



Update

Design Delegation Holders Seminar

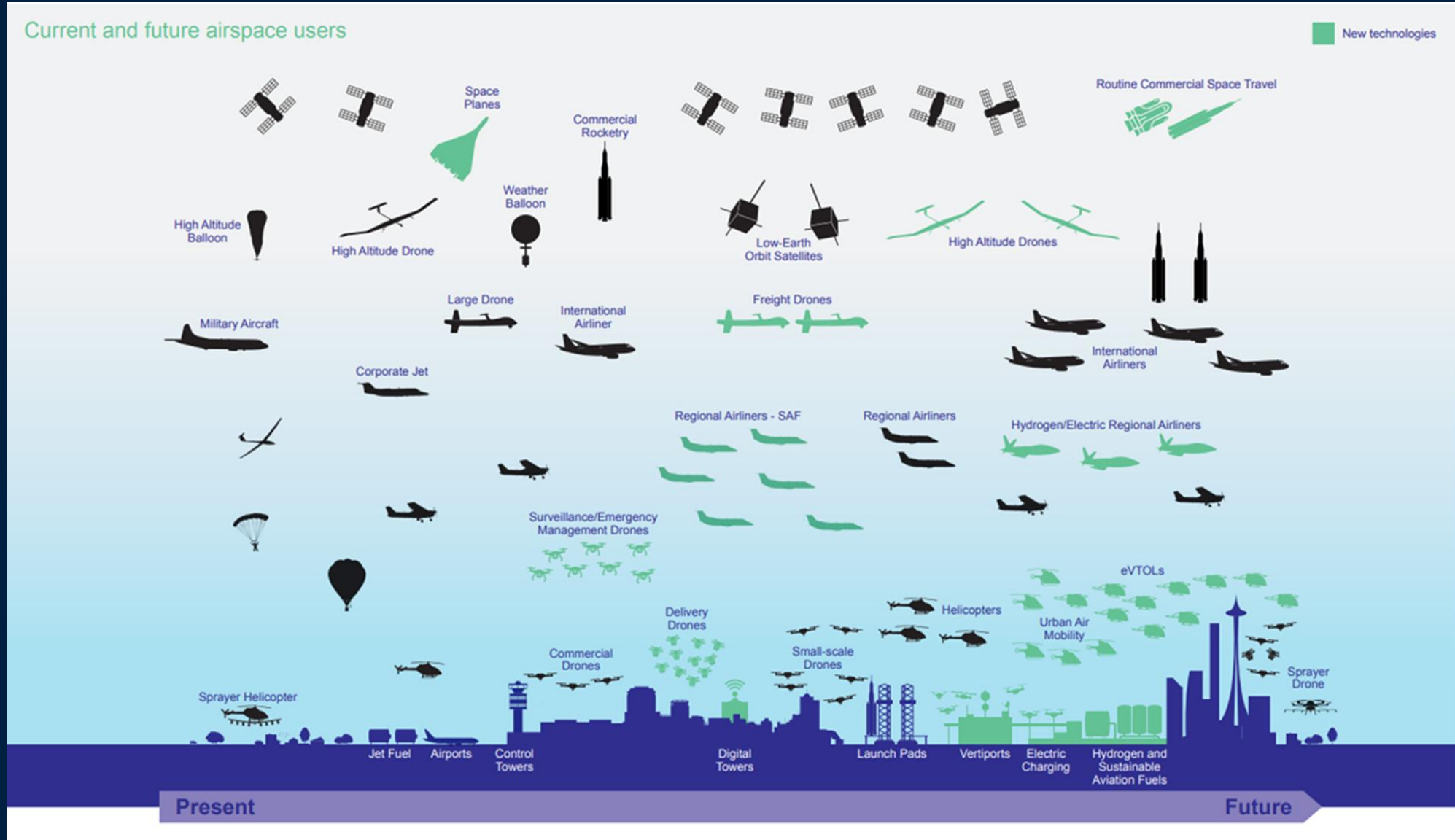
31 October 2024

Keith Manch | Chief Executive/Director

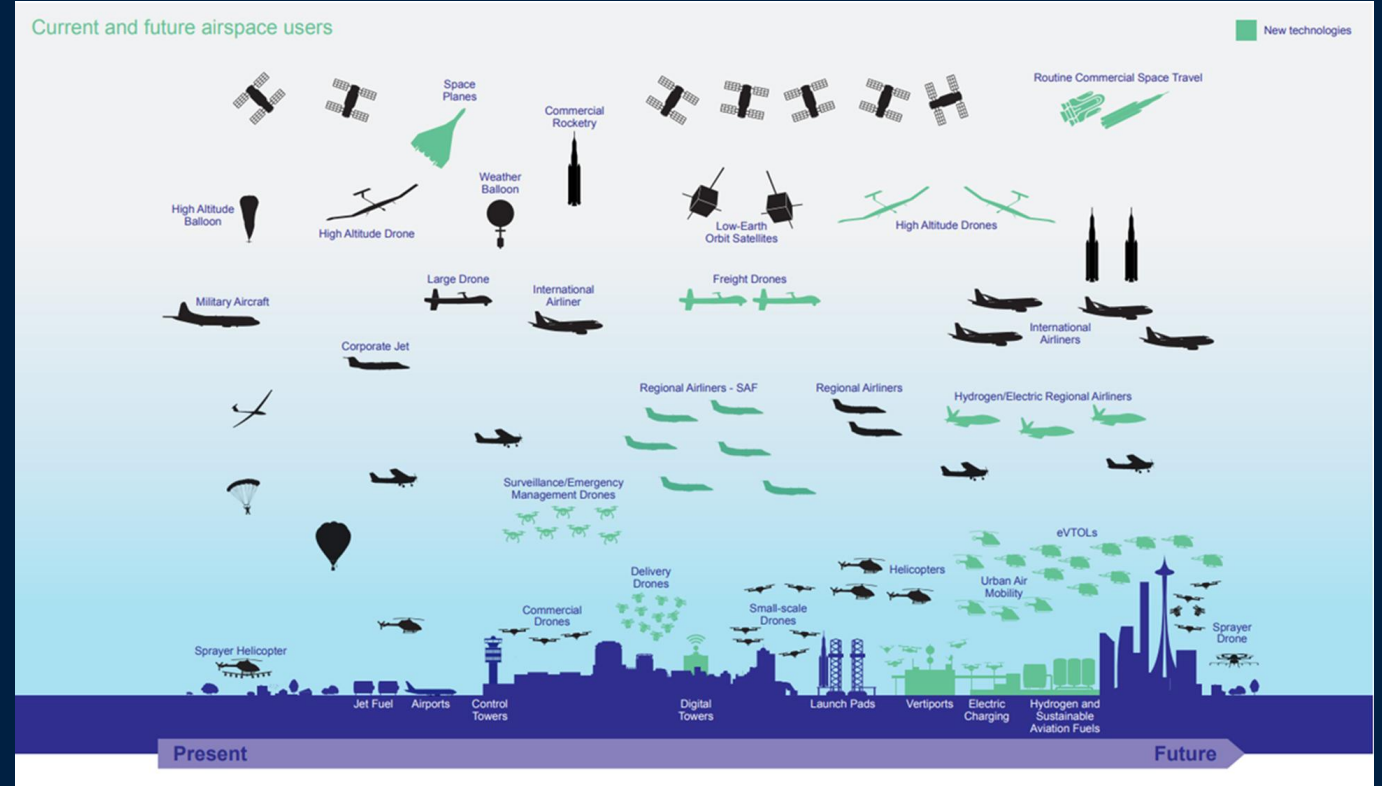
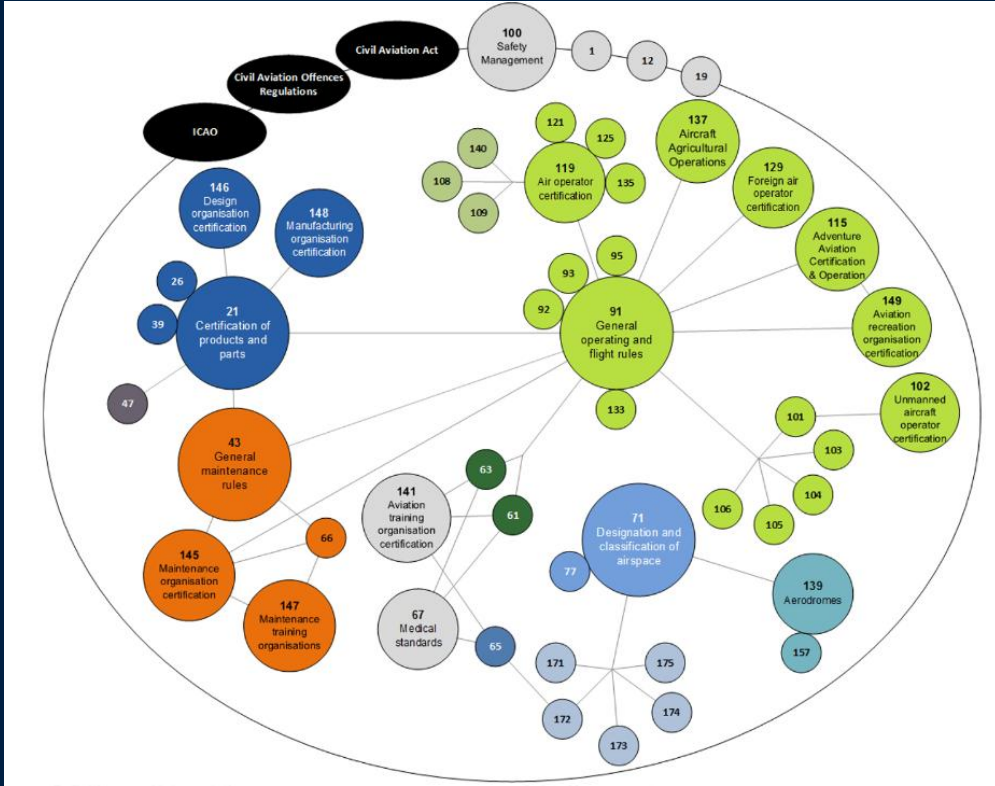
Rapid Fire Agenda

- Operating environment - VUCA
- Minister's expectations of the Authority
- New Board
- Civil Aviation Act 2023
- Certification
- Emerging Technology
- Pricing Review
- ICAO Safety Audit
- Organisation Development and Change
- The path forward





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



Applying this

To this

*Regulatory Framework – fit for purpose? | Resourcing models – fit for purpose?
Systems, Practices and Structures – fit for purpose?*

Minister's expectations

- to keep New Zealand's aviation system safe and secure, while ensuring the CAA is achieving value for money and enabling growth in the aviation sector with emerging aviation technologies.

Safety and Security | Economic Development



Refreshed Board

- Mark Darrow (Chair)
- Darin Cusack (Deputy Chair)
- Charles Spillane
- Jill Hatchwell
- Louise Pengelly
- Simon Craddock
- Terry Murdoch



Civil Aviation Act 2023

- Removal of Aviation Security Service's Certificate
- Introduction of Independent Review of Director's Decision making process
- Drug and Alcohol Management Plans
- 'Just culture' provisions
- Director's Notices – for technical detail
- Class exemption: is an exemption that is granted and applies general relief from a rule requirement to all participants, aircraft etc, that reasonably fall within a class defined in the relevant exemption

[1990-to-2023-Act-Cross-Reference.xlsx \(live.com\)](#)

Certification

Certification and Licensing –
Operational Policy

Clarity of expectations

Risk-based Certification Renewal
Procedure – Aviation
Organisations

‘Kill the queue’ - 102

- Regulatory Decision Making –
Operational Policy

- Kapua (EMPIC) Implementation

Emerging Technology (ET)

ET Programme – internal overview

ET Unit – external pre decision making support

Emerging Aviation Technology Forum – co-chaired with industry, forward view, research

Advanced Aviation Panel:

- New rule for experimental and developmental aircraft
- Formation of restricted airspace
- Review of Rule Part 102
- Industry guidance and support mechanisms

NAA group – international coordination: NZ, Aust, UK, Canada, US

*Emerging v Traditional? | Integrating Emerging in Traditional? | Regulatory Framework – fit for purpose?
Availability of skills and capability?*

Pricing Review

There has been significant cumulative inflationary pressure since the current fees, levies and charges were set in 2017 and 2019 - the same activities now cost more

The Authority needs to rebuild its financial reserves which were depleted during the COVID-19 pandemic

The complexity in the aviation system has increased, including the integration of new and advanced aviation technologies into the traditional aviation system

The Government does not intend to directly fund the Authority as it has been since the COVID-19 pandemic started

Consultation completed / report to the Minister provided / Cabinet consideration

Outcome to apply for 2 years from 1 July 2025

First principles review process leading into 1 July 2027

ICAO Safety Audit

- The audit will take place from 9-21 July 2025. CAA is
 - Co-ordinating the response to 790 safety protocol questions across technical, legal, and policy areas
 - Liaising with other agencies with state responsibilities: e.g: Minister, Ministry, CAA, TAIC, Airways, Met Service
 - Working with the Ministry of Transport on oversight of governance for audit preparation.
- Poor audit outcomes create risks:
 - Additional requirements placed on New Zealand airlines to mitigate risk, increasing costs and reducing passenger experience.
 - Impacts on people's perceptions of New Zealand as a safe place to travel to and within.
 - Reduction in New Zealand's reputation in aviation fora, reducing our ability to influence outcomes in New Zealand's best interests.
 - Reduction in other States' willingness to enter bilateral arrangements with New Zealand or accept our regulatory approvals, which would place greater burdens and costs on the New Zealand aviation sector.
 - As a worst case, a reduction in airlines flying to and from New Zealand, which reduces competition and increases prices, as well as reducing overall connectivity.

Organisational Development and Change

- Assessments of working together and organisation design principles, and review of our regulatory capability
- Consideration of results and analysis of areas for improvement
- Change proposal under consideration
 - Efficient and effective modern, intelligence-led, risk-based safety and security regulator
 - Safety and security standards maintained
 - Meet expectations from a rapidly changing aviation sector
 - Enable participants to support economic growth
- In preparation for the introduction of the new Act
- Parallel with the pricing review, and consultation regarding aviation security delivery models

- *Counter volatility with vision*
 - be a 'modern regulator'
 - Intelligence-led, risk-based
 - Balancing trust and verification
- *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