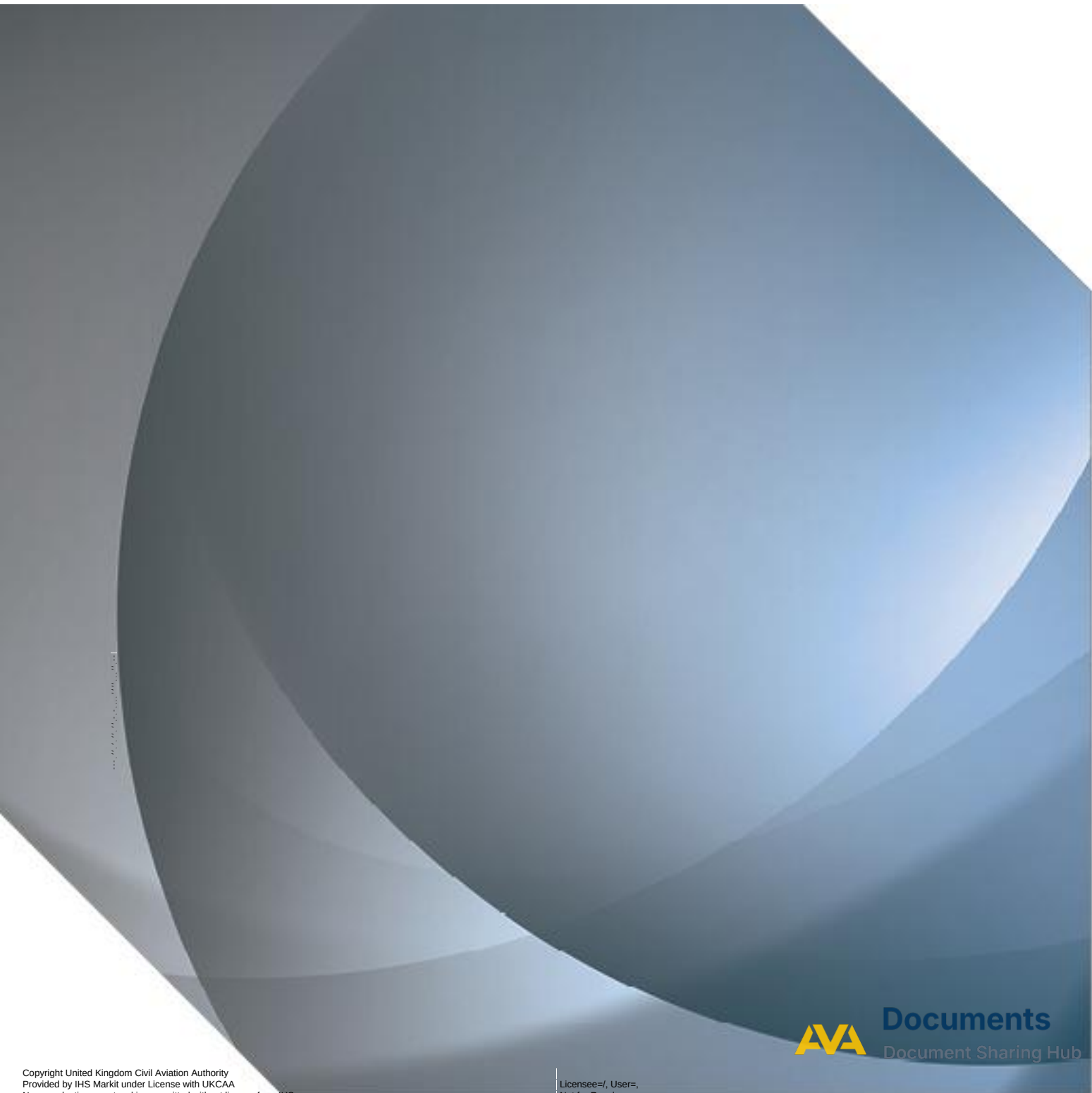


The CAA's Strategic Plan 2016–2021

Making Aviation Better: Our key strategies

CAP 1360



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The latest version of this document is available in electronic format at www.caa.co.uk

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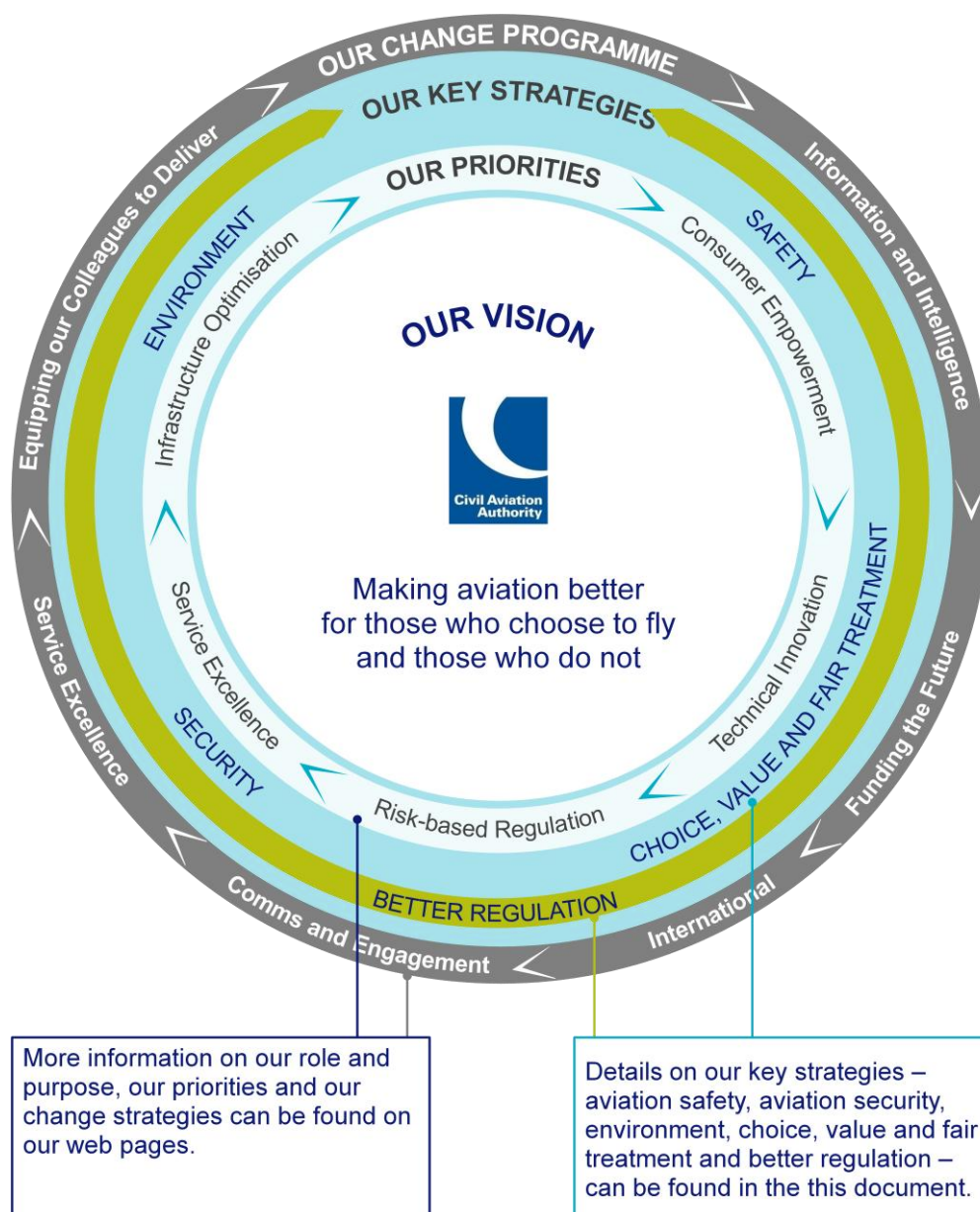
Introduction

This Strategic Plan sets out how we plan to fulfil our vision of making aviation better for those who choose to fly and those who do not. The Plan covers the period 2016–2021 and sets out what we want to achieve and how we plan to do it.

An introduction and overview of our vision, context and priorities for that period is available as a series of webpages on our website at <http://www.caa.co.uk/Our-work/Corporate-reports/Strategic-Plan/Our-five-year-strategic-plan/>

This document is best read alongside those pages.

A summary of our strategic approach:



This document focuses on the key strategies we are adopting during the five years of the Plan, aligned to achievement of our consumer and public outcomes and how we intend to measure sector performance in each area.

These programmes describe in more detail the work we intend to undertake. Our work reflects our priorities and the other work that we are either committed to doing or that is being targeted at an identified risk or opportunity in order to deliver our statutory duties.

We have defined a number of outcomes at both the consumer and public level and at the level of individual strategies. Where possible we have used data to check that any outcomes we establish are focused on what matters to consumers and the public.

Chapter 1

Our key programmes: aviation safety

- 1.1 Our number one concern is the safety of the sector, and in particular consumers and the public. This concern is also shared by those we regulate. The challenge for us is in assisting the sector to continue to achieve excellent safety outcomes and holding it to account for doing so. This starts with having the most accurate picture of the risks that the sector faces.
- 1.2 As with all of our programmes, we place considerable weight on understanding risk. A proper understanding of safety risks will drive the effective and proportionate interventions listed in our safety programme and we will continue to invest in our colleagues, processes and relationships that help us, our international partners and those that we regulate to understand and respond to risk in an effective way.
- 1.3 While our safety work will evolve, we anticipate that the outcomes of the seven most common accidents we have identified will continue to provide an important framework for our considerations around safety. We will increasingly focus on complementary root cause 'upstream' risks. And we believe that we can best do this by adopting the following strategic safety priorities, which will guide the way we operate over the coming years.

Better safety intelligence

- 1.4 Our safety system is one where each individual entity has a unique perspective on the risks they face and those they pose to others. In many cases, others' understanding of risk will be better than ours. Where they are managing this risk, this is entirely appropriate. A key part of our job as the regulator is in providing an overall picture so that aggregated risks can be seen in their entirety and management of risks improved. Pooling data and best practice from others means that we are better placed to identify and manage risk.
- 1.5 The potential for everyone to make more of these perspectives is significant; both in terms of the collection and analysis of that data, but also ensuring that it is shared in a way that enables those best placed to act on it. As a regulator with a network of relationships across the safety system, we see huge potential for improving the way that information is managed and a strategic priority for the coming years is managing safety information better to optimise safety outcomes for consumers. For our decision-making, this means using data to better support our own expert judgements.

Strategic priority	Key strategy	Key strategic outcomes	Activity
Risk-based regulation	Better safety intelligence	Intelligence is processed and exploited to best effect to create the risk picture necessary to effectively drive performance-based oversight (PBO) and other safety interventions. Data and information sharing between regulators, the aviation community and other stakeholders enriches the total risk picture and knowledge in order to target safety risk management effectively.	Enable CAA direct access to the necessary sector and consumer data and information to support the risk-based regulatory and oversight activity. Significant activity to generate data sets and implement access arrangements 2016-18, becoming routine activity 2019-21.
			Share safety information internally and externally (where permitted by law) – with consumers and the aviation community – in a way that encourages and drives action. Some information-sharing as capabilities are established 2016-18; increasing information-sharing both internally and externally 2018-21.
			Use risk-based intelligence gathering to inform the risk picture in the areas of most concern where the most significant exposure to risk may lie. Work with limitations on available information where the exposure is less. Ongoing 2016-21, maturing and improving in line with the evolution of performance-based regulation (PBR).
			Build and enhance our capacity to collect and exploit data and information. Significant activity 2016-17 improving in line with our maturing intelligence function; ongoing activity 2018-21.
			Ensure that appropriate systems and tools, subject matter expertise and levels of resource are available to support the data interpretation effort necessary. Significant activity 2016-17 improving in line with our maturing Intelligence function and ongoing activity 2018-21.
			The total risk picture is designed and evolved to incorporate the contribution of new streams of data and information and its exploitation delivers focused activities to address risk. Significant activity 2016-17 in line with our evolution of PBR and the establishment of our risk oversight domain; ongoing development of the total risk picture 2018-21.
			Develop ways of using data to help consumers make informed choices. Ongoing activity developing and maturing processes and systems 2016-21.

Implement performance-based regulation

- 1.6 Performance-based regulation (PBR) means developing a comprehensive risk picture with the organisations we regulate and building our knowledge and data to make sure we target our regulation in the areas where it will make the biggest difference.
- 1.7 PBR has been the subject of a transformation programme for the business focused on embedding PBR theory and practice within the organisation and those that we regulate. Combining this transformation effort, the CAA will strengthen its ability to assure that the major risks to UK aviation consumers are being well managed. We are not alone in recognising that change is required. PBR is central to the European Aviation Safety Agency's (EASA) and the International Civil Aviation Organisation's (ICAO) future plans. The CAA is working closely with our international colleagues to shape how PBR works in practice. We have also sought the views of the aviation community. They have fed back that PBR should make the CAA more proportionate and targeted, give us a greater degree of commercial awareness and make us more transparent about how money is spent.
- 1.8 Our decision to focus on PBR reflects the move from an approach based on more prescriptive rules to one based on a much better appreciation by us and by those we regulate of where the risks are occurring and the capability of individual entities to manage them.
- 1.9 Part of ensuring that PBR works effectively is fostering a culture of transparency and openness; it is important that everyone is transparent when things go well and when they do not. Cultivating an atmosphere where people have confidence to report safety concerns without fear of blame is key to this. Employees must know that confidentiality will be maintained and that the information they submit will be acted upon appropriately.

Strategic priority	Key strategy	Key strategic outcomes	Activity
Risk-based regulation	Implement performance-based regulation	Effective safety oversight coupled with aviation community risk management provides confidence that safety risk controls and accountability mechanisms are in place and are effective. PBR, through standardisation of processes and tools and the development of key management information delivers efficiency and productivity benefits. Key aviation safety	Strengthen and standardise the approach to oversight by completing the transformation to PBO. Implementation activity in 2016-17; system evolution in 2018-21. Implement the Regulatory Safety Management System (RSMS) to bring together all safety risk analysis, decision making, prioritisation of resources and tracking of safety improvement projects under one governance structure. 2016-18 to develop and mature

Strategic priority	Key strategy	Key strategic outcomes	Activity
		professionals and organisations reliably deliver what is expected of them.	RSMS; ongoing routine activity 2018-21.
		Contribution to Better Regulation outcomes, for example through PBO, will help deliver proportionality of the oversight regime. CAA achieves the best safety outcomes for the consumer with the resources available.	Just Culture is an intrinsic element of Safety Management Systems (SMS); consider the inclusion of Just Culture as part of SMS oversight regime and tool kit. Ongoing activity 2016-21.
		Robust safety decision-making to inform resource allocation. Future oversight plans are tailored based on the latest assessment of an entity's safety risks and performance to help plans be proportionate and targeted.	
		Contribution to Better Regulation outcomes, for example RSMS means regulation is effectively targeted.	
		A Just Culture has been completely embedded as a fundamental of aviation SMS.	

International regulatory relationships

- 1.10 As a national regulator, we are part of a bigger safety system. Aviation has always been international and never more so than today. Many of the risks UK consumers face can only be addressed in this context. More than ever, rules and regulations that are implemented in the UK are developed in the European Commission, EASA or ICAO. The CAA has always sought influence beyond the UK because it delivers benefit, and we intend to continue to be a significant and constructive international partner of these bodies.
- 1.11 The success of the European aviation safety system depends on all parties discharging their respective functions effectively. But since these functions are closely related, in some cases with complex interfaces, there has to be close collaboration at many different levels. We are one of the biggest National

Aviation Authorities (NAAs) in Europe and have established relationships with EASA and ICAO.

- 1.12 We believe that the European safety system will require greater central coordination and direction of activities along with a more flexible approach to allow new responsibilities and collaborative working. EASA is the only organisation that holds the bigger picture for European safety and we are supportive of EASA and the NAAs working more closely together in partnership, accepting that there are some tasks that are simply better off being conducted by EASA than by the NAAs using a non-uniform approach.
- 1.13 In supporting the development of the European safety system, the CAA's current strategic model for this is a 'planetary system' with EASA at the centre orbited by the NAAs as planets linked to EASA by the Basic Regulation; the larger NAAs being able to support their own State activities and supporting EASA in discharging their responsibilities both inside and outside the EU. We will adopt this position in response to current and future proposals from the European Commission and EASA including the European Safety Strategy and revisions to the Basic Regulation on safety.

Strategic priority	Key strategy	Key strategic outcomes	Activity
Risk based regulation	International regulatory relationships	Emerging international regulation is fit for purpose, proportionate, and sustains and improves safety standards.	Prioritise and resource our engagement with EASA and ICAO for best effect to achieve our strategic safety ambitions.
		EASA, ICAO and the UK strategic priorities are aligned.	Significant activity (particularly with EASA) 2016-17 with ongoing effort 2018-21.
		The UK is a partner of choice for EASA and other international stakeholders in order to strengthen and widen the impact of European safety regulations.	The CAA retains and strengthens the necessary core/essential capabilities to support our strategic ambitions and those of our partners.
		CAA is agile and flexible, and is evolving to remain a fully capable NAA within the EASA system.	Significant activity 2016-17 with ongoing effort to nuance and align our capabilities 2018-21.
		Effective regulatory oversight of new business models in a transnational aviation sector.	The CAA initiates and acts as a driver for cooperative oversight.
			Significant activity with EASA and through bilaterals 2016-2018.

Keeping pace with change

- 1.14 We have the potential to impact positively or negatively the way that the aviation community evolves to serve consumers, either because well-intended but poorly designed regulation gets in the way of innovation, or we fail to step in to facilitate positive developments when opportunities arise. We plan to position ourselves as supporters of consumer-friendly innovation. We will do this by focusing on outcomes not inputs, and leaving the the aviation community to innovate. In doing so, we will be careful in understanding the limits of what we or others are able to predict about the path of change.

Strategic priority	Key strategy	Key strategic outcomes	Activity
Risk-based regulation Infrastructure optimisation Technological innovation	Keeping pace with change	Effective regulatory oversight of new business models in a transnational aviation sector.	The CAA initiates and acts as a driver for cooperative oversight and other enabling arrangements. Significant activity with EASA and through bilateral trials 2016-18; becoming increasingly routine activity 2019-21.
		New oversight models/methods are in place to support the roll-out of new technology and systems.	Develop regulatory frameworks and influence internationally to support technological innovation such as spaceplanes and drones 2016-2021
		The UK has a more flexible and integrated airspace system aligned with European developments and technological changes, which improves safety, capacity and efficiency and balances the requirements of all airspace users.	The CAA proactively develops and deploys oversight models and methodologies in order to enable the exploitation of new technologies and complex systems. Ongoing activity 2016-21.
		The CAA proactively develops regulatory frameworks to enable government and other innovation strategies.	The CAA retains an appropriate role in the Future Airspace Strategy (FAS) deployment and evolution, primarily making regulatory decisions as airspace and safety regulator. Ongoing activity 2016-21 supporting peaks in activity in line with FAS deployment plans.
			Support or facilitate UK Government strategies and initiatives in aviation and other areas where a contribution from aviation is beneficial. Ongoing activity 2016-21 supporting peaks in activity, for example on drones, spaceplanes and spectrum release.

What matters to consumers and the public: being safe

- 1.15 The UK performs very well in the safe performance of its aviation sector. The CAA's consumer research suggests that consumers value the safety of aviation above everything else, although some do not want more information about safety. There is a high level of confidence in safety standards and the majority consider that air travel is safer than other modes of transport.
- 1.16 In addition to the consumer dimension to safety, there are wider societal benefits in ensuring that the consumer feels safe when travelling by air – confidence in the sector facilitates the ability to travel and trade, creating social and economic effects that benefit the UK.

Our high-level safety objective, outcomes and measures

- 1.17 The following table sets out our high-level objectives and related consumer and public outcomes for safety, as well as how we intend to measure progress.
- 1.18 In the area of safety, measuring performance is complex. Although there is a significant amount of data, past actions have meant that the UK's aviation safety performance is such that accidents are relatively rare.
- 1.19 Objective measures of the safety of the sector therefore focus instead on some of the secondary indicators that help us to determine how well we and the aviation community entities within the sector are managing safety performance, for example, through our Regulatory Safety Management System (RSMS).

SAFETY OBJECTIVE

To sustain and, where appropriate, enhance aviation safety performance.

Key high-level risks to the consumer and the public that we are addressing through this objective:

- Commercial air transport (including offshore helicopters) accident in the UK
- General aviation accident in the UK
- Commercial air transport accident involving UK Air Operator's Certificate (AOC) anywhere in the world
- Commercial air transport accident anywhere in the world involving UK passengers.
- Consumers believe that safety is inadequate, arising from actual or perceived failings
- Disproportionate safety regime imposed

SAFETY OUTCOME What success looks like	MONITOR What we look for to measure progress towards success	DATA Information that makes monitor meaningful	DATA SOURCE Where we get the data
1. Aviation safety for the UK consumer and the UK public is assured.	(1. a) Whether injuries or fatalities occur as a result of aviation activities. Whether the appropriate regulatory measures are in place and are being enforced in order to protect the UK consumer and UK public.	Fatal accident rates (outright and comparison to the EU average).	Mandatory Occurrence Reporting (MOR) database, European Coordination Centre for Accident and Incident Reporting Systems (ECCAIRS), Flightglobal accident datafeed, the Department for Transport (DfT) safety related statistics for other transport modes, CAA Investigations & Enforcement Team data.
		Moving average fatal accident rate (to show an improving trend).	
		MOR rates (high severity (A & B) and low severity (C & D) MORs total and by sector).	
		Comparison of fatal accident (and serious incident, where available) rates for aviation with other modes of transport.	
		Ground injuries sustained as a result of aviation activity (broken down by type of activity).	
2. UK consumers and the UK public benefit from sector modernisation and technological development and innovation.	(2. a) Whether the aviation consumer and UK public experience is improved as a result of new technologies and a modernised aviation environment.	Average fleet age (highlighting a reducing trend as a positive indicator).	UK aircraft register database. Future Airspace Strategy Industry Implementation Group scheme of activity.
		Levels of aircraft equipage/equipment serviceability.	
		Assessment of future airspace initiatives to quantify air traffic system benefits delivered.	
3. The UK consumers and the UK public, wherever they fly, have confidence in aviation safety.	(3. a) Whether the public and consumers are confident that aviation is safe and they are not deterred from flying anywhere in the world.	Perception of aviation safety through tracker survey.	Consumer tracker survey.
4. The cost to consumers and the public of the safety regime is kept proportionate to the benefit attained.	(4. a) Whether consumers and public receive safety benefits proportionate with the cost of regulation.	Evidence of impact assessments conducted that show net safety benefit (relative to cost).	Regulatory impact assessments.
			Business engagement assessments.