CIVIL AVIATION AUTHORITY
OF NEW ZEALAND
Te Mana Rererangi Tūmatanui o Aotearoa

Summary of CAA Board meeting - 15 October 2026

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The Civil Aviation Authority (CAA) Board met on 15 October 2026 to consider organisational performance, strategic priorities, governance matters, regulatory programmes, business transformation, procurement, and the FY2025/26 Annual Report.

CAA Board members in attendance

- Chair – Mark Darrow
- Deputy Chair – Mike Schubert
- Members – Darin Cusack, Peter O'Regan, Louise Pengelly and Mel Templeton.
- Simon Craddock was an apology for the meeting.
- The CAA Executive Leadership team attended, along with other specific item leads.

Governance and Policy

The Board noted the registers of declarations and confirmed that no conflicts of interest were identified in relation to agenda items. It also approved the minutes of the 27 August 2026 meeting subject to minor amendments, noted the Board Annual Plan, and reviewed the Board action and correspondence registers.

The Board approved amendments to the Board Charter and approved a new Sensitive Expenditure Policy. The Board also received briefings on ICAO audit performance, procurement capability and Official Information Act responsibilities.

Business Transformation Programme

The Board approved the Business Transformation Programme (BTP) Business Case and formally established the BTP as a multi-year delivery initiative. The Board endorsed the preferred option for implementation and noted the forecast budget, with future funding decisions remaining subject to stage-gate review and annual budget approvals. Discussion emphasised affordability, organisational capacity, benefits realisation, governance, and risk and assurance arrangements.

Annual Report

The Board reviewed the updated FY2025/26 Annual Report, noting management's response to earlier feedback and discussing emissions reporting, climate targets and the presentation of performance information.

Note: At an additional Board meeting on 19 October 2026, the Board approved the FY2025/26 Annual Report subject to satisfactory completion of the remaining audit requirements and no material change to the proposed audit opinion. Authority was delegated to the Chair and Deputy Chair to approve final non-material amendments and sign the Annual Report on behalf of the Board.

Audit

Note: In support of the Board's consideration of the Annual Report, the Audit, Risk, and Assurance Committee met on 19 October 2026 to review the external audit findings, significant accounting estimates, assumptions and judgements, the audit representation letter, and the financial aspects of the draft Annual Report. The Committee noted the auditor's intention to issue an unmodified audit opinion, subject to completion of a small number of outstanding matters, and unanimously recommended the Annual Report to the Board for approval.

Organisational Performance

The Board reviewed organisational performance, including stakeholder engagement, financial performance, workforce planning, collective bargaining, business transformation delivery and summer readiness activities. Positive progress was noted across a range of organisational priorities, alongside discussion of operational risks, workforce capability and office utilisation.

Regulatory Programmes

The Board received updates on the Rules Update Programme (RUP), including its standard six-month programme review. Strong industry engagement and progress in delivering regulatory reform were noted, alongside discussion of future programme capacity and prioritisation.

The Board also received an update on the regulatory Information to Impact programme, including the revised occurrence triage model and the use of occurrence information to inform regulatory intelligence and decision-making.