UK National Aviation Safety Roadmap

Implementing the National Aviation Safety Plan 2022/2024

Introduction

The National Aviation Safety Plan 2022/24 (CAP 2393) details actions that the CAA has committed to that collectively deliver the objective of delivering safety improvement for the aviation community and UK citizens.

The UK already has a mature and safe aviation system and these actions, which are delivered against the Safety Enhancement Initiatives originating in the Global Aviation Safety Plan, demonstrate our commitment to continuous improvement.

This document, the National Aviation Safety Plan Implementation Roadmap, groups these safety actions into 7 categories:

- State Safety Programme
- Business Management
- Data, Systems and Analysis
- Regulatory
- Stakeholders
- People
- RSMS Risks

Each category is further divided by duration:

S 12-24   Short (12-24 months);

M 24-36   Medium (24-36 months); and

L 36-60   Long (36-60 months).

As each element is delivered, they will become part of our Business As Usual operations.

L 36-60

24-36 M

S 12-24

BAU
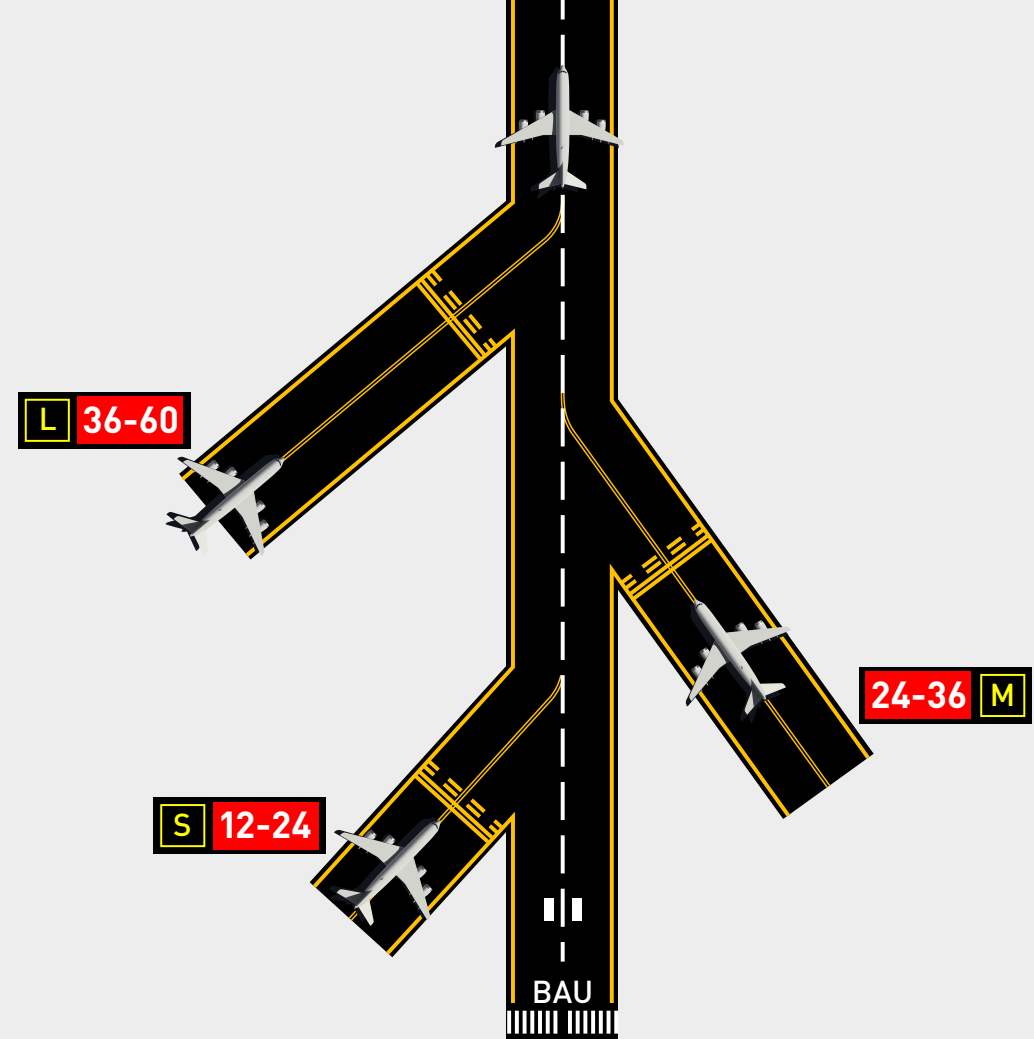
Activity 1 - State Safety Programme

The first iteration of the National Aviation Safety Plan was focused on the Civil Aviation Authority and we committed to update the Plan in 2023 to include the other State Safety Board Stakeholders.

S 12-24

A1.1 – We intend to update the National Aviation Safety Plan to include the perspectives and contribution to UK State Aviation Safety of the remaining State Safety Board Stakeholders, making the Plan more representative of the State. **(2023)**

Over the next revision period, the UK will conduct a coordinated promotion activity of the State Safety Programme and the National Aviation Safety Plan. Our objective will be to embed the UK State Safety Objectives within our industry to further build the relationship between how industry manages safety performance and how this affects the UK's overall aviation safety performance. Furthermore, we will promote greater collaboration and engagement between industry partners and the State authorities, to continually improve aviation safety for all UK consumers.

S 12-24

A1.2 – We will hold internal Continuous Professional Development sessions to inform colleagues on the State Safety Programme and National Aviation Safety Plan, and to highlight how individual colleague activities contribute to its implementation. **(2023)**

A1.3 – We will conduct external stakeholder promotional activity to describe the intentions of the National Aviation Safety Plan and its associated Roadmap, while embedding the UK State Safety Objectives within industry. **(2023)**

M 24-36

A1.4 – In preparation for NASP 2025/26, we will collaborate with external stakeholders and review the Global Aviation Safety Plan, European Regional Aviation Safety Plan and the European Plan for Aviation Safety to seek alignment where appropriate, before updating the National Aviation Safety Plan as required. **(2024/25)**

Activity 1 - State Safety Programme continued

A State Safety Programme is made up of multiple interacting elements. 8 of these are defined as Critical Elements and ICAO requires Contracting States to report their level of implementation of these elements. Through these actions we intend to continue mature our State Safety Programme.

M 24-36

A1.5 – (BAU)

> We continue to plan our implementation of the State Safety programme in line with National, Regional and Global priorities. By implementing and utilising a capacity planning tool, we will provide greater clarity to managers on resourcing requirements.

> We recognise that improving aviation safety standards cannot be achieved without collaboration. We continue to collaborate Nationally and Internationally, through our State Safety Programme, with stakeholders and experts in multiple fields.

> We are committed to maintaining our stakeholder relationships; this helps us to monitor the various elements of the State Safety Programme to ensure they are being used operationally and are effective in improving safety standards.

M 24-36

A1.6 – Currently, the UK is reporting a score of 94% against these Critical Elements. Our ambition is to achieve a score of 95% by 2025 as a result of the continual improvement activities that we will carry out within the National Aviation Safety Plans issued in this period.

L 36-60

A1.7 – We aim to achieve 100% effective implementation by 2030 (excluding those areas where we have articulated a reason not to be compliant having notified ICAO via a formal deviation).

Activity 2 – Business Management

Each department in the CAA currently has its own way of managing resource on both a daily basis and when adapting to change. However, we are now developing a single Capacity Planning Tool to coordinate this activity, aligning it with our resourcing procedures and streamlining the overall process.

S 12-24

A2.1 – We have commenced the consolidation of data on colleagues and activity forecasting from all Safety and Airspace Regulation Group departments into a single tool; this activity will be completed in **2023**.

A2.2 – In addition to departmental needs, the Capacity Planning Tool will enable decision making on strategy and resource at group level by **2023**.

A2.3 – To ensure the Capacity Planning Tool is maintained and used correctly we will introduce governance and procedures, offering training to users and briefings to managers prior to roll out in **2023**.

A2.4 – Once the Capacity Planning Tool is operational and effective in the Safety and Airspace Regulation Group, we will scope a second phase, seeking to introduce enhancements to the software and exploring its utility in the wider CAA. **(2024)**

The management of the technical competency requirements of colleagues and the identification of initial and refresher training is key to enabling utilisation of the Capacity Planning Tool. This process will therefore be standardised across the Safety and Airspace Regulation Group.

S 12-24

A2.5 – We are standardising both the colleague and technical competency data held in our oversight systems and this activity will be completed in **2023**.

A2.6 – Simultaneously, we are verifying the current and required competency levels of colleagues in the Group and this activity will be completed by the end of **2023**.

A2.7 – Our plan is to implement process governance - alongside the principles, procedures and business rules - using the General Aviation Unit as a pilot team **2023**.

A2.8 – We will review lessons learned from the pilot and adjust processes where appropriate before rolling out to the wider Safety and Airspace Regulation Group **2023**.

A2.9 – With the information we gather from this activity we will evolve the training we provide to ensure it fulfils the competency requirements, by **2024**.

In preparation for the ICAO Assessment, we have been required to provide evidence in support of our answers to the Priority and Assessment questions. We recognise the need and benefits of maintaining this evidence base and will seek to align processes such as our Quality Management System to ensure existing evidence is reviewed or replaced as documents are updated. We will build-in procedures to provide corrective action plans and updates to ICAO should the need arise.

S 12-24

A2.10 – After the ICAO Assessment, we will scope the requirements needed to maintain our Priority and Assessment Question Evidence Base and corrective action plans. **(2023)**

Activity 3 – Data, Systems and Analysis

Safety Performance Indicators are a key element of any SMS and feature in our National Aviation Safety Plan. Many already exist at varying stages of maturity within the CAA; feeding data into different activities and enabling us to monitor safety performance and to trigger interventions. The majority are centrally curated in the Safety Intelligence team with others created in other departments; some standardisation may be required to enable alignment with the Key Risk Area and ultimately the State Safety Objectives.

S 12-24

A3.1 – To streamline the provision and utility of our Safety Performance Indicators we will instigate an activity to identify and consolidate all Safety Performance Indicators across the Safety and Airspace Regulation Group into a single catalogue. (2023)

A3.2 – We will use this new catalogue to identify gaps in our monitoring activities, creating additional Safety Performance Indicators as required. (2023)

A3.3 – As part of the governance process for these Safety Performance Indicators, we will agree the monitoring frequency and the appropriate forums for these to be presented to, ensuring the department with the primary safety accountability has the appropriate data to act. (2023)

A3.4 – Once the Safety Performance Indicators have been collated, suitable monitors, triggers and targets will be identified and implemented. Once complete, the list of Safety Performance Indicators will be mapped to the Key Risk Areas this will allow us to develop additional SMART State Level Objectives in support of the main State Safety Objectives. (2023)

A3.5 – Once complete, the list of Safety Performance Indicators will then be mapped to the Key Risk Areas and State Safety Objectives. (2024)

A3.6 – Ultimately, this activity will enable the creation of dashboards positioned at varying levels; Topic, Key Risk Area and State Safety Objective (2024)

An interesting feature of the National Aviation Safety Plan is the Operational Context, where we demonstrate the scope and scale of the UK aviation community. We acknowledge that this depiction of our community should be more readily available. We aim to verify and curate our data feeds to automate the production of a state context dashboard, sharing this with all stakeholders.

S 12-24

A3.7 – We will review the data used in the National Aviation Safety Plan 'Context of the State', collating the most appropriate Management Information and aligning data sources to a suitable format to enable automation where possible. (2023)

A3.8 – Once confirmed we will create a dashboard to visualise this data, which we aim to make available internally and externally. (2023/24)

Cyclical risks and seasonal activities are issues that can increase the likelihood and severity of incidents. Through analysis, we will verify the risks of greatest concern and will identify the right window to raise awareness with our stakeholders, utilising the 3P's initiative of Programmes, Publications and Promotions.

S 12-24

A3.9 – Our Safety Intelligence team will conduct a verification analysis to confirm the list of cyclical risks while identifying the optimal time for Safety promotion activity to have the greatest effect. (2022/23)

A3.10 – Armed with the verified list, the Stakeholder Engagement team will work with subject matter experts and our communications department, creating safety promotion content while identifying the most suitable medium to achieve maximum penetration of the message. (2022/23)

We continue to explore and invest in the rationalisation of our systems to create efficiencies and improvements across the business. Our digitalisation drive and big data exploration are just two ways we are seeking to extract maximum value from data we hold, available industry data and data from open-source platforms.

S 12-24

A3.11 – We have initiated a review of the systems we use in our safety regulation and oversight activities; primarily those systems used in the Safety and Airspace Regulation Group but also some in the wider CAA. **(2022/23)**

A3.12 – One of the key feeds into our oversight system comes from occurrence reporting, where we continue to explore the option of automation to simplify reporting, accelerate processing and improve data quality. Improvements here can benefit the focus of our Safety Performance Indicators, insight generation from analysis and operational safety performance of regulated organisations. **(2022/23)**

A3.13 – Using the findings from the Systems Review we will look for opportunities to rationalise our systems and take advantage of Big Data solutions to streamline our procedures. **(2023/24)**

These changes enable smarter analysis, allowing us to target safety actions using BowTie/barrier methodology and an improved understanding of risk. The insights derived from our risk modelling support our Regulatory Safety Management System and facilitate industry conversation, safety communication and action.

S 12-24

A3.14 – We are migrating data to a new server that manages our BowTie Suite, whilst also creating governance and procedural documents such that we can standardise the way we create and maintain our safety BowTies. This new server provides greater opportunities to share and collaborate on BowTie activities with external stakeholders, and we are working closely with the developers and CAA Information Services Department to securely provide access to collaborators. **(2022/23)**

A3.15 – Once the BowTie suite has been implemented, we will map risks within our Regulatory Safety Management System to Bowties and Key Risk Areas where possible. This will provide an improved view of the risks, existing mitigations and opportunities to Safety and Airspace Regulation Group departments, the CAA Board and State Safety Board. **(2023)**

We are assessing the benefits of combining security and safety reporting systems, looking at efficiencies and enhancing the picture we have of our organisations.

S 12-24

A3.16 – Our Safety and Security teams are conducting a collaborative review of the different occurrence reporting requirements and exploring the benefits of combining reporting into a single system. **(2023/24)**

The Department for Transport has the responsibility for monitoring global areas where the potential for conflict is likely or ongoing and has an agreement in place with UK operators to provide threat briefings. If the cessation of aviation operations over conflict zones is advised, or if they resume as restrictions are lifted, engagement with the affected and neighbouring states is required to maintain safe operations for UK operators.

S 12-24

A3.17 – The CAA reviews operators Safety Risk Management processes to ensure they are effectively and continuously assessing and managing safety risks, such as those posed by geopolitical instability and when flight restrictions are lifted. In line with Risk Based Oversight practices we may seek focussed collaboration with affected Operators and States through our Flight Operations department and State Safety Partnerships team. **(BAU)**

A3.18 - An improved multi-level system for providing advice through the Notices to Aviation (NOTAM) process was introduced in 2022, these notifications are monitored to ensure they provide the appropriate advice or direction to operators. Longer term advice is included in the UK Aeronautical Information Publication (AIP). **(BAU)**

One of our digitalisation projects is the aviation licensing improvement project, through which we aim to improve the licence application and renewal experience for Pilots and Engineers. This will be achieved by simplifying and clarifying our online interfaces for applicants, thereby improving the quality of applications received, streamlining processing and providing more responsive services to industry.

In addition to improving services, the higher quality data produced in our Shared Service Centre will be used to add context to Safety Analyses, providing a richer picture to the Safety and Airspace regulation group.

S **12-24**

A3.19 – We are upgrading and streamlining the SRG 2158 and SRG 1217 forms, used by pilots to apply for flight crew licensing and medical certificates as they return to CAA oversight of their licenses from EU members states post EU Exit. **(2022/23)**

A3.20 – We will replace the Engineer Licencing Application and Renewals form with an integrated online application process, including the ability for applicants to check status of their application in real time. **(2023)**

A3.21 – We plan to continue to boost the efficiencies already gained through the increased use of robotic automation for Shared Service Centre processes, in part by modernising existing Licencing systems so it becomes easier to integrate future automations within current processes. **(2023)**

A3.22 – Part of this work will be to convert Examiner Report submissions to a fully electronic process to further streamline processes that are currently administered as time-consuming paper-based activities. **(2023)**

Activity 4 – Regulatory

Cyber Security regulatory requirements are being introduced to the aviation community in a phased manner. Phase 1 focuses on larger organisations in scope of security and resilience regulations with a review underway to understand implications and scope for smaller organisations.

S **12-24**

A4.1 – Our Cyber Security Team are engaging with industry cyber teams as well as safety colleagues to ensure the regulatory framework remains proportionate to the scale and scope of the operation. A review into our approach in satisfying future requirements as defined in EASA Part-IS is underway. Industry will be consulted as we progress towards the development of new regulation and guidance.

A4.2 – Our approach to satisfy future requirements defined in EASA Part-IS are under review and defined in business assurance objective AVSEC-05.01.07 Cyber Security Rulemaking for Safety.

Our Airworthiness team are overseeing the introduction of Safety Management Systems for Continuing Airworthiness Management Organisations. Over time, this regulatory requirement will be extended to include organisations responsible for aircraft and aircraft parts maintenance, production and design. This will require new rulemaking activity and guidance material.

S **12-24**

A4.3 – We are monitoring the implementation of Safety Management systems to Part-CAMO and aligning our existing oversight model accordingly. **(2022/23)**

A4.4 – To facilitate the extension of Safety Management System requirements into Part-145 and Part-21 Airworthiness sectors, we will need to instigate a rulemaking task. **(2023)**

A4.5 – We are developing guidance material to support small organisations to implement an effective Safety Management System. **(2023)**

We conduct Horizon Scanning to systematically identify emerging and future threats and opportunities in the aviation system. This enables us to proactively manage safety risk, to regulate proportionately and anticipate required activities in safety rulemaking.

S **12-24**

A4.6 – Through continuous internal and external stakeholder engagement, the Safety Development Team conducts Horizon Scanning activity, preparing Safety and Airspace Regulation Group departments to sequence activity from innovation, through to approval and ultimately to operation and oversight. **(BAU)**

A4.7 – We continue to seek alignment with the Horizon Scanning activity conducted in the CAA Strategy and Policy and Safety and Airspace Regulation Groups, validating our approach and identifying best practice with other government departments, industry and academia. **(BAU)**

Our Horizon Scanning activity feeds into our aviation legislation and prioritisation panel, who are tasked with vetting rulemaking proposals, agreeing prioritisation and endorsing the resources needed to deliver the task.

To further support rulemaking activity, we are developing our own mechanisms to capture the various drivers for potential changes to the regulatory landscape in the UK. This is particularly important as our rulemaking becomes more distanced from equivalent activity within the European Union Aviation Safety Agency system.

S **12-24**

A4.8 – We will be launching a new Aviation Regulatory Library, which will provide easy access to our regulatory document set. **(2022/23)**

A4.9 – The Aviation Legislation and Policy Sponsorship Programme continues to be reviewed and refined as the UK beds in this new capability where new or amended legislation is agreed and prioritised. **(BAU)**

Activity 4 – Regulatory continued

We are accelerating the development of new regulations and policies to enable safe, routine operations as new technologies and innovative business models enter our aviation system. Beyond visual line of sight (BVLOS) operations in non-controlled airspace and Advanced Air Mobility for the commercial operation of passenger carrying services by electric vertical take-off and landing (eVTOL) aircraft are 2 such innovative new entrants to the aviation system.

S 12-24

A4.10 – We are confirming governance and accountability arrangements across the CAA and relevant government areas as we prepare for further BVOLS operations. **(2022/23)**

A4.11 – We continue to collaborate with innovators and existing stakeholders to improve the operator's understanding of the 'atypical' air environment definition and suitability for non-segregated BVLOS, providing an awareness of the risks associated with operating in these areas. **(2022/23)**

A4.12 – We are providing clarity to BVLOS operators on the short and long-term role of Transponder Mandatory Zones (TMZ), alternative airspace structures, and use of varying classifications. **(2022/23)**

A4.13 – We continue to clarify the UK's approach to routine BVLOS in non-controlled airspace for internal and external stakeholders. **(2022/23)**

A4.14 – The standards required for Detect & Avoid Technologies will be shared with industry **(2023).**

A4.15 – We are working towards a clear definition of the system-wide approach to risk for BVLOS operations, which will be provided to industry. **(2023)**

A4.16 – We will provide clarity to BVLOS designers and operators of the UK's standards for ongoing aircraft flightworthiness and maintenance, also developing the mechanism for the flightworthiness assurance of Remotely Piloted Air Systems. **(2023)**

A4.17 – An agreed level of remote pilot competency will be produced, which is planned to be delivered by a Recognised Assessment Entity (RAE) network. **(2023)**

A4.18 – A proportionate and transparent charging model will be created for BVLOS operations and be in place in **2023**.

A4.19 – We are confirming Advanced Air Mobility programme governance and accountability arrangements across the CAA and relevant government areas and agreeing milestone commitments with the Department for Transport, CAA Executive Committee and the Safety and Airspace regulation Group. **(2022/23)**

M 24-36

A4.20 – Our approach to initial airworthiness and certification for eVTOL aircraft will be clarified in **2022/23**.

A4.21 – We are producing the UK's requirements required to support eVTOL from design, through to the means of compliance for ground infrastructure providers and the operators of such aircraft, or those involved in pilot training, competency and licensing activities. We are also developing AvSec and cybersecurity requirements alongside developing the initial approach to licensing and economic regulation. **2023/24**

A4.22 – We will provide clarity to eVTOL aircraft operators on their safety and operational responsibilities as well as the requirements for obtaining and maintaining an Air Operators Certificate for the commercial transport of passengers. **(2023/24)**

A4.23 – Our approach to ongoing airworthiness standards for eVTOL aircraft operators will be provided during **2024**.

A4.24 – Initial e-VTOL operations are expected to fit in with existing ATM rules, however it is recognised that, to achieve the scale-up of these operations, longer term network management changes will be needed. Development of regulatory assumptions around requirements for AAM integration into traffic management services including future technical requirements will happen in line with BVLOS and the Airspace Modernisation Strategy (AMS). **2024**

Activity 4 – Regulatory continued

Having the right culture in an organisation doesn't end with safety related roles; those that enable an organisation to operate should also feel the same benefits of a Just Culture. We'll look to extend this philosophy with our industry, exploring how Just Culture training can be amended to improve awareness of the importance of a safety culture across the entirety of an organisation's activities. In addition, we will undertake focussed activities to support the adoption of Just Culture in new entrants to the UK aviation system.

S **12-24**

A4.25 – Within the CAA itself we will extend the requirement for Just Culture Training to all internal business areas. We will also promote the benefits of extending Just Culture training within organisations to improve the awareness of Just Culture. **(2022/23)**

A4.26 – The Safety and Airspace Regulation Group will conduct a Safety Assurance Review into how well Just Culture has been embedded within new entrants to the UK aviation system, including Space and Innovation Operators. We will also review how Just Culture within our industry is continuously assessed. **(2023/24)**

Activity 5 – Stakeholders

Using the Safety and Airspace Regulation Group '3P's' initiative of Programmes, Publications and Promotions, we engage with our stakeholders through a variety of means, including by participating in stakeholder meetings and forums to listen to our community and provide updates and briefings on new initiatives.

S **12-24**

A5.1 – We are working with Safety and Airspace Regulation Group colleagues from every department to create a stakeholder map while communicating the benefits of engagement with hard-to-reach stakeholders. **(2022/23)**

A5.2 – We will use our stakeholder map to develop a calendar for each of the Safety and Airspace Regulation Group departments, detailing activity with specified stakeholders. **(2022/23)**

A5.3 – (BAU)

> Conduct monthly stakeholder governance reviews.

> Coordinate Safety and Airspace Regulation Group Programmes with the communications team.

> Hold monthly 3Ps focal point meetings to review progress and future plans.

> Provision of 'Lines to Take' for Safety and Airspace Regulation Group colleagues to cover current programmes.

> Explore opportunities to exploit traditionally weak communication channels such as Twitter and LinkedIn.

Other stakeholders, such as the AAIB, require a more formalised engagement arrangement. In addition to our regular stakeholder meetings, we will ensure relevant procedures include engagement as a required activity as we develop new regulation for innovative entrants to our aviation system.

S **12-24**

A5.4 – The CAA's Innovation team are reviewing their procedures to ensure they include the requirement to consider consulting the AAIB on relevant safety discussions. **(2023)**

We continue International engagement through our State Safety Partnerships. Our engagement activity is targeted in accordance with the safety risk picture and State Safety Programme prioritisation principles, to improve operational performance. By maintaining existing valuable relationships and seeking other states to collaborate with, we aim to improve safety standards wherever the UK consumer may travel.

A5.5 – (BAU)

> Continue to collate feedback from Industry on State Safety Partnership activity outcomes.

> Collect and encourage the sharing of Safety Data from operators and industry associations to validate the effectiveness of our actions.

> Continue to monitor the international risk picture for positive changes or emerging risks.

> Ensure the provision of Ad-Hoc support to the Department for Transport on urgent activity.

> Actively maintain our relationships with the Department for Transport, European Union, European Union Aviation Safety Agency, the International Civil Aviation Organisation and other states.

Activity 6 – People

The CAA is committed to providing a benefits package that goes beyond basic pay, to attract and retain competent staff. Our benefits package includes a strong focus on individual learning and in-role development. We also offer remote and flexible working options, a hybrid working model, a generous leave allowance and employment policies that support wellbeing, diversity & inclusion. Collectively, this enables a work/life balance and in-career personal development that we believe attracts and retains the talent that the CAA needs now and in for the future.

S **12-24**

A6.1 – We are delivering a new Pay and Reward model aimed at attracting and retaining talent, and that is flexible enough to meet the recruitment challenges our industry faces – both now and as the recruitment landscape evolves. **(2023)**

A6.2 – Having recently implemented enhanced paternity and maternity allowances we have continued our drive to be a truly diverse and inclusive organisation through the introduction of a new D&I Strategy. We will be rolling this strategy out via our Diversity Action plans, overseen by our Diversity & Inclusion Board and supported by colleagues drawn from across the business. **(2023)**

A6.3 – Our Wellbeing programme, overseen by our Wellbeing Board and supported by colleagues drawn from across the business, is strongly focussed on supporting colleagues to 'bring their whole-selves to work' and to deliver to the best of the ability. Colleagues have access to several wellbeing support options including a fully equipped gym at Aviation House, our Mental Health First Aider support network, our Employee Assistance Programme, our corporate Headspace membership and a variety of self-learning courses aimed at reducing stress at work and enabling colleagues to balance their working and personal lives. We will continue to review and revise our wellbeing policies and the support offered to colleagues. **(BAU)**

Activity 7 – RSMS Risks

To ensure we work at a State Level to address significant safety concerns effectively, the information and actions we generate from the Regulatory Safety Management System should be routinely fed to the Safety Leadership Group and shared with members of the State Safety Board. To formalise this process, we need to align the procedures for the Regulatory Safety Management System and State Safety Programme.

S **12-24**

A7.1 – We are reviewing how risk data moves through our Regulatory Safety Management System into the State Safety Programme and, where applicable, is escalated from our Safety Leadership Group to the State Safety Board. This procedure alignment will be completed in **2023**.

A7.2 – While reviewing the procedures for our Regulatory Safety Management System and the State Safety Programme we will document the mechanism used for ad-hoc escalation to the State Safety Board, who oversee the State Safety Programme, outside of the routine Safety Leadership Group meetings. **(2022)**

Activity 7 – RSMS Risks; our current top risks

Using PBO principles and taking an intelligence-led approach allows us to target risk effectively and efficiently. The CAA will be moving to deploy Dangerous Goods Inspection resources more effectively to meet regulatory requirements and provide proportionate oversight of industry, helping to reduce the risks associated with the carriage of Dangerous Goods.

S 12-24

A7.3 – We will be improving the process for Dangerous Goods occurrence reporting and agreeing intelligence sharing arrangements to improve hazard identification. **(2023)**

A7.4 – To support the training of Dangerous Goods shippers and freight forwarders to improve safety standards, we are conducting a review of our Dangerous Goods publications. **(2023)**

A7.5 – Through continued international collaboration and the sharing of best practice and experiences in education and information campaigns, we aim to facilitate wider engagements with other National Aviation Authorities, via the State Safety Partnerships team. **(2023)**

A7.6 – We will create a communications package to raise awareness of the responsibilities relating to Dangerous Goods within the supply chain and consider how to promote passenger awareness on the carriage of lithium batteries in everyday personal electronic devices. **(2023)**

A7.7 – We plan to introduce enhanced checks to be carried out during SAFA inspections, to identify issues within the supply chain **(2023).**

M 24-36

A7.8 – We will collaborate with strategic international partners as we seek to influence rulemaking tasks through ICAO and IATA for Dangerous Goods regulations. **(2024)**

A7.9 – Prior to Third Country Operator permits being granted, we will embed our review of their risk assessments in our approval process. **(2024)**

L 36-60

A7.10 – We will seek confirmation of the UK's legal position on aviation staff responsibilities for screening with the Department for Transport. **(2025)**

Activity 7 – RSMS Risks; our current top risks

Recent investigation reports have highlighted an increase in accidents and serious incidents relating to remotely piloted air system operators. It is highly likely that, if these operators are carrying Dangerous Goods, an accident will cause a more serious outcome of potential harm caused to third parties, the environment and property.

S 12-24

A7.11 – We are engaging with internal stakeholders to understand the implications of our remotely piloted air systems operational authorisations as they relate to the carriage of Dangerous Goods. We are currently developing a process whereby Dangerous Goods risks are considered during authorisations. We are also creating internal and external communications to increase awareness. **(2022/23)**

A7.12 – We are initiating a rulemaking activity of national legislation to capture remotely piloted air system operations in the specific category. **(2023)**

A7.13 – We are developing a proportionate oversight plan for our Flight Operations inspectorate, which will be implemented in **2023.**

The use of contractors to support business activities has always been part of the aviation system, and the strains brought about by Covid-19 have also been felt by these organisations. We will continue to champion best practice with our operators, including by highlighting that their oversight of contractors must be maintained and with added focus on the ongoing staffing problems faced by Ground Handling organisations across the European Region.

S 12-24

A7.14 – We are seeking evidence from operators to confirm that the risks associated with utilising contracted services are appropriately managed within industry. **(2022)**

A7.15 – We are engaging with Ground Handling organisations to gain an understanding of their reporting culture. **(2022)**

We continue to monitor organisational change management, more so as our industry emerges from the impact of Covid-19. We are examining resilience and recovery; this includes short term rapid operational changes affecting schedules due to aviation system stress, as well as the longer-term management of resource for initial training, maintaining the competence and currency, and the expected performance of all aviation personnel during longer term economic or operational uncertainties.

S 12-24

A7.16 – We will produce and distribute safety promotion material to internal colleagues and external stakeholders on Human Performance management, including the means by which we will oversee organisations mitigations of; **(2022)**

> Degraded Crew Proficiency

> Fatigue, decision making and distraction/interruption management techniques.

> Degraded communication & task management

> Wellbeing impacts, both mental and physical

> Non-conformance, the reduced application of procedures

> Resilience and reactivity to the unexpected

> Mitigation plan assessment

A7.17 – We are seeking assurance that Absence management and operational pressures do not manifest themselves to safety risks by; **(2022)**

> Focused engagement with Large AOCs' Safety Management Teams

> Meeting with Large AOC's Operations Teams to ensure precursors are not missed.

> Create and distribute safety promotion material covering these topics.

A7.18 – We are monitoring how operators are integrating inexperienced cabin crew into the operation, to ensure safety critical tasks can be conducted effectively. **(2022)**

CAA's Strategy

The CAA's Strategy is designed to help to position us for the future. It sets out our ambition to continually challenge ourselves to improve by drawing on a wide range of insights and evidence to deliver regulation in a way that the public, consumers, the regulated community and those who oversee us would expect.

To deliver on this strategy we apply our regulatory principles while following our values to achieve the best outcomes for all.

UK Civil Aviation Authority

UNDERSTANDING AND ADDRESSING RISK

We will understand and address safety, security and consumer protection risks across the sector, for the benefit of consumers and the general public.

We will be clear that primary responsibility lies with those delivering the activity, and require them to show us how they manage their own risk. We will work with partners where they are best placed to deliver better outcomes.

DELIVERING UNIQUE VALUE

We will take a proactive, collaborative approach to the functioning and development of the regulatory system in the UK and worldwide.

We will facilitate and nurture innovation and help others to do the same. We will deliver independent regulatory oversight within the legislative and policy framework set by Parliament and Government.

ACTING PROPORTIONATELY

We will explore different ways of achieving desired outcomes, regulating only where we have to. The benefits expected from our regulation will outweigh any burden or cost we impose.

We will maintain a strong understanding of the differences among the organisations and individuals we regulate, and will tailor regulatory approaches accordingly.

ENGAGING PROACTIVELY AND TRANSPARENTLY

We will constantly look outwards and challenge ourselves to prepare for sectoral and technological innovation and new challenges.

We will draw on a wide range of evidence, ideas and feedback from those we regulate and wider society to inform our decisions.

We will be clear about how our actions and decisions may affect our stakeholders. We will publish appropriate information in a clear and accessible manner to ensure transparency.

ACTING ON OUR COMBINED INSIGHT

We will value the collective insights of the CAA, and continually encourage innovative approaches in our work.

We will draw on evidence, data, best practice and external insights, particularly when balancing competing interests or considering trade-offs.

DO THE RIGHT THING

We always do the right thing, not the easy thing, to achieve our Vision and Mission

We take our responsibilities seriously and are accountable both internally to our colleagues and externally with our stakeholders. We hold ourselves to the highest standards.

Keywords: ethical; honest; fair; balanced; accountable; transparent; professional; principled; independent regulatory decisions; impartial

NEVER STOP LEARNING

We're always open to challenging our thinking

We're open-minded, always eager to learn more, and never afraid to challenge the status quo. We know that tomorrow will always bring new challenges, and we're ready to explore new ideas and solutions. We ask 'why' 'what if' and 'could we?'

Keywords: curiosity; reinvention; discovery; challenge; change-makers; agility; growth; exploration

BUILD COLLABORATIVE RELATIONSHIPS

We have common goals and we use our diverse experiences, skills and knowledge to achieve them

We're team players and support each other to achieve the best results. We listen to each other and our stakeholders before we make independent regulatory decisions.

Keywords: partnering, together, active collaboration, communication, perspectives, stakeholders, impact, listening, asking, balancing

RESPECT EVERYONE

We know, and show, that everyone deserves respect

We're honest and ethical in everything we do. We're unwavering in our efforts to contribute to a culture of inclusion. We treat everyone with respect, both in and outside our organisation, and expect to receive it in return.

Keywords: care; inclusion; respect; diversity; equity; consideration; trust; fairness; wellbeing; psychological safety

Conclusion

This National Aviation Safety Roadmap represents the activities we are undertaking to implement the National Aviation Safety Plan. As such, they are not the entirety of safety activity and continuous improvement actions that the CAA and other State Safety Authorities will be undertaking. In addition, changes to our operating environment, amendments to governmental policy or other external changes may require us to review and revise our higher level strategy and/or our associated safety action plans.

We will review and revise the National Aviation Safety Plan on a rolling cycle, and will furthermore review this Roadmap to ensure that the actions described are meeting the objectives of the National Aviation Safety Plan.

For more information, please contact safety. strategy@caa.co.uk