

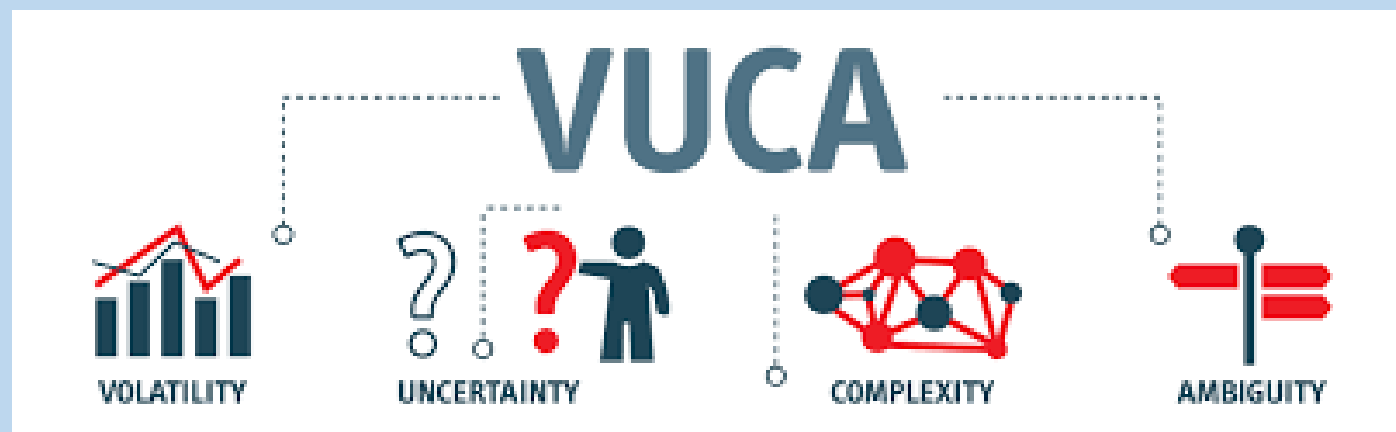


WEBINAR

Keith Manch
Director of Civil Aviation
NZ Civil Aviation Authority

*"Aviation Regulation in a time
of Volatility, Uncertainty,
Complexity and Ambiguity".*

© 2022 ALAANZ. All rights reserved. This document is the property of ALAANZ and is not to be distributed without the written consent of ALAANZ.



...a situation of constant,
unpredictable change that is now
the norm ...

climate tipping point

Emerging Technology

Regulatory Practice

COVID



Image ID: 26KRN65
www.alamy.com

alamy
GLOBALIZATION
COMpanies
FRAMEWORK
RELATIONSHIP
ADVANCING
RESILIENCE
RISK
GEOPOLITICS
POTENTIAL
AROUND
POLITICAL DEVELOP
WORLD
CRUCIAL
SITES
LEADERSHIP
CONFLICT
INTERNATIONAL
ADOPT
TOOLS
MUST



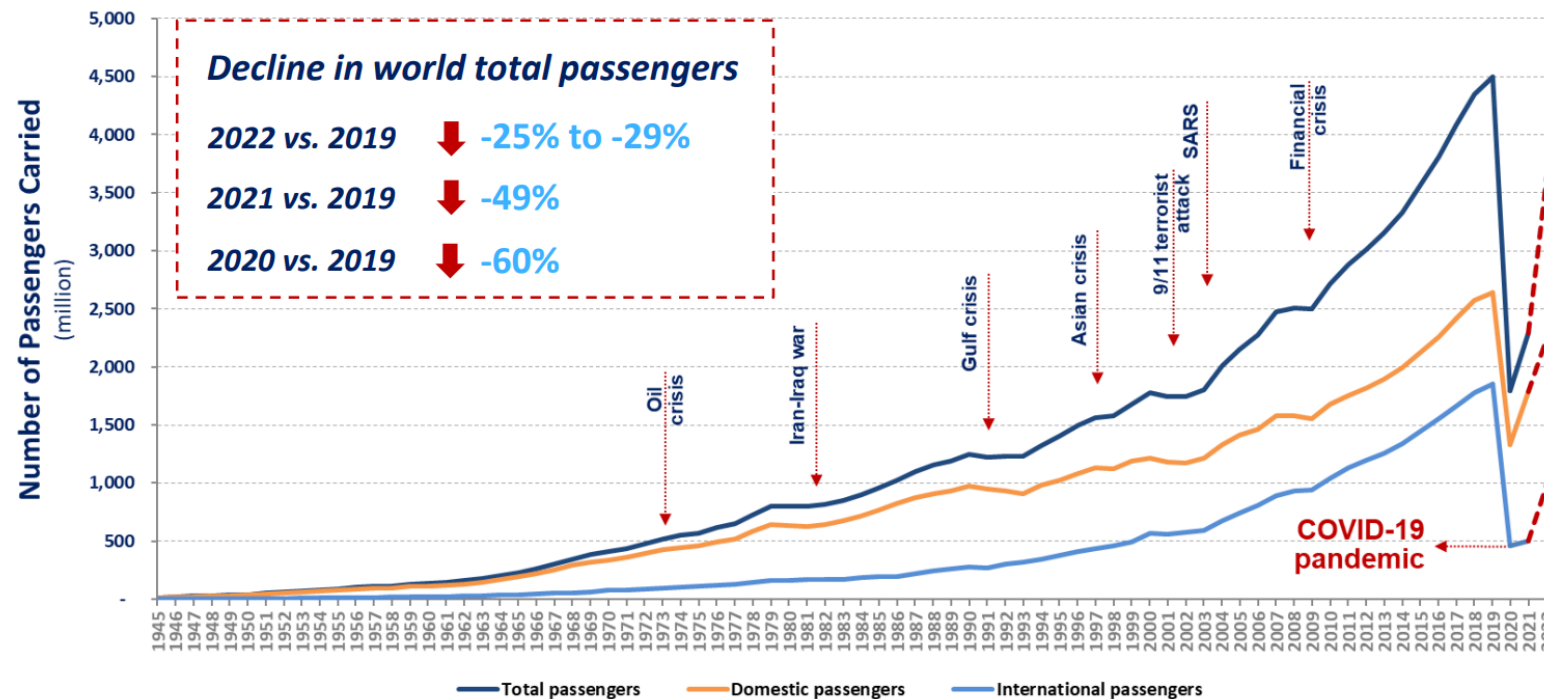
COVID



ICAO UNITING AVIATION

World passenger traffic collapses with
unprecedented decline in history

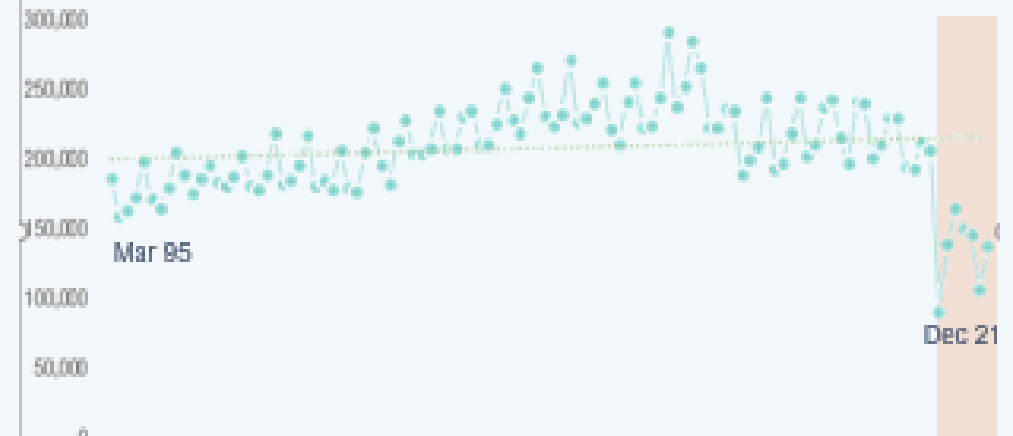
World passenger traffic evolution 1945 – 2022



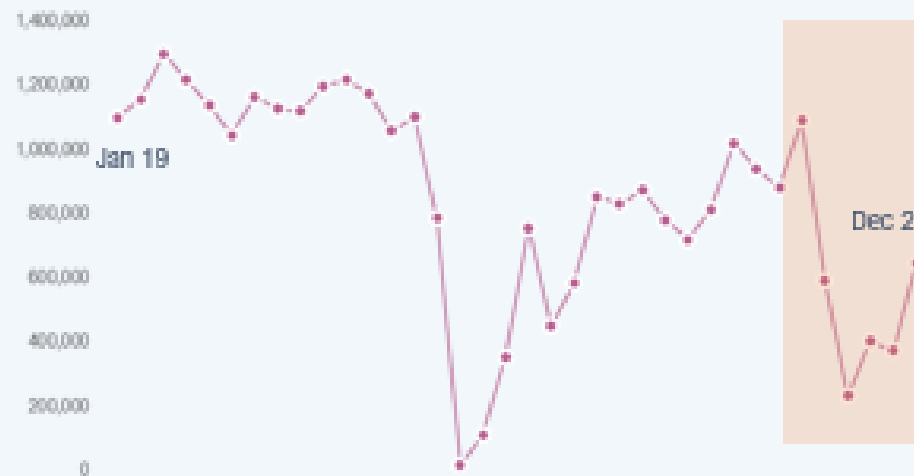
Aerodrome movements



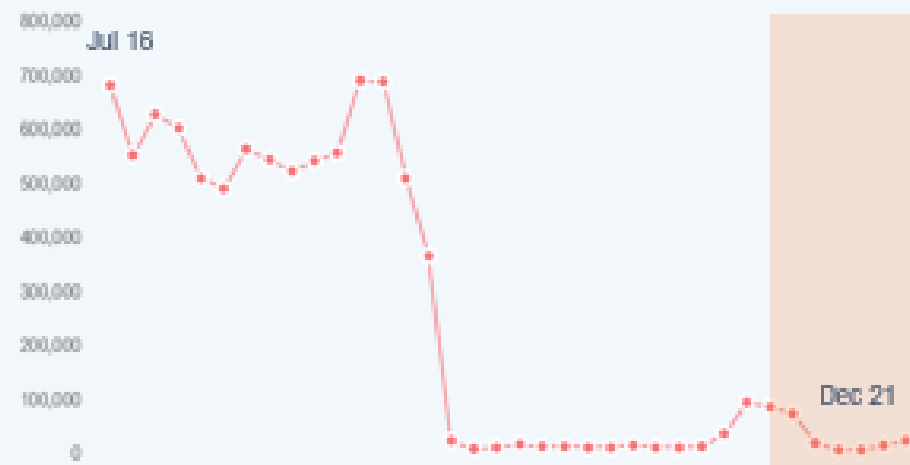
Hours flown



Domestic passenger volumes



International passenger volumes



COVID – Key Risks and Issues

- Less revenue, more risk
- Regulatory relief
- Risks to training and maintenance, and from 'pivoting'
- Uncertain recovery
- Challenges to safety and security outcomes
- Retention of staff



EMERGING TECHNOLOGY - Broad and Undefined

- Different challenges
 - Standards, concepts of operations, integrated systems, outcomes/performance based, resource intensive
- Different responses
 - Guidance, system-based approach, collaboration, engagement, best practice, change and influence



MODERN REGULATORY PRACTICE - Evolving

“A modern regulator can be characterised by:

- its *earned autonomy* approach to regulation
- *consistency* in decision-making
- being *transparent, responsive and communicative*
- *openness to co-regulation*, and
- its ability to strike a *balance between goal-based and prescriptive regulation*”

Gary Prosser, DCE Australian Maritime Safety Authority

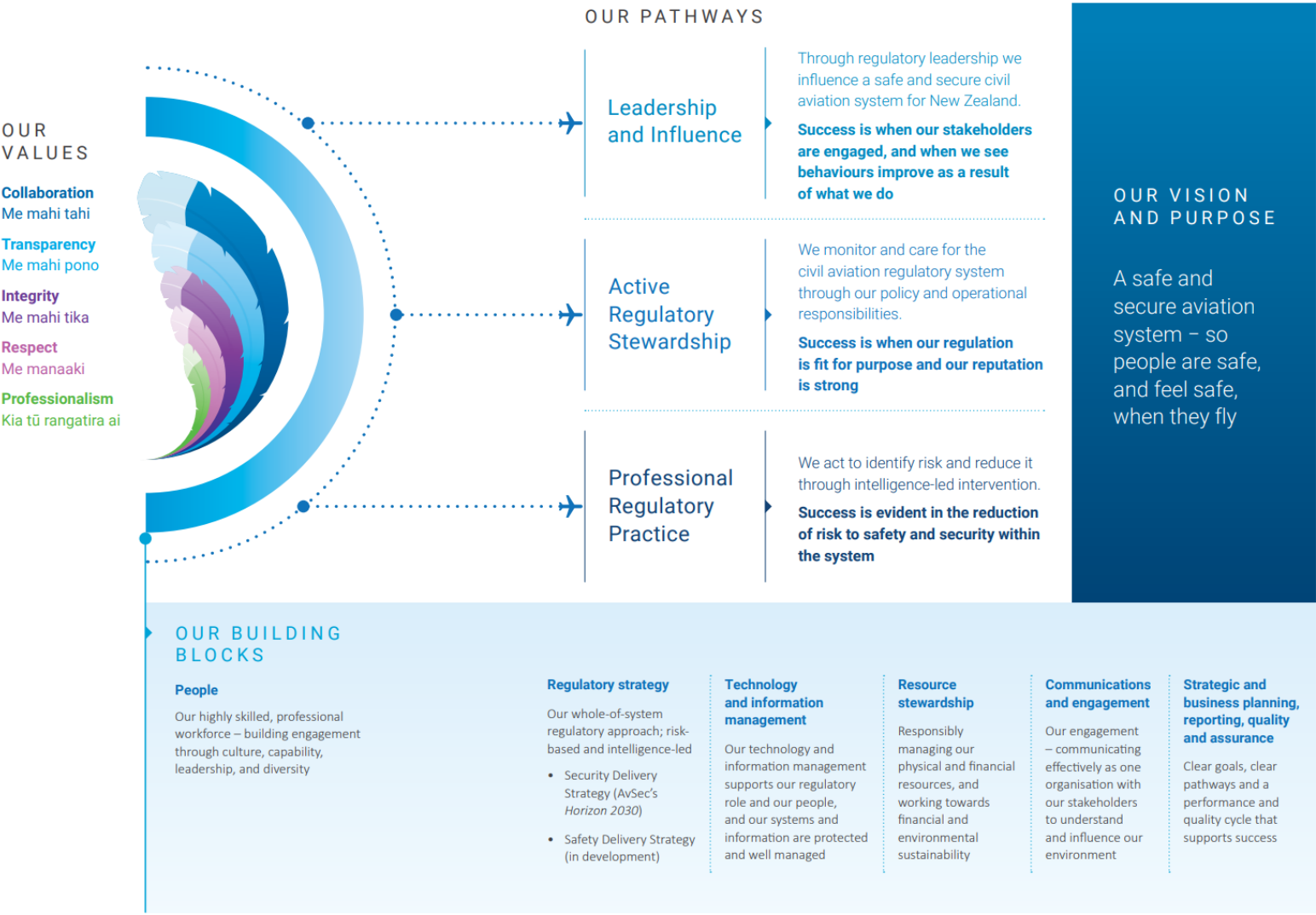


Our regulatory strategy

This regulatory strategy sets out the approach that we, the Civil Aviation Authority¹ (the Authority), are taking as we perform our regulatory role. The strategy will help our people and stakeholders understand the nature of our role as a regulator and how we approach it².

The strategy sits within the Authority's strategic framework which describes the Authority's vision and purpose. To give effect to the strategy, there is a *Regulatory Action Plan* which details the things we will do to implement the strategy. The strategy has a medium-term focus, whereas the action plan has a 12-month duration.

Figure 1: Our strategic framework



¹ The Civil Aviation Authority is referred to in this regulatory strategy as 'the Authority' wherever it is the legal entity that is specifically referred to. Similarly, the Director of Civil Aviation is referred to as 'the Director' where specific reference to that statutory role is needed. Otherwise, the convention of referring to their combined regulatory roles in the singular as, 'we', 'us', 'our', or 'the regulator' is adopted herein.

² For further information about our regulatory approach, see our current *Statement of Intent*, and the annual *Statement of Performance Expectations* (both available on our website).

Navigating VUCA

- Counter volatility with vision
 - be a modern regulator, clear vision, values and practice approach
- Meet uncertainty with understanding
 - be intelligence-led, engaged and collaborative
- React to complexity with clarity
 - transparent, responsive and communicative
- Fight ambiguity with agility
 - outcomes and performance based approaches