



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

2026
2030

Statement of Intent



Board Statement

The Civil Aviation Authority of New Zealand (the CAA) certifies that the information contained in this Statement of Intent (SOI) reflects the operations and strategic direction of the CAA for the period 2026-2030.

In signing this statement, we acknowledge our commitment to the strategic direction, performance expectations, and stewardship obligations outlined within this SOI.



Mark Darrow, Chair of the Civil Aviation Authority of New Zealand



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Foreword

The Civil Aviation Authority's (the CAA's) core purpose is to facilitate the operation of a safe and secure aviation system for New Zealanders – this is at the heart of everything we do.

Our sustained focus on safety and security for 20+ years has contributed to a significant reduction in aviation accidents and fatalities over this period. We are committed to maintaining this strong record as the sector evolves.

Keeping the system safe and secure is a responsibility we share with the sector. As technology advances, and the pace of change increases, our partnership is more important than ever. By working together, we will ensure the system is adaptable, resilient to change, ready for new opportunities and positioned for sustainable growth.

We have achieved financial sustainability and made incremental improvements to our performance through a focus on improving the delivery of our core business and prudent financial stewardship. However, the resulting changes were not at the level needed to achieve the full impact of our strategy.

Feedback from the sector and our staff has been clear – to build the sector and public's confidence in us as a trusted, responsive and consistent organisation we must first improve our performance five areas:

- improve certification timeliness
- modernise Civil Aviation Rules
- strengthen engagement with the sector
- build a strong, positive organisational culture
- deliver better value for money.



Mark Darrow
Chair of the Civil Aviation Authority of New Zealand

Our 2025-2030 business transformation programme is making targeted investments in Civil Aviation Rules, digital enablement, our cost-base, enablement and culture. These investments will fundamentally change how we work and deliver our core business, enabling us to reach optimal performance and to contribute to the delivery of the Aviation Action Plan and the Space and Advanced Aviation Technology Strategy.

The 2026-2030 period will be transformative for the CAA and the sector, setting the foundations for a modern, efficient, and future-ready system for many years to come. We look forward to working closely with the sector to realise the full benefits of these changes.



Kane Patena
Director of Civil Aviation and Chief Executive of the Civil Aviation Authority of New Zealand

Introduction

We published our strategy in October 2025.

Our strategy:

- sets out our role in the civil aviation system, the activities we do, and how we deliver
- details the impact that we want to make, where we will focus our efforts, and how we will know if we've been successful
- guides us in the right direction
- enables us to prioritise our investment and resource.

This Statement of Intent brings our strategy to life. It sets out our vision and priorities, reaffirms the critical importance of aviation safety and security as the

foundation for growth and a thriving aviation system; and emphasises aviation's role as an enabler of economic opportunity and technological innovation.

The Aviation Action Plan and the Space and Advanced Aviation Technology Strategy also guide our work to foster innovation, enhance connectivity, and ensure New Zealand remains at the forefront of emerging aviation and space technologies.

In this document we set out our approach for the next four financial years – outlining how we will deliver on our commitments, where we will focus our efforts, and the significant business transformation underway to achieve the intended impacts of our strategy.



Strategic focus

Vision

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

Our role

To facilitate the operation of a safe and secure aviation system

How we deliver our role

We facilitate, influence and enable safety and security through the following activities:

Policy and rule setting

Education and engagement

Certification and licensing

Monitoring and investigation

Security delivery

What impact will we make?

We will work with the aviation sector to maintain high standards of safety and security, which provides the foundation for innovation, productivity and economic growth. Our efforts are focused on achieving these three main goals:



Strengthen system safety and security



Enable innovation



Drive efficiencies and deliver value

Where will we focus our effort?

Alongside delivering our core role, we will make improvements in five key areas. These improvements will drive efficiency and timeliness in the delivery of our functions (especially certification and security screening), ensuring that we perform our core role effectively and provide value for money.



Rules



Digital enablement



Cost-base



Enablement



Culture

How will we know we are achieving our goals?

We will measure the impact of our role to effectively facilitate safety and security outcomes, the reduction in risk or harm, and the economic contribution of aviation to New Zealand. We will measure timeliness of service, the quality of our decisions and the cost to serve.

Our values

Collaboration | Transparency | Integrity | Respect | Professionalism

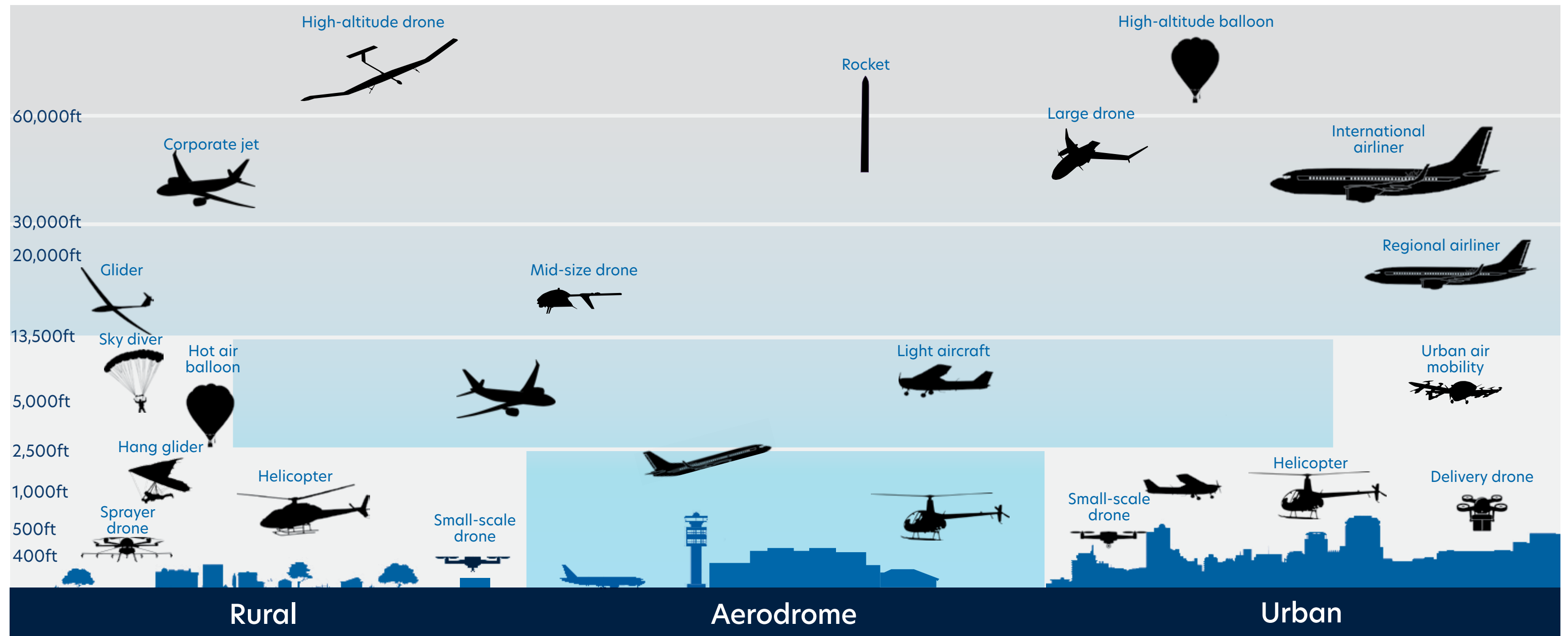


Who we are and what we do

Our vision is to ensure a safe and secure aviation system – so people are safe and feel safe when they fly.

The aviation system is everything that makes flight possible. It includes the people, organisations, infrastructure, and the electronic and meteorological systems that enable safe navigation and communication. All these components – as shown in the diagram below – must work together seamlessly to keep people and critical infrastructure safe and secure.

The aviation system in the automated age ¹



¹ Taking Flight: An aviation system for the automated age.

A safe and secure civil aviation system is critical to New Zealand.

Safety and security aren't just technical requirements – they're the foundation of trust, growth, and global leadership for New Zealand's aviation future.

Aviation safety and security are the pillars of a strong and thriving aviation system

They are what make flying possible, trusted, and sustainable. Every passenger boards a plane expecting to arrive safely. This means that the public's confidence and trust in the aviation system is essential.

This trust fuels growth

A reliable and secure aviation system is not just about moving people; it's about powering New Zealand's economy. It keeps tourism vibrant, trade flowing, and innovation advancing – ensuring the benefits of aviation reach every corner of the country.

Our reputation matters

When the world sees New Zealand as a leader in safety and security, it opens doors. Innovators want to test here. Travelers want to come here. And as new technologies emerge, people trust that they'll be integrated seamlessly into a system that puts safety and security first.



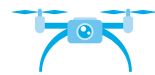
5.6% of GDP
Aviation contributes significantly to the economy.



177,000 jobs
supporting commercial air transport.



217,000 tonnes of cargo
moved through airports annually.



\$4.6-7.9 billion
forecast benefit from drone technologies over 25 years.²

Global connections and trade

Aviation is essential for international travel and trade, given our remote location and geography. It supports resilient global connections and underpins tourism and exports.

Innovation and future growth

Emerging technologies, including drones and advanced aviation, offer new opportunities for economic growth. We are working with industry to foster innovation.³



² and ³ International Air Transport Association (IATA), The Value of Air Transport to New Zealand.

Our role is to facilitate the operation of a safe and secure civil aviation system.

We deliver aviation security services (AvSec) which identify threats and manage associated risks at security-designated airports.

The diagram below shows the regulatory cycle, and how the CAA's core business activities maintain safe and secure outcomes, by:

- controlling entry to the aviation system through certification and licensing
- overseeing the ongoing safe and secure operation of the system through engagement and education, monitoring and investigation, and delivering aviation security services
- controlling exit from the aviation system – acting if a participant is unwilling, or unable, to operate safely and securely.



Our role is not just compliance – it's about building trust, enabling innovation, and ensuring aviation remains a foundation of New Zealand's connectivity and economy.

Our strategic objectives

Our strategic objectives are the impacts that we want to make over the medium to long-term.

We want a system that is safe, secure, innovative, and efficient – one that enables New Zealand's aviation sector to grow and succeed in a rapidly changing world. If we perform our activities well, we expect to make the following impacts:

- 1 Strengthen system safety and security
- 2 Enable innovation
- 3 Drive efficiencies and deliver value



Strengthen system safety and security 1

New Zealand's aviation system is safe and secure. We work in partnership with the sector to ensure strong safety and security outcomes are sustained and can withstand change or adapt quickly when challenges arise. People need to be safe but also feel safe.

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

- improve New Zealand's alignment of Civil Aviation Rules to international standards
- support the sector to meet their safety and security obligations, and to lift their safety and security practices
- partner with the sector to identify and manage safety and security risks that have the highest potential for harm.

How will we know if we are succeeding?

Surveys will assess if travellers have confidence that aviation in New Zealand is safe and secure.

Surveys will assess if participants have trust and confidence in us.

Aviation accidents compared to aviation activity does not increase.

Our performance reporting demonstrates that we are meeting expectations in key areas, in particular, that:

- the Rules Update Programme (RUP), which includes International Civil Aviation Organization (ICAO) alignment improvements, is progressing in accordance with the Minister's agreed programme (Output Class 1)
- our education and outreach programmes result in safety improvements (Output Class 2)
- our inspection activity meets quality standards and focusses on key risks (Output Class 4)
- our aviation security delivery is continually improving security outcomes (Output Class 5).



Enable innovation 2

New Zealand's aviation system is innovating rapidly, supported by the Government's ambition for the advanced aviation and space sectors. We will keep pace with these changes to ensure that we are not a barrier to innovation.

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

- collaborate with the sector on the safe and secure integration of new technologies
- modernise Civil Aviation Rules to be more agile and responsive
- create clearer regulatory pathways to certify new technology.

How will we know if we are succeeding?

Aviation's contribution to the economy (GDP) is growing.

Through case studies in the Annual Report, we demonstrate how we have created regulatory pathways for the certification of new technology and collaborated with the sector to integrate these new technologies.

Our performance reporting demonstrates that we are meeting expectations in key areas, in particular:

- that the RUP is progressing in accordance with the Minister's agreed programme (Output Class 1).



Drive efficiencies and deliver value 3

We will reduce unneeded requirements for participants and increase the value of our services. Alongside improving how we manage our costs and operating more efficiently, we will make tangible improvements in the delivery of our functions.

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

- improve the timeliness of our certification activities
- maintain the strong improvements we have made to aviation security screening wait times
- optimise how our services are delivered through a programme of business transformation, improving our processes and digitising, automating and standardising our functions.

How will we know if we are succeeding?

We will use the following cost metrics to assess if we are delivering increased value for money:

- The total estimated social cost of all aviation-related harm follows a downward trend to 2030.
- The \$ cost of all aviation security activities per passenger does not increase year-on-year from 2024/25 onwards.

Our performance reporting demonstrates that we are meeting expectations in key areas, in particular, that:

- our certification timeliness is improving (Output Class 3)
- passenger wait times are not increasing (Output Class 5).

Measuring our performance

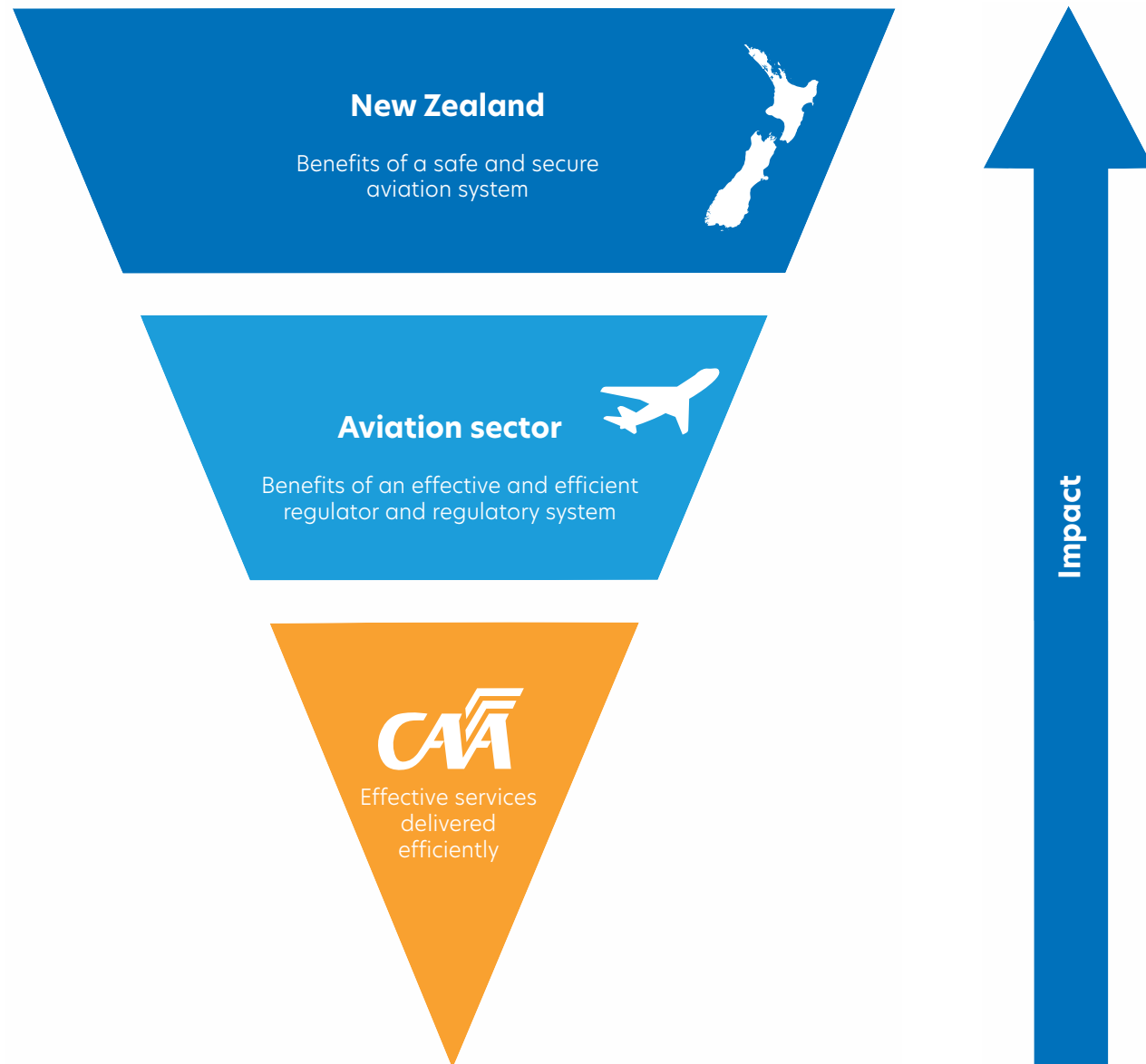
How we will assess our performance

If we perform our activities well, we will make a positive impact and make a real difference. For us, that means a safer, more secure aviation system that enables innovation and economic growth for New Zealand.

Multi-year impact measures are used to assess our performance against the activities outlined in this document. Collectively, the impact measures can be used to assess if we are successfully delivering our strategic impacts in the four years to 2030.

Our Statement of Performance Expectations contains annual performance measures across five output classes: policy and rule settings; education and engagement; certification and licensing; monitoring and investigation; and service delivery i.e. the activities / services that describe how we deliver our core business. These measures – if achieved – support delivery of the strategic impacts we seek to make through the delivery of our strategy.

Our performance against the Statement of Intent and Statement of Performance measures is reported to our Responsible Minister through the Annual Report. The report is independently audited for transparency, ensuring that we are accountable for our performance, and transparent about whether we delivered value, not just to the sector, but to every New Zealander who relies on aviation.



Managing our functions and operations to deliver our strategic intentions

We facilitate safety and security through five key activities.

Policy and rule settings

We undertake policy work to ensure legislation and Rules are effective, up to date, aligned with international standards and can respond quickly to changes in the aviation system. We engage with ICAO and other states to influence international standards in New Zealand's best interests. As an Associate Member of the Pacific Aviation Safety Office Council, we work alongside the Ministry of Foreign Affairs and Trade to support the delivery of quality aviation safety and security for member states in the Pacific.



Education and engagement

We empower participants to meet their safety and security obligations and effectively manage their own risks through our education and engagement activities. We reduce risk and harm in the aviation system by supporting an aviation system where good risk management is standard practice, and operators integrate safety and security into their everyday business.



Certification and licensing

To operate in the aviation system people, products and organisations need to be licensed or certificated or receive an exemption. These approvals ensure that people, products and organisations can operate safely and securely in the system.



Monitoring and investigation

We monitor the aviation system to ensure people and organisations continue to meet their obligations, and to inform our decision-making. Using data, evidence and insights, we carry out proactive monitoring and assessment activities. We also investigate aviation accidents, occurrences, and compliance in line with Rules and legislation. These investigations support a range of outcomes from education through to enforcement.



Security delivery

We keep passengers, crew and other personnel safe by carrying out aviation security screening and searching, working closely with other border and government agencies to identify threats, managing the risk of unlawful interference with aircraft and aviation infrastructure, and conducting robust quality assurance to drive continuous improvement in security outcomes.



We prioritise where we allocate our time, effort

To make the greatest impact on aviation safety and security we prioritise how we allocate our time, effort, and resources. This means focusing on the areas of highest risk and where our interventions can deliver the most meaningful outcomes for the system. For these reasons we are prioritising improvements to certification timeliness and the delivery of planned monitoring activities in the 2026-2030 period.

Our priorities in relation to system risk.

Some risk will always exist within the aviation system – our responsibility is to ensure that risk is managed to an acceptable level. The consequences of failing to do so are significant, resulting in serious harm or fatalities.

We have a different tolerance for risk in different parts of the aviation system. This is based on the potential consequence for the whole aviation system if something was to go wrong.

Our tolerance for risk takes into account:

- the potential for harm to the public either as a passenger on an aircraft or a third-party on the ground
- the public's expectation for safety
- the impact on New Zealand, such as social connectivity, reputation and the economy.

Civil Aviation Rules in New Zealand (and globally) are built around one principle: protecting the public from aviation risks.

The higher the potential harm, the stronger the regulatory requirements. This applies across the system. For example:

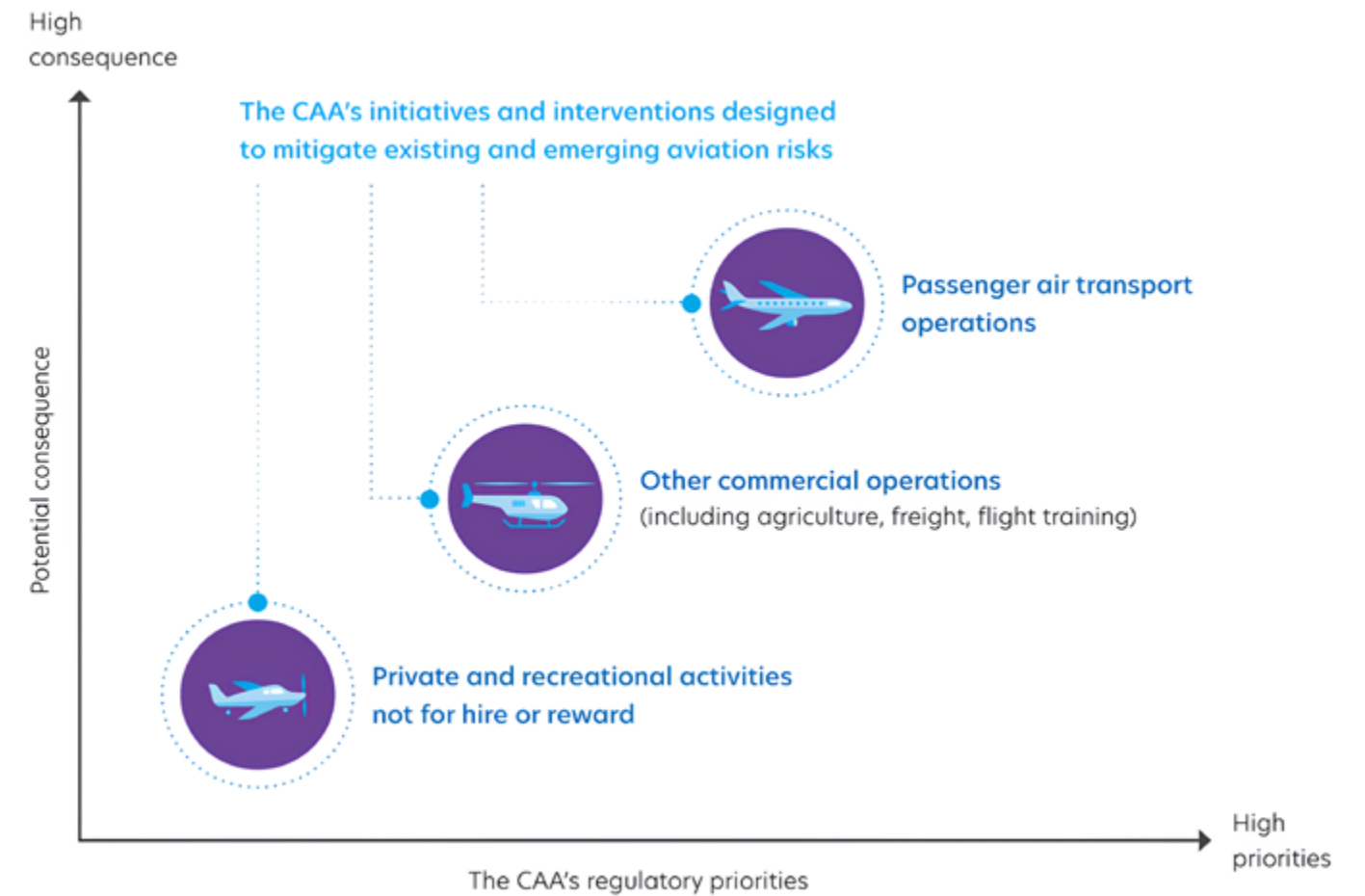
- competency and medical standards for individuals
- design standards and maintenance requirements for aircraft
- requirements on organisations such as safety management systems.

Regulatory requirements on critical infrastructure like air traffic management, airports, and meteorological services are also aligned to the level of risk to the public.

In short, if your aviation activity could harm the public interest, expect robust regulatory oversight. If your activity poses low risk, our focus is ensuring you operate safely without introducing risks to the wider aviation system.



Our regulatory priorities in relation to the nature of aviation operations and activities



Passenger air transport operations provide scheduled passenger services on large and medium sized aircraft. These operations require large infrastructure such as airports, air traffic management and meteorological services to operate.

Other commercial operations use aircraft to carry out a wide range of operations such as crop spraying and top dressing, freight, flight training, tourism and adventure, logging, search and rescue, and air ambulance services.

Private and recreational operators fly for non-commercial reasons and fly a wide range of aircraft including gliders, microlights, hot air balloons and unmanned aircraft.

Our regulatory approach

Empowering participants sits at the heart of our regulatory approach. Through careful monitoring and deliberate engagement, we influence behaviours and move participants toward safe and secure outcomes.

While we share responsibility with the sector to keep the system safe, secure and resilient - participants must be able to understand and manage their own risks effectively. To enable this, we:

- build awareness of emerging issues and risk mitigations
- distribute safety guidance and education products
- develop key education and safety campaigns in line with our annual safety and security focus areas
- influence behaviour changes
- offer educational resources that build capability including courses, workshops, and seminars
- provide open access to data and analytics - helping the sector make informed, evidence-based decisions.

In the 2026-2030 period, we will partner with the sector to share our individual skills and expertise. This partnership is vital to identify and manage safety and security risks and proactively address change in the system.

Our regulatory activities are proportionate to the issues we face.

We make risk-based decisions using existing information on people and organisations, data and system risk, to assess how we will progress certificate and licensing applications, and the monitoring activities we must complete. This approach ensures that:

- we sustain strong safety and security outcomes
- our regulatory system is focused on areas with the greatest risk of harm
- our responses are proportional
- we can reduce the time and cost for certificate and licensing applicants when safety requirements are met.

We also investigate aviation accidents, reported occurrences, and compliance with Rules and legislation. These investigations support a range of outcomes from education through to enforcement which hold people or organisations to account when they cause unacceptable risks to the safety and security of the aviation system.

Key safety and security focus areas

Our safety and security focus areas are outlined in our current Statement of Performance Expectations. The areas guide where we direct our regulatory effort across the aviation system, informing the sector engagement we target, the monitoring activities we undertake and the policy priorities we set.

The focus areas are based on the latest international and domestic evidence and are informed by the ICAO's Global Aviation Safety and Security Plans. We consider the plans in the context of the New Zealand system and overlay our domestic evidence to ensure we are focussing on the right risks.

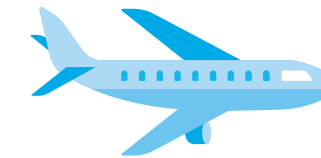
Each year we review our safety and security focus areas to ensure they remain relevant. The areas may change due to updates to ICAO global plans, changes in New Zealand's operating environment and new themes emerging from our data.

Organisational health and capability

Organisational health in 2026



CAA has strong expertise and a proud role in keeping New Zealand's aviation system safe. But the aviation environment is changing quickly, and many of our systems and ways of working were designed for a different era.



We operate in an industry experiencing increasing technological and data complexity, mounting cost pressures, new entrants to the aviation system, and rising expectations from the sector and the public. At the same time, our Civil Aviation Rules, digital technology, capability, and culture need to evolve so we can meet these challenges.



The challenges are significant.
And we are evolving to meet them.

We are transforming our business to deliver our strategic objectives

Our multi-year business transformation programme will enable the CAA to become a modern regulator that improves safety and security outcomes while unlocking significant benefits to the sector, the New Zealand public, and the economy. To achieve these outcomes, the programme will undertake sequenced, prioritised, investment to:

- address long-term under investment in our core systems, data, workforce capability and operating model foundations
- address immediate digital, regulatory and operational risks
- change how we operate to lift organisational capability and regulatory performance
- keep pace with technological change
- respond to a rapidly changing aviation and regulatory environment
- strengthen our performance to provide accessible, timely and consistent services.

Business transformation is not solely an investment in the CAA's capability, but an investment in the performance of New Zealand's aviation system as a whole. By 2030 the programme will deliver these outcomes:

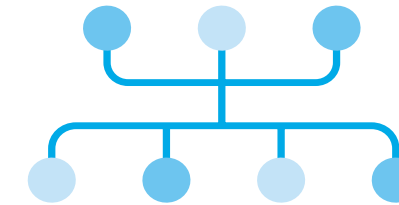
- **Agile Civil Aviation Rules that have greater international alignment to safety and security standards**
This will enable us to proactively respond to changes in the system and to reduce the compliance burden, duplication and costs for participants. Overall, this will strengthen the safety and security of the system, while supporting new opportunities for economic growth.
- **Automation, digitisation, and standardisation to improve the accessibility, timeliness, quality, and consistency of regulatory services**
This will reduce reliance on manual and fragmented processes, improve delivery performance and provide a simpler, more predictable experience for aviation participants while enabling the CAA to respond effectively to a rapidly evolving operating environment.
- **Support an approach to sustainable and transparent funding that enables long-term sector needs and improves cost visibility**
This will strengthen financial sustainability, give us stability through economic fluctuations, and enable us to make investments that better our performance and improve outcomes for New Zealand.
- **Stronger, system-wide engagement and partnership with the sector to identify and manage safety and security risks earlier.**
This will also support proportionate, risk-based regulation, strengthen system capability, and enable safe innovation and economic growth.
- **A high-performing and adaptive workforce and culture that is focused on system outcomes and continuous improvement**
This will enable our people to focus on higher value regulatory activities, improve productivity and deliver more efficient and effective services while building trust, confidence, and credibility across the sector.
- **Stabilised and modernised digital and data foundations**
This will reduce operational, delivery, and cyber risks and enable more reliable, data-informed regulatory decision-making.

Our people are taking an active role to shape and deliver the programme. Throughout the programme we will work with key stakeholders – and our people – to ensure that New Zealand's aviation system remains safe, and secure, and positioned to meet the current and future demands on the aviation system.

Our people

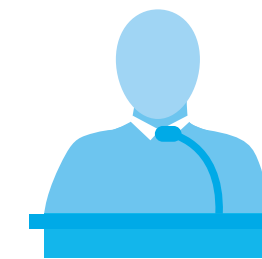
Our people are central to our success.

Around 80% of our expenditure is invested in our workforce, making the leadership and capability of our people, and organisational culture, critical to delivering our core business and achieving the intended impacts of our strategy. This is reflected in our people priorities for the 2026-2030 period:



Capability

Develop, connect, and embed learning and growth into our DNA.



Leadership

Source and grow strong leaders with deliberate investment and accountability.



Organisational culture

Embed a safe space for two-way engagement, nurturing our values and the wellbeing of our people.

As business transformation is a whole-of-organisation shift in how we think and work, the programme prioritises the delivery of activities to improve people and leadership capability, and to strengthen our organisational culture by:

- **Embedding high performing and clear cultural behaviours**

We will embed new ways of working that consider the participant or sector's needs, while sustaining safety and security outcomes. Our people will be encouraged to work using the following mindsets:

- **'thinking and acting as one'** to prioritise enterprise thinking, alignment on shared outcomes, and to drive delivery of our strategic impacts
- **'how might we'** to encourage curiosity and innovation when assessing a problem, and to develop creative regulatory solutions which do not impact safety or security standards
- **'progress over perfection'** to ensure we are upholding safety and security standards while maintaining momentum, breaking silos, and improving our current state to achieve our strategic impacts.

- **Enhancing capability through digital improvements**

We will standardise and automate our processes, and introduce new digital tools that reduce duplication, support consistent approaches and support intelligence-led decision-making.

- **Expanding enterprise leadership capability**

We will broaden leadership development beyond the Executive Leadership Team, building on existing investments such as 360 surveys, coaching and other targeted leadership initiatives to improve organisational performance and lead change.

- **Investing in AvSec leadership development**

We will establish fast-track development pathways for AvSec frontline leaders, with targeted development stages and performance expectations. This will be complemented by a stronger focus on behaviours and values-based recruitment.

- **Performance expectations**

We will create performance expectations through our performance and development process which will provide clarity to our people on the new behaviours and outputs required to be successful in their role. This will be reinforced through our new focus on recognition.

- **Implementing a continuous learning approach**

We will regularly assess our organisational performance, culture and engagement and adjust how we work to improve service delivery and realise the impacts of our strategy.

While these priorities are enduring and align with the delivery of our strategy, they will be reviewed as we sharpen our focus on business transformation. This will have a significant impact on the way we do our work and therefore our workforce.

Our commitment to sustainability

Our Sustainability Policy provides a guide to organisational decision-making, and our Sustainability Framework embeds sustainability across the CAA in line with our requirements as a Crown entity.

As a participant in the Government's Carbon Neutral Government Programme (CNGP) we have set the following science-based targets to progressively reduce our emissions, which will contribute to our obligations under the Paris Agreement:⁴

- 42% reduction compared to Base Year 2022-2023 by 2030 (6% reduction year-on-year since measurement began in 2022/2023)
- net zero emissions by 2050 (which includes carbon offsetting).

Annually, we must undertake third party emissions data verification, maintain certification, and include our emissions reduction trajectory to 2030, along with sustainability and efficiency achievements, in our Annual Report.⁵

Between 2026-2030, our focus will be on meeting Government sustainability expectations including achieving our CNGP emissions reduction targets.



⁴ International treaty to limit global warming to within 1.5 degrees of pre-industrial levels, of which Aotearoa New Zealand ratified in 2016.

⁵ An OAG emissions reporting requirement.

Appendices

Our governance

The CAA is a Crown entity responsible to the Minister of Transport (or to delegated ministers).

We're governed by a Board, appointed by the Responsible Minister, to represent the public interest in civil aviation. The Board ensures we perform well, manage risks prudently, and are sustainable over the longer term through a well-structured strategy.

The Board appoints our Chief Executive, who is also the Director of Civil Aviation. The Director has powers conferred by the Civil Aviation Act 2023, which are performed independently of both the Minister of Transport and the Board.

Our executive leadership team is our most senior leadership group, charged with making sure we implement strategy and perform and manage our resources efficiently. The executive leadership team is organised to make sure that the CAA is led and managed as a single entity.

Who we work with

We work closely with the aviation sector to identify and manage risks in the aviation system. In particular, we host some aviation representative groups and contribute to groups hosted by other agencies. For instance, the Aviation Community Advisory Group (ACAG) which provides advice to us on issues affecting aviation safety.

We collaborate with other government agencies, especially agencies that work at New Zealand's border.

New Zealand is a member of the International Civil Aviation Organization (ICAO), the United Nations agency that sets standards necessary for aviation safety, security, efficiency and regularity. We are New Zealand's technical representative to ICAO and represent New Zealand's interests on a range of working groups.

We work with other countries and international bodies and have many formal agreements in place to support cooperation and mutual recognition.

Legislation we operate under

We exercise our functions under a range of acts and delegations, including the:

- Civil Aviation Act 2023
- Aviation Crimes Act 1972
- New Zealand 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 1996
- 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.

How we are funded

Most of our funding comes from fees, levies and charges on the aviation sector:

- commercial operators pay safety and security levies. Levies are based on the amount of aviation activity undertaken, or the number of passengers carried. Most of our revenue comes from safety and security levies on passenger air transport operations
- an hourly charge or specific fees are paid by participants for a range of regulatory applications and approvals
- Crown funding contributes to policy advice, ministerial servicing, international engagement, maritime port security and work undertaken as part of our delegation under the Health and Safety Work Act 2015
- we also receive funding under contract from the Ministry of Transport for Civil Aviation Rule development, and from the Ministry of Foreign Affairs and Trade's Pacific Security Fund to support the Pacific to improve their aviation security screening.

We regularly review our funding model and cost recovery settings to keep them sustainable and aligned with our statutory obligations.





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