European Aviation Safety Agency

Business Plan 2009-2013

Submitted to the Management Board for adoption
31 January 2009

Table of Contents

Executive summary

This Agency's Business Plan covers the five year period from 1 January 2009 to 31 December 2013.

Both the current activities presently carried out by the Agency and the activities linked to the extensions of the remit are analysed:

- The first extension relates to air operations, pilot licensing and third country operators. The Agency received these new responsibilities from the new Basic Regulation which entered into force on 8 April 2008. This Business Plan assumes that the Implementing Rules will enter into force mid 2010.
- The second extension includes aerodromes and air traffic management. The legislative proposal to amend the Basic Regulation has been made by the Commission based on EASA's opinion. This business plan assumes July 2012 to be the date for effectively taking over the related activities.

The Business Plan shows a balance between revenues and costs for all 5 years for both the certification activities, financed by the industry through fees and charges, and the so-called regulatory activities mainly financed by the yearly European Commission contribution.

The Business Plan envisages the Agency continuing to perform its current activities and undertaking the implementation of the first extension for the certification activities; the Continuing Airworthiness workload remains stable at the current level.

In the regulatory activity area the work of the Agency is tailored to balance expenditure and the currently estimated level of revenues: if more revenue than currently forecasted, were to become available it would be spent mostly in the areas of rulemaking, standardisation, international cooperation, safety analysis and research. Further work is necessary to establish the level of resources required in the latter part of the five year period in order to implement fully the second extension of scope, also in the light of the actual tasks entrusted to the Agency by the final text of the amended Regulation.

- For 2009 the Business Plan excludes the possible availability of funds from the so-called Romero facility. These funds, amounting in 2009 to a maximum of €2.4m, may only be used for urgent needs during the budget execution of the year. The Agency will most probably have to make use of this available Romero facility on the occasion of the first budget review during 2009, in order to maintain the necessary level of rulemaking.
- In 2010 and 2011, any additional available funds would be used in the areas of rulemaking, safety analysis and standardisation

  In 2012 and 2013 any additional available funds would be used for implementation of the second extension, and to allow an increase in missions and studies, which in the Plan are frozen at their 2011 levels.

Because it is too early to assess the full impact of the new remits on the Agency's activities, the match between the funding of the extensions and their pace of implementation will need to be kept under review.
Over the period of the Business Plan there is a substantial increase of staff, especially in certification activities, mainly due to the extensions of the remit.

The Agency intends to carry out an assessment of the work it undertakes on continuing airworthiness. The Business Plan assumes this will continue throughout the period at its existing level. Any changes proposed as a result of the assessment will need to be considered in the context of the available resources and other priorities.

NOTES:

1. In last year's Business Plan, in the latest SPP and in the PDB, submitted at the beginning of 2008, the assumption for the go-live of the first extension was mid 2009, whereas in this plan the more realistic date of 1 July 2010 is included. This results in lower staff requirements then previously requested for 2009: 39 temporary agents less at the end of 2009, mainly in the F&C related activities.

2. This review of the first Business Plan issued in 2007 focuses on the financial elements, aiming at a sound financial basis which can be used for the whole planning cycles of the Agency. The document will be reviewed again in 2009. One objective in the 2009 review will be to focus on improving further the Agency's key performance indicators. Following a constructive meeting with the EAB in November 2008, two initial indicators relevant for the applicant have been already included under chapter 6.

1 Strategic elements

1.1 Vision

Ever safer and cleaner civil aviation for Europe

This vision underpins the two main aspects of the work the Agency does for aviation in Europe: safety and environmental protection.

1.2 Mission

Our mission is to foster and provide efficiently for the highest common standard of civil aviation and environmental protection in Europe and worldwide

This mission reflects our role in the European community as well as our wider role in promoting world-wide air safety. It further reflects our recognition of the growing importance of environmental concerns in the work we do and how they impact that work.

1.3 Values

The Agency, with its significant responsibility for aviation safety in Europe, needs to ensure that it acts in an effective and controlled way to provide confidence to all its stakeholders and to the general public. These are the values that inspire our acts, in which we believe and to which we commit:

- **People**: We invest in the highest qualified professionals to build the European centre of excellence in aviation safety
- **Performance**: We aim to reach our regulatory and advisory goals with the highest level of efficiency
- **Professionalism and integrity**: We value trust, sincerity and honesty in relationships both at personal and organisational levels
- **Stakeholders' satisfaction**: We wish to continuously strive to satisfy our stakeholders' expectations

1.4 Strategic goals

- To be recognised as the European expert body and a trusted partner in the field of civil aviation safety
- To combine and deploy all know-how and resources available throughout Europe to establish an effective, cost efficient regulatory system
- To constantly identify, mitigate and eliminate safety and environmental risks
- To contribute to the free movement of civil aeronautical products and services worldwide

1.5 Objectives and key performance indicators

The Agency organises its work into eight core activities, enabled by support activities. The core activities are the following:

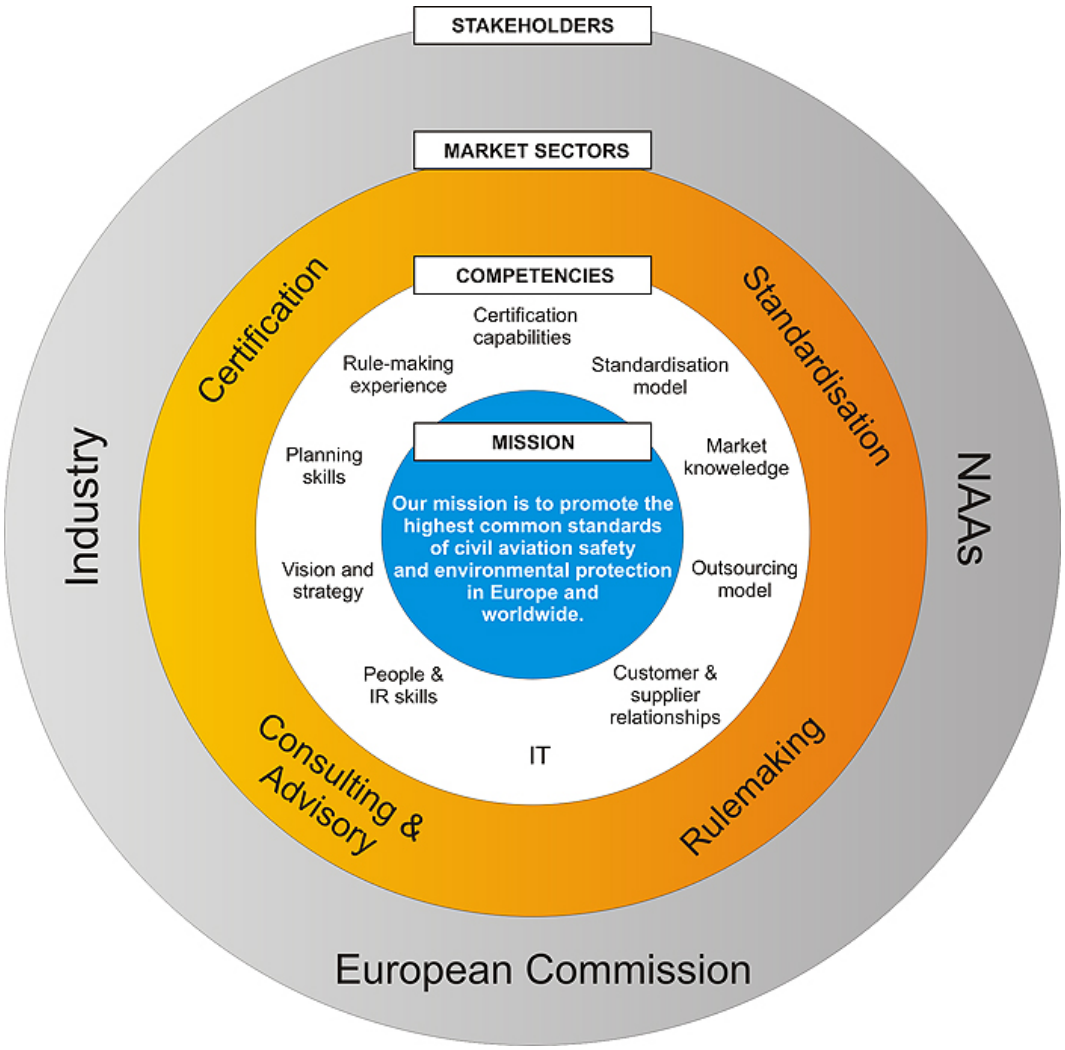
- Products certification
- Organisation approvals
- Standardisation
- Rulemaking
- International cooperation
- Safety analysis
- Research
- SAFA

Each of these core activity areas within the Agency has set itself detailed objectives to be met during the business plan period. At an Agency-wide level these have been combined and summarised in the table below. Achievement of each objective is measured against a clear key performance indicator, allowing the Agency's management team to assess progress against targets and take timely corrective action when necessary.

Objective	Key Performance Indicator	Target
Improve the productivity of all productive resources	Productive hours p.a.	1% increase in bookable hours in Certification directorate, organisation approvals and outsourced productive work
Deliver the tasks identified in the yearly Rulemaking Programme	Number of tasks finalised	95% of the tasks are finalised during the year from 2009 onwards
Improve efficiency and quality	Implementation of an ERP and certification by an independent 3rd party (e.g. ISO)	ERP implemented in 2009 and certification achieved (e.g. ISO 9000 series) in 2010
Fulfil the new tasks assigned through the extensions of the remit	Timely drafting of implementing rules and preparation of the organisation (staff and organisational items) for the punctual take over of activities	Deadlines fixed by the Basic Regulation and Implementing Rules (also dependent on the input of our stakeholders)

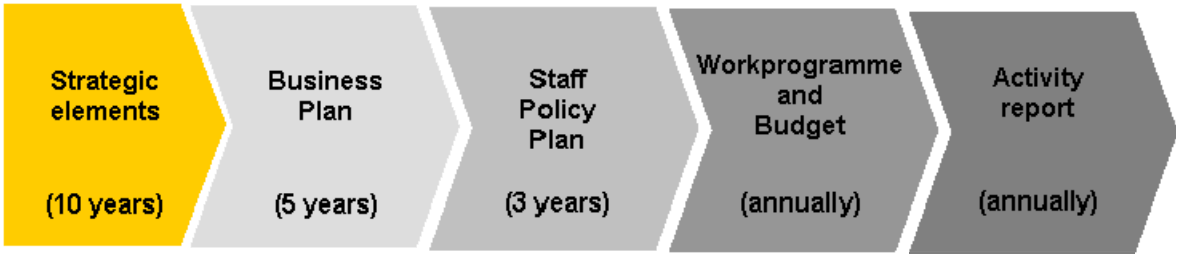
1.6 Strategy

The following diagram represents the Agency's mission, its competencies in the market it serves, the market sectors targeted and its stakeholders.



In line with its strategy, the Agency will further develop its competencies to achieve the tasks entrusted, supporting its defined market and stakeholders.

The strategic elements are the starting point for the Agency's planning cycle. They were defined by the senior management team of the Agency and are reviewed periodically.



European Aviation Safety Agency planning cycle

2 Market

2.1 General background and market segments

The aviation market segment includes all persons involved in commercial and non-commercial air transportation. This group includes but is not limited to:

- Scheduled commercial airlines
- On-demand air taxi services
- Charter airlines
- Integrated package delivery companies
- Travel agencies and tour brokers
- Businesses that operate aircraft for their own use
- Individuals who fly their own or rented aircraft for pleasure
- Individuals who purchase airline tickets
- Marketers of fuel that is used in aircraft

Commercial aviation has undergone enormous growth over its relatively short history as the globalisation of industry and commerce has increased and air travel's relative affordability has contributed both to a boom in international tourism and to a large rise in the volume of air freight. Air transport has become an integral part of many people's lifestyle and its continued growth is taken for granted by many.

2.2 Market development trends

In the long run major manufacturers are continuing to forecast sound growth. Airbus estimates that the world fleet will double from 15,000 in 2006 to 33,000 in 2026, with most of the current aircraft being replaced. This is confirmed by Boeing which in its annual review sees demand prevision till 2027 from USD 2.8 trillion to USD 3.2 trillion or almost 30.000 new airplanes).

This shows the aviation industry as a whole expects to continue to do well. Taking into account the increased pressure of more eco-friendly aircraft, new models are and will be developed at an increased pace.

In the short and medium term, the current financial crisis combined with increased fuel prices, might negatively affect the air traffic. Experts estimate the possibility of 25-30% cuts in the order backlog of the aircraft industry, especially by the low cost carriers. The industry seems to feel confident however, it can absorb and cope with this and projects for the design of new types will not be in danger.

New fuel-efficient aircraft, together with next generation Air Traffic Control system-enabled flight procedures, can indeed lower fuel bills by 20-30%.

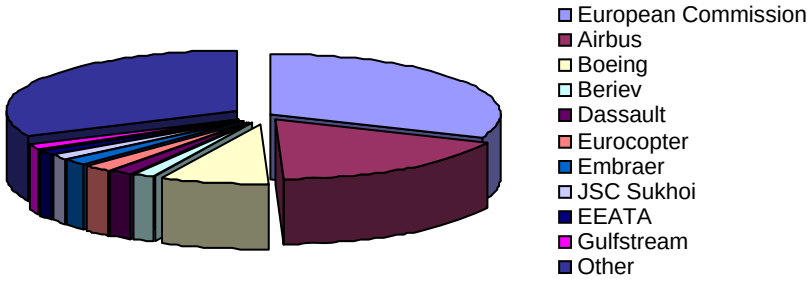
An internal working group will further analyse the possible impact of the current financial crisis on the Agency's workload.

2.3 Stakeholders

The Agency is funded from two major sources:

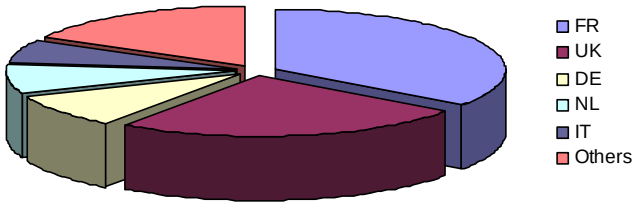
- The European Community and associated Member States (Norway, Iceland, Switzerland and Liechtenstein), which provide funding for those activities which contribute to the benefit and well-being of European citizens, such as rule-making and standardisation;
- Industry, which pays for certification and organisation approvals tasks which allow them to sell their products and service across Europe using a single certification process.

From a business planning perspective, while these two areas are separate, both can be considered to be customers of the Agency. Each has a unique, but complementary set of customer requirements which we must meet.



The Agency has outsourced a significant portion of its certification and oversight work. This provides a framework in which EASA sets the regulatory framework, and its implementation is partly conducted at a local level in each country, providing faster, more effective implementation while reducing practical problems such as physical proximity and language issues.

It is the Agency's intention to continue this outsourcing policy throughout the business plan period. Existing outsourcing is confined only to National Authorities. But consideration will need to be made for the creation and accreditation of qualified entities to improve the provision of activities conducted on Agency's behalf. The existing strategic supply partners to EASA, by spend, are shown in the chart below.



It is also clear that the Agency must ensure it is at the fore-front of the development of safety regulation and processes world-wide. Therefore it works closely with other regulators and major organisations (FAA (USA), CAAC (China), Japan NAA, DGCA India, IAC (CIS), Transport Canada, ANAC (Brazil)).

3 Organisation and competencies

3.1 Background

The European Aviation Safety Agency constitutes the centrepiece of the European Union's strategy for aviation safety. It has been given specific regulatory and executive tasks in this field (see details in section 3.4: current and future competencies).

The aviation industry benefits from common rules and specifications, cost-efficient services and a single point of contact.

The Agency works hand in hand with the national authorities who continue to carry out many operational tasks, such as certification of individual aircraft or licensing of pilots.

The Agency is an independent European Community Body with a legal personality and autonomy in legal, administrative and financial matters. It is accountable to the Member States and the EU institutions. The Executive Director is appointed by the Agency's Management Board. The Board, which brings together representatives of the Member States and the Commission, is also responsible for the adoption of the Agency's work programme, the budget and for monitoring the Agency's operation. The aviation industry is actively involved in the Agency's work through a number of consultative and advisory committees: the EASA Advisory Board (EAB), representing all aviation stakeholders, is consulted by the Management Board; the Advisory Group of National Authorities (AGNA), made up of national authorities and the Safety Standards Consultative Committee (SSCC), composed by stakeholders' representatives, are consulted by the Executive Director with reference to rulemaking activities. Decisions of the Agency which adversely affect a person or organisation may be addressed to the Board of Appeal, established specifically for the purpose.

The Agency started operations on 28 September 2003 and has its seat in Cologne, Germany since November 2004, when it relocated from the provisional seat in Brussels. All 27 EU Member States, Iceland, Liechtenstein, Norway and Switzerland are EASA Member States.

3.2 Legal basis

The new Basic Regulation (EC) No 216/2008[1] entered into force on 8 April 2008. It repeals Regulation (EC) No 1592/2002. Council Directive 91/670/EEC and Directive 2004/36/EC are also repealed when the measures as envisaged in Regulation (EC) 216/2008 enter into force.

In accordance with Article 66 of Regulation (EC) 216/2008 and the EEA Decision No 179/2004 of the EEA Joint Committee[2] to incorporate Regulation (EC) 1592/2002 and its implementing rules into Annex XIII (Transport) of the EEA Agreement, Liechtenstein, Norway and Iceland, together with the current EU 27 Member States, also participate in the activities of the Agency. The EEA Joint Committee has not yet taken a decision for incorporation of Regulation (EC) 216/2008 in the Annex XIII to the EEA Agreement. Similarly, the agreement between the European Union and the Swiss Confederation on Air Transport of 21 June 1999[3] has been modified by Decision No 3/2006 of the

[1] Regulation (EC) No 216/2008 of the European Parliament and of the Council of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC (OJ L 79, of 19.03.2008, p. 1).

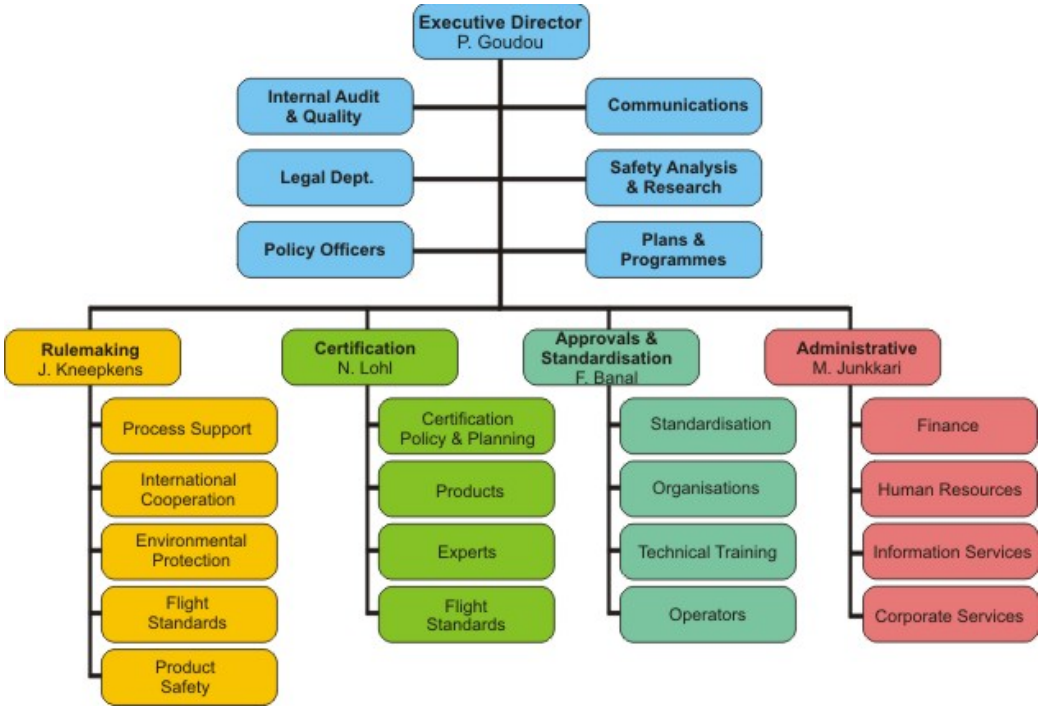
[2] Decision No 179/2004 of the EEA Joint Committee of 09.12.2004 amending Annex XIII (Transport) to the EEA Agreement (OJ L 133 of 26.05.2005, p.37).

[3] Agreement between the European Community and the Swiss Confederation on Air Transport of 21 June 1999 (OJ L 114 of 30.04.2002, p. 73).

Community/Switzerland Air Transport Committee[4], so that Regulation (EC) 1592/2002 is applicable to Switzerland as of 1 December 2006. The Community/Switzerland Air Transport Committee has not yet taken a decision for incorporation of Regulation (EC) 216/2008 in the Annex to the Agreement on Air Transport.

3.3 Organisational structure

The following chart represents the current Agency's structure:



3.4 Current and future competencies

Current remit

The current agency's responsibilities include:

- expert advice to the EU for drafting new legislation
- inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States
- safety and environmental type-certification of aircraft, engines, parts and appliances
- approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations
- coordination of the European Community programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using Community airports
- data collection, analysis and research to improve aviation safety

First extension (air operations, pilot licensing and authorisation of third country operators)

[4] Decision No 3/2006 of the Community/Switzerland Air Transport Committee of 27 October 2006 amending the Annex to the Agreement on Air Traffic (OJ L 318 of 17.11.2006, p. 31).

Community competence for air operations, pilot licensing and third country operators was established by Regulation 216/2008, which entered into force on 8 April 2008. All related rulemaking activities are taken over.

The following assumptions have been taken into consideration for this business plan regarding the implementation of the first extension of the remit:

- The implementing rules enter into force, and the related activities are effectively taken over on 1 July 2010:
    - Standardisation inspections for air operations and pilot licensing under Regulation 736/2006
    - Certification of foreign synthetic training devices, pilot training organisations and aero medical centres
    - Certification tasks linked to operations (OEB, MMEL – amended Part 21)
    - Approval tasks related to third country operators (take over according to a phased process over two to three years)

Second extension (aerodromes and air traffic management)

The Commission has launched the legislative proposal for the next amendment to the Basic Regulation. It is based on the Agency's opinion and includes the extension of EASA responsibilities to aerodromes and air traffic management.

The following assumptions have been taken into consideration in this business plan:

- Community competence for the regulation of the safety of aerodromes, air traffic management and air navigation services under the Basic Regulation is established from 1st January 2011.
- Implementing rules for the regulation of the safety of aerodromes, air traffic management and air navigation services safety enter into force on 1st July 2012. The Agency takes over the related rulemaking and standardisation tasks. Additional certification tasks are limited to a few foreign service providers and European service providers of pan-European dimension. The Agency is the technical adviser for the evaluation of safety implications of the envisaged concepts of operations and their modifications.

4 Financial projections and staffing plan

a) The business plan covers the five years period from January 2009 to December 2013.

b) The tables in the next pages show the split of forecasted costs and revenues among the core activities of the Agency, indicating the repartition for the existing remit, the first and the second extension (all tables are expressed in million €).

c) The Agency's activities have been grouped following the financing source:

Core activities financed through fees and charges (F&C):

1. Product certification
2. Organisation approval

Core activities financed mainly through EU contribution (regulatory activities):

1. Standardisation
2. Rulemaking
3. International cooperation
4. Safety analysis
5. Research
6. SAFA

d) To calculate the F&C expenses, a chargeable workload of 1200 hours per FTE is used. This represents 80% of the official working hours of an EASA staff member (which equals 1500 hours).

4.1 Financial projections

The scenario presented in this Business Plan is the result of adapting the original plans of the Agency to the available budget. The revenue related assumptions have been defined taking into account the most recent information available.

		2009	2010	2011	2012	2013
All EASA All remits	Revenue	93,9	107,6	125,4	129,6	133,8
	Cost	93,9	107,6	125,4	129,6	133,8
	Deficit/Surplus	-	-	-	-	-

The result is a balance between costs and revenues across the 5 year period. If more subsidies for the regulatory activities became available, further development in the following areas would become possible:

- Rulemaking & International cooperation
- Standardisation
- Safety analysis & Research

This is further explained at the end of the respective chapter for each concerned area.

				2009	2010	2011	2012	2013
FEES AND CHARGES	EXISTING REMIT	Product certification	Revenue	39,9	40,7	41,5	42,3	43,2
			Cost	39,9	40,7	41,5	42,3	43,2
			Deficit/Surplus	(0,0)	-	-	-	-
		Organisation approval	Revenue	19,1	19,9	20,5	21,2	22,0
			Cost	19,1	19,9	20,5	21,2	22,0
			Deficit/Surplus	-	-	-	-	-
		Total F&C	Revenue	58,9	60,6	62,0	63,6	65,2
			Cost	58,9	60,6	62,0	63,6	65,2
			Deficit/Surplus	(0,0)	-	-	-	-
	1st EXTENSION	Product certification	Revenue	-	6,6	16,7	17,4	18,3
			Cost	(0,0)	6,6	16,7	17,4	18,3
			Deficit/Surplus	0,0	-	-	-	-
		Organisation approval	Revenue	-	3,1	6,4	7,0	7,1
			Cost	-	3,1	6,4	7,0	7,1
			Deficit/Surplus	-	-	-	-	-
		Total F&C	Revenue	-	9,8	23,1	24,4	25,4
			Cost	(0,0)	9,8	23,1	24,4	25,4
			Deficit/Surplus	0,0	-	-	-	-
	2nd EXTENSION	Product certification	Revenue	-	-	0,2	0,7	1,4
			Cost	-	-	0,2	0,7	1,4
			Deficit/Surplus	-	-	-	-	-
		Organisation approval	Revenue	-	-	0,0	0,1	0,1
			Cost	-	-	0,0	0,1	0,1
			Deficit/Surplus	-	-	-	-	-
		Total F&C	Revenue	-	-	0,2	0,7	1,5
			Cost	-	-	0,2	0,7	1,5
			Deficit/Surplus	-	-	-	-	-
	ALL REMITS	Total F&C	Revenue	58,9	70,4	85,3	88,7	92,1
			Cost	58,9	70,4	85,3	88,7	92,1
			Deficit/Surplus	-	-	-	-	-

				2009	2010	2011	2012	2013
REGULATORY ACTIVITIES	EXISTING REMIT	Standardisation	Cost	9,9	9,8	9,8	10,1	10,2
		Rulemaking	Cost	11,1	11,9	12,6	12,2	12,5
		Int coop	Cost	3,2	3,0	3,0	3,0	3,0
		Safety analysis	Cost	4,2	3,7	3,9	4,1	4,1
		SAFA	Cost	1,2	1,3	1,3	1,3	1,3
		Total	Cost	29,6	29,8	30,6	30,7	31,2
	1st EXTENSION	Standardisation	Cost	0,5	2,4	2,5	2,6	2,7
		Rulemaking	Cost	4,0	3,2	3,4	3,6	3,7
		Int coop	Cost	-	0,0	0,0	0,0	0,0
		Safety analysis	Cost	-	0,2	0,4	0,4	0,4
		SAFA	Cost	-	0,0	0,0	0,0	0,0
		Total	Cost	4,6	5,8	6,3	6,6	6,8
	2nd EXTENSION	Standardisation	Cost	-	-	0,3	0,5	0,6
		Rulemaking	Cost	0,9	1,6	2,9	3,0	3,1
		Int coop	Cost	-	-	0,0	0,0	0,0
		Safety analysis	Cost	-	-	0,0	0,0	0,0
		SAFA	Cost	-	-	0,0	0,0	0,0
		Total	Cost	0,9	1,6	3,3	3,6	3,6
	ALL REMITS	Total regulatory activities	Revenue	35,0	37,3	40,1	40,9	41,7
			Cost	35,0	37,3	40,1	40,9	41,7
			Net Income	-	-	-	-	-

TOTAL EASA	ALL REMITS	**Total**	Revenue	93,9	107,6	125,4	129,6	133,8
			Cost	93,9	107,6	125,4	129,6	133,8
			Net Income	-	-	-	-	-

4.2 Analysis of financial projections

4.2.1 F&C based activities

- All costs planned for the F&C based activities are covered by the expected revenues for all the years and full remit of the Agency (revenues from the existing remit under the previous Basic Regulation 1592/2002, plus the revenues covering the estimated costs resulting from the first extension of remits (new Basic Regulation 216/2008) which are subject to the revision of the current Fees & Charges Regulation).
- As explained in detail under section 5.1, the workload for the certification activities is maintained at its current level. The ENACT group will analyse the appropriate number of hours the Agency should devote annually to continuing airworthiness, which in the meantime remains at its current level. Based on this analysis, the agency will study, if necessary, the possibility to increase the amount of resources to perform continuing airworthiness activities and the best way to finance this.
- The current fees and charges system covers the activities planned for the Organisation approval activities. Therefore all activities originally planned will be performed.

4.2.2 Regulatory Activities

- The scenario presented is balanced for all years. Should more resources become available, they would be used as follows, depending on the years:

  1. In 2009, on top of the current budget, the Romero facility (2,4M€) can be made available. The additional funds would be used to further support rulemaking studies and translations..

  2. For 2010 and 2011, if more resources were to be made available these would be used for:
     - Rulemaking: Studies to support the two extensions of the Agency's remit.
     - Safety Analysis: Studies which would support the agency's role it plays in several international forums and accordingly the Agency's international influence.
     - Standardisation: Increased number of inspection visits
     - International cooperation: Bilateral relations and technical cooperation and three additional external representatives on top of the currently planned three locations.
- For 2012 and 2013, in spite of an increase in the amount of the Commission subsidy, further analysis of the new remit tasks will be needed and together with continued discussion with the commission in order to define the funding requirements, in line with the final amendment to the regulation.

4.2.3 Assumptions taken

4.2.3.1 General assumptions

In addition to the assumptions on extension of the Agency's mandate (see above section 3.4), the following assumptions have been taken into consideration for the calculations:

- Figures are based on 2009 constant prices. No inflation allowance has been applied in the following years.

The costs shown for the core activities include allocated costs from the support activities, as follows:

	2009	2010	2011	2012	2013
HR and rental costs	15,4	15,8	16,6	16,8	17,1
Software development	4,6	3,8	3,8	3,9	4,1
Finance and other admin costs	3,4	3,4	3,6	3,8	4,1
Corporate executive	3	3,5	3,9	4,6	4,8
Plans and Programmes	2,7	2,9	3,0	3,1	3,2
Technical Training	1,5	1,7	1,9	2,0	2,0
Legal	0,9	1,0	1,1	1,2	1,3
Total support activities	**32,1**	**32,1**	**34,0**	**35,4**	**36,4**

The evolution of the support costs shows a reduction from 33% of the total Agency's costs in 2009 to just 27% in 2013.

4.2.3.2 Income

F&C based activities

- For the existing remit, the revenue has been calculated based on 2008 data. A 2% yearly increase has been assumed as a business trend (revenue and expenses). For organisations, the Continued Airworthiness Maintenance Organisations rule change and increased POA by foreign aircraft manufacturers results into a higher growth of about 4% per year.
- For the F&C activities linked to the extensions of the remit, the revenues have been assumed to cover the forecasted costs, since no F&C system is yet in place for these activities.

Regulatory activities

For the regulatory activities, the following amounts have been considered (all remits):

	2009	2010	2011	2012	2013
EC Contribution	31,54	34,40	37,06	38,16	38,87
3rd country contribution	1,55	1,69	1,83	1,88	1,91
SAFA	0,04	0,06	0,06	0,06	0,06
Technical training	0,16	0,03	0,03	0,03	0,03
Sales of publications	-	0,08	0,10	0,12	0,15
Technical coop. with 3rd countries	1,03	0,33	0,33	-	-
Revenue from investments or loans, bank interest and other items	0,25	0,25	0,25	0,25	0,25
Other administrative operations	0,43	0,43	0,43	0,43	0,43
TOTAL	**35,00**	**37,27**	**40,09**	**40,92**	**41,70**

EC contribution	**2009**	**2010**	**2011**	**2012**	**2013**
Existing remit	31,5	29,8	30,3	31,0	31,6
1st extension		2,4	2,5	2,5	2,6
2nd extension		2,2	4,3	4,7	4,8
Total EC contribution (all remits)	**31,5**	**34,4**	**37,1**	**38,2**	**38,9**

The additional Community contribution to cover the planned costs related to the extensions of the remit is based on the Community's Financial Perspectives.

4.2.3.3 Expenditure

The following elements are included in the forecasted expenditure:

1. Title 1 (staff related expenses):
   - Basic salaries
   - Recruitment costs
   - Allowances and other T1 costs
2. Title 2 (infrastructure expenses):
   - Building and related expenses (security, cleaning, maintenance costs, utility)
   - IT cost title 2 (hardware, network, licences)
   - Other expenses (postage, office supplies, telecommunications, legal expenses, part of software development, financial charges)
3. Title 3 (operational expenses):
   - Missions, meetings, translations
   - Outsourcing to National Aviation Authorities
   - Software development (partly)
   - Other operating expenses (direct costs, mainly outsourcing other than to NAAs, depreciation, financial charges)

Detailed financial overviews can be found in Appendix 1.

4.3 Staffing plan

The last Staff Policy Plan (SPP) was approved in June 2008 by the Management Board. In this Business Plan, the number of headcounts at the end of each year does not correspond exactly with the SPP. There are two main reasons for these variances:

- The date of take over of the activities related to the first extension of the remit. (The SPP considered that these activities would be taken over in mid 2009, the more realistic assumption taken now is July 2010).
- More accurate estimation of the staff needed for the activities linked to the extensions of the remit.

	2009	**2010**	**2011**
SPP 2009 - 2011	518	559	610
Delta BP with SPP	-39	+14	+9

The next version of the SPP that will be presented to the MB in February 2009 will be consistent with the staff figures presented in this Business Plan.

The table below summarises the Agency's forecast in terms of staff evolution per activity and remit in the next five years.

Only temporary agents are represented. Contract agents and interims have been taken however into account for the business plan calculations.

Temporary Agents at the end of the year

		2009	2010	2011	2012	2013
EXISTING REMIT	Product certification	152	156	168	177	181
	Organisation approval	49	50	51	52	53
	Standardisation	31	31	31	31	31
	Rulemaking	32	32	32	32	32
	International cooperation	11	12	12	12	12
	Safety analysis	17	17	19	19	19
	SAFA	8	8	8	8	8
	Support activities	132	129	140	145	145
	Total	432	435	461	476	481
1st EXT	Product certification	-	49	49	49	56
	Organisation approval	-	25	31	32	32
	Standardisation	15	15	15	15	15
	Rulemaking	22	23	24	24	24
	Safety analysis	-	2	3	3	3
	Support activities		6	9	14	14
	Total	37	120	131	137	144
2nd EXT	Product certification	-	-	1	6	10
	Standardisation	-	-	4	4	4
	Rulemaking	10	18	19	19	19
	Support activities			3	3	6
	Total	10	18	27	32	39
ALL REMITS	Product certification	152	205	218	232	247
	Organisation approval	49	75	82	84	85
	Standardisation	46	46	50	50	50
	Rulemaking	64	73	75	75	75
	International cooperation	11	12	12	12	12
	Safety analysis	17	19	22	22	22
	SAFA	8	8	8	8	8
	Support activities	132	135	152	162	165
	Total	**479**	**573**	**619**	**645**	**664**

5 Core activities – five year plans and priorities

The Agency identifies its work under eight core activities. The responsible Directorates have generated detailed five-year plans which will guide their work during that time. These have been summarised in this section to represent the operational business plan for each core activity.

5.1 Product Certification

The product certification comprises two core activities:

(1) The type design certification, and
(2) The flight standards certification

of aeronautical products, parts and appliances.

Type design certification includes mainly airworthiness but also environmental compatibility aspects. Flight standards certification covers airworthiness related aspects for the operation of a given type of aircraft (operational suitability), including minimum type rating training standards for flight crew and maintenance certifying staff.

All certified products are subject of thorough safety oversight during their operational life. This proactive oversight function allows the Agency to take corrective actions, if necessary, ensuring the continued airworthiness of products during their entire lifecycle.

5.1.1 Type Design Certification

5.1.1.1 Type Design Certification Activities

The type design certification activity comprises airworthiness certification of products (aircraft, engines & propeller), parts and appliances, the related safety oversight of approved types during their entire lifecycle (continuing airworthiness activities), the environmental compatibility certification, and, last but not least, a variety of certification related activities like the support of Industry for receiving approvals by foreign authorities (validation support) or technical advice for stakeholders if requested (e.g.: technical advice, pre-application consultancy).

The following sub-processes have been identified within the airworthiness certification activity:

- Initial type design certification (Type Certificate, Restricted Type Certificate, Amendments to Type Certificates)
- Approval of changes to type designs (Supplemental Type Certificate, approval of minor and major design changes)
- Approval of type related repair solutions (minor and major repairs)
- Approval of parts and appliances (ETSO-Authorisation)
- Other type related approvals (e.g.: flight conditions for the issuance of permits to fly, Aircraft Flight Manual revisions, Alternate Means Of Compliance's)

The safety oversight of approved product types includes the systematic collection, review and analysis of safety related data and, when necessary, the mandating of corrective actions by means of Airworthiness Directives (AD).

On Industry side the majority of design activities takes place in an approved and controlled environment (approved Design Organisations) enabling the Agency to rely to a large extent on findings and declarations by applicants. The level of the Agency's

technical involvement is defined on a case by case basis during the establishment and formal acceptance of the certification programme.

In absence of approved Design Organisations for projects designed outside the EU, the Agency's policy is to rely to a maximum extend on the foreign certification system. Bilateral Agreements as concluded under the competence of the EU Commission may even allow for automatic acceptance of certain foreign certificates by the Agency.

Type design certification activities are mainly performed by the Certification Directorate's departments C1 (Products Project Management) and C2 (Certification Experts).

5.1.1.2 Type Design Certification Development Plan

The Agency's policy is to give the highest priority to safety whilst performing its tasks uniformly, consistently and efficiently within all EASA Member States. The Agency strives to meet these high level objectives by further promoting the process of internalisation, i.e. performing a growing share of demanding certification tasks directly through Agency staff instead of outsourcing these activities to NAAs or other qualified entities. The internalisation process will progress in line with the increase of the staff of the Agency. The "EASA/NAA Certification Transition Working Group" (ENACT) advises the Management Board (MB) and monitors the transition process.

Whilst applying the internalisation policy, outsourcing to the NAAs for "proximity activities" and outsourcing of some specialised services to Qualified Entities complements the certification activities carried out directly by the Agency. Proximity activities include technical investigations for granting minor design changes and repairs approvals where no DOA exists, simple airworthiness and environmental certification activities (especially in the field of general aviation or in the newer Member States) or in cases where distance or language pose an obstacle to working from Cologne. Varying the outsourcing to NAAs can also be used by the Agency to adjust to unforeseen changes in the industry level of activity.

The Agency's total workload in type design certification and related activities over the business plan period is triggered by its estimated technical involvement per individual case. The summary per main activities is tabled below (number of technical working hours performed by project certification managers - PCM- and Certification Experts):

	2009	**2010**	**2011**	**2012**	**2013**
Safety Oversight Activities (Continuing Airworthiness)	27.155	28.680	29.694	30.727	31.782
Certification Projects (applications for new Type Design, Changes, Repairs etc.)	110.175	111.323	113.549	115.820	118.136
Product certification related activities (validation support, technical advice, etc.)	7.810	7.835	7.992	8.152	8.300
Internal Cross Services (DOA support, Accreditation, Rulemaking etc.)	17.325	17.520	17.870	18.227	18.550
Other services ("Strategic Project Involvement")	1.000	3.000	5.000	8.000	8.000
Total	**163.465**	**168.358**	**174.105**	**180.926**	**184.768**

The ENACT group will analyse in the future the necessity of increasing the number of hours dedicated to these activities. Should the increase be considered necessary, the potential impact on the financing of this activity will be reviewed accordingly in order to cover the additional costs.

Outsourcing policy

A significant level of outsourcing is necessary for the accomplishment of all the type design certification activities.

Starting in 2010 the Agency will shift from the current level of outsourcing to a situation where it will perform 80% internally. This transition does not represent any global increase or stretching of the overall resources allocated to type design certification activities. It merely reflects a change of the ratio between the internalised and outsourced tasks. Increased internal costs resulting from additional staff will be offset by an equivalent reduction of the outsourcing costs.

Further internalisation is considered essential for achieving efficiency and also quality objectives. Accreditation and control efforts can be reduced significantly. Direct management of the Agency also ensures consistent project involvement and thus uniform quality and safety levels across all certification activities in Europe.

However, some outsourcing will always complement the Agency's internal work.

This will ensure that there is a sufficient number of specialists to enable the Agency and the NAA's to perform their European and national authority tasks in the field of aircraft certification and for internal advice. The major areas in which long-term outsourcing are considered beneficial include:

- Proximity activities, i.e. investigations for the granting of approvals to minor design changes and repairs when no DOA is provided
- Flight test and performance evaluation (mostly by flight test pilots) as a complement to the limited internal capacity
- Other highly specialised services (e.g.: software qualification)
- Some specific areas of general aviation (e.g.: gliders and motor gliders), or activities in some of the new Member States where languages difficulties and industrial specificities exist
- Safety oversight activities ("continuing airworthiness") in the previously mentioned fields of general aviation
- Any other activity which can be performed more effectively at local level

Under the current cooperation system NAAs under contract with the Agency are considered the local face of EASA, especially vis-à-vis small organisations and the lower end of the general aviation community. Any potential proximity need should be adequately covered by this concept. Therefore, no EASA local offices, or local EASA staff is considered for the time being.

5.1.1.3 Type Design Certification Objectives, KPIs and Targets

The number of technical working hours spent on continuous safety oversight of certified products ("continuing airworthiness activities") is a key element to predictive product safety. The Agency uses the following *Continuing Airworthiness Ratio* (CAWR) as an indicator:

$$\textbf{CAWR} = \frac{\text{number of hours performed on continuing airworthiness}}{\text{number of hours planned for continuing airworthiness}}$$

In addition, the Agency strives for more efficiency within Products Certification. This is measured by the *internal efficiency ratio* (IER):

$$\textbf{IER} = \frac{\text{number of yearly technical hours performed by technical staff}}{\text{total number of hours performed by technical staff}}$$

An increase of 1% per annum in the IER is set as a target for improving efficiency.

Finally, the Certification Directorate needs to balance its internal and external level of activity. For this purpose, the following *internal hours ratio* (IHR) indicator is defined:

$$\textbf{IHR} = \frac{\text{number of hours performed internally}}{\text{total number of hours performed}}$$

Objective	KPI	Target
Ensure adequate continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	100%
Internalise in line with internalisation policy	Internal hours as a percentage of total hours	Rising to max. of 80%
Improve internal efficiency	Share of technical hours as a percentage of total hours	Increase of 1% per annum

External KPI's used in the Application Process:

Objective	Key Performance Indicator	Target
Improved speed of task allocation process	Number of days needed to allocate a task from the application receipt	70% of the tasks received through applications are allocated in 5 working days
Improved speed of certificate issuance process	Number of days needed to issue a certificate from the technical visa receipt	70% of the technical visas have their corresponding certificate issued within 5 working days

5.1.1.4 Type Design certification Resource Plan

Based on the above considerations the Agency's resource plan for performing all type design certification activities is as follows. Heads of sections are involved for 50% of their time in fee earning activities.

	2009	2010	2011	2012	2013
Staff Resource Plan (total C1 and C2)	152	158	170	179	188
Management (posts) and support staff Resource Plan	30	30	30	30	30
PCM & Experts Staff Resource Plan	122	128	140	149	158
Work performed internally (% from total)	62%	64%	72%	77%	82%

5.1.2 Flight Standards Certification

5.1.2.1 Flight Standards Activities

The flight standards certification activities comprise the:

a) Approval of Maintenance Review Board (MRB) Reports

b) Approval of minimum syllabi for pilot type rating training approval and qualification of associated flight simulators

c) Approval of minimum syllabi for maintenance certifying staff type rating training

d) Approval of Master Minimum Equipment Lists (MMEL)

e) Approval of minimum syllabi for cabin crew type rating training

f) Approval of Flight Synthetic Training Devices (FSTD) when used in organisations under the oversight of the Agency

These mandatory evaluations and approvals could also be complemented by activities on request by industry, such as defining additional airworthiness specifications for a given type of operations (equipment qualification, acceptance of specific operational procedures, retroactive airworthiness requirements) to assist applicants complying with the national operational requirements under the remit of NAAs.

Some of the above activities are presently performed by the Agency on a voluntary basis as a service to the industry. With the entering into force of the Implementing Rules according to the new Basic Regulation (EC) 216/2008, the majority of the above mentioned activities will become mandatory approval tasks under the responsibility of EASA, funded by fees according to a revised Fees and Charges Regulation.

Activities b) to e) are usually performed under a structured Operational Evaluation Board (OEB) process similar to the Joint OEB (JOEB) process as currently coordinated on behalf of the JAA. It is envisaged to include the related approvals in the operational suitability certificate (OSC). Details of this new concept will be described in the upcoming implementing rules for operations of aircraft.

5.1.2.2 Flight Standards Certification Development Plan

Until the coming into force of the new Implementing Rules, the Flight Standards Department will continue its current activities, charged to the industry as a service. With the new Implementing Rules, most of these activities are to be funded by fees. Accordingly, the Fees and Charges Regulation will be modified to recognise this change.

In this respect the development of flight standards certification activities within the Agency is not per se the development of new activities but the transfer to the Agency of some existing activities presently taking place and being funded under a different system. However, the extension of remit also generated genuinely new activities which do not yet exist in the JAA system.

The workload in flight standards certification over the business plan period is tabled below (number of technical working hours):

	2009	2010	2011	2012	2013
MRB activities	14.000	14.000	14.000	14.000	14.000
New remit activities	0	75.000	78.000	85.000	96.000
Total	14.000	89.000	92.000	99.000	110.000

The following assumptions have been made for the development of the volume of activities:

- The Implementing Rules will successively enter into force starting mid 2010 and will include appropriate transition provisions
- Implementing Rules shall include a provision to guarantee that the Agency only takes over the new activities when prepared to do so, i.e. when funding is provided.
- As an overall objective, 50% of the total work shall be performed in-house while 50% will be outsourced to NAAs and/or Qualified Entities.

Outsourcing policy

The outsourcing policy for flight standards is to outsource 50% of the activity to NAAs. Initially, the level of outsourcing may be higher, in particular to those NAAs who are performing a significant level of activity under the JAA system.

5.1.2.3 Flight Standards Objectives, KPIs and Targets

The performance indicators are similar to the ones used for the products certification activities, and will be monitored on the same basis. A "quality of service" indicator has been added for the activities performed as a service to industry (maintenance review board and cabin crew activities).

Objective	KPI	Target
Qualitative and quantitative fulfilment of the Flight Standards certification tasks	Number of technical working hours performed as percentage of planned hours	100%
Satisfaction of Industry	Number of performed projects as percentage of requested projects (applications)	100%
Improve internal efficiency	Share of technical hours as a percentage of total hours	Increase of 1% per annum

5.1.2.4 Flight Standards Certification Resource Plan

In accordance with the Implementing Rules and its transition provisions, the following staff development is foreseen according to the Agency's assumptions, to cope with the activities related to the "new remit".

The department will comprise nine sections, all headed by a section manager, and assisted by a secretary. Heads of sections are involved for 50% of their time in fee earning activities.

	2009	2010	2011	2012	2013
Staff Resource Plan Flight Standards (C3 new remit)	0	47	47	47	49
Work performed internally (% from total)	0	48%	48%	48%	51%

Staff involved in maintenance review board activities is included in the C1 and C2 figures.

5.1.3 Global Certification Resource Plan

5.1.3.1 Global Certification Resource Plan

This table takes into account the reduction resulting from the budgetary restrictions for type design certification activities.

	2009	2010	2011	2012	2013
Director (C0)	4	4	4	4	4
Certification Policy & Planning (Department C4)	4	4	5	5	5
Type Design Certification (Department C1 & C2 & C3 MRB)	144	150	161	170	179
Flight Standards Certification (Department C3 new remit)	0	47	47	47	49
Staff related to the second extension			1	6	10
Total	**152**	**205**	**218**	**232**	**247**

5.1.4 Further improvement opportunities subject to additional financial resources

As explained above further analysis on the Continued Airworthiness activities will be carried out.

5.2 Organisation Approvals

5.2.1 Organisation Approvals Activities

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned, and last but not least ensuring the continuous compliance of approved organisations by performing appropriate oversight.

In addition, with the extension of the remit, the activities will also include the approval and oversight of Flight Crew Licensing organisations (Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs), and Aero Medical Centres (AeMCs)) located outside the territory of an EASA Member States and the issuing of authorisations to Third Country Operators.

The Organisations department within the Approvals and Standardisation directorate is responsible for carrying out all the above activities, except for the issuing of authorisations to Third Country Operators. The latter will be under the responsibility of a new Operators department, which will also include the SAFA coordination activities.

The current and new activities have, and will continue to have different resource strategies, i.e. internalisation (using internal resources), outsourcing / proximity activity (using external resources), or a mix of the two. This is due both to the nature of the activities and the level of responsibility and involvement of the Agency. Outsourcing may be achieved by allocation of technical investigation tasks to an accredited NAA or by secondment of an NAA employee to perform certain technical tasks for the Agency on a temporary basis under the direct technical management of the Agency.

5.2.2 Organisation Approvals Development Plan

The current organisation approvals activities focusing on the oversight of organisations, specifically the approval of Design (DOA), Production (POA), and Continued Airworthiness Organisations (MOA), within the scope of Article 15 of the Basic Regulation will continue throughout the business plan period and are met by the staffing levels indicated below.

The following table shows the expected number of approvals by the 31st of December of each year. As you can see these mature activities should be rather stable over time.

	2009	2010	2011	2012	2013
DOA	348	380	400	420	440
AP DOA	266	277	282	297	312
POA	22	26	30	34	38
SPOA	1	1	1	1	1
MOA 145	233	236	236	236	236
MOA 147	21	24	24	24	24
MOA US	1.298	1.311	1.311	1.311	1.311
MOA CAN	143	144	144	144	144

The organisation approvals activity, similarly to certification, relies on outsourcing part of its activities. Typically, MOA activities are more heavily outsourced than DOA ones. The following table shows the combined number of working hours (internal and outsourced) expected for each activity:

	2009	2010	2011	2012	2013
DOA	44.966	46.111	47.258	48.408	49.560
POA	11.550	11.550	11.550	11.550	11.550
MOA	22.232	22.401	22.401	22.401	22.401
Total	**78.748**	**80.062**	**81.209**	**82.359**	**83.511**

Type Rating Training Organisations (TRTO) / Flight Training Organisations (FTO) / Aero Medical Centres (AeMC)

The approval of foreign TRTOs, FTOs and AeMCs could be performed following the principles of the approval procedures of foreign MOA and POA organisations, either as approval or - if bilateral agreements are in place – as an acceptance. This activity will be outsourced to NAAs because they will keep their competence for national flight crew licensing organisations within their area of responsibility.

Third country Operators approval

Under the proposed extension to the Basic Regulation, the Agency will become responsible for the oversight of third country operators. It could be expected that the Agency will have to deal with more than 800 operators worldwide.

A number of assumptions have been made in estimating the resource levels required to undertake this task. The major assumptions are as follows:

- 800 initial applications
- 7% new cases per annum
- 5.7% cancellations per annum
- on-site inspections may be required in 10% of critical cases for existing approvals / renewals
- on-site inspections may be required in 20% of the critical cases for new approvals
- 50% of the inspection on-site work will be outsourced

Aerodromes approvals

Based on the original proposal of the Commission, Aerodrome approvals are included in the Business Plan.

5.2.3 Organisation Approvals Objectives, KPIs and Targets

Objective	KPI	Target
DOA internalisation	Internalisation vs. outsourcing cost analysis	Internalise 85 % of workload vs. current level of 75%
Necessary number of MOA/MTOA and fully implement the expected Bilateral agreements	Number of surveillance visits	100% of planned activity

External KPI's used in the Application Process:

Objective	Key Performance Indicator	Target
Improved speed of task allocation process	Number of days needed to allocate a task from the application receipt	70% of the tasks received through applications are allocated in 5 working days
Improved speed of certificate issuance process	Number of days needed to issue a certificate from the technical visa receipt	70% of the technical visas have their corresponding certificate issued within 5 working days

5.2.4 Organisation Approvals Resource Plan

The following table shows the staffing numbers for the Organisation approvals activities. Under the current remit (DOA, POA and MOA activities) the staffing numbers are relatively stable and the additional staff members per year will be covering the marginal increase in the DOA field over the forthcoming years.

	2009	2010	2011	2012	2013
Organisations department (current remit)	49	50	51	52	53
Organisations department (new remit -Flight crew licensing organisations)	-	5	5	5	5
Operators department (new remit -Third country operators)	-	20	26	27	27
Total Approvals	49	75	82	84	85

5.2.5 Further improvement opportunities subject to additional financial resources

No impact for Organisation approvals activities.

5.3 Standardisation

The standardisation activity consists of the Agency inspecting National Aviation Authorities (NAAs) and checking whether they are implementing the regulations correctly. Currently the Agency is responsible for inspecting the EASA Member States for initial and continuing airworthiness according to Commission Regulation (EC) 736/2006; through a Working Arrangement it also inspects JAA non EASA countries according to JAA rules and regulations.

5.3.1 Standardisation Activities

The Agency has been coordinating since January 2007 all standardisation visits in the field of Air Operations (OPS), Flight Crew Licensing (FCL) and Synthetic Training Devices (FSTD) on behalf of the JAA, according to JAA rules and procedures, both for EASA and JAA non-EASA countries. With the extension of scope covering OPS, FCL and STD the Agency will manage this programme according to EU rules as soon as the Implementing Rules have been approved. It will also continue to provide service to the JAA in this area in a similar manner to the initial and continuing airworthiness fields for the JAA non-EASA countries until 30 June 2009, when the JAA will cease its activities. Between July 2009 and the issuing of the above mentioned implementing rules, the standardisation department, at the request of the Commission, will ensure standardisation visits continue to be performed possibly on the basis of working arrangements to be established between EASA and each of the interested parties.

5.3.2 Standardisation Development Plan

Standardisation inspections in the initial and continuing airworthiness fields will continue to be carried out with each visit managed by an Agency team leader, and staffed as much as possible with inspectors seconded from the NAAs (the assumption being made is that there will be a minimum 50% support from the NAAs although the ultimate objective is to reach 100% support). Only where necessary, team members will come from the Agency (from the Standardisation department and no more than 50%).

It is assumed that there will be no global significant change in the number of visits after 2008.

As regards OPS, FCL and FSTD, and in accordance with the issuing of the Implementing Rules, the Agency plans to recruit inspectors during 2009 in order to manage and staff the visits in the same way as for the initial and continuing airworthiness fields, as well as to ensure the transition between the closing of the JAA and the implementing rules is managed seamlessly.

The following table shows the expected number of visits per activity with the originally planned staffing and operational budget. The number of visits needs to be cut by at least 35% in line with the cut in mission costs.

	2009	2010	2011	2012	2013
IAWST	28	28	28	28	28
CAWST	14	15	16	16	16
OPS	15	18	20	20	20
FCL	14	18	20	20	20
FSTD	6	6	6	6	6
MIST	8	8	8	8	8
International Standardisation	5	5	5	5	5
Accreditation	11	11	11	11	11
Other	3	3	3	3	3

Accreditation

The accreditation activity is a support activity to certification and consists of performing accreditation inspection visits to NAAs in order to assess their capability for carrying out certain certification tasks on behalf of the Agency.

The accreditation process has been modified in 2007 in order to reduce the cycle of visits from 3 to 2 years to be in line with what was already happening in practice. Specific visits will be organised whenever it will not be possible to combine the assessments with the planned standardisation inspections in initial and continuing airworthiness.

Aerodromes - standardisation

The Agency assumes that the Standardisation activity linked to Aerodromes will commence in July 2012, and should be implemented at 2 levels:

- Standardisation of NAAs (26 MS + 16 German Länder + Norway, Iceland and Switzerland) : Certification of aerodromes (infrastructures, outlying obstacles, installed equipment/systems) issued by competent authorities (NAAs) for those dedicated to Commercial Air Transport (CAT) and Instrument Flight Rules (IFR)
- Standardisation/Accreditation of Assessment Bodies: Certification of aerodromes issued by assessment bodies for those dedicated to Visual Flight Rules (VFR) or “non-scheduled”

ATM/ANS - standardisation

It is assumed that the Standardisation activity linked to ATM/ANS will commence in 2012.

5.3.3 Standardisation Objectives, KPIs and Targets

Objective	KPI	Target
Complete the agreed number of visits as per the approved annual plan	Number of visits	Number of visits defined in the approved annual plan plus ad-hoc and other unexpected visits
Respect the timelines defined for each step of the procedure set out in Regulation 736/2006	Meet all deadlines	No delay
Ensure between 50% and 100 % participation of NAAs in Standardisation staff	% of staff from NAAs	50 % minimum
Respect the timelines defined for each step of the procedure set out in Regulation 736/2006	Meet all deadlines	No delay

5.3.4 Standardisation Resource Plan

The recruitment of the coordination managers for OPS, FCL and FSTD has been completed successfully in 2008 as well as their 2 respective assistants.

With the extension of the remit of the Agency to the three latter fields, the recruitment process has been launched in order to ultimately take on board 15 inspectors, (6 for OPS, 6 for FCL/FCL-part medical and 3 for FSTD).

The recruitment currently included in the Business Plan is flat from 2011 onwards:
As the remit of the Agency will be extended to Air Traffic Management (and Communication, Navigation and Surveillance equipment) and Aerodromes, the standardisation capability would need to be built accordingly. Based on the experience accumulated so far a similar roll-out should be planned with the recruitment of the Managers and Assistants first (1 Manager and 1 Assistant for each scope end 2012) and the team leaders / inspectors (8 staff each) later (end 2012 and 2013); or an overall recruitment of 10 staff per activity.

The ongoing discussions with the Commission on the new remit tasks and its financing will be continued, to ensure that the necessary standardisation visits can be performed.

	2009	2010	2011	2012	2013
Total Standardisation	46	46	50	50	50

	2009	2010	2011	2012	2013
IAWST	9.000	9.000	9.000	9.000	9.000
CAWST	4.500	4.500	4.500	4.500	4.500
OPS and FSTD	1.500	5.000	9.000	9.000	9.000
FCL	1.500	5.000	6.500	6.500	6.500
MIST	800	800	800	800	800
Accreditation	1.300	1.300	1.300	1.300	1.300
Total	**18.600**	**25.600**	**31.100**	**31.100**	**31.100**

5.3.5 Further improvement opportunities subject to additional financial resources

See above remark on staffing for the new remits.

5.4 Rulemaking

Rulemaking is the process of developing and updating legislation, standards and best practices, to continuously improve aviation safety and environmental sustainability. The related outputs are:

- Opinions to the Commission for changes and extensions to the EASA Regulation
- Opinions to the Commission for adoption of, or changes to implementing rules of the EASA Regulation
- Certification specifications (including airworthiness codes and acceptable means of compliance)
- Guidance material

5.4.1 Rulemaking Activities

Rulemaking requires the elaboration and the implementation of processes focussed on producing rules that correspond to recognised priorities and on making use of best available expertise, at best value for money for the tax payer and the industry.

To achieve these goals the Agency establishes, in consultation with its rulemaking advisory bodies (SSCC[5] and AGNA[6]) yearly plans and monitors their implementation by the regular surveillance of appropriate performance indicators.

The production of well accepted rules at best value for tax payers' money requires the involvement of expertise covering technical, economic, enforcement and legal aspects, as well as the management of a heavy consultation and publication process. The Agency promotes team working, combining expertise from the Agency, the national aviation authorities, foreign regulatory partners and the industry by establishing rulemaking groups as appropriate. As EASA rules have to take into account ICAO SARPS[7] , rulemaking requires also proper involvement and follow-up of ICAO activities that may affect such rules.

Rulemaking includes consequently the support to rule implementation, such as providing interpretations, reviewing deviations and organising workshops, as well as assisting the Commission in implementing the flexibility provisions of Article 14 of the Basic Regulation. Assistance must also be provided to international co-operation activities.

Last but not least, rulemaking covers the coordination of the Agency's involvement in long term research to properly anticipate and prepare the rules and certification processes needed to facilitate the swift implementation of future technologies (see paragraph 4.7).

---

[5] Safety Standard Consultative Committee composed of members coming from the regulated industry.

[6] Advisory Group of National Authorities composed of representatives of the national entities in charge of implementing EASA rules.

[7] Standards and Recommended Practices set the global framework for civil aviation regulation.

5.4.2 Rulemaking Development Plan

Product safety

From the experience gained so far it appears that while the planned deliverables correspond to the priorities and expectations of stakeholders, available resources did not permit producing more than two thirds of them; similarly preparatory work for the following years lagged behind. It has been demonstrated also that the use of external resources is not sufficient to compensate the lack of internal resources. Moreover, the quality of the support activities to rule implementation was not considered sufficient by the Agency's stakeholders. Accordingly the staffing of the concerned department has been increased from 9 to 16 in 2008. It seems then reasonable to now take some time to evaluate the impact of that measure.

Environmental protection

The development and management of tools to support decision making in the field of environmental protection being a critical objective, the Agency has increased its capabilities in this domain with the hiring of one more staff in 2008. It is estimated sufficient to deal with the current remit and appropriately follow ICAO developments.

Flight standards

Regulation 216/2008, adopted on 8 April 2008, extends the EASA system to air operations, pilot licensing and third country operators. To execute the related rulemaking activities, as well as to assist the Commission in the implementation of Annex III to Regulation 3922/91 ('EU-OPS'), the staffing of the concerned department has been increased to 20 in 2008. This staff will continue to be justified for the maintenance of these activities, the continuous handling of exemptions and to facilitate the implementation of these rules through information and workshops.

Aerodromes and Air Navigation

The extension of the EASA system in these fields should take place by the end of 2010. The preparation of the necessary Implementing Rules will start in 2009 so that they can be adopted by the end of 2012 as recommended by the High Level Group on the future of aviation regulation and as planned by the European Commission. Thereafter support activities (support to implementation and management of exemptions) need to be undertaken. The current team of 3 staff members should be increased progressively to 18 (7 in 2009 and 8 in 2010). The related department will be created in 2010.

Process support

The rulemaking function is organised in a way that allows Rulemaking directorate operational departments to concentrate on their technical tasks while a specialised department provides support to the rulemaking process and executes the decentralised administrative tasks.

The programming is an important part of the rulemaking process, whereby it considers the establishment of the rulemaking priorities in accordance with the objectives set in the Basic Regulation and stakeholders' expectations. The adopted plans need then to be constantly monitored against performance indicators.

Regulatory Impact Assessments are essential tools to guide decisions makers, ensure proportionality and provide transparent information to interested parties of the adopted rules. They are therefore key elements of the Better Regulation initiative of the Commission. Experience acquired so far has shown a number of areas where further work is needed to improve the Agency's impact assessment function by developing

methodologies, procedures and tools in line with European best-practice; by gathering basic socio-economic data for quantitative assessments; by interfacing with related expert disciplines; and by providing internal training to disseminate the new tools and methodologies.

5.4.3 Rulemaking Objectives, KPIs and Targets

Delivering the necessary rules

The main objective is to produce the rules that are needed for meeting the EASA system's objectives as set by the Basic Regulation in its Article 2. As the rulemaking process adopted by the EASA Management Board requires the Agency to adopt and publish a yearly programme, the most appropriate performance indicator is the level of implementation of that programme, the indicator being the number of individual rules identified in the programme, which are actually produced. Experience from the first years of activity, as well as that of foreign partners, demonstrate that a 100% target is not achievable. The production of rules depends on parallel activities by other regulators with which we need to remain harmonised. It also takes time to resolve difficult issues. This however only appears during the process itself. The Agency considers therefore a 95% target from 2009 onwards.

Making effective use of financial resources

The secondary objective is to make the best use of available resources. Only financial resources use can actually be measured. This shall be done by comparing actual budgetary commitment with appropriations allocated to the production of rules (studies, translation and expert groups). The target will be 98% expenditure.

Objective	KPI	Target
Tasks identified in the four year Rulemaking Work Plan are actually delivered	Number of tasks finalised	95% of the tasks planned for one year are completed during that year from 2009 onwards
The financial resources are effectively used	Budget commitment	98% of the budget is committed during the year

5.4.4 Rulemaking Resource Plan

	2009	2010	2011	2012	2013
Total Rulemaking	64	73	75	75	75

5.4.5 Further improvement opportunities subject to additional financial resources

- More comprehensive risk assessment studies in support of rulemaking work, in particular in domains where the Agency needs independent advice.
- CQB databank to support the 1st extension to OPS/FC and to enhance harmonised implementation of licensing regulations such as Part-FCL.
- Increased participation to regional workshops in Europe to promote the European system.

5.5 International Co-operation

International co-operation is the interface between the Agency and its foreign regulatory partners. According to its mandate the Agency has to co-operate with them bilaterally or within international forums, in particular ICAO, to support convergence of regulatory systems at global level and promote Community views in the field of civil aviation safety and environmental protection regulation.

5.5.1 International Co-operation Activities

International co-operation covers three main activities, which are close to rulemaking as the ensuing international standards or bilateral agreements/arrangements will affect the applicable rules and procedures that they modify or complement.

Bilateral co-operation

The Agency works at facilitating the free movement of European products and services worldwide, by assisting third country regulators certifying European products and service providers. Reciprocally European certificates can be issued on the basis of third country certificates when there is sufficient confidence in the regulatory system of partner authorities to use their findings; such a reciprocal assistance is formalised by bilateral agreements concluded by the Commission with the assistance of the Agency or working arrangements agreed directly by the Agency.

Technical co-operation

To contribute to a high consistent level of civil aviation safety worldwide, the Agency shall promote EASA rules and assist less-developed countries in improving their regulatory capabilities. By so doing the Agency also prepares the ground for developing the network of the partners with which it will be possible to conclude bilateral agreements or arrangements. In this domain the Agency also works with the European Commission in the development and implementation of significant co-operation projects.

Multilateral co-operation

As the Community cannot act independently of its global environment, co-operation in international forums has to be organised so that European interests can be defended and European points of view expressed in a co-ordinated way. The Agency has to organise such a co-ordination of European inputs in the competent international organisations and assist the Commission in the development of common positions.

5.5.2 International Co-operation Development Plan

Building internal capabilities

Bilateral co-operation has been focused so far on replacing existing bilateral agreements/arrangements with our main foreign bilateral partners, in particular the FAA, Transport Canada, the Brazilian CTA, the Inter-State Aviation Committee, the Chinese CAAC. Future perspectives do not suggest the need to strengthen the current team of two staff members.
The need to provide for an interface with former JAA members led to increasing the technical cooperation section by one staff in 2009; this staff will provide also support for other regions of the world.
The continuous extension of the scope of the EASA system increases the difficulty of following ICAO development to systematically organise the proper Community co-ordinations. It is envisaged therefore to hire a staff member in 2010 for that task.

Establishing external representations

The experience of several Member States and that of the FAA demonstrate that international co-operation is better supported by the local presence of representatives in key countries or regions. Taking into account available resources and the size of the Agency it is out of question to establish large autonomous representations; it was therefore decided to second in some Commission representations an Agency staff member who would bring them aviation expertise while benefiting of their logistical support and local network. One such representative has been put in place in 2008 in the US; two will be established in China and in Russia in 2009.

5.5.3 International Co-operation Objectives, KPIs and Targets

Bilateral co-operation

It is not possible to determine in advance if and when an agreement or arrangement may be concluded with a specific partner, since this is partly beyond the control of the Agency. It is however possible to require the Agency to monitor the implementation of the concluded agreements and arrangements so that the management co-ordination meetings they prescribe take place as agreed. The performance indicator is the number of formal coordination meetings foreseen by the concluded agreements and arrangements. The target is 90%.

Technical co-operation

It is not possible to determine if and when a technical co-operation project with a specified partner will be concluded. It is possible however to require that agreed projects be executed in accordance with their planned timing. The performance indicator is the difference of time between the planned and actual dates of finalisation of the project. The target is six months.

Multilateral co-operation

The main objective in this area is to organise for on time contributions into the ICAO process. The most significant task is the answering to ICAO State Letters in due time to effectively influence decisions. The performance indicator is the delivery in due time of co-ordinated answers to State Letters. According to a process put in place and managed by the European Commission, the target is to deliver a draft recommendation within 6

weeks after publication of the State Letter and a final recommendation 15 working days before the dead line set by ICAO.

Objective	KPI	Target
Monitor the proper implementation of the concluded agreements and arrangements	Formal management meetings take place as established in these agreements and arrangements	90% at least of the formal management meetings take place in due time
Technical co-operation projects are executed as envisaged	Production of required deliverables	Deliverables are produced within six months of the planned date of delivery
Proposals for common positions as regards ICAO State Letters are provided in time to be useful	Time of response	Draft answers are produced 6 weeks after reception of the State letter Final standard answer is issued at least 15 working days before the dead line set by ICAO

5.5.4 International Co-operation Resource Plan

	2009	2010	2011	2012	2013
Total Internat. coop.	11	12	12	12	12

5.5.5 Further improvement opportunities subject to additional financial resources

- Increase the technical cooperation initiatives such as training, provision of technical guidance, workshops, organising internships for experts of aeronautical authorities, seminars in third countries
- Increase the number of representative offices from 3 to 6.

5.6 Safety Analysis

The safety analysis department works closely with all parts of the Agency to create, coordinate and undertake work to meet common safety objectives. It collects, stores, conducts analysis, and disseminates safety information. The department acts as a key point of contact for the Agency's partners engaged in safety work. It supports the capacity for strategic safety decision making.
Across a wide remit, by collective enquiry to identify safety risks a good understanding of European aviation safety performance can be achieved.

5.6.1 Safety Analysis Activities

A key activity is to provide support to the Agency's safety policy decision making body, the Internal Safety Committee (ISC). Externally Safety Analysis department acts to promote the Agency's safety policy. To do this there are three activities: Safety

Analysis, Accident Investigation and Safety Initiatives. Briefly described, the primary functions are:

- Safety Analysis: gathers data, conducts studies, makes recommendations and provides reports concerning the safety of European and world-wide aviation.
- Accident Investigation: is the focal point for working with the world-wide aviation accident investigation bodies (AIB's).
- Safety Initiatives: facilitating the European Strategic Safety Initiative (ESSI)[8].

In addition Safety Analysis may provide the following technical support functions:

- Service Defect Reporting, Statistical services, Human Factors expertise, Operational Flight Data Analysis, Safety Management / Safety Risk assessment expertise and Safety Promotion.

5.6.2 Safety Analysis Development Plan

Through the period of the plan the Agency will continue to maintain its safety information resources. Technical capability, capacity and performance will be enhanced.

The safety analysis department will assist the development of occurrence reporting, contributing to making it an effective tool for the detection of precursors to aviation accidents and incidents. A common database of formal Safety Recommendations will become operational.

The Internal Safety Committee (ISC) systematically addresses all significant aviation safety issues and provides sound guidance for the Agency's Directors.

ESSI is fully active with 3 safety teams and it plans to widen participation and improve the tracking of the implementation of its action plans.

Uncertainties surrounding the Agency's role in accident investigation should be resolved during the business plan period. This will reaffirm the Agency needs for timely information and requiring closer on-location work to be undertaken.

The Agency will assist others to maintain the safety data sources needed for its work.

[8] http://www.easa.europa.eu/essi

5.6.3 Safety Analysis Objectives, KPIs and Targets

Linked to the Agency's strategic themes the department regularly monitors aspects of the safety performance of the European system. Contributions are made to Continuing Airworthiness and Regulatory Impact Assessment activities.

Objective	KPI	Target
Gaining international recognition for the Agency's Annual Safety Review as source of reliable information	Feedback from stakeholders	Positive feedback by 2010
Coordinated, measured and timely responses to major fatal aviation accidents	Number of responses generated	Not less than one per year
Follow-up of Safety Recommendations	Acknowledgement and processing of follow-up tasks	100% within 24 months
Gaining international recognition for the Agency's Annual Safety Recommendations Review	Feedback from stakeholders	Positive feedback by 2010
ESSI safety teams pass a members review	Evidence of pass	100% in 2011

5.6.4 Safety Analysis Resource Plan

	2009	2010	2011	2012	2013
Total Safety Analysis	17	19	22	22	22

5.6.5 Further improvement opportunities subject to additional financial resources

- Further development of international cooperation with regional aviation safety teams
- Electronic automating of techniques of analysis
- Preparations to use and connect with ATM and Aerodrome data sources

5.7 Research

Within the Agency Research is split in two categories: long and short term research. A focal point keeps track of the whole activity.

The Safety Analysis and Research department coordinates the specification of the Agency's "short term" safety research projects needed to support the Agency's tasks, prioritises these research project proposals, manages the tendering procedures and supervises the progress of commissioned projects . Innovative in its approach, it undertakes the identification of safety research gaps where a small contribution made by the Agency can most effectively reap results. All results will be published and made

freely available. The Agency's objective is to co-ordinate its short term research activity with the Commission and the NAAs to avoid duplications and maximise synergy effects.

The Rulemaking directorate covers co-ordination of Agency's involvement in "long term" research activities. The Agency can indeed not allocate funds for supporting technological development; this is essentially the role of the industry and public sponsors, such as the Commission and national governments. The Agency must however be involved to prepare for the needed regulatory measures (rules and certification processes) and facilitate swift implementation of the results of such research activities. This involvement requires that all technical expert staff spend a reasonable share of their time participating in long term research activities so that regulatory needs can be met in due time. In the field of rulemaking the Agency will release the final report of studies when its rulemaking activity is based on these results. The Agency needs an independent view as far as its regulatory mission is concerned.

5.7.1 Research Activities

A key activity is to create, develop and maintain skills and knowledge to support specific as well as crosscutting operational needs of the Agency and to adapt the resources to the extending remit of the Agency. The Agency encourages, identifies and sponsors specified own projects and monitors on-going projects of interest, conducted by other institutions.

Working in partnership with NAAs, AIBs, European Commission and authorities from non-EASA Member States, particularly FAA and Transport Canada, the Agency creates, develops and maintains:

- information on existing and planned aviation research activities and facilities throughout the world
- links to repositories and sources of expertise
- relationships with notable academic and industry players, e.g. by workshops, seminars and networks

The Agency contributes to the definition of the European Commission's Research Framework Programmes in providing comments, inputs and through representation in relevant forums.

5.7.2 Research Development Plan

During the business plan period the Agency will maintain its capabilities in internal and external coordination activities and research project management. Through a process of consultation it will develop and publish a safety research plan to show the Agency's partnerships, projects and priorities. Accepting the drivers for research may include: a response to formal Safety Recommendations and ESSI Action Plans in addition to those previously mentioned. Then the safety research plan shall be annually updated.

5.7.3 Research Objectives, KPIs and Targets

The objective is that safety research contributes to safety improvement, risk mitigation and problem solving. A target is to be referenced in the work of others and that published results become the solution to present and future safety problems.

Objective	KPI	Target
To focus and target research projects in order to address specific technical and safety issues.	Number of commissioned projects.	Fund no less than one project to serve the operational Directorate's knowledge demand. Adapting resources to extended remit of Agency's tasks.
To be recognised and respected as a reliable source of information.	Development of communication and publication tools, publication of relevant research information.	Positive feedback from stakeholders, increasing annually.
To ensure Agency's staff participation in long term research activity.	50 working days per year dedicated to long term research.	Representation in relevant advisory boards and/or participates in workshops of long term research projects with significance to Agency's remit.
To ensure the Agency's regulatory needs are fulfilled.	Swift but managed implementation of declared research activity.	Long term research projects develop risk assessments and evaluate mitigating measures of new concepts and technologies. Ensure the availability of academic and scientific knowledge serving the Agency's task in an efficient manner.

5.7.4 Research Resource Plan

Resources are included in the respective resource plans of the Safety Analysis and Research Department and the Rulemaking Directorate.

5.7.5 Further improvement opportunities subject to additional financial resources

- Commitments to jointly fund research with other organisations in the short term research domain.

5.8 SAFA

To achieve the pan European objective of SAFA, specific working arrangements have been signed with all ECAC non EASA Member State.

Due to the close relationship between the SAFA coordination and the Third country operator's authorisations activities, it has been decided to combine both activities in a single newly created department called Operators, within the Approvals and Standardisation Directorate.

5.8.1 SAFA Activities

The EASA obligations related to the Community SAFA (Safety Assessment of Foreign Aircraft) programme comprises the following tasks:

- maintain and update the centralised database containing the SAFA ramp inspections reports
- perform Database analysis and provide for follow-up actions related to Member States and the European Commission
- perform ad-hoc analysis on request of the EC
- foster the harmonisation and quality of the SAFA programme
- develop training programmes and foster the organisation and implementation of training courses
- develop guidance material to the inspection procedures
- monitor the inspection prioritisation process

Provide proposals for a manual containing inspection procedures.

5.8.2 SAFA Development Plan

In the years 2009 to 2012 it is expected to improve the data quality and enhance the overall analysis and harmonization of the programme.

The new Basic Regulation (EC) 216/2006, puts an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft). This will require an adaptation of the Programme in order to allow it to cater for 3 “clients”:

- third country operators authorisations (ramp inspection of third country aircraft against ICAO standards
- collective (EU) oversight (ramp inspection of EU aircraft against EU (EASA) standards
- the Commission in the context of the black list

As mentioned above one of the main targets will be the improvement and harmonization of the overall SAFA programme.

A further development of the current database incorporating new software technology and reflecting new identified needs is under investigation.

It is widely recognised that follow-up is one the weak points of the SAFA programme. It is also recognised by many stakeholders that EASA shall take over this process from the Member States. This will ensure a consistent follow-up process and will avoid duplication of work at level of individual NAA. This project would require:

- incorporation of this concept in the Implementing Rule
- definition of the associated procedures
- implementation of IT tools to support the process
- performing this activity on a day-to-day basis

In addition, as mentioned above under the Standardisation activity, the Agency may support the Commission within the limits of available resources in the context of the

Community list of air carriers subject to an operating ban within the Community (otherwise known as Black list). The modalities of this support remain to be determined.

Concurrently, SAFA staff participates with 1-2 representatives to all EC Black List Air Safety Committees.

An additional SAFA standardisation officer and an assistant have been requested due to the above mentioned increase in activities.

5.8.3 SAFA Objectives, KPIs and Targets

Objective	KPI	Target
Qualification of SAFA inspectors	Completion of training with an EASA-approved training organisation	100% by 2009
Development of the SAFA database	Ease of use and quality of output	Year on year improvement

5.8.4 SAFA Resource Plan

	2009	2010	2011	2012	2013
SAFA	8	8	8	8	8

6 Support activities

ERP, Finance and Plans & Programmes

In July 2007 the Agency agreed to implement an Enterprise Resource Planning (ERP) tool. The development will be managed on a phased basis, and is expected to last two years. The implementation of the tool has started in June 2008, with delivery of the first phase by July 2009, focusing on Finance, Plans & Programmes and Procurement processes. The objective of the delivery of the ERP is to provide the Agency with an integrated system which creates discipline in all process flows, provides data security and ease of authorised access and assists in automating tasks and eliminating data and process duplication. This will result in a more efficient way of working and management of the agency with less focus on data input and collection and more on data analysis, planning and reporting. Also internal and external customer service will be strengthened.

With the new generation of framework service contracts that have entered into force 1st July 2008, the relation with the NAAs as service providers for certification activities will be further improved.

External KPI's used in the Application Process:

Objective	Key Performance Indicator	Target
Improved speed of task allocation process	Number of days needed to allocate a task from the application receipt	70% of the tasks received through applications are allocated in 5 working days
Improved speed of certificate issuance process	Number of days needed to issue a certificate from the technical visa receipt	70% of the technical visas have their corresponding certificate issued within 5 working days

IT, facilities and infrastructure

IT will be an important factor in improving the efficiency of the Agency's processes. Investments will be made in accordance with the IT strategy to provide a stable, flexible and secure ICT infrastructure that supports the Agency's tasks as they develop during the business plan period. Among the important investments are ensuring the business continuity and the security of data, implementation of the ITIL standards in the data centre and infrastructure operations, and further strengthening of the standardised project management and application development.

Recruitment, general and technical training and staff development

The Agency plans to increase its staffing throughout the business plan period. The workload resulting from this activity will again be considerable.

It is important for the Agency to ensure that its highly competent staff maintains its competencies through recurrent training. In addition, with the extension of the remit, the staff also needs to be trained in these new fields whereby competencies cannot be acquired (cost-benefit) through further recruitments. Technical training is therefore essential for working in an accurate and current manner.

All technical training activities are based on the determined and adopted technical training strategy established en of 2007.

A complex system of training needs identification has been set-up with continuing updating based on the Course Catalogue, Training Programmes per Post and Individual Training Needs.

Based on the identified needs the adequate training courses are developed either using internal resources (high importance of experts' contribution, especially in the areas where the Agency is the only one competent authority) or selecting appropriate external providers (e.g. aeronautical universities, training organisations, training centres of the aviation industry etc.) especially in the fields of highly specialised knowledge.

The complex technical training system for the Agency's staff encompasses theoretical training elements (courses, attendance at symposia, etc.), practical and structured on-the Job elements.

Additional to internal and external training (Legislation Learning System – e-Examination) the Agency offers sharing of existing specialised training programmes for surveyors to NAAs.

Internal audit, risk and quality management

An annual risk analysis exercise will be performed and the Agency's risk register will be amended accordingly. Implementation of responses to risks and mitigation actions will be the responsibility of the different Directorates/Departments, whereas the Internal Audit and Quality department will ensure proper follow-up.

The implementation of the Agency's Quality Management System should be finalised and consolidated during the period, with full implementation of the EASA Quality Management standards adopted by the Management Board. In addition, in 2010 the Agency will launch the ISO9001:2000 certification of its Quality Management System.

Communications

In addition to its routine media work, the Agency's communications strategy shall focus in particular on corporate and EU institutional affairs, relations with the regional community and internal communications. Specific emphasis shall be given to crisis management and the extension of the Agency's remit.

Legal

The work of the legal department involves generating legal opinions which support the Agency's core and support processes. During the business plan period it is envisaged that major tasks will include support for the proposed amendments to the Agency's Basic Regulation including the required Implementing Regulations, as well as the development of future contractual arrangements and management of any legal activity under the appeals procedure against any Agency acts or measures. The department will have a key role to play in complaints procedures against the Agency and will provide support for requests for access to documents, debts recovery and for the handling of whistle blower cases.

Appendix 1 –Detailed financial elements

			2009	2010	2011	2012	2013
PRODUCT CERTIFICATION	EXISTING REMIT	Revenue	39,9	40,7	41,5	42,3	43,2
		Cost	-	-	-	-	-
		T1	21,1	21,5	23,3	25,1	26,4
		T2	6,5	6,1	6,7	6,7	7,1
		T3-NAA	8,3	9,3	7,4	6,2	5,3
		T3-other	4,0	3,9	4,1	4,3	4,4
		Total Cost	39,9	40,7	41,5	42,3	43,2
		Deficit/Surplus	(0,0)	-	-	-	-
	1stEXTENSION	Revenue	-	6,6	16,7	17,4	18,3
		Cost	-	-	-	-	-
		T1	-	1,9	6,1	6,4	7,1
		T2	-	0,0	-	-	0,0
		T3-NAA	(0,0)	4,6	9,7	10,1	10,3
		T3-other	-	0,1	0,9	0,9	0,9
		Total Cost	(0,0)	6,6	16,7	17,4	18,3
		Deficit/Surplus	0,0	-	-	-	-
	2nd EXTENSION	Revenue	-	-	0,2	0,7	1,4
		Cost	-	-	-	-	-
		T1	-	-	0,2	0,6	1,3
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	0,0	0,1	0,1
		Total Cost	-	-	0,2	0,7	1,4
		Deficit/Surplus	-	-	-	-	-
	TOTAL	Revenue	39,9	47,3	58,3	60,3	62,9
		Cost	-	-	-	-	-
		T1	21,1	23,3	29,6	32,1	34,8
		T2	6,5	6,1	6,7	6,7	7,1
		T3-NAA	8,3	13,9	17,1	16,3	15,6
		T3-other	4,0	4,0	4,9	5,2	5,5
		Total Cost	39,9	47,3	58,3	60,3	62,9
		Deficit/Surplus	-	-	-	-	-

T1/NAA ANALYSIS

ER	T1	72%	70%	76%	80%	83%
	NAA	28%	30%	24%	20%	17%
Total	T1	72%	63%	63%	66%	69%
	NAA	28%	37%	37%	34%	31%

			2009	2010	2011	2012	2013
ORGANISATION APPROVAL	EXISTING REMIT	Revenue	19,1	19,9	20,5	21,2	22,0
		Cost	-	-	-	-	-
		T1	7,4	7,8	8,3	8,7	9,0
		T2	1,9	2,1	2,5	2,5	2,5
		T3-NAA	8,3	8,7	8,4	8,7	9,2
		T3-other	1,4	1,3	1,3	1,4	1,4
		Total Cost	19,1	19,9	20,5	21,2	22,0
		Deficit/Surplus	-	-	-	-	-
	1stEXTENSION	Revenue	-	3,1	6,4	7,0	7,1
		Cost	-	-	-	-	-
		T1	-	1,2	3,1	3,5	3,6
		T2	-	-	-	-	-
		T3-NAA	-	1,2	2,6	2,7	2,7
		T3-other	-	0,8	0,8	0,8	0,8
		Total Cost	-	3,1	6,4	7,0	7,1
		Deficit/Surplus	-	-	-	-	-
	2nd EXTENSION	Revenue	-	-	0,0	0,1	0,1
		Cost	-	-	-	-	-
		T1	-	-	0,0	0,1	0,1
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	0,0	0,1	0,1
		Deficit/Surplus	-	-	-	-	-
	TOTAL	Revenue	19,1	23,1	27,0	28,3	29,2
		Cost	-	-	-	-	-
		T1	7,4	9,0	11,4	12,2	12,6
		T2	1,9	2,1	2,5	2,5	2,5
		T3-NAA	8,3	9,9	11,0	11,5	11,9
		T3-other	1,4	2,1	2,1	2,1	2,2
		Total Cost	19,1	23,1	27,0	28,3	29,2
		Deficit/Surplus	-	-	-	-	-

T1/NAA ANALYSIS

ER	T1	47%	47%	50%	50%	49%
	NAA	53%	53%	50%	50%	51%
Total	T1	47%	48%	51%	52%	51%
	NAA	53%	52%	49%	48%	49%

			2009	2010	2011	2012	2013
TOTAL FEES AND CHARGES	EXISTING REMIT	Revenue	58,9	60,6	62,0	63,6	65,2
		Cost	-	-	-	-	-
		T1	28,5	29,3	31,6	33,8	35,4
		T2	8,4	8,2	9,1	9,2	9,6
		T3-NAA	16,6	17,9	15,9	14,9	14,5
		T3-other	5,4	5,1	5,4	5,6	5,8
		Total Cost	58,9	60,6	62,0	63,6	65,2
		Deficit/Surplus	(0,0)	-	-	-	-
	1stEXTENSION	Revenue	-	9,8	23,1	24,4	25,4
		Cost	-	-	-	-	-
		T1	-	3,0	9,2	9,9	10,7
		T2	-	0,0	-	-	0,0
		T3-NAA	(0,0)	5,8	12,2	12,9	13,0
		T3-other	-	0,9	1,7	1,7	1,7
		Total Cost	(0,0)	9,8	23,1	24,4	25,4
		Deficit/Surplus	0,0	-	-	-	-
	2nd EXTENSION	Revenue	-	-	0,2	0,7	1,5
		Cost	-	-	-	-	-
		T1	-	-	0,2	0,7	1,4
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	0,0	0,1	0,1
		Total Cost	-	-	0,2	0,7	1,5
		Deficit/Surplus	-	-	-	-	-
	TOTAL	Revenue	58,9	70,4	85,3	88,7	92,1
		Cost	-	-	-	-	-
		T1	28,5	32,3	41,0	44,3	47,5
		T2	8,4	8,2	9,1	9,2	9,6
		T3-NAA	16,6	23,8	28,1	27,8	27,5
		T3-other	5,4	6,1	7,0	7,4	7,6
		Total Cost	58,9	70,4	85,3	88,7	92,1
		Deficit/Surplus	-	-	-	-	-

T1/NAA ANALYSIS

ER	T1	63%	62%	67%	69%	71%
	NAA	37%	38%	33%	31%	29%
Total	T1	63%	58%	59%	61%	63%
	NAA	37%	42%	41%	39%	37%

			2009	2010	2011	2012	2013
STANDARDISATION	EXISTING REMIT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	5,6	5,8	6,0	6,2	6,4
		T2	1,6	1,9	1,7	1,7	1,7
		T3	2,8	2,1	2,2	2,2	2,2
		Total Cost	9,9	9,8	9,8	10,1	10,2
		Deficit/Surplus	(9,9)	(9,8)	(9,8)	(10,1)	(10,2)
	1st EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	0,5	1,8	1,9	2,0	2,1
		T2	-	-	-	-	-
		T3	-	0,6	0,6	0,6	0,6
		Total Cost	0,5	2,4	2,5	2,6	2,7
		Deficit/Surplus	(0,5)	(2,4)	(2,5)	(2,6)	(2,7)
	2nd EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	0,3	0,5	0,6
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	0,3	0,5	0,6
		Deficit/Surplus	-	-	(0,3)	(0,5)	(0,6)
	TOTAL	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	6,1	7,6	8,2	8,8	9,0
		T2	1,6	1,9	1,7	1,7	1,7
		T3	2,8	2,7	2,8	2,9	2,8
		Total Cost	10,4	12,3	12,7	13,3	13,5
		Deficit/Surplus	(10,4)	(12,3)	(12,7)	(13,3)	(13,5)

			2009	2010	2011	2012	2013
RULEMAKING	EXISTING REMIT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	7,0	7,1	7,3	7,6	7,8
		T2	2,8	2,8	2,5	2,4	2,4
		T3	1,3	2,0	2,7	2,2	2,3
		Total Cost	11,1	11,9	12,6	12,2	12,5
		Deficit/Surplus	(11,1)	(11,9)	(12,6)	(12,2)	(12,5)
	1st EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	2,4	2,6	2,8	2,9	3,0
		T2	-	-	-	-	-
		T3	1,6	0,7	0,6	0,6	0,6
		Total Cost	4,0	3,2	3,4	3,6	3,7
		Deficit/Surplus	(4,0)	(3,2)	(3,4)	(3,6)	(3,7)
	2nd EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	0,8	1,7	2,2	2,3	2,3
		T2	-	-	-	-	-
		T3	0,0	(0,1)	0,7	0,7	0,7
		Total Cost	0,9	1,6	2,9	3,0	3,1
		Deficit/Surplus	(0,9)	(1,6)	(2,9)	(3,0)	(3,1)
	TOTAL	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	10,2	11,4	12,3	12,9	13,2
		T2	2,8	2,8	2,5	2,4	2,4
		T3	3,0	2,6	4,1	3,5	3,7
		Total Cost	16,0	16,8	18,9	18,8	19,3
		Deficit/Surplus	(16,0)	(16,8)	(18,9)	(18,8)	(19,3)

			2009	2010	2011	2012	2013
INTERNATIONAL COOPERATION	EXISTING REMIT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	1,2	1,4	1,4	1,4	1,5
		T2	0,4	0,4	0,4	0,4	0,4
		T3	1,6	1,2	1,2	1,2	1,2
		Total Cost	3,2	3,0	3,0	3,0	3,0
		Deficit/Surplus	(3,2)	(3,0)	(3,0)	(3,0)	(3,0)
	1st EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	0,0	0,0	0,0	0,0
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	0,0	0,0	0,0	0,0
		Deficit/Surplus	-	(0,0)	(0,0)	(0,0)	(0,0)
	2nd EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	0,0	0,0	0,0
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	0,0	0,0	0,0
		Deficit/Surplus	-	-	(0,0)	(0,0)	(0,0)
	TOTAL	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	1,2	1,4	1,4	1,5	1,5
		T2	0,4	0,4	0,4	0,4	0,4
		T3	1,6	1,2	1,2	1,2	1,2
		Total Cost	3,2	3,0	3,0	3,0	3,1
		Deficit/Surplus	(3,2)	(3,0)	(3,0)	(3,0)	(3,1)

			2009	2010	2011	2012	2013
SAFETY ANALYSIS	EXISTING REMIT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	2,3	2,5	2,7	2,9	2,9
		T2	0,7	0,7	0,7	0,7	0,7
		T3	1,1	0,6	0,5	0,5	0,5
		Total Cost	4,2	3,7	3,9	4,1	4,1
		Deficit/Surplus	(4,2)	(3,7)	(3,9)	(4,1)	(4,1)
	1st EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	0,1	0,3	0,4	0,4
		T2	-	-	-	-	-
		T3	-	0,0	0,1	0,1	0,1
		Total Cost	-	0,2	0,4	0,4	0,4
		Deficit/Surplus	-	(0,2)	(0,4)	(0,4)	(0,4)
	2nd EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	0,0	0,0	0,0
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	0,0	0,0	0,0
		Deficit/Surplus	-	-	(0,0)	(0,0)	(0,0)
	TOTAL	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	2,3	2,6	3,0	3,3	3,3
		T2	0,7	0,7	0,7	0,7	0,7
		T3	1,1	0,6	0,6	0,6	0,6
		Total Cost	4,2	3,9	4,2	4,5	4,6
		Deficit/Surplus	(4,2)	(3,9)	(4,2)	(4,5)	(4,6)

			2009	2010	2011	2012	2013
SAFA	EXISTING REMIT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	0,7	0,8	0,8	0,8	0,8
		T2	0,3	0,3	0,3	0,2	0,2
		T3	0,2	0,2	0,2	0,2	0,2
		Total Cost	1,2	1,3	1,3	1,3	1,3
		Deficit/Surplus	(1,2)	(1,3)	(1,3)	(1,3)	(1,3)
	1st EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	0,0	0,0	0,0	0,0
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	0,0	0,0	0,0	0,0
		Deficit/Surplus	-	(0,0)	(0,0)	(0,0)	(0,0)
	2nd EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	0,0	0,0	0,0
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	0,0	0,0	0,0
		Deficit/Surplus	-	-	(0,0)	(0,0)	(0,0)
	TOTAL	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	0,7	0,8	0,8	0,8	0,8
		T2	0,3	0,3	0,3	0,2	0,2
		T3	0,2	0,2	0,2	0,2	0,2
		Total Cost	1,2	1,3	1,3	1,3	1,3
		Deficit/Surplus	(1,2)	(1,3)	(1,3)	(1,3)	(1,3)

			2009	2010	2011	2012	2013
TOTAL REGULATORY ACTIVITIES	EXISTING REMIT	Revenue	35,0	37,3	40,1	40,9	41,7
		Cost	-	-	-	-	-
		T1	16,8	17,5	18,2	19,0	19,4
		T2	5,8	6,1	5,5	5,4	5,4
		T3	7,0	6,2	6,8	6,3	6,5
		Total Cost	29,6	29,8	30,6	30,7	31,2
		Deficit/Surplus	5,4	7,5	9,5	10,2	10,5
	1st EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	3,0	4,5	5,0	5,3	5,5
		T2	-	-	-	-	-
		T3	1,6	1,3	1,3	1,3	1,3
		Total Cost	4,6	5,8	6,3	6,6	6,8
		Deficit/Surplus	(4,6)	(5,8)	(6,3)	(6,6)	(6,8)
	2nd EXTENSION	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	0,8	1,7	2,5	2,9	2,9
		T2	-	-	-	-	-
		T3	0,0	(0,1)	0,7	0,7	0,7
		Total Cost	0,9	1,6	3,3	3,6	3,6
		Deficit/Surplus	(0,9)	(1,6)	(3,3)	(3,6)	(3,6)
	TOTAL	Revenue	35,0	37,3	40,1	40,9	41,7
		Cost	-	-	-	-	-
		T1	20,6	23,7	25,7	27,2	27,8
		T2	5,8	6,1	5,5	5,4	5,4
		T3	8,7	7,4	8,9	8,4	8,5
		Total Cost	35,0	37,3	40,1	40,9	41,7
		Deficit/Surplus	-	-	-	-	-

TOTAL EASA	All remits	Revenue	93,9	107,6	125,4	129,6	133,8
		Cost	-	-	-	-	-
		T1	49,0	56,1	66,7	71,5	75,3
		T2	14,2	14,4	14,7	14,6	15,0
		T3-NAA	16,6	23,8	28,1	27,8	27,5
		T3-other	14,1	13,4	15,9	15,7	16,1
		Total Cost	93,9	107,6	125,4	129,6	133,8
		Deficit/Surplus	-	-	-	-	-