

OUR STRATEGY

IMPROVING AVIATION AND AEROSPACE
FOR CONSUMERS AND THE PUBLIC



OUR STRATEGY

This document describes the CAA's strategic aims in light of our new and changing strategic context. It is intended to inform our colleagues, stakeholders and those we regulate of our strategic priorities as we strive to improve aviation and aerospace. It will be agile: setting our future direction and empowering our colleagues to find innovative ways to meet the challenges and opportunities we face to be part of delivering our vision.

Much has changed in our operating environment since the CAA's 2016-2021 strategy was published: we have been a part of seismic shifts such as exiting the European Union, a global pandemic that severely impacted aviation, and substantial technological advancements such as drones and spaceflight that change the very nature of the aviation and aerospace sectors we regulate. We have evolved and adapted our work to better reflect these developments, and will continue to do so, so that we can realise our vision through challenging ourselves and our stakeholders to improve safety, security and consumer protection.

The unprecedented impacts of Covid-19 have shown us that we must be able to swiftly adjust our work programme in response to changes we face, and we know our colleagues perform at their best with a clear vision and sense of impact. To continue to be successful in our core mission, and to reach the high standards we set for ourselves, we need to further embed flexibility and agility into our processes. This means expressing a shared purpose and vision across our organisation, aligning around core strategic objectives while sensing and seizing opportunities and enabling quick responses supported by flexible resources. It is what the public, consumers, the regulated community, and those who oversee us expect from us.



Our key priority is the continued safety and security of aviation and aerospace, and protection of consumers. Consumer protection and confidence relies on a safe and secure sector, and we will always prioritise our resources and capabilities

OUR STRATEGIC FOCUS AREAS

- Leading risk-based oversight and regulatory stewardship
- Enabling recovery, innovation and growth
- Developing relationships to support ongoing global improvement in aviation and aerospace
- Improving environmental performance
- Enhancing organisational diversity and capability for the future

to ensure that we are fulfilling this role and encouraging and enabling industry to deliver on their duties. Our regulation will be influenced by a range of factors, and will require us to carefully balance multiple factors, including furthering public protection while enabling recovery and growth. We operate within a framework established by Parliament and have a number of statutory objectives to fulfil. In addition, we also have ambitions to further improve aviation and aerospace through enabling innovation and improving environmental performance.

The breadth of this remit means we need to take decisions on how to allocate our resources, capabilities, and capacity. These decisions will be influenced by a range of factors.

These include the nature of the risks involved, the impact the decision will have on our strategic ambitions, the required capabilities and resource, as well as the impact the decision could have on those who we regulate or protect.

We understand that setting out what we want to achieve, and then delivering on those ambitions, is a core part of our integrity and independence as a regulator. We will assess current and future activity against our strategic focus areas and aim to understand where we may need to do more to deliver on what we set out to do. Activities are underpinned at a business planning level with performance measures so we can understand if we are on track to deliver our objectives.

OUR STRATEGY AT A GLANCE

OUR MISSION

Improving aviation and aerospace for consumers and the public

OUR VISION

We constantly challenge ourselves and our stakeholders to improve safety, security and consumer protection outcomes.

We strive to be a diverse, innovative and future-focused regulator, dedicated to enabling thriving aviation and aerospace sectors.

OUR PURPOSE

To help deliver high standards of safety, security and consumer protection for the benefit of consumers and the public.

To uphold consumer choice, value and fair treatment.

To enhance vibrant, competitive and innovative aviation and aerospace sectors.

To share with and learn from others, working with partners to ensure our regulatory expertise is used to improve standards and innovation worldwide and build the UK's global influence.

To cultivate an agile, diverse, high-performing and values-based organisation that is greater than the sum of its parts and committed to continually improving our services.

To support the sectors as they manage and reduce their negative environmental impacts, including emissions and noise.

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OUR REGULATORY APPROACH

We will be guided by our regulatory principles in making independent regulatory decisions to deliver on our vision, acting within the legislative and policy framework set by Parliament and Government.

OUR VALUES



OUR STRATEGIC AIMS AT A GLANCE

WHAT WE ARE COLLECTIVELY WORKING TOWARDS
AND HOLDING OURSELVES ACCOUNT TO

> LEADING RISK-BASED OVERSIGHT AND REGULATORY STEWARDSHIP

- We enable, and hold industry to account for, high standards of safety and security of aviation and consumer protection, for the benefit of consumers and the public.
- We support consumers to receive choice, value, fair treatment and relevant information from industry, at all times.
- We clearly articulate our approach to independent regulation, and constantly seek improved ways of achieving safety, security and consumer protection, regulating only where we have to and working with others to ensure they deliver the best outcomes.
- We provide accurate and timely information and support to government, parliament and stakeholders to improve aviation and aerospace.
- We lead and strive to be exemplars of a Just Culture in regulation.

> ENABLING RECOVERY, INNOVATION AND GROWTH

- We enable the aviation and aerospace sectors to be safe, secure, competitive and innovative.
- We create an environment for new aviation and aerospace entrants, travel products and services to be brought to market safely and efficiently, for the benefit of consumers and the public.
- We enable aviation and aerospace participants to sustainably improve capacity and resilience.

> DEVELOPING RELATIONSHIPS TO SUPPORT ONGOING GLOBAL IMPROVEMENT IN AVIATION AND AEROSPACE

- We are seen as a trusted and reliable partner who people choose to work with and we share our regulatory expertise widely and continually learn from others.
- We work with a range of partners, both bilaterally and multilaterally, to support the improvement of aviation and aerospace standards and innovation in the UK and worldwide.
- We contribute to the enhancement of the UK's global influence by continuing to ensure that the UK's aviation interests are represented globally.

> IMPROVING ENVIRONMENTAL PERFORMANCE

- Where we are empowered to do so, we encourage and incentivise, the aerospace sector to manage and reduce its negative impacts, including emissions and noise.
- We co-lead airspace modernisation to deliver cleaner, greener, quicker journeys and expand airspace availability.
- We enable the safe and effective regulation of innovative services and products to improve environmental sustainability and performance.

> ENHANCING OUR ORGANISATIONAL CAPABILITY AND DIVERSITY FOR THE FUTURE

- We attract and retain diverse and exceptional colleagues, and foster a values based culture of learning and growth.
- We provide effective services and customer experience so businesses and regulators around the world choose to work with us.
- We structure our operating model to efficiently and effectively deliver our strategy and mission and retain agility to manage constant change.

LEADING RISK-BASED OVERSIGHT AND REGULATORY STEWARDSHIP

The most important responsibility we have is to deliver our core regulatory functions. This means taking independent regulatory decisions to uphold high standards of safety, security and consumer protection, recognising that a weakness across any of these three outcomes impacts the others.

We will take a proactive, collaborative approach to the functioning and development of the civil aviation regulatory system in the UK and abroad. This applies to our traditional regulatory roles, and our newer functions such as space flight regulation. Effective regulatory stewardship will enable us to contribute to setting best practice for other national aviation authorities, improving the global system as a whole.

OUR AMBITIONS

Relentlessly focus on improving high standards of security, safety and consumer protection, especially as the industry recovers and changes following Covid-19. We must:

- ✦ **Consider and respond** to the changing risk profile of industry as it recovers from the significant impacts of Covid-19, and improve safety, security and consumer protection in light of this new risk profile. This includes ongoing engagement with the sector to help all parties understand network risks, and with individual companies on their own risk.
- ✦ **Maintain** high standards of vigilance and security in the face of new security threats and those who wish to do harm upon aviation, aerospace and the public, including in the cyber sphere.
- ✦ **Continue** to provide Government with advice to support policy development that is practical at an operational level, such as on the Government strategies and plans for sector recovery, and the enforcement of public health measures as required for international travel.
- ✦ **Adapt** and improve our approach to delivering regulatory outcomes in light of Covid-19 experience, including remote oversight where safe and efficient to do so, as well as strengthening our service delivery capabilities.

