International Civil Aviation Organization
Regional Aviation Safety Group - Pan America (RASG-PA)

WORKING PAPER

RASG-PA ESC/26 — WP/07
23/05/16

Twenty-Sixth Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting (RASG-PA ESC/26)
Lima, Peru, 24 - 25 May 2016

Agenda Item 5: RASG-PA Strategic Plan

REVISED RASG-PA STRATEGIC PLAN DOCUMENT

(Presented by Secretariat)

EXECUTIVE SUMMARY

This paper presents the revised proposal for the RAS-PA Strategic Plan, according the improvements and comments agreed by the ESC Meetings and latest development regarding the ICAO Global Aviation Safety Plan (GASP).

Action:	See Section 3
Strategic Objectives:	• Safety
• References:	• Twenty-Third Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting (RASG-PA ESC/23), Miami, United States, 19 to 20 March 2015 – Summary of Discussion • Twenty-Fourth Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting (ESC/24), Medellin, Colombia, 22 June 2015 - Summary of Discussion • Twenty-Fifth Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting (ESC/25), Long Beach, United States, 10 to 11 December 2015 – Summary of Discussion

1. Introduction

1.1 The RASG-PA ESC/23 Meeting adopted the following decision that superseded RASG-PA/ESC/18/D/2:

DECISION
RASG-PA/ESC/23/D/2 RASG-PA STRATEGIC PLAN

That RASG-PA review the draft RASG-PA Strategic Plan presented by Brazil to develop a consolidated RASG-PA Strategic Plan document, which will be carried out by the created RASG-PA Strategic Planning Task Force (RSP-TF).

1.2 The RSP-TF met in 2015 and presented one of the deliverables to the RASG-PA ESC/25 Meeting, the reviewed RASG-PA Procedural Handbook.

1.3 The RASG-PA ESC/25 Meeting adopted the following decision:

DECISION
RASG-PA/ESC/25/D/3 RASG-PA PROCEDURAL HANDBOOK AMENDMENT UNDER THE RASG-PA STRATEGIC PLAN

The RASG-PA/ESC approved the design principles of the RASG-PA Procedural Handbook draft version presented by the RASG-PA Strategic Planning Task Force (RSP- TF) that includes:

a) new RASG-PA Mission, Vision and Objectives;
b) new structure of RASG-PA;
c) amended PA-RAST Terms of Reference (TORs) that includes TORs of the Information Analysis Team (IAT) and the Aviation Safety Training Team (ASTT); and
d) new TORs of the Aviation Safety Report Team (ASRT).

2. Discussion

2.1 In regard to the second deliverable, which is the RASG-PA Strategic Plan Document, the RSP-TF has not met yet as planned to review and update the proposed draft.

2.2 Therefore, considering the evolution of the referred document, the revised version of the RASG-PA Procedural Handbook, the level of maturity of the Group, and that some aspects of the original draft document were already included in the new ICAO GASP, the Secretariat presents the updated draft of the RASG-PA Strategic Plan for the consideration of the Meeting. See **Appendix**.

2.3 The period considered for the RASG-PA Strategic Plan changed to 2016 – 2019.

2.4 The Secretariat agrees that the Plan should be a living document, and future developments can be monitored by an Ad Hoc Group called by the ESC as required.

2.5 The Secretariat also agrees that once the RASG-PA Strategic Plan is approved, will help the Group's internal processes and to disseminate its role in the development of a safer system, by means of encouraging the effective implementation of the RASG-PA Safety Enhancement Initiatives (SEIs), and promotion safety as well by means of an harmonized RASG-PA Communication Plan.

2.6 The Secretariat acknowledges the dedication and work of the RSP-TF.

3. Action by the Meeting

3.1. The ESC is invited to consider and approve the RASG-PA Strategic Plan document.

— — — — — — — — — — —

International Civil Aviation Organization
Regional Aviation Safety Group - Pan America (RASG-PA)

INTERNATIONAL CIVIL AVIATION ORGANIZATION REGIONAL AVIATION SAFETY GROUP – PAN AMERICA (RASG-PA)

RASG-PA STRATEGIC PLAN 2016-2019

DRAFT VERSION

RASG-PA STRATEGIC PLAN 2016-2019

1. ICAO Regional Aviation Safety Groups (RASGs) Background

The ICAO RASGs support the implementation of the ICAO Global Aviation Safety Plan - GASP and address global aviation safety matters from a regional perspective; serving as the focal point to coordinate all regional efforts and programmes aimed at mitigating safety risks, and eliminating duplication of effort through the establishment of cooperative regional safety programmes to reduce both financial and human resource burdens on States while delivering measurable safety improvements.

2. The Regional Aviation Safety Group – Pan America (RASG-PA) Introduction

The Regional Aviation Safety Group – Pan America (RASG-PA) was established in November 2008 to use the framework provided by the ICAO Global Aviation Safety Plan (GASP) and the Global Aviation Safety Roadmap (GASR) to support the establishment and operation of a performance-based aviation safety system in the Pan American Region.

RASG-PA supports implementation of the ICAO GASP and complies with ICAO Council approval of Regional Aviation Safety Groups (RASGs) with the objective to address global aviation safety matters from a regional perspective. Further, the RAGS-PA supports NAM/CAR and SAM Regions in establishing objectives, priorities, indicators and the setting of measurable targets to address safety-related deficiencies in each region while ensuring consistency of action and coordination of efforts.

3. RASG-PA Vision

The RASG-PA vision is to remain ahead of any risks to commercial aviation, seeking to achieve the highest level of safety in the Pan American Region.

4. RASG-PA Mission

The RASG-PA vision is to reduce fatality risk in commercial aviation by ensuring prioritization, coordination and implementation of data-driven safety enhancement initiatives in the Pan American Region through the active involvement of all civil aviation stakeholders.

5. RASG-PA Objective

The RASG-PA goal is using 2010 as a baseline, to reduce fatality risk* for Part 121 or equivalent operations by 50% by the year 2020 in Latin America and the Caribbean. (*Fatality risk is the full loss passenger load equivalents per million departures)

6. RASG-PA Strategies

The RASG-PA Risk Management strategy consists of:

- Reactive: apply the risk reduction formula to accident set to prioritize SEIs
- Proactive: implement SEIs targeting specific high fatality risk areas
- Predictive: verify effectiveness of SEIs using precursor trends in FOQA

In order to perform the risk management strategy RASG-PA uses different types of safety data/information from different sources to produce safety intelligence as follow:

- Reactive: safety analysis based upon past occurrences (accidents and incidents)
- Proactive: analysis of States' existing conditions (ICAO SARPs implementation, traffic variations) and service providers (IATA Operational Safety Audits - IOSA, ramp inspections, etc.)
- Predictive: based upon analysis of Flight Operations Quality Assurance (FOQA) de-identified data, oriented towards identifying potential future hazards for initiating corresponding mitigation actions

The RASG-PA safety management process consists of various recurrent stages. The RASG-PA Annual Safety Report is not only the first stage, but also a key component, gathering safety data and information in order to produce safety intelligence, showing a consolidated vision of aviation Safety using sources from Regional stakeholders. Further stages of the process use this Safety Intelligence as the foundation for the development of improvement actions such as the Safety Enhancement Initiatives (SEIs).

RASG-PA develops SEIs for the top current accident categories in Pan America Region:

- Runway Excursion (RE)
- Controlled Flight Into Terrain (CFIT)
- Loss of Control-Inflight (LOC-I)

As part of the monitoring safety activities RASG-PA considers emerging regional risks such as:

- Mid-Air Collision (MAC)

7. RASG-PA Action Plan

The RASG-PA work programme is data-driven developed and supports the regional performance framework for safety management. RASG-PA deliverables are available for all the aviation stakeholders.

States will continually progress in the implementation of ICAO Standards and Recommended Practices (SARPs) in order to achieve the GASP objectives and priorities, and comply with their national and regional safety goals.

Considering that the current level of SARPs implementation varies at the regional and national levels, in order to support the GASP objectives and their timelines, as well as the safety performance enablers such as Standardization, Resources, Collaboration and Safety Information Exchange set in the GASP framework, RASG-PA needs to be dynamic and adapt its work programme accordingly to deliver measurable safety improvements despite the above mentioned variation.

Therefore, the RASG-PA activities are divided in three main blocks in line with the GASP timelines:

- Near term (2017)
    - General activities:
        - Support/follow-up the implementation of the GASP
        - Coordination of regional safety activities
        - Identify top regional safety risks and determine/prioritize areas of safety concern
        - Develop RASG-PA Safety Enhancement Initiatives (SEIs)
        - Promote the implementation of SEIs as applicable
        - Monitor the implementation of SEIs
        - Measure the effectiveness of the implementation of SEIs
        - Track and report regional safety performance indicators (SPIs) to ICAO
        - Designate local RASG-PA Action Team Leaders
        - Establish a RASG-PA ATS Incidents Analysis Team (AIAT)
        - Deploy RASG-PA Tactical Go-Teams as needed
        - Develop/support safety projects as deemed necessary
        - Other activities
    - Additional activities with States above 60% EI USOAP CMA
        - Assist in the establishment of Runway Safety Teams (RST)
        - Assist in the establishment of local Commercial Aviation Safety Teams (CAST)
        - Assist in the establishment of local Aviation Safety Teams (AST)
        - Assist in the establishment of local Helicopter Safety Team (HST)
    - Additional activities with States below 60% EI USOAP CMA
        - Promote/support the establishment and sustainability of an effective safety oversight system

- Mid term (2022)
    - General activities:
        - Support/follow-up the implementation of the GASP
        - Coordination of regional safety activities
        - Identify top regional safety risks and determine/prioritize areas of safety concern

- Develop RASG-PA Safety Enhancement Initiatives (SEIs)
- Promote the implementation of SEIs as applicable
- Monitor the implementation of SEIs
- Measure the effectiveness of the implementation of SEIs
- Track and report regional SPIs to ICAO
- Deploy RASG-PA Tactical Go-Teams as needed
- Develop/support safety projects as deemed necessary
- Other activities

o Additional activities with States:

- Assist in the establishment of Runway Safety Teams (RST)
- Assist in the establishment of local Commercial Aviation Safety Teams (CAST)
- Assist in the establishment of local Aviation Safety Teams (AST)
- Assist in the establishment of local Helicopter Safety Team (HST)

- Long term (2027)

o General activity:

- Support/follow-up the implementation of the GASP
- Coordination of regional safety activities
- Track and report regional SPIs to ICAO
- Support the sustainability of the ICAO State Safety Programme (SSP) as the advanced safety oversight system, including predictive risk management

The required RASG-PA safety promotion activities will be supported by the RASG-PA Communication Plan.

Appendix

1- State safety performance indicators (SPI)

#	*Indicators and metrics*	*Type*	*Usage*
1.	**Effective implementation of State safety oversight system** *Metrics:* • USOAP EI Scores overall • USOAP EI Scores by technical area • USOAP EI Scores by critical element	Predictive	Target
2.	**Progress in SSP implementation** *Metrics:* • Percentage of completed gap analysis questions • Percentage of implemented gap analysis questions overall • Percentage of implemented gap analysis questions by element	Predictive	Target
3.	**Progress in SMS implementation** *Metrics:* • Percentage of completed gap analysis questions by operator • Percentage of implemented gap analysis questions overall by operator • Percentage of implemented gap analysis questions by element and by operator	Predictive	Target
4.	**Frequency and severity of accidents and incidents** *Metrics:* • Number and distribution of occurrences by severity level (accident, serious incidents, etc.) and the ICAO Accident/Incident Data Reporting System (ADREP) occurrence category • Number and distribution of fatalities by ADREP occurrence category • Occurrence per number of departures (rate) *Note.— Occurrences should be limited to specific categories of aircraft and operations, such as aircraft above 5,700 kg operating scheduled commercial flights.*	Reactive/ proactive	Target

#	*Indicators and metrics*	*Type*	*Usage*
5.	**Certification of aerodromes** *Metrics:* • Number and percentage of certified international aerodromes overall and by airspace	Predictive	Target
6.	**Significant safety concerns** Metrics: • Number and duration of USOAP CMA significant safety concerns by technical area	Predictive	Target
7.	**Presence of notable hazardous conditions** *Metrics:* • Number, duration and distribution of safety-related NOTAMs by the *Procedures for Air Navigation Services — ICAO Abbreviations and Codes* (PANS-ABC, Doc 8400), Q-code categories	Predictive	Monitor
8.	**Fleet modernization** *Metrics:* • Average age of all registered and operated aircraft and their distribution by operator • Percentage of all registered and operated aircraft above 20 years and their distribution by operator	Predictive	Monitor
9.	**Effectiveness of foreign operator safety assessment programmes** *Metrics:* • Compliance scores by foreign and national operator	Predictive	Monitor
10.	**Industry certification** *Metrics:* • Number and percentage of operators holding industry certificates by type (IOSA, IS-BAO, ISAGO, IS-BAH, etc.)	Predictive	Monitor
11.	**Extent of environmental hazards** *Metrics:* • Average terrain elevation around airports • Percentage of METARs indicating low ceiling or visibility by month and location	Predictive	Be aware

2- State level of activity indicators

#	*Indicators and metrics*	*Type*	*Usage*
1.	**Fleet size** *Metrics:* • Number and distribution of aircraft models overall • Number and distribution of aircraft models by operator • Number of aircraft registered and operated and their distribution by operator	Level of activity	Monitor
2.	**Traffic volume** *Metrics:* • Number of monthly and annual departures by operator, airport and route • Number of destinations overall and by airport • Number of departures per destination overall and by airport • Number of flights handled by airspace	Level of activity	Be aware

-oOo-