**Twenty-Fifth Regional Aviation Safety Group —
Pan America Executive Steering Committee Meeting (ESC/25)**
Long Beach, United States, 10 to 11 December 2015

Agenda Item 10: **Other business**

AN STRATEGIC VISION FOR THE NEXT GASP

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This paper presents an outlook on the opportunities for improvement of the ICAO Global Aviation Safety Plan (GASP) for the triennium 2020-2022.	
Action:	The suggested action is presented in section 4.
Strategic objectives:	• Safety • Air navigation capacity and efficiency
Reference:	• Global Aviation Safety Plan (2014-2016 and 2017-2019)

1.   Background

1.1   The Global Aviation Safety Plan (GASP) has undergone significant changes, mainly because it is the document that defines high-level policies and, together with the ICAO Global Air Navigation Plan (GANP), guides and supplements the development of the whole air transport sector.

1.2   The global plans define the means and goals that will allow ICAO, the States and aviation stakeholders to anticipate air traffic growth and manage it efficiently, while maintaining or actively strengthening safety. Accordingly, the Council approves the GASP and its amendments before any budget adjustments are made and before adoption by the Assembly.

1.3   The GASP defines global air navigation safety objectives, as well as the specific milestones and priorities to be taken into account by States and regional aviation safety planners.

1.4   It also provides a common planning framework to assist States and the Regions with the introduction of safety improvements, using four safety performance-enabling elements: standardisation, collaboration, resources, and exchange of safety information.

1.5   Finally, implementation strategies and guidelines on best practices are offered to assist States and the Regions in their efforts to find concrete state- and regional-level solutions to meet global objectives and priorities.

1.6   The timetable for the implementation of ICAO GASP objectives sets deadlines for the next 15 years, applicable to the global aviation community as a whole. It is especially important that Sates implement effective safety oversight systems (that include the appropriate governance agreements) during the next decade and fully implement the ICAO State safety programme (SSP) framework.

1.7   However, although the current GASP establishes global objectives and priorities that allow States and Regions to plan and define their own specific approach to attain the objectives of the Plan and address these priorities in accordance with their safety oversight capabilities, it could also incorporate a more charismatic and clear long-term vision that both States and the industry find irresistible and that inspires the various stakeholders to work and make changes in their organisations for the attainment of this vision.

2.   Discussion

2.1   In order to take advantage of this opportunity of generating leadership, the following improvement opportunities should be addressed:

a)   analyse the relevance of maintaining a referential milestone of 60% effective implementation of SARPs--inspired in the AFI Plan (The Comprehensive Regional Implementation Plan for Aviation Safety in Africa), designed to resolve the concerns of the ICAO Council regarding aircraft operations in the AFI Region--, isolating the diversity of regional realities and needs that condition compliance with the GASP;

b)   the structural rigidity inherited from the GANP, which led to the development of a safety plan with its own characteristics and elements, based on a structure predefined by needs and the evolution of air navigation concepts, which sometimes cannot be applied indistinctly, thus limiting significantly the possibilities of customising the GASP and conditioning its potential; and

c)   a very skewed and unrealistic vision of the environment in which the organisations would operate when reaching the deadlines of the Plan.

2.2   It seems clear that there is a need to develop a strategy to provide the GASP 2020-2022 version with a clear long-term vision and the required leadership to promote a real change that will offer a clear direction to all RASGs, as instruments for GASP implementation.

2.3   This strategy should be defined starting from the end and moving towards the beginning of the plan. In other words, we must first conceive, as clearly as possible, what we want to achieve or where we want to get with the GASP. Once the end has been defined, it is easier to draw the path of the GASP towards the beginning, defining the corresponding milestones.

2.4   This vision should take into account the environment in which air transport will operate in 2022, an advanced technological environment with an autonomous, continuous, and automatic cloud-based flow of information enabling an immediate and safe exchange of data between in-flight and ground entities; an environment in which sensors transmit and receive data and can selectively determine which information is useful for improving safety. This concept has already been captured by the GANP, but it has not been so clearly stated in the GASP.

2.5   It could be expected that by 2022, safety management systems will be intelligent information systems that process data and calculate risks automatically, based on data shared by multiple in-flight and ground entities, and that are capable of generating real-time hazard alerts and intervening the systems when so required.

2.6   This will only be possible if States accompany the evolutionary process. Only a mature SSP can guarantee the proper conditions for a continuous and safe exchange of information, thus permitting timely processing of data. SSPs must mature as the GASP progresses, and should be fully mature by the time risk management based on the flow of information shared in the cloud starts operating.

2.7   Based on the experience of the Region, a State achieves the safety oversight capacity needed for an SSP to work when it reaches an EI equal or greater than 80% (quantitative aspect), and has maintained this level of EI for at least 2 consecutive CMO activities (qualitative aspect).

2.8   With this vision in mind, and in order to review the GASP for the triennium 2019-2022, a working group could be created to duly visualise the future of safety management systems, develop a roadmap starting from the end, and define the milestones to be attained in each stage. ICAO could call upon industry professionals, data analysts, and other experts capable of defining the characteristics of this future.

2.9   The new GASP should not be limited by the structure and content of the GANP. Instead, some points of convergence should be defined to make sure that both plans are developed in a coordinated manner, without conditioning or limiting the specific requirements and potential of the other.

2.10   Finally, the process should be supported by an aggressive global communication campaign to disseminate the goals of the GASP and the importance of the role played by States and Regions in ensuring compliance.

3.   Conclusion

3.1   Only a radical and realistic change in the GASP concept will make it a global reference on specific milestones and priorities to be taken into account by States and regional aviation safety planners.

4. **Suggested action**

4.1 The Meeting is invited to:

a) take note of the information provided in this paper and in **Appendix A**; and

b) consider the adoption of the strategic vision for the next GASP, and promote it in the corresponding forums.

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An strategic vision for the next GASP

Leadership is a process that involves a vision and an implicit long-term thinking, where transformation and change for the better are inherent; especially the transformation of organisations and cultures.

Current
GASP

How much leadership provides?

Leadership strategy

Vision
Long-term
Change
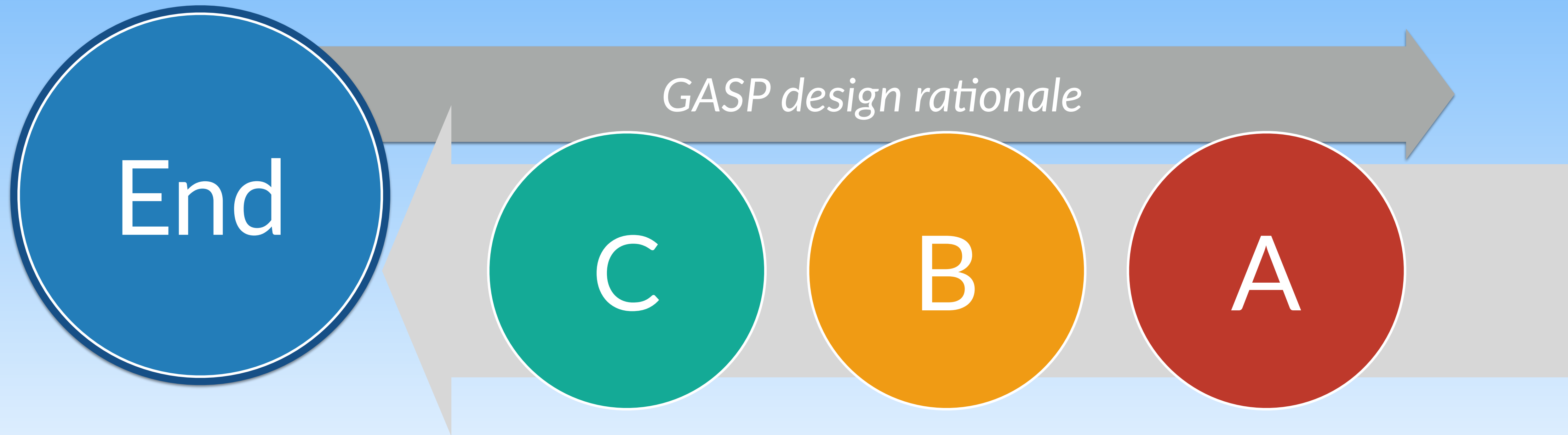
Highly technological environment
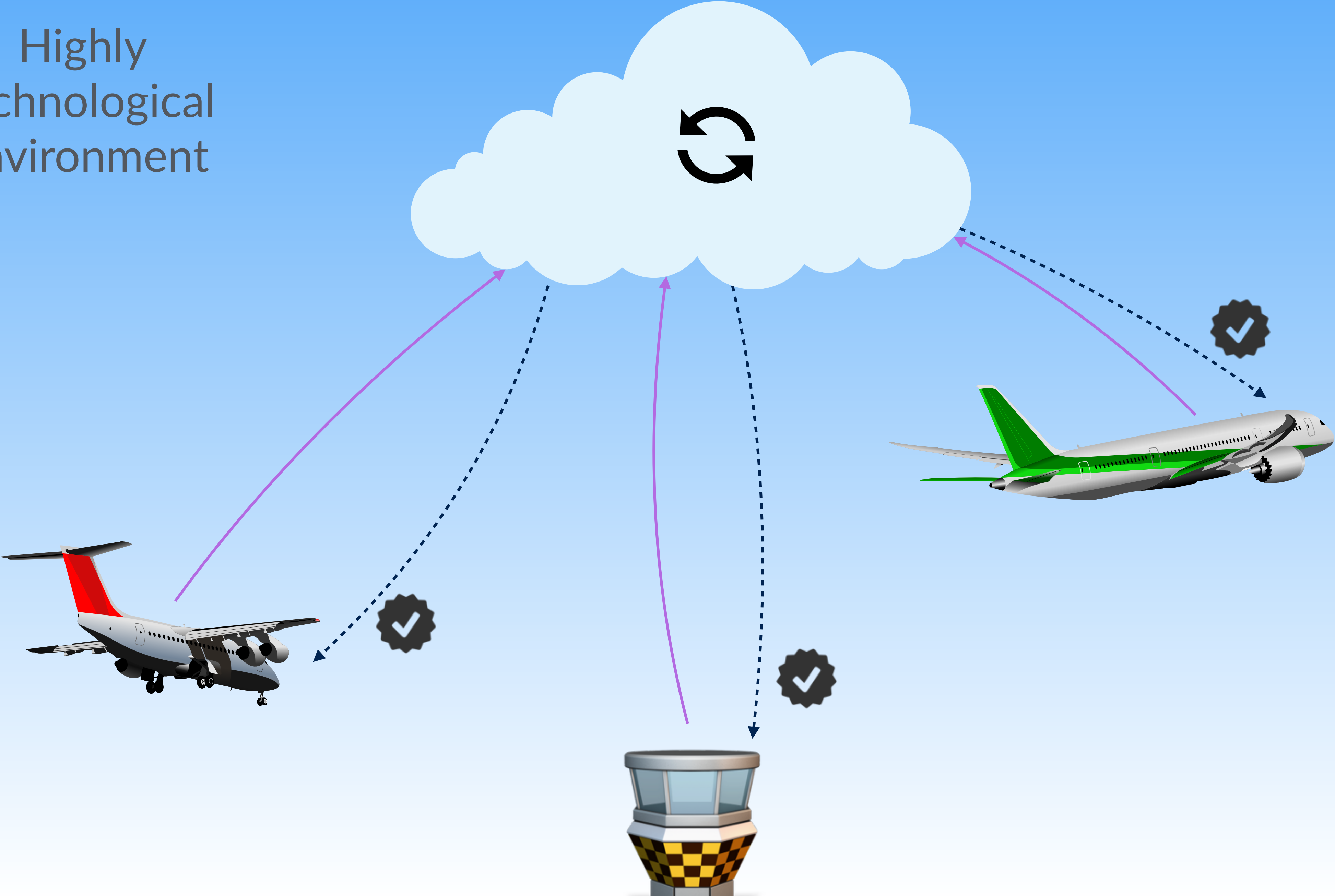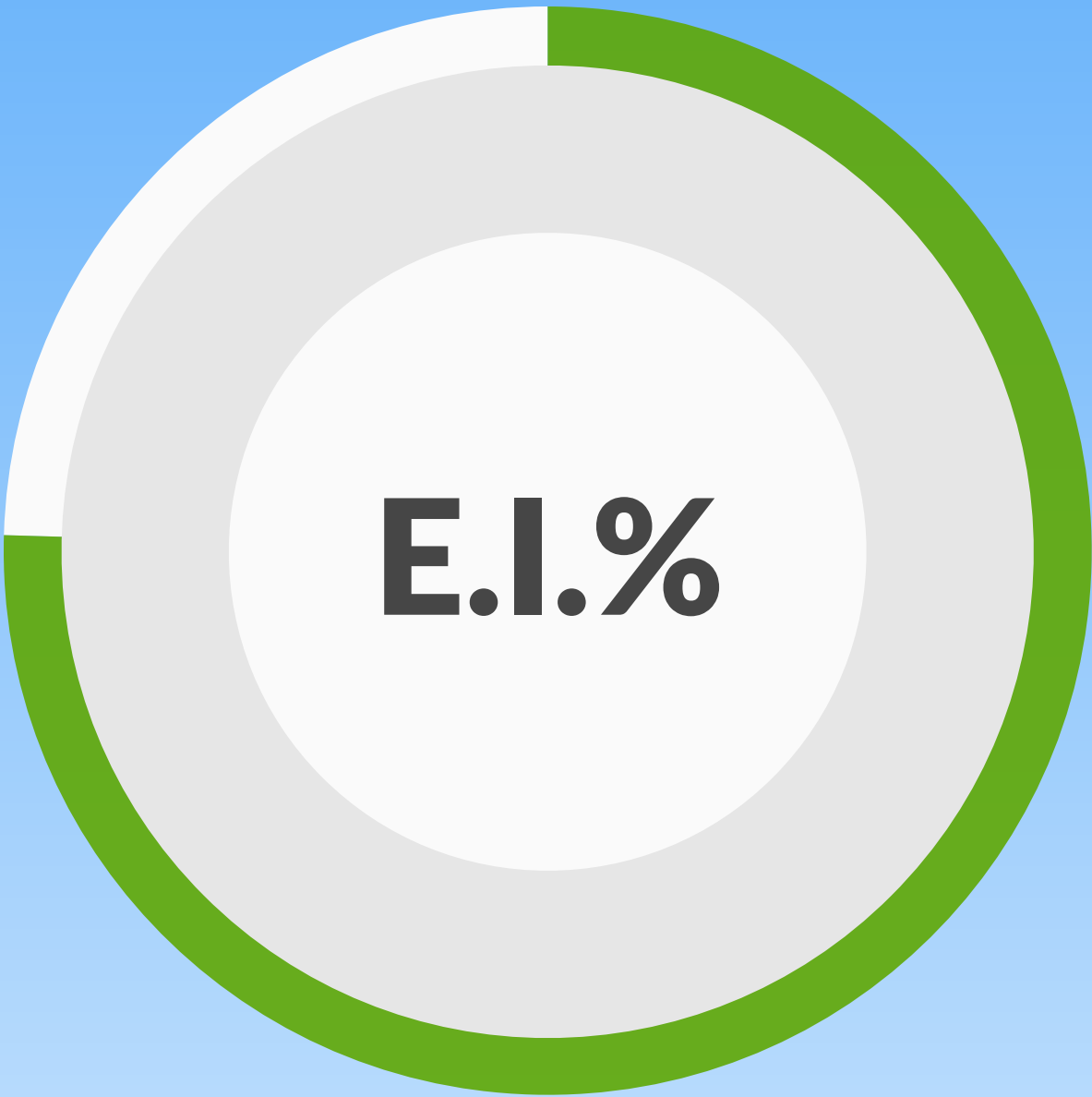
SMS of the future

Smart/Automatic course of action
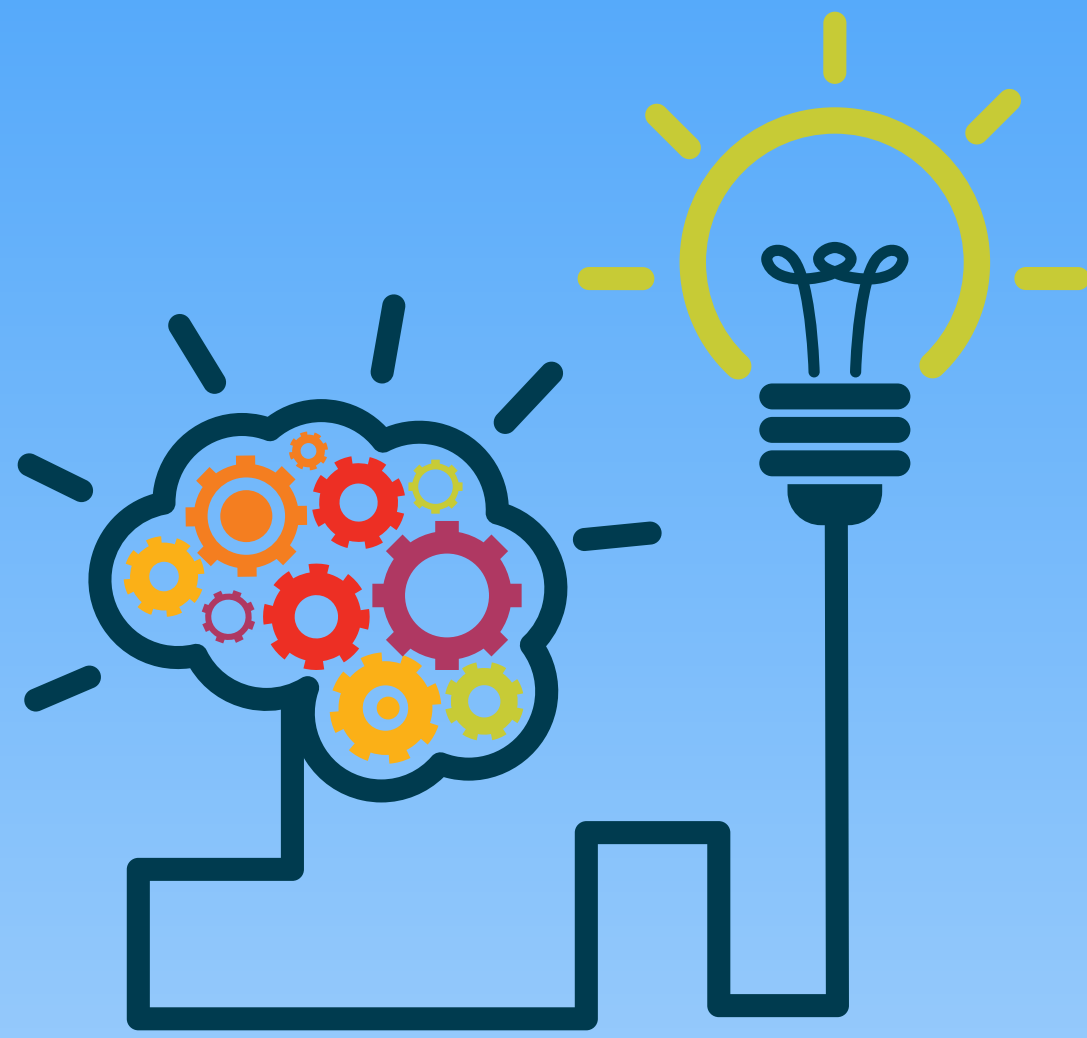
Smart/Automatic Risk Management
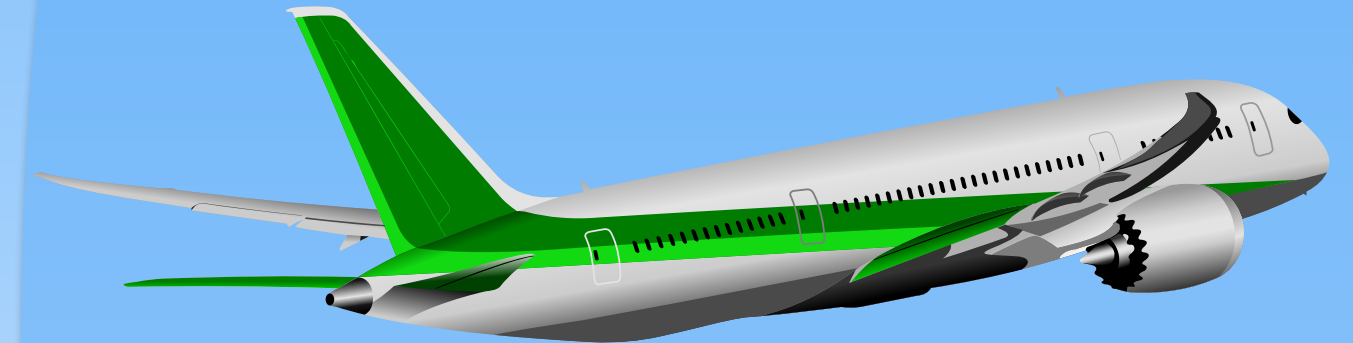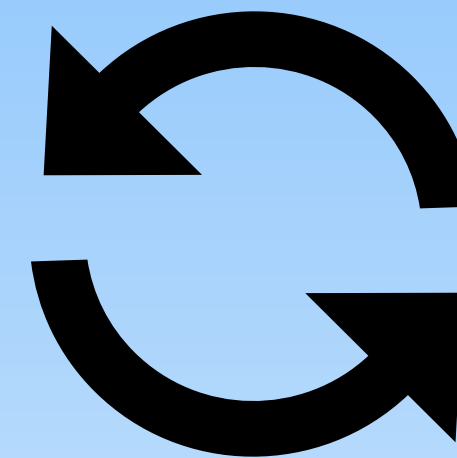
Minimum E.I. to support this vision
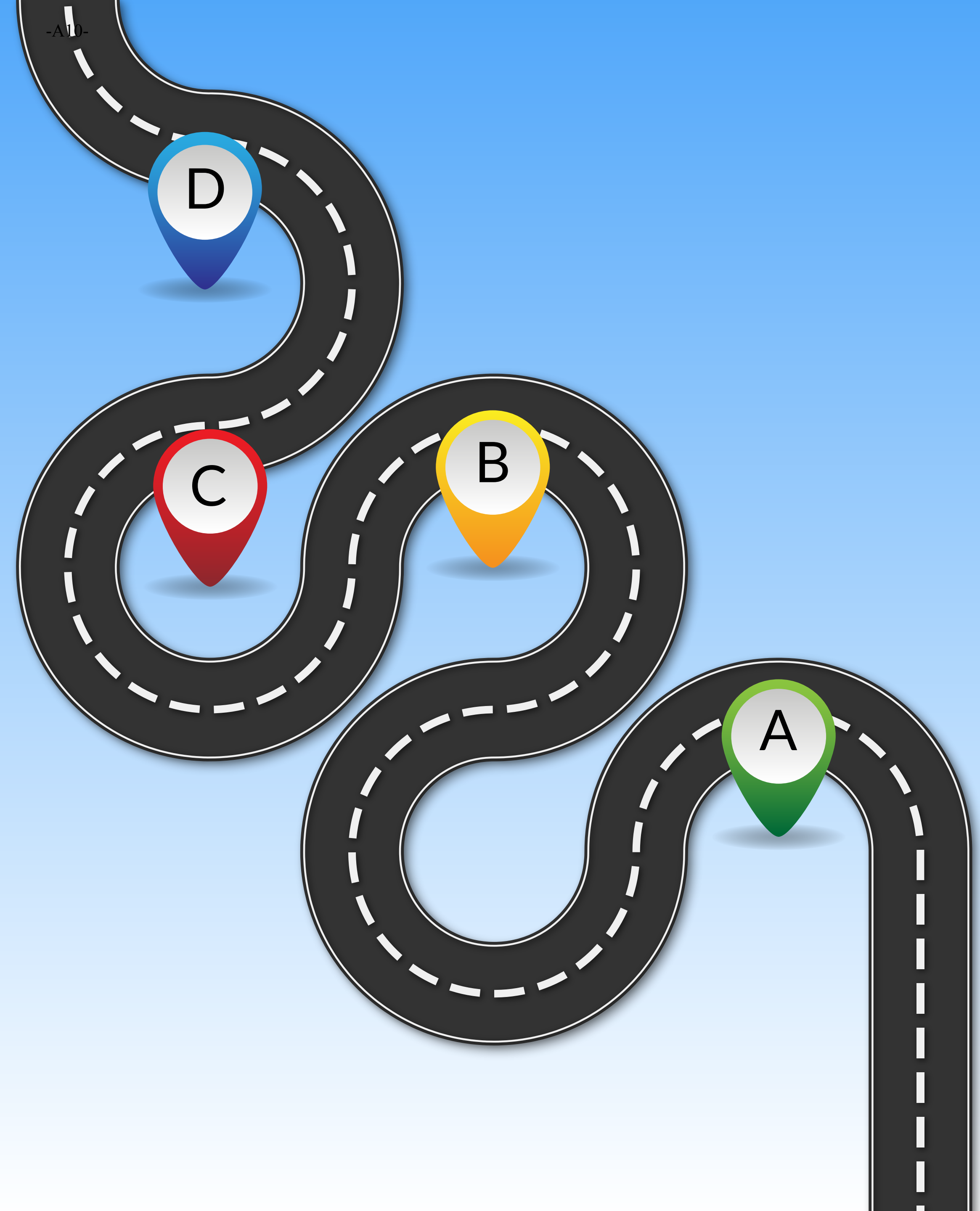
E.I.%

80.0%

2 CMO Activities

GASP's own road, based on it's specific needs

Aggressive communication campaign

Thank you for your time!