staffing level review for the new TRA framework this year, as with all our other locations.

Performances of Airservices Inquiry, Canberra, Tuesday 4 December 2018, Pg 1 – 6

Senator GALLACHER: I'm going to go to the Brisbane and Adelaide situation. Mr Harfield, you were saying that the TRA assessment is not a CASA requirement. You were saying it's up to Airservices to conduct that and you were saying that there's no agreement with ICAO that a TRA should be undertaken prior to changing their crew. Is that what you're telling me in that letter you've written?

Mr Harfield: I'll hand over to the chief fire officer to provide the detail. But, currently, as it stands, we determine the staffing numbers to the category, which are approved by CASA. The TRA model is not part of the current regulatory suite but part of the regulatory review that has been undertaken. It is expected that it will be put into the regulations next year. But I'll ask the chief fire officer to go into further detail.

Mr Wood: I want to say, first up, that we strongly support the use of task resourcing to develop staffing levels, and, in fact, Airservices was a very early user of this type of methodology; perhaps we were the first. Our staffing levels are built on task-resourcing methodology.

Senator GALLACHER: But you're not using it.

Mr Wood: Yes, we do. Our staffing levels are built on task-resourcing methodology, but it's not the model currently published by ICAO. We did support and encourage ICAO to build and include a staff-resourcing methodology in its documentation, and it has it. It has a recommendation to use it, and we've been in discussion with CASA in recent times to have that model reflected in the current Australian regulatory framework. But, at the moment, it's not in there. We are underway, though, to commence a review using staffing resourcing methodology.

Senator GALLACHER: Are you aware of a letter from the Hon. Michael McCormack to the United Firefighters Union of Australia Aviation Branch in Brisbane, which says: 'CASA has confirmed previous risk assessments completed by Airservices in relation to operational staff numbers for ARFFS were endorsed by CASA and are now due for review. CASA has advised Airservices they should complete the ARFFS staffing assessment based on the ICAO standards and recommended practices related to the TRA process.'

Mr Wood: Yes, I am aware of that. Our staffing levels are currently approved by CASA. They are built on task-resourcing methodology, not the current ICAO model. We are currently building that framework. We expect to have it finished by the end of the year. In 2019, we'll be reviewing our staffing levels at all locations under a new TRA framework that is built around the guiding principles set by ICAO.

Senator GALLACHER: I'm all for safe, efficient delivery of services, but I'm not in favour of introducing additional risk. My simple advice has been that, in order to fight a fire in a plane, you need a couple putting the fire out and you need somebody standing by to rescue. Now, can you do that?

Mr Wood: Let me explain, Senator. We're doing some work at the moment. We have five staff on duty at the moment, and we have no plans to change that number. What we are doing is a safety review to understand why we're providing these additional staff over and above the level approved by CASA. There may be some very good reasons for that. So the work we're doing will assess location-specific risks, the emergency response profile at Adelaide during the curfew period, the number of diversions and other things that happen during that curfew period, and the availability of support services. This safety work, which is due to be completed in the next couple of months, will then be fed into the TRA framework that I just mentioned that we expect to be finished by the end of the year.

Senator GALLACHER: The evidence we've heard here today is that there is no funding pressure at either Adelaide Airport or Brisbane Airport that is driving these changes. These are task risk assessments, and they are about ultimately reducing the number of firefighters available at both airports?

Mr Wood: They're not about—

Senator GALLACHER: Ultimately, they'll result in that if they are successful.

Mr Wood: Not necessarily. The review at Adelaide may indicate we need an increase in firefighters—may do.

Senator GALLACHER: In Adelaide, once again, it's a simple proposition—I don't work at the airport; I travel through it often enough—where people are saying to me that if it goes ahead as a reduction then that will also increase risk and, in the event there is an incident, it will curtail their ability to respond. Do you accept or reject that?

Mr Wood: The risk work needs to determine that, and that's what is underway at the moment. The outcome of the safety work will determine the inputs to go into the staffing level review under the new framework, and that will determine the appropriate level of staff at Adelaide—or any location.

Senator GALLACHER: And you've mentioned that you obviously benchmark your airports, so if Adelaide was to be reduced, who would be next? Anybody, or is there no other airport in that category?

Mr Wood: We review our operations on an ongoing basis. We align our service delivery to the aircraft activity. If aircraft numbers increase and the size of aircrafts increase, generally the service increases. Likewise, if the frequency in number and size of aircraft reduce, that could potentially lead to a reduction. That's how it works.

Senator GALLACHER: That appears slightly contradictory, because obviously Brisbane and Adelaide have increased, but you have reduced.

Mr Harfield: We haven't reduced in Adelaide at all.

Mr Wood: No, we haven't reduced. We have not changed anything in Adelaide.

Senator GALLACHER: You're proposing to reduce it.

Mr Wood: No, we're not 'proposing'; we're doing a review and we'll see—

Senator GALLACHER: Do you want me to show you the memo? I've got a memo that says, 'This is all about saving money on rosters.'

Mr Wood: That is incorrect. Let me assure you, there are no plans to change the staffing level in Adelaide until we've done a safety review. The outcome of that review, which considers all of the location specific issues, will be fed in our new task resourcing framework, and that will determine the appropriate staffing level during the curfew period.

Senate Estimates, Canberra, Monday 22 October 2018, Pg 182, 183, 185, 186

Senator GALLACHER: I will get to that. Adelaide Airport had a category 7 staffing level for ten years—is that correct?

Mr Harfield: I assume that is correct.

Senator GALLACHER: Obviously there was a basis for determining that Adelaide was category 7 originally. Have you carried out a safety and/or risk assessment to go to the category 5?

Mr Harfield: As we stated, we're going through that assessment now.

Senator GALLACHER: Is this a cost-cutting exercise, Mr Harfield?

Mr Harfield: No.

Senator GALLACHER: You don't save any money as a result of it?

Mr Harfield: No. It allows us to look at our resourcing profile around the country. Different airports are changing with different aircraft mixes. There are some fire stations where we're upping the category and others that we're adjusting down.

Senator GALLACHER: At Adelaide Airport is it a cost saving?

Mr Harfield: We are looking to staff Adelaide Airport as efficiently as possible, because at other airports we need to up the category where we need to put on more staff.

Senator GALLACHER: You don't know where the Metropolitan Fire Service station is that will back up your firefighters in the event of an emergency, and yet you are doing the risk assessment.

Mr Oakley: I'm not doing the risk assessment personally.

Senator GALLACHER: Who is?

Mr Oakley: It will be done by our operational standards and assurance branch within the office of the Chief Fire Officer.

Senator GALLACHER: And they will report to you, and they'll let you know where the nearest facility is?

Mr Oakley: They will take that facility location into consideration in the risk assessment.

Attachment B: Correspondence to Senate RRAT legislative Committee, 30 November 2018



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Senator Barry O'Sullivan
Chair, Senate Standing Committee on
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PO Box 6100
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Dear Senator O'Sullivan

Performance of Airservices Australia

Thank you for your correspondence of 28 November 2018 regarding Airservices' approach to Hobart's flight path redesign, Aviation Rescue Fire Fighting Services (ARFFS) at Brisbane and Adelaide, and digital air traffic control towers.

I have sought to address each of these issues below, and I look forward to answering any further queries of the Committee at the public hearing scheduled for 4 December 2018.

Hobart Flight Paths and the Aircraft Noise Ombudsman (ANO)

An update on progress in relation to the recommendations made by the ANO regarding flight path changes at Hobart is at **Attachment A**. This is also on our website and will be updated as progress is made against the recommendations.

As your correspondence notes, five of the 13 recommendations have been closed by the ANO. Airservices has provided evidence to the ANO for two further recommendations (9 and 12) and the ANO will continue to monitor Airservices progress before closing these recommendations. Work is ongoing for the remaining six recommendations.

Airservices is currently undertaking a comprehensive community consultation exercise as part of the Hobart Airspace Design Review. We engaged a community consultation specialist to advise us on best practice and lead the consultation. We have undertaken a social impact analysis to feed into the review, promoted our community consultation via newspapers, radio interviews, social media and website material, and recently completed a seven-day, 15 session consultation process in eight different locations to seek feedback from the community. The consultation period began on 1 November 2018 and is open until 21 December. We will carefully consider all feedback and hope to be in a position to make a decision on the final design in late January 2019.

We are putting the right foundations in place so that future community consultation on flight path changes is to the standard that the community expects. The ANO has commended Airservices for its efforts to address the concerns expressed by some in the Hobart community and has complimented Airservices on the positive actions taken to enhance its community engagement approach.

Aviation Rescue Fire Fighting Services (ARFFS) – Brisbane and Adelaide airports

Airservices supports the use of task resourcing analysis to determine ARFFS staffing levels, and has used this approach to underpin development of staffing levels for many years.

Internationally, Airservices supported the development of the International Civil Aviation Organisation (ICAO) current Task Resource Allocation (TRA) methodology, now formalised as a recommended practice by ICAO, and both Airservices and CASA support the introduction of ICAO TRA methodology into the Australian regulatory framework. This is being progressed as part of the Government's current review of Part 139H of the Civil Aviation Safety Regulations.

In early 2019 Airservices will implement a TRA framework based on the latest ICAO guidance material, and benchmarked against other international ARFFS providers. Location specific reviews at every ARFFS location nationally, including Adelaide and Brisbane, will commence in 2019.

Current approved ARFFS staffing levels at Brisbane and Adelaide (and all other locations across Australia) were developed by Airservices, and approved by CASA, using a risk assessment process that is based on task resourcing.

The current review of the Adelaide staffing roster, which is seeking to understand why rostered staffing numbers at Adelaide are considerably above the staffing levels approved by CASA, will be informed by the TRA methodology. No changes to current staffing numbers will be made until they are assessed against the TRA framework after it is introduced in early 2019.

In that context of the above information, the advice provided to the Committee that CASA uses ICAO TRA in determining operational staffing levels is incorrect – CASA does not determine staffing levels (this is the role of Airservices; CASA has an approval role), and Airservices is still developing an ICAO-based TRA framework.

Digital air traffic control towers

Airservices has established a program to examine the possible introduction of digital aerodrome services into Australia, also known as digital air traffic control towers. The intent of the program is to safely utilise technology to assist our air traffic controllers, enhance service delivery and provide improved safety outcomes for the aviation industry and the travelling public.

Digital air traffic control technology is recognised by ICAO's Global Air Navigation Plan and its use is expanding rapidly globally, being trialled and implemented at a number of aerodromes around the world including Heathrow (UK), Changi (Singapore), Saarbrücken (Germany), London City airport (UK), Bodø (Norway), Sundsvall (Sweden) and Leesburg (USA).

Airservices program is in its infancy and is being progressed in a very measured way, taking a staged approach. We have developed a concept of operations, and have now approached the market to seek information on the technology options available to meet Airservices stringent operational and safety performance standards in order to commence an operational trial.

This trial will enable Airservices to determine the suitability of the technology, carefully considering any risks that emerge, as well as validating the range of potential benefits this technology offers in terms of service continuity, safety and the efficient delivery of world-class air traffic control tower services. Of particular note, the trial will allow exploration of the opportunity provided by the technology to improve safety at regional aerodromes, particularly those that do not currently have an air traffic control tower.

Subject to the successful outcome of the trial, Airservices would commence a thorough program of work to progress to operational implementation, supported by the appropriate safety analysis, a business case, and necessary regulatory approvals.

Airservices appreciates the Committee's concerns relating to data security and I can reassure you that Airservices is investing heavily in measures to ensure our systems and data remain secure as technology develops. Our critical aviation infrastructure role, as well as our partnership with the Department of Defence for the OneSKY Australia Program, requires us to have the robust security arrangements. A digital tower system would be certified against the latest version of the Australian Signals Directorate (ASD) Information Security Manual as part of any implementation program.

I would be more than happy to arrange a demonstration for the Committee of the selected supplier(s) digital tower technology after the trial has commenced.

Also, I would like to reiterate an open invitation to the Committee to visit any of our air traffic control and/or ARFFS operations around Australia at the Committee's convenience.

I trust this information has been of assistance, and my colleagues and I look forward to addressing these matters in more detail at the 4 December 2018 hearing.

Yours sincerely


Jason Harfield
Chief Executive Officer
30 November 2018