



AIR SAFETY SUPPORT INTERNATIONAL

**Strategy 2025
and
Business Plan
2024/5-2026/7**

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CHANGE HISTORY

Changes to this document will be achieved by a re-issue of the entire document rather than by the amendment of individual pages.

Issue No	Date	Description	Edited by

CHAIRMAN'S STATEMENT

This strategy document marks a change of leadership at ASSI.

Maria Boyle has retired after many years service to the organisation and to the UK Overseas Territories. Maria made an enormous contribution to the development of ASSI over the years and was hugely dedicated to the safe development and operation of aviation in the Territories.

We wish her the very best for the future.

The ASSI Board is delighted that Justin Rothwell has agreed to succeed Maria as Chief Executive of ASSI. Justin is well known and respected within ASSI, the Overseas Territories, the UK Civil Aviation Authority (UKCAA), UK's Department for Transport (DfT), the Foreign, Commonwealth and Development Office (FCDO) and other important stakeholders, having served as ASSI's Chief Operating Officer. Justin brings many years of aviation experience as a pilot and regulator, and is deeply familiar with the issues and challenges that ASSI and its partners face on a daily basis.

Justin will lead the next phase in ASSI's life and, I have no doubt, will further develop the organisation to deal with the new challenges that will emerge in a rapidly changing world.

Equally, I have no doubt that the organisation will remain focussed on the long-term priorities of ensuring the safe development and operation of aviation in the Territories, thereby contributing to the quality of life and economic development there, and of protecting the UK's reputation for robust aviation safety and security.

It will also remain focussed on delivering these priorities in the most collaborative and cost effective ways.

In the course of the next few months, Justin and his team, with the support of the ASSI board will carry out a thorough strategy review, considering the myriad challenges facing the aviation industry and regulatory regimes in the Territories.

In addition to the fundamental constant challenges of air safety and security, air mobility technology is rapidly accelerating, finding and developing skilled aviation people is not easy, and worldwide issues such as conflict and environmental change influence the future of the Territories.

The Board and I look forward to working with Justin and his team in dealing with this exciting new phase in ASSI's life.



Garrett Copeland
ASSI Board Chairman
November 2023

SECTION 1: WHO WE ARE AND WHAT WE DO

WHO WE ARE

ASSI was established in 2003 under Directions from the DfT. We are a not-for-profit, wholly owned, subsidiary company of the UKCAA, and our purpose is to promote aviation safety in the UK Overseas Territories through the development and upkeep of a cohesive system of safety and security civil aviation regulation. ASSI is funded by the DfT which recovers some of the costs through contributions from the Territories.

Our role is to ensure that the UK meets its international obligations regarding safety and security oversight of aviation in the Territories. Meeting these obligations is vital to protect people. Demonstrating to the international community that the required safety and security standards are being upheld helps to safeguard important airlinks which support the socioeconomic needs of the Territories.

OUR CORE FUNCTIONS

We meet our purpose through our four core functions:

Rulemaking

We maintain and update secondary legislation including the Air Navigation (Overseas Territories) Order (AN(OT)O) and produce the means of compliance with the order through the Overseas Territories Aviation Requirements (OTARs). We also produce supporting information such as the Overseas Territories Aviation Circulars (OTACs), which help the aviation industry understand what is required of it.

Assessment

Some Territories have their own Overseas Territory Aviation Authority (OTAA). We have a role to assess the OTAAs to ensure that they have the necessary skills, competence, tools and resources to regulate their aviation industry to internationally agreed safety standards.

Regulation

We are the civil aviation regulator in those Territories where there is no OTAA or where the OTAA has limited capability/capacity. We are responsible for the regulatory oversight of Aviation Security in all UK Overseas Territories.

Training, Advice and Support

We provide training, advice and support to UK Governors to promote understanding of the aviation system, the regulatory regime and our role in supporting them. We also provide training and support to OTAA personnel to achieve economies of scale, while helping to sustain competent workforces. In addition, ASSI maintains a set of regulatory competencies which are available for the OTAAs to adapt as appropriate.

In addition to our core tasks, we undertake a co-ordination role on behalf of all Territories. This cuts down on duplication of effort creating efficiencies and saving resource. We update the continuous monitoring tools developed by the International Civil Aviation Organization (ICAO) using ICAO's web-based databases. This includes the Compliance Checklists, filing of differences and responses to ICAO State Letters. We also answer the State Aviation Activity Questionnaires and Protocol Questions (PQs) for most Territories.

OUR OPERATING ENVIRONMENT

There are eight UK Overseas Territories with active civil aviation industries; geographically dispersed, these span the North Atlantic, the Caribbean, and the South Atlantic and are highly diverse with unique challenges and opportunities.

The Territories' aviation industries vary considerably both in size and complexity, ranging from those with large passenger airliner operations, multiple airports, aircraft maintenance organisations, and air traffic service units to smaller operators with light aircraft serving non-complex airport locations. The Territories are at differing levels of maturity with respect to aviation regulation, with some having long-standing OTAAs competent to regulate across all safety related technical areas while others have a partial capability or no capability at all.



Port Wing View of Virgin Gorda, BVI

OUR STAKEHOLDERS

It is important that we build and nurture productive working relationships with all our stakeholders in order to deliver effectively on our remit. Our principal stakeholders include:

- the DfT, which is the UK government department that holds policy lead for civil aviation
- the FCDO, which is responsible for ensuring the security and governance

of the Territories through the stewardship of the Governors

- the OTAAs, which are responsible for the regulatory safety oversight of their industries
- local industry, which is responsible for meeting international safety and security requirements and managing its safety risks.
- the UKCAA, our parent company

We have a close working relationship with DfT to ensure that we maintain knowledge of its policy position on aviation and can liaise on issues impacting the Territories, specifically those concerning offshore registers where European legislation may be of relevance to Territory-registered aircraft operating in Europe.

Routine video conferences are held with Governors to support them in their safety and security role. We liaise regularly with the UKCAA on a number of initiatives including work on safety promotion, safety management systems, the development of safety performance indicators and safety initiatives in the Caribbean region. We are also able to tap into the UKCAA's expertise in areas where we lack experience or technical competence. Likewise, when we have capacity, we share our resources with the UKCAA to support their international work. This has many benefits for both parties and provides opportunities to enhance our technical knowledge and provide continuation training for our technical experts. We work in partnership with OTAAs to promote and enhance safety, directly and through the Overseas Territories Safety Performance Council, which was set up to agree, *inter alia*, the focus of Overseas Territory Safety Plans, to ensure implementation and to track progress. We aim to support each Territory in the most appropriate way by adjusting our level of involvement according to the local circumstances.

SECTION 2: CHALLENGES

It is certain that the aviation sector plays a fundamental role in society, but it also has its own fair share of challenges. From the COVID-19 pandemic, which remains one of the worst crises in the history of commercial aviation, to climate change and the impact the aviation industry is having on the environment, there are innumerable issues this sector has been facing in the past few years.

AFTERMATH OF THE COVID PANDEMIC

According to an International Air Transport Association (IATA) report, the pandemic erased essentially 20 years of gains in global passenger traffic in one sudden blow. The report forecasts that by 2040, air traffic would still be 6% below IATA's pre-pandemic forecast, highlighting the long-lasting effect of the COVID-19 crisis. Even though some of the operators based in the Territories are small with lower overheads, they too have been affected by the pandemic and continue to recover.

RUSSIA – UKRAINE CONFLICT

The conflict between Russia and Ukraine has brought along the obligation of various sanctions, which has created challenges for the aviation sector. The impact of the conflict is especially felt by specific industries, the associated aircraft registry and across key markets. ASSI continues to advise UK government and Territories affected by the sanctions.

ASSESSMENT PROCESS

The workstreams associated with preparations for the ICAO Universal Safety Oversight Audit Programme audit in 2022 gave ASSI the opportunity to assess the capabilities of the OTAAAs on their ability to manage their workloads and in the completeness of their answers to the audit PQs. Over the past year, this has fed into the Assessment process: building on the work already completed

regarding ICAO Priority PQs; checklists for standardisation across OTAAAs; findings/actions embedded into OTAAAs own improvement processes; continuous monitoring through data collection and updating of the ICAO Online Framework. Further work on refining the Assessment process is expected over the next twelve months and is being led by the ASSI Assurance Manager.

RESOURCE

To achieve our strategy, ASSI continues to be challenged to ensure capability and capacity across all regulatory functions with trained and qualified staff, and that the workforce has the right skills, behaviours, and attitudes to fulfil their roles. Looking forward, ASSI will continue to undertake suitable workforce planning, with careful consideration of how ASSI will maintain a suitable workforce to meet conventional aviation regulation and also meet the challenge of emerging technology.



Ramp Checking in Anguilla

ASSI will continue to focus efforts to ensure our workforce live the ASSI values in everything we do, ensuring accountability for decisions made and clearly articulating our strategic priorities.

FOREIGN AIRCRAFT

Over the past 12 months, ASSI colleagues have greatly increased the number of ramp checks of foreign aircraft as part of our ramp check programme. The checks have been part of our planned surveillance, or as a one-off, with the aim of making sure commercial operators and pilots, conduct flight operations safely and according to international requirements and taking appropriate action when necessary to preserve safety.

ENVIRONMENTAL ASPECTS

Some Territories are particularly vulnerable due to the heavier reliance on aviation for connectivity and tourism. The environmental aspects of the Territories can be a challenge with rising sea levels and storm surges threatening coastal airports. The warmer air imposes take off restrictions due in some cases to the short length of runways and the more extreme weather causing disruptions and delays. In some cases, shifting wind patterns modify optimal flight routes and fuel consumption and stronger jet-stream wind shears increase clear-air turbulence. There is also the need for operators and inspectors to go outside to perform maintenance or inspection duties, all of which mean being exposed to the elements for periods of time, which if the weather gets more extreme will gradually get shorter. The environmental challenge is significant.



Soufrière Hills, Montserrat

ON THE HORIZON

A strategy discussion was held in January 2024 to shape ASSI's strategic intent. The strategy helped form the 24/25 business plan with increased understanding of advanced air mobility, and working collaboratively with international regulatory authorities to ensure type certification for advanced air mobility (AAM) aircraft and remote piloted aircraft systems (RPAS) are internationally harmonised. The RPAS and AAM landscape is also only one of several significant, and often interrelated, emerging technology areas in aviation. We will continue to work on safety aspects across all these areas.



SECTION 3: STRATEGIC APPROACH

OUR BOARD

The ASSI Board brings together senior managers in ASSI, the UK CAA and officials from the DfT and the FCDO to set the strategic direction and take the strategic decisions needed to ensure that ASSI has the capability, resources and skills to deliver its objectives and to uphold its values and guiding principles.

The ASSI Board gives corporate and strategic leadership to ASSI by:

- supporting the organisation to deliver its Mission and objectives, by monitoring and challenging performance against the ASSI business plan;
- overseeing and embedding a process of risk identification, assessment and mitigation underpinned by clear articulation of risk appetite that assists ASSI in the delivery of its mission;
- setting and upholding ASSI's values;
- challenging financial performance to ensure efficient management of resources through active scrutiny of trends, spending data and forecasts;
- proactively promoting ASSI's mission and purpose and building the organisation's reputation for professionalism, integrity, inclusivity and delivery;
- promoting a safe working environment to protect the health, safety and well-being of our team.

OUR STRATEGIC INTENT

ASSI's strategic intent is:

To enhance aviation safety and security performance and greater regulatory autonomy through positive safety leadership to build competence through training, mentoring/coaching and production of supporting documentation.

The first part of the strategic intent drives our efforts to progress towards risk and performance-based oversight, in line with ICAO Annex 19, for both our direct regulatory role and in our role as assessor of the local aviation authorities (the assessment process). The second part drives the development of our advisory/support role to build greater competence within industry (again supporting ICAO Annex 19) and to facilitate greater independence in those Territories where there is the political will, financial commitment and desire to be fully designated.

From this strategic intent we have identified three key priorities which we have reflected in our strategic objectives. These flow into our business plan objectives and actions which then inform the personal performance outcomes and development goals for our team. The strategic objectives were last updated in 2019 and will be reviewed during the first quarter of 2024.

OUR STRATEGIC OBJECTIVES

Progress in these will strengthen our foundations and bolster our capability to meet our core purpose and deliver safety benefits across the Territories.

▪ **Building team resilience and optimising our governance processes**

Success looks like: *Being appropriately structured and resourced to support greater resilience within our team to meet our core purpose; making best use of our team by focussing on being inclusive and harnessing the benefits of our diversity; ensuring our legislation and OTARs reflect ICAO Standards & Recommended Practices (SARPs); having clear and concise processes in place to fulfil our legal obligations giving our stakeholders confidence in what we do; having effective and robust processes for business planning and risk management to ensure that we continue to offer value for money while mitigating risk to the UK; ensuring readiness for ICAO audits to maintain the UK's international reputation.*

What we have achieved so far:

The Unmanned Aircraft System (UAS) Working Group set-up quarterly meetings with the OTAA's, developed legislation, arranged a dedicated UAS page on the ASSI Website and successfully launched two publicity campaigns.

Drafted an amendment to the Memorandum of Understanding between DfT and Federal Aviation Authority (FAA) to cover collaboration on regulatory enforcement.

The completion of the AN(OT)O amendment order.

Produced a paper for DfT setting out issues and risks relating to Principal Place of Business (PPoB) along with possible mitigations.

Produced draft documents relating to PPoB.

Identified which ASSI controlled documents still refer to ICAO Annexes and drafted a plan for their amendment.

Published three new OTARs relating to Aerodromes.

Updated the ASSI staff authorisation process to provide more clarity in the system and integrate fully with our competencies.

▪ **Enhancing our oversight system to progress towards a performance and risk-based approach**

Success looks like: *Being recognised as an efficient, effective and proportionate regulator to support greater compliance from industry; the OTAA's having enhanced their systems and performance through a meaningful and data driven risk assessment process; positive progress with our industry in moving towards a functioning Safety Management System (SMS); harnessing the safety benefits of being a performance and risk -based organisation.*

What we have achieved so far:

A revised assessment process taking account of ICAO Priority PQ responses was agreed by all stakeholders and trialled during 2023.

Assessment checklists for use at assessments have been developed for each technical area based on Priority PQs for Critical Elements (CE) 6-7-8 and a separate combined checklist to cover CE-4.

A training package on the revised assessment process was provided for all ASSI colleagues.

Implementation of the revised assessment procedure through the conduct of assessments of Bermuda Civil Aviation

Authority, Civil Aviation Authority of the Cayman Islands and Turks and Caicos Islands Civil Aviation Authority.

A revised safety risk procedure and information guide has been published.

Significant progress has been made in the development of a forms module within Centrik for use by ASSI regulated industry to improve efficiencies and customer interface.

Worked with the Eastern Caribbean region and other stakeholders to formalise forecast Meteorology services for aviation.

- **Promoting modern aviation best practice through targeted influencing and support of stakeholders.**

Success looks like: *Effective training events achieved via coordination with the OTAA's; tangible evidence of a more mature relationship with industry with open and honest two-way communication; collaborative approaches with other players in the region to promote safety benefits to the Territories; evidence of proactive financial planning by Territory Governments to enable routine infrastructure improvement/ refurbishments; evidence of the effectiveness of training through ownership and proactive risk management within industry; greater collaboration and coordination of aviation functions with*

those relating to public health, economic growth, transportation and tourism.

What we have achieved so far:

The ASSI project lead has established a working relationship with the CAA Commercial Spaceflight regulation team to keep abreast of developments in this area.

Face-to-face seminars have recommenced post COVID, with the first being the aerodrome related seminar (involving Overseas Territory industry and OTAA's). Prior to that ongoing training continued to be conducted through a programme of technical seminars.

Setting up the training management system within SharePoint online to improve the interface for all colleagues.

Review and further development of the system of competencies for regulatory staff

Publication of an OTAC on Competency-based training.

Successful completion of a joint project with the CAA to deliver fuel management training for small aerodromes.

The successful dissemination of safety promotion publications covering UAS, illegal flights, low flying and post event (ie accident) actions for aerodrome personnel.

SECTION 4: ASSI OBJECTIVES

The business plan objectives below have been developed to support the strategic objectives.

Below are snapshots giving some of the activities we are working on to achieve each Strategic Objective. The full suite of business actions and business risk actions are listed and monitored through our electronic management system, Centrik.

▪ Building team resilience and optimising our governance processes

Business Plan Objective: To ensure that we are appropriately resourced, resilient and structured and have the competence to meet our remit effectively

We will achieve this through *inter alia*:

Ensuring all new team members receive effective induction training; training needs analysis is completed; completion of initial training programme and final review by a senior manager leading to an Authorisation; undertaking standardisation of the regulatory team; completion of core competency refresher training programme for all staff; regularly reviewing our team's profile; keeping our resilience plan relevant, and instigating timely recruitment campaigns; raising awareness of ASSI with our CAA colleagues to support interest in ASSI vacancies; building stronger relations with CAA ISD colleagues to ensure timely flow of information on any changes IT likely to impact ASSI operations; ensuring our business plan properly reflects our priorities and facilitates budgetary approval.

Business Plan Objective: To ensure that our processes are effective in meeting legal requirements and DfT's assurance processes.

We will achieve this through *inter alia*:

Protecting our team by proactively and visibly managing H&S and well-being risks; handling personal data in line with the requirements of General Data Protection Regulation; implementing our internal audit plan and managing the closure of both internal and external findings; updating and publishing the governance documents relating to ASSI; improving identified governance processes and, continuing to meet the accessibility requirements.

Business Plan Objective: To ensure that our Business Planning and Risk processes are effective in managing risk in accordance with our Board's risk appetite

We will achieve this through *inter alia*:

Improving the functionality of Centrik through routine liaison with the provider; reflecting the Board's refreshed risk appetite; reviewing and updating our Strategic Objectives to ensure they continue to be relevant; working to further embed our risk process and equip the team to have richer discussions particularly around safety risk; and, revising our Crisis Management /Business Continuity Plan to take account, where appropriate, of revisions within the CAA process and capture lessons learned from natural disasters.

Business Plan Objective: To ensure readiness for ICAO audits and maintain the UK's international reputation.

We will achieve this through *inter alia*:

Engaging with ICAO on a variety of fora to ensure that we represent the interests of the Territories and the UK; working with DfT to develop an acceptable process for on-going upkeep of the ICAO Continuous Monitoring Approach (CMA) tools and working with the OTAAs to ensure that their data is relevant; ensuring that the Territories are represented in the ICAO Regional Office's Global Air Safety Plan work; coordinating ASSI and OTAA responses to ICAO State Letters for inclusion in an overall UK response; embedding the revised OTAA Assessment process to ensure it provides confirmation of satisfactory compliance with the ICAO PQs and CEs; and, formalising our relationship with the FAA and other regulators in the region.

Business Plan Objective: To produce and maintain legislation and a set of regulatory requirements and processes that meet ICAO SARPs in a timely manner while not over-regulating service providers.

We will achieve this through *inter alia*:

Ensuring legislative instruments and OTARs are up-to-date and reflect ICAO SARPs; educating Governors, Attorney Generals and police commissioners on local aviation prosecution responsibilities; putting in place a Legislative Plan; producing and maintaining effective UAS and cybersecurity regulations that are comparable to other National Aviation Authorities, in the absence of ICAO SARPs for these areas; and, educating all stakeholders on their responsibilities regarding cybersecurity.

- **Enhancing our oversight system to progress towards a performance and risk-based approach**

Business Plan Objective: To maintain efficient and effective regulatory and assessment oversight systems

We will achieve this through *inter alia*:

Ensuring comprehensive audit plans are based on analysis of relevant data; robust auditing techniques; prompt recording of findings and proactive management of their closure; conducting no notice/short notice audits and implementing processes to review documents outside the audit cycles; efficient processing of all approvals, permissions, exemptions, deviations and occurrence reports; taking fair, proportionate, timely and documented enforcement action when necessary and being clear with industry on our expectations; embedding the use of the Centrik Forms module with industry; representing ASSI and the Territories at the State Safety Board (SSB) and at the SSB's International Sub-committee on offshore aircraft operations to provide input to the formulation of UK-wide policy/guidance material.

Business Plan Objective: To become a performance & risk-based organisation within an ICAO Annex 19 State Safety Programme (SSP) context

We will achieve this through *inter alia*:

Continuing to develop a risk and performance picture based on information gleaned from audits against the Centrik checklists and occurrence data augmented by other intelligence and insights from our team; migrating to oversight based on the developed risk picture; revising guidance material that is influenced by the risk and performance picture; and using the safety performance indicators and targets in our new National Aviation Safety Plan (NASP) that supports the UK State's SSP.

Business Plan Objective: To drive the development of effective ICAO Annex 19 Safety Management Systems (SMSs) within our directly regulated service providers

We will achieve this through *inter alia*:

Implementing our NASP; continuing to nurture the competence and confidence of our industry to help them establish all elements of an ICAO Annex 19 SMS; working with industry to achieve a functioning ICAO Annex 19 SMS commensurate to their size and complexity of their operation; increasing one-to-one support to industry through targeted meetings on hazard logs, safety meetings and occurrence reporting and nurturing their understanding of Human Factors principles; and, promoting greater awareness and understanding of just culture principles.

Business Plan Objective: To undertake assessments of the OTAA's taking a performance & risk-based approach

We will achieve this through *inter alia*:

Adding value to the work of the OTAA's through proportionate and meaningful assessments of the OTAA's focussing on areas of greatest risk to ensure public interests and DfT's ICAO responsibilities are met; and, in consultation with the OTAA's, embedding the revised assessment process to introduce a more structured approach including elements of the ICAO CMA, having provided training to ASSI staff to ensure effectiveness.

- **Promoting modern aviation best practice through targeted influencing and support of stakeholders**

Business Plan Objective: To develop an effective communication strategy

We will achieve this through *inter alia*:

Bolstering our communication and engagement with those able to influence safety improvements relevant to the Territories; monitoring and engaging in appropriate regional fora, liaising and collaborating with ICAO, FAA, Eastern Caribbean Civil Aviation Authority, and Dutch and French regulators, to benefit the UK Territories; and, in light of Covid-19 experience, working with His Majesty's Government (HMG) and Territory Governors and Governments to establish processes for more effective coordination and collaboration across non-aviation areas of Territory Governments.

Business Plan Objective: To support Governors in influencing Overseas Territory governments to meet ICAO requirements.

We will achieve this through *inter alia*:

Engaging with Territory Governors and their teams to establish good working relationships which focus on areas where Territory Government intervention and support is required, for example, enforcement; supporting Governors in their role of mitigating UK risk; working with the DfT to support their work on a gap analysis of Annex 9 compliance in the Territories; supporting DfT and the Environment Agency in their collaboration with Territories; and engaging with ICAO to ensure representation from Territories.

Business Plan Objective: To target safety promotion according to industry risk pictures.

We will achieve this through *inter alia*:

Enhancing safety through tailoring safety promotion activities to target areas for improvement in organisations; evaluating industry's mitigation against aviation safety risk based on data which will drive future safety promotion activity; and, providing effective and reusable training for industry, thus offering value for money.

Business Plan Objective: To support OTAA's in meeting ICAO requirements regarding a competent workforce.

We will achieve this through *inter alia*:

Working closely with the OTAA's to design an Overseas Territories group training plan covering common training needs which takes into account risk data; using quarterly meetings to plan and review the effectiveness of training with the OTAA's; working to ensure our training management system is efficient; developing new approaches to online training to ensure that training resources are re-useable and sustainable.

Business Plan Objective: To support HMG's wider strategic aims and policies where they impact on the Overseas Territories

We will achieve this through *inter alia*:

Working with the DfT on developing policy and guidance to ensure greater understanding of modern operating models and checking that these meet legal tests; enhancing the assessment process to measure against such policy and guidance; acting on any opportunities for the Territories in relation to new technology, spaceports and travel; and supporting DfT's wider safety and environmental agenda.

SECTION 5: RESOURCES

OUR TEAM

For Financial Year (FY) 2024/25, the total headcount will be 23 with 19.1 fulltime equivalent (FTE) positions. This includes the part-time Chair and two ASSI-board approved resilience roles. The resilience roles are funded through the ASSI reserves as per the agreement with DfT.

REQUIRED BUDGET

The overall budget required for 2024/25 is £3.669M reflecting an increase of £64K on the previous year. This is primarily due to CAA-wide increases in employment costs, including National Insurance and pension contributions, increased travel costs and an uplift in parent company cross-charges. We have tried to offset these as much as possible by finding savings in other areas.

We have very few variable costs with travel and related expenditure and training being the main ones. We will continue to ensure prudent financial control by containing spending as much as possible, making best use of technology to connect with our stakeholders where practicable, while still delivering against our remit.

Funding

The funding model for ASSI agreed with all the Territory Governments splits the ASSI budget into two distinct parts:

- The costs associated with the regulation of industry in those Territories which rely on ASSI's support in this area i.e. Regulatory Charges.

AND

- The Framework Charge for the bespoke regulatory system that ASSI maintains in support of all Territories.

DfT contributes 75% of the Framework Charge with the remainder apportioned to the Territories based on a formula held by the DfT. The DfT pays all of the Aviation Security budget. At the end of the FY, once actual costs are known, any over or under-spends are calculated and any required adjustments are made to the costs for the next FY.

Financial Risks

The 2024/25 draft budget has been constructed based on the most up-to-date information available, including current trends and predicted direct regulation work. Any unpredicted work could result in increased costs and may require additional funding from the DfT and the Territories.

Due to the unprecedented demands on public spending, there is the risk that the DfT may not be able to fully fund our activities. There is also the risk that some Territories may not make their full contribution towards ASSI's funding. While this risk sits with the DfT as the Territories pay the DfT for ASSI's work, it could exacerbate the impact of any squeeze in public funding. In such circumstances, utilising reserves could mitigate the risk depending on the size of any shortfall. If reserves were insufficient, we may have to reduce activity, making clear the consequences in terms of safety/security performance and reputational risk to the UK.

With resilience posts, there is a risk of a likely retiree deciding to continue working. Resilience posts are funded through reserves.

Air Safety Support International Income Statement	2023/24 BUDGET			2024/25 BUDGET		
	AVSEC £'000	OPS £'000	TOTAL £'000	AVSEC £'000	OPS £'000	TOTAL £'000
Framework/Direct Regulation	339	2,996	3,335	363	3,127	3,489
Funding Release from Reserves	90	180	270	90	90	180
TOTAL INCOME REQUIREMENTS	429	3,176	3,605	453	3,217	3,669
OPERATING COSTS						
Employment Costs						
Basic Salaries and allowances	212	1,417	1,629	223	1,488	1,711
Employers NI contributions	27	175	202	28	184	213
Pensions costs	20	237	257	22	249	271
Other	1	18	19	1	18	20
Total Employment Costs	260	1,847	2,107	274	1,940	2,214
Services and Materials						
Telephone	1	10	11	1	10	11
Rent and Rates	15	134	149	15	134	149
Utilities & Fuel	2	18	20	2	19	21
Outsourced Services	0	3	4	0	3	4
Hire costs	2	18	20	2	19	21
Software Purchasing & Licensing	3	24	26	3	24	27
Other	1	8	9	1	9	9
Total Services and Materials	24	215	239	24	217	241
Repairs and Maintenance						
Building Maintenance	0	1	1	0	1	1
IT Hardware & Support	1	5	5	1	5	5
Other						
Total Repairs and Maintenance	1	6	6	1	6	6
Total Research and Development						
Total Depreciation and Disposals	2	16	18		2	2
Total Irrecoverable VAT	5	43	48	5	43	48
Other Operating and General						
Training & training related travel	45	155	200	50	130	180
Travel & Related Expenses	40	311	351	45	324	369
Professional fees		110	110		62	62
Insurance	10	92	103	10	94	104
Other	2	21	23	2	21	23
Total Other Operating and General	98	689	787	108	631	738
Total Direct Costs	389	2,816	3,205	411	2,839	3,249
Intragroup Cross Charges In / (Out)	40	360	400	42	378	420
TOTAL OPERATING COSTS	429	3,176	3,605	453	3,217	3,669
PROFIT/(LOSS)	0	0	0	0	0	0