

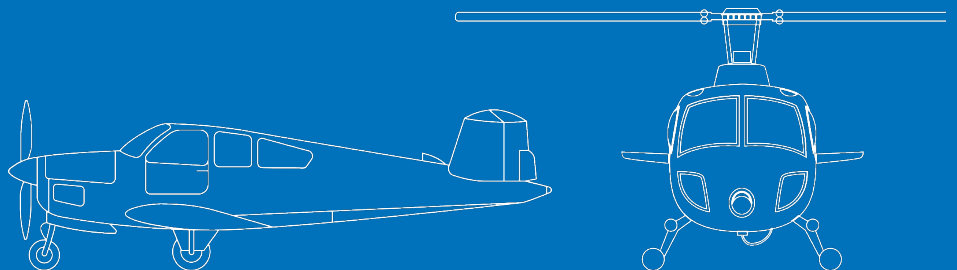


Aviation Risk Management: Making Safe Aviation Even Safer

Part 135 Helicopter and Small Aeroplane Operations

Sector Risk Profile

All risks, controls, and actions companion document



Introduction

The Part 135 Helicopter and Small Aeroplane Operations (SRP) workshops generated an initial list of 92 controls and 146 potential actions that the sector could undertake to strengthen the control environment.

To produce the refined action list, CAA formed an internal panel with subject matter experts to review and refine the risks, causes, controls, and proposed actions. This process resulted in a final list of 47 actions for the sector to initially focus on.

This document provides the full high level list of risks, controls, and possible actions. As the sector works through the first group of risks and actions identified in the main report, where appropriate, new risks will be added as they emerge, or from this list. In addition, sector participants can use this document to apply the risks and action relevant to their own operations, informing their SMS development.

Boxes shaded grey represent initial causes, controls and actions, produced prior to the refined list and the initial focus areas. Although they weren't included on the initial focus list, there may be relevant action items in this list that sector participants can apply to their own operations.

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Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
1	Inadequate flight crew competency	Inadequate training and development.	Flight supervisor training course.	CAA will work with the sector to determine the need for, and context of, a flight supervisor course and/or produce relevant and appropriate material for the sector.	CAA
				Operators to refine and tailor CAA course for their own unique circumstances, and ensure all supervisors attend training.	Operators
			Operator competency checks.	CAA, Industry Groups and Operators to define what 'good practice' looks like with regards to competency checks.	CAA, Industry Groups and Operators.
			Flight debriefs used to identify issues and further training needs.	CAA to consult with industry group(s) to develop a sector best practice guide for flights as appropriate e.g. training, ICUS and FCCC debriefs (including the format of the debrief and why these are important).	CAA and Industry Group
				Operators to implement flight debriefs for every flight and monitor associated benefits.	Operators
			<i>Training standards and guidelines.</i>	<i>Industry to identify the issues / deficiencies</i>	<i>Operators and CAA.</i>
				<i>Set industry standard</i>	
				<i>Review level of training standards and guidelines to ensure these are fit-for-purpose.</i>	
			<i>Greater emphasis on company competence checks</i>	<i>Ensure relevance of content</i>	<i>Operators (with CAA input)</i>
		<i>Define competency for content of role-based</i>			
		<i>Engage with Operator / GA examiners to assist</i>			
		Poor operating culture within the sector and operator.	Adherence to Standard Operating Procedures (SOPs).	Industry group to develop a mechanism for sharing 'best practice' SOPs between Operators.	Industry Groups
				CAA to provide guidelines on the process for developing SOPs, and the associated benefits of the use of SOPs.	CAA
				Operators to develop, continually review and update SOPs tailored to their unique operations.	Operators
			Flight risk assessments	CAA to consult with industry group(s) to develop a sector best practice guide for operational risk assessments [e.g. Flight Risk Assessment Tool] (which includes key items to be included, linkage to SMS, and why these risk assessments are important).	CAA and Industry Groups
				Operators to implement risk assessment and monitor associated benefits.	Operators
			Implementation of SMS.	Operators to submit implementation plan by 30 July 2018 for assessment by CAA.	Operators
Operators to implement 'present and suitable' SMS prior to their approved SMS certification date.	Operators				

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
				CAA to provide support and guidance for participants, including outreach and communications	CAA
			CAA surveillance activity under a performance based environment (SMS) focussed on operator culture.	CAA to develop post SMS surveillance procedures that focus on operator culture.	CAA
		Capacity to cope has been impaired. [NB: Some controls and actions have been captured within 'Inadequate training and development' and 'Poor operating culture within the sector and airline']. Listed below are only those controls which have no longer been captured in final action plans.	Flight supervisor training course.	Develop coaching/mentoring	CAA, Aviation NZ, Operator
			Flying supervision forum.		
			Adherence to Standard Operating Procedures (SOPs).	SOP forum for sharing (or develop standard) template.	Operators, Aviation NZ

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Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?	
	Deficient practices	Poor safety culture.	Implementation of SMS.	Operators to submit implementation plan by 30 July 2018 for assessment by CAA.	Operators	
				Operators to implement 'present and suitable' SMS prior to their approved SMS certification date.	Operators	
				CAA to provide support and guidance for participants, including outreach and communications.	CAA and Industry Training Providers	
			Operator senior leadership adopt and promote ongoing safety risk awareness.	CAA to review existing education courses, such as the CAA Aviation Safety Officer course, to ensure these are fit-for-purpose and performance based	CAA	
				Education courses provided to Operators.	CAA and Industry Training Providers	
				Sector meetings (such as NZHA and NZAAA) to continue to be used by industry to engage with CAA.	Operators.	
				CAA to consider establishing a Part 135 sector reference group to enhance involvement and engagement with sector participants	CAA	
				CAA to take regulatory action as necessary to manage aviation safety risk.	CAA	
				Industry to promote importance of safety e.g. through established industry groups.	Operators	
				Collaborative engagement between sector and CAA	Sector meetings (such as NZHA and AAA) will continue to be used by the CAA to engage with the sector.	CAA
		CAA to consider establishing a Section 135 sector group to enhance involvement and engagement with sector participants.	CAA			
		Sector secondments into CAA to be explored.	CAA and Operators			
		CAA and Operators to consider greater use of Local User Groups.	CAA and Operators			
				<i>Operator senior leadership adopt and promote ongoing safety.</i>	<i>CAA Senior Role applications review.</i>	<i>CAA</i>
				<i>State Safety Programme</i>	<i>[No information provided]</i>	<i>[No information provided]</i>
				<i>Role based training</i>	<i>Appoint mentors and role models across the sector</i>	<i>Operators</i>
					<i>Implement role training - theory and practical application.</i>	<i>Operators</i>
		Poor staff retention	Job satisfaction by Sector participants.		Operators to investigate opportunities to increase staff retention across the sector, and agree feasible actions.	Operators
					<i>Pay</i>	<i>Operators (with CAA input)</i>
					<i>Aviation leadership courses</i>	
<i>Empower</i>						
<i>Cultural awareness</i>						
	<i>Responsibility</i>					

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
				<i>Trust</i>	
				<i>Opportunity to input to joint decisions</i>	
				<i>Feel valued</i>	
			<i>Recognise desire for career progression</i>	<i>Adaptable model and business</i>	<i>Operators (with CAA input)</i>
				<i>Active career management / paths</i>	
				<i>External programmes (e.g. business)</i>	
				<i>Liaise with training providers (e.g. aeroclubs) and Operators to understand push and pull of resource.</i>	
			<i>Manage the individual</i>	<i>Operative environment – increase permissions as competence improves</i>	<i>Operators</i>
				<i>Set expectations</i>	
				<i>Close relationships/coaching/mentoring</i>	
				<i>Open communication</i>	
		Commercial Pressure	Consider financial position as part of surveillance/certification activity.	CAA to review current certification processes and develop a method of gaining assurance that applicants are sufficiently resourced to conduct safe operations	CAA
			<i>Consider financial position and minimum weights rule as part of auditing/certification activity.</i>	<i>Application process (barriers to entry)</i>	CAA
			<i>CAA auditing</i>	<i>Focus on adequate resourcing</i>	CAA
				<i>Exposition covers all operations in accordance to rules</i>	
			<i>Safety guidance material.</i>	<i>Reprint 'How to charter an aircraft' booklet with section recommending priority on safety profile rather than cost</i>	CAA
				<i>Education of cost / safety parameters to procurement officers</i>	<i>Operators</i>
			<i>Standardised traffic flow</i>	<i>Educate and publicise the radio frequency to be used.</i>	<i>Operators</i>
				<i>Publications to local operators</i>	
				<i>Training / education on radio discipline</i>	
				<i>Education on reporting on actual positions.</i>	

3

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
3	Insufficient supervision within an organisation	Ineffective transfer of experience	Transparent career pathway by Sector participants.	Operators to create a structured career pathway	Operators
			Effective communication between and within regulator and sector.	CAA to review current communications strategy with the sector	CAA
				CAA to implement stakeholder engagement plan	
			<i>Retain pilots within sector</i>	<i>Bonding of younger pilots.</i>	<i>Operators</i>
		<i>System allowing flow of information in all directions.</i>	<i>Career guidance</i>	<i>Operators</i>	
			<i>Succession plan</i>		
		Inability to attract and retain competent supervisors.	Flight supervisor training course.	CAA will work with the sector to determine the need for, and context of, a flight supervisor course and/or produce relevant and appropriate material for the sector.	CAA
				Operators to refine and tailor CAA course for their own unique circumstances, and ensure all supervisors attend training.	Operators
			Job satisfaction by sector participants.	Operators to investigate opportunities to increase staff retention across the sector, and agree a plan to introduce and retain new high quality staff.	Operators
			<i>Retain competency and experience</i>	<i>Communications</i>	<i>Operators</i>
				<i>Information sharing</i>	
			<i>Proactive, ongoing education.</i>	<i>Robust, competency based training</i>	<i>Operators</i>
	<i>Integrated with regulator training / OLC</i>				
	<i>Adequate resource and appropriate culture</i>		<i>Better understanding of value of safety</i>	<i>Operators</i>	
		<i>CAA need to recognise good behaviour</i>			
		<i>Performance-based oversight</i>			
	Lack of integrity and professionalism	Implementation of SMS.	Operators to submit implementation plan by 30 July 2018 for assessment by CAA.	Operators	
			Operators to implement 'present and suitable' SMS prior to their approved SMS certification date.	Operators	
			CAA to provide support and guidance for participants, including outreach and communications.	CAA and Industry training providers	
		<i>Awareness of rules.</i>	<i>Education</i>	<i>Operators</i>	
			<i>SOPs</i>		
<i>Mentoring</i>					
<i>Pilots as risk managers.</i>		<i>Understanding the risks</i>	<i>Operators</i>		
		<i>Peer reviewed</i>			
		<i>Safety / risk meetings</i>			
<i>Mentoring</i>		<i>External Advice</i>	<i>Operators</i>		
	<i>Retain competency</i>				
<i>Turnover management.</i>	<i>Succession planning.</i>	<i>Operators</i>			

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Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?	
4	Lack of Operational Awareness	Lack of information sharing across the sector	Sector working groups promote effective collaboration and sharing	Operators and the CAA to advertise existing user groups to encourage wider Sector attendance and participation.	CAA and Operators	
				Operators to establish regional meetings.	Operators	
				<i>Encourage wider participation in Airways NCLM and Safety Forum.</i>	CAA	
		Effective communication between and within regulator and sector.		CAA to review current communications strategy with the sector.	CAA	
				CAA to consider establishing a Section 135 sector group to enhance involvement and engagement with sector participants		
		Communication of safety issues.		CAA to continue existing publications, including Vector, AIP, NOTHAMS, AICS, GAP booklets.	CAA	
				CAA to investigate more effective and timely communication or current and relevant safety issues.		
				CAA to review how existing publications are communicated.		
		Ineffective relationship between operations and management teams	Implementation of SMS		Operators to submit implementation plan by 30 July 2018 for assessment by CAA.	Operators
					Operators to implement 'present and suitable' SMS prior to their approved SMS certification date	Operators
					CAA to provide support and guidance for participants, including outreach and communications.	CAA and Industry training providers
			<i>Clear definition of roles and responsibilities.</i>		<i>PDs</i>	<i>Operators</i>
					<i>Exposition defines roles/tasks</i>	
					<i>Monitoring of time allocation.</i>	
			<i>Regular communication</i>		<i>Routine meetings: Weekly telephone and monthly face-to-face</i>	<i>Operators</i>
					<i>Use of technology to communicate</i>	
					<i>Open door policy.</i>	
<i>Clear indication of performance</i>			<i>Staff performance groups</i>	<i>Operators</i>		
		<i>Staff meetings</i>				
<i>Feeling of worth by staff.</i>		<i>Performance reviews</i>	<i>Operators</i>			
		<i>Recognition of good performance.</i>				
Insufficient time dedicated to operational management	Effective delegation and time/workload management skills.		Operators to develop an appropriate resourcing model and delegation framework	Operators		
			Operators to ensure staff have appropriate skillsets and experience as part of the broader move into the SMS environment, including non technical skills			

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
			Adequate resourcing to support delivery of operational management activities.	Operators to leverage technology to monitor actual operations against safety performance indicators. Operators to review staffing levels	Operators

5

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
5	Regulator expectation for participants are unclear	CAA's inconsistent application and messaging of requirements.	CAA core skills training programme	CAA is implementing the Regulatory Craft Programme which will be reviewing the CAA training programme to ensure this is fit-for-purpose. CAA will communicate to the sector the current CAA core skills training programme.	CAA
			Regular CAA internal auditing	CAA will continue internal audits and improvement tools e.g. use of the PDCA quality too	CAA
			Regular feedback received by the CAA from the sector	CAA will continue to consult via the established mechanisms on rules.	CAA
				CAA will continue with ACAG Rule prioritisation, IAP (Issues Assessment Panel), and AC (Advisory Circular) prioritisation	
		Lack of guidance	Clear guidance available to the sector which align with rules.	CAA to develop new advisory circulars and notices for areas where clear guidance doesn't currently exist	CAA
				CAA will continue with ACAG Rule prioritisation, IAP (Issues Assessment Panel), and AC (Advisory Circular) prioritisation.	
			Communication strategy between CAA and sector. <i>Directive communication.</i>	CAA to develop a framework to communicate available standards and obtain regular feedback on these. <i>Dedicated industry case manager.</i>	CAA CAA
		Rules not fit-for-purpose	Rules communicated to the sector for their awareness.	CAA to develop a framework to communicate available standards and obtain regular feedback on these.	CAA
			Rules regularly reviewed and updated to ensure these are fit-for-purpose	CAA will continue with ACAG Rule prioritisation, IAP (Issues Assessment Panel), and AC (Advisory Circular) prioritisation.	CAA
				CAA to develop new advisory circulars and notices for areas where clear guidance doesn't currently exist.	
			<i>Timely rule change process.</i>	<i>Change / simplify rule change process.</i>	CAA
			<i>Regular rule review process.</i>	<i>Set timeframe</i>	CAA
				<i>Consult with industry</i>	
				<i>Establish team</i>	
<i>Adequate funding to amend rules.</i>	<i>Determine who is best to fund / not to fund</i>	Operators and CAA			
	<i>Funding could equal human resource.</i>				
<i>Industry consultation.</i>	<i>Forums to determine actual industry needs</i>	Operators and CAA			
	<i>Secondments from industry</i>				
	<i>International consultation e.g. ICAO, FAA</i>				
	<i>Test rules / industry review before implementation.</i>				

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Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
6	Ineffective relationship, including communication and engagement, between the regulator and the sector	Fear of reprisals	Independent industry body.	CAA to communicate to sector the avenues available for providing feedback, including the Ombudsman	CAA
				CAA to enhance communication around the nature of actions taken (fines, court prosecutions etc.) and the reasons why these were taken, subject to privacy considerations and avoiding prejudicing existing legal processes.	
		Effective communication between and within regulator and sector.	Effective communication between and within regulator and sector.	CAA to review current communications strategy with the sector	CAA and Operators
				CAA to consider establishing a Section 135 sector group to enhance involvement and engagement with sector participants	
				CAA to enhance communication around the nature of actions taken (fines, court prosecutions etc.) and the reasons why these were taken, subject to privacy considerations and avoiding prejudicing existing legal processes.	
				CAA to share data with regards to regulatory action that results from self-reporting.	
				CAA to share incident data with industry.	
		Just culture.	Just culture.	CAA to promote and educate the sector on Just Culture, including a rewrite of the Regulatory Operating Model (ROM) and the ROM being made available to industry to promote transparency.	CAA
				CAA to promote and educate the sector on Just Culture, including a rewrite of the Regulatory Operating Model (ROM) and the ROM being made available to industry to promote transparency.	CAA
		Perceived lack of just culture in CAA.	Effective communication between and within regulator and sector.	CAA to review current communications strategy with the sector	CAA and Operators.
				CAA to consider establishing a Section 135 sector group to enhance involvement and engagement with sector participants.	
				CAA to enhance communication around the nature of actions taken (fines, court prosecutions etc.) and the reasons why these were taken, subject to privacy consideration and avoiding prejudicing existing legal processes.	
CAA to confirm that no prosecution action or infringement notice issued as a result of self-reporting.					
CAA to promote and educate the sector on Just Culture, including a rewrite of the Regulatory Operating Model (ROM) and the ROM being made available to industry to promote transparency.					
Ineffective communications approach	Effective communication between and within regulator and sector.	Relationship managers.	CAA		
		CAA to review relationship management as part of the wider communications and stakeholder engagement strategy.	CAA and Operators		
		CAA to review current communications strategy with the sector.			
		CAA to consider establishing a Part 135 sector reference group to enhance involvement and engagement with sector participants.			
		CAA and Operators to consider greater use of Local User			

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
				Groups.	
				CAA to enhance communication around the nature of actions taken (fines, court prosecutions etc.) and the reasons why these were taken, subject to privacy considerations and avoiding prejudicing existing legal processes.	
				CAA to confirm that no prosecution action or infringement notice issued as a result of self-reporting.	
				CAA to share incident data with industry.	
				<i>More visits</i>	CAA
				<i>More interaction opportunities.</i>	

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Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
	Airborne conflict in controlled and uncontrolled airspace	Density of aircraft within confined airspace, and visiting or itinerant pilots not following correct procedures.	Awareness of Local Procedures.	Increase understanding of local procedures especially amongst itinerant pilots through the promulgation of procedures in the AIP, aerodrome websites, pilot briefings, etc. Create MBZs, assign common radio frequencies in the areas of greatest need, and rationalise frequencies to ease radio congestion as part of the regular Airspace Review process. Greater use of aerodrome / airspace local user groups to facilitate change and implementation. Improve RTF discipline e.g. reduce RTF chatter, use of both radios appropriately through education utilising local user groups.	Operators, CAA, and Local User Groups.
		Lack of knowledge and/or understanding by some Unmanned Aircraft Systems (UAS) operators of hazards and rules.	Awareness of rules.	CAA to review current communications strategy with UAS operators, to raise awareness of rules e.g. pamphlets to overseas visitors. CAA to conduct further data analysis to identify UAS use, incidents and near misses.	CAA
		UAS difficult to see, both visibly and electronically.	Continual review and refinement of UAS rules.	CAA to continually consider and implement development of regulation to reflect changing UAS design and functionality, and align with best international practice.	CAA
		The increasing use of Unmanned Aircraft Systems (UAS) and Visual Flight Rules (VFR) flights in uncontrolled airspace, along with the absence of a standardised traffic collision avoidance system (TCAS) and a common frequency for communication of Visual Flight Rules (VFR)/IFR traffic, and ineffective pilot education is leading to a higher likelihood of incidents / accidents and near misses with IFR flights and VFR flights.	Ongoing analysis to assess IFR and VFR related risk	CAA to conduct further ongoing analysis to assess the size of this risk, and develop associated action plan (as required).	CAA
		<i>Uncontrolled mass availability to anyone.</i>	<i>Education</i>	<i>Border entry cards which include statistics and pamphlets</i> <i>Local signage</i>	CAA
			<i>Local restrictions.</i>	<i>Risk management approach to permitting drone usage</i> <i>Enforcement of no-drone zones</i>	CAA

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
8	Flying when unfit to fly	Commercial pressure to fly.	Consider financial position as part of surveillance/certification activity.	CAA to review current certification processes and develop a method of gaining assurance that applicants are sufficiently resourced to conduct safe operations.	CAA
			Implementation of SMS, and CAA certification and surveillance of flight and duty limitations and flight crew rostering.	Operators to submit implementation plan by 30 July 2018 for assessment by CAA.	CAA, Operators and Industry Training Providers
				Operators to implement 'present and suitable' SMS prior to their approved SMS certification date	
				CAA to provide support and guidance for participants, including outreach and communications	
				CAA project to review fatigue management.	
				CAA interim policy on assessment of flight and duty schemes	
				CAA to develop expertise and tools to effectively and consistently certify flight and duty schemes and audit for compliance.	
				CAA to promote flight crew fatigue management training as part of flight crew training programmes.	
				Operators to adhere to AC119-2 or develop equivalent (and engage a fatigue expert).	
		Just culture.	CAA to promote and educate the sector on Just Culture, including a rewrite of the Regulatory Operating Model (ROM) and the ROM being made available to industry to promote transparency.	CAA	
			Operators to adopt Just Culture approach.	Operators	
		<i>Limiting operators for particular location.</i>	<i>Sector-wide engagement prior to implementation.</i> <i>Limit number of operators doing a particular activity in a particular location.</i>	CAA	
		<i>National standards</i>	<i>Create national standards</i> <i>Tamper-proof hobbs meters.</i>	<i>Operators and CAA</i>	
		Operational demands exceed capability / competence.	Implementation of SMS	Operators to submit implementation plan by 30 July 2018 for assessment by CAA.	CAA, Operators and Industry Training Providers
				Operators to implement 'present and suitable' SMS prior to their approved SMS certification date.	
CAA to provide support and guidance for participants, including outreach and communications.					
Adherence to Standard Operating Procedures (SOPs).	Operators to develop, and continually review and update, SOPs which are tailored to their unique operations and organisation. This should include operator internal reporting, operator monitoring, and associated management action to address procedural shift.		Operators, industry group and CAA.		
	Industry group to develop a mechanism for sharing 'best practice' SOPs between Operators.				
<i>Training programme.</i>	<i>Develop more comprehensive training programme.</i>	CAA			

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
		Poor physiological and/or psychological health.	Comprehensive health management framework across the sector.	CAA to educate sector that all medical records can be obtained by the CAA for monitoring purposes. Operators develop peer support and mentoring programme. Operators perform health checks, and day-to-day monitoring CAA investigate 'good practice' fatigue management and develop guidelines for sector Operators to inform their flight crew members about assistance available to them such as Association support, Peer Assistance network and insurance cover MoT 'Clear Heads' initiative	CAA and Operators
			<i>Organisational monitoring.</i>	<i>Adequate resources / resourcing model.</i> <i>Organisation refers individuals to expert support (e.g. HIMS)</i>	<i>Operators</i>
		Procedural shift	Adherence to Standard Operating Procedures (SOPs).	Operators to develop, and continually review and update, SOPs which are tailored to their unique operations and organisation. This should include operator internal reporting, operator monitoring, and associated management action to address procedural drift Industry group to develop a mechanism for sharing 'best practice' SOPs between Operators. CAA to work with examiners to provide external touchpoint.	Operators, industry group and CAA.
			Implementation of SMS	Operators to submit implementation plan by 30 July 2018 for assessment by CAA Operators to implement 'present and suitable' SMS prior to their approved SMS certification date CAA to provide support and guidance for participants, including outreach and communications.	CAA, Operators and Industry Training Providers
		<i>Regulator pressure</i>	<i>Standardisation from CAA and operators.</i>	<i>Toolbox meetings</i> <i>Upskilling</i>	<i>Operators and CAA.</i>
			<i>Communication.</i>	<i>Communicate CAA upskilling to industry</i>	<i>CAA</i>
			<i>Industry groups.</i>	<i>Promote regulator / industry discussions</i> <i>Reflect Just Culture</i>	<i>Operators and CAA.</i>

Ref	Risk	Cause	Control needs strengthening or development	Actions	Who is best to address?
9	Flying non-airworthy aircraft	Ineffective maintenance management	Maintenance course and guidance.	CAA to develop a 'How to become an engineer' booklet, and develop a communication strategy to publish this	CAA
				Maintenance courses are currently available for inspectors	
			<i>Asset retirement.</i>	<i>Less conditional maintenance</i>	CAA
				<i>Age limit less than 15 years</i>	
		Lack of industry attractiveness.	Workforce management strategy in place.	Maintenance organisations to work with Operators to gradually increase fees for engineers.	Maintenance organisations, CAA and Operators
				CAA increases promotion of maintenance engineering as a career path.	
				Sector to develop 'Engineer of the Year' awards	
		Lack of training and skillsets.	Licenced Aircraft Maintenance Engineer training and apprenticeship programmes.	Training providers to incorporate Licensed Aircraft Maintenance Engineer into syllabus.	Training providers and Operators.
Industry to investigate reinstating maintenance apprenticeships.					