

Our CAA Strategy

Our Mission Protecting people, enabling aerospace

Our Vision Safe, secure and sustainable aviation and aerospace working for consumers and the public

Our Values



Do the right thing



Never stop learning



Build collaborative relationships



Respect everyone

Our Strategic Focus Areas



Protecting consumers and the public



Enabling aviation and aerospace to innovate and grow



Developing relationships to improve standards globally



Supporting aviation to improve environmental sustainability



Enhancing our organisation to deliver this strategy



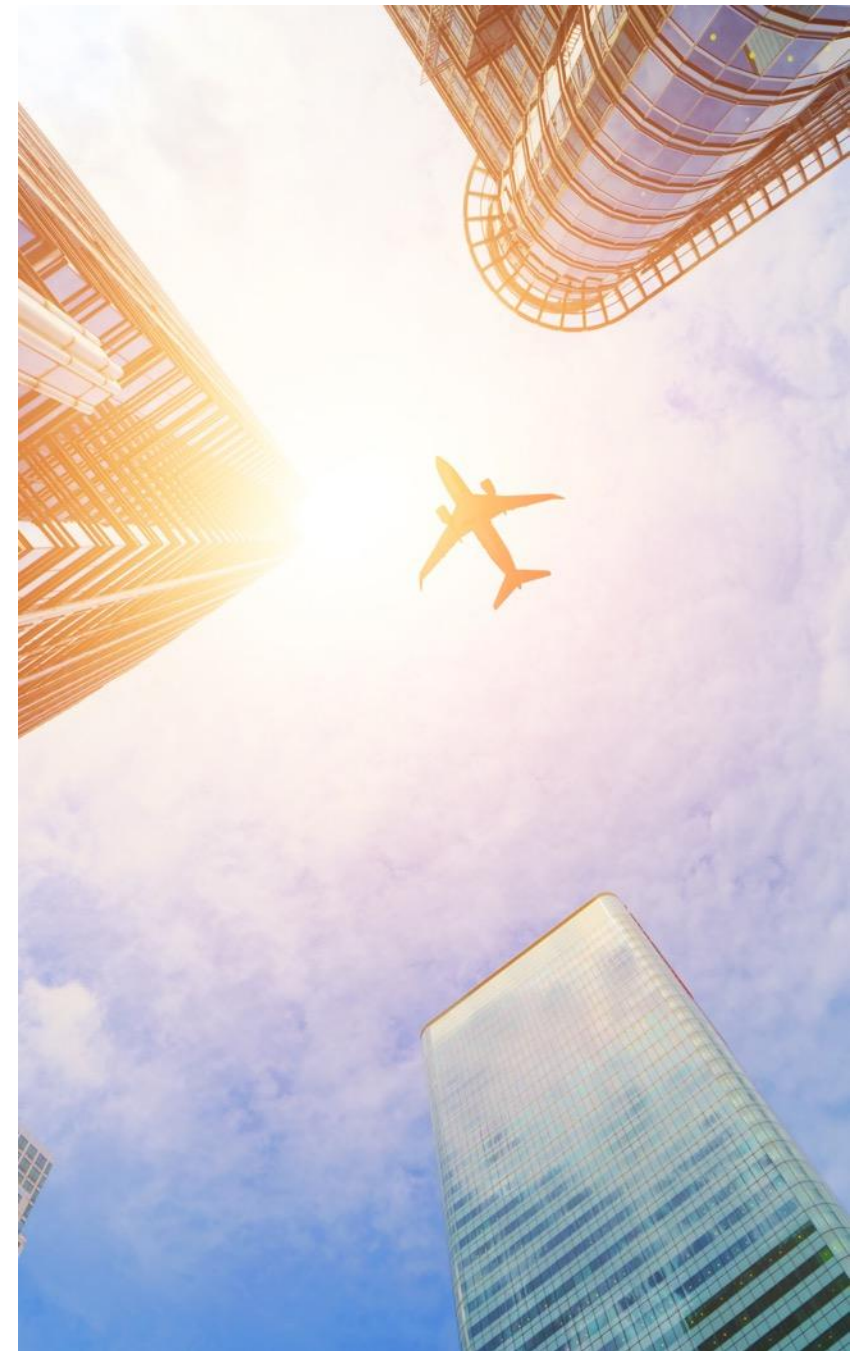
Our CAA Strategy

Our 2021 strategy placed strong emphasis on our work to support industry as it recovered from the COVID-19 pandemic. Since then, passenger numbers have returned to close to their 2019 peak in the UK, and our focus is turning to ensuring our regulation effectively protects them, while enabling innovation and sustainability, and providing excellent service to our customers. This refreshed strategy sets out our approach to the changing operating environment we work in.

The way we cement strategy and planning is also changing – moving to a yearly process of setting out clear, deliverable Annual Strategic Objectives and using them to focus our business planning and objective setting. These annual objectives replace our Board Priorities, and detail the activities where success is key to delivering our strategic focus. However, they are by necessity a small subset of the vital work undertaken across the CAA to support a safe, secure and sustainable aviation and aerospace working for consumers and the public.

Much remains familiar from our 2021 strategy – most fundamentally our focus on recruiting and retaining brilliant people who live our values and are supported to deliver our mission. The key priorities our people will focus on also remain the same, and while the names of each Strategic Focus Area have changed, and our Strategic Aims simplified, their substance has not. When we published our last strategy, we were clear that our core purpose to protect consumers and the public is timeless. This has not, and will not, change.

We are choosing to refresh our strategy now as we look to implement recommendations from reviews by both the International Civil Aviation Organisation and our own Public Bodies review, and as new Executives bed in. Delivering on our ambition will require significant engagement and support from government – to set strategic direction, and help us bolster and prioritise limited resources to achieve our shared priorities. As a regulator, our strategic ambitions cannot be realised without buy-in and support from those we regulate. Achieving that will require a relationship of trust founded on excellent customer service.





Protecting consumers and the public

1 Strategic Aims

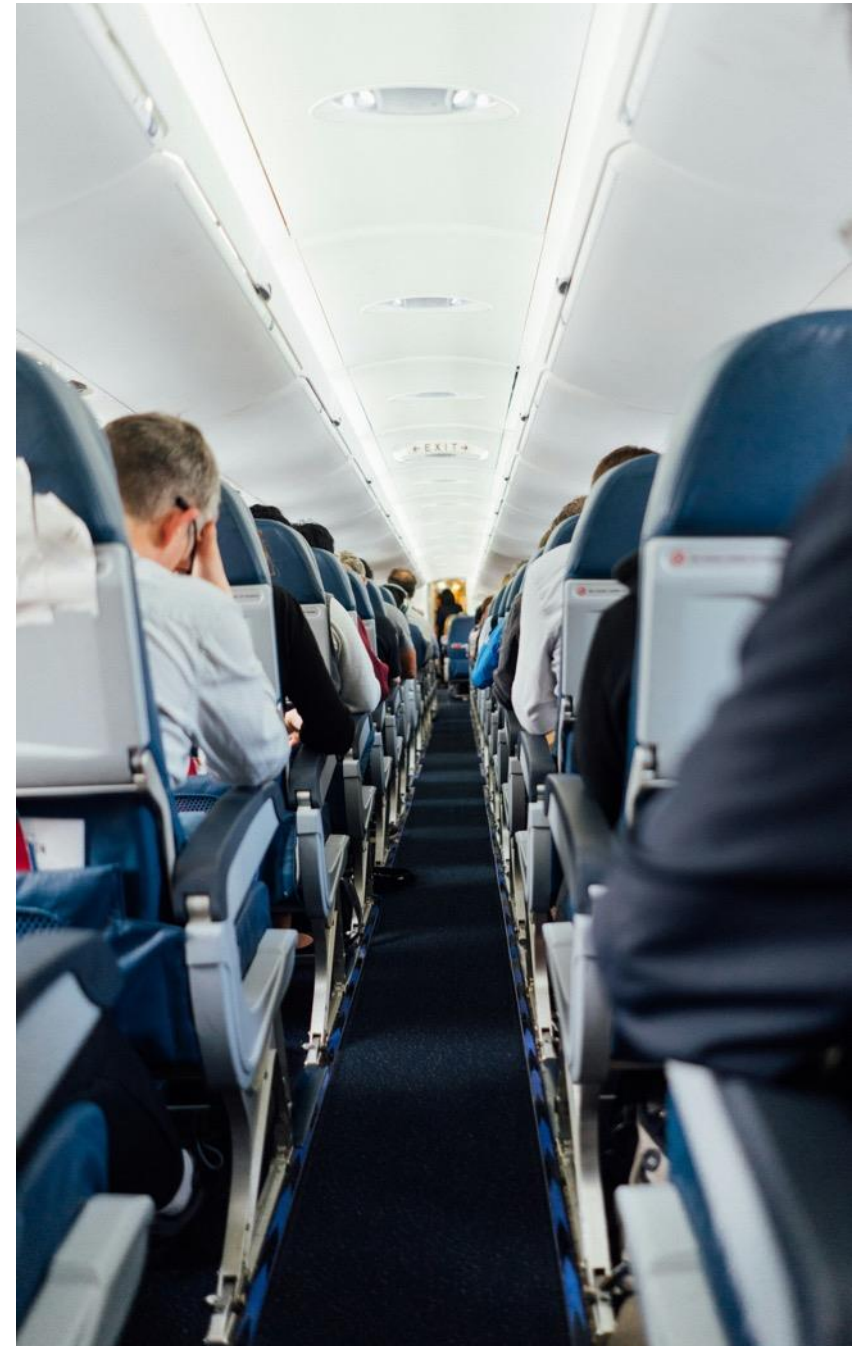
- We regulate, enable and hold the aviation and aerospace sectors to account for high standards of safety, security, and consumer protection.
- We support consumers by ensuring they receive choice, value, and fair treatment. Consumers benefit from a vibrant and competitive industry, and we use our powers and influence to take appropriate action.
- We constantly seek proportionate and improved ways of achieving our regulatory aims.
- We provide accurate and timely information and support to government, parliament and stakeholders.
- We exemplify Just Culture.

2 Context

Delivering our core regulatory functions is our most important responsibility. Across safety, security, space, and consumer protection, we take independent regulatory decisions to uphold high standards for the benefit of consumers and the public.

The sector has changed significantly since our previous strategy in 2021, as has its risk profile. While aviation demand has recovered close to its 2019 levels, the pandemic introduced structural issues that are still being felt. We saw massive flight disruption in Spring 2022 due to resilience issues in all parts of the aviation sector, and continue to see these issues. This has had a particularly large impact on consumers, while requiring us to oversee safety as issues unfold. We have since published our [Consumer Strategy](#), and are working with Government to seek new powers to better protect consumers.

Our responsibilities have also changed, and in July 2021, we took on the regulation of space flight. We will continue to support the UK space industry as it gears up for further launches from UK spaceports.





Protecting consumers and the public

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Annual Strategic Objectives

- Publish alternative means of compliance (AMC) and guidance material for airworthiness organisations to implement Safety Management System (SMS) frameworks and agree revised approach to oversight.
- Deliver research and develop options for fire containment to reduce the risks associated with fire during the carriage of dangerous goods, and take to the State Safety Board for approval.
- Set the parameters of the type/level/degree of oversight required for Ground Handling organisations.
- Complete the review of our approach to economic regulation (process, governance and mechanics).
- Deliver our Consumer Strategy, and continue to engage with industry and consumers to improve it.
- Assist and oversee the delivery of the “Next Generation Security Checkpoint” across UK airports.
- Consolidate, simplify and issue security chapters 8, 11 and 12 of the regulatory framework for aviation security across all areas, including replacing retained EU law.

4

Considerations and Interdependencies

- Our ability to ensure safe outcomes across aviation and aerospace requires access to clean airspace.
- The proposed new consumer protection powers will be dependent on The Government’s legislative priorities.
- Our remit, and the privately owned nature of aviation means that we can’t always fix issues directly, and the onus should be on industry, who are best placed to deal with some problems.
- We often only have a partial picture of what is going on and are reliant on those we oversee to provide us with the relevant information.





Enabling aviation and aerospace to innovate and grow

1 Strategic Aims

- We create an environment for new aviation and aerospace entrants, travel products and services to be brought to market.
- We co-sponsor and set direction for the modernisation of UK airspace to deliver access, efficiency, and environmental sustainability benefits and safely enable new users.
- We understand the future aviation ecosystem and the pace of change, to prepare to support the introduction of new technologies and business models.
- We focus our actions to support economic growth.

2 Context

Since publishing our previous strategy, aviation demand has largely recovered from the pandemic. Now we are adjusting our focus to help industry to innovate and continue to grow against the transformational challenges that face the industry over the next 30 years.

The pace of change in the innovation space continues unbounded. Some technologies, such as drones are transitioning from test and development towards demonstration and scale, while others have increased in prominence – for instance, the role of Artificial Intelligence and autonomy.

The culture has also changed at the institutional level, and there is real intent to deliver. For example, within the CAA we have delivered our drones registration portal (DMARES), expanded our Horizon Scanning function, and are working collaboratively with DfT to establish the 'Future of Flight' Programme.





Enabling aviation and aerospace to innovate and grow

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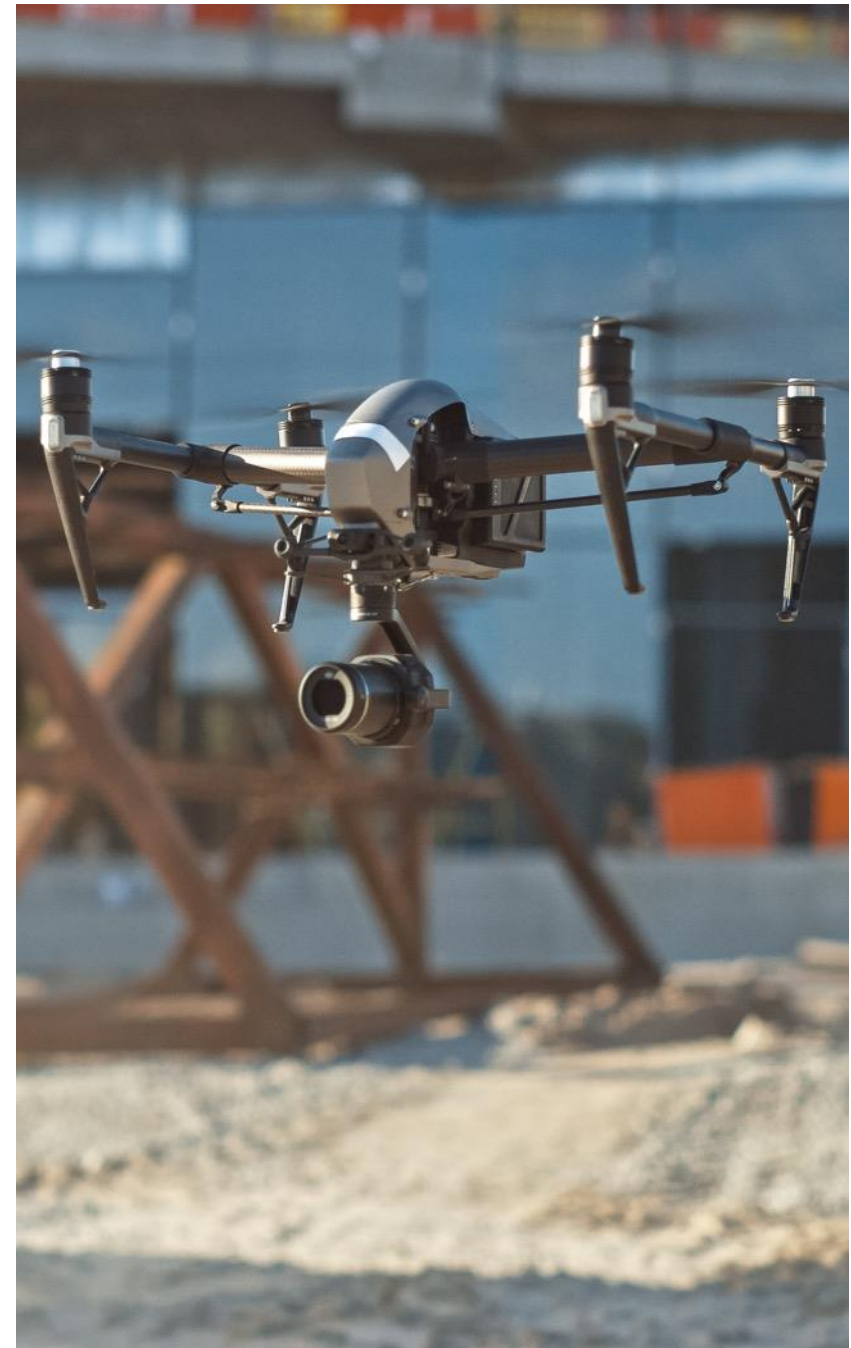
Annual Strategic Objectives

- Commence delivery against the Airspace Modernisation Strategy Part III detailed deployment plan including funded elements relevant to Future of Flight Strategic Objective 3.
- Develop and publish a CAA Strategy for Artificial Intelligence.
- Deliver Strategic Objective 1 of the Future of Flight Programme.
- Deliver Specific Category Operational Authorisation IT system, pilot and flight worthiness assessment capabilities, and appropriate ruleset and guidance for Remotely Piloted Aircraft Systems.

4

Considerations and Interdependencies

- We need to be mindful of the potential negative environmental impacts of both growth and innovation in our work. There are significant linkages to the 'Supporting aviation to improve environmental sustainability' focus area, particularly around the role of hydrogen. The work we do on this will be influenced by the Jet Zero Council.
- Given the international nature of innovation in aviation, the willingness of other countries to collaborate and share knowledge will influence what we do and present new opportunities for collaboration.





Developing relationships to improve standards globally

1 Strategic Aims

- 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, to support the improvement of aviation and aerospace worldwide.
- We continue to ensure that the UK's aviation interests are represented globally.

2 Context

Aviation and aerospace face a wide range of challenges over the coming years, from the significant national and global targets set for decarbonisation, to the rapid introduction of new technologies and fast-paced innovation. All bringing a new set of issues for regulators when balancing these needs and maintaining safety standards. International collaboration has never been more important - building trust, working together, and sharing our expertise and knowledge to achieve our common goals.

Having effectively repositioned ourselves as a world leading independent aviation and aerospace regulator since leaving the EASA system, we remain committed to maintaining our position as an internationally respected and influential regulator.

We will continue working to secure improved outcomes for consumers, supporting the growth of the industry, and playing our part in supporting the Government's wider global agenda.





Developing relationships to improve standards globally

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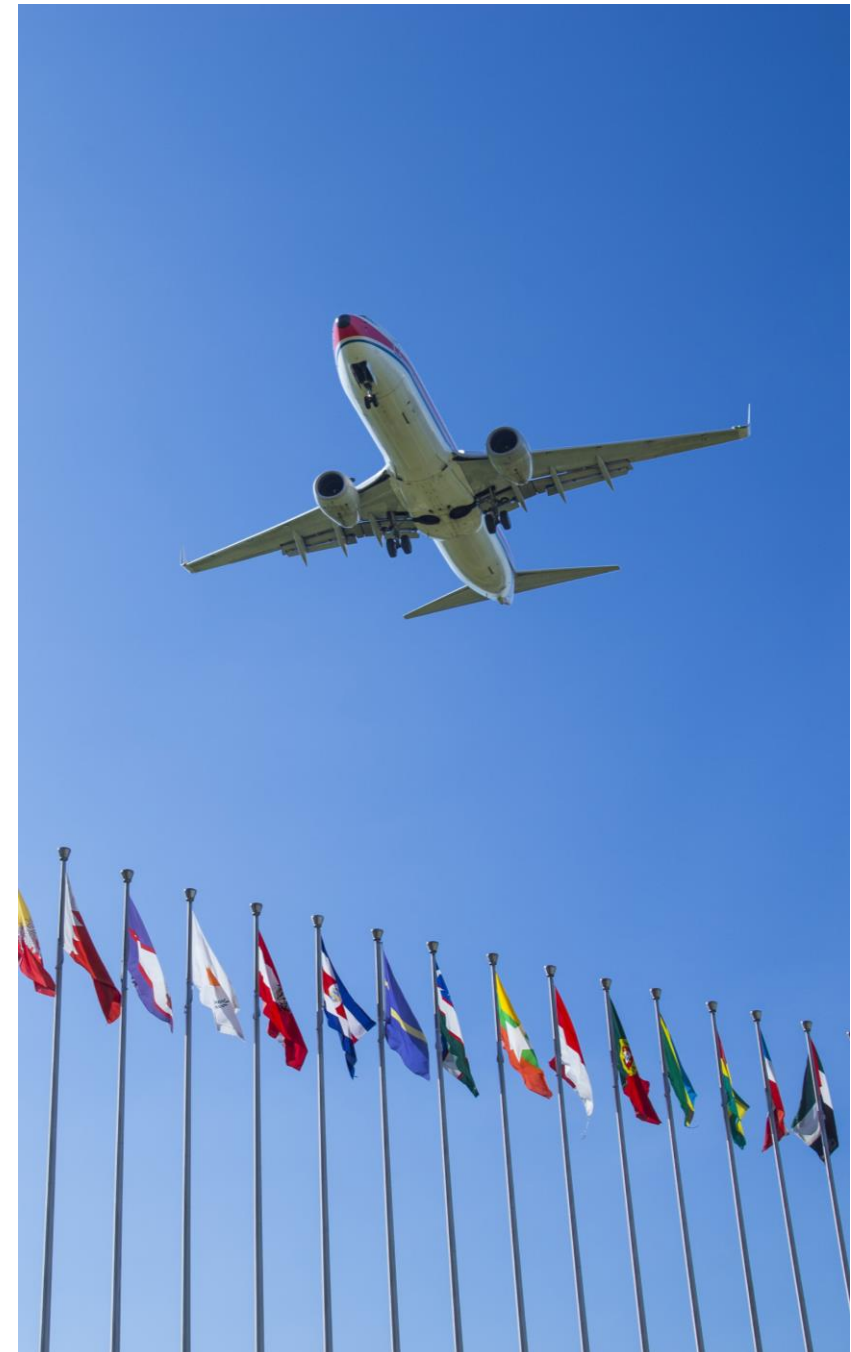
Annual Strategic Objectives

- Develop an ambitious but realistic programme of work for the next three years for the National Aviation Authorities (NAA) Network (USA, Australia, New Zealand and Canada).
- Develop new relationships with European Union and EASA, in our position as a third country, and reinforce our position as a prominent participant in ICAO and other key multilateral organisations.

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Considerations and Interdependencies

- As an aviation regulator working in an international context, there will be interdependencies across all our international engagement: The DfT International Strategy heavily informs our engagement; our strategies on Sustainability, Consumers, and Innovation all emphasise the role of engaging with other countries; delivery of CAAi's strategy strengthens regional influence.
- Work with our subsidiary organisation, CAAi, to design and deliver services that support the delivery of our strategic aims.
- Our engagement with other countries is dependent on both the UK Government steer, other countries willingness to engage on certain issues, and broader geopolitical relations between countries.





Supporting aviation to improve environmental sustainability

1 Strategic Aims

- We enable industry to improve its sustainability performance by encouraging and incentivising the sector to manage and reduce its negative impacts.
- We enable new, more environmentally friendly technologies to be safely introduced.
- We provide transparent information about aviation's sustainability performance.

2 Context

We published our [Sustainability Strategy](#) in 2021. Since then, we have built our environmental sustainability team, drawn in certain ICAAN functions and produced outputs related to that, and set up the Environmental Sustainability Panel in the CAA to support and challenge us.

Over the same period, the external landscape has changed. The world is much further ahead on zero emission flight and new tech. However, this progress has not been taken for granted, and sustainability and net zero remains a major focus of governments and economies worldwide as we face an unprecedented climate emergency.

With the foundations now in place, we are in a position to develop our sustainability work further, building our capabilities, and continue taking on new environmental functions.





Supporting aviation to improve environmental sustainability

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Annual Strategic Objectives

- Complete our regulatory mapping project to understand what standards may need to be amended to bring hydrogen into service and design a certification framework for large hydrogen aircraft.
- Produce a framework for improving environmental information and reporting within aviation.
- Enhance and expand our environmental performance reporting of the UK aviation sector.

4

Considerations and Interdependencies

- Aviation sustainability is a global issue. We are one player in the space, dependent on strong relationships, others' delivery and policy direction around specific issues.
- Similarly, climate change and delivering Net Zero is a system challenge. We will participate in the Regulators-Government Forum that was set up following a recommendation from the Skidmore Review and which will use system thinking to map the cross-sectoral pathways required to reach net zero.
- We will explore evolving thinking to understand how we can consider sustainability beyond the CAA's existing remit in areas where aviation has an environmental impact.





Enhancing our organisation to deliver this strategy

1 Strategic Aims

- We live our values, support and develop our people, and create a culture of learning and growth.
- We continually improve our services.
- We deliver overall value for money in our activities.
- We structure our operating model and build our capabilities to efficiently and effectively deliver our strategy.

2 Context

The pace of change around us continues to accelerate, and our work remains central to the Department of Transport, especially as we build up our post-EU rulemaking functions and gain new powers to protect consumers.

We know our current services have a poor customer experience, which has large impacts – from cost to industry of time-consuming processes, loss of revenue while waiting for approval, consequences on willingness to cooperate and share information, and the resource cost we carry of handling queries, complaints, and reworks. Therefore, we welcomed the recommendations of the [Public Bodies Review of the CAA](#), many of which endorsed areas we were already focussing on to modernise and improve the Customer Experience.

We need to ensure we have the right people and capabilities, and the right processes and systems, so we are able to be agile and adaptive while delivering on these priorities and meeting our strategic ambitions.





Enhancing our organisation to deliver this strategy

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Annual Strategic Objectives

- Consult on revisions to our funding structure which improve transparency and builds financial resilience.
- Deliver the first year of our multi-year Customer Experience programme, which will focus on licensing discovery and improving Air Traffic Control Officer services.
- Implement the governance recommendations from the Public Bodies Review of the CAA.
- Develop and embed an integrated planning model that enables colleagues to deliver this strategy, ready for the 25/26 planning round.
- Deliver our People strategy and empower our people to deliver our mission and realise our vision.

4

Considerations and Interdependencies

- The challenging economic environment, and our Public Bodies Review of the CAA commitment to not raise charges above CPI(H)-1% for the 3 years starting in 23/24 directly impacts how much revenue we collect and the costs of doing business. This will require us to carefully manage resources and prioritise to ensure we can modernise our systems and processes, attract and retain people with the experience, and fund building our new capabilities.
- Following the Public Bodies Review recommendation, we will start following relevant parts of Managing Public Money guidance, which will provide some additional governance requirements on our use of resources.

