

THE CIVIL AVIATION AUTHORITY

STATEMENT OF INTENT
2016 // 2026



BOARD STATEMENT

The Authority certifies that the information contained in this Statement of Intent reflects the operations and strategic direction of the Civil Aviation Authority for the period 1 July 2016 to 30 June 2026

Signed on: 26 May 2016



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Chair of the Authority



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CHAIR'S FOREWORD

This Statement of Intent for the Civil Aviation Authority of New Zealand spans the concluding years of a decade of significant challenge and change.

The Authority as a Crown Entity is responsible for the regulation of a safe aviation environment while also operating the activities which ensure secure domestic and international travel and participation. This dual role is virtually unique within the world of aviation management.

Another unique feature of the Authority's positioning is the reliance on sector participant funding, with Government financial support limited to a contribution to policy and rule development and to the conduct of responsibilities designated under the Health and Safety at Work Act (2015).

These two features ensure focus on an effective and efficient system which provides all who use the civil aviation system with a safe and secure environment within which they can achieve their objectives and aspirations.

A DIFFERENT JOURNEY HAS BEGUN....

This Statement of Intent outlines the shifts in approach that have been introduced within the Authority to ensure sustainability and capability within a rapidly changing sector.

During the first half of the decade significant foundations have been established –

- // integration of the security and regulatory administration has delivered efficiency,
- // a unified organisational structure is retaining and attracting highly capable staff,
- // a list of outstanding rule changes have been aggressively addressed,
- // surveillance and audit activities are targeted by risk profile,

// security processes are being modified to meet sector requirements, passenger expectations, and address staff engagement, and

// financial sustainability has been achieved.

Meanwhile the aviation sector has continued to evolve and constant historic issues are being joined with new challenges.

While a gradual decrease in the number of aviation incidents is evident over the past five years, focus continues on accelerating this rate of decline. New and amended Rules have been implemented; a new safety culture promoted; high incident areas identified for improved education and support; and new initiatives are evolving including the recently announced "clear heads" program.

Tourism is becoming New Zealand's largest industry. With the vast majority of international tourists arriving by air and then continuing to fly domestically, plus participating in adventure aviation opportunities, safety and security oversight across the sector is critical.

Overall passenger growth is expected to exceed a further 20% by the end of this decade, bringing with it the need and opportunity to further review airport security processes.

New Zealand has a history of aeronautical innovation. The Authority has acknowledged its responsibility to be capable of supporting the aviation industry and is working closely with the sector and overseas jurisdictions to facilitate certification and assist in gaining export of locally sourced product and services.

And finally, the rapid introduction of remotely piloted aircraft systems (RPAS – also referred to as 'drones') brings with it the need for the adaptation of traditional regulation. As an initial response, new rules have been introduced which offer a balance between the need for airspace management without conflict, while offering opportunity for the efficient acceptance of this new technology. Further investment in adapting to opportunities this sector offers will be very evident over the balance of this decade.

THREE MAJOR PROGRAMS FEATURE....

The Authority's "New Southern Sky" program recognises that to meet the growing needs of the civil aviation environment the management of airspace and air navigation requires fundamental change. In conjunction with other sector organisations and participants the project is evolving and will improve the efficiency of air traffic movements, provide more accurate navigation, reduce reliance on ground based systems, and improve communications. Commenced in 2014, this ten year program is expected to bring major benefits from shorter and more efficient flight paths and an environment of improved safety and reliability.

Safety Management Systems (SMS) captured within the Civil Aviation Rule part 100 (*safety management*) aims to improve New Zealand's aviation safety performance through formal risk management frameworks and will embed an effective safety culture within aviation organisations. The rule will affect almost every part of the aviation industry.

Civil Aviation Rule Part 147 (*Maintenance Training Organisations – Certification*) establishes the certification requirements for organisations to provide training for aircraft maintenance technicians. Expected to assist in attracting overseas students, it will help further grow this existing, small but highly skilled local industry.

BETTER AIRPORT SECURITY IS NO ACCIDENT...

The Aviation Security Service (Avsec) heads into its 40th year in 2017 and is actively engaged in the process of improving its technological and people capacity to meet the ever-changing demands of a challenging international aviation security environment.

A discussion document, 'Future 2022 and Beyond', outlines the drivers behind Avsec's direction and future positioning state. Technology and training are two key foundations in the strategy which are already demonstrating benefits within workforce planning. Changes to front-line management, investments in new screening technology and working closely with border agencies are all contributing to more effective and efficient aviation security. Equally importantly, the opportunity is taken to deliver a final friendly experience to passengers as they depart New Zealand's shores.

AND A WORD ON FINANCES...

Avsec operates entirely on a user pays basis with passenger levies on all domestic jet services and all international departures. With passenger growth in both sectors, improved efficiency is allowing continued price reductions in real terms which, provided security responsibilities remain unchanged, is expected to be maintained through the period under review.

The regulatory function of the Authority undertook a funding and pricing review in 2011 which resulted in changes involving significant increases in several charges in late 2012. Many charges had previously remained unchanged for up to 17 years.

In contrast, the costs of the regulatory activities of the Authority have increased by nearly 9% over the three year period ended June 2015 and, as disclosed, will continue to increase over the next three year period. Included in this forecast are the costs of the New Southern Sky program currently running at approximately \$1.0 million per annum (or 2.5% of total costs), and a forecast increase in the cost of the Aeronautical Information Service (AIS) paid to Group EAD which now totals approximately \$2.0 million per annum and is forecast to further increase. Neither cost has any corresponding direct revenue benefit, and apart from a limited AIS cost, did not exist in 2012.

Core costs of operating a substantially enhanced regulatory role within the Authority have accordingly been well contained, and this is expected to continue.

A PLEDGE TO NEW ZEALAND

The Authority is committed to being well positioned to deliver the regulatory and security services that not only keep airports secure and skies safe, but also to enable New Zealand's economy to thrive.

To do this well and maintain confidence in New Zealand aviation the resources, skills, and talented staff within the Authority, will be deployed in the best possible manner to help New Zealand fly.

Nigel Gould
Chair



SECTION 1

OUR PURPOSE

At the Civil Aviation Authority (the Authority), 'safe and secure skies to help New Zealand fly' is our outcome, and shapes everything we do.

That outcome¹ is mandated by the law which established us as a crown entity in 1992, and is at the heart of our organisation and our people.

¹ Refer to section 2 for our strategic framework

SAFE & SECURE SKIES TO HELP NEW ZEALAND FLY

The statutory objective of the Authority is to undertake “safety, security and other functions in a way that contributes to the aim of achieving an integrated, safe, responsive, and sustainable transport system.

CIVIL AVIATION ACT 1990, SECTION 72AA



WHY DO WE NEED SAFE AND SECURE SKIES?

New Zealand’s geographic isolation elevates the need for our air transport system to be well-connected and efficient, both domestically and internationally. Our aviation transport network is critical to the economy. It allows efficient movement of people and goods between towns and cities within New Zealand, and provides vital connections to other countries and their markets.

To be effective, the civil aviation system must be safe and secure.

OUR CONTRIBUTION TO GOVERNMENT PRIORITIES FOR TRANSPORT

The Authority has aligned its strategic framework with the broader Government goals for transport. We

are committed to contributing to the transport sector strategic priorities: ‘support economic growth and productivity, deliver increased value for money and increase safety and security’.

By discharging our statutory obligations, we reduce the harm from transport and contribute to the Government’s goal for the transport system of a safe and secure transport system. We also contribute to an effective, efficient, accessible and resilient transport system but with a lower impact.

WHAT DO SAFE AND SECURE SKIES LOOK AND FEEL LIKE?

Safe and secure skies involves two key aspects: ‘Being Safe’ and ‘Feeling Safe’.

‘Being Safe’ means that aviation participants arrive at their destinations safely and securely.

‘Feeling Safe’ means that the aviation participants experience our safe and secure civil aviation system positively, allowing benefits for our country from that system to be fully realised.

HOW DO WE ENSURE SAFE AND SECURE SKIES?

To achieve our outcome we impact ‘being safe’ and ‘feeling safe’ by:

- // using our resources where they will have the most impact on the safety of aviation participants, and the most benefit for society and the economy; and
- // providing sufficient aviation security to deter and detect threats, while not imposing unnecessary burdens on participants and the traveling public.

**THE THREE
TRANSPORT
SECTOR
STRATEGIC
PRIORITIES ARE:**



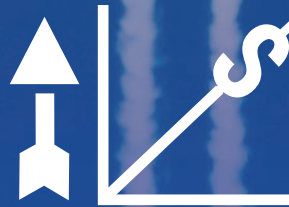
1



**SUPPORT
ECONOMIC
GROWTH AND
PRODUCTIVITY**

Increased access and connectivity provides opportunities for enhanced trade, competition, and specialisation, which can lead to long-term productivity gains.

2



**DELIVER
INCREASED
VALUE FOR
MONEY**

Improving performance and productivity across the public sector is a high priority for the government.

3



**INCREASE
SAFETY AND
SECURITY**

As transport activity increases, so does the risk of accidents and incidents.

THE CONTEXT WE WORK IN

THE GOVERNMENT'S EXPECTATIONS

'Growing the New Zealand economy to deliver greater prosperity, security and opportunities for all New Zealanders' is at the heart of the Government's direction.

An *'effective, efficient, safe, secure, accessible and resilient transport system'* is the Government's goal for the New Zealand transport system.

MINISTER'S EXPECTATIONS

The Minister of Transport's three transport sector strategic priorities are:

Support economic growth and productivity – The government's overall goal for New Zealand is to grow the economy to deliver greater prosperity, security and opportunities. Transport's role in this is to move people and freight as safely and efficiently as possible. Better transport links and services can lower costs and enhance accessibility of businesses by expanding markets and improving access to supplier inputs and labour. Increased access and connectivity provides opportunities for enhanced trade, competition, and specialisation, which can lead to long-term productivity gains.

Deliver increased value for money – Improving performance and productivity across the public sector is a high priority for the government. To achieve this, we need to focus on lifting the performance of transport Crown entities and ensuring the regulatory transport framework is fit-for-purpose (and supports the delivery of the results we want). The individual components of the transport system also need to be efficient and effective. Achieving this requires a greater focus not only on what infrastructure and services are provided, but also on how activities and projects are delivered, how assets are managed and the extent to which costs are minimised over time.

Increase safety and security –

New Zealanders travel significant distances by air, sea, rail, and road. Transport activity grows as the economy grows, and all sectors rely on transport to move products and provide services. As transport activity increases, so does the risk of accidents and incidents.

THE AUTHORITY'S JOURNEY

The Authority has a clear view of its strategic direction and its way of working. Its outcome is 'safe and secure skies to help New Zealand fly'. A road map has been created which depicts what the Authority needs to do in order to achieve this outcome (refer to diagram on pages 10-11).

WHERE WE HAVE COME FROM

Sadly, the civil aviation system has witnessed some terrible tragedies both in New Zealand and globally. These have caused us to re-evaluate how we work so that we minimise the potential for such tragedies to happen again. Underpinning this thinking is a deep conviction that we are here to keep people safe. We've already made some big advances, for example: the introduction of safety management; the introduction of new regulations for remotely piloted and unmanned aerial systems; and continual improvement in our delivery of aviation security services.

However, we cannot rest on these achievements. The world in which we work is rapidly changing and the expectations of those who use the aviation system are increasing. The lessons of the past show that we must be mindful of the need to constantly change; vigilantly thinking ahead and adapting to future developments before they arrive.

More importantly, we must be clear about our aspirations, and what they imply for our organisation and the civil aviation system. And that is the role of the 'Authority Road Map' — a means by which we can be clear about our organisational aspirations, and illustrate what we must do to meet the expectations of Government and the civil aviation sector.

A VIBRANT AVIATION SYSTEM

A vibrant aviation system is one that makes a strong economic and societal contribution to New Zealand. It's about the aviation system being safe while being open to new ideas and concepts. It's about the regulatory system being flexible, without compromising any aspect of safety or security. And it's about adopting participant or customer-centric approaches to the way we work—again, without compromising safety or security. Working towards our aspiration of a vibrant system, we will:

- // Understand the big picture – the role that aviation regulation and security service delivery play in the social and economic fabric of New Zealand.
- // Contribute to economic growth – by being agile thinkers and responsive to changing needs, enabling increased international traffic in and out of New Zealand and easy movement of passengers and goods within the country without compromising safety or security.
- // Support the system to grow and flourish in the way in which we perform our safety and security functions.
- // Be world leaders – by encouraging innovation, providing fit for purpose regulation and making it easy for participants in the system to engage with us.
- // Understand who we are working for – we are part of the State Sector and we serve the 4.5 million New Zealanders with a vested interest in New Zealand.

OUR FUTURE

Achieving our aspiration has implications for us and how we work. The Authority is a regulator, aviation security service provider, influencer, and supporter of the aviation system.

As a high-performing organisation we will seize opportunities to:

- // be intelligence-driven and risk-based;
- // enhance our safety risk and security threat response;
- // focus on outcomes rather than just the conduct of activity;
- // support and promote economic development – high standards of safety and security within the aviation system provide a tangible economic benefit; and
- // provide our people with challenging, rewarding and satisfying career opportunities.

OUR APPROACH

Our culture is one where people – both our own staff and aviation participants – are not punished for actions taken or decisions made in line with their training and experience, but where gross negligence and wilful violations are not tolerated. This is formalised in our Regulatory Operating Model which identifies the principles and approach we adopt in regulating safety in the civil aviation system, and informs our operating policies and procedures.

The public interest is paramount but we recognise that most participants are willing, and have strong incentives to undertake their activities safely. We also acknowledge that human error is not prevented by fear of retribution, but can be mitigated by robust safety systems, training and an overarching commitment to safety by every individual. We therefore encourage our staff and aviation participants to be open and accountable about their

mistakes, so there is better reporting of errors and the ability to learn from them is enhanced.

Our regulatory approach is risk-based and proportionate, enabling us to target interventions efficiently and effectively.

OUR SCOPE

THE AVIATION ENVIRONMENT

Aviation is increasing in complexity and scope. Cost pressures are increasing across the industry. Reduction of technical failures places more emphasis on human factors to reduce harms. The move towards risk-based safety management promises improved safety and efficiency.

In the aviation security environment, international and domestic security standards must continue to be met so risks to our people, freight and our international reputation can be minimised. Partnership with airlines and airports ensures cost effective and integrated services, offering the best safety service to the travelling public and commercial organisations.

The scope of our work to support safe and secure skies to help New Zealand fly in this increasingly complex and widening aviation environment is delivered within our five output classes.

Output Class 1:
Policy & Regulatory Strategy

Output Class 2:
Outreach

Output Class 3:
Certification & Licensing

Output Class 4:
Surveillance & Investigation

Output Class 5:
Security Service Delivery

SUSTAINABLE FUNDING FOR CIVIL AVIATION

The Authority has three primary sources of revenue:



Aviation participant fees and charges – for licensing and certification.



Passenger levies and charges – for civil aviation regulatory functions and security screening.



Funding from the Crown – for policy advice, rules and standards development and the administration of the Health and Safety at Work Act 2015 designation for the Civil Aviation Authority.

FUNDING AND REPORTING ON THE REGULATORY FUNCTION AND THE SECURITY SERVICE

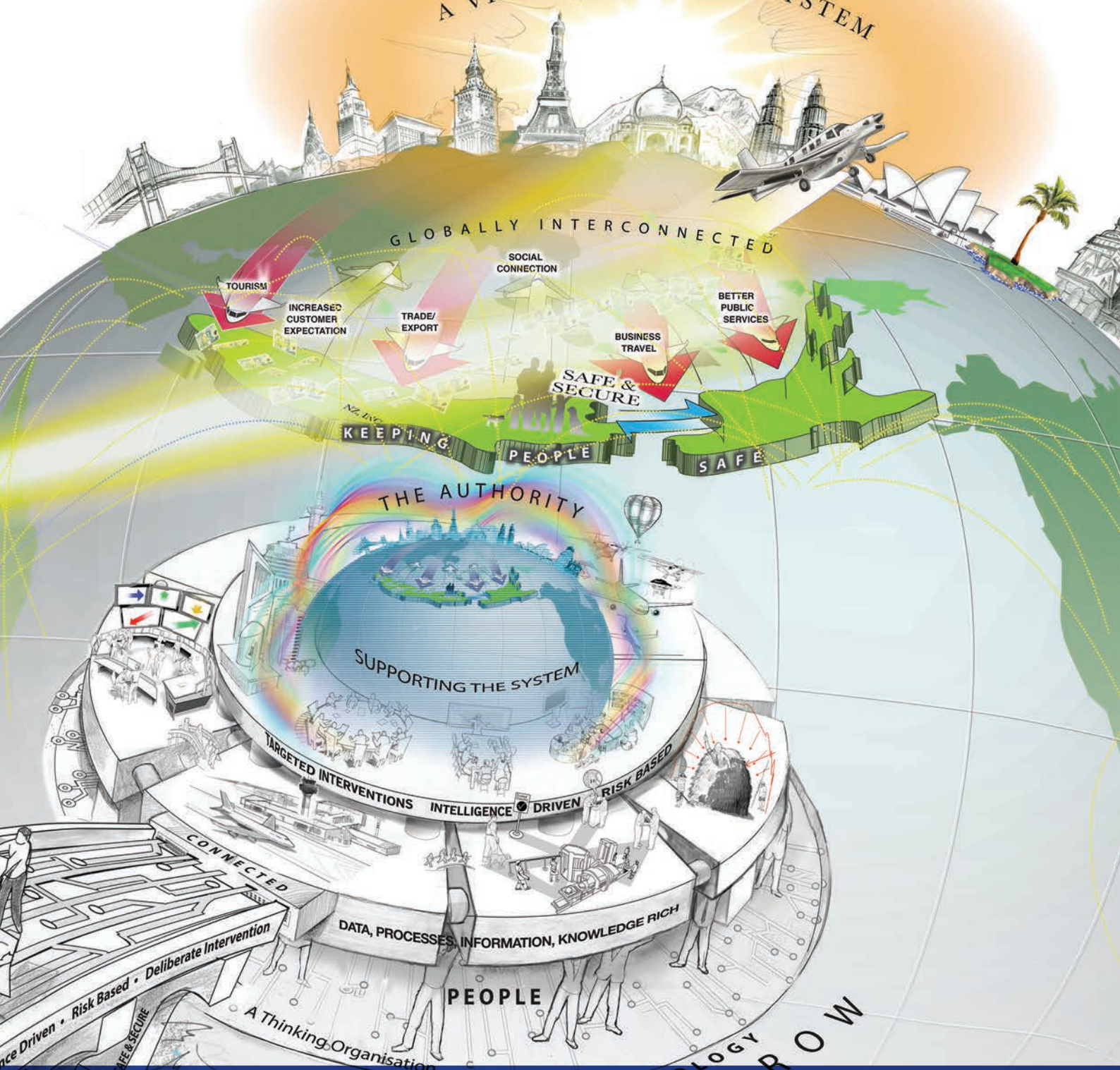
To ensure we have sufficient revenue to sustainably fund our regulatory functions and security services, and continue to improve our safety and security regulatory oversight, the Authority undertakes a comprehensive funding review every three years, or as required in response to passenger volumes and our operating environment.

As required by section 72B (3B) of the Civil Aviation Act 1990, the Authority maintains separate accounts for the Aviation Security Service.

SAFE AND SECURE SKIES

TO HELP NEW ZEALAND FLY





THE WORK TO BE DONE

We are making good progress on bridging the gap between today and the future. We have strong foundations underpinning the structures that now exist while knowing there are things we have yet to discard.

The following pages describe the Authority's strategic framework, which guides us to achieve our outcome.

THE RIVER OF OPPORTUNITY



SECTION 2

OUR STRATEGIC FRAMEWORK

CLARITY AND ALIGNMENT

'Safe and secure skies to help New Zealand fly' sets the focus of our strategic framework, and encapsulates our desire to help New Zealand grow and continue to keep people safe.

The framework endures and steers us. It aligns our impacts, objectives, focus areas and day-to-day activities so that they lead us to achieving our desired outcome. In so doing, we fulfil our role as part of the State Sector and positively contribute to the Government's goals and ambitions.

The framework also helps us to see what we can do to advance safety today, and what we can do tomorrow to sustain it. All Authority staff, across all levels and business units, can see where they fit in and how their efforts contribute to our collective outcome.

The civil aviation system is dynamic, so our safety and security focus areas will necessarily change throughout the life of this Statement of Intent. As we influence the behaviours of those inside the aviation system, and those who use the system, the issues (focus areas) that cause us concern will change.

More information can be found at: www.caa.govt.nz



OUTCOME

In practice, as we strive for *safe and secure skies to help New Zealand fly*, we must work in a way that facilitates and enables aviation activity to prosper – for innovative ideas to become reality; for people to use aviation services with confidence. It means that we are informed and focused – risk-based and targeted in how we intervene.

If we succeed in achieving our outcome, the aviation system will be vibrant – new ideas will be able to flourish; new technologies will develop; new types of services will evolve. The aviation system, and those who work within it, will be empowered to deliver more economic value to New Zealand.

HOW WE KNOW IF WE'RE SUCCEEDING IN ACHIEVING THE OUTCOME?

The work of the Authority has short, medium, and long-term impacts. For the Authority, key measures include:

- // low and decreasing number of accidents and incidents (refer appendix 1);
- // decreasing social cost of accidents and incidents (refer appendix 1);
- // no airside or in-flight security incidents that compromise safety (refer appendix 2); and
- // decreasing risk profiles in aviation document holders (refer appendix 4).



OUR IMPACTS

In combination, these measures allow the Authority to demonstrate that the civil aviation system is safe, and collectively enable the users and participants in the system to *'be safe'*.

In reality the level of 'failure' (aviation incidents) in New Zealand's civil aviation system is low, though that failure can be tragic. The idea of *'being safe'* is mirrored by the confidence users of the civil aviation have in the system. The perception *'feeling safe'* is an important measure of whether we're succeeding in our objectives.

In addition to *'being safe'* and *'feeling safe'*, the Authority is mindful of other indicators that tell us whether we are succeeding. These include:

- // New Zealand having a positive reputation internationally for a safe and secure civil aviation system;
- // Having a regulatory framework that maintains flexibility to respond to risk;
- // Reducing the likelihood of incidents through targeted and early interventions; and
- // Being a resilient organisation committed to meet the Authority's objectives with the right resources.

MEASURING OUR IMPACT

There is no single measure or indicator that can show whether the Authority is achieving its objectives or its outcome. Through the use of a business scorecard the Authority measures a number of different elements of activity to determine the effectiveness and success of our work. Evidence of the Authority's performance and achievement of objectives is derived from this framework.

We use this framework to report the results of our success through a series of indicators. These include:

- // maintaining our domestic and international reputation;
- // confidence that the safety and security of the aviation system is maintained;
- // safe flight is demonstrated;
- // value for money to Government, participants and users is evidenced;
- // our aviation security services are delivered effectively;
- // the ability of New Zealand civil aviation to operate internationally and domestically is supported; and
- // economic benefits are considered and supported where possible in the delivery of our functions.

The measurement of these indicators is presented in appendix 5.



OUR OBJECTIVES

A critical part of the Authority's enduring strategic framework are our three objectives:

- // improved sector safety performance;
- // effective and efficient security services; and
- // a vibrant aviation system.

The objectives are as much about what we work on, as the way in which we work.

Improved sector performance requires the Authority to target areas of risk within the aviation system, and work in a way that sees those risks diminish, and the aviation system improve its overall performance. Key to targeting areas of risk are our safety and security focus areas (refer to our annual work programme www.caa.govt.nz) – the parts of the aviation system identified as particular areas of concern that need to be targeted to improve the safety and security performance of the system.

We are also aware that tourism is increasingly important to the New Zealand economy. Visitors must be able to take part in Adventure Aviation activity and other aviation related tourism activity without being harmed. We will be mindful of this in all we do.

Effective and efficient security services relates to the way in which we operate our security service function. It's about ensuring that the security service is able to continue to effectively identify and mitigate security threats; and importantly – in the New Zealand context – the Aviation Security Service in doing its job well, continues to effectively and efficiently facilitate passengers and goods through airports.

A vibrant aviation system is one that makes a strong economic and societal contribution to New Zealand. It is instrumental to the context we work in and the future we aspire to. It is expanded on under section 1 on page 7.



SAFETY AND SECURITY FOCUS AREAS

The aviation system is dynamic. As part of an annual strategic review, the Authority identifies issues that are emerging in relation to the safety and security performance of the system. These focus areas are used in two ways:

1. enabling the Authority to achieve its objectives by improving the performance of specific parts of the aviation system; and
2. driving the Authority's work on a day-to-day basis.

For more information on our annual focus areas, see www.caa.govt.nz



HOW WE WORK

Like any organisation, the Authority is as concerned about how it works as it is about what it works on. We have identified six themes in relation to how we work. These themes describe the principles we apply in going about our day-to-day work; and complement the behaviours we expect our people to exhibit as they go about doing their work.

The six themes are:

1. *Building effectiveness and resilience by design*

We need to continuously adapt the way we design and implement business processes so that they are effective and resilient.

We can achieve this through the investment we make in developing and growing our people; being responsive to change from within and external to the aviation system; and being risk focused – that is clearly identifying critical safety and security risks and fixing them in a robust and timely way.

2. *Business efficiency by design*

Being efficient is critical to the way in which we generate value through the discharge of our functions. In practice this means being proactive, responsive, timely, and professional. It means being considered in the way we go about doing our jobs, and designing systems and processes that are participant or customer-centric; and firmly delivering on our safety and security objectives.

3. *Prioritising aviation system risk by being intelligence driven and risk-based*

We actively seek out and receive information and data about how the aviation system is performing, and how well participants within the system are performing. We use this information to inform our understanding of the risks within the system, and focus our resources on those areas most likely to lead to unacceptable safety and security outcomes. In particular, we will respond in a timely fashion to the lessons learned from accidents and incidents and, where it is within our power, apply fixes to prevent a recurrence of the same problem.

4. *Customer/participant-centric engagement, interaction and service delivery*

Aviation safety and security is at the core of what we do, and it is something we need to work with others on to successfully achieve. Being customer or participant centric means having constructive engagement, especially when addressing controversial or difficult issues. It means building business systems or processes that facilitate and enable, without compromising safety or security. It means making it easy to transact with the Authority, even when obligations and requirements of the transaction are demanding in order to achieve our safety and security objectives.

5. Utilising new processes/systems/ technologies to enable efficient and effective performance of functions

We are innovative, cost-effective and continually improving. We exercise good judgement, are focused on results, and are adaptable to change. We are flexible and open-minded so we explore new ways of doing things focusing on processes, systems and technologies.

6. Targeted engagement to influence the environment in which we operate

We understand the government context and the big picture in which we work, engaging with stakeholders who are able to influence the system. Participants trust and rely on our fairness and expertise, so that they are willing to discuss sensitive matters, report risks or failures and work jointly on relevant sector issues. We give confidence to the public and other transport users that acceptable

standards of civil aviation safety and security are being met through our close work with a range of stakeholders.



OUTPUTS

Our strategy and work is delivered through five output classes. The structure and intent of these output classes is listed in the table:

OUTPUT CLASS	OUTPUT	INTENDED TO ACHIEVE...	FUNDED THROUGH
Output Class 1: Policy & Regulatory Strategy	International Relations and International Civil Aviation Organization Obligations	... administration of New Zealand's international civil aviation obligations and interests within the delegations of the Minister of Transport	
	Ministerial Servicing	... achieve effective delivery of support to executive government and parliamentary processes.	Crown Funding
	Policy Advice	... a high level of safety and security standards within the New Zealand civil aviation system	Ministry Contract Revenue (rules development & Pacific)
	System Level Design and Intervention	... an effective and efficient civil aviation system that is safe and secure while enabling innovation and market access.	Levies
	Rules and Standards Development	... timely implementation of rules and standards that are fit for purpose in the New Zealand civil aviation environment and, where applicable, compliant with ICAO standards.	Fees and charges
	Pacific Support	... provision of support for our Pacific region neighbours to improve regional air safety and security.	
Output Class 2: Outreach		... increased understanding and knowledge of aviation safety amongst participants and the public.	Levies Other revenue
Output Class 3: Certification & Licensing		... robust assessment of participants and products as safe and fit to participate in the New Zealand civil aviation system.	Levies Fees and charges Other revenue
Output Class 4: Surveillance & Investigation		... continued assurance that the civil aviation system in New Zealand is safe and secure.	Crown Funding Levies Fees and charges Other revenue
Output Class 5: Security Service Delivery	Screening activity	... keeping passengers and people on the ground safe from a security threat.	Contracted services Passenger security charges
	Audit Performance; access control; and maritime security services	... compliance of security screening to the standards required for airside and maritime security.	Crown funding - Maritime Other revenue

STRATEGIC FRAMEWORK

2016 // 2026



OUTPUTS

- // Policy & regulatory strategy
- // Outreach
- // Certification & licensing
- // Surveillance & investigation
- // Security service delivery

HOW WE WORK

- 1 Building effectiveness and resilience by design
- 2 Business efficiency by design
- 3 Prioritising aviation system risk by being intelligence driven and risk-based
- 4 Customer/participant centric engagement, interaction and service delivery
- 5 Utilising new processes/ systems/technologies to enable efficient and effective performance of functions
- 6 Targeted engagement to influence the environment in which we operate

SAFETY & SECURITY FOCUS AREAS

- // Refer to www.caa.govt.nz for annual focus areas



OUR OBJECTIVES

- // Improved sector safety performance
- // Effective and efficient security services
- // A vibrant aviation system

OUR IMPACTS

- // Being safe
- // Feeling safe

OUTCOME

- // Safe and secure skies to help New Zealand fly



A photograph of an Air New Zealand aircraft on a tarmac. The aircraft is white with a green stripe along the fuselage. A white service truck with a ramp extended towards the aircraft is visible in the background. The sky is overcast. A large green diagonal shape is overlaid on the right side of the image.

SECTION 3

OUR FUNCTIONS

In this document, we have generally used *'the Authority'* and *'we'* to refer to the organisation as a whole. We specify when the work is specific to the regulatory function or the aviation security service function.

WE DELIVER



SAFETY AND SECURITY REGULATORY FUNCTION



AVIATION SECURITY SERVICES

THE REGULATORY FUNCTION (CAA)

The regulatory functions ensure that New Zealand's civil aviation system is:

- // robust and responsive to change – technological, environmental and human;
- // respected internationally; and
- // applies an appropriate level of safety and security for the New Zealand public.

We work to achieve this by utilising a regulatory toolkit for interventions which includes:

- // developing standards in consultation with the aviation community and the Ministry of Transport that set the minimum safety and security standards to be met by participants in civil aviation.
- // promoting safety and supporting civil aviation participants with aviation safety publications, courses, seminars and advice. Our safety education is focused on the greatest safety concerns. Our aim is to influence attitudes, change behaviour and encourage aviation participants to operate well above safety minimums.

- // using certification and licensing to control entry and exit to the New Zealand civil aviation system and intervening (or applying interventions) when aviation participants operate outside the rules or standards.
- // monitoring compliance with safety and security standards, investigating and analysing accidents and incidents, and carrying out corrective action and enforcement.
- // administering the provisions of the Health and Safety at Work Act 2015 for aircraft (as per the designation to the Civil Aviation Authority) by providing information and guidance, conducting workplace inspections, auditing health and safety management systems and investigating workplace accidents and concerns.

AVIATION SECURITY SERVICES (AVSEC)

The security service function is jointly responsible with the New Zealand Police for security at security-designated airports and air navigation facilities.

This includes:

- // screening activities of airport workers and all departing international passengers plus all domestic passengers on aircraft with 90+ seats for prohibited items and dangerous goods;
- // provision of access control to restricted airport areas, including undertaking perimeter patrols, to ensure prompt interception of persons unlawfully in security areas. This includes protecting places and equipment used to aid air navigation;
- // contributing to New Zealand's national counter-terrorism capability by participating in cross-agency planning and evaluation activities; and
- // provision of a maritime security response in conjunction with other government agencies on high-profile events that could be targets for terrorism.

We provide other security services at the request of the New Zealand Police or as required by Government.

SECTION 4

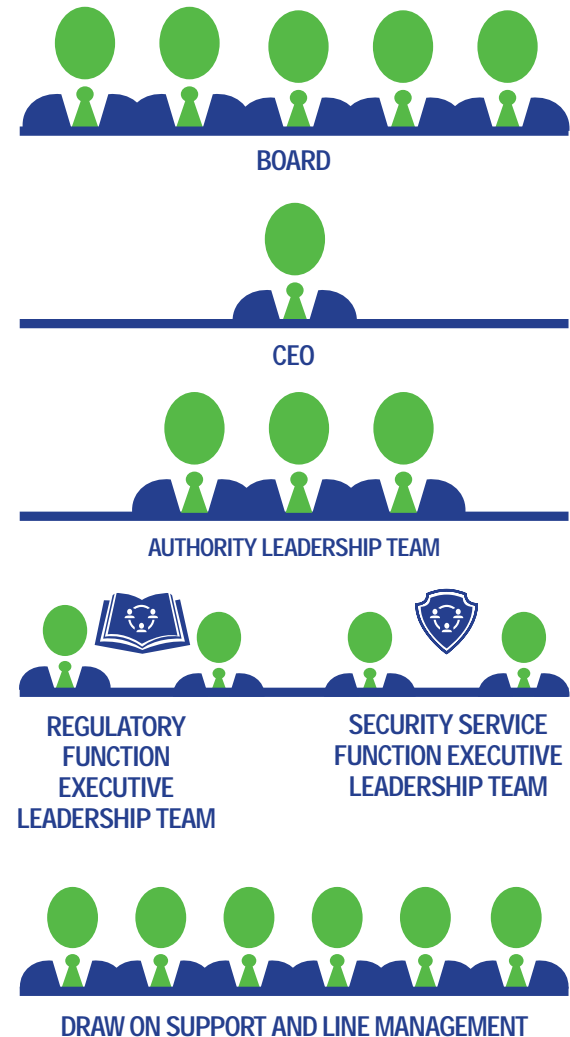
OUR ORGANISATIONAL CAPABILITY



The Authority Leadership Team provides *strategic leadership* and is comprised of the Chief Executive and all General Managers across the organisation. Under the Authority Leadership Team are two distinct Executive Leadership Teams for the Authority governing the regulatory function and the aviation security service. The relationship between the layers of governance and leadership are represented in figure 1.

GOVERNANCE AND LEADERSHIP

FIGURE 1 THE CIVIL AVIATION AUTHORITY LEADERSHIP MODEL



CAPABILITY

The requirements on our staff are increasingly complex. The organisation needs to be *intelligence-led* and *proactive*, and must model the *risk-based* approach to regulatory intervention and the delivery of aviation security services. To manage this and grow the Authority's skill base we:

- // maintain a resourcing model to understand and provide a resilient and sustainable approach to ensuring staff have the right skill sets;
- // maintain an employee value proposition at entry to the Authority so expectations are supported;
- // provide support to all managers with facilitated learning modules through the Learning Management Framework;
- // ensure the electronic rostering system allocates aviation security service staff cost effectively, as employment costs are approximately 80 per cent of total expenditure; and
- // manage the safety management system model and the risk-based approach to regulatory intervention. This will lead to more targeted and proactive interventions and enhance our risk identification and management systems.

ONGOING IMPROVEMENT

To ensure organisational progress is maintained regular leadership forums are held across the Authority. These are comprised of all managers and are used to discuss all activity and encourage responsibility and ownership.

HEALTH AND SAFETY

We are fully committed to meeting our responsibilities for the health, safety and well-being of all staff. Initiatives to improve the Authority's Health and Safety culture are ongoing.

ORGANISATIONAL HEALTH AND CAPABILITY MEASURES:

- // We monitor indicators of our human resources capability and staff engagement; measures of our financial position; the quality and efficiency of our core regulatory and security processes; and staff turnover and vacancy rates.
- // We undertake regular staff surveys that measure the behavioural and cultural views across the organisation. In response, management teams establish actions and report progress.
- // A health and safety specialist team is working with the organisation's health and safety committees to identify and improve health and safety culture and practices across the organisation against established baselines.

TRANSPORT SECTOR COLLABORATION AND CAPABILITY

The Authority along with Maritime New Zealand, the Ministry of Transport and the New Zealand Transport Agency participate in a Ministry-led programme to consider opportunities for collaboration across the transport sector. The Transport Sector Collaboration and Capability Strategy sets out six goals for the sector:

- // increase agility and responsiveness;

- // improve organisational and sector knowledge;
- // enable our people to be effective;
- // work more effectively with customers and stakeholders;
- // improve efficiency and deliver maximum value for money; and
- // build capability across the transport sector.

This work will bring a wide range of benefits to all agencies, their staff and customers.

EQUAL EMPLOYMENT OPPORTUNITIES

We are committed to the principles and practice of *equal opportunity*, and we reflect these in good employer programmes. The organisation will continue to foster a *diverse* workplace and an *inclusive* culture.

Vacancies are internally and externally advertised and appointments are made based on merit. All staff are *valued*, treated equitably and with *respect*, whatever their gender, ethnicity, social background, sexual orientation or disability.

PHYSICAL ASSETS

The core information technology systems used in the Authority are the focus of development over the term of this Statement of Intent, requiring significant investment. We intend to develop modern information technology architecture based on business needs.

The proposed capital expenditure for the Authority's regulatory functions for 2016//2026 includes provision for updating core aviation safety and security systems, the electronic document and record management system, and online medical certification systems. For the security service, efficiently dealing with significant projected growth in passenger numbers will be a focus.

The Authority will continue to engage with individual airport companies that are planning or implementing infrastructural changes, including reconfiguring security screening positions and their location in relation to customs services. Potential redesigns could result in capital expenditure requirements for buildings and facilities.

The proposed capital expenditure for the Authority includes normal cyclical replacement of existing assets, in line with its capital asset replacement programme.

We will continue to examine opportunities that could have the potential to reduce costs across the wider transport sector.

CONSULTATION AND REPORTING TO THE MINISTER

Established by the Civil Aviation Act 1990, our agenda and direction is set by the Government. We consult, brief, and report to the Minister of Transport regularly. Our communications with the Minister of Transport are relevant, timely, and produce collaborative and innovative solutions.

The Board Chair and the Chief Executive provide the Minister with regular reports covering:

- // progress against the Statement of Intent (including the Focus Area work programme) and Statement of Performance Expectations;
- // risks and issues that may affect performance and organisational capability (including relationship management);
- // financial management; and
- // other matters as agreed with the Minister.

Every year, the Authority reports to the Minister of Transport, and all other stakeholders against the Statement of Intent and Statement of Performance Expectations.



Statistical Analysis

Statistical Analysis

DATA
MARKET SHARE
0.49

MARKET SHARE

SECTION 5

QUALITY, ASSURANCE AND RISK

QUALITY

Our Quality Management is based on the ISO 9001:2015 standard and links to the Risk and Assurance Management policies through processes, structures, reporting and data capture.



ASSURANCE

Our Assurance Management is based on an integrated Quality Assurance and Risk framework. Assurance plans are developed on four considerations: compliance and audit (retrospective), quality and operations management (contemporary issues assurance), strategic and corporate risk (forward view), and emerging issues (dynamic issues).

RISK

Our Risk Management is based on the AS/NZS ISO31000:2009 Risk Management Standard. We (the Board and Authority Leadership Team) regularly assess strategic and corporate risks using the categories of financial, political, stakeholder engagement and operational. Risks are managed to ensure that residual risk is as low as reasonably practical and reported quarterly to the Minister of Transport. The Authority high level risks and management of these risks are included in the table below:

HIGH LEVEL RISKS

MANAGED BY

Regulatory failure

An accident involving high-capacity New Zealand registered air transport aircraft causes death, injury and property losses, and results in major disruption to aviation and public loss of confidence of the safety and security in New Zealand.

- Established quality, assurance and risk processes to ensure the effectiveness of the Authority's regulatory operating model.

Changes in security threats

Act of terrorism or unlawful interference leads to an incident with high impact/profile.

- Rigorous quality standards in aviation security operations (including Regulated Air Cargo Agents (RACAs)).
- Intelligence gathering, monitoring and planning in collaboration with other security agencies and aviation organisations.
- Contingency plans for various scenarios.

Revenue and expenditure pressures

Financial constraints limit the organisation's ability to function (contributed to by change in Government policy, large airline failure, global unrest, natural disaster).

- Monitoring and responding to short term revenue fluctuations.
- Maintaining financial reserves.
- Forecasting passenger volumes.
- Regular Authority Audit, Finance, and Risk Committee oversight, and monitoring of all expenditure and budget planning by the organisation.
- Regular funding reviews.

Reduced capability and capacity

Required technical and professional expertise is not available to the Authority, leading to safety risks and regulatory failure.

- Annual reviews of remuneration and rewards.
- Workloads and demand prioritised.
- Provision of appropriate training.
- Resourcing strategies developed.
- Enhanced leadership programme.

Reduced economic development

The Authority regulatory system is perceived as a barrier to the Government's economic development.

- Regular engagement with Ministry of Foreign Affairs and Trade and New Zealand Trade and Enterprise to reduce regulatory barriers, advise on the regulatory system.
- Regulatory decisions are to a standard that develops confidence in New Zealand by overseas regulators.

Speed and extent of technology change

Insufficient capability, systems, processes to operate at the required level leads to unsafe practices, impact on participants, stakeholder confidence loss.

- Collaboration with industry to stay aware of and plan for aviation developments.
- Regular interaction with ICAO and overseas regulators.
- Appropriate organisation training.

Major Civil Defence event in Wellington

An inability to access Authority systems, offices, and records leads to an inability to respond to issues, loss of stakeholder confidence, budget pressures.

- Business continuity and IT disaster recovery plans are developed, in place, and regularly reviewed.
- Financial reserves are maintained.
- Civil defence and emergency management systems are in place.

SECTION 6

MEASUREMENT



To understand the contribution we are making as New Zealand's civil aviation regulatory and aviation security service organisation we intend to monitor three levels of performance:

SYSTEM LEVEL PERFORMANCE:

To monitor the extent that New Zealand's civil aviation system is safe and secure through our impacts.

STRATEGIC PERFORMANCE:

To understand the impact of our activities and their contribution to improvements in safety and security through our key programmes and Statements of Service Performance (SoPE).

OPERATIONAL PERFORMANCE:

To understand and continuously improve the quality of the Authority's core activities and the services we deliver through the cost of outputs, organisational health and capability and our quality, assurance and risk programmes.

We will report on these in the following way:

DESCRIPTION	DOCUMENT	MEASURES	REPORTING	FREQUENCY
Outcomes	SOI Annual Report	-	Minister of Transport	Annually
Impacts	SOI Annual Report	Safety Statistics Survey Information	Minister of Transport	Quarterly
Key Programmes	SOI & SoPE Annual Report	Project Plan Implementation	Minister of Transport	Quarterly
Statements of Performance	SoPE Annual Report	Quality Quantity Timeliness	Minister of Transport	Quarterly
Cost Of Outputs	SoPE Annual Report	Financial (\$)	Minister of Finance	Quarterly
Organisational Health and Capability	SOI Annual Report	Indicators of our human resources capability and staff engagement	Board	Quarterly
Quality, Assurance and Risk	SOI Annual Report	Reporting against the Risk Framework	Minister of Finance Board	Quarterly

We will also use the results of the integrated performance management and measurement framework to inform these results.



SECTION 7

APPENDICES

APPENDIX 1:

GOAL = LOW AND DECREASING NUMBER AND COSTS OF AIR ACCIDENTS

The following tables depict the accidents per 100,000 hours annually over the previous 8 years and the social cost of that rate. The Authority's work centers on using the regulatory toolkit to decrease the rate of accidents and the consequential social cost.

ACCIDENTS PER 100,000 HOURS ANNUALLY								
	2008	2009	2010	2011	2012	2013	2014	2015
PUBLIC AIR TRANSPORT								
1. Airline operations – large aeroplanes	-	0.94	0.62	0.30	-	0.58	0.89	-
2. Airline operations – medium aeroplanes	0.00	1.76	1.84	1.73	0.00	0.00	0.00	2.37
3. Airline operations – small aeroplanes	6.51	6.85	2.35	6.28	0.00	8.41	3.08	1.62
4. Airline operations – helicopters	6.21	5.56	3.48	3.42	4.97	10.87	7.11	3.35
5. Sport aviation transport operations	0.00	0.00	0.00	96.40	24.75	9.80	0.00	9.58
OTHER COMMERCIAL OPERATIONS								
6. Other Commercial operations – aeroplanes	5.92	3.09	6.41	3.42	0.92	3.76	5.16	2.91
7. Other commercial operations – helicopters	9.83	4.97	11.66	18.14	5.31	14.87	11.82	15.70
8. Agricultural operations – aeroplanes	35.36	9.69	11.56	13.63	17.07	24.08	7.14	4.28
9. Agricultural operations – helicopters	13.98	10.64	5.48	9.50	8.35	4.68	4.57	5.50
NON-COMMERCIAL OPERATIONS								
10. Private operations – aeroplanes	31.97	37.23	10.33	20.99	25.56	50.14	23.34	56.43
11. Private operations – helicopters	31.88	29.04	45.21	31.40	16.62	36.07	15.77	29.01
12. Private operations – sport aircraft	30.95	164.40	45.30	53.90	70.43	31.69	0.00	19.53

APPENDIX 1 continued:

GOAL = LOW AND DECREASING NUMBER AND COSTS OF AIR ACCIDENTS

	TOTAL ANNUAL SOCIAL COST OF ACCIDENTS (\$M)							
	2008	2009	2010	2011	2012	2013	2014	2015
PUBLIC AIR TRANSPORT								
1. Airline operations – large aeroplanes	0.45	0.07	0.00	0.04	0.05	0.99	2.45	0.11
2. Airline operations – medium aeroplanes	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.00
3. Airline operations – small aeroplanes	0.17	0.62	0.00	0.17	0.00	1.74	4.98	0.00
4. Airline operations – helicopters	2.46	1.31	0.00	0.77	0.00	13.57	8.90	29.12
5. Sport aviation transport operations	0.02	22.69	2.14	1.76	44.29	0.66	2.16	2.40
OTHER COMMERCIAL OPERATIONS								
6. Other Commercial operations – aeroplanes	12.29	4.64	45.83	0.17	0.00	0.78	10.89	0.00
7. Other commercial operations – helicopters	8.31	0.73	8.29	25.76	0.41	0.79	5.06	11.69
8. Agricultural operations – aeroplanes	6.95	0.98	0.75	0.00	5.67	0.02	2.52	0.00
9. Agricultural operations – helicopters	2.35	0.02	0.00	1.62	5.25	4.63	11.88	0.75
NON-COMMERCIAL OPERATIONS								
10. Private operations – aeroplanes	1.43	4.17	4.15	5.15	1.61	0.17	5.39	16.26
11. Private operations – helicopters	4.61	0.05	4.70	5.03	4.29	0.99	9.44	4.29
12. Private operations – sport aircraft	31.69	27.56	6.96	21.73	32.90	14.68	15.31	14.12

Social cost per unit of person exposure is defined as an economic measure of the cost of aviation to the nation. It assigns values to any deaths, rehabilitation costs from injuries, cost of property damaged or lost, and other specific external costs. The gross social cost calculated is pro-rated over the volume of aviation activity in any specified sector of the aviation community. The volume of aviation activity, the unit of person exposure, is per seat flying hour. For target groups that are not predominately passenger carrying, a surrogate of 500kg of aircraft weight assessed as being the equivalent of an occupied seat. For sport groups, calculation of social cost is based on Civil Aviation Authority estimates of aviation activity. The social cost of an aviation accident is based on the figure established and used by the Ministry of Transport in their annual 'social cost' report.

APPENDIX 2:

GOAL = NO SECURITY INCIDENTS THAT COMPROMISE SAFETY

	2009–2015 TOTAL	2015/16 FORECAST ACTUALS	TARGET 2026	ACTUALS AT 31 MAR 2016
In-flight security incidents involving offences against the Aviation Crimes Act 1972 for aircraft which have been screened by the Aviation Security Service.	Nil	Nil	Nil	Nil
Airside security incidents involving offences against the Aviation Crimes Act 1972 at security designated aerodromes where the Aviation Security Service operates.	Nil	Nil	Nil	Nil
Airside incidents involving the introduction of dangerous goods into aircraft screened by the Aviation Security Service.	Nil	Nil	Nil	Nil

NOTES

- * Flight hour and seat hour data for the last two quarters are estimates. The figures are derived from previous operating statistics in each safety target group category. Figures are subject to change as operator activity statistics are returned.
- * Accident and Social Cost rates for the sport transport operations category are not currently available owing to the very recent reorganisation of this category in the form of the new Part 115 rules. Information about hours being flown in this sector is currently too scarce for reasonable estimates to be made.
- * During this reporting period there was a serious accident off the coast of Kawhia involving two fatalities. In accordance with ICAO guidelines this accident has not been included in the New Zealand accident figures, due to the aircraft involved being registered in the United States.

APPENDIX 3:

GOAL = MAINTAIN INTERNATIONAL CREDIBILITY

INTERNATIONAL CIVIL AVIATION ORGANIZATION – UNIVERSAL SAFETY ORGANISATION AUDIT PROGRAMME (SAFETY AUDIT CYCLE 2005 TO 2010 – NEW ZEALAND RATING 2006)

CRITICAL ELEMENTS	1	2	3	4	5	6	7	8	OVERALL RATING
(Elements 2–8 are principally attributable to the work of the Civil Aviation Authority)	Primary aviation legislation	Specific operating regulations	State civil aviation system & safety oversight function	Technical personnel qualification and training	Technical guidance, tools and provision of safety-critical information	Licensing, certification, authorisation & approval obligations	Surveillance obligations	Resolution of safety concerns	
NZ rating (2006)	8	8	8	8	8	9	9	9	8.38
Australia rating	10	7	9	5	9	9	9	9	8.38
OECD average	9	8	7	6	8	9	8	8	7.88
Global average	7	6	6	4	6	7	6	5	5.88

NOTES

New Zealand is subject to a planned safety audit of compliance in 2016/17. The results of this audit will be reported in the Annual Report of the Authority when available. It is the objective of the Authority to rate at least in the average of OECD countries or better following this audit. Results of the International Civil Aviation Organization Security Audit Programme cannot be publicly disclosed for international security and diplomatic reasons.

APPENDIX 4:

GOAL = LOW AND DECREASING RISK PROFILES IN AVIATION DOCUMENT HOLDERS

MEASURE: AVERAGE DISTRIBUTION OF RISK PROFILES FOR AVIATION DOCUMENT HOLDERS (ASSESSED PARTICIPANTS)									
ACTIVITY TYPE	2009	2010	2011	2012	2013	2014	2015	AS AT 31 MARCH 2016	REDUCTION IN RISK SCORE FROM 2009 TO 2016
Australia AOC with Australia and New Zealand Aviation Mutual Recognition Agreement Part 108 Security	6.7	5.6	6.5	6.9	5.1	5.4	8.2	6.4	✓
Part 108 Security Programme	8.2	11.6	9.3	9.6	10.4	8.7	10.4	10.3	
Part 109 Regulated Air Cargo Agent	12.3	13.1	10.5	11	10.1	10.8	10.4	10.3	✓
Part 115 Adventure Aviation Operator				39.8	20.7	12.5	10.7	12.5	✓
Part 119 Air Operator Certificate - Pacific	9.9	9	N/A	N/A	N/A	N/A	7.1	N/A	
Part 121 Air Operator Large Aeroplanes	12.2	11.8	11.8	8.7	8.4	8.5	15.8	9.7	✓
Part 125 Air Operator Medium Aeroplanes	15.8	17.6	16.1	14.5	13.5	13	6.3	13.4	✓
Part 129 Foreign Air Transport Operator	10.2	8.1	10.5	8.4	8.5	5.6	13.3	7.1	✓
Part 135 Air Operator Helicopters and Small Aeroplanes	17.1	17.1	16.4	16.1	14.4	13.1	14.5	13.7	✓
Part 137 Agricultural Aircraft Operator	17.7	16.3	16.1	15.9	14.3	13.3	6.5	13.4	✓
Part 139 Aerodrome Operator	5.1	5.9	6.5	5.7	5.5	5	5.6	7.4	
Part 140 Aviation Security Service Organisation	5.2	5.1	4.6	5	4.9	6.6	5.6	6.9	
Part 141 Aviation Training Organisation	11	10.3	10.8	10.2	7.7	7.4	7.0	7.6	✓
Part 145 Maintenance Organisation	10.7	10.4	12.1	11	8.3	8.6	9.0	8.6	✓
Part 146 Aircraft Design Organisation	8	11.2	12.6	9.9	8.6	7.9	8.2	7.8	✓
Part 148 Aircraft Manufacturing Organisation	8.7	10.9	11.3	9.7	8.1	12.2	10.1	9.5	
Part 149 Aviation Recreation Organisation	20.1	10.2	15.9	10.8	8	11.5	14.5	12.4	✓
Part 171 Telecom Service Organisation	5.4	5	11.6	15.3	6.4	4.8	4.4	4.3	✓
Part 172 Air Traffic Service Organisation	8	9.6	17.1	24	15	12.7	12.6	14.2	
Part 173 Instrument Flight Procedure	4.3	7.2	9.1	14.2	9.8	4.4	6.5	10.1	
Part 174 Meteorological Service Organisation	7.3	11.1	11.4	11.2	7.6	4.4	5.2	5.4	✓
Part 175 Aeronautical Info Service Organisation	6.3	9.5	15.1	17.5	11.2	11.1	41.5	4.7	✓
Part 19F Supply Organisation	13.2	11.1	10.4	9.2	7.8	8.7	8.9	8.5	✓
Part 92 Dangerous Goods Pack Approval Holder	2.6	8.3	13.7	9	6.1	7.0	6.9	12.7	

APPENDIX 5: MEASURING OUR IMPACT

RESULT AREA	TARGET	STATUS AT 31 MARCH 2016
Maintaining our domestic and international reputation	Maintenance of our international accreditation through the ICAO safety audit	Refer to appendix 3. Note New Zealand is scheduled for audit in December 2016
Confidence that the safety and security of the aviation system is maintained	People have confidence in the safety and security of air transport in New Zealand airspace as shown by improvements demonstrated in a confidence survey	<p>A Colmar Brunton confidence survey undertaken in 2014 shows an improvement over the June 2011 results</p> <ul style="list-style-type: none"> Percentage of resident travellers that felt extremely or very safe and secure (2014 result: 75% (72% 2011)) Percentage of overseas travellers that felt extremely or very safe and secure (2014 result: 92% (86% 2011)) Percentage of key stakeholders were satisfied with the safety and security performance of the New Zealand civil aviation system (2014 result: 40% (44% 2011))
Safe flight is demonstrated	Low and decreasing number of accidents and incidents (refer appendix 1)	(refer appendix 1)
Our aviation security services are delivered effectively	High standards maintained in the delivery of security services evidenced by the achievement of all non financial performance measures in the Statement of Performance Expectations	Refer to the 2015/16 Annual Report for the delivery of performance expectations
The ability of New Zealand Civil Aviation to operate internationally and domestically is supported	No restriction on New Zealand airlines operating internationally	No restriction on New Zealand airlines operating internationally
Economic benefits are considered and supported where possible in the delivery of our functions	Consideration of economic benefits in the delivery of our functions evidenced through analysis in policy papers, uptake of all of government options or other	Refer to the 2015/16 Annual Report for the evidence of economic benefits considered in the delivery of core activities and targeted projects



Aviation Security Service
Kaiwhakamaru Rererangi