



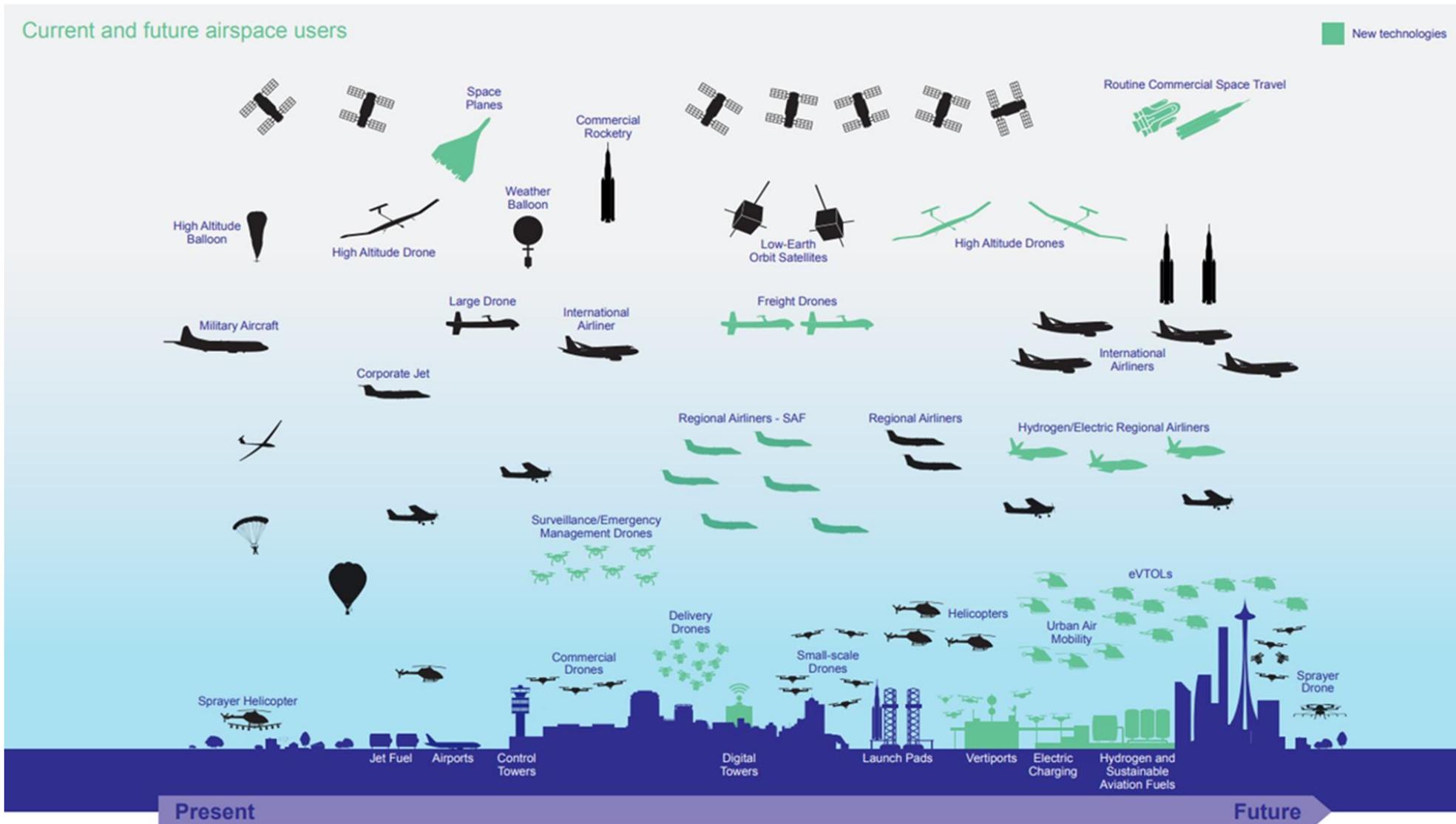
Opportunities and Challenges

Keith Manch | Chief Executive/Director

- Aviation System and VUCA Context
 - Air Navigation System Review
 - Sustainable Aviation Aotearoa
 - Aerospace Strategy – emerging technology
- Civil Aviation Act 2023
- Funding Review
- CAA: Why, What, How
- Modern Regulatory Practice
- Key issues -summary
- Navigating a VUCA world

Aviation System

Aviation System



VUCA



VOLATILITY



UNCERTAINTY



COMPLEXITY

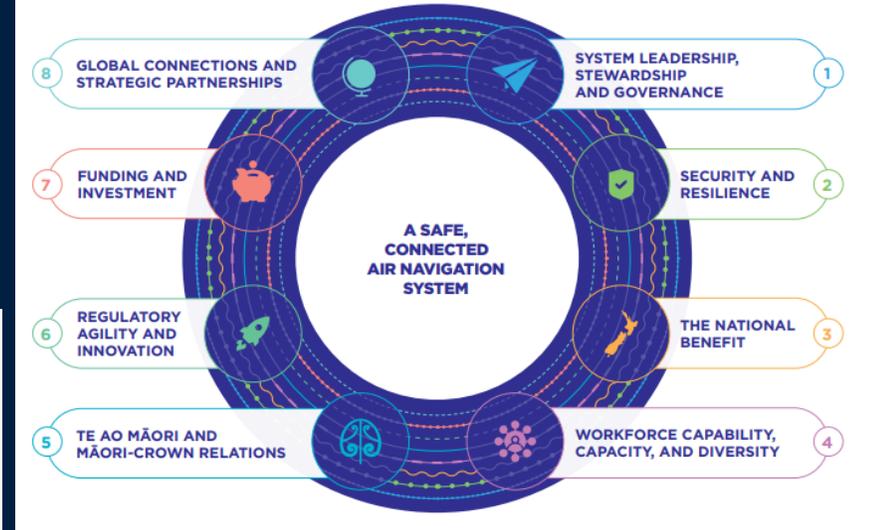
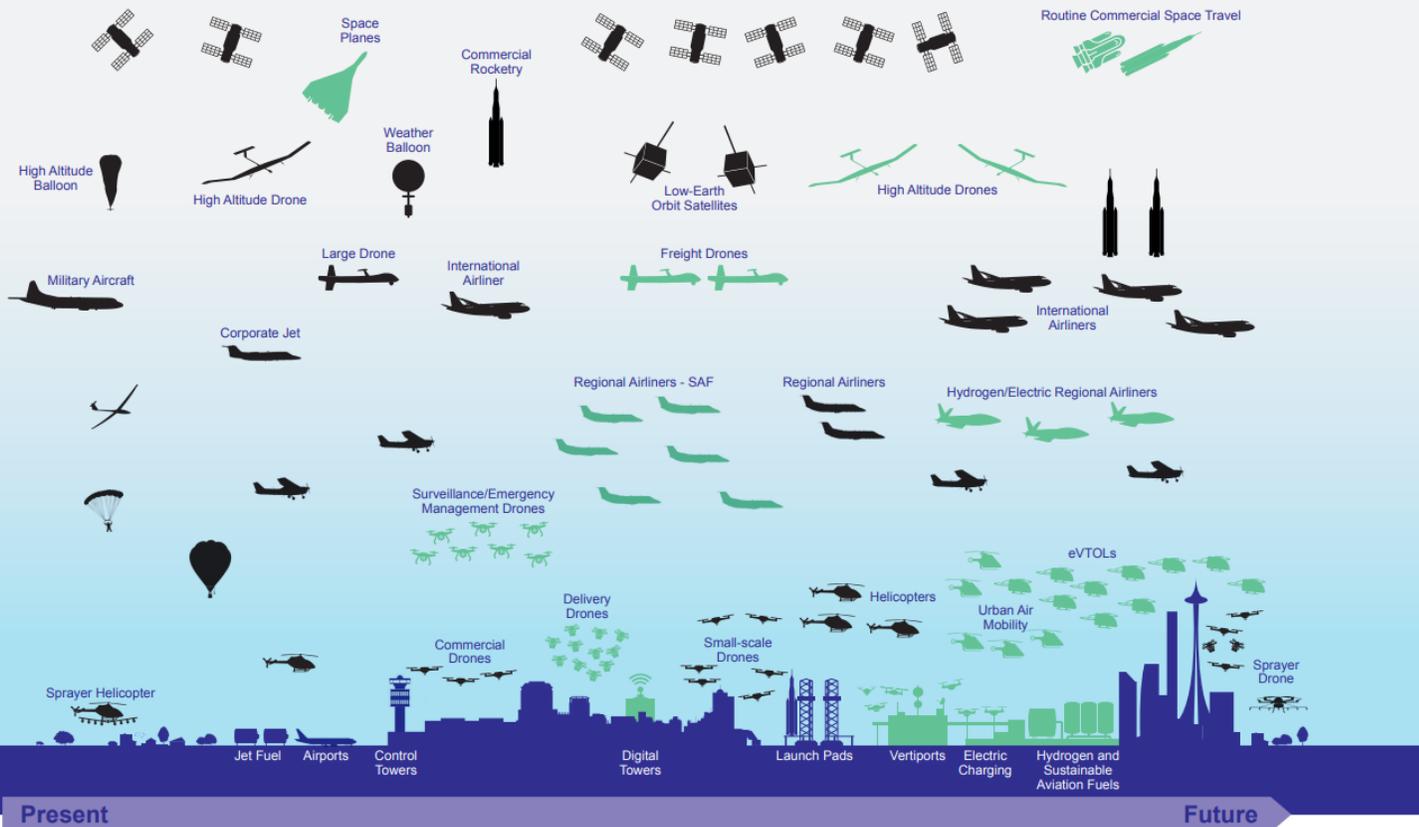


AMBIGUITY

Technological, Environmental, Economic, Political and geo-Political dimensions

Air Navigation System Review

Current and future airspace users



- Aviation Council
- National Aviation Policy Statement
- Flight Plan
- Minimum Operating Network
- Benefits Led Approach
- Workforce Strategy
- Engagement with iwi Māori
- Regulatory Roadmap
- Investment model rethink
- International Engagement

Sustainable Aviation Aotearoa

Sustainable Aviation Aotearoa takes flight

A new leadership body that brings government agencies together with the private sector has been set up to tackle domestic aviation emissions, Te Manatū Waka Ministry of Transport Acting Chief Executive Bryn Gandy has announced.

Sustainable Aviation Aotearoa will provide strategic direction and coordination on ambitions for low-and-zero-emission aviation and will work to accelerate the decarbonisation of aviation.

“Domestic aviation accounts for around 6.3 percent of Aotearoa’s emissions, and we need to work together across government and the private sector to collaborate on ways to address this,” said Bryn Gandy.

“Sustainable Aviation Aotearoa is a great first step to bring our partners closer together, to work on solutions that will benefit everyone. It’s pleasing to see the enthusiasm and energy from the aviation industry to work towards Aotearoa’s ambitious emissions goals.”

- Driven by NZ’s Emissions Reduction Programme
- Leadership Group
 - Sustainable Aviation Fuel Group
 - Transitioning to Zero Emissions Aviation Technology Group
 - Strategic Group
- Key link to NZ’s Tourism Environment Action Plan

Aerospace Strategy – emerging technology

Te Rautaki Ātea-ā-rangi o Aotearoa
2023-2030 | Aotearoa New Zealand
Aerospace Strategy



3 foundational pillars:

1. Unlocking aerospace potential
2. Future-facing Government
3. Aerospace nation

5 ambitious goals for 2030:

1. Establish a sustainable air-passenger journey
2. Safely integrate autonomous aerial vehicles
3. Be at the forefront of sustainable space activities
4. Actively support exploration in space
5. Enhance decision-making using aerospace-enabled data

CAA – Ensures safe entry and operation of aircraft within the aviation system as the regulator

Civil Aviation Act 2023

- **The purpose of the Act:** To ensure New Zealand has a safe and secure civil aviation system, with additional purposes relating to environment, the health, safety and security of people, and promoting economic prosperity and innovation.
- **The objective of the CAA:** To undertake its functions to facilitate the operation of a safe and secure civil aviation system.
 - In force 5 April 2023
 - Drug and Alcohol Management Plans (DAMP)
 - Rules Realignment
 - Review of Director's decision making process
 - Drone regulation
 - Published Regulatory Strategy
 - Just Culture
 - Change of 'legal form' of the Aviation Security Service



Funding Review

- Internal work in preparation for Government decision to consult on proposals post election
- Following 'public, club, private good' model to determine who pays what (crown appropriation, levies, fees and charges)
- Well supported by government but drive to get back to 'full cost recovery' mid 2025
- Organisation currently has no reserves
- Funding uncertainty challenges medium to longer term thinking

Why, What, How: Our Aviation Safety and Security Focus

Why

- To keep the aviation system **safe** for the public, and for people who work in and use the system
- To protect the aviation system (**secure**) from people who may wish to cause harm to it

What

- 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



- A **one-organisation** approach, for maximum collective impact
- Our values – **collaboration, transparency, integrity, respect and professionalism**

How

- Provide **leadership, and influence** across the aviation system
- Take an active role in **regulatory stewardship**, and
- Deliver **professional regulatory practice**

- Be a **modern, intelligence-led, risk-based** regulator.

Modern Regulatory Practice

- *fit for purpose regulatory framework* - conventions, laws, regulations and rules
- *earned autonomy* approach to regulation
- *consistency* in decision-making
- being *transparent, responsive and communicative*
- *openness to co-regulation*, and
- *a balance between goal-based and prescriptive regulation*



Key issues - summary

- Resourcing and quality of the regulatory frameworks (conventions, laws, regulations and rules)
 - *Fit-for purpose and dynamic – or not?*
- Collaboration and Engagement
 - *Regulatory capture*
- Intelligence led and risk based
 - *Industry reporting*
- Using the full range of regulatory tools to achieve outcomes
 - *Information, education, advice, certification, licensing, moitoring and inspecting, investigating and enforcing – right tool/right time*



- Counter volatility with vision
 - be a modern regulator
- Meet uncertainty with understanding
 - be engaged and collaborative
- React to complexity with clarity
 - be transparent, responsive and communicative
- Fight ambiguity with agility
 - be outcomes focussed

Thank you