4 PLAN OF ACTIONS

4.1 SYS.001 State Safety Programme of Republic of Latvia (SSP LV)

EPAS action number and title: MST.0001 Member States to give priority to the work on SSPs.
Team Leader: Head of Safety and Compliance Monitoring Division CAA LV
Composition of the project team and participating stakeholders: Heads of CAA LV Divisions, Safety Managers of organisations, representatives of Public Authorities (i.e. Accident Investigation, Ministry of Transport, Ministry of Environmental Protection and Regional Development, Military, Boarder Guard, Search and Rescue).

Desired outcome: Ensure effective implementation of the authority requirements and address deficiencies in oversight capabilities, as a prerequisite for effective SSP implementation.			
Responsible: Head of Legal oversight of aviation safety division			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.001.1 Lay down Cabinet Regulation on the "State Safety Programme", to describe SSP LV structure and associated programmes, how its various components work together, as well as the roles of the different State aviation authorities.	Cabinet Regulation on the "State Safety Programme". CAA LV has improved the processes identifying the responsibilities and duties related to aviation safety, documented in CAA LV Management System Manual.	December 2021	
SYS.001.2 Conduct a gap analysis.	Existing safety management capabilities are identified. Specify, modify, and reinforce existing capabilities (i.e. the elements or processes identified as	December 2021	

	requiring action - form the basis of the SSP implementation plan). Mature foundation is established to support effective SSP implementation (i.e. foundation is comprised of the aspects of a safety oversight system that are needed to support a more performance-based approach).		
SYS.001.3 Develop an SSP implementation plan.	The appropriate tasks/subtasks are prioritized and documented in an action plan. SSP implementation plan, together with the SSP top-level (exposition) document are made readily accessible to all relevant personnel to ensure everyone involved is aware of the SSP and its plan for implementation.	December 2021 December 2021	
SYS.001.4 Establish Safety Performance Indicators (SPIs) and 'baseline performance' to monitor the system against this baseline performance to measure the effectiveness of achieved outcome, i.e. effective SSP and effective implementation of SMS in aviation organisations.	National level aviation safety performance indicators and targets (SPIs/SPTs) are established, that are monitored by CAA LV. National aviation safety performance indicators and targets (SPIs/SPTs) are established, that are monitored by organisations.	December 2021 December 2021	

Desired outcome: Ensure effective coordination between State authorities having a role in safety management.

Responsible: Ministry of Transport,CAA LV

Actions	Intermediate results	Timeframe	Status
SYS.001.5 Establish a suitable coordination group (i.e. Management Group) with representation from the impacted aviation authorities with responsibilities related to the implementation and maintenance of the SSP.	Cabinet Regulation on the "State Safety Programme" is established. Terms of Reference of Safety Management Coordination Group (SMCG) are established. SMCG is operational – meetings being recorded.	February 2022 February 2022	
SYS.001.6 CAA LV carries out regular exchange of information on the implementation of the SSP LV.	Communications plan is established, which includes the mapping of interested members of the aviation community, the messages and information conveyed to each of its groups, and the means by which this information will be transmitted. Procedure on the internal communication and dissemination of information is established and maintained (i.e. SSP documentation, policies, and procedures; SPIs; sector safety performance information; sector organizational safety risks profiles; communication of system safety responsibility; lessons learned from accidents and incidents; and concepts and best practices of safety management). Procedure on the external communication and dissemination of safety information is established and maintained (i.e. guidance material for the	March 2022 Ongoing Ongoing	

	implementation of SMS; importance of reporting; identification of available safety training for the aviation community; promote the exchange of safety information with and among service providers and between States).		
	Safety culture characteristics and indicators are established and monitored.	Ongoing	
SYS.001.7 CAA LV prioritises and designs the SPAS LV actions through a transparent process carrying out regular exchange of safety information.	Relevant sources and documents are identified.	Ongoing	
	Risk Register, which contains all the information concerning safety issues and assessed risk levels, is established and maintained.	Ongoing	
	Priority list is established.	Ongoing	

Desired outcome: Ensure that inspectors have the right competencies to support the evolution towards risk- and performance-based oversight.			
Responsible: Human resources planning, development and qualification compliance division, Heads of CAA LV Divisions			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.001.9 CAA LV identifies and addresses the competencies required for effective implementation of SSP, taking into account the roles and responsibilities under the SSP performed by its personnel. These competencies are in addition to those required for the conduct of compliance oversight and are addressed by training existing staff or by hiring additional staff.	Competencies (i.e. competency units and elements) related to the assessment of the SSP's maturity are defined.	Ongoing	
	Performance criteria and observable behaviours are established.	Ongoing	
		Ongoing	

	Periodical personnel competency assessment is performed.		
SYS.001.10 To ensure that all relevant technical staff in the State are properly qualified, CAA LV determines the most appropriate training provisions for senior management, inspectors, personnel responsible for data analysis, safety objectives, SPIs and SPTs, aviation medical examiners and medical assessors, as well as for service provider safety investigators.	Training provisions for all relevant technical staff in the State are defined. CAA LV provides training by its own or through another qualified training source to support, within the State aviation organisations, the development of an organisational culture that fosters an effective and efficient SSP.	Ongoing Ongoing	
SYS.001.11 CAA LV develops internal training policies and procedures, and SSP and SMS training programme for relevant staff.	Initial and recurrent training programme is established and maintained. A training record is maintained for relevant staff. An annual training plan is in place. Training exercises and methods for relevant staff are kept current to reflect new techniques, technologies, results of investigations, corrective actions and regulatory changes.	Ongoing Ongoing Ongoing Ongoing	
SYS.001.12 Usage of safety training programmes for personnel involved in SSP-related duties are to be coordinated among State organisations, as appropriate. The aim is to ensure that a person or team addresses each aspect of the SSP, and that they are trained to perform the allocated role. This will allow inspectors as well as	Safety training programmes for personnel involved in SSP-related duties are defined to support, within the State organisations, the safety performance at State level. Different levels of SSP maturity are assessed by SMCG – records maintained.	Ongoing March 2022	

staff from different State aviation authorities to better understand safety risks across various sectors.			

Desired outcome: Ensure that policies and procedures are in place for risk- and performance-based oversight, including a description of how an SMS is accepted and regularly monitored.			
Responsible: Heads of CAA LV Divisions, Head of the Safety Statistics section			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.001.13 Link the risk- and performance-based oversight (PBO) approach to the objectives of the SSP LV and of the management system of the competent authority.	Revised SSP LV and Management Manual – Processes management.	February 2022	
SYS.001.14 Establish a common understanding of a risk-based environment.	Reasons for implementing risk-based oversight (RBO) triggered at Political level (i.e. ensure that the rate of accidents continues to decline in order to counterbalance the predicted growth in the number of flights - one tool to achieve this is risk-based oversight, and at Staff Resources' level (i.e. more effective use of the available oversight resources), are included in SSP LV State Safety Assurance. Reinforce data management capabilities at State level (i.e. to ensure improved understanding of the risks across the aviation system) and Organisational level (i.e. for the evaluation of the effectiveness of the organisation's management system and an assessment on the maturity of the organisation's management system), to ensure State has reliable	February 2022 Ongoing	

	and comprehensive data upon which to base its (data-driven) decisions. Definition of safety issues, key risk areas and their prioritisation, outlining the most effective means of addressing them - becomes a targeted action plan based on the analysis from both State and the service provider.	Ongoing	
SYS.001.15 Establish mechanisms to ensure the capture and storage of data on hazards and safety risks for each overseen organisation, as well as at aggregated State level. Mechanisms to develop information from the stored data, and to actively exchange safety information with service providers and/or other States as appropriate, should be considered.	Establish Data-driven analysis programme. Common taxonomies are to be implemented to classify the collected safety data to improve the effectiveness of the State SRM process.	December 2021	
SYS.001.16 Perform a detailed training needs analysis in order to support the CAA LV oversight teams to deliver, further refine and standardise the PBO process across the aviation entities it is applied to.	Performed PBO training needs analysis. Established inspectors' initial and recurrent training programme, which is supplemented by PBO training.	December 2021 December 2021	
SYS.001.17 Provide a central planning function to create and maintain a sequence of actions related to the development of organisations PBO programmes.	Defined or reinforced PBO schedule development tool in each oversight area.	December 2021 December 2021	

	Establish a common authority's methodology related to the development of organisations PBO programmes, based on the tools provided.		
SYS.001.18 Establish means to determine whether service providers' SMS is acceptable.	Established compliance and performance markers (i.e. identified series of elements within the service providers' SMS). Markers are evaluated according to the defined criteria allowing assessment of compliance and their effectiveness.	Ongoing	
SYS.001.19 Review and ensure that the service provider's SMS remains effective.	Periodical review of each service provider's SPIs and SPTs. The review takes into consideration the performance and effectiveness of each SPI and SPT. The review may show the need to make adjustments to support the continuous safety improvement.	Ongoing	

Desired outcome: Establish policies and procedures for safety data collection, analysis, exchange and protection, in accordance with Regulation (EU) No 376/2014.			
Responsible: Head of the Safety Statistics section			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.001.20 SPIs and 'baseline performance' are to be established to monitor applied Just Culture policy in a fair and consistent manner.	SMS successes and challenges discussed with the industry.	Ongoing	
	Monitoring of behavioural indicators by both the organisations and the authority, to determine if the behaviours show they are moving in the right direction.	Ongoing	

	There is evidence that the line between acceptable and unacceptable behaviour has been determined in consultation with staff and staff representatives.	Ongoing	

Desired outcome: Establish a process to determine SPIs at State level addressing outcomes and processes.			
Responsible: Head of the Safety Statistics section			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.001.21 Establish, maintain and continuously improve the process on the selection and definition of SPIs and SPTs at State level.	Develop methodology on the selecting and defining SPIs and SPTs. Acceptable level of safety performance (ALoSP) to be achieved is established. Periodic review of SPIs and ALoSP, achieving the ALoSP (i.e. A State's safety performance as indicated by its SPIs and SPTs demonstrate the ALoSP achieved. If any of the SPTs are not met, an evaluation may be needed to better understand why and to determine what actions should be taken.	March 2022 March 2022 Annually	

Desired outcome: Ensure that an approved SSP document is made available and shared with other Member States and EASA.			
Responsible: Head of Legal Oversight of Aviation Safety Division			
Actions	**Intermediate results**	**Timeframe**	**Status**

SYS.001.22 Upload SSP LV, SPAS LV and any other relevant material using EASA online platform for MSs.	Provide an up-to-date SPAS LV or a report on the implementation of EPAS actions.	Annually	

Desired outcome: Ensure that the SSP is regularly reviewed and that the SSP effectiveness is regularly assessed.			
Responsible: Head of Safety and Compliance Monitoring Division			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.001.23 Conduct an SSP maturity assessment that can be carried out at various stages, looking initially for the presence and suitability of key elements. At a later stage, the SSP will be assessed to understand how well it is operating and how effective it is at achieving its objectives.	SSP maturity assessment tool is developed. The tool is used by CAA LV to perform internal audits for the continuous improvement of the SSP. Evidence of SSP maturity assessment.	December 2022 December2022	

4.2 SYS.002 Promotion of SMS

EPAS action number and title: MST.0002 Promotion of SMS
Team Leader: Head of Aircraft Operations Division (AOD) CAA LV.
Composition of the project team and participating stakeholders: AOD inspectors, Safety Managers of organisations (air operators)

Desired outcome: Common understanding of safety management and SMS/SSP principles and requirements, facilitating their implementation across the international aviation community.			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.002.1 Improve internal and external training, communication, and dissemination of safety information.	Improved guidance material for inspectors to assist interpretation of the regulatory framework and to define how the SMS should be implemented.	Ongoing	
	Changes to requirements or guidance material, including those from SMS, consider impacts on the inspector training programme.	Ongoing	
	Processing of key safety topics (Annual Safety Recommendations Review 2018 - European Safety Promotion Network): • Erroneous take-off performance parameters (SIB 2016-02)	Ongoing	

	• Restraint systems for parachutists (SIBs 2018-18 and 18R1)
	• Balloon operations (SIB 2018-14)
	• Airframe ice contamination (SIB 2017-11 and 2018-12)
	• Flight crew training and simulators (UPRT - Regulation (EU) No 1178/2011 ANNEX I (Part-FCL); ANNEX VII (Part-ORA)
	• Fuel management (SIB 2018-08)
	• Runway surface condition (SIB 2018-02)
	• Rotorcraft gearboxes
	• Flight plan deviations and missed approach procedures
	• System status messages

4.3 SYS.003 Flight data monitoring

EPAS action number and title: MST.0003 Member States should maintain a regular dialogue with their national aircraft operators on flight data monitoring (FDM) programmes.

Team Leader: Head of AOD CAA LV.

Composition of the project team and participating stakeholders: FDM National Coordinator, Safety Managers of organisations (air operators)

Desired outcome: Effective performance of FDM programme, i.e. FDM programme is performing at an optimal level depending on the size and structure of the organisation, the human resource invested, the degree of participations from unions and, most importantly, the level of maturity of the organisation's safety culture.

Actions	Intermediate results	Timeframe	Status
SYS.003.1 Publish on CAA LV website, as part of SMS-related information, general information on EOFDM activities.	Information on EOFDM published in the SMS section of CAA LV website	February 2022	
SYS.003.2 Update the FDM programme assessment process, taking into account information on the principal issues, as well as industry best practices and advice on how to best prepare a Memorandum of Understanding (MoU). Key performance indicators (KPI), designed to monitor the performance of an operator's FDM programme, are to be considered.	Updated FDM programme assessment process. Continuing oversight of FDM programme as part of the SMS.	January 2022 Ongoing	
SYS.003.3 Organise an information event to present EOFDM good-practice documents to their CAT operators. Safety managers and FDM programme managers of all the operators concerned should be invited.	Report of the information event	February 2022	

4.4 SYS.004 SMS performance assessment

EPAS action number and title: MST.0026 SMS assessment.
Team Leader: Head of Safety and Compliance Monitoring Division CAA LV.
Composition of the project team and participating stakeholders: Heads of Divisions CAA LV, AOD inspectors, Safety Managers of organisations

Actions	Intermediate results	Timeframe	Status
Desired outcome: Maintained and continuously improved risk- and performance-based oversight and use of harmonised SMS evaluation criteria between Member States.			
Responsible: Heads of CAA LV Divisions			
SYS.004.1 Maintain, continuously review and improve technical guidance on the implementation of SMS. It is important to have useful guidance material to help both organisations and authority to understand the intent and application of the regulation.	Improved technical guidance for the CAA LV inspectors on the implementation of SMS in different oversight areas is established.	December 2021	
SYS.004.2 Facilitate the identification by the operator a number of key risk areas for which an in-depth analysis should be carried out to determine the completeness of safety issues that have contributed to those risk areas and to assess the level of control of over the most relevant safety issues. This assessment would consider the increase/decrease of exposure to the relevant hazard, the effectiveness of existing controls and the expected risk reduction by committed safety actions.	CAA LV oversight methodology is reassessed to consider that it is performance based that allows SMS effective evaluation within its operating context. CAA LV data collection and storage process and data protection rules are re-evaluated and the gaps analysed to define corrective actions. CAA LV inspectors SMS competency-based training provisions are implemented. Foster a dialogue with organisations at a senior management level to discuss SMS successes and challenges.	January 2022 February 2022 January2022 Ongoing	
SYS.004.3	Relevance of safety performance indicators (SPIs) in conjunction with organisations is reviewed.	May 2022	

Develop and review the relevance of SPIs consulting with industry. Determine appropriate metrics at a State level.	Organisation data can be used to validate the suitability of SPIs.		

4.5 SYS.005 SPAS LV

EPAS action number and title: MST.0028 Member States to establish and maintain a State Plan for Aviation Safety (SPAS).
Team Leader: Head of Safety and Compliance Monitoring Division CAA LV.
Composition of the project team and participating stakeholders: Heads of CAA LV Divisions, Safety Managers of organisations, representatives of Public Authorities (i.e. Accident Investigation, Ministry of Transport, Ministry of Environmental Protection and Regional Development, Military, Boarder Guard, Search and Rescue).

Deliverable: Developed, endorsed and published SPAS LV, including safety objectives, goals, indicators and targets. SPAS LV reflects the EPAS actions as applicable to the State and identifies the main safety risks at national level in addition to the ones identified in EPAS.			
Responsible: Heads of CAA LV Divisions and Head of the Safety Statistics section			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.005.1	Full list of identified systemic issues is established and continuously monitored.	December 2021	

Reflect the EPAS actions on the issues that concern an individual organisation, a system element or the entire aviation system (systemic issues).	Definition and programming of safety actions are completed.	December 2021	
	Implementation and follow-up of the actions are monitored.	Yearly	
	Safety performance measurement is conducted.	Yearly	
SYS.005.2 Reflect the EPAS actions to reduce the probability of events that result in incidents and accidents and mitigate the seriousness of their consequences (operational issues).	Full list of identified operational issues is established and continuously monitored.	January 2022	
	Definition and programming of safety actions are completed.	January 2022	
	Implementation and follow-up of the actions are monitored.	Yearly	
	Safety performance measurement is conducted.	Yearly	
SYS.005.3 Define actions to address safety issues related to key risk areas in individual domains of aviation.	Full list of identified safety issues related to key risk areas in individual domains of aviation is established and continuously monitored.	January 2022	
	Definition and programming of safety actions are completed.	January 2022	
	Implementation and follow-up of the actions are monitored.	Yearly	
	Safety performance measurement is conducted.	Yearly	

SYS.005.4 Reflect the EPAS actions to improve safety emerged drones, security risks that affect aviation safety, new business models as well as new products, systems, technologies and operations (emerging issues).	Full list of identified emerging issues is established and continuously monitored.	January 2022	
	Definition and programming of safety actions are completed.	January 2022	
	Implementation and follow-up of the actions are monitored.	Yearly	
	Safety performance measurement is conducted.	Yearly	
SYS.005.5 Reflect the EPAS safety actions addressing issues emerging from standardisation activities, with focus on the safety oversight responsibilities of the MSs.	Full list of identified issues emerging from standardisation activities is established and continuously monitored.	January 2022	
	Definition and programming of safety actions are completed.	January2022 Yearly	
	Implementation and follow-up of the actions are monitored.	Yearly	
	Safety performance measurement is conducted.		

4.6 SYS.006 Oversight and Standardisation

EPAS action number and title:
- **MST.0032 Oversight capabilities/focus area**

- **MST.0033 Language proficiency requirements - To share best practices, to identify areas for improvement for the uniform and harmonised LPR implementation**
- **MST.0034 Oversight capabilities/focus area: flight time specifications schemes**
- **MST.0035 Oversight capabilities/focus area: Fraud cases in Part-147**

Team Leader: Head of Safety and Compliance Monitoring Division CAA LV.

Composition of the project team and participating stakeholders: Heads of CAA LV Divisions.

Desired outcome:
Availability of adequate personnel in CAA LV.

Responsible: Human resources planning, development and qualification compliance division and Heads of CAA LV Divisions

Actions	Intermediate results	Timeframe	Status
SYS.006.1 Take necessary measures to ensure that qualified personnel, performing safety oversight functions, are recruited and retained.	Established recruitment policies, terms of employment and practices are periodically assessed through the SRM process.	Ongoing	
	Methodology is applied to determine staffing needs for personnel performing safety oversight functions, taking into account the size and complexity of aviation activities in the State.	Ongoing	
	Guidance that addresses ethics, personal conduct and the avoidance of actual or perceived conflicts of interest in the performance of official duties, is provided.	Ongoing	

	Long-standing policies regarding remuneration of qualified technical personnel are reassessed and, if applicable, revised, so that competent authority becomes competitive employer.	Ongoing	
SYS.006.2 Ensure usage of competency-based training and assessment concept (i.e. that competencies are transferable across multiple and varied contexts) and methodology.	Develop or reinforce a competency framework for the inspectors operating in different technical domains within a performance-based environment (i.e. EASA proposal for a Competency Framework for the Competent Authorities' Inspectors adopted to the organisational set-up of CAA LV).	Ongoing	
	Training is based on the competencies identified.	Ongoing	
	Assessment procedures are developed to determine whether these competencies have been achieved (i.e. development of the components of competency-based training and assessment).	Ongoing	

Cooperative oversight in all sectors.
Desired outcome:
MSs to ensure that the applicable authority requirements are adhered to in all sectors. The objective is to ensure that each organisation's activities are duly assessed, known to the relevant authorities and that those activities are adequately overseen, either with or without an agreed transfer of oversight tasks.

Responsible: Head of the Safety Statistics section

Actions	Intermediate results	Timeframe	Status
SYS.006.3	Extent of foreign operators' activities in Latvia under the CAA LV oversight obligations, including	December 2021	

Ensure that the oversight scope is supplemented by those activities performed by persons or organisations established or residing in another MS on the basis of the safety priorities, as well as of past oversight activities. Activities are carried out in accordance with principles of cooperative oversight.	identification and mitigation of the hazards associated with their activities, are defined.		
	Ramp inspections and exchange of safety information are applied.	Ongoing	

Organisations' management system in all sectors. **Desired outcome:** **MSs to foster the ability of CAs to assess and oversee the organisations' management system in all sectors. This will focus in particular on safety culture, the governance structure of the organisation, the interaction between the risk identification/assessment process and the organisation's monitoring process, the use of inspection findings and safety information such as occurrences, incidents, and accidents. This should lead CAs to adapt and improve their oversight system.**			
Responsible: Head of Safety and Compliance Monitoring Division and Head of the Safety Statistics section			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.006.4 Ensure that CAA LV management system, according to the established policy and the area of competence, identifies changes that affect CAA LV capability to perform its tasks and discharge its responsibilities as defined in BR and the delegated acts and implementing acts adopted on the basis thereof. This system shall enable it to take action as appropriate to ensure that its management system remains adequate and effective.	"Change management" process is applied, focussing at least on the changes affecting the capability to perform tasks and discharge responsibilities	Ongoing	
SYS.006.5 Establish and maintain Safety Risk Management (SRM) process for managing CAA LV internal risks	SRM process is applied.	Ongoing	

affecting its oversight capabilities. Ensure that changes affecting oversight capabilities are addressed through the same SRM process.			
SYS.006.6 Assess CAA LV internal organisation's safety culture and how it affects CAA LV oversight capabilities, in order to know if and where improvements are required. Based on outcome results, consider need of changes to integrate and harmonize organisations' SMS oversight across own oversight divisions.	Develop safety culture assessment tool based on SMICG Organizational Culture Self-Assessment Tool and Guidance for Regulatory Authorities. Safety culture assessment is performed. SMS evaluation tool is designed to be used by Regulatory Authority.	March 2022April 2022September 2022	

English Language Proficiency.
Desired outcome:
MS to focus on the implementation of language proficiency requirements, to identify areas for improvement for the uniform and harmonised implementation and identify best practices to be shared with industry and other Member States.

Responsible: Head of Personnel Licensing Division			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.006.7 Provide feedback to EASA on how the LPRI is implemented, including the uptake by training organisations to deliver training in English, for the purpose of harmonisation and uniform implementation.	Official communication, learning materials and examination provided by flight training organisations are in English.	Ongoing	

Flight time specifications schemes.
Desired outcome:

MSs to ensure that the CAs possess the required competence to approve and oversee the operators' flight time specifications schemes, in particular those including fatigue risk management. CAs should focus on the verification of effective implementation of processes established to meet operators' responsibilities requirements and to ensure an adequate management of fatigue risks. CAs should consider the latter when performing audits of the operator's management system.			
Responsible: Head of Aircraft Operations Division			
Actions	**Intermediate results**	**Timeframe**	**Status**
SYS.006.8 Carry out ongoing monitoring of operators' safety assurance outcomes, considering that these outcomes are to be an indicator of the effective implementation of the SMS/FRMS processes.	Perform regular inspector's performance (i.e. qualifications and competencies) assessment based on defined performance criteria (i.e. What to do? How to act?)	Yearly	
	Perform continuing oversight of operator's management system, focused on assessment of operator's ability to carry out internal auditing of Individual Flight Time Specification Scheme (IFTSS) and, especially, internal assessment of maturity level achieved by Fatigue Risk Management System (FRMS), if applicable.	Ongoing	
	Carry out focused monitoring of operator's selected and defined fatigue safety performance indicators (SPIs) and safety performance targets (SPTs).	Ongoing	

Focused oversight on cases of fraud in Part-147 organisations. **Desired outcome:** **MSs to focus on the risk of fraud in examinations, including by adding specific items in audit checklists and collecting data on the actual cases of fraud.**			
Responsible: Head of Airworthiness Division			
Actions	**Intermediate results**	**Timeframe**	**Status**

SYS.006.9 Add specific items in audit checklists to focus on the risk of fraud in examinations. Collect data on the actual cases of fraud.	Feedback on the implementation status	Ongoing	

Foster a common understanding and oversight of Human Factors.
Desired outcome:
Implementation of the competency framework, and plan and conduct the training for the respective regulatory staff in the area of Human Factors.

Responsible: Human resources planning, development and qualification compliance division and Heads of CAA LV Divisions

Actions	Intermediate results	Timeframe	Status
SYS.006.10 Implementation of the competency framework, and plan and conduct the training for the respective regulatory staff in the area of Human Factors.	Guidance for competency assessment of regulatory staff	2023	
The task includes some preparatory activities which will be performed by EASA with the support of the Human Factor Collaborative Analysis Group (HF CAG) in terms of: — development of guidance and tools for the competency assessment of regulatory staff before and after training; — guidance for the appropriate level of Human Factors competency for Human Factors trainers; — development of promotion material to be provided as guidance to Member States and encourage implementation.	Guidance for competency for trainers	2023	

These guidance and tools will be provided to the MS competent authorities to organise the implementation of the competency framework, and plan and conduct the training for the respective regulatory staff.			

4.7 OPER.001 Aircraft upset in flight (LOC-I)

EPAS action number and title: MST.0028 Include LOC-I in State Plan for Aviation Safety (SPAS).
Team Leader: Head of AOD CAA LV.
Composition of the project team and participating stakeholders: AOD inspectors, Safety Managers of organisations (air operators)

Desired outcome: Increase safety by continuously assessing and improving risk controls to mitigate the risk of LOC-I.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.001.1 Ensure that the risk area is continuously assessed and risk controls improved to mitigate the risk of LOC-I.	Agreed set of actions related to identified, captured, and formally assessed safety issues, such as: monitoring of flight parameters and automation modes, approach path management, convective weather, in-flight icing, and handling of technical failures, established and measured to monitor their effectiveness.	Ongoing	

4.8 OPER.002 Runway safety (runway excursions, runway incursions and collisions)

EPAS action number and title: **MST.0028 Include Runway Safety in State Plan for Aviation Safety (SPAS).**	
Team Leader: Head of AOD and Head of Aerodrome Standards and Safety Division CAA LV.	
Composition of the project team and participating stakeholders: AOD inspectors, Safety Managers of organisations (air operators)	

Desired outcome: Increase safety by continuously assessing and improving risk controls to mitigate the risk of REs and RIs.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.002.1 Ensure that the risk area is continuously assessed and risk controls improved to mitigate the risk of REs and RIs.	Agreed set of actions related to identified, captured, and formally assessed safety issues, such as: monitoring of flight parameters and automation modes, approach path management, and handling of technical failures, established and measured to monitor their effectiveness. Ensure that the implementation of actions suggested by the European Action Plan for the Prevention of Runway Excursions (EAPPRE) and European Action Plan for the Prevention of Runway Incursions (EAPPRI) are considered.	Ongoing	
OPER.002.2	Oversight coordinated GRF implementation (which would include CAA, aerodromes, ATC, AIS,	Ongoing	

Ensure implementation of the New Global Reporting Format (GRF) for Runway Surface Conditions – ICAO EUR Region.	METEO, operators, including business aviation and military). Follow effective GRF implementation plan execution by responsible operators to implement GRF within the specified deadline.	December 2021	

4.9 OPER.003 Airborne conflict (Mid-air collisions)

EPAS action number and title:
- **MST.0028 Include Airborne conflict in State Plan for Aviation Safety (SPAS).**
- **MST.0024 Loss of separation between civil and military aircraft.**
- **MST.0030 Implementation of SESAR solutions aiming to reduce the risk of mid-air collision en-route and TMA.**
- **MST.0038 Airspace complexity and traffic congestion**

Team Leader: Head of AOD and Head of Air Navigation Division CAA LV

Composition of the project team and participating stakeholders: CAA LV inspectors, Safety Managers of organisations

Desired outcome: Increase safety by continuously assessing and improving risk controls to mitigate the risk of REs and RIs.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.003.1 Ensure that the risk area is continuously assessed and risk controls improved to mitigate the risk of airborne conflict.	Agreed set of actions related to identified, captured, and formally assessed safety issues, such as: perception and situational awareness, monitoring of flight parameters and automation modes,	Ongoing	

	established and measured to monitor their effectiveness. Ensure that the implementation of actions suggested by the European Action Plan for Airspace Infringement Risk Reduction, are considered.	
OPER.003.2 Ensure implementation of EASA recommendations related to the loss of separation between civil and military aircraft	Endorse and fully apply Circular 330 "Civil/Military Cooperation in Air Traffic Management". Closely coordinate to develop, harmonise and publish operational requirements and instructions for state aircraft to ensure that 'due regard' for civil aircraft is always maintained. support the development and harmonisation of civil/military coordination procedures for ATM at EU level. Report relevant occurrences to EASA. Facilitate/make primary surveillance radar data available in military units to civil ATC units. The objective of this action is to ensure that MSs follow up on the recommendations and provide feedback on the implementation.	Ongoing
OPER.003.3 Ensure implementation of SESAR solutions.		

OPER.003.4 Consider 'airspace complexity' and 'traffic congestion' as safety-relevant factors in airspace changes affecting uncontrolled traffic, including the changes along international borders.	Best practices implemented	2023	

4.10 OPER.004 Ground safety (aircraft loading, de-icing, refuelling, ground damage, etc.)

EPAS action number and title: MST.0028 Include Ground safety in State Plan for Aviation Safety (SPAS).
Team Leader: Head of Aerodrome Standards and Safety Division CAA LV
Composition of the project team and participating stakeholders: CAA LV inspectors, Safety Managers of organisations

Desired outcome: Increase safety by continuously assessing and improving risk controls to mitigate the risks in the area of Ground safety.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.004.1 Ensure that the risk area is continuously assessed and risk controls improved to mitigate the risk of ground safety. Agreed set of actions related to identified, captured, and formally assessed safety issues, are established and measured to monitor their effectiveness.	Develop a plan of activities following the regulation developments.	Ongoing	

4.11 OPER.005 Terrain collision

EPAS action number and title: MST.0028 Include terrain collision in State Plan for Aviation Safety (SPAS).
Team Leader: Head of AOD CAA LV
Composition of the project team and participating stakeholders: AOD inspectors, Safety Managers of organisations (air operators)

Desired outcome: Increase safety by continuously assessing and improving risk controls to mitigate the risk of terrain collision.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.005.1 Ensure that the risk area is continuously assessed and risk controls improved to mitigate the risk of terrain collision.	Agreed set of actions related to identified, captured, and formally assessed safety issues, are established and measured to monitor their effectiveness.	Ongoing	

4.12 OPER.006 Aircraft environment

EPAS action number and title: MST.0028 Include aircraft environment in State Plan for Aviation Safety (SPAS).
Team Leader: Head of AOD CAA LV
Composition of the project team and participating stakeholders: AOD inspectors, Safety Managers of organisations (air operators)

Desired outcome: Increase safety by continuously assessing and improving risk controls to mitigate the risk of fire, smoke and fumes.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.006.1 Ensure that the risk area is continuously assessed and risk controls improved to mitigate the risk of fire, smoke and fumes.	Agreed set of actions related to identified, captured, and formally assessed safety issues, are established and measured to monitor their effectiveness.	Ongoing	

4.13 OPER.007 Rotorcraft operations:

- helicopter upset in flight (Loss of Control)
- terrain and obstacle conflict

EPAS action number and title: • **MST.0028 Include rotorcraft operations in State Plan for Aviation Safety (SPAS).** • **MST.0015 Helicopter safety events. CAs, in partnership with industry representatives, to organise helicopter safety events annually or every two years. The EHEST, IHST, CA, Heli Offshore or other sources of safety promotion materials could be freely used and promoted.** • **MST.0031 Implementation of SESAR solutions aiming to facilitate safe IFR operations. MSs together with their ANSPs and their flight procedures designers (if different from ANSPs) should evaluate the possibility to establish a network of low level IFR routes in their airspace to facilitate safe helicopter operations. These SESAR solutions designed to improve safety should be implemented as far as it is feasible.**
Team Leader: Head of AOD and Head of Air Navigation Division CAA LV
Composition of the project team and participating stakeholders: CAA LV inspectors, Safety Managers of organisations

Desired outcome: Continuously assess and improve risk controls in the helicopter upset in flight (Loss of Control) and terrain and obstacle conflict areas.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.007.1 Ensure that the risk areas are continuously assessed and risk controls improved to mitigate the risk of rotorcraft operations.	Agreed set of actions related to identified, captured, and formally assessed safety issues, are established and measured to monitor their effectiveness.	Ongoing	
OPER.007.2 Organise helicopter safety events.	Develop a plan of activities together with Military and Boarder Guard aviation departments. Performance of safety workshops, seminars, meetings to exchange the information on safety promotion materials.	August 2022 Annually or every two years	
OPER.007.3 Ensure implementation of SESAR solutions aiming to facilitate safe IFR operations.		Ongoing	

4.14 OPER.008 General Aviation - Systemic enablers

EPAS action number and title: • **MST.0025 Improve the dissemination of safety messages.** • **MST.0027 Develop safety culture in GA**
Team Leader: Head of AOD and Head of Air Navigation Division CAA LV

Composition of the project team and participating stakeholders: CAA LV inspectors, Representatives from aviation organisations (training organisations, federations, clubs, associations, aviation colleges and institutes) - committed to safety performance in GA.

Desired outcome: Reduce the number of fatalities in GA through the implementation of systemic enablers.

Actions	Intermediate results	Timeframe	Status
OPER.008.1 Improve the dissemination of safety promotion and training material by authorities, associations, flying clubs, insurance companies targeting flight instructors and/or pilots through means such as safety workshops and safety days/evenings.	CAA LV will provide its General Aviation Safety Promotion Platform hosted on the CAA LV site and work with the GA community to raise awareness on important safety topics. Performance of safety workshops, seminars, meetings to exchange the information on safety promotion materials.	May2022 6-months cycle	
OPER.008.2 Include provisions to facilitate and promote safety culture (including just culture) in GA as part of State safety management activities in order to foster positive safety behaviours and encourage occurrence reporting.	Include provisions for safety culture (including just culture) in GA in SSP LV. Continue collecting of data on Latvian GA fleet, as well as on flight hours. Measure the safety performance (i.e. pilots' qualifications and competencies) in GA.	Ongoing Ongoing Ongoing	

4.15 OPER.009 General Aviation - Staying in control

EPAS action number and title:
MST.0028 Include General Aviation - Staying in control in State Plan for Aviation Safety (SPAS).
Team Leader: Head of AOD CAA LV
Composition of the project team and participating stakeholders: AOD inspectors, Representatives from aviation organisations (training organisations, federations, clubs, associations, aviation colleges and institutes) - committed to safety performance in GA.

Desired outcome: Reduce the risk of Loss of Control accidents.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.009.1 Carry out focused oversight of instructors and examiners performance during the pilots' training and proficiency checking to ensure that staying in control risk mitigation actions cover topics such as aircraft performance, flight preparation and management, role of angle of attack, threat and error management (TEM), upset and stall avoidance and recovery, and startle and surprise management.	Improved procedures, including checklists, are established. Definition and programming of safety actions are completed. Implementation and follow-up of the actions are monitored. Safety performance measurement is focussed on improving flying skills, pilot awareness and the management of upset or stall to prevent accidents caused by a loss of control, which is the most significant operational key risk area in GA.	December 2021 Yearly Yearly	

4.16 OPER.010 General aviation - Coping with weather

EPAS action number and title:
MST.0028 Include General Aviation – Coping with weather in State Plan for Aviation Safety (SPAS).
Team Leader: Head of AOD CAA LV
Composition of the project team and participating stakeholders: AOD inspectors, Representatives from aviation organisations (training organisations, federations, clubs, associations, aviation colleges and institutes) - committed to safety performance in GA.

Desired outcome: Increase safety by reducing the number of weather-related accidents.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.010.1 For the weather awareness of pilots ensure access to produced safety promotion material (video) addressing subjects such as weather awareness, flight preparation, management and debrief, the use of flight information services (FIS), the benefits of using modern technology including cockpit weather information systems (including GPS integrated, mobile/4G connected apps, etc.), communication with ATC, inadvertent entry into IMC, TEM, and Human Factors (HF).	Establish GA Safety Action Group (GA SAG) and its Terms of Reference. Improve the content of safety information and access to it on CAA LV site. Provide guidance material for GA pilots.	May 2022 May2022 May 2022	
OPER.010.2 To engage in a campaign promoting instrument flying for GA pilots in Europe.	Provide guidance material for GA pilots	September2022	

4.17 OPER.011 General aviation - Preventing mid-air collisions

EPAS/SPAS action number and title:
• **MST.0028 Include General Aviation – Preventing mid-air collisions in State Plan for Aviation Safety (SPAS).**
• **MAC/GA Airspace infringement risk in General Aviation. National authorities should play the leading role in establishing and promoting local implementation priorities and actions.**
Team Leader: Head of AOD or Head of Air Navigation Division CAA LV
Composition of the project team and participating stakeholders: CAA LV inspectors, Representatives from aviation organisations (training organisations, federations, clubs, associations, aviation colleges and institutes) - committed to safety performance in GA.

Desired outcome: Increase safety by reducing the risk of MACs and airspace infringements in GA.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.011.1 Develop and implement suitable risk mitigation actions for preventing airspace infringement and reducing the risk of MAC by raising the quality of support provided to GA flights by air navigation service providers (ANSPs) through focused oversight.	GA risk area is identified and full list of issues are established and continuously monitored. Definition and programming of safety actions are completed. Implementation and follow-up of the actions are monitored. Safety performance measurement is conducted.	May2022 Yearly Yearly Yearly	
OPER.011.2 Establish clear and open communication at state and stakeholder level on roles, responsibilities, and management of reducing the airspace infringement	Performance of safety workshops, seminars, meetings.	6-months cycle	

risks considering three potential major consequences, such as mid-air collision, loss of separation and disruption to flight operations.	Declared training organisations (for non-commercial licenses only) should be involved in the safety risk management process.		

4.18 OPER.012 General aviation – Managing the flight

EPAS action number and title:
MST.0028 Include General Aviation – Managing the flight in State Plan for Aviation Safety (SPAS).
Team Leader: Head of AOD CAA LV
Composition of the project team and participating stakeholders: AOD inspectors, Representatives from aviation organisations (training organisations, federations, clubs, associations, aviation colleges and institutes) - committed to safety performance in GA.

Desired outcome: Reduce the number of fatalities and serious injuries in GA.			
Actions	**Intermediate results**	**Timeframe**	**Status**
OPER.012.1 Improve the dissemination of produced safety promotion material and ensure access to it addressing subjects such as navigation, fuel management, terrain and obstacle awareness, and forced landings by means of safety workshops, instructors/examiners seminars.	CAA LV makes available an online platform hosted on the CAA LV site to facilitate the dissemination of safety promotion material. Provide guidance material for GA pilots. Conduct of GA SAG meetings	May2022 May2022 3-months cycle	

4.19 OPER.013 PPL/LAPL learning objectives in the Meteorological Information part of the PPL/LAPL syllabus

EPAS action number and title: **MST.0036 MST.0036 Include PPL/LAPL learning objectives in the Meteorological Information part of the PPL/LAPL syllabus in State Plan for Aviation Safety (SPAS).**	
Team Leader: Head of PEL CAA LV	
Composition of the project team and participating stakeholders: PEL inspectors, Representatives from aviation organisations (PPL/LAPL pilots, training organisations, federations, clubs, associations, aviation colleges and institutes) - committed to safety performance in GA.	

Desired outcome: Reduce the number of fatalities and serious injuries in GA.

Actions	Intermediate results	Timeframe	Status
OPER.013.1 Develop proportionate learning objectives in the 'Meteorological Information' part of the PPL/LAPL syllabus.	Learning objectives, with related question bank. Such learning objectives to be of a basic, non-academic nature and address key learning objectives in relation to: — practical interpretation of ground based weather radar, strengths and weaknesses; — practical interpretation of meteorological satellite imagery, strengths and weaknesses; — forecasts from numerical weather prediction models, strengths and weaknesses.	May2022	

4.20 ADR

EPAS action number and title:
MST.0029 Implementation of SESAR runway safety solutions
Team Leader: Head of Aerodrome Standards and Safety Division CAA LV
Composition of the project team and participating stakeholders: Aerodrome Standards and Safety Division, Air navigation service provider, Airports
Desired outcome: SESAR solutions designed to improve runway safety are implemented as far as it is feasible.

Actions	Intermediate results	Timeframe	Status
ADR.001.1 Propose evaluate in RWY Safety Team the SESAR solutions (solutions #01, #02, #04, #26, #47, #48, #70) designed to improve runway safety should be considered as far as it is feasible. See SESAR Solutions Catalogue 2019 third edition: https://www.sesarju.eu/sites/default/files/documents/reports/SESAR_Solutions_Catalogue_2019_web.pdf	SESAR solutions for runway safety discussed at RWY Safety Teams.	Ongoing	

4.21 GH

EPAS action number and title:
RMT.0728 Development of requirements for groundhandling
Team Leader: Head of Aerodrome Standards and Safety Division CAA LV
Composition of the project team and participating stakeholders: Aerodrome Standards and Safety Division

Desired outcome: Ensure oversight capabilities			
Actions	**Intermediate results**	**Timeframe**	**Status**
ADR.001.2 Follow the IR/AMC & GM developments and prepare for their application to ensure compliance with the essential requirements contained in Annex VII to Regulation (EU) 2018/1139. This will consider operational requirements, organisational requirements and authority requirements, as deemed necessary. Detailed objectives and actions are defined by a Ground handling Roadmap which was subject to a focused consultation in Q1/2019.	Develop a plan of activities following the regulation developments.	Ongoing	

4.22 ME.001 New business models

EPAS action number and title: **MST.0019 Better understanding of operators' governance structure.**
Team Leader: Head of AOD CAA LV
Composition of the project team and participating stakeholders: CAA LV inspectors, Safety Managers of organisations

Desired outcome: Increase safety by continuously assessing and mitigating risks posed by new and emerging business models.

Actions	Intermediate results	Timeframe	Status
EME.001.1 Make sure that operator's management system is focused on identification of safety issues and safety risk management as regards contracting of safety-critical services and wet lease-in agreements.	The existing operator's SRM process captures safety issues, identified through the systematic hazard identification, introduced by outsourcing of safety critical services (e.g. flight planning, engine servicing, navigation chart providers, de-icing) and wet lease-in agreements.	Ongoing	
	Safety issues are risk assessed to determine what actions, if any are needed.	Ongoing	
	All actions are managed through the Register.	Ongoing	
EME.001.2 Make sure that operator's management system is focused on identification of safety issues and safety risk management as regards impact of interoperability arrangements on safety, i.e. interoperability refers to those cases where a holding or parent company wants to streamline its operations across several different AOCs of several Member States belonging to the same holding or parent company and to exchange aircraft and possibly crews freely.	The existing operator's SRM process captures safety issues, identified through the systematic hazard identification, introduced by interoperability, where several AOC holders belong to the same parent company or holding.	Ongoing	
	Safety issues are risk assessed to determine what actions, if any are needed.	Ongoing	
	All actions are managed through the Register.	Ongoing	
EME.001.3 Make sure that operator's management system is focused on identification of safety issues and safety risk management as regards different contractual	The existing operator's SRM process captures safety issues, identified through the systematic hazard identification, introduced by different employment models within an individual operator.	Ongoing	

arrangements amongst crews, i.e. an operator's management system systematically captures the correlation between the operator's various employment types (e.g. temporary employment models, employment via employment agencies, pay-to-fly employment schemes, self-employed) and the number of reports of occurrences obtained by the operator.	Safety issues are risk assessed to determine what actions, if any are needed. All actions are managed through the Register.	Ongoing Ongoing	
EME.001.4 Make sure that operator's management system is focused on identification of safety issues and safety risk management to address increased mobility of flight crew and to assess the safety impact of a higher turnover rate. Increased mobility of flight crew could result in a reduction in experience levels and adversely affect the efficiency of recurrent training, particularly the training of all major failures over a 3-year period. Where pilots are more likely to leave the operator after less than 3 years, flight crew training and in particular the operator's conversion course of the subsequent operator should be adapted.	The existing operator's SRM process captures safety issues, identified through the systematic hazard identification, introduced by increased mobility & turnover of pilots. Safety issues are risk assessed to determine what actions, if any are needed. All actions are managed through the Register.	Ongoing Ongoing Ongoing	

4.23 EME.002 Cybersecurity

National action number and title: Preventive work in Cyber related issues
Team Leader: Head of Aviation Security Division CAA LV

Composition of the project team and participating stakeholders: CAA LV inspectors, Representatives from aviation and Cyber security related organisations (airports, air carriers, air navigation service providers, CERT, etc.)			
Desired outcome: Increase the security by reducing the risk of being involved in Cyber related events			
Actions	**Intermediate results**	**Timeframe**	**Status**
Coordinate the working group of Nominated persons in Cyber security from aviation organisations.	Organise meetings in cooperation with National CERT and Eurocontrol.	Yearly	
Preventive work to mitigate risks in Cyber security ensuring compliance with the requirements contained in Chapter 18 of Cabinet of ministers of Latvia Regulation No 397/2010, Regulation (EU) 1998/2015 and ICAO Annex 17.	Inspections and audits in accordance with Cabinet of ministers Regulation No 415/2010 and approved National oversight action plan approved by CAA LV Aviation security division.	Yearly	

4.24 EME.003 Unmanned Aircraft Systems

National action number and title: Unmanned Aircraft Systems			
Team Leader: Head of EU and International Affairs Division CAA LV			
Composition of the project team and participating stakeholders: CAA LV Unmanned aircraft flight safety section			
Desired outcome: Compliance and exchange of information			
Actions	**Intermediate results**	**Timeframe**	**Status**

EME.003.1 Ensure compliance with IR/AMC/DA (Commission Implementing Regulation (EU) 2019/947 of 24 May 2019 and Commission Delegated Regulation (EU) 2019/945 of 12 March 2019 on unmanned aircraft systems and on third-country operators of unmanned aircraft systems on the rules and procedures for the operation of unmanned aircraft, fallow regulatory changes and developments.	Ensure oversight capabilities	December 2021	
EME.003.2 Ensure the exchange of information with the public, UAS operators, pilots and industry. Promote public awareness on existing and upcoming UAS legal provisions and rules.	Information for public, UAS operators and pilots.	December 2021	

4.25 EME.004 Lasers

National action number and title:
Team Leader: Head of Air Navigation Division and Head of Aviation Security Division
Composition of the project team and participating stakeholders: CAA LV

Desired outcome:			
Actions	**Intermediate results**	**Timeframe**	**Status**
EME.004.1	Establishment of a working group	May 2022	

Coordinate the working group with the view to develop consistent and effective prevention and mitigation plans which address the risk of laser attacks in the aviation environment.			
EME.004.2 Engage with organisations outside the aviation environment, such as the Police and Department of Health, in order to find effective measures for the protection of aviation.	Involvement of organisations outside the aviation environment	May2022	

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