

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.

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

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



Do the right thing

Never stop learning

Build collaborative relationships

Respect everyone

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.



Our legislative framework and approach to regulation needs to keep pace with the industry and technology we regulate. We must:

- ✦ **Work** with Government to ensure regulation is appropriate, accessible and future-focused. This is more than making sure our regulatory tool kit is fit for purpose, which we are considering in a review of our regulatory approach. We need also to assess the suitability of our mandates to regulate emerging technology as well as our powers to ensure protection of consumers.
- ✦ **Explore** opportunities to deploy further regulatory changes to enable industry, and consider deregulation or delegation where possible not only to support recovery, but to ensure the regulatory requirements on industry are proportionate and appropriate for years to come. This includes firm support for Government's ambition to make the UK the best country in the world for General Aviation.

We need to play our part in capitalising on the opportunities following the withdrawal from the European Union and the European Union Aviation Safety Agency in order to effectively deliver on our vision. This means that we need to:

- ✦ **Consider** how we deliver our objectives and how we maintain our international standing as a regulator following the two-year recognition period in place to support the transition from the European Union.
- ✦ **Focus** on those areas of reform that will provide greatest benefits to our stakeholders and our regulatory outcomes, whilst maintaining global confidence in the UK's aviation and aerospace system.
- ✦ **Embed** new regulatory functions such as the UK's space regulator, and enable the UK aerospace industry to become a global leader in satellite launches.

OUR AMBITIONS

OUR STRATEGIC AIMS

- > 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

One effect of Covid-19 has been to damage the economic success of the aviation and aerospace sector. Recovery needs to include capitalising on the opportunities presented by innovative technologies and business models.

To enable industry to transition through recovery and into growth, we need to both anticipate and shape change. We must build on our regulatory advisory expertise to support novel technologies to be safely and sustainably brought to market. We do not lead industry, but we aim to lead in creating the conditions for sustainably introduced, long-term innovative solutions.

We must acknowledge there will be tensions between achieving recovery and growth, especially as the costs of the pandemic are not borne equally across the sector we regulate.

OUR AMBITIONS

Consumer confidence is critical to the recovery and subsequent growth of the sector, and we will prioritise our role in improving consumers' experience, from booking through to safe and secure travel. We must:

- ✦ **Continue** to ensure consumers are protected at all times, such as through timely and adequate refunds, ATOL protection, receiving appropriate and accessible information, and are not disproportionately impacted by the allocation of pandemic costs. This includes consideration of levers to improve weaknesses in contractual arrangements between airlines and travel companies, and continuing to pursue increased powers to issue civil sanctions to regulate airline behaviours towards consumers.
- ✦ **Support** the Government to reform airline insolvency legislation, and improve the ATOL system during 2021 and 2022.
- ✦ **Focus** on the future 'consumer' with regards to new technologies including remotely-piloted aircraft systems so we can continue to fulfil our consumer protection duties. Further, the development of a unified understanding of consumer vulnerability will ensure we target our work to aid those who most need protection from our regulation.



Innovative technologies will continue to expand following the pandemic as the sector looks to deliver services more efficiently and reduce costs, and will be a platform for future growth. We must:

- ✦ **Ensure** our service offerings are appropriate for all participants across the aviation and aerospace sectors, recognising that there are different levels of performance across the sectors. This means deepening our approach to supporting innovation across the entire supply chain, and engaging with the sectors to understand emerging technologies and their roadmaps to delivery. It includes a focus on new green aerospace technology, such as sustainable fuels. To sustainably embed innovative advancements and support the modernisation of UK airspace, we need to engage on and introduce a unified approach to the safe integration of remotely-piloted aircraft systems.
- ✦ **Grow** our Horizon Scanning function to strengthen our ability to anticipate new technologies and business models, understand the implications and public perceptions of new technologies, and put in place effective and proportionate regulatory frameworks to make the UK a safe place that entrepreneurs want to do business in, to improve the sector and boost growth.
- ✦ **Articulate** an approach to regulating novel technologies which allows for safe failure and transparently set out where we are a leader, an enabler, a follower or a watcher with regard to new technologies and government undertakings. This will help us calibrate our role and our effort, and give assurance to the industry and those who oversee our work that we can deliver.
- ✦ **Delivery** of the airspace modernisation programme remains a key priority for the CAA and the sector, even while traffic volumes are well below capacity as a result of the pandemic. As a future-focused regulator, we will continue to deliver on our role in this programme to drive long-term benefits. This is also captured under 'improving environmental performance' given the potential to improve environmental efficiencies, whilst supporting capacity and growth.
- ✦ **Play** our full role as part of a concentrated industry effort to grow the future skills base for aviation and aerospace, with a focus on promoting diversity and opportunities in skills and STEM programmes.



OUR AMBITIONS

OUR STRATEGIC AIMS

- > 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 CONTINUED GLOBAL IMPROVEMENT IN AVIATION AND AEROSPACE

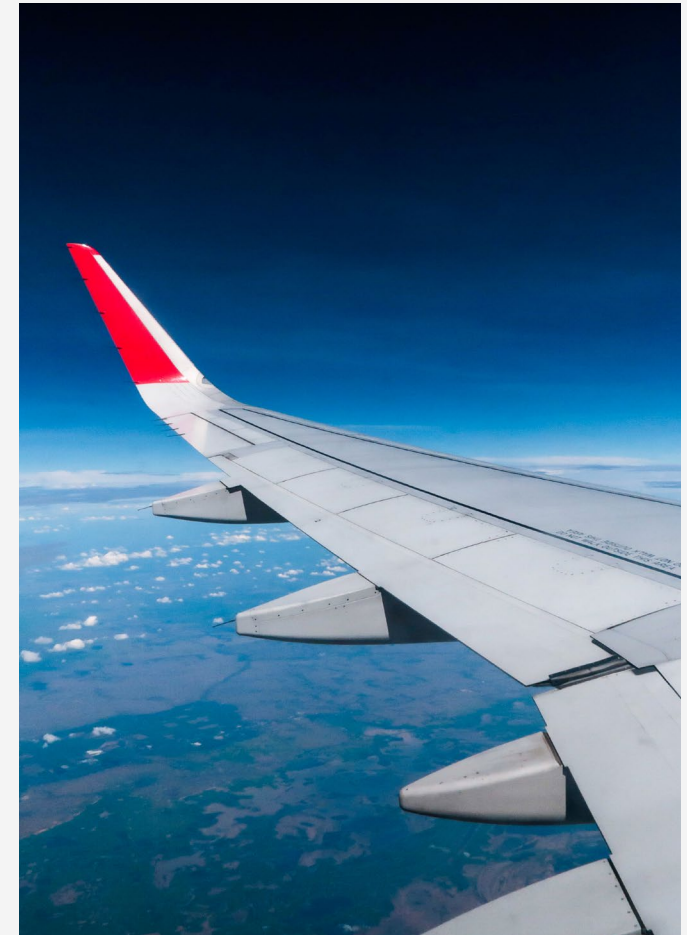
The UK's withdrawal from the EU presents a unique opportunity to reframe our position as a global aviation and aerospace leader in a number of priority areas. We are committed to maintaining our position as an internationally respected and influential regulator, to help secure improved outcomes for the public and industry, and play our role in supporting the Government's wider Global Britain agenda. We want to learn from others and share our expertise to truly support the global improvement of aviation and aerospace. This means learning from, advising or collaborating with our strategic partners, national aviation authorities, multilateral institutions, academia and the entire breadth of the industry. To do this well is to create the conditions and environment to help enable other's successes as well as our own.

We will build further the confidence of our partners in the UK's aviation regulation capabilities as an important step to delivering agreed and then more ambitious levels of cooperation. We will be building relationships with states and aviation authorities across the world, including throughout Europe.

OUR AMBITIONS

The global improvement of aviation and aerospace standards requires a truly international effort, given the transnational nature of aviation and aerospace, and the far-reaching impacts of climate change. International regulatory cooperation is critical to achieving our own objectives, and supporting those of other states. To secure this we intend to:

- ✦ **Grow or establish** bilateral relationships and regulatory networks to support improvement of aviation and aerospace worldwide.
- ✦ **Develop** new relationships with Europe, including EASA as a third country member and continuing to contribute to setting best practice worldwide.
- ✦ **Learn** from others and share knowledge to strengthen aviation and aerospace regulatory approach in the UK and worldwide.
- ✦ **Retain** the confidence of domestic and international stakeholders in the efficacy of the UK's regulatory network, so people choose to work with us and trust in our ability to deliver. This includes building on our international presence by reinforcing our position as a prominent participant in ICAO.

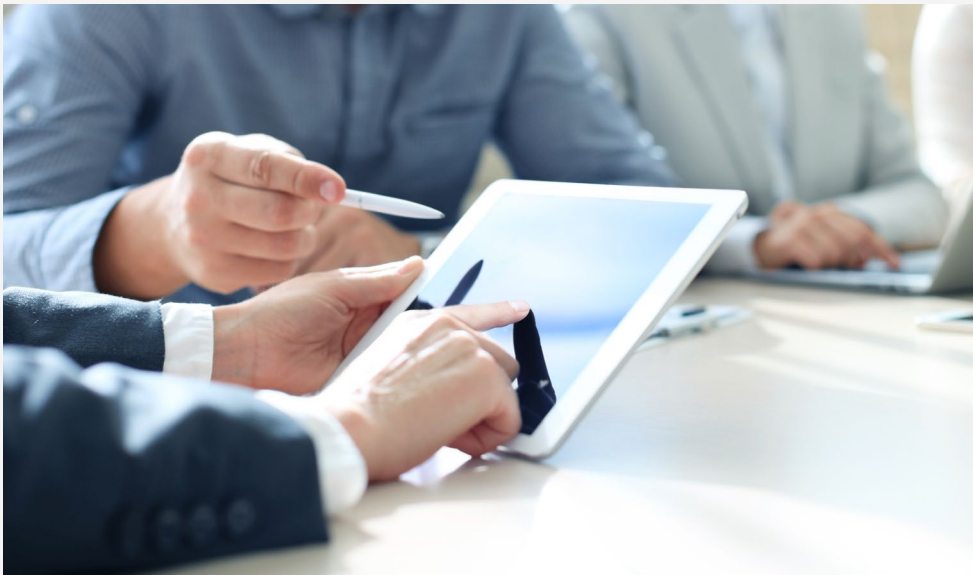


CAA established CAA International (CAAi) to enable us to help other states enhance their aviation and aerospace standards. A proportion of the revenue generated from this work is reinvested into further improving aviation worldwide. To build on this we need to:

✦ **Continue to build** on the reputation of CAAi so that it can further contribute to the improvement of aviation and aerospace standards globally. We will offer a distinct proposition for products and services and anticipate, and respond to, changing customer need.

Our internationally focused activities are susceptible to external shocks and to position ourselves to meet future challenges and opportunities, we need to:

✦ **Embed** agility and flexibility in our activities and capabilities in light of the inherent uncertainties in our international operating context. We will need to anticipate, respond to and prioritise our work and activities to ensure the best use of our people and our resources.



OUR AMBITIONS

OUR STRATEGIC AIMS

- > We share our regulatory expertise widely and continually learn from others and are seen as a trusted and reliable partner who people choose to work with.
- > 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

We will continue to play a role in the UK recovery, green industrial revolution, and strategic commitments to be a leader in the development of zero-emission flight, in line with the UK Government's evolving policy for aviation's sustainability.

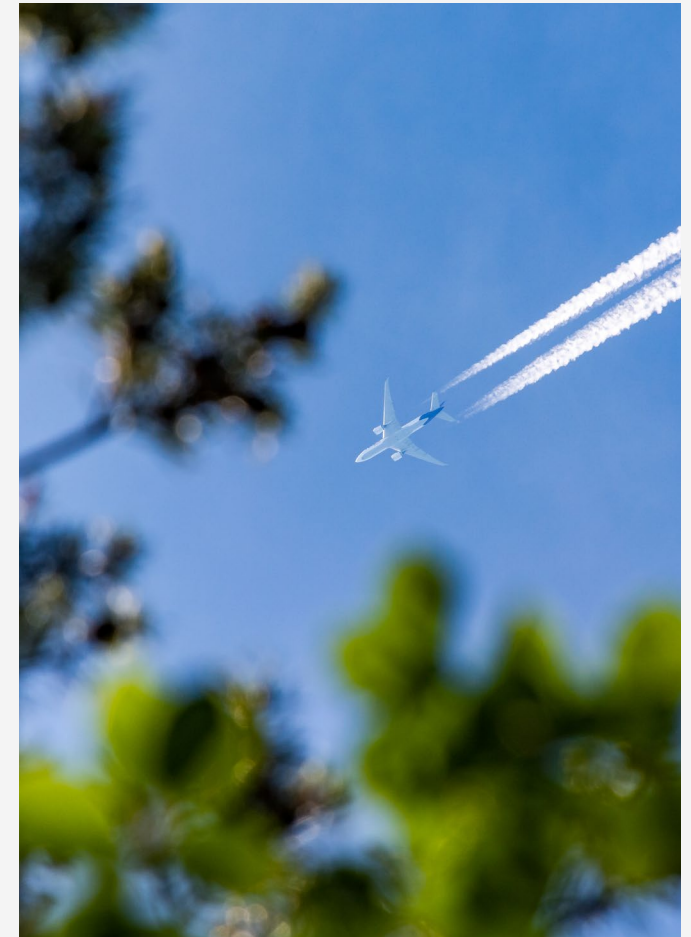
We will play our role in driving progress towards the regulation of safe net-zero emission flight through enabling innovators to develop sustainable aviation fuels and aircraft, and the aerospace industry to safely bring new technology to market.

Addressing the climate challenge for aviation will require all parts of the sector to play a role, together with many parts of the Government and its agencies. We are committed to doing as much as we can within our remit to meet the challenge.

OUR AMBITIONS

Environmental sustainability is a long-term threat to the resilience and viability of the aviation and aerospace sectors. To play our role in improving the environmental performance of these sectors, we must:

- ✦ **Develop and share** a dedicated CAA Sustainability Strategy in 2021 which focuses on our role in supporting decarbonisation of the sector. This will include consideration of where we lead, where we support, or where we follow in order to achieve decarbonisation of the sector, in line with the Government's net-zero by 2050 ambitions. It will also include consideration of the ways we could put more emphasis on decarbonisation in regulatory decision making, as well as our role in market based measures such as the United Nations CORSIA programme, ways to improve efficiency of traditional aviation and the development and use of low carbon technology such as sustainable fuels and hybrid-electric aircraft.



The introduction of 'greener technology' such as sustainable fuels and aircraft require a safe and robust regulatory framework. To enable this we must:

- ✦ **Work** with Government and the sector on green recovery ambitions, including making the UK a leading country for low carbon aviation innovation and manufacturing. This includes supporting the Jet Zero Council through advising on regulation and aircraft certification for new types of aircraft required to deliver net-zero aviation by 2050, and designing regulatory frameworks for the safe introduction of new technology.
- ✦ **Work** with industry in the coming years to understand and anticipate ambitions and horizon planning for decarbonisation and implications for legacy hydrocarbon aviation systems as we transition to zero-emission technology, ensuring regulation remains proportionate and standards are maintained or improved.
- ✦ **Play** a key role internationally on shaping aviation's approach to environmental performance, including collaboration with ICAO at an international level and through NAA networks.

Airspace modernisation is a long-term infrastructure project that has the enormous potential to bring both short and long term environmental benefits. To deliver on this we must:

- ✦ **Co-sponsor the refresh and rescope** of the Airspace Modernisation Strategy to set a clear direction for the entire sector on the future of airspace.

To achieve our strategic aims in this focus area we must also:

- ✦ **Lead** by example by transparently showing how we intend to improve our own environmental impact: reporting our corporate environmental information externally, holding ourselves to account for internal sustainability improvements, and taking targeted steps to improve our performance.
- ✦ **Establish** dedicated capability to respond to the specific regulatory demands of a 'net-zero' future and improve our understanding of improving environmental performance holistically across the CAA.
- ✦ **Deliver** our analysis of whether consumers have access to appropriate environmental information to support them making informed travel choices, and our proposals to rectify the situation if we judge they do not.

OUR STRATEGIC AIMS

- > 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 or performance.



ENHANCING ORGANISATIONAL DIVERSITY AND CAPABILITY FOR THE FUTURE

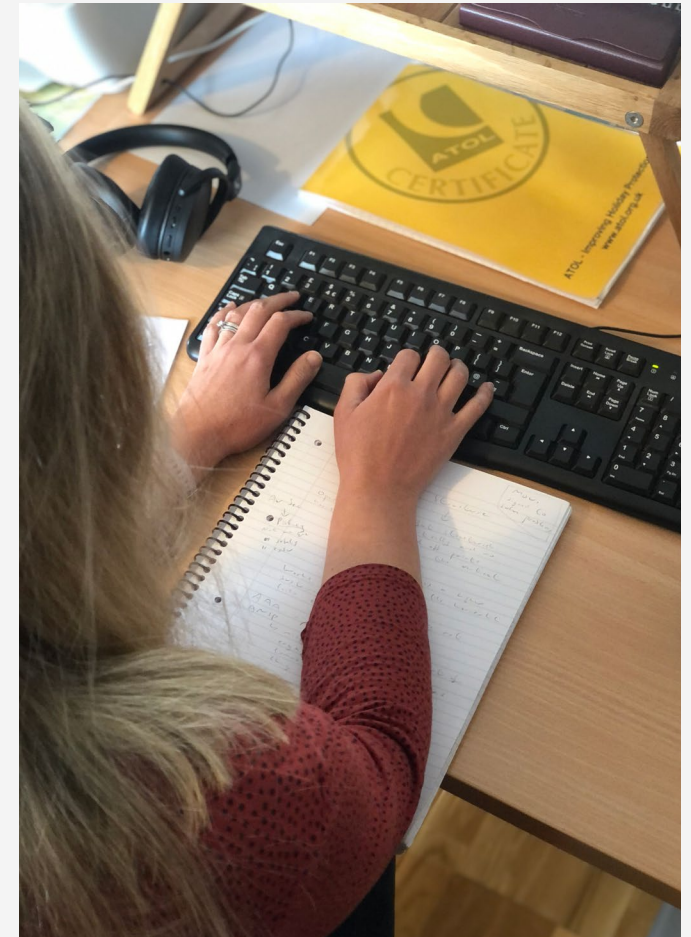
We know that the pace of change around us will continue to accelerate in the coming years, so for us to be able to meet our strategic ambitions, we need to ensure we are set up to manage constant change and multiple challenges. We want to be as innovative, agile and modern as the sectors we regulate. This will require us to attract and retain people with the capabilities, diversity and experience needed to deliver on this strategy, our business plans and the priorities set by the Government.

We also need to underpin this effort with the right processes and systems to allow our people to realise their potential. This means designing a resilient, proportionate and transparent long-term funding model, returning us to a more fully user-pays model following government support during the Covid period, and providing the resources we need to fulfil our obligations.

OUR AMBITIONS

To empower our colleagues to find innovative ways to meet the challenges and opportunities we face, we must:

- ✦ **Embed** an agile approach to strategy development and delivery, and support it with appropriate prioritisation, planning and resourcing, building on the foundations of this initial iteration of the strategy to ensure we are doing the right things, at the right time to deliver on our vision.
- ✦ **Deliver** targeted improvements to our operating model to secure the foundations for delivering our outcomes and move us towards our goal of working seamlessly and in an integrated, adaptive way across our organisation.
- ✦ **Develop** robust and dynamic measures of success so we can deliver on what we say we will and readily identify opportunities for improvement, and consider how best we can use these to support our efforts to be transparent and accessible for the public and stakeholders.



We owe it to those we regulate and protect to be modern and efficient, which requires internal improvements. This means we must:

- ▣ **Scope, finance and deliver** programmes to automate and digitise more of our processes, benefiting our users, improving efficiency, protecting information better and enhancing regulatory outcomes. A multi-year digitisation and automation programme, alongside our plans to continually improve our levels of cyber security, will require significant investment and we will need to have the financial capability needed to deliver this programme in the coming years.
- ▣ **Build** on our post-Covid ways of working programme to capitalise on smarter ways of delivering our outcomes, such as remote-based collaboration or oversight where appropriate to do so.

Achieving anything we set out to do in this Strategy will require the expertise and dedication of our biggest resource: our people. To support our colleagues to realise the CAA's vision, we must:

- ▣ **Continue** to build a truly diverse organisation that better reflects the public we are here to protect, improving our diversity of thought and positioning us to tackle increasing complexity, and opportunity, in the aviation and aerospace sectors.
- ▣ **Foster** a high-performance and continuous learning culture, including creating opportunities for people to gain experience working in all parts of the organisation, encouraging collaboration and sharing of knowledge across the CAA, and creating a framework for potential and performance management that enables managers to stretch, support and advocate the continuous development of colleagues.



OUR AMBITIONS

OUR STRATEGIC AIMS

- > We attract and retain diverse and exceptional staff, 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.

OUR REGULATORY PRINCIPLES

UNDERSTANDING AND ADDRESSING RISK

We will understand and address safety, security and consumer protection risks across the sector, for the benefit of consumers and the general public.

We will be clear that primary responsibility lies with those delivering the activity, and require them to show us how they manage their own risk. We will work with partners where they are best placed to deliver better outcomes.

DELIVERING UNIQUE VALUE

We will take a proactive, collaborative approach to the functioning and development of the regulatory system in the UK and worldwide.

We will facilitate and nurture innovation and help others to do the same. We will deliver independent regulatory oversight within the legislative and policy framework set by Parliament and Government.

ACTING PROPORTIONATELY

We will explore different ways of achieving desired outcomes, regulating only where we have to. The benefits expected from our regulation will outweigh any burden or cost we impose.

We will maintain a strong understanding of the differences among the organisations and individuals we regulate, and will tailor regulatory approaches accordingly.

ENGAGING PROACTIVELY AND TRANSPARENTLY

We will constantly look outwards and challenge ourselves to prepare for sectoral and technological innovation and new challenges.

We will draw on a wide range of evidence, ideas and feedback from those we regulate and wider society to inform our decisions.

We will be clear about how our actions and decisions may affect our stakeholders. We will publish appropriate information in a clear and accessible manner to ensure transparency.

ACTING ON OUR COMBINED INSIGHT

We will value the collective insights of the CAA, and continually encourage innovative approaches in our work.

We will draw on evidence, data, best practice and external insights, particularly when balancing competing interests or considering trade-offs.

APPLYING THE PRINCIPLES:

These principles are an articulation of our regulatory approach, which is designed to improve safety, security and consumer protection outcomes.

We will be guided by the principles when designing, prioritising or implementing regulatory activities. We also have regard to the [Principles of Good Regulation](#), the [Regulators' Code](#) and the [Regulators' Growth Duty](#), and are guided by the [consumer principles](#) which provide a consumer-focused lens for regulation.