

2024 2029 | Statement of Intent



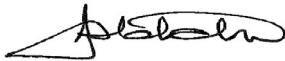
Board Statement

The Civil Aviation Authority of New Zealand (Authority) certifies that the information contained in this Statement of Intent (SOI) reflects the operations and strategic direction of the Authority for the period 2024–2029.

Signed on: 24 June 2024



Janice Fredric Chair of the Civil Aviation Authority of New Zealand



Jill Hatchwell Temporary Deputy Chair of the Civil Aviation Authority of New Zealand

Contact details**Civil Aviation Authority of New Zealand**

Level 15, Asteron Centre, 55 Featherston Street, Pipitea, Wellington 6011

PO Box 3555, Wellington 6140, New Zealand

+64 4 560 9400

info@caa.govt.nz

www.aviation.govt.nz

Copyright © 2024

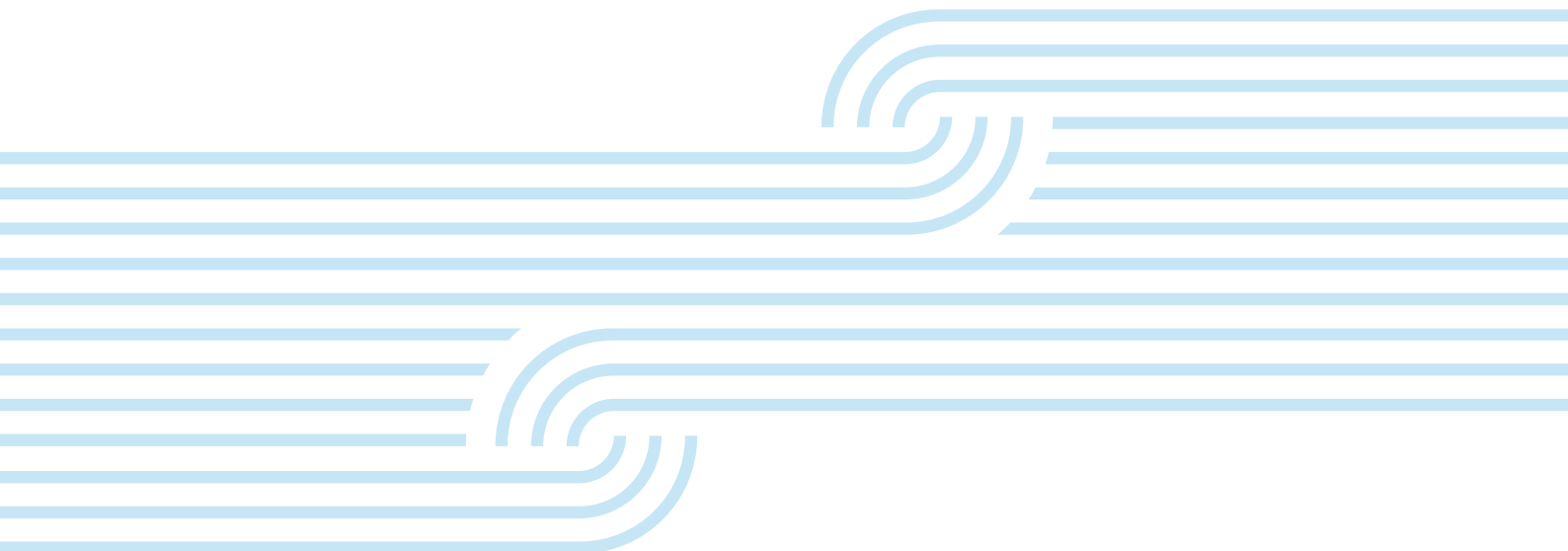
Unless otherwise stated, the information in this Statement of Intent is protected by copyright and is subject to the copyright laws of New Zealand. The information may be reproduced without permission, subject to the material being reproduced accurately and not being used in a misleading context. In all cases, the Civil Aviation Authority of New Zealand must be acknowledged as the source.

ISSN: 1177-6072 ISSN: 1177-9403 (online)

Note: Further copies of this document can be downloaded from www.aviation.govt.nz

Contents

Introduction	4
Who we are	6
Our strategic framework and how we position ourselves to deliver	10
Our vision and purpose	11
Our pathways	13
Leadership and influence	14
Active regulatory stewardship	15
Professional regulatory practice	17
Our impacts	19
Our building blocks	25
Modern regulatory delivery	27
People capacity and capability	29
Resources, system and infrastructure	30



Introduction

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



The design and delivery of effective safety and security regulation is essential to position New Zealand as a trusted trade partner, a sought-after tourist destination, and a safe place to fly.

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

As we look to the future, there will be opportunities and risks from the development of emerging technologies ranging from low-emission propulsion, through autonomous aircraft, to increasingly sophisticated passenger screening technology at airports.

The Authority is seeking to play its part by leading and influencing an aviation safety and security regulatory culture, one that enables aviation safety and security alongside economic development. We aim to achieve this through active regulatory stewardship that will encourage fit for purpose regulation - and through professional regulatory practice that is intelligence-led and risk-based.

Our approach is underpinned by our values - collaboration, transparency, integrity, respect, and professionalism - and our intelligence-led, risk-based regulatory approach. This is built on the fundamental expectation that participants in the aviation system meet their safety and security obligations, and openly report information to enable continuous improvement.

Preparing for the future

The new Civil Aviation Act 2023 will come into force in April 2025. In preparation for the Act's introduction, and to enable us to play our part in the ongoing development of New Zealand's aviation sector, we will focus on implementing and maintaining a coherent and consistent organisational operating model, and a modern regulatory approach. We will deliver our core regulatory and compliance functions in a manner that contributes to an integrated, safe, secure, responsive, and sustainable transport system.

We're confident the resilience, skills, experience, and commitment of our people, underpinned by our focus on culture, leadership, systems and technology, and professional regulatory practice, will enable us to achieve this.



Keith Manch
Chief Executive and
Director of Civil
Aviation Authority



Janice Fredric
Chair of the Civil
Aviation Authority
of New Zealand

Who we are

The Civil Aviation Authority of New Zealand (Authority) 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 (to be replaced in April 2025 with the Civil Aviation Act 2023).

Why we exist:

We keep the aviation system safe for the public and for people who work in it and use it, as well as keeping it protected (secure) from people who may wish harm to those using it.



What we do:

We regulate people (those who work in, and are customers of, aviation - including pilots, engineers, air traffic controllers and passengers), organisations, aircraft, and aviation infrastructure.

The types of regulatory functions we carry out across the Authority include, engagement, education, communication, certification, licensing, monitoring (including audit and inspection, screening of passengers and non-passengers), investigation and enforcement. These functions are supported and enabled through organisational activities like people, our regulatory framework, resources (physical and monetary), and systems and processes.

Our interventions reflect the regulatory model we use for the civil aviation system in New Zealand - we regulate the entry, on-going operation and exit-points of the 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 the sustained operation in the New Zealand civil aviation system

- Communicating and engaging with the aviation community and stakeholders
- Responding appropriately to unsafe practice
- Effectively investigating occurrences
- An intelligence-led, risk-based approach to monitoring, auditing and inspecting
- Effective security screening activities

EXIT

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

- Carefully assessing participants' ability and willingness to meet required standards, and taking action where this is not met.

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

- Civil Aviation Act 1990 (to be replaced in April 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.

We're responsive to:

- The Treaty of Waitangi – Te Tiriti o Waitangi
- Environmental protection obligations, such as emissions reduction and sustainability.

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 is our most senior leadership group, charged with making sure the Authority implements strategy and performs and manages its resources efficiently. The leadership team is organised to make sure that the Authority is led and managed as a single entity.



We're part of the New Zealand transport system

To avoid harm to New Zealanders and our visitors we must maintain a safe and secure aviation system. A safe and secure aviation system also promotes travel, trade, economic development, and the enjoyment of aviation as a sport and recreational pursuit for all. Aviation is critical to New Zealand's economy through its global and domestic connections and the activity it enables, and the reputation it has. Ninety-nine percent of people arriving in New Zealand do so by air. A significant proportion of New Zealand's high-value goods travel by air. The Government's intention is for a transport system that improves personal connections and economic activity for all New Zealanders; putting people at the heart of all we do.

Aviation is a part of a wider transport system that moves people and goods over land, sea and air.

The aviation system is one part of the New Zealand government's integrated transport system, which also includes land transport and maritime transport.

For this reason, we work closely with our government transport partners, led by the Ministry of Transport (MoT), to address joint challenges.

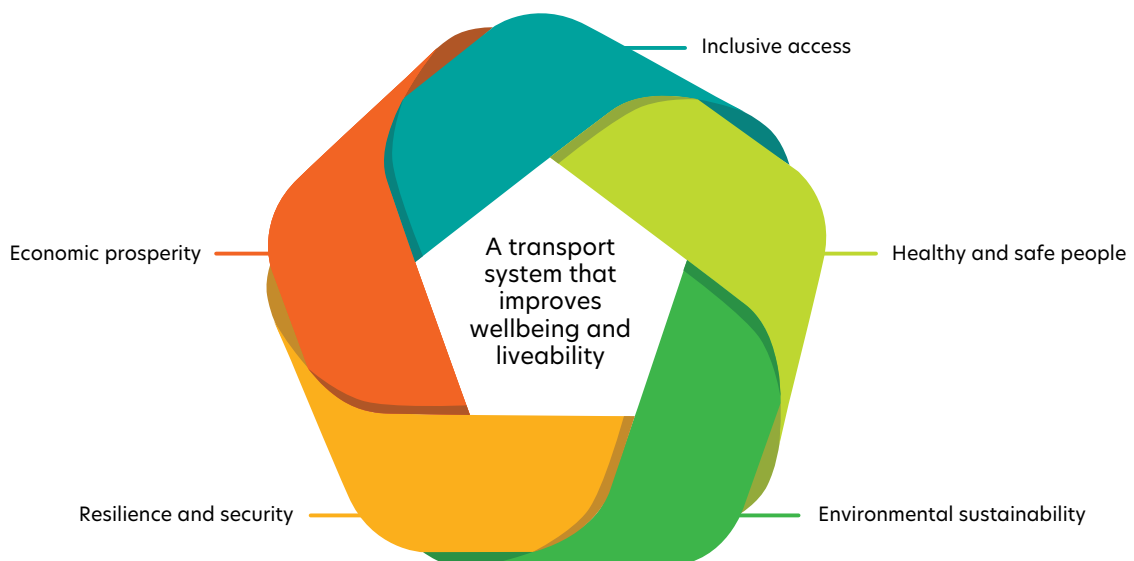
This intention has been expressed by the MoT in five outcomes for the New Zealand transport sector (see figure 1 below).

New Zealand's aviation system functions within the international aviation system

We work, and maintain standardisation, with our international counterparts. The International Civil Aviation Authority Organization (ICAO) is the lead international body for civil aviation. It's a specialised United Nations agency.

The ICAO adopts standards and recommended practices (SARP), and signatory states have a responsibility to comply with these or file differences. The filing of differences lets ICAO know where New Zealand's national standards or practices differ from those adopted by ICAO.

Fig 1: Transport Outcomes Framework



Our strategic framework and how we position ourselves to deliver

OUR VISION AND PURPOSE

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

DIRECTLY SUPPORT

Effective safety and security performance

- reducing risks within the aviation system to people, the environment and property; lowering social cost of air accidents and incidents, and improving confidence the system.

INDIRECTLY SUPPORT

Positive economic and social outcomes

- economic activity
- social connection for the benefit of all New Zealanders

OUR PATHWAYS

We have three pathways that lead us to delivering our vision and purpose

Leadership and Influence

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

Active Regulatory Stewardship

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

Professional Regulatory Practice

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

OUR IMPACTS

Desired changes in system state over the medium to long term

Application of consistent regulatory approaches that align with international regulatory requirements and that creates trust in NZ's aviation sector.

Participants, stakeholders and industry are engaged and informed, to encourage positive safety and security behaviours.

Participants entering and operating in the aviation system are capable of meeting safety and security requirements through their safety and security management systems.

An intelligence-led, risk-based monitoring approach identifies safety and security performance levels so regulatory action can be taken where required.

Security regulatory activities that address risk of unlawful interference with aircraft and aviation infrastructure, while efficiently facilitating the movement of passengers and goods.

OUR OUTPUTS

Our system facing operational deliverables*

▶ Output Class 1:
Policy & Regulatory Strategy

▶ Output Class 2:
Outreach

▶ Output Class 3:
Certification and Licensing

▶ Output Class 4:
Monitoring, Inspection and Investigation

▶ Output Class 5:
Security Service Delivery

OUR VALUES

Our values underpin our culture and are at the heart of our organisation

Collaboration
Me mahi tahi

Transparency
Me mahi pono

Integrity
Me mahi tika

Respect
Me manaaki

Professionalism
Kia tū rangatira ai



OUR BUILDING BLOCKS



Modern regulatory delivery

We are an intelligence-led and risk-based regulator, balancing trust in participants with effective verification, assurance and regulatory action.



People capacity and capability

We have a highly skilled and professional workforce. We enable our people through engagement, leadership, our culture, capability development and diversity in our workforce.



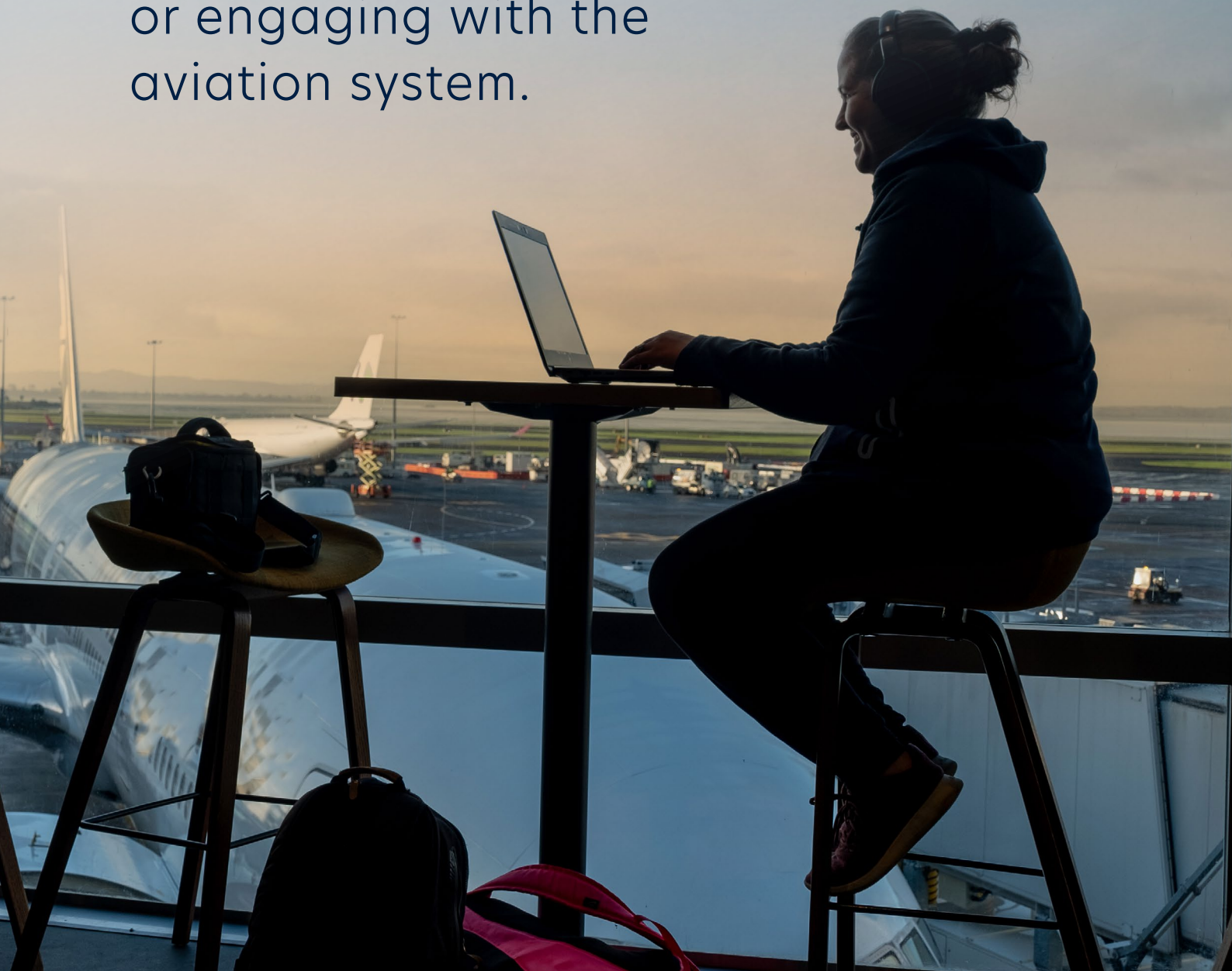
Resources, system and infrastructure

We manage our resources, systems and infrastructure (finance, digital, and workplace) sustainably, securing the long-term viability of the Authority.

* Refer to the Statement of Performance Expectations for full descriptions

Our vision and purpose

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



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 indicators of success

How we know we're achieving 'are safe'

Each year in our Annual Report we publish accident rates across the civil aviation system, and these are 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 resources to make a difference.

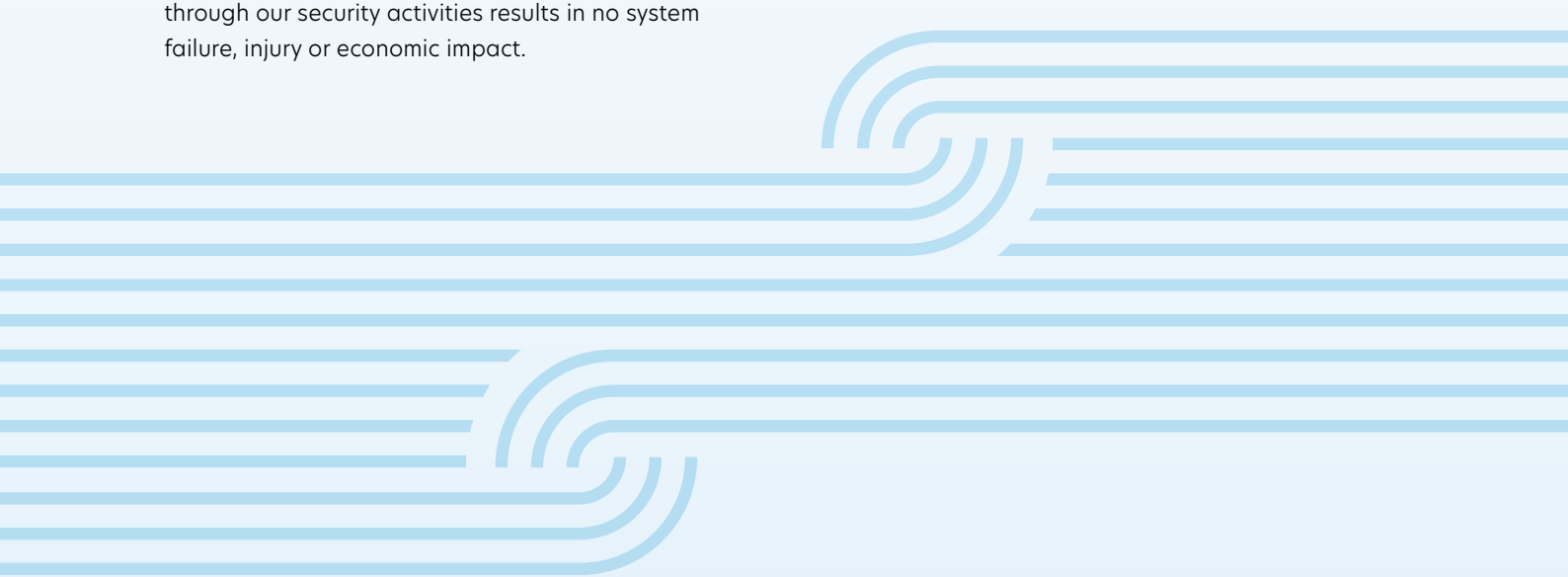
We're succeeding when the number of accidents and fatalities remains low. We're also successful when we intervene effectively to reduce risk, while aviation activity continues, new technologies are enabled, and there are zero security incidents.

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.

How we know we're achieving 'feel 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 safe in our skies.



Our pathways



We have three pathways that lead us to delivering our vision and purpose



OUR PATHWAYS

Leadership and influence

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

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.

We support 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 our agreements with several Pacific Island States to provide advice and technical assistance. We also help to improve safety in these countries, as our work helps make air travel safer and more secure for travellers to the Pacific and bolsters our security 'back-door' into New Zealand.

We collaborate with aviation system participants

We work closely with industry to enhance our approach to, and understanding of, the aviation system. Through this collaborative approach we seek to ensure that we exercise our safety and security regulatory stewardship and practice roles in ways that support innovation and economic growth.

We influence safety and security

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

OUR PATHWAYS

Active regulatory stewardship

We're active stewards of the civil aviation regulatory system. This means we contribute to a life-cycle view of safety and security regulation within the entire aviation sector of New Zealand. 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.

We engage at ICAO to ensure international policy settings are effective for New Zealand

The safety and security performance of the New Zealand civil aviation system is largely due to the way in which New Zealand has chosen to apply the 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.

We support the Ministry of Transport on Civil Aviation Act 2023 implementation, and manage the Minister's aviation safety and security policy and rules programme

The Civil Aviation Act 2023 will come into effect in April 2025. It provides a single, modern statute that will provide a platform for safety and security within (and appropriate regulation of) the civil aviation system now and well into the future. Working with the Ministry of Transport will ensure that the provisions of the Act are implemented fully.

Key changes in the new Act include:

- a new drug and alcohol regulatory regime
- new protections for safety information (often referred to as "just culture")
- provisions for advancements in technology, such as aircraft operated without a pilot on board
- provision for Ministry of Transport to manage independent reviews of regulatory decisions made by the Director (potentially requiring them to be reconsidered, but not overturning them)
- removing the requirement for Aviation Security Service to hold an aviation document, which will enable easier "whole-of-Authority" responses to issues and provide increased clarity on roles and accountability
- modernising enforcement and investigation powers by aligning with the Health and Safety at Work Act 2015.

While the Civil Aviation Act 2023 provides for a modern empowering statute, the Civil Aviation Rules struggle to accommodate new and emerging technologies and are drifting from accepted international standard. The Authority is contracted by the Ministry of Transport to undertake limited work to develop regulatory policy and the associated civil aviation rules. The development, progress and status of rules that the Authority is contracted to work on is reported in the Authority Annual Report.

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

We use 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 regulatory interventions including safety, security and compliance campaigns, and adjustments to regulatory settings.



OUR PATHWAYS

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 participants 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.

We manage entrance into, and the operation of, the aviation system through certification and licensing, and ongoing monitoring and inspection

We're responsible for making sure people, technologies, and organisations operating within the civil aviation system in New Zealand are appropriately certified and licensed to meet safety and security requirements.

This is an ongoing task, as we need to ensure skills and capabilities are up to date through regularly renewing and amending 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 ensure safety standards are maintained.

Our approach provides assurance that safety standards are maintained through the identification and management of operational risk. We draw on both civil aviation and health and safety laws and standards.

We deliver security screening activities

We are responsible for identifying threats and managing 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.

We investigate accidents and occurrences

As New Zealand's aviation safety and security regulatory organisation, we investigate accidents, incidents, and other occurrences relating to aviation safety and security to ascertain what happened and why.

Following investigations we use a range of responses to support safety and security outcomes including providing safety, security and compliance information and/or taking regulatory action where necessary in the public interest - considering the importance of maintaining the flow of information that ensures that the system can continually improve.

We respond to the recommendations of the Transport Accident Investigation Commission (TAIC) investigations that identify the causes of accidents and incidents to ensure the aviation system is performing as it should.



Our impacts

Our impacts are our desired changes over the medium to long term. The delivery on our impacts is contingent on availability of funding and people resources. If resources are constrained, then the level of activity we can undertake will also be constrained.

Our impacts are aligned with the output classes outlined in the Strategic Framework on page 10. Our performance for each impact will be demonstrated through our achievement against the measures specified in the Statement of Performance Expectations.



OUR IMPACTS

Application of consistent regulatory approaches that align with international regulatory requirements and that creates trust in NZ's aviation sector

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

- enhancing our knowledge, approach, and the efficiency of our regulatory decision making by engaging with other States through the Network of National Aviation Authorities (made up of NZ, UK, USA, Canada and Australia) on innovation and emerging technologies, sustainable aviation fuels and aviation cybersecurity
- working on the agreed Rules programme with the Ministry of Transport, with the intent to align (where appropriate) Rules to the international aviation system, and where possible modernise them, noting that the Civil Aviation Rules struggle to accommodate modern aviation practices and technologies
- continuing to respond to the findings of the 2022 ICAO security audit and preparing for the full ICAO safety audit which will be undertaken in 2025. Good progress is being made in responding to the security audit and implementation of the findings is ongoing. Significant preparatory work is required ahead of the safety audit and will also likely result in changes of procedures/processes post audit. Positive audit outcome allows us to engage and participate internationally
- reviewing and improving our learning and development systems and processes within our warrants and delegations pathway, to reduce the time taken to get our inspectorate fully warranted and delegated. A workforce that is warranted and delegated in a timely way, and well supported with training, policies and procedures, will contribute to reducing certification activity times.

Our indicators of success

This impact relates to Output Class 1, the administration of our civil aviation regulatory frameworks (Act, Regulations, Rules), and their alignment with international requirements.

Achievement of this impact (international alignment and trust in New Zealand's aviation sector) is through meeting ICAO requirements. An absence of serious findings from ICAO audits and ICAO acceptance of our response to non-serious findings; having an Effective Implementation (EI) score that is comparable with key trading partners; and having no restrictions on our ability to fly to other countries (due to not being aligned to ICAO requirements) are all key indicators of our success at delivering on this impact.

OUR IMPACTS

Participants, stakeholders and industry are engaged and informed to encourage positive safety and security behaviours

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

- continuing to jointly lead stakeholder forums, for example, the Aviation Community Advisory Group, the Aviation Security Stewardship Group, and the Sports and Recreation Stewardship Group (Part 149 Forum), to promote sharing of ideas and proactive improvement across the aviation system
- providing guidance for emerging technology innovators and operators to enter the aviation system, so that they are better prepared to meet regulatory requirements
- continuing to establish the Emerging Technologies Programme to act as a bridge between the CAA and our emerging technologies aerospace and aviation stakeholders. The Emerging Technologies Unit aims to provide the most effective ongoing regulatory interface possible, while enabling the safe and effective integration

of emerging technologies into the civil aviation system. By facilitating safe and secure use of new technologies, the unit will support the government's environmental and economic objectives and maintain strong industry engagement

- using our Emerging Aviation Technologies Forum to improve our knowledge of technologies that are likely to enter the New Zealand aviation system in the next ten years and beyond. This will ensure we are ready to regulate these new technologies once they are part of the aviation system
- building safety awareness through a selection of education courses, workshops, or seminars to participants nationwide
- publishing a range of industry publications including our Vector magazine and Guidance and Practice booklets.

Our indicators of success

This impact relates to Output Class 2.

On an annual basis, we will seek specific stakeholder feedback from industry representative bodies (who are likely to be members of the Aviation Community Advisory Group and/or the Security Stewardship Group) to test satisfaction with our engagement and provision of information activities. The survey questions will be designed in 2024/25, with the survey being undertaken each July to inform the relevant Annual Reports.

OUR IMPACTS

Participants entering and operating in the aviation system are capable of meeting safety and security requirements through their safety and security management systems

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

- reducing the time it takes to issue renewals, amendments, and new certificates. The length of time taken has increased over recent years due to the level of demand and complexity of applications in traditional aviation and emergence of emerging aviation technologies, compared to the capacity and capability available to do the work
- further embedding our Emerging Technology Programme, supported by the Emerging Technology Unit which facilitates engagement between participants and regulatory decision makers within the Authority to smooth the entry of novel technology into the aviation sector
- supporting the ongoing development of safety and security management systems as a core method of participants managing their own operations in a way that provides assurance that they are meeting safety and security requirements.

Our indicators of success

This impact relates to Output Class 3. Output class 4 is also relevant to this impact.

Our quality criteria include having appropriate safety and security management systems to meet compliance requirements on an ongoing basis. Applicants making new applications, seeking amendments and renewals must all demonstrate that they can meet safety and security outcomes to receive their certificates.

OUR IMPACTS

An intelligence-led, risk-based monitoring approach identifies safety and security performance levels, so regulatory action can be taken where required

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

- applying intelligence-led, risk-based approaches to our regulatory activity. Our intelligence-led approach may intensify our attention in certain areas, but also lead to a less direct approach in other areas, where the participant has 'earned autonomy' as we strive to balance trust and verification
- further developing our intelligence-led approach by creating and maintaining sector baseline assessments that identify risk at a sector level (for example, agricultural, domestic, passenger, freight etc.) in support of deciding where our regulatory intervention effort is likely to have the most impact. These baselines have both a strategic and operational lens and provide insight into key issues and opportunities for improvement across the entire aviation sector. Sector baselines help us to understand the proportionality of our efforts and the progress we are making in achieving safety and security outcomes.

Our indicators of success

This impact relates directly to Output Class 4 – particularly 4.1.1 which is supported by the intelligence-led, risk-based approach.

Baseline assessments provide insight into patterns and trends in each sector by analysing the environmental factors which create or influence safe and unsafe practices. Maintaining the currency of sector baseline assessments (already developed for agriculture, international passenger, domestic passenger, and cargo sectors, with more in the pipeline) will support the achievement of this impact.

Sector baseline assessments provide a holistic, strategic level assessment of New Zealand's aviation sectors by discussing the composition and main activity of each sector, as well as related harm (and drivers of this harm).

Identification of areas of focus determined through data and information analysis will support the achievement of this impact.

OUR IMPACTS

Security regulatory activities that address risk of unlawful interference with aircraft and infrastructure, while efficiently facilitating the movement of passengers and goods

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

- updating and implementing the National Aviation Security Programme to safeguard civil aviation operations against acts of unlawful interference
- monitoring the domestic and international threat environment to ensure we have appropriate aviation security settings in New Zealand
- effective and efficient implementation of passenger security controls
- effective and efficient implementation of the non-passenger screening programme to deter and detect persons and prohibited items, other than passengers, who may pose a threat to civil aviation by carrying out an act of unlawful interference in security restricted areas
- continuing to work with stakeholders across the aviation system (including airport companies, airlines, and border agencies) to optimise the use of space, technology, and people to achieve both security outcomes and the efficient facilitation of the movement of people and goods for the benefit of New Zealand.

Our indicators of success

This impact relates to Output Class 5.

Achieving security outcomes, while ensuring efficient passenger and goods facilitation, will support the achievement of this impact.

Our building blocks

Our building blocks are the activities that enable the Authority to deliver through our pathways.



We've identified three 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.



MODERN REGULATORY DELIVERY

We are an intelligence-led and risk-based regulator, balancing trust in participants with effective verification, assurance and regulatory action.



PEOPLE CAPACITY AND CAPABILITY

We have a highly skilled, professional workforce. We enable our people through engagement, leadership, our culture, capability development, and diversity in our workforce.



RESOURCES, SYSTEM AND INFRASTRUCTURE

We manage our resources, systems and infrastructure (finance, digital, and workplace) sustainably, securing the long-term viability of the Authority.



MODERN REGULATORY DELIVERY

We are an intelligence-led and risk-based regulator, balancing trust in participants with effective verification, assurance and regulatory action.

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 regulatory strategy.

Being intelligence-led and risk-based 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 Regulatory Capability Plan and the Security Delivery Strategy (AvSec's Horizon 2030).

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.

- Public safety and security are paramount.
- A safe and secure aviation system is a shared responsibility.
- Collective learning and continuous improvement are critical.

Regulatory Capability Plan

The Regulatory Capability Plan describes our five-year plan to evolve into an intelligence-led and risk-based regulator. This plan addresses safety and security regulatory functions relating to certification, licensing, monitoring, audit, and investigation. We have made changes to be more efficient. An example of this includes minimising effort for the participant during the certificate renewal process. Applying a risk-based assessment of the operator, where appropriate, informs the effort and time required to complete the process.

Security delivery strategy – Horizon 2030

The Horizon 2030 Strategic Plan addresses how the Authority, through the Aviation Security Service, performs regulatory activities 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.

Horizon 2030 identifies 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.

Becoming a values-based, modern regulator

The Authority has established a regulatory intelligence function and consolidated its information, research and data capability. Our intelligence maturity is developing and becoming recognised as a key enabler of our aviation security regulatory approach. A parallel function within the Authority is aviation security intelligence. The Authority is well-connected with the broader intelligence and security community. We receive information from multiple sources, including through audits, monitoring, and the Aviation Security Service.

The Authority will build upon baselines in safety and security intelligence to achieve a robust intelligence-led, risk-based approach to the way we undertake our regulatory functions.

An outcome of an intelligence-led and risk-based approach is that the number and nature of regulatory interventions will change through time, as we respond in more nuanced ways. For example, more time might be spent monitoring and inspecting those operations that present as high risk, rather than monitoring and inspecting all operations to determine their compliance with the rules.

By taking a targeted approach to those operations that pose unacceptable safety risks, we are able to influence behaviours for the better in the aviation sector, and balance trust in operators with appropriate verification and assurance that they are doing what is required.

Our organisational effectiveness relies on us knowing how we have performed against our plans and intentions. Every quarter we report on our performance internally and to the Minister, while ensuring an ongoing quality assurance process to support efficient processes. Doing so enables us to best focus our frontline resource to impact our safety and security roles.

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

- further developing a modern regulatory operating approach to meet the demands of the changing aviation landscape (both internationally and domestically)
- further developing and embedding our intelligence-led, risk-based approach in all of our regulatory activities
- implementing our programme of work so that we meet the deadline for the new Civil Aviation Act 2023 enactment, and continuing to prepare for aspects which can be delivered post the new Act's effective date of 5 April 2025.



PEOPLE CAPACITY AND CAPABILITY

Our people are at the core of everything we do. We are a highly skilled and professional workforce, and we're continuing to enable our people through engagement, leadership, our culture, capability development, and diversity in our workforce.

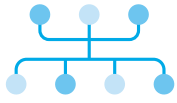
We have a focus on:

- investing in our peoples' capability and retention to deliver on our core regulatory safety and security activities and outcomes
- identifying longer-term workforce needs including the systems, practices and structures that align our people, capability and capacity to the work needed to deliver our vision and purpose
- having leaders who feel confident and capable to lead and support their people and having our people experience good quality leadership. We're focused on building the right foundations so that our leadership is sustainable and agile in a changing environment
- continuing to develop, embed, and build on our culture, values and one-organisation-approach to ensure the Authority's long-term future as a respectful, inclusive, and safe place to work
- building a mature Health Safety and Wellbeing culture, ensuring we have a safe, healthy and supportive working environment for our people
- building our organisational diversity and inclusion capability – supporting a workplace in which people feel welcome and are able to contribute fairly and equitably.

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.

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

- integrating the Aviation Security Service into the wider Authority, as a result of the introduction of the new Civil Aviation Act 2023, so we have a “one organisation approach” with closer alignment across common functions and activities
- operating according to a coherent and consistent operating model when we consider making changes to our systems, processes or structures
- continuing to build on our health, safety and wellbeing culture through active involvement of our people across the Authority in managing critical health, safety and wellbeing risks
- ensuring we have the capability and capacity to deliver our core regulatory activities.



RESOURCES, SYSTEM AND INFRASTRUCTURE

We manage our resources, systems, and infrastructure (finance, digital, and workplace) sustainably, which secures the long-term viability of the Authority.

Careful financial and commercial stewardship of the Authority will ensure we can continue to provide the high-quality safety and security regulatory activities to participants without imposing an unnecessary burden through fees, charges, and levies.

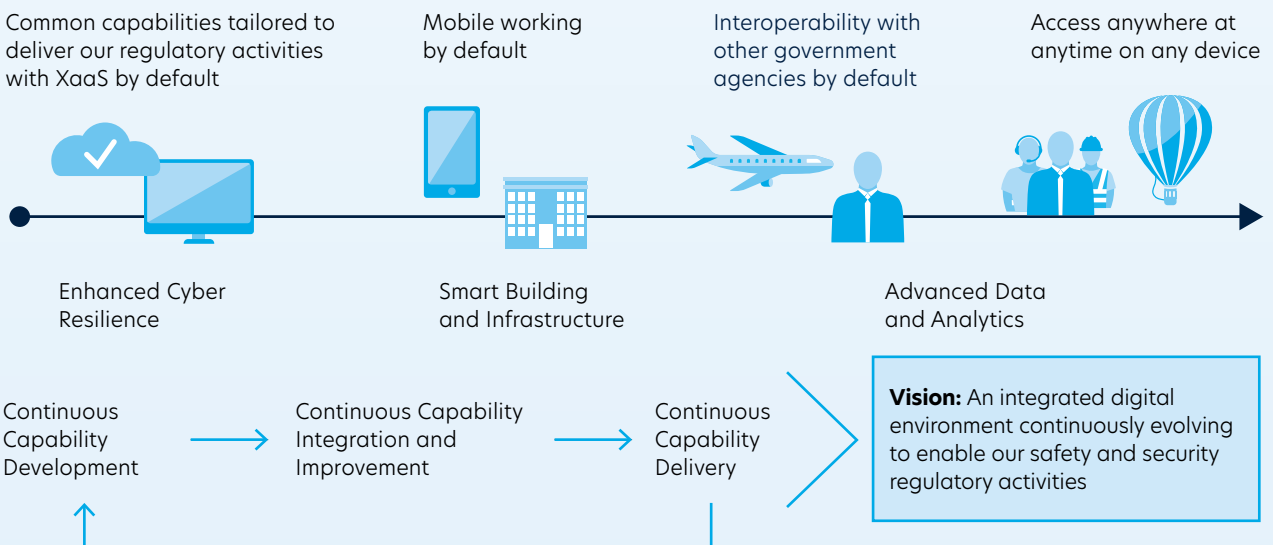
The Authority cannot be sustainable if the costs of delivering our safety and security regulatory activities are not well managed. Through close financial stewardship and management, we will ensure efficient use of levies, fees, charges, and appropriations. Consistently managing cost growth while improving performance, trust and confidence is a priority.

An integrated digital environment will support how the Authority’s safety and security regulatory activities are delivered to by our people and engaged with by participants. This will make it more efficient and easier for participants to comply with regulatory requirements.

We have a diverse set of workplaces¹ - offices, screening points at aerodromes, training facilities, kennels, or vehicles.

The changing nature of work, digital technology and how we deliver our safety and security regulatory activities means we need to continually assess how our workplaces support our work in the most effective and efficient way. We work in a tightly integrated aviation system and will take opportunities to collaborate with other Government agencies who work at aerodromes, and with airport companies and other participants to make the most efficient use of our collective resources.

Fig 2. Integrated Digital Environment



¹ Workplace mean anywhere or in anything our people perform their safety and security regulatory activities.

We participate in the Carbon Neutral Government Programme (CNGP) to reduce emissions in the public sector. Our carbon footprint comes from the vehicles we drive, the offices we occupy, the power we consume and the flights we take to perform our safety and security activities. We're committed to reduce our emissions by 42% by 2030.

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

- continuing our careful financial and commercial stewardship of the Authority to support the delivery of high-quality safety and security regulatory activities without imposing an unnecessary burden through levies, fees, and charges
- sourcing digital enabled solutions with service arrangements (XaaS) and mobility by default to enable the way the Authority delivers its safety and security regulatory activities
- changing the way our workplaces operate with co-location and partnership by default to improve how the Authority delivers its safety and security regulatory activities
- maintaining commitment to supporting the aims of the CNGP and driving progress across operational and workplace efficiency - including zero single-use plastics by 2027 and zero general waste to landfill by 2030 - and carbon offsets.

