

# Strategy 2025 - 2028 and Business Plan 2026 - 2027

Presented by Chief Executive Officer



**AIR SAFETY SUPPORT  
INTERNATIONAL**

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# Glossary of Terms

Some of the terms used within this document need elaboration in order to support the text material and to avoid repetitions. This list is not a complete glossary of terms, and only those used within this document appear here.

## **Chicago Convention**

The Chicago Convention is the Convention on International Civil Aviation, a 1944 treaty that established the core principles for international air travel and led to the creation of the International Civil Aviation Organization (ICAO). The convention's main goals are to ensure the safe and orderly growth of civil aviation and promote international cooperation. It sets the framework for modern international air travel, including rules for airspace, aircraft registration, safety, and security.

## **Chief Executive Officer (CEO)**

The ASSI CEO, is the highest-ranking executive in the company, responsible for leading the organisation and making major corporate decisions. The CEO manages the company's overall operations and resources, sets the strategy, and acts as the public face of the company, reporting to the board of directors.

## **Chief Operating Officer (COO)**

The ASSI COO, is the senior-level executive responsible for the company's day-to-day operations and internal functions, working to implement the strategy set by the CEO. They oversee the efficient execution of business processes, manage internal departments, and ensure that operational goals are met.

## **United Kingdom Civil Aviation Authority (UKCAA)**

The UKCAA is the UK's specialist aviation regulator responsible for safety, security, and economic regulation of the aviation industry. ASSI is a wholly owned subsidiary of the UKCAA.

## **Department for Transport (DfT)**

DfT is the UK government department responsible for supporting the UK's transport network. It works with partner agencies such as ASSI to plan and invest in transport infrastructure, set strategic direction, and develop policies.

## **Foreign, Commonwealth and Development Office (FCDO)**

The FCDO is the UK government department responsible for international relations, foreign policy, and development aid. It was created in 2020 by merging the Foreign and Commonwealth Office (FCO) and the Department for International Development (DfID).

## **Global Positioning System (GPS) Spoofing**

GPS spoofing is the malicious act of broadcasting fake GPS signals to a receiver, tricking it into calculating an incorrect position, velocity, or time. This differs from GPS jamming, which simply blocks legitimate signals and renders the system unusable. Spoofing is a more insidious threat because the receiver often accepts the false data as authentic, leading to a loss of situational awareness and potential accidents.

## **ICAO**

ICAO is a specialised United Nations agency that sets standards for international civil aviation to ensure it is safe, secure, and efficient. It works with 193 member countries to develop and harmonise International Standards and Recommended Practices (SARPs) for air travel. The UK is the contracting state on behalf of the UK Overseas Territories.

## **Overseas Territories Aviation Requirements (OTARs)**

OTARs are the set of aviation safety requirements maintained and published by ASSI on behalf of the Governors of the UK Overseas Territories. These requirements outline the standards and procedures for obtaining and maintaining approvals, licenses, and certificates for aircraft operators, aviation personnel, and service providers to ensure safety and compliance with international standards.

## **UK Overseas Territories**

The UK Overseas Territories are a set of largely self-governing territories spanning nine time zones, from the Atlantic to the Pacific, the Antarctic to the Caribbean. They are not part of the UK and each has its own constitution. Responsibility for aviation safety and security remains with the Governor. Those Territories with an active aviation industry are Anguilla; Bermuda; British Virgin Islands; Cayman Islands; Falkland Islands; Montserrat; St Helena & Ascension; and Turks & Caicos Islands.

## **Standards and Recommended Practices (SARPs)**

SARPs are technical specifications adopted by ICAO to harmonise global aviation regulations for safety, efficiency and security. They cover all aspects of civil aviation, from aircraft and personnel to air navigation services and are published as Annexes to the Chicago Convention. Contracting States must comply with Standards and the UK government policy is to also comply with Recommended Practices as far as practicable. This is achieved through the development and maintenance of the legislation (Air Navigation (Overseas Territories) Order (AN(OT)O)) and OTARs.

## **Scheduling tool**

A software application or digital platform designed to help organise, manage, and track time, tasks, and resources.

## **Stakeholders**

ASSI's principal stakeholders include the DfT, the FCDO, the UKCAA, the Overseas Territories Aviation Authorities (OTAAs), the Governors and governments of the Overseas Territories, and aviation businesses like airlines and airports in the Territories. Additional international stakeholders include ICAO and other National Aviation Authorities that ASSI partners with, to align with international standards.

# Foreword

## By Chairman

During 2025, the UK Overseas Territories and Air Safety Support International (ASSI), working very closely together, delivered a busy aviation year safely and to high standards, maintaining their reputation for safe, high quality aviation operations, and supporting the UK's reputation as a world class jurisdiction for aviation.

Relationships between the ASSI team, the Territories and major stakeholders (UKCAA, DfT, FCDO and industry) continue to be exceptionally strong, based on mutual respect and commitment to doing the right thing, which are characteristics at the heart of ASSI's approach to its role.

While delivering the 2025 business plan, ASSI delivered significant changes to its own organisation. Justin Rothwell and Phillip Morris fully established themselves respectively in the CEO and COO roles and continue to drive the organisation forward.

ASSI also moved from its long-standing location in Portland House, Crawley to a new home in the nearby Galleria building. As everyone moving home knows, this can be a challenging and disruptive change, which was nonetheless handled successfully.

The new strategy and business plan will mark further significant changes for ASSI.

As chairperson, I have completed seven years and will be handing that privilege and responsibility to a new chair in the coming months. Several of the ASSI board directors have completed long and honourable service and will also be moving on. I'd like to thank Ben Alcott (UKCAA) and Adam Pile (FCDO) for their huge, generous support over the years and wish them the very best.

I would also like to thank the whole ASSI team and the many excellent people from the Territories and UK organisations who have made the last seven years a rewarding and pleasant professional experience.



I am completely confident that the refreshed board, the CEO, COO and the whole ASSI team will continue their commitment and focus on working with the Territories and UK organisations to deliver safe and secure aviation in the Territories.

Garry Copeland

# Foreword

## By CEO

Aviation is vital to the economies of the UK Overseas Territories, whether it is for tourism, simply connecting people or moving cargo into and out of the islands. Our work is vital as it must maintain the trust of the flying public, the Governors and local Governments by regulating to ensure the safety and security of all flights. We will continue with clear and consistent communication and collaboration encouraging engagement, and ultimately, greater trust with better outcomes.

In this context, ASSI is committed to meeting the highest international standards in all areas within our remit. We regulate in an efficient, clear, responsive and consistent manner. We deliver on the expectations for aviation regulators as set out by ICAO and in our legislation and rules, in terms of our effectiveness, independence and competency. We believe in keeping people safe and secure; enabling participation in the wider aviation system to keep people connected and making a difference.

How we work will be characterised by our ability to lead and influence safety and security in the aviation system; our contribution to regulatory stewardship – ensuring that the conventions, laws, regulations, and rules that govern aviation activity are fit for purpose; and by our professional regulatory practice – applying international standards and recommended practices in a thoughtful and considered manner. What we do will be informed by our understanding of risks and the best ways to address them.

Lastly, I wish to extend out heartfelt gratitude to our outgoing Chairman for his exceptional leadership and unwavering commitment to our vision. During his tenure Garry guided the organisation through many issues using his exceptional leadership and fostered an enduring spirit of collaboration with our stakeholders. We thank him for his time, passion and dedication, and wish him the very best in future pursuits.



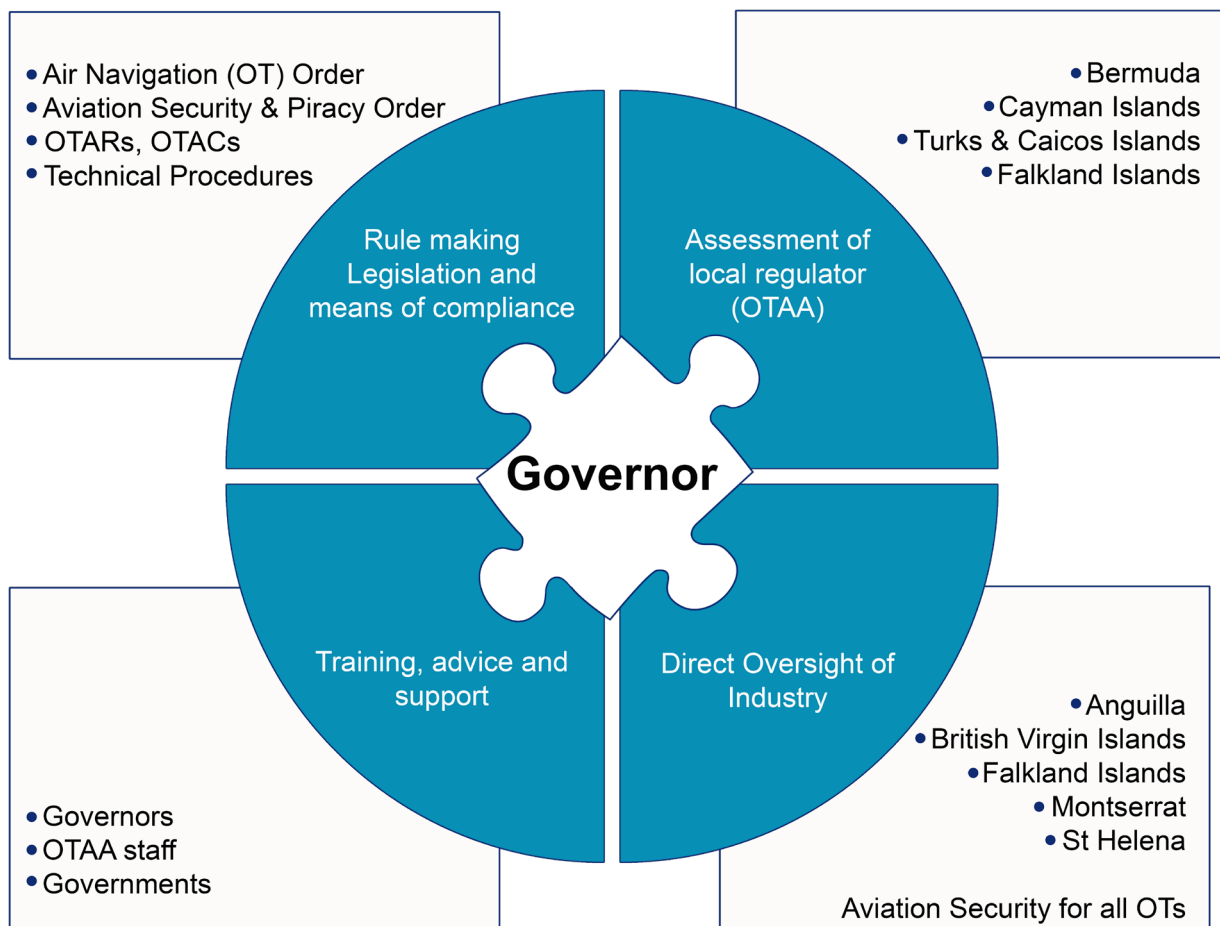
Justin Rothwell

# Chapter 1

## About Us

### Air Safety Support International's Purpose

ASSI, a not-for-profit organisation, is a wholly owned subsidiary company of the UKCAA. ASSI's purpose is to provide a cohesive system of civil aviation safety and security regulation in the UK's Overseas Territories thereby providing assurance that the UK's obligations under the Chicago Convention are upheld across the Territories. Our remit is defined in the Directions from the UK's Secretary of State for Transport to the UK CAA and can be broadly summarised into four main areas: rulemaking, legislation and means of compliance; assessment of local regulators; direct oversight of industry; and the provision of training, advice and support. The Governor is required to designate responsibilities to a person or organisation with the appropriate ability to fulfil the regulatory oversight - this may be the Director of Civil Aviation within a Territory, or it may be ASSI.



## Policy and Rulemaking

We maintain and update our legislation including the AN(OT)O and produce the means of compliance with the order through the 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 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 or 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 for its staff which are available for the OTAAs to adapt as appropriate.

In addition to our core tasks, we undertake a co-ordination role in support of all Territories. This cuts down on duplication of effort creating efficiencies and saving resource. We update the continuous monitoring tools developed by 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 (SAAQs) and Protocol Questions (PQs) for most Territories.



## Our Operating Environment

There are eight UK Overseas Territories with active civil aviation industries<sup>1</sup>. These Territories are geographically dispersed across the Caribbean, North Atlantic and the South Atlantic, and each presents a unique set of challenges and opportunities. The aviation sectors within these Territories vary significantly in both scale and complexity. Some Territories support large-scale commercial operations with multiple airports, certified maintenance organisations, and air traffic service units. Others operate smaller, less complex aviation activities, often involving light aircraft and limited infrastructure.

The regulatory maturity of these Territories also differs. Some have well-established OTAAs that are competent across all safety-related technical domains, whilst others possess only partial regulatory capabilities or rely entirely on external support. Aviation Security regulation is the responsibility of ASSI in all Territories.

In recognition of this diversity, ASSI adopts a proportionate approach to regulation. This means that regulatory oversight is tailored to the size, complexity, and risk profile of each Territory's aviation activities. ASSI ensures that safety standards within the ICAO SARPs are upheld while avoiding unnecessary regulatory burden, particularly for smaller or less complex operations.

Proportionality is central to ASSI's philosophy. For Territories with limited aviation activity, ASSI may provide direct regulatory services or support capacity-building efforts to develop local competence. In more mature Territories, ASSI works collaboratively with OTAAs to ensure that regulatory frameworks remain robust and aligned with international standards, while still being appropriate to the local context.

This approach enables effective safety oversight across all Territories, supports sustainable aviation development, and fosters a culture of continuous improvement without imposing a one-size-fits-all model. It also reflects the UK's commitment to maintaining high aviation safety standards globally, while respecting the autonomy and specific needs of each Territory.

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<sup>1</sup> Those Territories with an active aviation industry are Anguilla; Bermuda; British Virgin Islands; Cayman Islands; Falkland Islands; Montserrat; St Helena & Ascension; and Turks & Caicos Islands.



# Chapter 2

## Challenges

### Core Operational Challenges

The ASSI team comprises 25 dedicated professionals. Despite our modest size, we manage a broad remit that includes regulatory oversight across five Territories, assessment of four OTAAs, policy formulation, maintenance of the regulatory framework including OTARs and OTACs, provision of training and engagement with international bodies such as ICAO. Additionally, we handle core business functions such as risk management, quality assurance, human resources, recruitment, and administration. Our team members often fulfil multiple roles, which fosters professional growth but also introduces vulnerabilities in the event of staff turnover or increased workload. To address this, we continue to supplement our workforce with contracted technical expertise.

### Cybersecurity and Digital Infrastructure

Cybersecurity is an emerging challenge that is expected to become increasingly significant. We recognise the importance of developing robust protocols and enhancing our understanding of threats such as GPS spoofing. Building expertise in this domain is a strategic priority.

### Strategic and Regulatory Pressures

Adapting ICAO SARPs to the unique context of small island operations presents ongoing resource challenges. To improve visibility of resource and management planning, we are developing a scheduling tool that integrates policy and oversight tasks.

### Data Management and Documentation

Our databases and systems are undergoing incremental updates. It is essential that these improvements support our oversight functions and enable the extraction of meaningful insights. Ensuring that our systems evolve in line with operational needs is critical.

## Legal and Enforcement Challenges

Although rare, we occasionally encounter situations where our enforcement powers are insufficient. To address this, we have initiated a roadshow to engage with law offices, which will culminate in the establishment of Memoranda of Understanding (MoUs) with each Territory. These MoUs will formalise collaboration, clarify roles, and enable swift action in response to serious aviation transgressions. Timely evidence collection and preservation are vital, and a well-defined MoU provides the framework for rapid response.

In summary, ASSI continues to navigate a complex operational landscape with a small but capable team. By addressing emerging challenges, enhancing systems, and fostering strategic partnerships, we aim to strengthen our regulatory oversight and ensure aviation safety and security across the Territories.



# Chapter 3

## Strategy Refresh

Throughout the next three-year period, the core purpose of ASSI remains consistent with the ethos that established ASSI in 2003. Our role remains to ensure that the UK meets its international obligations regarding safety and security oversight 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.

The Board and the executive have decided, with our original purpose in mind, now is the right time for a strategy refresh. The opportunity has arisen for reviewing, revising, and realigning ASSI's strategic plan and to reframe our key priorities set out in Chapter 4 | Our Key Priorities – 2026 and Beyond, and to address the challenges set out in Chapter 2 | Challenges, ensuring we remain relevant, and aligned with our goals. This process involves assessing the current situation, gathering stakeholder input, introducing and adapting to new technology, and refining our key objectives and action plans for continued success and showing value for money to our stakeholders. The strategy refresh coincides with a change in Board membership whereby new Directors for DfT, FCDO, UKCAA, and a new independent chair are joining the Board, succeeding long serving previous members.

ASSI's mission aligns with and sits under the overarching UKCAA mission of Protecting People, Enabling Aerospace.

Protecting flight is something we must ensure we do as a competent aviation regulator. The ability to fly to and from a Territory is vital to the economies of the Territories, whether it is for tourism, work schedule or moving cargo into and out of the islands. A safe and secure aviation network is key to the Territories' success. However, trust is also an important aspect of our work in that we are thousands of miles away from our regulated entities, and we need trust to drive two-way information flows which improves regulatory compliance and increases co-operation with our regulated entities.

## Mission

Protect flight, promote trust.



## Vision

Providing a model of excellence as a small aviation regulator upholding international standards.



Our Core Values form an important and fundamental part of who we are as an organisation.

**Do the right thing:** We will always do the right thing, to achieve our Mission and Vision.

**Never stop learning:** We are always open to challenging our thinking.

**Build Collaborative Relationships:** We have common goals, and we use our diverse experiences, skills and knowledge to achieve them.

**Respect Everyone:** We know and show that everyone deserves respect.

# Chapter 4

## Our Key Priorities - 2026 and beyond

In delivering on our mission and vision and aligned with our core values, we will ensure the best use of our available resources by focusing on our key strategic objectives.

### STRATEGIC OBJECTIVE 01



Evolve the team to meet future needs and enhance the way we work.

We have set the following **Business Plan Objectives** to focus us on achieving this longer-term goal:

- » To plan and deliver a competent workforce through recruiting and developing our team, creating a culture of learning and growth.
- » To improve our supporting business systems and processes for our team and stakeholders to deliver on our remit.
- » To capture and retain our corporate knowledge to understand the decisions of the past.

### Success looks like

By April 2027, we will have a complete and competent ASSI team fully utilising modern effective tools, with regulated entities using planning and regulatory tools to manage various aspects of regulatory oversight efficiently and securely. We are appropriately structured and resourced to support greater resilience within our team; our legislation and OTARs reflect ICAO SARPs; there

are clear and concise processes in place to fulfil our legal obligations giving our stakeholders confidence in what we do; we have 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.

## What we have achieved so far:

- We have developed and published the history of ASSI and the associated timeline since forming in 2002. This document provides the key lessons learnt for guidance in the future and has been incorporated into our induction and refresher training programme for new starters.
- Internal training has been developed and delivered for all inspectors and surveyors involved with the assessment process. Relevant ASSI staff can assess competence, skills and resources where a Territory has its own OTAA.
- An improved ASSI wide resource planning system, allowing management to identify efficiencies and improvements is in place.
- Systems used by the team have been upgraded with the successful introduction of Centrik 5.0 (our primary cloud-based software platform) and Windows 11.
- Systems used by industry have been improved with the implementation of our online regulatory application forms providing efficiencies to industry and to our internal resource.
- The development of eLearning to provide training modules on the regulatory environment in the Territories and training to support the OTAAs in their understanding and implementation of the regulatory system.
- ASSI has provided a programme of education on local prosecution responsibilities related to aviation to Governors and law officers.

**STRATEGIC OBJECTIVE 02**

Further develop as a model small regulator leading a State Safety Programme (SSP).

We have set the following **Business Plan Objectives** to focus us on achieving this longer-term goal:

- » To meet the ICAO 8 critical elements as set out in the Safety Oversight Manual (Doc 9734) with the safety management elements applied to meet our safety responsibilities.
- » To create innovative processes and systems to be an effective safety and security regulator.
- » To adapt and create processes where we use data to better inform our work.

## Success looks like

ASSI, OTAAs and Territory industry fully engaged in supporting and implementing the ICAO SARPs in relation to the management of safety. ASSI are recognised globally as an efficient, effective and proportionate aviation regulator to support greater compliance from industry.

## What we have achieved so far:

- We have consolidated the AN(OT)O articles on Unmanned Aerial Systems (UAS) and published a new OTAR covering UAS operations in the Territories.
- We have completed the annual update of the ICAO SAAQs and CCs, including sharing with all OTAAs any identified significant differences.
- We have identified improvements and revised the ICAO State Letter response process to make our outputs to stakeholders more effective.
- We have reviewed our interactions with ICAO, including an agreed programme of meetings and working groups that ASSI attends
- We have completed the State Safety Programme (SSP) gap analysis and SSP document and will ensure that the National Aviation Safety Plan is incorporated into our regulatory oversight activities.

**STRATEGIC OBJECTIVE 03**

Advance relations with stakeholders to enable us to fulfil opportunities that improve aviation safety.

We have set the following **Business Plan Objectives** to focus us on achieving this longer-term goal:

- » To look for opportunities to develop our role to enhance value to our stakeholders.
- » To enhance opportunities to attract new talent to our organisation to build resilience and a sustainable future.
- » Enhancing OTAA compliance with ICAO PQs and ASSI's designation assurance to the DfT through a constructive assessment process.

## Success looks like

ASSI applying an assessment process that is meaningful, supports the OTAAs' continued growth and maturity and is recognised as supporting the needs of all relevant stakeholders. Gibraltar, although it is a UK Overseas Territory, its constitutional position and legislation is different and does not fall under the remit of ASSI. However, ASSI continues to provide support to DfT in assuring the Gibraltar Civil Aviation Authority is competent to act as the designated aviation safety regulator and to operate an aircraft registry.

## What we have achieved so far:

- We have conducted a stakeholder mapping exercise to provide support where required.
- We have designed a Communications Strategy, improving our stakeholders' awareness of ASSI.
- We have prepared for our assessment of Gibraltar on behalf of DfT.

# Chapter 5

## Resources

### Our Team

ASSI is a small organisation, and balancing resources against business objectives can be challenging and complex, especially when many staff fulfil multiple and wide-ranging roles, and some are the sole technical expert in their area. For Financial Year (FY) 2026/7, the total headcount will be 26 permanent employees. 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 indicative budget required for 2026/27 is £3.985 M, reflecting an increase of £170K on the previous year. This is primarily due to UKCAA-wide increases in employment costs, including National Insurance and pension contributions. 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 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 2026/27 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 high 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 safety work and DfT directly funds Aviation Security work through an agreed fund, it could exacerbate the impact of any squeeze in public funding. In such circumstances, ASSI would work closely with DfT on this to agree a revised funding model or possibly utilise reserves to mitigate the risk depending on the size of any shortfall.

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Air Safety Support International Income Statement	2025/26 BUDGET		
	AVSEC £'000	OPS £'000	TOTAL £'000
Framework/Direct Regulation	377	3,258	3,635
Funding Release from Reserves	90	90	180
<b>TOTAL INCOME REQUIREMENTS</b>	<b>467</b>	<b>3,348</b>	<b>3,815</b>
<b>OPERATING COSTS</b>			
<b>Employment Costs</b>			
Basic Salaries and allowances	223	1,585	1,808
Employers NI contributions	26	173	199
Pensions costs	22	263	285
Other	1	43	44
<b>Total Employment Costs</b>	<b>272</b>	<b>2,064</b>	<b>2,336</b>
<b>Services and Materials</b>			
Mobile Telephone	1	10	11
Rent and Rates	16	140	156
Utilities & Fuel	2	20	22
Outsourced Services	0	3	4
Hire costs	2	19	21
Software Purchasing & Licensing	3	24	27
Other	1	9	9
<b>Total Services and Materials</b>	<b>25</b>	<b>225</b>	<b>249</b>
<b>Repairs and Maintenance</b>			
Building Maintenance	0	1	1
IT Hardware & Support	1	5	5
Other			
<b>Total Repairs and Maintenance</b>	<b>1</b>	<b>6</b>	<b>6</b>
<b>Total Research and Development</b>			
<b>Total Depreciation and Disposals</b>		<b>2</b>	<b>2</b>
<b>Total Irrecoverable VAT</b>	<b>5</b>	<b>43</b>	<b>48</b>
<b>Other Operating and General</b>			
Training & training related travel	55	130	185
Travel & Related Expenses	55	324	379
Professional fees		62	62
Insurance	10	94	104
Other	2	21	23
<b>Total Other Operating and General</b>	<b>123</b>	<b>631</b>	<b>753</b>
<b>Total Direct Costs</b>	<b>425</b>	<b>2,970</b>	<b>3,395</b>
<b>Intragroup Cross Charges In / (Out)</b>	<b>42</b>	<b>378</b>	<b>420</b>
<b>TOTAL OPERATING COSTS</b>	<b>467</b>	<b>3,348</b>	<b>3,815</b>

2026/27 BUDGET		
AVSEC £'000	OPS £'000	TOTAL £'000
392	3,412	3,805
90	90	180
<b>482</b>	<b>3,502</b>	<b>3,985</b>
224	1,640	1,864
29	213	242
22	249	271
1	66	68
<b>276</b>	<b>2,168</b>	<b>2,444</b>
1	13	14
16	115	130
2	20	22
0	3	4
2	19	21
3	47	50
1	17	18
<b>25</b>	<b>233</b>	<b>258</b>
0	1	1
1	1	1
<b>1</b>	<b>1</b>	<b>2</b>
	<b>16</b>	<b>16</b>
<b>5</b>	<b>43</b>	<b>48</b>
63	130	193
57	340	397
	62	62
10	94	104
2	21	23
<b>133</b>	<b>647</b>	<b>780</b>
<b>439</b>	<b>3,109</b>	<b>3,548</b>
<b>44</b>	<b>393</b>	<b>437</b>
<b>482</b>	<b>3,502</b>	<b>3,985</b>