

# CIVIL AVIATION AUTHORITY

Our refreshed Strategic Framework,  
Statement of Intent 2021 – 2026 and  
Statement of Performance Expectations 2021/22

# Our strategic framework



# Our vision and purpose

## OUR VISION AND PURPOSE

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

We believe:

- in keeping people safe and secure
- in enabling people to fly
- that effective regulation will both protect and enable a safe and secure civil aviation system.

# 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



# 3 pathways to deliver on our vision and purpose

## PATHWAY

### Leadership and influence

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

## TYPES OF ACTIVITY

- Providing advice, guidance and information to the public and aviation participants
- Leading New Zealand's international engagement to meet ICAO requirements
- Supporting our Pacific neighbors with their aviation security programmes
- Participation in Border Sector Governance Group
- Contribution to all of Government security responses
- Contributing to environmental work across Government.

### Active regulatory stewardship

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

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

- Continually improving the effectiveness of our policies and practices through our risk-based and intelligence-led approach
- Ensuring ICAO policy settings are effective for New Zealand
- Contributing to the development of the Civil Aviation Bill, and then implementing the required changes to our policies and practices
- Managing the Minister of Transport's aviation safety and security policy and rules programme, in partnership with the Ministry of Transport
- Exploring and supporting the safe development and use of new technologies.

### Professional regulatory practice

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

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

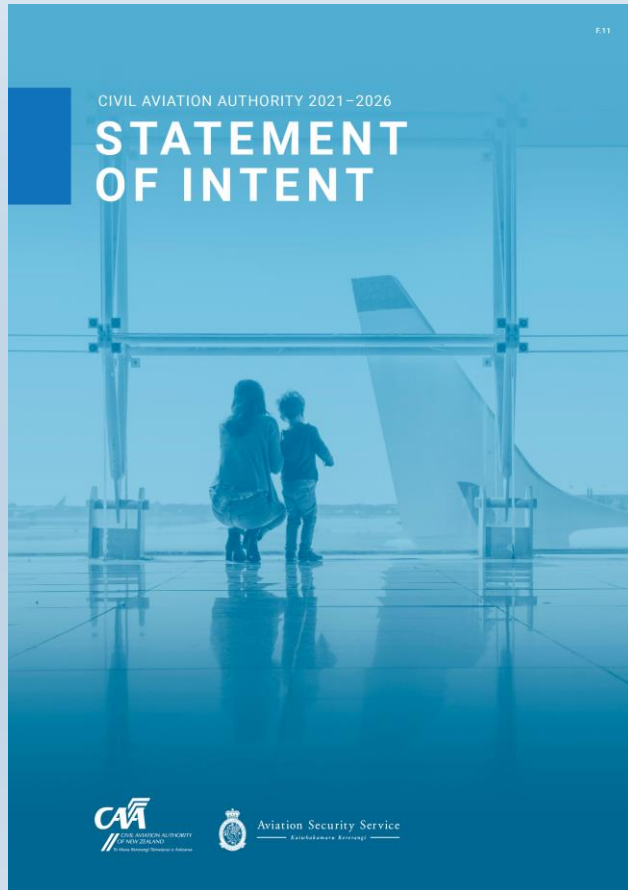
- Gatekeeping entrance into the aviation system through certification and licensing
- Ongoing monitoring and inspection to ensure continuously safe operations within the civil aviation system
- Investigation of accidents and incidents to learn how we can reduce risk within the system
- Delivery of security screening activities at security designated airports
- Conducting perimeter patrols and access control checks at security designated airports
- Operating the airport identity card system
- Supporting other Government agencies with security services as requested, including a maritime security response.



# 6 building blocks that enable us to deliver

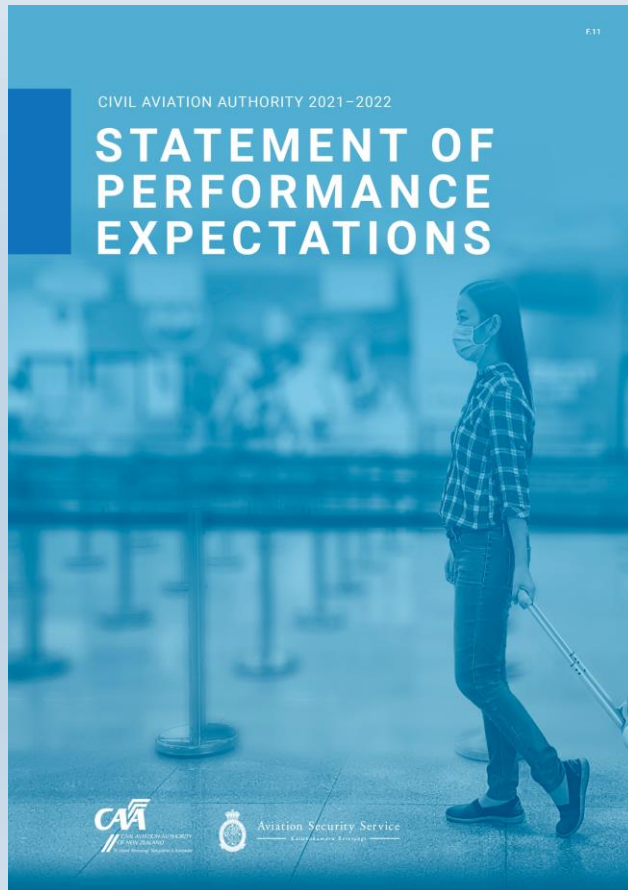
People	Regulatory Strategy	Technology and information management	Resource stewardship	Communications and engagement	Strategic and business planning, reporting, quality and assurance
<p>Our highly skilled, professional workforce – building engagement through culture, capability, leadership and diversity</p>	<p>Our whole of system regulatory approach; risk based and intelligence-led</p> <ul style="list-style-type: none"> <li>• Security delivery strategy (AvSec Horizon 2030)</li> <li>• Safety delivery strategy (in development)</li> </ul>	<p>Our technology and information management supports our regulatory role and our people; and our systems and information are protected and well managed</p>	<p>Responsibly managing our physical and financial resources and working towards financial and environmental sustainability</p>	<p>Our engagement – communicating effectively as one organisation with our stakeholders to understand and influence our environment</p>	<p>Clear goals, clear pathways and a performance and quality cycle that supports success</p>
<ul style="list-style-type: none"> <li>• Addressing culture change through the Te Kākano programme</li> <li>• Leadership development</li> <li>• Improving health, safety, and wellbeing</li> <li>• Developing the skills and capability of our people</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of regulatory strategy grounded in 3 principles:               <ul style="list-style-type: none"> <li>• Public safety and security are paramount</li> <li>• A safe and secure aviation system is a shared responsibility</li> <li>• Collective learning and continuous improvement are critical</li> </ul> </li> <li>• Developing a 12-month action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting our people to succeed</li> <li>• Updating our digital platform that supports regulatory work (implementing EMPIC)</li> <li>• Enabling delivery of AvSec’s Horizon 2030 strategy</li> <li>• Aligning our systems and practices with Government security requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Working to deliver a sustainable funding structure for the Authority following the impact of COVID-19</li> <li>• Provide physical environments that support health, safety and wellbeing</li> <li>• Making sustainable choices to minimise the impact of our operations on the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Working to understand our stakeholders and deliver on our stakeholder engagement strategy</li> <li>• Enhance and improve our outreach, and education activities</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and business planning to help us prioritise our work</li> <li>• Continue to improve our performance reporting and knowledge of our activities</li> <li>• Quality management further developed</li> <li>• Assurance plans and management further developed</li> </ul>

# Statement of Intent 2021 - 2026



- Covers our actions over the next five years to deliver on our vision and purpose.
- Broadly explains each part of the strategic framework and what we plan to do under each.

# Statement of Performance Expectations 2021 - 2022



- Covers what we are specifically funded to deliver between 1 July 2021 and 30 June 2022, and how we will measure our performance under the five ‘output classes’:
  1. Policy and regulatory strategy
  2. Outreach
  3. Certification and licensing
  4. Monitoring, inspection and investigation
  5. Security service delivery
- Contains the prospective financial statements for 2021/2022