CIVIL AVIATION AUTHORITY OF NEW ZEALAND

2023-2028
Statement of Intent

CAA — CIVIL AVIATION AUTHORITY OF NEW ZEALAND — Te Mana Rererangi Tāmatanui o Aotearoa

Aviation Security Service — Kaiwhakamaru Rererangi

Board statement

The Authority certifies that the information contained in this Statement of Intent (SOI) reflects the operations and strategic direction of the Civil Aviation Authority of New Zealand for the period 2023-2028.

Signed on: 21 June 2023

Janice Fredric
Chair of the Civil Aviation Authority of New Zealand

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Introduction

Why we exist

As New Zealand's safety and security aviation regulatory organisation, our vision and purpose are clear: a safe and secure aviation system - so people are safe, and feel safe, when they fly.

The traditional aviation sector is rebuilding as the world emerges from the impacts of COVID-19, and copes with significant economic and environmental challenges. At the same time, there's a strong focus on the development of emerging aviation technologies ranging from low-emission propulsion, through autonomous aircraft, to remotely operated digital air traffic control towers. This combination of circumstances creates challenging safety and security risks.

How we operate

Expectations of how we operate as New Zealand's aviation regulator are changing. While we must maintain a key focus on safety and security, we're also expected to play a stronger role in facilitating innovation to enable sustainable aviation activity and support economic growth.

The Authority is seeking to play its part by leading and influencing participants and stakeholders to mitigate risks and embrace opportunities, working to ensure regulation is fit for purpose (regulatory stewardship) and professionally applied (regulatory practice).

Our approach is underpinned by our values – collaboration, transparency, integrity, respect and professionalism - and an intelligence-led, modern regulatory approach. This is built on the fundamental requirement we have of participants to operate safely, and openly report information to enable continuous improvement. We'll use our full range of regulatory tools from information to enforcement, as appropriate, to ensure safety and security.

What we do - our core work

Our core policy and operational activities include:

- representing New Zealand at the International Civil Aviation Organization (ICAO) to support the ongoing development of international standards
- managing the civil aviation rules on behalf of the Minister of Transport
- providing guidance to the aviation sector, enabling it to operate safely and securely
- certifying, licensing, monitoring and investigating participants across all parts of aviation. This includes the people, products, organisations, and infrastructure that enable a diverse range of aviation activities, in areas such as tourism, agriculture, sport and recreation
- screening passengers and workers at airports to prevent unlawful interference with aircraft and aviation infrastructure.

We're increasingly looking for ways to work collaboratively with industry participants and representative bodies to make the aviation system better, while continually improving safety and security as risks and threats evolve. But we maintain a keen focus on avoiding industry capture.

Alongside this core work we're in a period of significant change in respect to our people capability and resourcing. We also have some key areas of focus relating to changes to civil aviation legislation, emerging technology, and reduction of emissions.

The Civil Aviation Act

The Civil Aviation Act 2023 has been passed, and will come into force in 2025. This will replace the Civil Aviation Act 1990, which is the primary legislation that creates and enables the Authority to undertake its functions and powers. The new Act updates provisions and includes new functions necessary to keep pace with a rapidly changing aviation environment, and the expectations of a modern regulator. Implementing the Act will require a significant effort across the whole Authority over the transition period.

Emerging Technology Programme

Regulating emerging aviation technologies has been, and continues to be, a challenge across the international aviation sector. Novel aviation activities create new risks, and there are no established pathways to certify and ensure their safety. Current rules and standards do not necessarily apply so industry development of safety cases, and our work to design methods of regulatory assessment to ensure safety, can be time-consuming and costly.

We've set up an Emerging Technologies Programme and Unit to coordinate work across emerging technologies aerospace and aviation stakeholders. This programme will enable us to begin the safe and effective integration of emerging technologies into the civil aviation system, and ensure we have an effective ongoing regulatory interface, that's connected to and draws on international best practice. Resources will be required for this to be successful as the aerospace sector continues its rapid development.

People capability

A positive workplace where our people feel respected, safe, and included, is critical to our success. All organisations in the aviation sector are finding it challenging to recruit and retain the people they need, to operate effectively. This is a result of changing expectations of the workforce, shortage of specialist skills, and increasing salary costs.

We're active in developing future leaders and managers and are engaging in learning programmes that support our people to enhance their skills and develop their careers. We work actively with the unions that represent our people, and maintain a transparent, fair, and equitable remuneration system. We have regular culture surveys, an active diversity and inclusion programme, and employee networks that support our diverse workforce.

A review of our workforce plan in 2023/24 will ensure we're able to deliver competently on our safety and security regulatory requirements.

Financial situation

The COVID-19 pandemic has impacted the Authority's revenue given most of it comes from fees, charges, and levies on the aviation sector. Government has provided financial support to date, and continues to do so, filling the gap between required expenditure and actual revenue. We're preparing for a funding review with the purpose of returning to financial sustainability and identifying the level of resource required to undertake our safety and security activities affectively and efficiently.

Carbon Neutral Government Programme

The Authority is committed to supporting our international obligations and participating in the Carbon Neutral Government Programme (CNGP) to reduce emissions in the public sector. Our carbon footprint comes from the vehicles we drive, the buildings we occupy, the power we consume, and the flights we take to perform our safety and security regulatory activities.

The Authority has already started its net zero carbon journey by starting to replace (where practicable) all light vehicles with battery electric vehicles when they're next due for replacement. We're also investing in capability to understand where our emissions are occurring and our best opportunities to make reductions. The Authority started monitoring in 2022/23 and will start reporting in December 2023 as required by the CNGP.

Our commitment

We're confident the resilience, skills, experience, and commitment of our people, underpinned by our focus on culture, leadership, and professional regulatory practice, will enable us to deliver on our vision and purpose in a changing environment.

Keith Manch
Chief Executive and Director
of Civil Aviation

Janice Fredric
Chair of the Civil Aviation
Authority of New Zealand

Who we are

The Civil Aviation Authority of New Zealand is a Crown entity responsible to the Minister of Transport. Civil aviation in New Zealand operates in a system established and maintained by the Civil Aviation Act 1990.

We're mandated to:

> **Undertake safety, security, and other functions contributing to the aim of achieving an integrated, safe, responsive, and sustainable transport system.**

Led by the Chief Executive and Director of Civil Aviation, the Authority, (which includes the function called the Aviation Security Service), delivers regulatory safety and security activities.

The Authority exercises these functions under several Acts and delegations, including the:

- Civil Aviation Act 1990 (to be replaced in 2025 with the Civil Aviation Act 2023)
- Aviation Crimes Act 1972
- Bill of Rights Act 1990
- Chicago Convention on International Civil Aviation 1944
- Crimes Act 1961
- Crown Entities Act 2004
- Health and Safety at Work Act 2015
- Hazardous Substances and New Organisms Amendment Act 2015
- Official Information Act 1982
- Privacy Act 2020
- Public Finance Act 1989
- Transport Accident Investigation Commission Act 1990
- Trespass Act 1980.

Our primary legislation is the Civil Aviation Act 1990. This will be replaced in 2025 by the Civil Aviation Act 2023 when it comes into force.

As an Authority, we're responsive to:

• the Treaty of Waitangi – Te Tiriti o Waitangi

• the Government's Health and Safety at Work Strategy 2018-2028

• He Pou a Rangi – Climate Change Commission advice.

Governance

The Minister appoints a Board to ensure the Authority performs well, manages risks prudently, and is sustainable over the longer term through a well-structured strategy.

Leadership

The Authority's leadership team manages the Authority's risks. It requires that the Authority operates efficiently and effectively, delivering on its three key roles:

• Leadership and influence

• Active regulatory stewardship

• Professional regulatory practice.

We're part of the New Zealand transport system

Aviation is part of the wider transport system moving people and goods over land, sea and by air. The Authority contributes to the government's five outcomes for a transport system in New Zealand that improves the wellbeing and liveability of all New Zealanders (see figure 1 below).

Fig 1: Transport Outcomes Framework

Our values

Collaboration
Me mahi tahi

We work together
to achieve and succeed

Transparency
Me mahi pono

We are open and honest
communicators

Integrity
Me mahi tika

We do the right thing

Respect
Me manaaki

We treat all people with
consideration and kindness

Professionalism
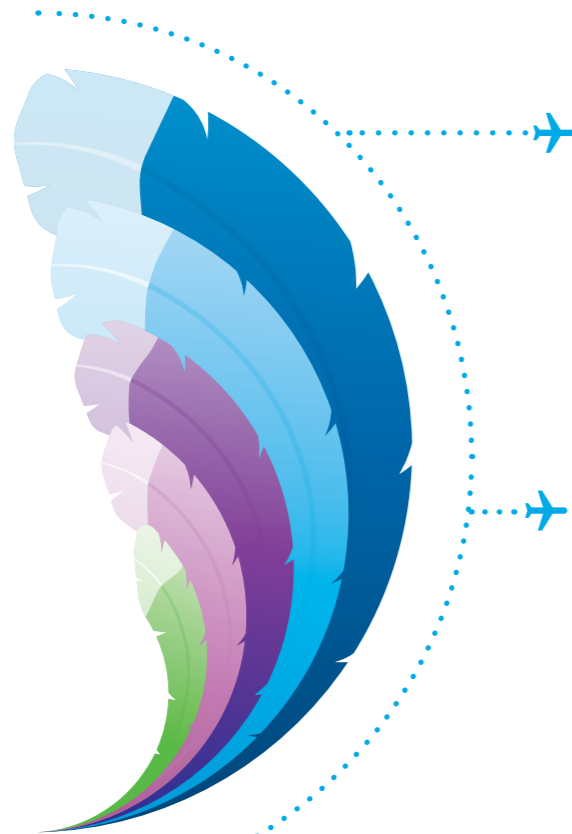## Kia tū rangatira ai

We act in a way that brings credit
to ourselves and our organisation

Our strategic framework and how we position ourselves to deliver

OUR VALUES

Collaboration
Me mahi tahi

Transparency
Me mahi pono

Integrity
Me mahi tika

Respect
Me manaaki

Professionalism
Kia tū rangatira ai

OUR PATHWAYS

Leadership and Influence

Maps to output classes 1 and 2

Through regulatory leadership we influence a safe and secure civil aviation system for New Zealand.

Success is when our stakeholders are engaged, and when we see behaviours improve as a result of what we do

Active Regulatory Stewardship

Maps to output classes 1, 3, and 4

We monitor and care for the civil aviation regulatory system through our policy and operational responsibilities.

Success is when our regulation is fit for purpose and our reputation is strong

Professional Regulatory Practice

Maps to output classes 2, 3, 4, and 5

We act to identify risk and reduce it through intelligence-led intervention.

Success is evident in the reduction of risk to safety and security within the system

OUR VISION AND PURPOSE

A safe and secure aviation system – so people are safe, and feel safe, when they fly

OUR BUILDING BLOCKS

People

Our highly skilled, professional workforce – building engagement through culture, capability, leadership, and diversity

Regulatory strategy

Our whole-of-system regulatory approach; risk-based and intelligence-led
- Security Delivery Strategy (AvSec's Horizon 2030)
- Safety Delivery Strategy (in development)

Technology and information management

Our technology and information management supports our regulatory role and our people. Our systems and information are protected and well-managed

Resource stewardship

Responsibly managing our physical and financial resources and working towards financial and environmental sustainability

Communications and engagement

Our engagement – communicating effectively as one organisation with our stakeholders to understand and influence our environment

Strategic and business planning, reporting, quality, and assurance

Clear goals, clear pathways, and a performance and quality cycle that supports success

Our vision and purpose

A safe and secure aviation system – so people are safe, and feel safe, when they fly.

Our overall reason for being is to ensure that people are safe and feel safe when participating in or engaging with the aviation system.

We do not want anyone to experience the pain of losing a family member or friend to a preventable tragedy.

As the regulator of New Zealand's civil aviation system, we do all we can to make sure such a tragedy does not happen. We work collaboratively across the system to make sure it's robust, meets international standards, and is well understood, with risks identified and mitigated as efficiently as possible.

Our vision and purpose are underpinned by our beliefs:

- We believe in keeping people safe and secure
- We believe in enabling participation in the aviation system; and making a difference to New Zealand
- We believe effective regulation will both protect and enable a safe and secure civil aviation system.

How we know we're achieving 'feeling safe'

Every two years we commission a survey to assess how safe New Zealanders and international visitors feel when flying in New Zealand. This identifies the different types of flyers, and flights taken, and how comfortable they feel. We know we're succeeding when the survey shows New Zealanders and international visitors feel increasingly safe in our skies, as measured by the change from the previous to the most recent survey.

How we know we're achieving 'being safe'

Each year in our Annual Report we publish accident rates across the civil aviation system, contrasted with the amount of activity in the system. This information is used by the Authority to understand the frequency of incidents and accidents, and in which area of aviation these occur, so we can focus our limited resources to make a difference.

We're succeeding when the number of accidents and fatalities remains low. We're also successful when we intervene effectively to reduce risk, but aviation activity continues, new technologies are enabled, and there are zero security incidents.

The aviation security environment can evolve very quickly. It's important our aviation security system anticipates, adapts and responds to the ever-changing environment. This is to ensure the safety and security of travellers and the wider public, and to strengthen a well-functioning and effective aviation system.

We succeed when our ability to detect threats through our security activities results in no system failure, injury or economic impact.

Pathway
Leadership and influence

We lead and influence a safe and secure aviation system internationally, regionally, and domestically. We believe we're successful when our stakeholders are engaged, when we're well respected internationally and domestically, and when we see the regulatory system and behaviours improve because we've intervened.

Our influence creates behaviour change

We lead and influence people in the civil aviation system by providing advice, guidance and information. We want participants to be well-informed and have the knowledge and skills they need to operate safely and securely. We want passengers to know what's expected of them when they travel.

We lead New Zealand's engagement to ensure we influence and meet international requirements

Effective engagement with the world means New Zealand and the Authority make a credible contribution to international discussions and initiatives. This allows us to influence global debate on the aviation safety and security issues important to New Zealand. We do this through our active involvement with ICAO, and other regular engagements with our international counterparts.

Supporting the Ministry of Foreign Affairs and Trade's Pacific aviation security programme

We work hard to help our Pacific neighbours improve regional air safety and security, including helping the work of the Pacific Aviation Safety Office, and agreements with several Pacific Island States to provide advice and technical assistance. As well as improving safety in these countries, our work helps to make air travel safer and more secure for travellers to the Pacific and bolsters our security 'back-door' into New Zealand.

We collaborate across government to support wider transport outcomes

We work across government to contribute to the safety and security of all New Zealanders. We do this in several ways, for example, we:

- will work with cross-sector government groups like the Border Executive Board (BEB)

- contribute to all-of-government security responses with the resources we have – for example, behavioural detection expertise, and explosive detection dog teams

- support economic growth through ensuring aviation participants operate safely in New Zealand, including the safe use of new technologies, and safe export and import of goods by air

- contribute to environmental sustainability across the aviation system, working with the Ministry of Transport (MoT) as the government's policy lead for the transport sector, and with other agencies and organisations to develop a more sustainable system. Examples of this are our participation in Sustainable Aviation Aotearoa, the Ministry of Transport led public-private leadership body focused on decarbonising aviation, and our collaboration on the Emerging Technologies Programme where we're building our ability to coordinate the innovation occurring within the emerging technologies aerospace and wider aviation sector.

How we know we're demonstrating leadership and influence:

In addition to the demonstration of people being safe and feeling safe in the aviation system, the Authority's:

- domestic and international reputation grows positively

- outreach and influencing activities are positively received.

Pathway

Active regulatory stewardship

We're active stewards of the civil aviation regulatory system. This means we contribute to a whole-of-system, life-cycle view of safety and security regulation. Regulatory systems are assets requiring ongoing updates and attention, so we need to continually monitor and upgrade the system to make sure it's fit for purpose.

Our engagement at ICAO to ensure international policy settings are effective for New Zealand

The safety performance of the New Zealand civil aviation system is largely due to the way in which New Zealand has chosen to apply the set of safety and security standards that the 192 countries that are member states of ICAO adhere to. ICAO continues to evolve safety and security standards and recommended practices, with the expectation that member states will adopt them within their domestic aviation law.

In the New Zealand context, the Authority is the government's designated agency to represent New Zealand's views to ICAO about technical positions on proposed standards and recommended practices. The Authority also seeks to advise the government about those standards and practices that ought to be adopted within New Zealand's domestic aviation legislation.

Over time, and despite the efforts of the Authority, New Zealand's domestic regulatory environment, that is the Rules, is drifting away from the Standards recommended by the ICAO. In practice, this means that our regulatory system is less fit for purpose, with Rules becoming outdated, lacking flexibility to cope with emerging technologies, and sometimes relying on out-of-date standards.

Implementation of the new Civil Aviation Act

Implementing the Act to make sure the Authority can function as New Zealand's aviation safety and security regulator under the new legislation, will require a significant effort across the whole Authority over the transition period.

There are some large and complex items of work which need focusing on. These include:

- making sure the Authority's staff and external delegation holders are properly authorised to undertake the existing and new statutory functions under the new legislation
- updating the full set of aviation rules
- remaking secondary legislation for more than 1600 offences and penalties
- developing operational policy, practice, and training for new enforcement and inspection powers
- developing and implementing a new drug and alcohol management regime
- preparing for new powers to manage safety of remotely piloted aircraft
- ensuring the provisions that support the industry to give information to the Authority are implemented effectively
- readying for the proposed independent review of the Director's decision-making processes
- giving effect to provisions that remove the requirement for the Aviation Security Service to hold an aviation document.

Supporting the development and use of new technologies

New technologies (for example, uncrewed aircraft – or drones) have the potential to provide significant economic and social benefits for New Zealanders. We're working closely with the Ministry of Business, Innovation and Employment to ensure these benefits are realised, while maintaining safe and secure skies.

New technologies also provide the opportunity to improve on environmental outcomes. We've worked with many partners across government on the Emerging Technologies Programme which is modernising New Zealand's airspace. The spectrum of emerging aviation technologies is incredibly varied and growing. It extends across technologies such as uncrewed aircraft, aerospace activities new to our country, and research on ways to reduce aviation's emissions footprint.

Managing the Minister's aviation safety and security policy and rules programme

In partnership with the MoT, the Authority will continue to manage the Minister's aviation safety and security rules programme. The development, progress and status of rules is reported in the Authority Annual Report.

How we know we're demonstrating active regulatory stewardship:

In addition to the demonstration of people being safe and feeling safe in the aviation system:

- New Zealand aviation operators are able to operate internationally and domestically
- The civil aviation regulatory system demonstrates value for money for Government, participants and users of the aviation system.

Drawing on our intelligence-led, risk based operational-activities

We use our intelligence-led, risk based activities to improve the effectiveness of aviation system regulatory policy and practice. This means we continuously review risk levels, activities, incidents and occurrences in the civil aviation system. We also work to identify how we can reduce levels of risk through interventions, regulatory system tweaks and information campaigns.

Pathway
Professional regulatory practice

We act to make sure the aviation system is safe and secure, through implementing regulatory requirements. Professional regulatory practice refers to the way we regulate across the whole civil aviation system – as people enter, operate or engage within, and exit the system.

Our actions and approach are firmly grounded in our values of collaboration, transparency, integrity, respect, and professionalism.

Managing entrance into the aviation system through certification and licensing, and ongoing monitoring and inspection

We're responsible for making sure people and organisations who operate in the civil aviation system in New Zealand are appropriately certified and licensed.

This is an ongoing task, as we need to ensure skills and capabilities are up to date through regularly renewing certificates and licences. We monitor levels of risk, and according to our intelligence-led, risk-based approach, we carry out additional audits, investigations, and spot checks that assure ourselves safety standards are maintained.

Our approach provides assurance that safety standards are maintained through the identification and management of operational risk. The regulatory focus of this work draws on both civil aviation and health and safety laws and standards.

Investigation of accidents and occurrences

We examine accidents, incidents, and other occurrences to ascertain what happened and why, and to determine appropriate responses, including actions to share lessons learned and prevent recurrences.

We often work with the Transport Accident Investigation Commission (TAIC), which carries independent investigations into the causes of accidents and incidents. It does this to make certain the safety system is performing as it should, and that safety recommendations are delivered.

Contributing to Transport Sector Emergency Responses

We participate in the Ministry of Transport led Transport Response Team (TRT) which brings the transport sector agencies together to provide an integrated understanding of the situation and impacts with transport incidents and emergencies. The TRT liaises with with the National Emergency Management Agency or any other relevant lead agency.

Delivery of security screening activities

We identify threats and manage associated risks at security designated airports, and more widely in New Zealand as required, to keep passengers and people on the ground and in the air, safe and secure.

At security designated airports, we screen:

- all passengers and their carry-on baggage on departing international flights and domestic flights over the security screening size threshold
- all hold baggage on departing international flights and domestic flights over the security screening size threshold
- airport workers with access to security enhanced areas
- bulk goods entering sterile areas and cargo travelling on international passenger flights.

We also:

- conduct perimeter patrols and access control checks at security designated airports and navigation facilities
- support other government agencies with security services (for example, bomb threats, venue and route clearances)
- operate the airport identity card system for all designated airports in New Zealand
- maintain preparedness to provide a maritime security response if required.

We continually review and improve our security screening approaches to align with international best practice.

How we know we're demonstrating professional regulatory practice:

In addition to the demonstration of people being safe and feeling safe in the aviation system:

- we effectively deliver output classes 3–5 (certification and licensing; monitoring, inspection and investigation; and security service delivery).

Our building blocks

Our 'building blocks' are the activities that enable the Authority to deliver through the strategic pathways. They're how we focus our resources, how we make decisions and how we create our sustainable future. We've identified six interdependent building blocks, all aimed at supporting our pathways. Current year activities contributing to each of the building blocks are set out in the Statement of Performance Expectations.

People

Our people are at the core of everything we do. They're a critical building block in our organisational strategic framework. We recognise the importance of providing an environment where our people feel respected, safe, included, and enabled to perform their role in keeping New Zealand skies safe and secure. We have a highly skilled, professional workforce, and we're aiming to further build capability, leadership and diversity.

Our focus over the period of this Statement of Intent is on:

Attracting and securing quality people

We have a focus on attracting and recruiting quality people and investing in our people to aid retention and lift capability to deliver on our safety and security strategies.

Identifying workforce needs

We'll work across the Authority to identify longer-term workforce needs and deliver timely HR services.

Leadership development

Our vision for leadership is an Authority creating great leaders who're connected, values-driven and effective; leading and managing in an environment where they can thrive and succeed.

Our leadership strategy sets out a plan to develop our overall leadership capability. We're focused on building the right foundations so that our leadership development is sustainable, relevant, and transformational.

Our focus areas are:

- strategy-driven leadership,
- making sure we have the right leadership structures, systems and culture, with a clearly defined framework and expectations to deliver high quality leadership development and talent management solutions.

Embedding our culture

Continue to develop, embed, and build on our culture to ensure the Authority's long-term future as a respectful, inclusive, and safe place to work.

Improving health, safety, and wellbeing

Our intention is that our people feel safe, healthy and supported so they can provide a safe and secure New Zealand civil aviation system. The four focus areas for health, safety and wellbeing are:

- supporting wellbeing
- developing leadership capability in health, safety and wellbeing
- reducing harm and supporting recovery
- building a collaborative learning culture.

Our strategic purpose across subsequent years is to continue to focus on these areas to provide safe, healthy and supportive working environments. Our foundational initiatives include a wellbeing support framework, capability support for leaders on how to look after their people and themselves, and development of lessons learned.

Developing the skills and capability of our people

We're continuing our work to build and drive our regulatory capability across the organisation including our strong commitment to the Government Regulatory Practice Initiative (G-REG). In addition to providing high-quality learning solutions for Aviation Security team members, our intention is to develop an Authority-wide approach to effective learning and development, including the design of a core capability framework.

Building a diverse and inclusive workplace

Our Diversity and Inclusion (D&I) Strategy has four key focus areas:

- Exploring our identity – providing greater confidence and certainty in our identity and strength through diversity
- Honouring our obligation to Te Tiriti o Waitangi (the Treaty of Waitangi) – building our cultural capability and understanding of te ao Māori (world view), supporting Māori employees, and better enabling us to partner and engage with Māori
- Strengthening foundations, policies, data and monitoring
- Building our organisational D&I capability – supporting a workplace that is safe and improves the health, capability and wellbeing of our people.

Our overall goal is to have a culture of care and respect for one another, where we embrace diversity through awareness, inclusion through opportunity, and belonging through connection.

We're committed to the principles and practice of equal opportunity, and we put these into practice through our employment policies and practices. Vacancies are internally and externally advertised, and appointments are made based on merit. All staff are valued, treated equitably and with respect, whatever their gender, ethnicity, social background, sexual orientation or disability.

We'll enable and resource a highly skilled, professional workforce, building engagement through culture, capability, leadership and diversity.

Regulatory strategy

Our regulatory strategy articulates our approach to regulating aviation safety and security to achieve our vision and purpose. It sets out our regulatory functions, our priorities, and our regulatory decision-making model. Our values are integral to our organisational culture and the delivery of our strategy.

Being intelligence-led and risk-focused are prominent aspects of our approach to safety and security, and the regulatory strategy describes what this means in practice. Nested underneath the regulatory strategy are two operational strategies: the security delivery strategy (AvSec's Horizon 2030); and the safety delivery strategy (under development).

We use three fundamental principles to guide, inform and underpin the development, delivery, and review of our regulatory approach. They're the basis for the decisions we make about our work priorities, and the standards we set for ourselves and for civil aviation participants. They determine much of what we do as a regulator. They are:

- public safety and security are paramount
- a safe and secure aviation system is a shared responsibility
- collective learning and continuous improvement are critical.

Security delivery strategy – Horizon 2030

The Authority performs its security regulatory activities via the Aviation Security Service which is responsible for managing the delivery of aviation security services, including passenger, crew, and cargo screening activities. AvSec's role is to deliver world-class aviation security, while enabling a high-quality, responsive passenger experience.

The Horizon 2030 strategic plan sets out a framework identifying the seven strategic priorities guiding AvSec's work programme and activities through until 2030. It summarises the key initiatives that will be carried out under each priority area, and the anticipated benefits.

Safety delivery strategy

The safety delivery strategy will describe our five-year regulatory capability plan to evolve into an intelligence-led and risk-based regulator.

Two new operational policies are being developed to reflect the intent of the Regulatory Strategy – Certification and Licensing Policy and Monitoring Policy.

The Regulatory Strategy will also connect into the implementation of the new digital system Kapua.

> **We'll demonstrate a whole-of-system regulatory approach that is intelligence-led and risk-based.**
>
> **Actions towards this will be set out in the safety and security delivery strategies.**

Digital management

Organisations are increasingly reliant on smart technology and secure information management. At the Authority we're no different. We're investing in systems and expertise to ensure our people have the information and technology they need to achieve their objectives. We manage our digital in a way that meets required standards, and we look for innovative ways to enable our teams to work flexibly while being supported.

Our digital management will support our regulatory role and our people, and our systems and information will be protected and well-managed.

Our digital strategy sets out the work we're focusing on:

- updating the digital platform we use to support our regulatory work (we're implementing safety oversight management software – known as Kapua)
- delivering on our digital services, information and technology strategies
- supporting the Authority with the appropriate digital tools and information to enable the performance of our safety and security activities.

Resource stewardship

Our intention is to manage our resources sustainably, securing the long-term viability of the Authority with a low impact on our environment. Resource stewardship includes our financial stewardship, workplace management, and managing the Authority's environmental impact.

We'll responsibly manage our physical and financial resources and work towards financial and environmental sustainability.

We do this through:

- initiating a review of our options to ensure ongoing funding of Authority functions
- maintaining effective financial stewardship within the requirements of the relevant Acts and standards
- maintaining effective property and resource stewardship through implementation of our property strategy
- publishing an emissions reduction plan and reporting on Authority emissions

Engagement, education and communications

To be effective in achieving a safe and secure aviation environment, our working relationships need to be founded on mutual respect, integrity, and effective communication. There must be a mutual understanding of our role, responsibilities and accountabilities. Our behaviours and the way we work with our stakeholders are the foundation of a safer and more secure civil aviation system.

Our objective is that our people and participants know why we need a safe and secure aviation system, how they can make a difference, and how to access what they need. We want to be a trusted and influential adviser, demonstrating leadership and communicating clearly.

To achieve this, we'll deliver and enhance our outreach, education, and engagement activities. We'll deliver on our stakeholder relationship plan, building our partnerships and relationships across the sector.

We'll communicate as one organisation to influence the safety and security of the aviation system.

Strategic and business planning, reporting, quality and assurance

Organisational effectiveness relies on a combination of knowing where we're going, why we're going there and how we'll know when we get there. This touches on every aspect of the organisation, from the intent of our stakeholder engagement, to the delivery of Rules, screening activity, resource deployment and financial sustainability. Having the tools to identify our vision and achieve our plan of action will ensure we focus on the right things, make the right decisions and use our resources to best effect.

We'll continue to develop and refine our tools to support business and strategic planning, quality systems, risk management and assurance, and project management across the Authority.

To achieve this, we'll establish clear goals and pathways to deliver and carry these through with a performance and quality cycle that supports success. Ensuring we have the tools to focus on the right things, make the right decisions and use our resources to best effect.

How we measure and report on our progress

Our interventions

Our interventions relate to the following aspects of the civil aviation system.

ENTRY

Exercise of control over entry into the New Zealand civil aviation system

- Quality and timeliness of rules and standards
- Robust entry renewal and amendment certification tasks
- Licensing procedures carried out effectively and efficiently.

ON-GOING OPERATION

Exercise of control over sustained operation in the New Zealand civil aviation system

- Applying a risk-based approach to safety and security system oversight
- Communicating effectively to the aviation community and stakeholders
- Ensuring participants are operating within their legal obligations through effective inspection and monitoring
- Responding appropriately to unsafe practice
- Effectively investigating occurrences
- Effectively monitoring, auditing and inspecting.

EXIT

Exercise of control over exit from the New Zealand civil aviation system

- Informed decision-making through intelligence and analysis.

CIVIL AVIATION SECURITY

Ensure threats are identified and associated risks are managed and international standards for security are met

- Effective screening activities.

* Measured through a biennial Colmar Brunton survey

What we deliver

OUTPUTS	
OUTPUT CLASS	**OUTPUT**
Output Class 1: Policy & Regulatory Strategy	International Relations and International Civil Aviation Organisation Obligations
	Ministerial Servicing
	Policy Advice
	System Level Design and Intervention
	Rules and Standards Development
	Pacific Support
Output Class 2:	Outreach
Output Class 3:	Certification and Licensing
Output Class 4:	Monitoring, Inspection and Investigation
Output Class 5: Security Service Delivery	Screening Activity
	Audit Performance; Access Control; Maritime Security Services

Indicators of our success

OUR VISION AND PURPOSE

A safe and secure aviation system – so people are safe, and feel safe, when they fly

- The frequency of accidents and fatalities remains low
- Risk interventions demonstrate effective mitigation
- New technologies enabled
- Security incidents remain at zero
- Increasing confidence reported in our biennial 'Feel Safe' survey.

PATHWAY – LEADERSHIP AND INFLUENCE

- The Authority's domestic and international reputation grows positively (based on a composite of ICAO scores, stakeholder surveys, and performance against Output Class 1 – Policy & Regulatory Strategy).
- The Authority's outreach and influencing activities are positively received (based on outreach quality scores drawn from Output Class 2 – Outreach).

PATHWAY – ACTIVE REGULATORY STEWARDSHIP

- New Zealand aviation operators are free to operate internationally and domestically (based on composite of ICAO scores, signed international agreements, and the quality scores drawn from Output Class 3 – Certification and Licensing).
- The civil aviation regulatory system demonstrates value for money for Government, participants and users of the aviation system (based on value for money assessments).

PATHWAY – PROFESSIONAL REGULATORY PRACTICE

- The Authority's security service delivery is effective (lack of security incidents, and performance against Output Class 5 – Security Service Delivery).
- The Authority's certification and licensing activities are effective (assessment drawn from Output Class 3 – Certification and Licensing).
- The Authority's monitoring and investigation activities are effective (assessment drawn from Output Class 4 – Monitoring, Inspection and Investigation).

Transport outcomes and benefits

SAFE AND SECURE PEOPLE

Through decreasing number of accidents, deaths and injuries in the sector, as well as increasing confidence in the safety and security of the system.

MINIMISED ENVIRONMENTAL IMPACT

Through reduced greenhouse gas emissions.

POSITIVE ECONOMIC IMPACT

Through minimising the aviation-related barriers for movement of people and goods, and lower social cost of air accidents and incidents.

IMPROVED RESILIENCE AND SECURITY

Through reduction of risk due to adoption of safety management systems (SMS) throughout the sector, and few or zero security incidents in the aviation sector.