



Civil Aviation Authority Stakeholder research

2024 survey findings

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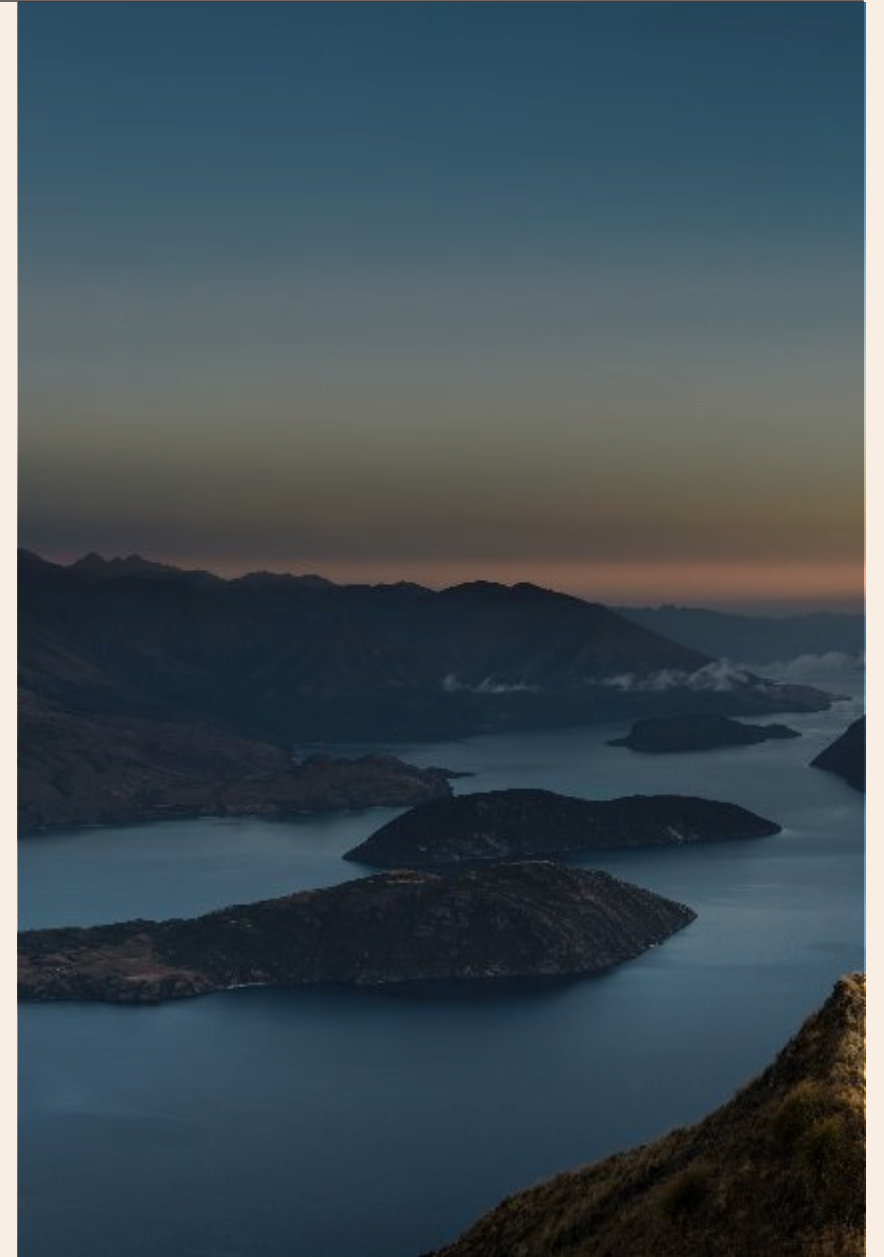
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An aerial photograph of a wind farm. Three white wind turbines are visible, situated on a hillside covered in dense green forest. The turbines are arranged in a line, with the largest one in the foreground on the left. A winding road or path is visible on the right side of the hill. In the background, a valley with patchwork fields and a rainbow are visible under a cloudy sky.

Research overview

Research overview

Background

This research was designed to measure perceptions of the CAA's strategic performance and the quality of the CAA's stakeholder relationships with a view of delivering insights to enhance stakeholder relationships and help guide the CAA's strategic decision-making on regulatory, service delivery, and communications fronts.

The 2024 research explored the following key areas:

- Being safe and feeling safe.
- The CAA's leadership and influence.
- Active regulatory stewardship.
- Professional regulatory practice.
- Value for money perceptions.

Method



Target audience – Stakeholders included representatives from the following sectors: air transport, agricultural aviation, other commercial and flight training, private and recreational, maintenance, RPAS, and aviation infrastructure.



Method – Online survey.



Interview dates – 4 to 25 October 2024.



Sample size – 1,481 stakeholders.



Summary of findings

Perceptions of CAA have weakened compared to 2022, but the shifts are mostly modest, rather than drastic. Stakeholders remain generally positive about safety. The greatest negative shift is in the overall perception measures i.e., ‘firm but fair’ and ‘trust’ – and in some of the work processes (consistency, timeliness, and engagement).

		% agree*		%pt difference between 2022 and 2024
		2022	2024	
Being and feeling safe	I feel safe when operating in the New Zealand aviation system	81%	76%	-5% ↓
	Overall, I believe that the New Zealand aviation system is safe	80%	74%	-6% ↓
The CAA's leadership and influence	Positively influences my safety performance in the aviation sector	54%	49%	-5% ↓
	Provides high quality advice, education, and support	49%	45%	-4% ↓
	The CAA engages effectively with me	44%	42%	-2% ↓
	Is a firm but fair safety regulator of NZ civil aviation	48%	40%	-8% ↓
	I find the CAA approachable and easy to interact with	43%	39%	-4% ↓
	I trust the CAA	46%	38%	-8% ↓
	Is open and accountable for its actions	28%	23%	-5% ↓
Professional regulatory practice	Safety information and analysis is shared widely and used to educate the aviation sector	63%	60%	-3% ↓
	Lessons from safety investigations are shared throughout the sector	60%	59%	-1% ↓
	CAA staff are competent and knowledgeable	57%	54%	-3% ↓
	Treats me fairly and with respect	56%	53%	-3% ↓
	CAA staff have a consistent understanding of regulations and apply rules consistently	46%	44%	-2% ↓
	CAA staff provide timely responses to requests for work or queries	43%	39%	-4% ↓
	Operates in line with 'Just Culture' principles	42%	38%	-4% ↓
	I find CAA advice and decision making consistent	33%	28%	-5% ↓
Active regulatory stewardship	Supporting documentation is provided in a timely manner	60%	61%	1% ↑
	Implementation is efficient and effective, following the release of a Rule	40%	39%	-1% ↓
	CAA's responses to risks in the Civil Aviation system are reasonable and proportionate	43%	37%	-6% ↓

Verian | Notes: * Formula:(strongly/slightly agree)/(strongly/slightly agree + neither + strongly/slightly disagree + don't know + not applicable).
 ↓ Indicates a statistically significant decline between 2022 and 2024 findings.

The ratings of the individual aspects of the relationship, the relative importance of the aspects, and stakeholder comments reveal three priority areas for CAA to address:

1. Approachable and being easy to interact

with. Being approachable and easy to interact with is the most important influence on stakeholder perceptions of the CAA and it is an area where there is room for improvement, with 39% currently agreeing that CAA is approachable.

2. Advice and decision making is consistent.

Twenty-nine percent of stakeholders agree that advice and decision making is consistent at the moment, and it is important to overall perceptions.

3. Open and accountable for its actions.

Twenty-three percent of stakeholders agree that the CAA is open and accountable, and it is one of the most important drivers of overall perceptions.

In addition to three priority areas which emerged in the quantitative and qualitative data, there were some additional themes which came through strongly in the qualitative (verbatim comments):

4. Timeliness. Stakeholders are concerned about the time taken to get things done. For example:

“Wait time for recertifications. We contacted CAA months ago and our certificate runs out in 9 weeks yet we still don’t have a date for recertification. Our calendars are filling very fast at this time of year. It is making planning difficult.”

5. Clarity in what fees, levies, and charges are being used for. While stakeholders have low levels of satisfaction with fees, levies, and charges, their comments suggest that their dissatisfaction is in driving by not having clarity on what these are being used for. For example:

"How can you charge the fees you do for a change of ownership when NZTA do it for under \$10..."

Some also feel that fees, levies, and charges are used inefficiently. For example:

"Staff are often carrying out tasks in the field which could be done via team or zoom. The travel appears to be excessive and not always required..."

6. Collaboration with industry and partners. Stakeholders would like a collaborative approach with the CAA – i.e., jointly finding solutions. For example:

"...While I understand that CAA has an important law enforcement role, more support in helping the industry fully understand the regulations and compliance requirements would make it easier for operators to meet their obligations. By fostering a stronger partnership and providing clearer guidance, CAA could help reduce instances of non-compliance, ultimately leading to a safer and more efficient industry."

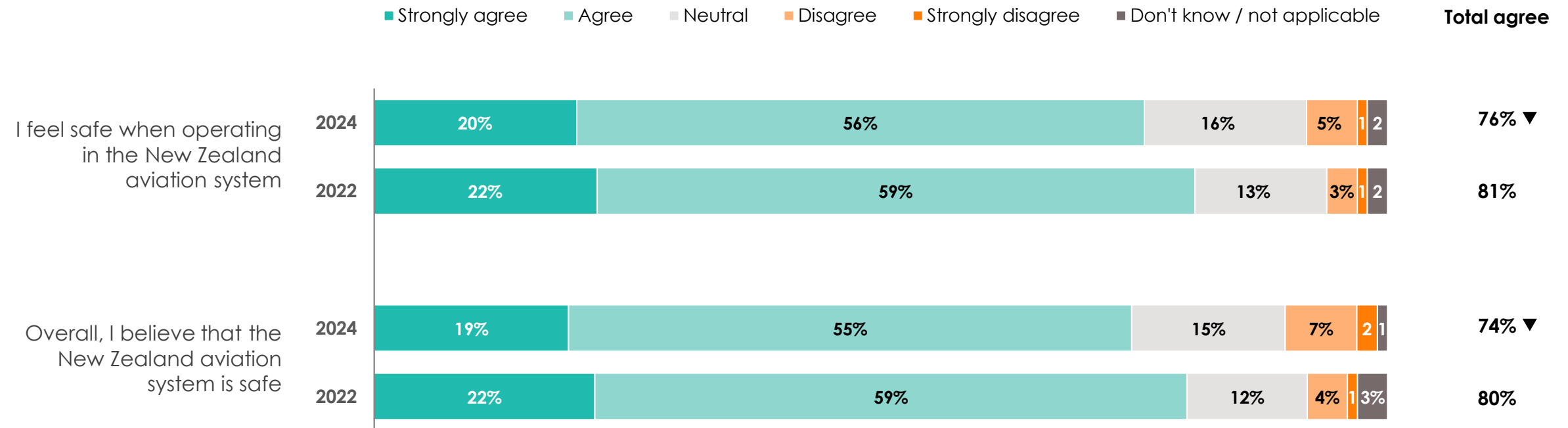
An aerial photograph of a coastline. On the right, turquoise waves with white foam crash onto a wide, sandy beach. To the left of the beach is a paved road with a white car driving away from the viewer. Further left is a grassy area. The text 'Being and feeling safe' is overlaid in white serif font on the road and grass area.

Being and feeling safe

Most stakeholders continue to feel safe operating within the New Zealand aviation system.

Measures of safety and security have however softened between 2022 and 2024.

Being and feeling safe



Source: Q5 - Please indicate your level of agreement with the statements below.

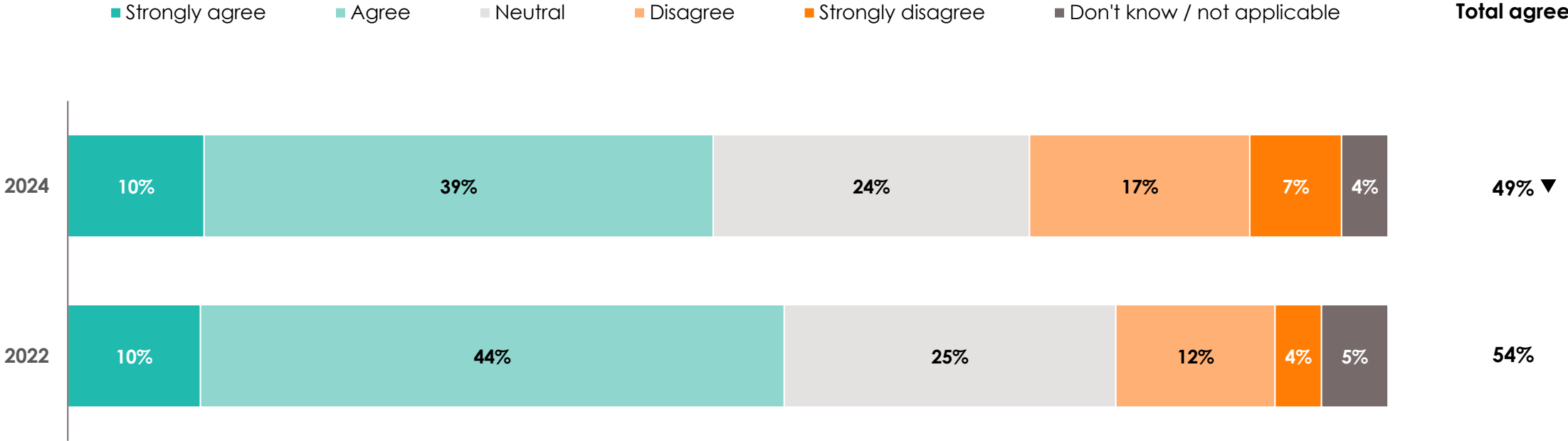
Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
Significantly lower than 2022 ▼

Half of stakeholders feel CAA positively influences their safety performance in the aviation sector.

This measure has also seen a downward shift compared to 2022.

CAA positively influences my safety performance in the aviation sector



Source: Q6 - Please indicate your level of agreement with the statements below.
Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
Significantly lower than 2022 ▼

Subgroup analysis: feelings of safety and security.

Stakeholders who are business owners and those operating in air transport and maintenance, engineering, design, and manufacturing are less likely than average to say CAA positively influences their safety performance.

		I feel safe when operating in the New Zealand aviation system (% agree)	Overall, I believe that the New Zealand aviation system is safe (% agree)	The CAA positively influences my safety performance in the aviation sector (% agree)
All stakeholders		76%	74%	49%
Role	Aircraft owner	75%	72%	46%
	Aviation business owner	68%	68%	35% ↓
	Pilot	76%	73%	49%
	Maintenance engineer	77%	77%	40%
	CEO of a certificated aviation operation	76%	76%	45%
	Senior person for a certificated aviation operation	79%	75%	44%
	Other	70%	75%	50%
Sector	Large/medium capacity air transport	74%	68%	39% ↓
	Small capacity air transport	70%	65% ↓	37% ↓
	Agricultural aviation	75%	70%	39%
	Other commercial work including flight training	70%	66% ↓	44%
	Adventure aviation	67%	71%	46%
	Tourism operator	76%	74%	39%
	Private flying under a Part 61 licence	76%	75%	54%
	Recreational flying under a licence/endorsement issued by a Part 149 organisation	73%	72%	49%
	Maintenance/engineering/design/manufacture	75%	72%	37% ↓
	RPAS/drone operator	72%	75%	60%
	Other	75%	80%	57%

Unprompted, 12% of stakeholders provided positive feedback about CAA's role in safety. Feedback commonly touched on CAA's publications, seminars, and safety campaigns.

Below are a few examples of what stakeholders had to say...

 The Civil Aviation Authority is currently **excelling at maintaining high safety standards** and ensuring compliance with international aviation regulations to protect both passengers and operators.

I think the **CAA safety campaigns do genuinely help** and I am thankful for the work they do trying to convey this to ears that would perhaps otherwise be deaf. As a fairly inexperienced pilot I have had drilled into me the importance of working together as pilots and being predictable in the air. This is at least in part thanks to the CAA.

NZ **CAA is known for its high safety standards and rigorous regulatory framework**, ensuring the safety of air travel and operations.

The practice of having **safety seminars around the country is an excellent method of ensuring continuing safety** in aviation. The Vector magazine is great. Good examples of 'happenings' that we all learn from. Accident investigations and published reports that we can all learn from (unlike road accidents that are investigated at great expense and serve absolutely no useful purpose other than to prosecute someone, drivers learn absolutely nothing from these investigations). **Maintaining a focus on safety is being executed well by CAA.**

The **Work Together Stay Apart campaign has been great**. It mainly helped me understand what it is like flying other aircraft and the limitations to visibility and other aspects that those aircraft have when performing special manoeuvres (such as auto-rotation). This allowed me to adjust my flying to work more efficiently and safely with other aircraft at unattended aerodromes.

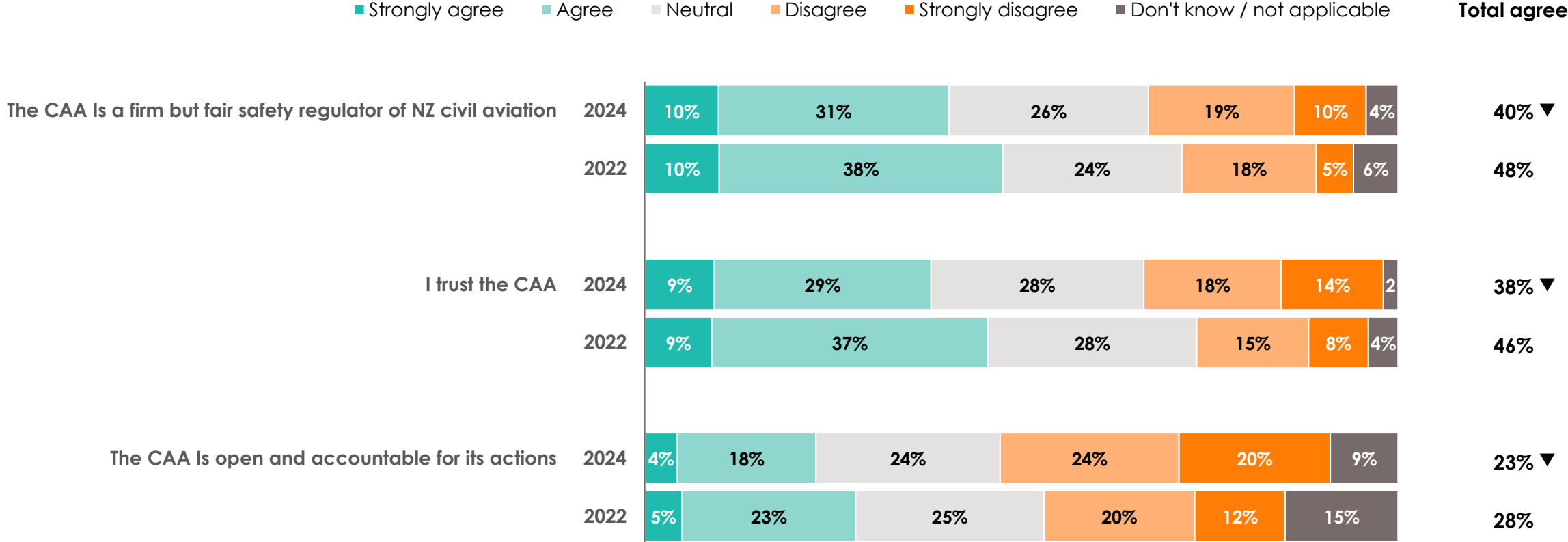


The CAA's leadership, influence and engagement

Perceptions of CAA’s leadership and influence have declined in 2024.

Approximately forty-percent of stakeholders say CAA is firm but fair and trustworthy while just a quarter of stakeholders feel CAA is open and accountable for its actions.

Leadership and influence



Source: Q6 - Please indicate your level of agreement with the statements below.
 Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
 Significantly lower than 2022 ▼

Subgroup analysis: leadership and influence.

Stakeholders who are aircraft owners, business owners, pilots, and those operating in small capacity transport, tourism and recreational flying are less likely than average to agree with at least two of these three measures.

		The CAA is a firm but fair safety regulator of NZ civil aviation (% agree)	I trust the CAA (% agree)	The CAA is open and accountable for its actions (% agree)
All stakeholders		40%	38%	23%
Role	Aircraft owner	30% ↓	27% ↓	16% ↓
	Aviation business owner	26% ↓	21% ↓	14% ↓
	Pilot	37% ↓	34% ↓	19% ↓
	Maintenance engineer	49%	41%	29%
	CEO of a certificated aviation operation	38%	34%	20%
	Senior person for a certificated aviation operation	41%	37%	22%
	Other	41%	46%	28%
Sector	Large/medium capacity air transport	35%	35%	23%
	Small capacity air transport	29% ↓	25% ↓	14% ↓
	Agricultural aviation	33%	26% ↓	16%
	Other commercial work including flight training	34%	31% ↓	18%
	Adventure aviation	30%	26% ↓	16%
	Tourism operator	32%	22% ↓	12% ↓
	Private flying under a Part 61 licence	39%	35%	20%
	Recreational flying under a licence/endorsement issued by a Part 149 organisation	33% ↓	30% ↓	20%
	Maintenance/engineering/design/manufacture	42%	35%	26%
	RPAS/drone operator	46%	54%	30%
	Other	49%	47%	29%

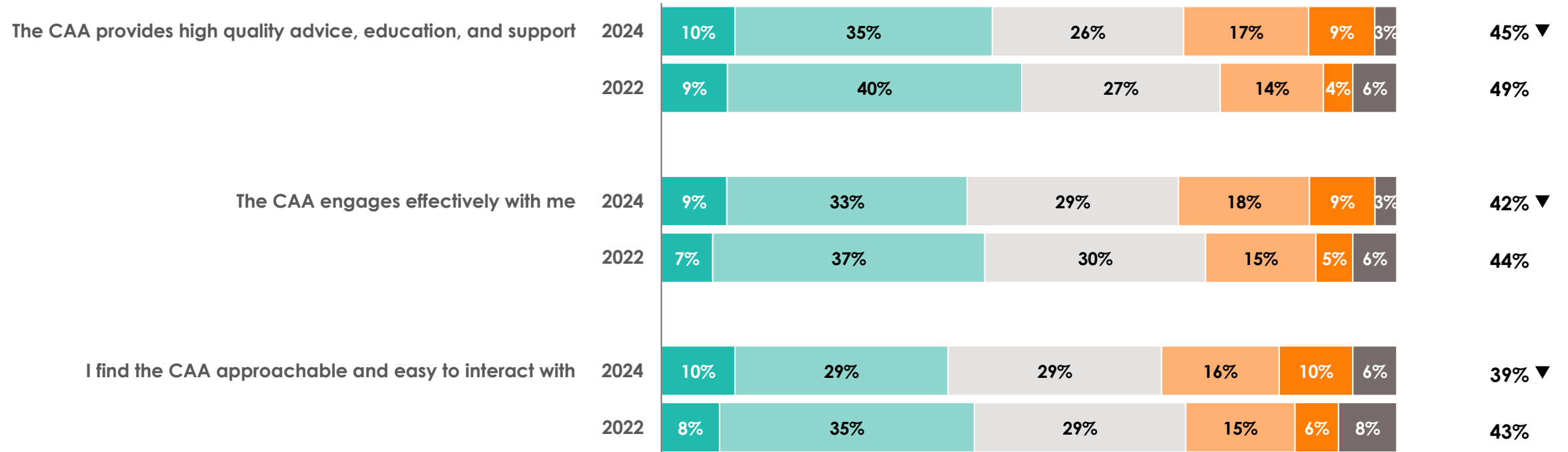
Perceptions around CAA's engagement have also declined this year.

Fewer than half of stakeholders feel CAA provides high quality advice, education, and support; engages effectively with them; and is approachable and easy to interact with.

Engagement

■ Strongly agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know / not applicable

Total agree



Source: Q6 - Please indicate your level of agreement with the statements below.
Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
 Significantly lower than 2022 ▼

Subgroup analysis: engagement.

Stakeholders who are aircraft owners, pilots, and those operating in small capacity transport are less likely than average to agree with two of the three engagement measures.

		The CAA provides high quality advice, education, and support (% agree)	The CAA engages effectively with me (% agree)	I find the CAA approachable and easy to interact with (% agree)
All stakeholders		45%	42%	39%
Role	Aircraft owner	42%	36% ↓	33% ↓
	Aviation business owner	28% ↓	36%	32%
	Pilot	46%	38% ↓	36% ↓
	Maintenance engineer	38%	38%	44%
	CEO of a certificated aviation operation	37%	48%	40%
	Senior person for a certificated aviation operation	39%	44%	40%
	Other	43%	51%	41%
Sector	Large/medium capacity air transport	35% ↓	37%	38%
	Small capacity air transport	29% ↓	33% ↓	31%
	Agricultural aviation	30% ↓	34%	37%
	Other commercial work including flight training	44%	39%	36%
	Adventure aviation	37%	42%	33%
	Tourism operator	36%	35%	32%
	Private flying under a Part 61 licence	49%	44%	36%
	Recreational flying under a licence/endorsement issued by a Part 149 organisation	45%	35%	32%
	Maintenance/engineering/design/manufacture	38%	38%	40%
	RPAS/drone operator	51%	40%	48%
	Other	48%	52%	44%

Stakeholders who provided a low rating for CAA being ‘approachable and easy to interact with’ were asked what they felt CAA could do to improve in this area. Responses were varied but many focused on a need for improved contact support and responsiveness.




Source: Q7 - You disagreed with the statement 'I find the CAA approachable and easy to interact with'. What do you think CAA should do to improve in this area?

Base: All respondents who disagreed with 'I find the CAA approachable and easy to interact with' (2024 n=397).

Note: Responses under 3% are not included in chart.

Improving contact support and responsiveness.

Below are some examples provided by stakeholders that fall into this theme.

 **Trying to engage with anyone in CAA is a mission.** Starting with the phone system – it's almost impossible to get answered before it goes to message 'we are busy, please leave a message, we'll call you back'. **As a pilot I want access to individuals,** I don't want to go to an answering system that seldom answers and then to be transferred to an extension that isn't answered so you have to start again. Perhaps having a centralised complaints communication center where a named person can chase down the people you are wanting to talk to or someone who can chase up on way overdue answers to question requests applications etc.

Answer the phone! Reply to emails! Call people back in a timely manner! In the interactions please be respectful you treat participants like idiots who know nothing.


Clients generally do not work in offices therefore **accountable people must be contactable.** E.g. Licensing queries cannot be answered with one phone call.

Have better support and contact service, especially for individuals. Perhaps even having pilot reps assigned to pilots so we have a known point of contact in the organisation to help us with any queries we may have or problems we need to navigate.

Finding the appropriate individual can be challenging. I recently attempted to reach out for information and was passed to at least 3 to 4 other individuals and the response took just under 45 days. That time frame is inefficient and delayed multiple projects.

Listening to and working with industry.

Below are some examples provided by stakeholders that fall into this theme.

 **Communicate and listen** at a grass roots level. This should include open sessions at aeroclubs or similar to actually discuss things that could be done better, rather than going in with a closed attitude formed by the existing rules and structure.

Treat the industry participants like they are normal human beings and that they are working hard to comply with the rules and regulations and maybe have some balanced focus on the good results that are being achieved in all aspects of the aviation sector rather than the minor amount of negative outcomes.

Instil a culture of allowing individuals to come forward and be approachable. An example is, when I personally approached CAA with a question regarding the law, I was met with 'what's your license number', 'what company do you work for', 'confirming senior persons within said company', etc. It felt more of an interrogation instead of an open chat to discuss the interpretation of the law.

Spend more time out with industry observing different operations.

The CAA doesn't seem to engage well with operators and isn't very visual within the aviation industry. It sometimes feels like they only turn up at an operator when something negative is going on. **It would be great if they made more visits to operators to work on tasks that need doing** rather than hiding behind emails.

Improve communication with and be willing to **listen to operators' perspectives.**

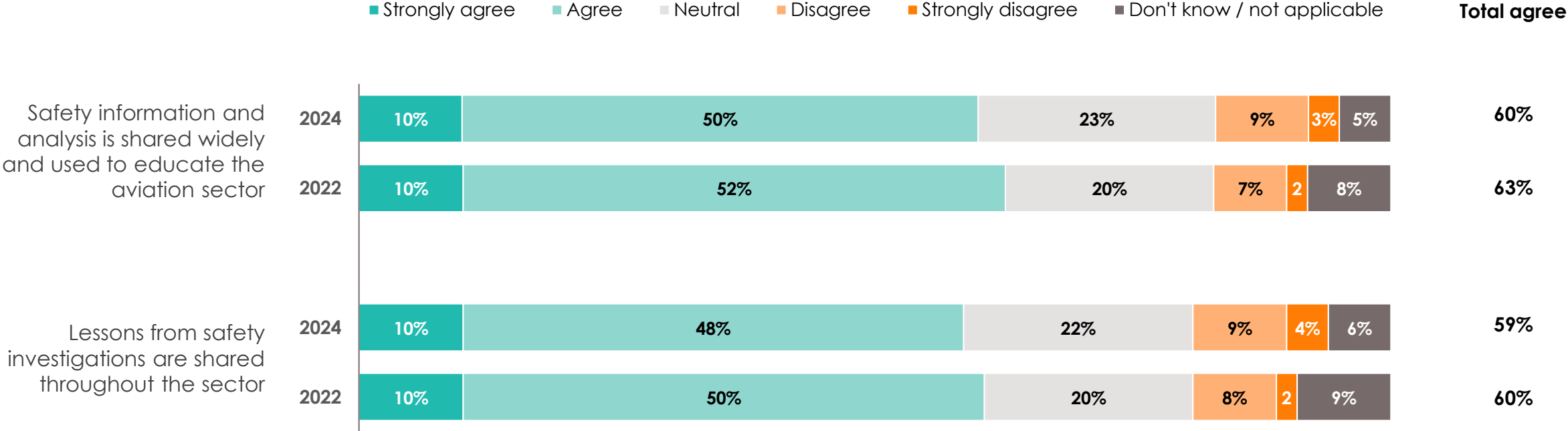
An aerial night photograph of a city, showing a dense residential area with many lights from houses and buildings. A prominent road with light trails runs diagonally across the center. The sky is dark blue, and the overall scene is illuminated by the warm glow of city lights.

Professional regulatory practice

Most stakeholders agree safety information and analysis are shared widely and used to educate the sector and lessons from safety investigations are shared with the sector.

These measures remain broadly consistent with 2022 findings.

Sharing of safety information



Source: Q9 - Please indicate your level of agreement with the statements below.
 Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
 Significantly lower than 2022 ▼

Subgroup analysis: sharing of safety information.

Stakeholders who are aircraft owners and those operating in medium to large capacity transport are less likely than average to agree with the two measures.

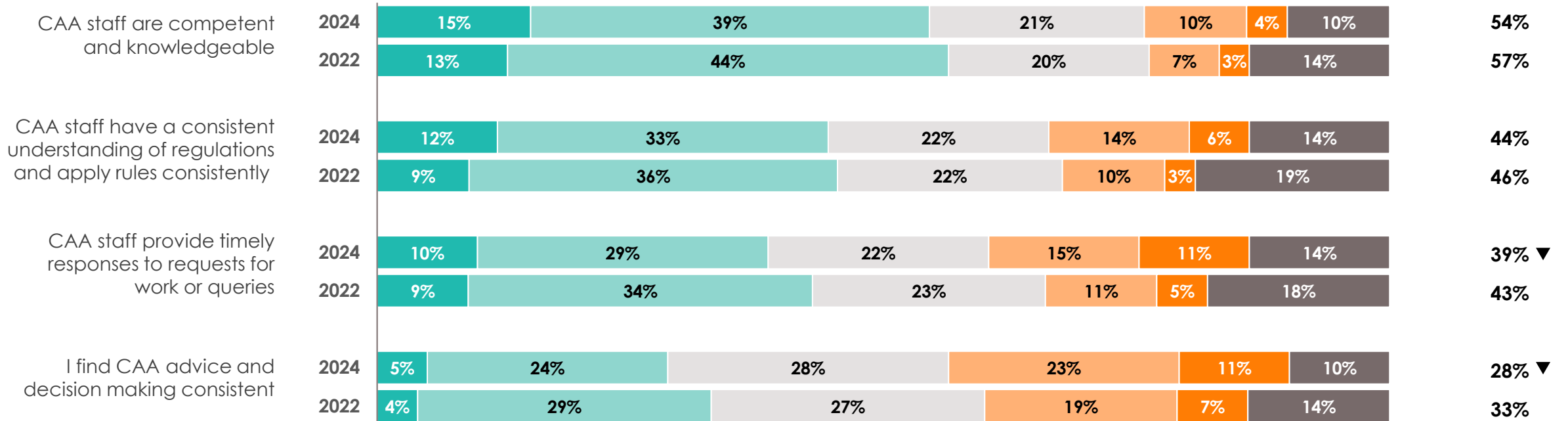
		Safety information and analysis is shared widely and used to educate the aviation sector (% agree)		Lessons from safety investigations are shared throughout the sector (% agree)	
All stakeholders		60%		59%	
	Aircraft owner	61%		59%	
	Aviation business owner	49%	↓	46%	↓
	Pilot	63%		61%	
	Maintenance engineer	52%		55%	
	CEO of a certificated aviation operation	54%		52%	
	Senior person for a certificated aviation operation	55%		52%	↓
	Other	51%	↓	53%	
Sector	Large/medium capacity air transport	51%	↓	50%	↓
	Small capacity air transport	51%	↓	52%	
	Agricultural aviation	54%		50%	
	Other commercial work including flight training	57%		58%	
	Adventure aviation	55%		57%	
	Tourism operator	52%		56%	
	Private flying under a Part 61 licence	66%		64%	
	Recreational flying under a licence/endorsement issued by a Part 149 organisation	66%		64%	
	Maintenance/engineering/design/manufacture	53%		54%	
	RPAS/drone operator	57%		43%	↓
	Other	54%		54%	

Stakeholders are more positive about CAA staff than they are negative.

More than half of stakeholders feel staff are competent and knowledgeable while less than half feel staff have a consistent understanding of regulations and apply rules consistently, provide timely responses, and find advice and decision making to be consistent.

CAA staff

■ Strongly agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know / not applicable
 Total agree



Source: Q9 - Please indicate your level of agreement with the statements below.
Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
 Significantly lower than 2022 ▼

Subgroup analysis: perceptions of staff.

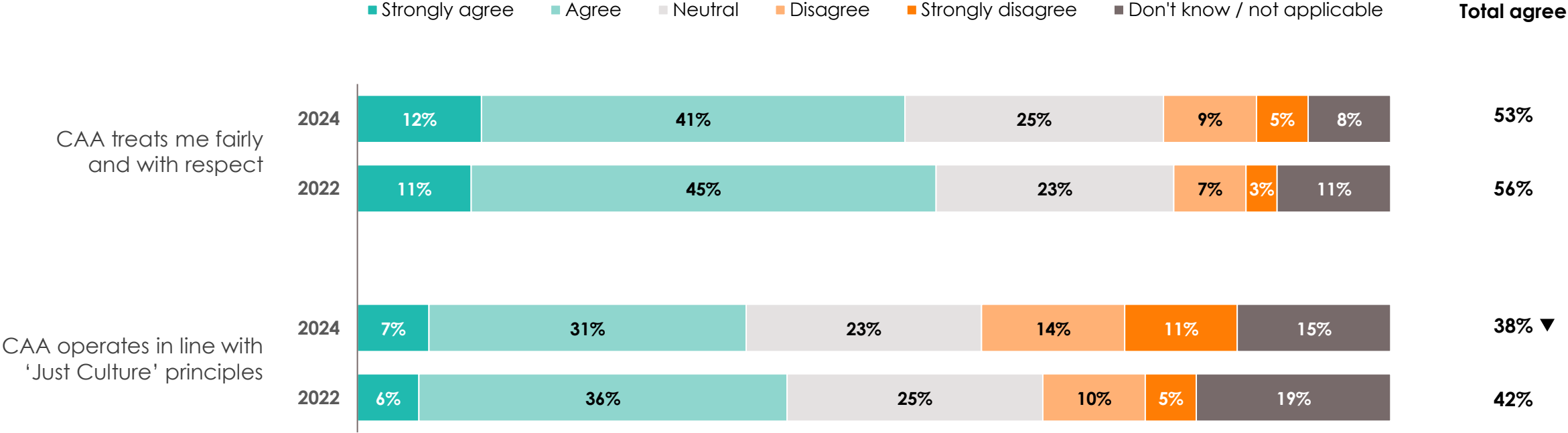
Stakeholders who are aircraft owners, business owners, and those operating in small capacity transport are less likely than average to agree with at least two of the four measures.

		CAA staff are competent and knowledgeable (% agree)	CAA staff have a consistent understanding of regulations and apply rules consistently (% agree)	CAA staff provide timely responses to requests for work or queries (% agree)	I find CAA advice and decision making consistent (% agree)
All stakeholders		54%	44%	39%	28%
Role	Aircraft owner	51%	37% ↓	34%	21% ↓
	Aviation business owner	44%	34% ↓	24% ↓	15% ↓
	Pilot	52%	42% ↓	38%	27%
	Maintenance engineer	57%	49%	45%	27%
	CEO of a certificated aviation operation	57%	46%	29%	20%
	Senior person for a certificated aviation operation	57%	45%	29% ↓	25%
	Other	57%	48%	41%	24%
	Sector				
	Large/medium capacity air transport	48%	42%	42%	29%
	Small capacity air transport	47%	39%	29% ↓	17% ↓
	Agricultural aviation	55%	47%	29%	19%
	Other commercial work including flight training	52%	46%	37%	23%
	Adventure aviation	45%	35%	35%	20%
	Tourism operator	46%	40%	30%	16% ↓
	Private flying under a Part 61 licence	56%	42%	41%	29%
	Rec. flying under licence/endorsement issued by a Part 149 organisation	52%	38%	38%	20% ↓
	Maintenance/engineering/design/manufacture	57%	45%	40%	26%
	RPAS/drone operator	70%	60%	46%	36%
	Other	56%	48%	37%	31%

Half of stakeholders feel CAA treats them fairly and with respect. Just over a third feel CAA operates in line with Just Culture principles.

Perceptions around CAA operating in line with Just Culture principles have declined from 2022 findings.

CAA culture



Source: Q9 - Please indicate your level of agreement with the statements below.
 Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
 Significantly lower than 2022 ▼

Subgroup analysis: perceptions of CAA's culture.

Stakeholders who are aircraft owners, pilots, and those operating in small capacity transport are less likely than average to agree with these two culture measures.

		Treats me fairly and with respect (% agree)		Operates in line with 'Just Culture' principles (% agree)
All stakeholders		53%		38%
	Aircraft owner	48% ↓		29% ↓
	Aviation business owner	48%		25% ↓
	Pilot	50% ↓		35% ↓
	Maintenance engineer	57%		42%
	CEO of a certificated aviation operation	55%		30%
	Senior person for a certificated aviation operation	62%		38%
	Other	54%		39%
Sector	Large/medium capacity air transport	48%		39%
	Small capacity air transport	44% ↓		25% ↓
	Agricultural aviation	51%		29%
	Other commercial work including flight training	49%		32%
	Adventure aviation	49%		30%
	Tourism operator	49%		28%
	Private flying under a Part 61 licence	53%		34%
	Recreational flying under a licence/endorsement issued by a Part 149 organisation	47%		33%
	Maintenance/engineering/design/manufacture	60%		37%
	RPAS/drone operator	69%		43%
	Other	56%		36%

An aerial photograph of a two-lane asphalt road that curves through a dense, lush green forest. The road is the central focus, with a single car visible in the distance. The surrounding trees are thick and vibrant, creating a rich green canopy. The lighting is soft, suggesting a slightly overcast day or late afternoon.

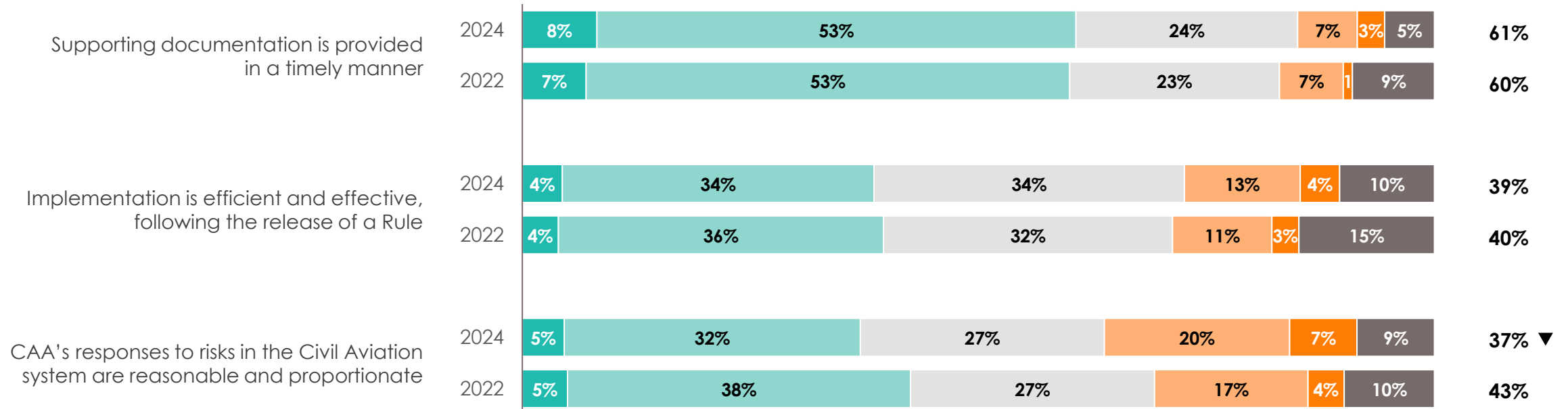
Active regulatory stewardship

Stakeholder perceptions of CAA's regulatory stewardship are mixed.

Two thirds of stakeholders say supporting documentation is provided in a timely manner, while just one third feel implementation is efficient and effective, and CAA's responses to risks are reasonable and proportionate.

Active regulatory stewardship

■ Strongly agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know / not applicable
Total agree



Source: Q8 - Please indicate your level of agreement with the statements below.
Base: All respondents (2022 n=1,992, 2024 n=1,481).

Significantly higher than 2022 ▲
 Significantly lower than 2022 ▼

Subgroup analysis: active regulatory stewardship.

Stakeholders who are aircraft owners, business owners, or pilots, and those operating in small capacity transport or other commercial work (inc. flight training) are less likely than average to agree with at least two of the three measures.

		Supporting documentation is provided in a timely manner (% agree)	Implementation is efficient and effective, following the release of a Rule (% agree)	CAA's responses to risks in the Civil Aviation system are reasonable and proportionate (% agree)
All stakeholders		61%	39%	37%
Role	Aircraft owner	59%	34% ↓	30% ↓
	Aviation business owner	49% ↓	22% ↓	21% ↓
	Pilot	62%	36% ↓	35% ↓
	Maintenance engineer	56%	49%	41%
	CEO of a certificated aviation operation	54%	31%	34%
	Senior person for a certificated aviation operation	57%	34%	36%
	Other	55%	36%	30%
Sector	Large/medium capacity air transport	57%	37%	33%
	Small capacity air transport	53% ↓	29% ↓	26% ↓
	Agricultural aviation	60%	32%	31%
	Other commercial work including flight training	54% ↓	33%	29% ↓
	Adventure aviation	57%	37%	27%
	Tourism operator	53%	28%	31%
	Private flying under a Part 61 licence	66%	37%	36%
	Recreational flying under a licence/endorsement issued by a Part 149 organisation	60%	36%	31%
	Maintenance/engineering/design/manufacture	53%	38%	36%
	RPAS/drone operator	46% ↓	27%	33%
	Other	60%	38%	39%

An aerial photograph of a lush, green landscape. A winding river or stream flows through the center of the image, surrounded by dense vegetation. The colors range from deep green to bright yellow-green, suggesting a healthy, natural environment. The text 'Improving overall perceptions' is overlaid on the left side of the image in a white, serif font.

Improving overall perceptions

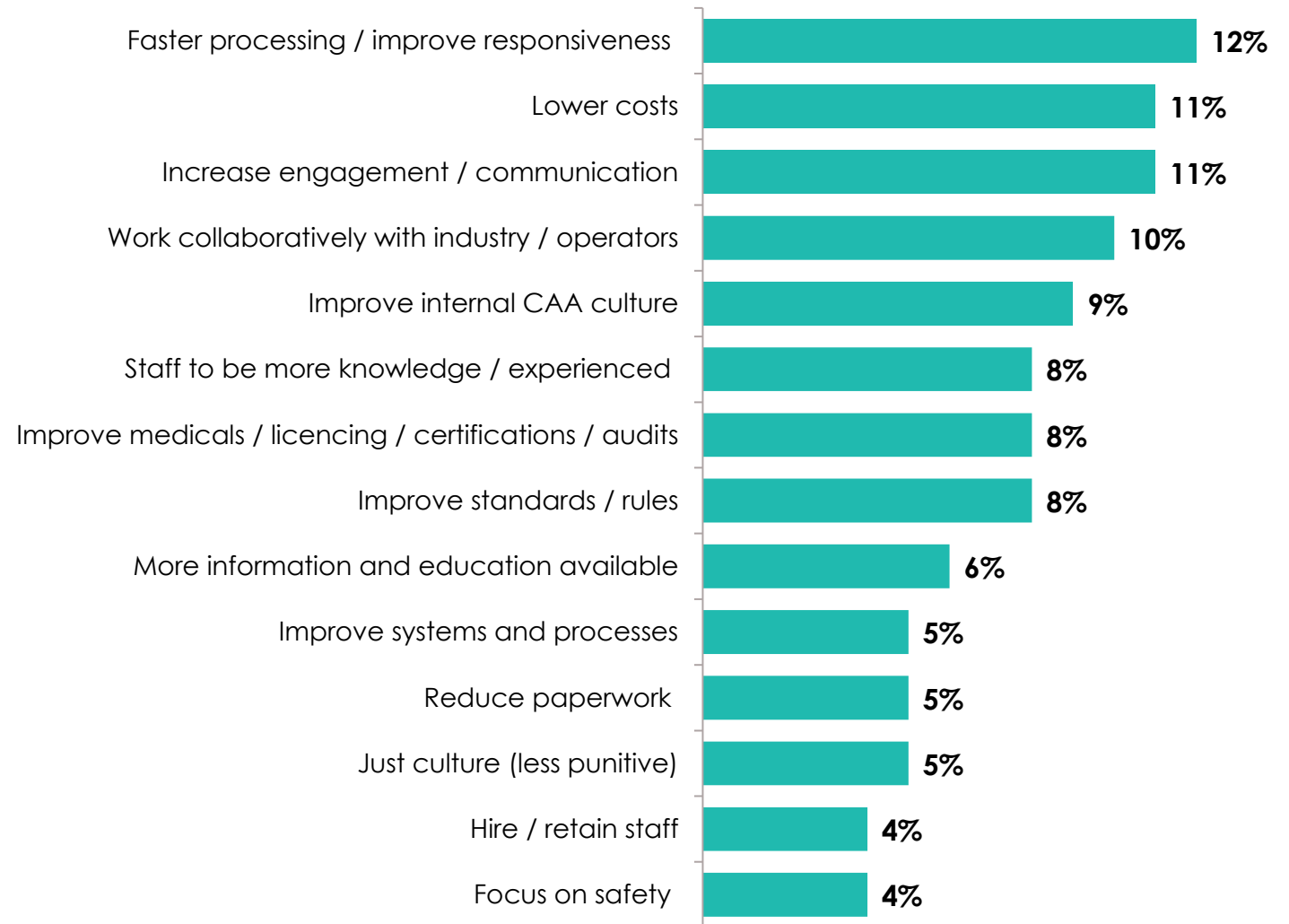
Performance Importance analysis shows there are two high priority areas for CAA to address: consistency of advice and decision making and being open and accountable.

These areas have a high impact on overall perceptions of CAA but currently have relatively low performance.



Base: All respondents (2024 n=1,481).

Stakeholders were asked what they felt CAA could do differently or better. Responses were varied and detailed with the most commonly mentioned themes being: improvements to timeliness, costs, engagement and communication, and collaboration with industry and operators.



Source: Q4 - What do you think CAA could do differently or better?
Base: All respondents whose responses were coded (2024 n=1,481).
Note: Responses under 3% are not included in chart.

Improving timeliness.

Below are some examples provided by stakeholders that fall into this theme.

“ Actually turn around work in reasonable timeframes. **One year to certify an aircraft onto an op spec or process an exemption is utterly unacceptable.** This does not mean adding more staff, it means doing things differently. The legislation and ICAO allows for flexibility so take advantage of this. Focus on helping not hindering - boost your aviation safety advisors, only use your regulatory powers where this is actually necessary... Delegate tasks to private sector where you don't have the capacity - too many things need to be passed through CAA 'approval' when really there is no value added. This could easily extend to certification tasks, audit tasks, and incident reporting and investigation.

Service timeframes for responding to email queries need to be defined, shared with industry customers, and adhered to. It's unprofessional and unacceptable to not reply to emails or make excuses when responses are only forthcoming after repeated attempts to follow-up.

Wait time for recertifications. We contacted CAA months ago and our certificate runs out in 9 weeks yet we still don't have a date for recertification. Our calendars are filling very fast at this time of year. It is making planning difficult.

AOC Certificate amendment turn around... I suspect they do not have the resources to carry out the workload they have. The CAA need to understand that we will not have a need for their services if there is not an industry to regulate. We, as the industry, need the CAA on our side to get aircraft in the air, this is the matter of livelihood. We cannot be waiting months on end for the CAA to carry out a simple manual amendment, this has significant financial implications to an AOC.

Lowering costs.

Below are some examples provided by stakeholders that fall into this theme.



I have several CPL licences: one NZ and 2 others overseas. Of the three, the **NZ one has the highest costs to maintain (crazy admin fees by the way)** while offering access to the lowest wage employment market. I cannot foresee me returning to NZ to fly due to this.

Reduce fees on licensing issues/renewals, examination and medicals. These are regular things for private pilot's and student pilot's (commercial too but most employers cover these). Aircraft hire and instructor fees are already extremely expensive so with addition of high fees on necessary items to maintain a license, it can be demotivating to pilot's working towards higher licenses.

When it comes to charges, **the small operators should not be paying the same level for passenger levy as the big guys.** We don't have the same ability to absorb these into our pricing etc. This applies to a lot of the rates for fees. Some more thought and reasoning would be appreciated.

Stop outsourcing. In the past when maintenance licences were done in house it was cheaper and faster. Now as it is outsourced **the price has more than doubled and it takes 5x longer to** get it processed, and if there are issue you don't get informed about it is up to us to chase it up.

Restart process on proposed pricing structure - it is **unsustainable and going to kill the industry** in which it relies on.

Increasing engagement and communication.

Below are some examples provided by stakeholders that fall into this theme.



A bit more one on one with owner pilots in a group setting more regularly would be appreciated. A visit to the smaller airfields would be helpful. **Sometimes a yearly visit or seminar isn't enough** as people are reluctant to air their concerns.

More safety promotion especially through email would be something cool to see. As I have an Australian license, CASA periodically sends me emails which contain useful safety information like quick briefings or videos on recent occurrences. The only emails I get from CAA are that prices are going to double...

My last engagement with CAA was nothing but a fob-off. **Information and clarification on what I was seeking was not forthcoming and trying to engage with people at CAA was nothing but a disappointment.**

Concentrate on setting and maintaining safe aviation standards through **clear communication, sound practical rules and education of aviation community**. Focus on promoting safety through honest positive engagement, not devious and irrelevant prosecutions.

Industry engagement currently relies on industry users to come to CAA to engage (either by attending seminars or zoom meetings). **More targeted engagement towards users who traditionally don't engage could be useful.** Potential thoughts are incentives/disincentives to participants, CAA attendance at hotspots/problem areas or smaller events on a regular basis.

Working collaboratively with industry.

Below are some examples provided by stakeholders that fall into this theme.

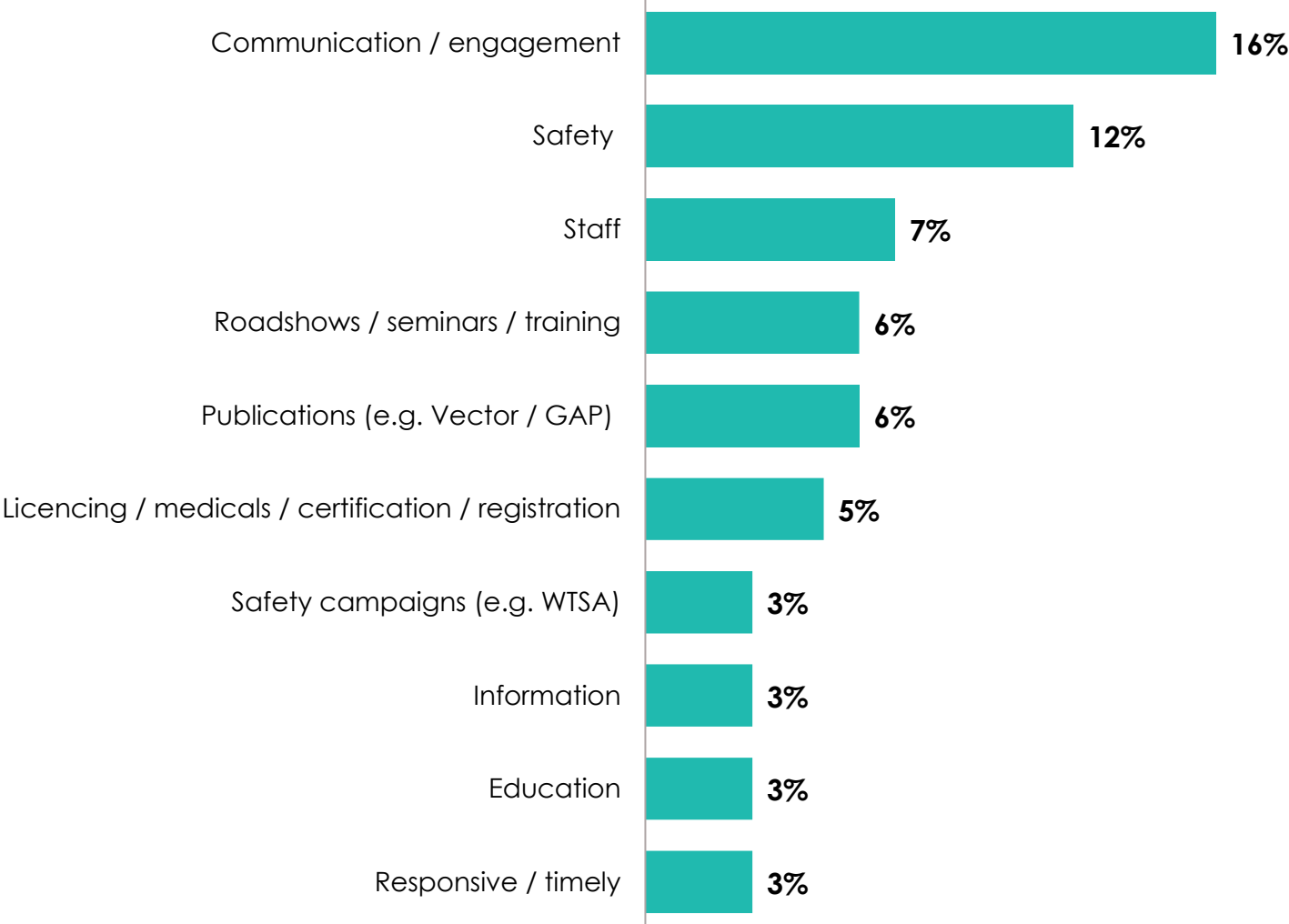
“ CAA need to stop being an enforcement agency that everyone avoids and **work with the industry in a productive manner to make things safer**, if people were not constantly scared of the chance of getting in trouble they would engage more with CAA.

Actually, live by the fair and just culture you promote, stop behaving like an enforcement agency and actually **help operators understand, learn, grow, and improve** rather than nail them to the wall when they do something wrong and pull them up on things that aren't actually a rule or in their manual. **Operators actually want to do better and improve but in some instances it is such a headache to get help or support from different departments.**

CAA needs to openly discuss the changes it wants to see rather than effecting change through the audit findings process. If we knew and understood more about what CAA was looking for and what its concerns were are we could form a view as to how we could best go about achieving that. Understanding what other regulators are doing particularly in respect of Covid disruption. You are not running our business but you are regulating us. The role of the regulator is not understood well by the employees i.e. they are not there to tells how to run our business.

I believe CAA could take a **more collaborative approach with the industry** to ensure compliance with the rules. While I understand that CAA has an important law enforcement role, more support in **helping the industry fully understand the regulations and compliance requirements** would make it easier for operators to meet their obligations. By fostering a stronger partnership and providing clearer guidance, CAA could help reduce instances of non-compliance, ultimately leading to a safer and more efficient industry.

Stakeholders were also asked what they felt CAA is doing well. Sixteen percent said current engagement and communication is good. Twelve percent said CAA is going a good job regulating and promoting safety.



Source: Q3 – What do you think CAA is currently doing well?
Base: All respondents (2024 n=1,481).
Note: Responses under 3% are not included in chart.

Good communication and engagement.

Below are some examples provided by stakeholders that fall into this theme.



The level of communication I have is excellent as is their understanding of their role. They are attempting to focus on the issues that have the greatest impact on safety Visibility to the industry. They attend almost all industry events and senior management are always happy to talk with people at these events.

Endeavouring to improve communication with GA pilots as well as Part 149 organisations.

Firsthand they are **communicating very well and listening to our concerns**. Very impressed in the Director of CAA (Keith Manch) and Safety Officer (Peter Gordon).

Communicating and reminding General Aviation Pilots of their responsibilities especially when using unattended Aerodromes. The Work Together, Stay Apart campaign is very good reading for all. Aerodrome security, covered in the latest issue of Vector is also a timely reminder to everyone to be aware this is an important element of airfield safety.

Communicating clearly about changes to airspace, supporting R&D flight testing, providing effective training materials to describe changes to procedures and aviation regulations, providing well-written summaries of annual aviation operations and accidents, and keeping volumes 1 and 4 up to date.

Keeping engaged with pilots, CEOs on a more casual basis than regulatory all the time.

Safety.

Below are some examples provided by stakeholders that fall into this theme.

“ I think the CAA safety campaigns do genuinely help and I am thankful to Aaron for the work he does trying to convey this to ears that would perhaps otherwise be deaf. **As a fairly inexperienced pilot I have had drilled into me the importance of working together as pilots and being predictable in the air. This is at least in part thanks to the CAA.**

The Civil Aviation Authority (CAA) is currently **excelling at maintaining high safety standards** and ensuring compliance with international aviation regulations to protect both passengers and operators.


There are a few individuals doing very well in some areas - **notably the Aviation Safety Advisors (Carlton Campbell is excellent) who are there to help, and actually make a difference to aviation safety.**

Running safety seminars and meetings for key topics such as - overhead joins, work together, stay apart etc.

Educational and safety promotion products, i.e. Vector, CANs, on-line articles etc. and the current safety initiatives i.e. work together stay apart campaigns, industry liaison through the Aviation Safety Advisers (ASAs).

The NZ CAA is regulating the aviation industry well. **The NZ CAA is driving the system that keeps us all safe, this is evident in the New Zealand safety track record.**

Economic contribution

A person stands on a grassy peak overlooking a vast fjord at sunset. The sky is a mix of blue and orange, with clouds in the distance. The water is a deep blue, and the mountains are dark and silhouetted against the light.

Most stakeholders are aware of CAA’s current consultation on fees, levies, and charges.

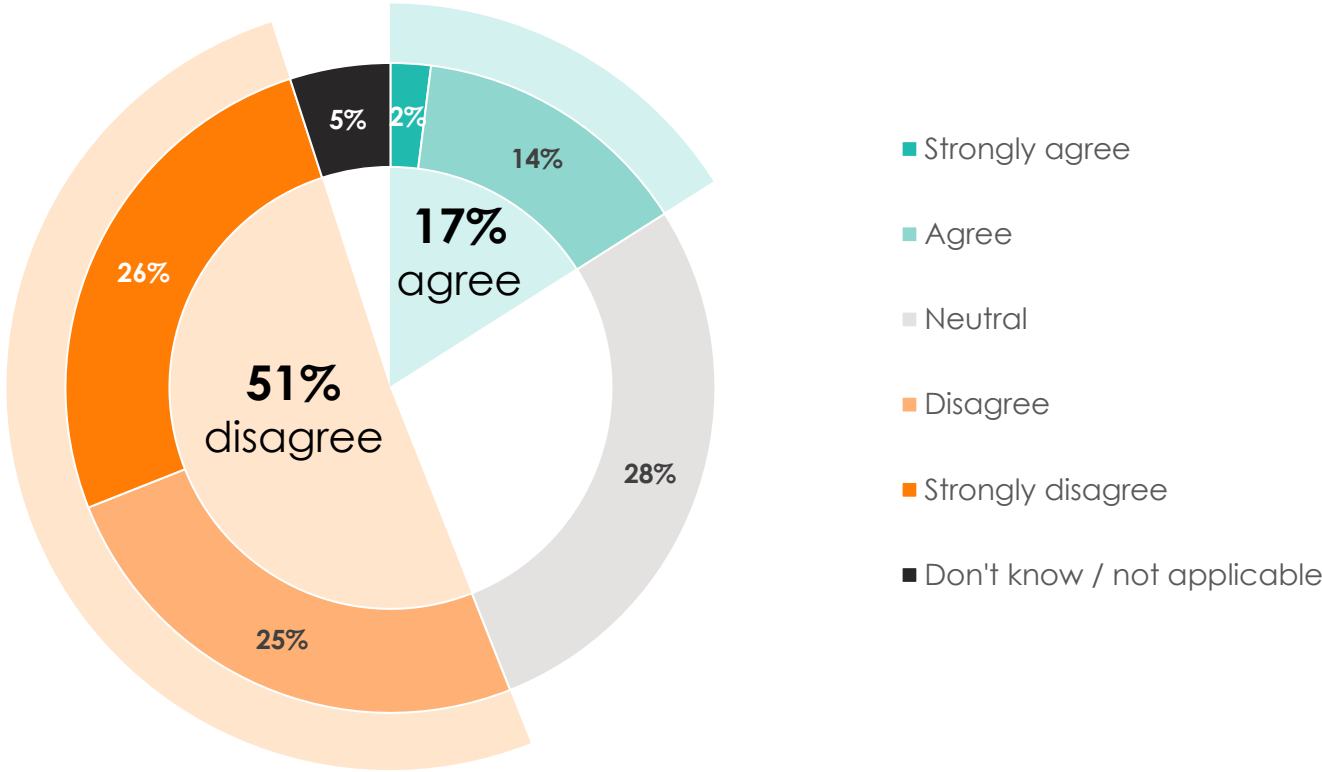
Half of stakeholders do not currently feel it is reasonable for CAA to increase fees, levies, and charges.

85%

of stakeholders are aware that CAA is currently consulting on changes to its fees, levies, and charges.

Source: Q13 - Are you aware that CAA is currently consulting on changes to its fees, levies, and charges?
Base: All respondents (2024 n=1,481).

Reasonability perceptions: it is reasonable for CAA to increase its fees, levies, and charges

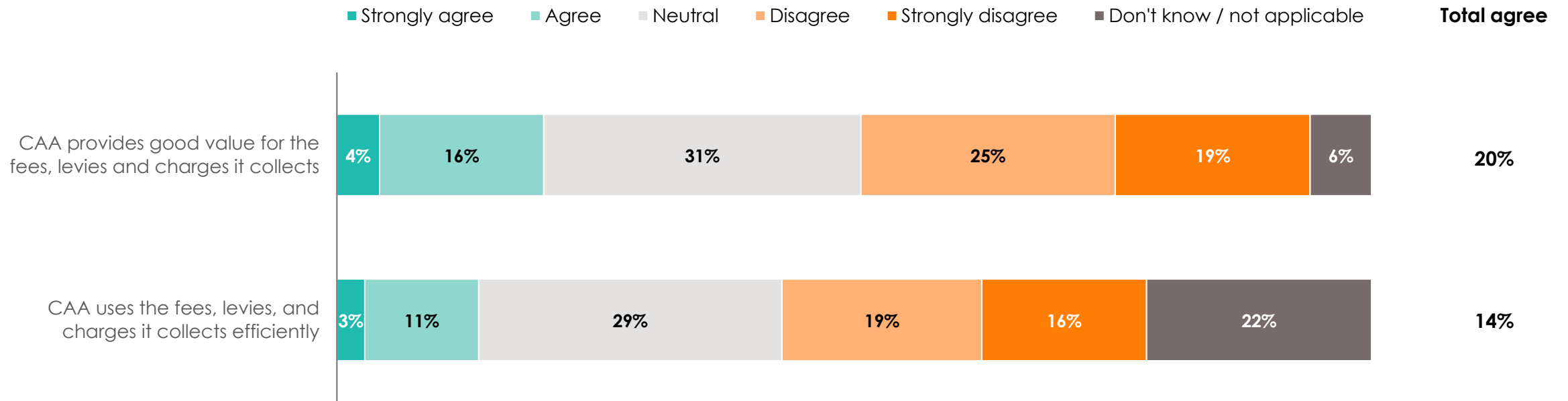


Source: Q14 - How strongly do you agree or disagree that, it is reasonable for CAA to increase its fees, levies, and charges.
Base: All respondents (2024 n=1,481).

Just one in five stakeholders think CAA provides good value.

The low level of satisfaction with fees and charges isn't necessarily a concern, however. Fees and charges are typically rated lowly in customer and stakeholder research, and they are rarely a driver of dissatisfaction themselves (fees and charges only become salient when people are dissatisfied with other aspects of a relationship).

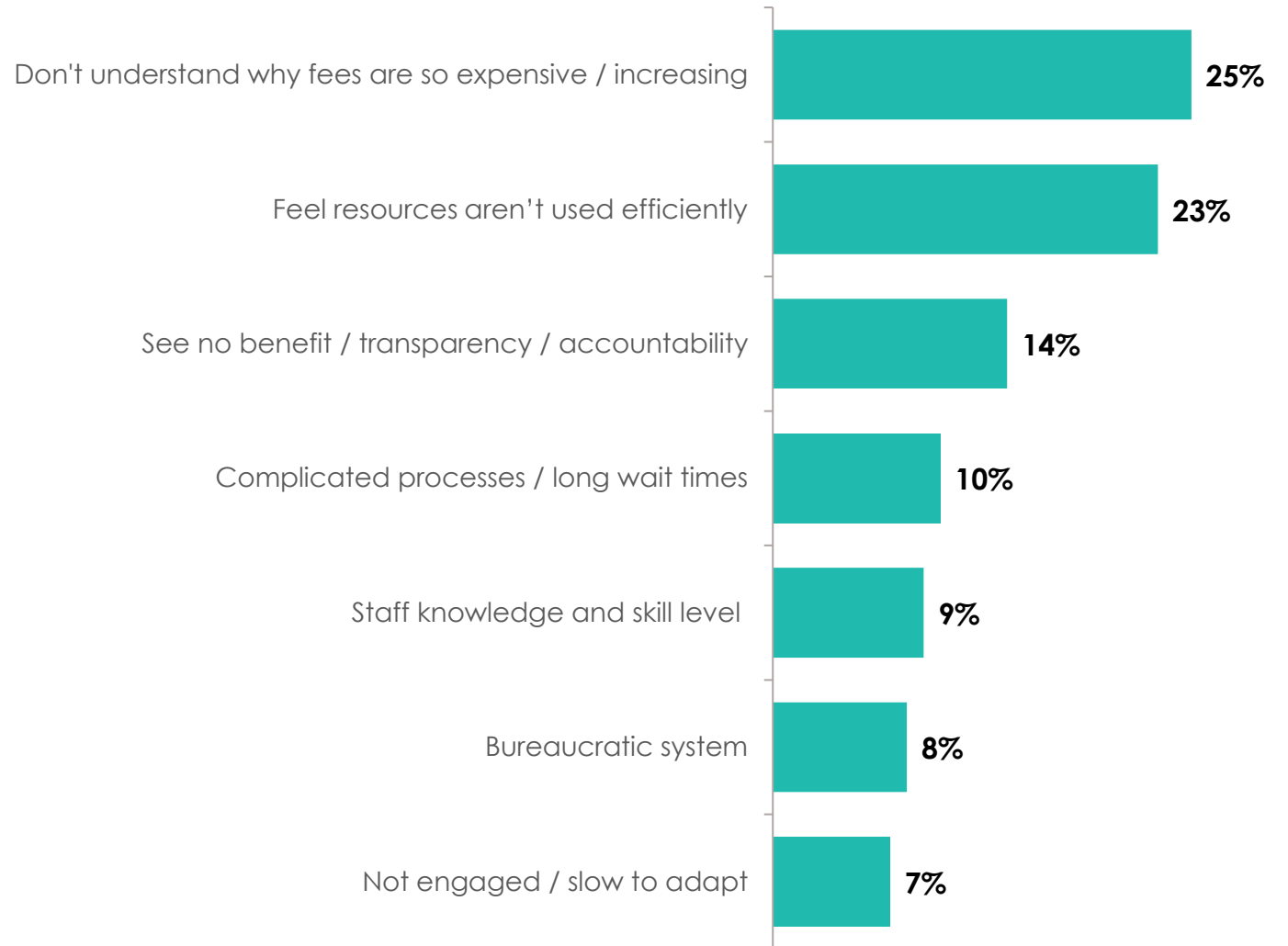
Fees, levies, and charges



Source: Q10 - Please indicate your level of agreement with the statements below.

Base: All respondents (2024 n=1,481).

Stakeholders who provided a low rating for 'CAA uses the fees, levies, and charges it collects efficiently' were asked why they felt this way. Two main themes emerged: 1. a lack of understanding around the fees they are charged; and 2. stakeholders feeling that resources aren't being used efficiently.



Source: Q11 You disagreed with the statement 'CAA uses the fees, levies, and charges it collects efficiently'. What do you think it is doing inefficiently?

Base: All respondents who disagreed with 'CAA uses the fees, levies, and charges it collects efficiently' (2024 n=522).

Note: Responses under 3% are not included in chart.

Don't understand why fees are so expensive / increasing.

Below are some examples provided by stakeholders that fall into this theme.



The fees and charges are **far too high and unrealistic for most**. There is no justification for such high fees. Medical, maintenance, licensing to name a few. Overstaffing with too many pen pushers who have little aviation knowledge.

How can you charge the fees you do for a change of ownership when NZTA do it for under \$10. Annual fees are also getting very high and are now stuffing aviation participants. For those of us using mogas we are paying twice.

Charging ridiculous amount for their services. I am 100% sure they did not even spend a few hours on my exemption application. They are just punishing the individual.


It is not justifying its fees. It collects two or three fees from me for one aircraft. I have no idea what a participation levy is or what that money is used for. I do not know why it costs \$263 to change the ownership of an aeroplane when it costs nothing to change the ownership of a car.

The fees keep going up for what? There is not enough knowledgeable to do the job for the industry. The charge to do medicals, exams, and compliance checks are extremely high. The cost for pilots and companies for no service is unreal.

All the fees are way too much and make operating expensive. The medical fee for example, why do they have to charge this and why so much?

Feel resources aren't used efficiently.

Below are some examples provided by stakeholders that fall into this theme.

 **See too much waste of resources.** For example, audit processes with two auditors when one is enough and two days when one is enough. A huge invoice received for small organisation. Further a recent accident investigation remains unresolved for our customer and ourselves. Engineering assistance was prohibited with a "closed shop" approach and information was not shared with main interested parties.

Staff are often carrying out tasks in the field which could be done via team or zoom. The travel appears to be excessive and not always required. There appears to be constant shuffling of departments and roles **which takes up resources that should be focused on industry.**

Too much money being spend on non-operational or support staff. More resources are needed for front line staff and not back office staff.

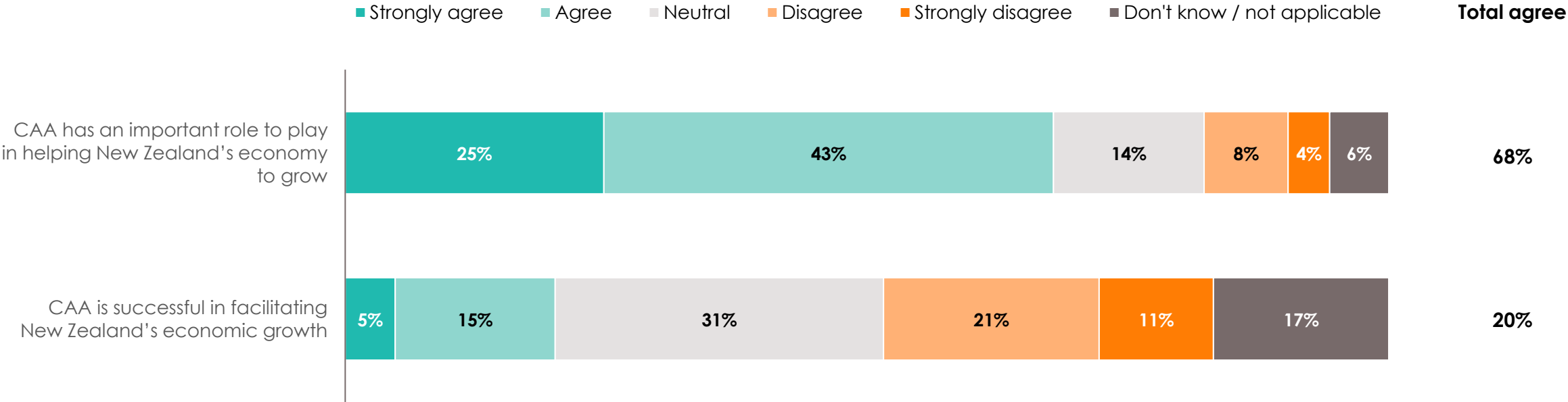
It isn't spending money on core functions such as certification, and instead there is a large amount of resource going into ancillary services. They also don't manage their expenses well, for example, using one of the most expensive buildings in Wellington when they could easily have used a less expensive one. The number of personnel getting paid \$100k + is also disproportionate compared to the sector.

Poor spending and budgeting. Funds not being spent where it's required and increasing fees and introducing new fees instead of addressing costs.

Most stakeholders feel CAA has an important role to play in helping grow New Zealand's economy.

However just 20% of stakeholders feel CAA is successfully facilitating economic growth and providing good value for money.

Economic contribution



Source: Q10 - Please indicate your level of agreement with the statements below.
Base: All respondents (2024 n=1,481).

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