



Horizon 2030

Te Whakahaumaru Ake | Creating smarter security

Aviation Security Service's Strategic Plan



Aviation Security Service
— Kaiwhakamaru Rererangi —



Avsec by the numbers **in 2019**



14,561,302
passengers processed
through screening points



99%
of passengers processed
within 10 minutes of entering
security screening queue



47,063,747
bags scanned



94,127,494
scanned images analysed



1,234
Avsec staff



267,000
Staff shifts



38
explosive detector
dogs operated



439,437
prohibited and dangerous
items removed from travelling



15,000
Airport identity cards issued

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Foreword

As an island nation at the bottom of the South Pacific, aviation continues to play an important role in connecting our team of five million with the rest of the world. Our domestic aviation sector also provides significant economic and social benefits through connecting our regions and enabling a lively tourism sector pre COVID-19. The Civil Aviation Authority and our Aviation Security Service (Avsec) play a vital part in helping New Zealand to unlock the benefits of a vibrant aviation system by keeping our skies safe and secure.

The COVID-19 pandemic has had a significant effect on aviation in New Zealand, with our border closure forcing airlines to make difficult decisions about the aircraft and routes they operate, and leading to temporary closures of some airports. With community outbreaks continuing to flare up around the world, the aviation sector, travellers, and governments will continue to face uncertainty about reopening of international borders and the associated industry recovery.

Our Avsec teams have also taken on a wide range of additional duties to support the Government's wider COVID-19 response, with our work providing security and administrative support at Managed Isolation and Quarantine facilities likely to continue while there are ongoing border restrictions.

In the short term the need for New Zealand to maintain high standards of aviation security remains unchanged, while in the medium to long term as international travel recovers to pre-COVID levels, many of the aviation security challenges faced before the pandemic will remain relevant, or re-emerge. The underlying need for vigilance when it comes to aviation safety and security remains, with the nature of aviation security threats remaining unchanged. Even in normal times a safe, secure, and efficient aviation sector is something that is easily taken for granted. However, it takes expertise, investment, and commitment from our Civil Aviation Authority regulatory teams and Avsec operational security teams to provide this for New Zealand.

This commitment and investment shown by our teams is mirrored by the Authority's investment and commitment into our people. At the time of release of Horizon 2030 Avsec and the wider Authority were facing some significant challenges to our organisational culture, this included a Ministerial Review and a number of complaints about how workplace grievances were managed by our leadership. In addressing this the Authority established a culture change programme to drive the change and embed a respectful, inclusive high performing workplace culture.

A strong workplace culture that engenders belonging, respect and inclusion across a diverse workforce is crucial to us now and into the future. For this reason, an important aspect of our strategic plan is strengthening our workplace culture by putting our people's wellbeing at the heart of what we do. We want our workforce to reflect the community it serves in all its diversity. Through an approach of respect and inclusion to each other and to the travelling public, we will continue to apply our skills, expertise, and professionalism to provide a world class aviation security service that has the trust and confidence of the public.

While most of us are used to overt passenger and baggage security screening at airports, Avsec has been working to make these less obtrusive and more efficient as technology enables. There are also many other components of our aviation security system that are professionally undertaken 'behind the scenes' at our airports that the travelling public may not be aware of.

New Zealand has historically been fortunate in that our threat level from terrorism, violent extremism and other potential disruptors has been relatively low – particularly when compared to other parts of the world. However, the consequences of just one major security incident in our aviation sector could be catastrophic to New Zealand’s economy, international reputation, and national psyche.

The aviation security environment can evolve very quickly – in the years leading up to the COVID-19 pandemic, passenger and cargo volumes increased significantly, posing significant challenges to our aviation security system, including the infrastructure at airports needed to support increased passenger numbers without leading to significant passenger disruption. The threats posed to aviation will also continue to evolve, and now include a wider range of devices, weapons, concealment methods and targets than ever before. Internationally, potential vulnerabilities in aviation security environments are continually being tested (such as the risks posed by insider threat). It is important that our aviation security system is positioned to anticipate and proactively adapt and respond to the ever-changing environment. This is to ensure the safety and security of travellers and the wider public and to support a well-functioning and efficient aviation sector. Avsec’s role is to deliver efficient and effective aviation security for New Zealand, while enabling a high quality, responsive passenger experience. To do this, Horizon 2030, the Aviation Security Service’s Strategic Plan has been developed to identify Avsec’s key priorities over coming years and outline the initiatives and activities which will support these.



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Shelley Turner

Acting Chief Executive and Acting Director of Civil Aviation Authority

Avsec’s executive leaders are committed to delivering on *Horizon 2030* and achieving its outcomes



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Mark Wheeler

General Manager
Aviation Security Services



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Ben Smith

Group Manager
Strategic Development



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Karen Urwin

Group Manager
Operations



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Peter Lockett

Group Manager
Compliance and Improvement



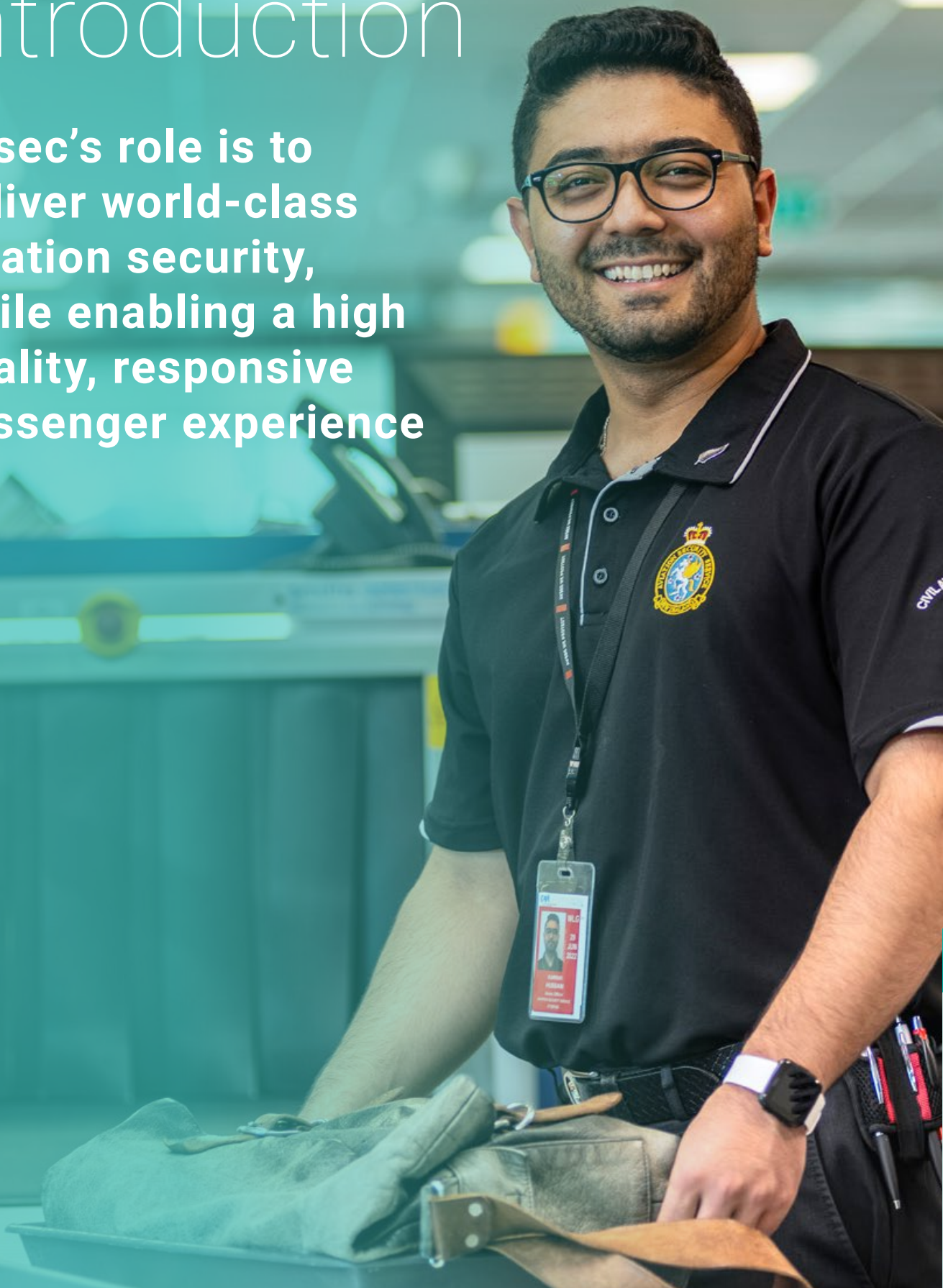
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Graham Puryer

Executive Group Manager

Introduction

Avsec's role is to deliver world-class aviation security, while enabling a high quality, responsive passenger experience



Who we are

The Aviation Security Service (Avsec) is an operational unit within the Civil Aviation Authority, the government agency¹ responsible for managing New Zealand’s civil aviation system through the delivery of regulatory, safety and security services.

In Avsec, New Zealand has a single national provider of aviation security services (similar to the Transport Security Administration (TSA) model used in the United States). Many other countries use different aviation security service delivery models, which can include private security companies, state law enforcement agencies and private airport companies.

Avsec operates within international best practice standards and is recognised by its international peers as a leader of aviation security.

Avsec has a national office in Wellington and operates at Auckland, Wellington, Christchurch, Dunedin, Queenstown international airports and Invercargill regional airport. The organisation also has two training centres – in Auckland and Christchurch.

A summary of Avsec’s 2020 organisational structure is provided in *Figure 1*.

Our values

Collaboration Me mahi tahi

We work together to achieve and succeed

Transparency Me mahi pono

We are open and honest communicators

Integrity Me mahi tika

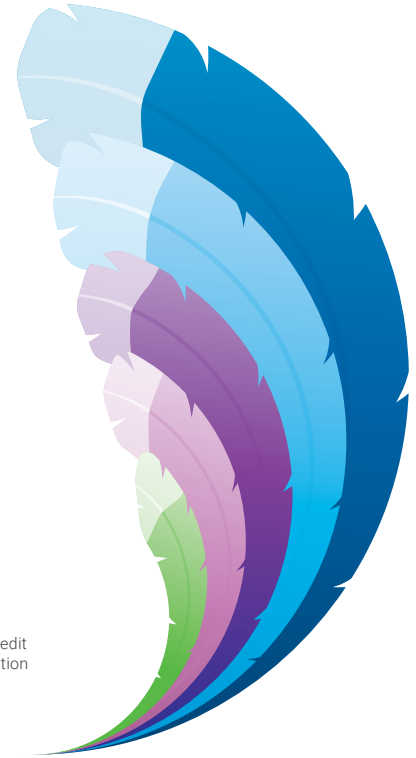
We do the right thing

Respect Me manaaki

We treat all people with consideration and kindness

Professionalism Kia tū rangatira ai

We act in a way that brings credit to ourselves and our organisation



GENERAL MANAGER

FIGURE 1: 2020 ORGANISATIONAL STRUCTURE



1 CAA is a Crown agent under the Crown Entities Act 2004.



What we do

Avsec's functions and activities are described in *Figure 2* and include:

- Screening and searching passengers, crew, airport workers, baggage, aircraft, cargo, vehicles etc.
- Managing the airport identity card system
- Undertaking security patrols, escorts and vehicle searches
- Collaborating with other domestic and international security and border agencies
- Undertaking research, development and engagement and staying abreast of current aviation security risks/threats, trends, technologies, and issues
- Undertaking behavioural detection and analysis
- Maintaining international connections and commitments as part of a global aviation network and system
- Providing security services to the New Zealand Police and other Government agencies.

FIGURE 2: AVSEC'S FUNCTIONS AND ACTIVITIES



Screening of passengers and crew

Checking for:

- Explosives
- Weapons
- Dangerous goods
- Other prohibited items



Screening of baggage

- Including checked-in stowed baggage and cabin baggage at designated airports for all international flights and domestic flights larger than 90 seats



Explosive detection dogs

- Checking aircraft, cabin and stowed baggage, unattended or suspicious items, terminal facilities, lounges, VIP events, cargo, carparks, etc.



Searches

- Passengers
- Crew
- Cargo
- Baggage
- Aircraft
- Airport workers
- Airport and navigation facilities
- Vehicles



Screening of bulk and duty-free goods

- Goods entering sterile areas at designated airports



Maritime security response

- Maintaining preparedness to provide security to maritime sector in response to a security threat



Operating the airport identity card system

- For security designated airports



Co-operating with police, crown agencies and airport operators

- For the purpose of supporting the delivery of aviation security services and achieving greater efficiencies and joint agency outcomes



Security patrols

Airport facilities including:

- Terminal buildings
- Navigation facilities
- Gate lounges
- Check-in counters
- Airside and tarmac
- Carparking
- Airport perimeters
- Baggage halls



Engagement, research and staying informed and current

- Reviewing, inquiring and staying abreast of aviation security techniques, systems, processes, practises, procedures, devices and technology
- Working with domestic and international aviation security and border agencies and industry bodies



Providing security services to NZ Police

- Supporting NZ Police in their functions and duties (e.g., bomb threat call-outs, route and vehicle clearances, behavioural detection)



Screening of non-passengers (airport workers)

- Checking for weapons, explosives and other prohibited items



Behavioural detection

- Observing and analysing peoples' behaviour at airports to identify crimes against aviation

Evolving aviation security threats and environment

Global context

In the years leading up to Covid-19, passenger and cargo volumes globally had significantly increased and were expected to double by 2037². Passenger diversity had also greatly increased. Passenger expectations also increased regarding the customer experience they receive when travelling – including the speed, efficiency, and level of intrusiveness of the aviation security process. The size and complexity of airports continue to increase and there are also changes emerging to the traditional location of security activities (e.g., off airport baggage screening).

Aviation security worldwide is having to adapt to prevent and respond to a continually evolving threat environment, while also adapting to these contextual pressures. Detection capability is continuing to improve as is global connectivity and information sharing between jurisdictions and organisations.

Globally, acts of terrorism have become more sophisticated, better planned, resourced, and networked, and can also be associated with a range of extremist and/or radicalised ideologies or causes.

Historically, the main terrorist aviation security risks/threats have been attacking/hijacking of aircraft, often using explosives/weapons to destroy or damage aircraft and harm people, or terrorists seeking to use aircraft for terrorism and other unlawful purposes.

Over the years, there have been some key changes to the global threat environment. This has included a wider range of explosive materials and improvised explosive devices (IEDs) (e.g., liquids, gels, powders, etc). While sophisticated and innovative explosives have emerged, less sophisticated, 'home made', devices or weapons are also being used. Methods of concealment are also evolving and will continue to do so. For example, imported ready-made explosives,

and IEDs being implanted within the human body has become more feasible as terrorists become more sophisticated with their concealment strategies.

There has also been a widening of desirable targets from aircraft to other 'softer' and more easily accessible targets. Such targets can now include landside or crowded public spaces within airports (e.g., easily accessible areas in terminal buildings, check-in counters, retail areas, lounges, departure areas prior to security screening points, or arrival areas, etc). Chemical, biological and radiological threats may also evolve and be an option for terrorists in the future, particularly in publicly accessible areas.

Despite such changes, terrorists still aim to attack aircraft, often using IEDs. They also seek to find and exploit vulnerabilities in security environments to find the path of least resistance to their targets. This could include seeking to exploit people (e.g., insiders such as airport employees or contractors) or processes (e.g., a weakness in a security measure) in an attack.

As technology advances continue, cyber-attacks are an increasing risk. Some smaller scale cyber-attacks on airports and airlines have caused disruption and inconvenience. However, they are likely to become more sophisticated over time.³

² IATA passenger growth and World Air Transport Statistics.

³ This section was informed by the following references: Airports Council International. 2019. Smart Security, Vision 2040; and IATA Air Transport Security 2040 and Beyond.



Outside of terrorism, other threats may include violent or disruptive activism (e.g., political or environmental activism wanting to pressure governments to address issues such as climate change). The aim may be more to cause disruption, or reputational or financial damage, rather than to inflict human casualties, but the implication for the aviation sector could be potentially significant. Globally, there are also at least 66,000 reported instances annually of disruptive and unruly passengers, and mental health issues are also becoming more prominent in aviation incidents. Drones are another threat that could be used to cause operational disruption and potential safety and security issues – as evidenced in 2019 at Gatwick Airport in the United Kingdom and Abha International Airport in Saudi Arabia the same year.

The New Zealand aviation security environment

New Zealand is a popular global destination, a hub for transiting aircraft, passengers, and cargo. The proximity of the Sydney (2017) terrorist plot, the attacks on the Christchurch mosques (2019) and Air New Zealand hijack attempt and pilot attack (2008) make it clear that New Zealand is not immune from terrorism or violent extremism. In recent years, domestic and international passenger numbers have increased. The number of designated airports that required aviation security services also increased. These trends have been interrupted by Covid-19, but in the long-term passenger volumes will rebound and demand for Avsec's services by other government agencies (e.g., Police, MFAT and Corrections etc) is expected to also return and increase over time.

Maintaining an effective and proportionate aviation security system will be critical to the recovery and ongoing sustainability of the aviation sector, which in turn helps support our economy. Protecting our reputation as a safe tourism destination and ensuring a secure trade and cargo exports system is very important.

Existing or emerging threats, and threat vectors⁴ to the New Zealand aviation system include:

- Firearms and edged weapons – particularly landside prior to security checks
- IEDs in public spaces (including those carried by people, in baggage/cargo, or in vehicles)
- IEDs in air cargo
- Insider threats – such as ill-intentioned people seeking employment in the aviation sector or existing workers becoming radicalised or being exploited or extorted to take advantage of their insider position to cause harm
- Use of drones or remotely piloted aircraft systems (RPAS) for surveillance, reconnaissance, deployment, or attack
- Cyber-attacks – e.g., attacking avionics or aircraft, access control systems for security areas, or passenger and cargo manifests.

Consistent with global experience, it is likely that in New Zealand more desirable targets for terrorist acts will be large crowds and public events that are readily accessible (i.e. 'softer targets'). In the aviation context this has included landside areas of airports overseas. Most likely perpetrators would include those with extremist and/or radicalised ideologies or causes, acutely disaffected or fixated persons prepared to undertake violent or threatening acts, vulnerable individuals, or violent criminals.

⁴ For example, increased global connectivity through more carriers and to more locations.

Strategic context

Government outcomes for the transport sector

Horizon 2030 has been developed to align within the existing strategic context – including not only the wider transport sector but also aviation sector strategy. In 2018 the Ministry of Transport and other government agencies developed an outcomes framework for the wider transport system (which includes aviation). This framework makes it clear what government is aiming to achieve through the transport system. A summary of this framework is provided in *Figure 3*.

Avsec’s work directly contributes to achieving a number of these outcomes. *Horizon 2030* being most relevant to the *Resilience and security* outcome. Avsec’s work to maintain the security of the aviation transport system also supports keeping people *healthy and safe*, by protecting them from transport-related injuries and intentional harm to people, aircraft and aviation infrastructure.

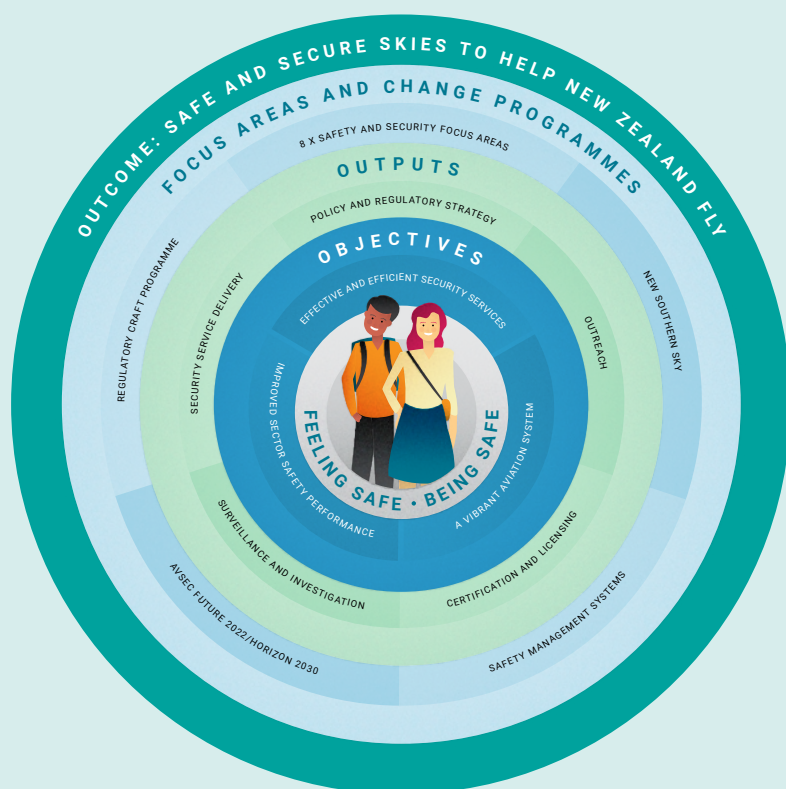
A safe and secure aviation system also supports New Zealand’s *economic prosperity*. Our tourism industry is vital to our economy and, given our geographic location, most visitors travel to New Zealand by aircraft. Likewise, many people travel to and from New Zealand for business and other purposes via aircraft. A lot of cargo and goods are transported to and from New Zealand via the aviation sector. Domestically, aviation travel is used extensively for the same purposes. Given our high reliance on air travel internationally and domestically any disruption to our aviation system will have severe consequences for the country and the government’s transport sector outcomes. *Horizon 2030* describes Avsec’s key priorities and initiatives to support the achievement of these strategic outcomes.

FIGURE 3: THE TRANSPORT SECTOR OUTCOMES FRAMEWORK⁵



⁵ More information is available at: transport.govt.nz/multi-modal/keystrategiesandplans/transport-outcomes-framework.

FIGURE 4: THE AUTHORITY'S STRATEGIC FRAMEWORK⁶



The Authority's Strategic Framework for the aviation sector was developed to align with these wider government transport sector outcomes. *Figure 4*, shows this framework and how aviation security is explicitly recognised in a number of levels of it.

Effective and efficient security services

One of The Authority's three key objectives is to ensure *effective and efficient security services*. This involves continuing to effectively identify and mitigate aviation security threats, while making sure passengers and goods are not unnecessarily impeded.

Security and service delivery

One of The Authority's key outputs is *security and service delivery* – Avsec takes a lead role in this

output with the security services it provides at New Zealand airports.

Smart Security

Smart Security is one of the key focus areas identified. This includes enhancing passenger facilitation and improving security outcomes through technology, innovations, risk-based intelligence, and workforce capability development.

Horizon 2030

Horizon 2030 supersedes the Avsec Future 2022 document identified in the framework. It identifies the seven strategic priorities and key initiatives that will be undertaken to maintain and enhance New Zealand's aviation security in the coming years.

Horizon 2030 aligns with the strategic development areas set by the Board of the Authority in 2020⁷:

FIGURE 5: AUTHORITY BOARD DEVELOPMENT PRIORITIES 2020 ONWARDS

Transform our organisation

Modernise

- Develop our technology, data and decision-making systems
- Match process and procedures to efficient effective operating model

Build confidence in us

Build our Story

- Refresh our values/ behaviours
- Engage our Minister and stakeholders
- Integrity, sincere, competent
- Aware and insightful

Strengthen our capability

Grow our People

- Build our leaders capability
- Identify capability gaps
- Priorities and align to the priorities

Build a respectful, inclusive and high performing workforce

Back our People

- Refresh our values/ behaviours
- Painting the way forward
- Working on organisational hygiene

- Transforming our business
- Building confidence in us
- Strengthening our capability
- Enhancing the engagement of our people
- Covid-19 recovery.

Covid-19 recovery

In 2020 the Covid-19 pandemic had a significant impact on Avsec and the aviation sector and has been included as a key priority area in *Horizon 2030*. Further detail around Avsec's Covid-19 recovery work is provided on pages 20–21.

Culture change

A key imperative is to foster and maintain a healthy, respectful and inclusive workplace culture across all levels of Avsec, from the frontline operations to corporate head office.

⁶ The framework is described in CAA's Statement of Intent 2019–2024, available at: aviation.govt.nz/assets/publications/statements-of-intent/SOI-2019-2024.pdf.

⁷ The Board's strategic development areas may be revised over the life of *Horizon 2030* as required.





Avsec's Horizon 2030 framework

An overview of *Horizon 2030* is provided over the page. This sets out the organisation's vision, core purpose and functions. The Framework identifies the seven strategic priorities guiding Avsec's work programme and activities over the next 10 years and summarises some of the key initiatives that will be undertaken under each priority area. The benefits of undertaking these initiatives are also identified. The following pages describe the priority areas and initiatives in more detail.

Horizon 2030 Strategic Framework

Our Vision

To deliver world-class aviation security that's trusted, professional and responsive

Our Purpose

Prevention of crimes against aviation

Strategic Priorities



Covid-19 recovery

INCLUDES

- Developing a recovery plan across five main areas:
 - Maximising current operations
 - Positioning Avsec for the Future
 - Strategic Capability
 - Workforce of the Future
 - Business Strategy.
- Reprioritising some security technology modernisation initiatives
- Resizing the workforce and operating model to be proportionate to demand
- Reassigning staff to support Government pandemic response
- Investing in IT systems and infrastructure
- Investing in new health and safety initiatives and PPE.

BENEFITS & OUTCOMES

- Avsec contributes to the aviation sector's recovery, which also supports tourism, trade, transport etc.
- A high-quality and effective service that is proportionate to demand, but which can be readily scaled up as passenger volumes rebound
- Avsec is positioned to be sustainable and able to thrive in the future environment
- A safe and healthy work environment and workforce, and a strong organisational culture
- A financially secure organisation and operating model.



Highly skilled professional workforce

INCLUDES

- Developing a diverse, respectful and inclusive workplace through a dedicated culture change programme
- Developing greater specialisation for key capabilities (e.g., image analysis and behavioural detection)
- Raising capability of the workforce to meet evolving risks/threats and apply security approaches/initiatives
- Learning from/sharing with international and other domestic agencies
- Developing centres of excellence and training others
- Improving our policies, systems and procedures for dealing with bullying, harassment and discrimination
- Increased incident management and response training.

BENEFITS & OUTCOMES

- Improved effectiveness in detecting and managing security risks/threats
- More efficient security service resulting in a better passenger experience
- A diverse, respectful and supportive work environment
- Strong staff recruitment and retention and a healthy organisational culture
- Raised organisational reputation, influence, trust and public confidence.



Intelligence-led

INCLUDES

- Building intelligence capability and resources
- Developing an Intelligence Strategy
- Using intelligence to inform strategic, operational and tactical decision-making
- Producing and disseminating tactical intelligence advice, tools and information
- Establishing and leveraging relationships with other intelligence and border agencies.

BENEFITS & OUTCOMES

- Better targeting of activities, interventions and resources
- Improved understanding of risks/threats and opportunities
- Being more proactive and better able to predict risks/threats
- Greater efficiencies and smarter decisions about use of resources
- Better evidence-based monitoring and reporting of security performance
- Improved organisational/system reputability and influence
- Improved security outcomes for crew, passengers, airport workers and others.

Building blocks to achieve our strategic priorities

Our people

Our technology and infrastructure

Our business systems and processes

Our skills and expertise

Our organisational and security culture



Our Functions

Passenger, crew, non-passenger and baggage screening, security patrols, airport identity, incident management and response and behavioural detection

Our Values

Collaboration, Transparency, Integrity, Respect and Professionalism



Risk-based decision making



Innovation and technology



Efficiency and passenger facilitation



Collaboration

INCLUDES

- Developing and undertaking security interventions based against specific threats and their associated risk level
- Adopting Smart Security approaches as appropriate
- Considering human factors in intervention design, use of workforce and passengers facilitation
- Increased incident management and response capability development
- A wider focus on land side risks/threats over time
- A stronger insider threat focus and non-passenger screening activity
- Greater use of information from others to inform decisions
- Broadening the focus/scope of security activities over time.

BENEFITS & OUTCOMES

- Resources targeted to greatest risks/threats
- Improved security detection and effectiveness
- Greater business efficiencies and value for money
- Better incident management and response.

INCLUDES

- Greater use of automation
- Keeping abreast of globally emerging security technologies, systems and approaches
- Procuring and using the latest security screening technologies (as appropriate)
- Incorporating human factors into intervention design, decision-making and organisational change
- Exploring passenger identity capability to enable more Smart Security initiatives
- Exploring new and emerging threats to aviation security and appropriate mitigations for these.

BENEFITS & OUTCOMES

- International trust and confidence in NZ's security performance
- Keeping current with evolving security risks/threats and mitigation strategies
- Business efficiencies and cost savings
- Improved security detection and effectiveness.

INCLUDES

- Implementing centralised image processing
- Increasing the use of automation
- Continuing to modernise existing security approaches
- Ensuring new technology is supported by modern, fit-for-purpose systems and processes
- Collaborating with other stakeholders to jointly improve passenger experience and security outcomes
- Improving passenger information and their awareness of security requirements to support voluntary compliance and improved customer experience.

BENEFITS & OUTCOMES

- Build and maintain reputation
- Higher passenger satisfaction
- Cost efficiencies
- Minimise follow-up work (e.g., complaints management)
- Faster processing of passengers
- Efficient and effective use of resources
- Meet evolving capacity demands as passenger volumes increase.

INCLUDES

- Continuing involvement in cross-agency border groups and joint security initiatives
- Greater relationship building with stakeholders (international organisations, airlines, airports, industry associations, border agencies and security agencies, etc)
- Incorporating learnings from international forums and other countries into domestic initiatives
- Building Avsec's profile, influence and capability by collaborating with others
- Greater Avsec influence in security-related civil aviation rule development
- Enhancing subject matter expert and frontline staff involvement in design and development activities.

BENEFITS & OUTCOMES

- Stronger relationships
- Access to richer information, knowledge and resources
- Supporting wider "NZ Inc" outcomes (e.g., Border, Tourism, Policing)
- Improved organisational reputation and influence
- More informed and effective security interventions.

Continuous improvement and quality assurance

Our variety of security measures

Our global connection and participation

Health, safety and wellbeing

Our leadership

Strategic priorities & initiatives



Seven strategic priority areas for aviation security are identified for *Horizon 2030*. Each one contains a brief statement of our current state and sets out the key initiatives that Avsec will focus on in the coming years. Each priority also summarises the anticipated benefits that will arise from having a dedicated focus on it.

There is no doubt that Covid-19, and our response and recovery from it, will impact on the timing of the potential work initiatives identified under these strategic priorities as well their scope and focus and the resources available to undertake them. Inevitably there will be some hard decisions and prioritisation of resourcing and effort across sectors (not just the aviation sector) as New Zealand and the world rebounds and prospers.

Horizon 2030 is a 10-year strategy and its priority areas will still be just as important to the future of aviation security in the post-Covid-19 environment as the sector recovers. The challenges and threats facing aviation security prior to Covid-19 will not 'go away' as the years pass. Passenger and cargo volumes will rebound after the Covid-19 hiatus, aviation will still be a vital form of transport and a major contributor to our economic and social prosperity, and threats to aviation security will continue to evolve. Trusted, professional, and responsive aviation security is needed for the long haul.







COVID-19 recovery

Current state

The Covid-19 pandemic is a once in a century public health event that profoundly impacted on the economic, financial, and social systems around the world and in New Zealand.

While no sector has been untouched, Covid-19 has had a catastrophic impact on the domestic and international aviation sectors. In the short-term, passenger flights were slashed, people movements severely restricted, and countries' borders closed. The full implications of the pandemic will play out for months and years to come. All stakeholders in the aviation sector have been affected: airlines, airports, businesses and their workers across the sector, and travellers. The agencies and people involved in our aviation security system have also been significantly impacted.

An immediate impact was that international aviation passenger travel ground to a halt – with the exception of emergency and repatriation flights. Domestically, some airlines exited the market and the national carrier, Air Zealand, initially had to respond to significantly reduced domestic demand by reducing domestic flights by 95 percent. Some New Zealand airports were shut for a period of time. Across the aviation sector there were significant job losses. Other than essential workers, New Zealander's ability to travel by air was initially severely curtailed.

Whilst the future is uncertain, and it will be a long road to full recovery, the aviation sector will recover. New Zealand's location in the world and our regular use of air travel domestically means we have a heavy reliance on the aviation sector, and we will still need this. Air travel is part of the New Zealand culture and overseas tourism is a fundamental part of our economy. A thriving aviation industry will be a part of our future.



Proposed initiatives/activities

- Re-deploying Avsec staff into emergency response and recovery activities to support other government agencies, including NZ Police and Ministry of Health (for example quarantining and managed isolation, repatriation flights, and public assurance patrolling, etc)
- Developing a recovery plan
- Re-deploying back office staff to work remotely from home
- Re-sizing the Avsec workforce to meet lower passengers and screening demands and volumes
- Retaining key skills and capabilities that are critical for the future
- Maintaining international relationships and contributions to aviation security
- Deferring some security technology modernisation initiatives and re-prioritising others
- Collaborating with border agencies for efficiency and effectiveness and recovery initiatives
- Deferring recruitments and reducing consultant services
- Ensuring clear and regular internal and external communications to keep staff and industry informed of developments and changes
- Investing in IT and other back office systems and infrastructure to support remote working
- Increasing investment in health and safety initiatives, including new personal protection equipment and training in infectious disease prevention and protection.

Anticipated outcomes and benefits

- Effective contribution to the domestic and global Covid-19 recovery including the recovery of the New Zealand's aviation transport network and related sectors (e.g., tourism, trade etc)
- A high-quality and effective aviation security service that is proportionate to the changed demand, but can be geared up as the recovery progresses and passenger volumes rebound
- The recovery effort has positioned Avsec to be sustainable and able to thrive in the future environment
- A strong organisational culture that supports the physical and mental wellbeing and needs of our people
- A safe, healthy and well workforce, protected from communicable diseases, occupational harms and physical safety risks
- A financially secure organisation and operating model.



Highly skilled and professional workforce

❓ What do we mean?

For Avsec this will mean a strong, cohesive and diverse workforce that has the skills, expertise, and professionalism to provide a world class aviation security service that has the trust and confidence of the public. This will involve:

- Providing a diverse, respectful and inclusive workplace in line with the Authority's Diversity and Inclusion and People Strategies
- Providing a work environment that supports people to do their jobs well and ensuring the health, safety and wellbeing of our people
- Developing specialised capability to meet key evolving risks/threats (e.g., image analysis, behavioural detection and intelligence analysis)
- Adapting our operating model to support our people in new roles (e.g., centralised image processing)
- Improving our policies, systems and procedures for dealing with bullying, harassment and discrimination
- Using international relationships to support capability development
- Increasing use of innovative security measures (e.g., behavioural detection) and expanding the use of cognitive skills, interpretation and judgement, and the application of risk assessment, detection and alarm resolution, and decision making in aviation security
- Building centres of excellence where we have recognised expertise and sharing this with others (e.g., image analysis, detector dogs and behavioural detection)
- Developing the skills and expertise of the frontline workforce to enable an increase in higher-value tasks (e.g., detection, alarm resolution/investigation and risk management) and a reduction in inefficient or unnecessary activity (e.g., an over-reliance on manual handling and physical tasks)
- Providing a range of professional and career development opportunities to ensure we attract and retain great people
- Investing in and developing our leadership and management capabilities including the supporting systems and environment
- Having a strong healthy organisational culture of trust, respect, inclusion and support.



Current state

Avsec's people are professional and aviation security is their priority. They have a reputation for being helpful, courteous, friendly and customer-focused and we want to keep these attributes and values.

Most frontline aviation security officers are generalists and undertake a range of aviation security duties (e.g. passenger facilitation, cabin and baggage screening, and patrols). In contrast, there are a small number of more specialised roles for certain duties (e.g., explosive detection dog handlers and behavioural detection officers). There are established training and continuing professional development programmes for the workforce.

There are a lot of manual tasks involved in their work where there is an available technological solution to undertake this work – e.g., physical tasks such as handling trays before and after they have been used.

With aviation security risks/threats becoming more sophisticated, and ever-changing passenger volumes, Avsec needs to ensure our workforce has the necessary skills and expertise to meet these challenges and align with international best practice aviation security.

Building a respectful and inclusive workplace culture

Our people are at the heart of everything we do. Our workforce connects us with the aviation sector around New Zealand. To achieve our strategic objectives, we must have a workforce that is well trained, and feels valued, safe, inclusive and respected. To attract talent to our organisation we

must offer a workplace that makes people want to join us. In 2019, a Ministerial Review was undertaken of the organisational culture of the wider Authority, including Avsec. The Review followed media reports of allegations of bullying, harassment, and a poor workplace culture within the wider Authority. The Review focused on three areas:

- Reviewing reports of bullying and harassment to understand how complaints were addressed
- Conducting a workplace culture assessment
- Ensuring the appropriate policies, procedures and prevention controls are in place for managing bullying and harassment

The Review found deficiencies in the Authority's workplace culture, leadership, and processes for handling workplace complaints, and made a number of recommendations for improvement. In 2019 an independent investigation was also undertaken into allegations of workplace bullying, inappropriate behaviour, and conduct within Avsec following several complaints by staff.

Avsec is committed to building a respectful and inclusive workplace culture. This will include a thorough revamp of all practices to ensure the health, safety and wellbeing of our staff.

A culture change programme (Te Kācano) was established in 2020 to deliver meaningful and sustainable culture change. Avsec leadership is committed to the delivery of this.



Proposed initiatives/activities

The right capability and workplace culture will include:

- Ensuring workforce decisions (e.g., recruitment) enable and support a diverse and inclusive workforce (e.g., ethnicity, disability, age, gender, etc)
- Supporting our people to do their jobs with systems such as flexible working arrangements, leaders modelling our values and building a culture of trust, respect, inclusion, diversity and support, encouraging personal responsibility, and having accessible workplaces for those with disabilities, or return to work health needs etc.
- Developing specialised roles and capabilities for key aviation security activities (e.g., image analysis, behavioural detection, intelligence, dog handling, health and safety etc.)
- Raising the capability of the aviation security workforce to meet evolving risks/threats and security approaches and initiatives (e.g., through training, qualifications, recruitment and retention processes, remuneration, memberships with industry professional bodies, secondments, etc.)
- Maintaining and further developing engagement with other international aviation security services to build our knowledge and share information and experiences
- Developing centres of excellence for key aviation security capabilities and training our people and others who do similar activities (such as screening and behavioural detection)
- Maintaining the right balance of generalist and specialist aviation security staff to meet changing passenger volumes and the work that this will create
- Supporting professional and career development of our people in a range of ways (e.g., mentoring and coaching, secondments, training, exposing people to a variety of work, and providing clear career paths)
- Increasing the focus on work-related health risks and issues (e.g., stress, fatigue, ergonomic factors) and wellbeing of our people (e.g., encouraging exercise, nutrition, mental health support, etc.)
- Set up a culture change programme, including a governance structure to ensure accountability of executive and governance leadership. This programme will deliver:
 - Undertake regular workplace engagement surveys to support measurement of progress of the culture change programme
 - Expanded our Employee Assistance Programme to include a dedicated organisational psychologist
 - A new complaints management process
 - A new Code of Conduct and Organisational Values
 - Respect and inclusion workshops across the organisation
 - New Organisational Values training and workshops
 - Appointment of welfare officers
 - Training in new privacy legislation
 - Training and education on a new Code of Conduct and Organisational Values
 - Improving our policies, systems and procedures for dealing with bullying, harassment and discrimination
 - Development and implementation of a Leadership development programme.



Anticipated outcomes and benefits

- Improved effectiveness in detecting and managing security risks/threats
- A more efficient security service resulting in a better passenger experience (e.g., faster screening)
- Raised organisational reputation, influence, trust and public confidence
- Strong staff recruitment and retention performance
- High performing people
- Engaged and motivated workforce
- A diverse, respectful and supportive work environment
- A strong healthy organisational culture of trust, respect, inclusion and support
- A safe and healthy workplace that enhances the wellbeing of our people
- Avsec is recognised as a great place to come and work.



Intelligence-led

? What do we mean?

An aviation security approach that collects information from a range of sources, analyses it, makes informed conclusions and judgements about our threats/risks and appropriate operational mitigations for managing them. This will include a mix of internal and external sources. Internal sources will include frontline aviation security officers' activities. External sources might include a range of government intelligence community, law enforcement and border agencies, airports, airlines, international aviation associations and industry bodies.

This intelligence is then used to:

- Help inform operational, and tactical business decision-making (e.g., deployment of various security measures)
- Create advice, tools, and resources for the frontline and specialist security officers and management
- Better predict future risks/threats and vulnerabilities
- Stay abreast of emerging security trends and initiatives
- Understand the type and volume of work demands
- Engage with, and contribute to, the wider New Zealand intelligence community and border agencies on border and counter-terrorism issues
- Inform opportunities for continuous improvement.

Being intelligence-led and creating actionable intelligence is an essential foundation block for taking more of a risk-based approach to aviation security in future.

📍 Current state

Avsec collects different types of internal business information to inform its service delivery (e.g., scheduling and rostering functions, and business performance metrics and analytics). Whilst this is important, and valuable, this is not what we mean by intelligence information. Avsec collects security intelligence information from some sources, but this is sometimes obtained on a limited, informal, and ad hoc basis. There is an opportunity to undertake more formal threat modelling – information is not always being collected, assessed, and used/disseminated as part of a formal intelligence system, nor is there dedicated intelligence staff within Avsec. Avsec is not always involved in wider intelligence community efforts and initiatives. There is a clear opportunity for Avsec to become more intelligence-led.



Proposed initiatives/activities

Becoming intelligence-led will include:

- Building a dedicated operational intelligence capability with resources
- Developing an Intelligence Strategy to describe the information to be collected, from where and how it will be assessed and used operationally
- Using intelligence to inform operational, and tactical decision-making
- Strengthening the evidence-base underpinning security initiatives
- Producing and disseminating tactical intelligence advice, information, tools and resources (e.g., using apps and e-alerts for front line staff and issuing intel e-bulletins to staff)
- Establishing and leveraging existing relationships with intelligence, border agencies, law enforcement and other key stakeholders
- Developing a formal working relationship between Avsec and NZ Police's National Intelligence Centre. Formalising information sharing mechanisms and resourcing arrangements
- Investigating how the existing frontline aviation security workforce can contribute to an intelligence-led system and implementing a solution for this.

Anticipated outcomes and benefits

- Better targeting of activities, interventions, and resources
- Improved understanding of risks/threats and opportunities
- Being more proactive and better able to predict risks/threats
- Greater efficiencies and smarter decisions regarding use of resources
- Better evidence-based monitoring and reporting of security performance
- Improved organisational/system reputation and influence
- Improved compliance by passengers, workers at airport facilities, and others
- Improved security detection.



Risk-based decision-making

? What do we mean?

An approach that applies a risk management framework to decision-making. This broadly involves:

- Identifying and understanding risks using a range of information sources
- Assessing the magnitude of the risk (based on the likelihood of the risk happening and the severity of potential consequences)
- Considering and implementing appropriate and proportionate mitigations and controls.

This approach also recognises the need to consider security outcomes alongside other factors such as passenger experience and the costs and impacts of implementing security measures.

Risk-based decision-making is a widely used approach across government agencies (including border agencies) and regulated industries. Given the changing volumes in passenger numbers, increasing costs of providing aviation security, and the public's expectations for safe and secure air travel, taking a more risk-based approach will be necessary over time. It could include Avsec adopting internationally defined Smart Security risk-based initiatives in the areas of technology, systems and processes, workforce capability, information sharing and collaboration. Our current screening modernisation programme (refer to the innovation and technology section) provide a sound technology platform to support a number of risk-based initiatives in future.

For the purposes of aviation security and this strategic plan, a "threat" is an action, potential actions, or inaction that is likely to cause harm, damage or loss (e.g., an improvised explosive device). In contrast, the term "risk" relates to the potential or possibility of the threat happening domestically. Risks come from a threat or combination of threats exploiting a vulnerability. A "vulnerability" is a weakness or gap in a protection measure or system.



Current state

Currently, the national aviation security system operates a risk-based approach in places. For example:

- Tier 2 and 3 regional airports serviced by only smaller planes currently do not have security screening activities in place given their lower risk profile
- We do not currently screen for powders, liquids, aerosols, and gels on domestic flights given the lower risk profile.

Avsec is starting to take a risk-based approach to its operations. For example, new screening technology is being rolled out, such as advanced imaging technology and computed tomography. Other initiatives such as behavioural detection techniques exist and look beyond just the threat to consider intent as well.

However, much of the New Zealand aviation security system is based on a 'one-size-fits-all' full compliance model based on historical risks/threats and operating models, which do not always incorporate a more modern risk-based approach. There is a large focus on static security screening controls. Whilst acknowledging these will remain relevant and important and have largely been effective, aviation industry threats and risks have also evolved over time. Threats and risks are becoming more sophisticated, and can exist elsewhere, including unrelated to aircraft.

As the aviation sector recovers from the impact of Covid-19 there will be further opportunities, and greater need to pursue Smart Security risk-based approaches, including those being adopted internationally.

Proposed initiatives/activities

Adopting a risk-based approach will include:

- Adopting Smart Security approaches as appropriate (e.g., centralised image processing, specialised workforce capabilities, increased use of automation, computed tomography and advanced imaging technology)
- Considering human factors in the design of interventions, utilisation of the security workforce, and passenger facilitation and experience
- Broadening the focus/scope of security activities (e.g., having a wider focus on landside risks/threats over time and a stronger focus on insider threats, within the bounds of our jurisdiction and mandate)
- Exploring the feasibility and adoption of risk-based differentiated passenger screening
- Building effective operational intelligence capability and function within Avsec is an essential prerequisite for taking a risk-based approach to aviation security and implementing the above activities.

Anticipated outcomes and benefits

- Resources are targeted to greatest risks/threats
- Improved security detection and effectiveness
- Smarter business decisions, underpinned by intelligence
- Greater business efficiencies and value for money.



Innovation and technology

? What do we mean?

An innovative aviation security approach for Avsec includes:

- Being aware of, and better understanding, evolving aviation security risks/threats
- Proactively exploring new and emerging global security solutions in response to such risks/threats. Many of these encapsulated in Smart Security thinking
- Testing and trialling security solutions to ensure they fit the New Zealand environment and are effective
- Adopting best practice innovative and proven security solutions
- Being open-minded and adaptable to change.

Adopting new and proven technology is an essential component of best practice aviation security.

📍 Current state

Given the globally evolving aviation security risks/threats and passenger volumes, there is a need for Avsec to have a greater focus on exploring and adopting innovative and emerging security initiatives and solutions to maintain business efficiency without compromising security effectiveness.

At the time of this publication Avsec has a large screening technology modernisation programme underway. This includes investing in, and rolling out, new technology such as advanced imaging technology (AIT) body scanners and computed tomography (CT) scanners, and automated smart lanes. However, there is also opportunity to increase the use of technology in aviation security. For example, some security functions are still being performed manually when there are other ways to do the job more efficiently and effectively – e.g., perimeter patrols with CCTV utilising artificial intelligence, increased automation of security processes over time, and use of centralised image processing to name a few.

The introduction of new technology is also starting to act as a catalyst for change to some of the traditional supporting systems, processes, and staff operating models that are still being used today. However, there is still work to be done to modernise Avsec's operating models and business processes.



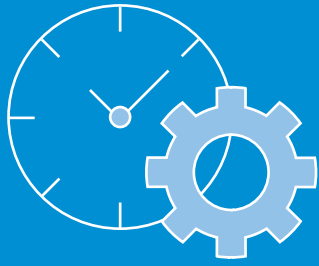
Proposed initiatives/activities

An increased focus on innovation and using new technology will include:

- Exploring new and emerging threats to aviation security. For example, wider non-passenger and landside threats and complex and internal concealments
- Increasing knowledge and understanding of workforce and passenger human factors (e.g., competencies, fatigue, distractions, stress/pressure, environmental conditions, ergonomics, etc). Applying new knowledge to intervention development, operational activities and organisational change processes
- Greater use of automation to create efficiencies, including refocusing frontline security workforce into higher-value decision-making tasks (e.g., reducing the need to undertake time consuming or repetitive manual handling physical work tasks and activities)
- Continuing to adopt Smart Security initiatives
- Proactively investigating (and adopting where appropriate) new and innovative global aviation security technologies, systems, approaches (e.g., artificial intelligence in security measures)
- Trialling CCTV with artificial intelligence software for security surveillance, perimeter patrols, and behavioural detection
- Procuring and using the latest security screening technologies (as appropriate).

Anticipated outcomes and benefits

- Maintaining international trust and confidence in NZ's security performance
- Keeping current with evolving security risks/threats and mitigations strategies
- Business efficiencies and cost savings
- Improved security detection and effectiveness.



Efficiency and passenger facilitation

What do we mean?

An efficient aviation security system is one that achieves aviation security outcomes, while:

- Ensuring passengers are processed in a timely and effective manner
- Making best use of security resources (minimising manual tasks)
- Reducing unnecessary procedural steps and the level of invasiveness of security screening (e.g., body pat downs and bag searches)
- Reducing operational costs
- Being operated by a professional, helpful, passenger focused workforce
- Being focused on business performance, continual improvement and quality assurance.

Current state

In recent years, centralisation of a number of administration and management functions has created efficiencies in the organisation. For example, frontline workforce rostering and training on new technology and methods of detection.

The new screening technology modernisation programme will create efficiencies over time. However, there are opportunities to create further efficiencies by ensuring new technology is rolled out with modern and smarter approaches – including how we can use our staff more efficiently.

Avsec collects a range of business data to monitor performance – such as screening point throughputs, work volumes, workforce rostering, cost information etc. Much of this information relates to speed and volume – and cost per passenger e.g., queue times or flight delays caused by security checks. Our current business performance data could be improved to capture more performance and the quality of Avsec's security activities information and, ultimately, the security outcomes achieved. Some of the things we currently measure are also impacted by circumstances outside of Avsec's control.

For example, space/infrastructure limitations within airports that do not always allow for the necessary screening capacity or equipment to meet passenger volumes, or passenger behaviour (e.g., regular lateness and poor time management). Moving forward it will be important that Avsec measures performance and quality relating to security outcomes and matters within our control and jurisdiction.

Perhaps because of the joint responsibility across the aviation system for passenger information and awareness, there is currently limited proactive communication and information by Avsec that specifically targets passengers to help educate and raise their awareness of security and safety compliance requirements. For example, targeting the reduction and volume of prohibitive and dangerous items people travel with which would create efficiencies for Avsec and airlines and improve the customer experience.

Proposed initiatives/activities

- Implementing centralised image processing for multiple airports
- Increasing the use of automation (e.g., rolling out of smart lanes across the country)
- Challenging existing and traditional security approaches and modernise where appropriate to achieve increased efficiencies (use technological advances in surveillance to undertake patrol duties)
- Ensuring new technology is supported by modern, fit for purpose, systems and processes (e.g., transitioning of manual tasks to automated solutions)
- Working with others (e.g., airlines and airports) to improve passenger experience, while ensuring security outcomes (e.g., pre-travel and offsite security activities/engagement)
- Maintaining strong quality assurance and continuous improvement activities
- Improving passenger information and their awareness of security requirements to support voluntary compliance (e.g., prohibitive items, dangerous goods, divestment requirements, passenger time management)

- Using a wider range of communication channels to raise such awareness (e.g., social media, airline e-tickets, airport signage, apps, travel agent information). This will create efficiencies and improve customer experience
- Maintaining sufficient security personnel capacity to meet changing passenger volumes and the work that this will create
- Developing more sophisticated performance measures that relate to security outcomes and recognising factors and their impact on the effectiveness and efficiency of delivery outside Avsec's control
- Continue to strengthen Avsec business planning, project and programme management, internal co-ordination and communication
- Ensuring performance reviews of significant business initiatives are promptly undertaken to help ensure new business process, system, and technology initiatives improve efficiency, reduce costs, and achieve the security outcomes anticipated
- Increasing engagement with others (i.e., airports) to mitigate the impacts that are outside Avsec's control.

Anticipated outcomes and benefits

- Building and maintaining our reputation
- Higher passenger satisfaction
- Cost savings through efficiencies
- Minimising follow-up work (e.g., complaints management)
- Faster processing of passengers and their baggage
- Higher performing workforce
- Improved value for money
- Strong compliance and high quality service delivery.



Collaboration

? What do we mean?

A collaborative aviation security approach for Avsec includes:

- Continue to have a focus on relationship-building, including establishing new relationships, both domestically and internationally
- Taking a leadership role on aviation security initiatives that have benefit for Avsec and are of relevance to other agencies (e.g., border agencies and other central government departments)
- Working with stakeholders both domestically and internationally in a mutually beneficial way to achieve aviation security results
- Raising Avsec's profile and influence with industry and government stakeholders.

📍 Current state

Currently, Avsec collaborates with domestic and international agencies on border and government security activities on a range of levels. This includes other countries' aviation security service providers, regulators, frontline border agencies' airport and policing operations, engagement at central/federal government level, and participation in international aviation security forums and working groups. Avsec also contributes to the government's wider national security activities including call outs to bomb threats and search warrants and providing security services at large events of national significance such as APEC.

Avsec is known and well regarded by our close international aviation security counterparts in other countries. Avsec's profile and influence amongst other domestic border agencies such as Customs, Immigration New Zealand, NZ Police and the Ministry for Primary Industries continues to improve, however there is more that can be done to improve our leadership contribution and status. There are opportunities for greater collaboration and influence building – including broadening the areas we work in and who we collaborate with (across government and private sectors and internationally). In some areas this could be to increase our leadership role, while in others the focus could be as a contributing partner or stakeholder.



⚙️ Proposed initiatives/activities

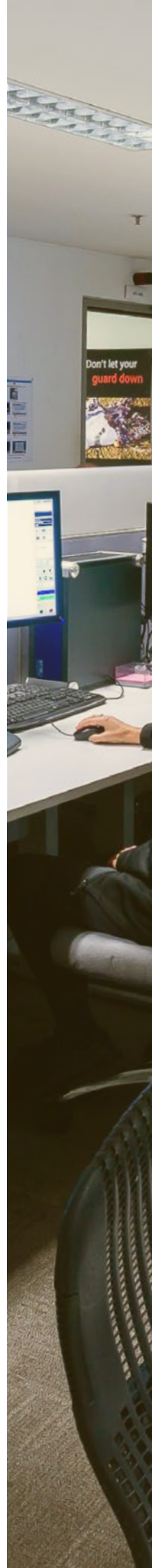
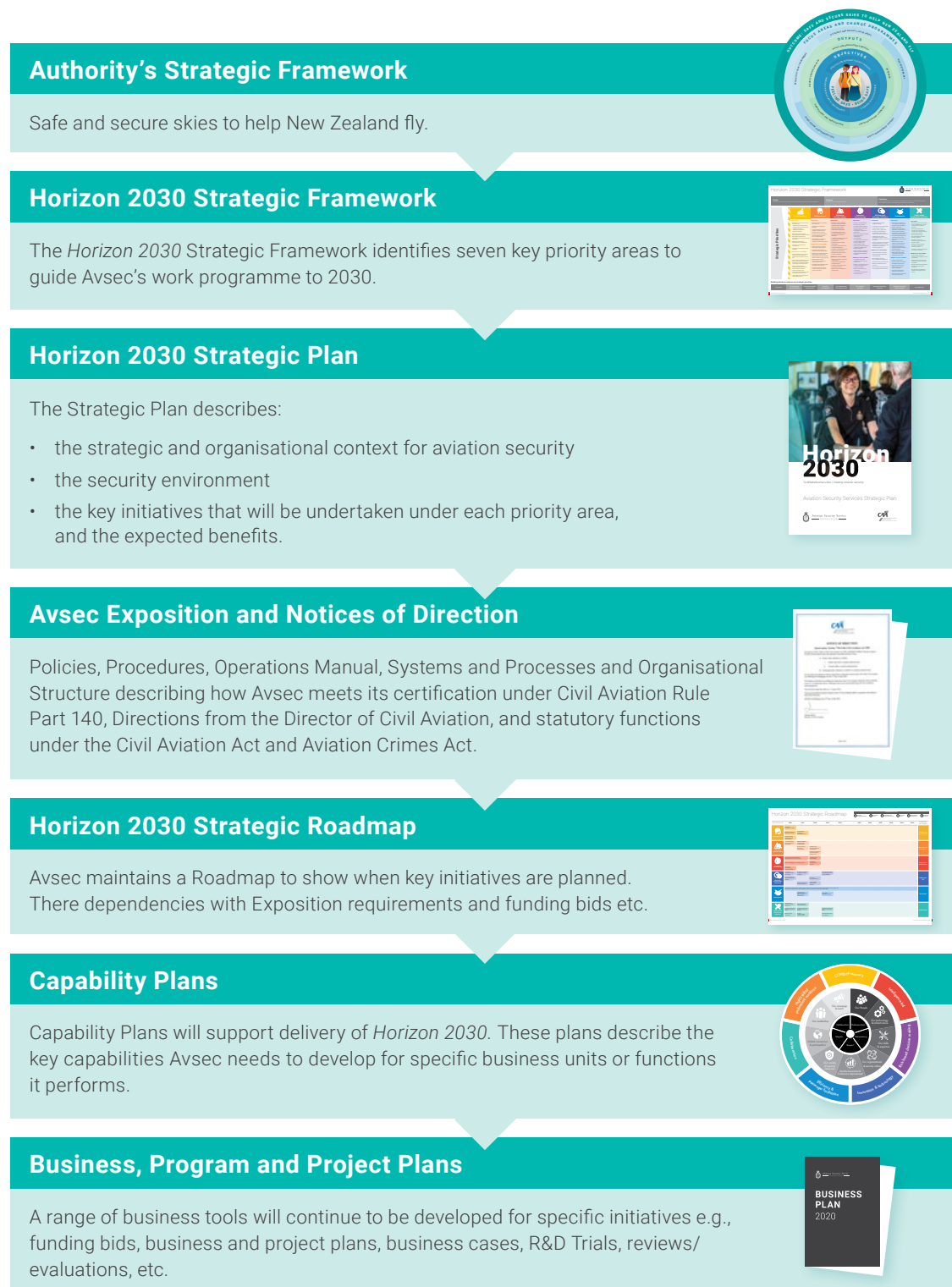
- Greater involvement in cross-agency border groups and joint security initiatives. This includes participating in joint activities (e.g., training), joint use and sharing of facilities, resources, new technologies, and sharing of information and knowledge
- Continued relationship-building with key stakeholders (aviation security counterparts in other countries, international aviation organisations, airlines, airports, industry associations, border agencies, etc.)
- Building new/stronger relationships with other security service providers, the intelligence community, and border and law enforcement agencies
- Continuing to incorporate learnings from international forums and other jurisdictions into domestic aviation security initiatives
- Building Avsec's profile, influence, and capability by greater collaboration with others
- Strengthening Avsec's relationship and collaboration with the CAA's security and regulatory function. For example, increasing Avsec's involvement and contribution in the development of security-related civil aviation rules
- Enhancing frontline Avsec staff and subject matter experts' involvement in design and development of aviation security initiatives.

📈 Anticipated outcomes and benefits

- Stronger relationships can enhance aviation security outcomes
- Access to richer information, knowledge, and resources to underpin security interventions and decision-making
- Supporting wider 'NZ Inc' outcomes (e.g., Border, Tourism, Policing)
- Improved Avsec organisational reputation and influence
- More informed and effective security interventions
- Creating efficiencies and reduced duplication of effort and resources.

Operationalising Avsec's strategy

The diagram below illustrates the relationship between *Horizon 2030* and other key internal operational mechanisms, how strategy is turned into action.





Horizon 2030 Strategic Context

INTERNATIONAL STRATEGY



ICAO Global Aviation Security Plan

Risk Management

Enhancing Risk Awareness and Response

Co-operation and Information Sharing

Innovation

Technology and Resources

BORDER AGENCY STRATEGY

Border 5 2030

International border agencies

Risk Management

Known to one
Known to all

Information Sharing

Innovation

Border 2025

Domestic border agencies

Risk Management

Intelligence and Analytics

Seamless Border

Technology Investment



Ministry of Transport Strategy

Transport Outcome Framework (Resilience and Security Outcome)

Risk Management

Information and Intelligence

Systems and Technology Capability

Security System Capability and Workforce

Sustainability

AVIATION RELATED TRANSPORT SECTOR STRATEGY



CAA Strategic Framework and priorities

SMART SECURITY

Security Service Delivery

Effective and Efficient Security Services



Avsec Horizon 2030 Strategic Priorities


Covid-19 recovery


Highly skilled professional workforce


Intelligence-led



Safety Culture and Human Capability Development

Oversight and Quality Assurance

Effective Implementation and Compliance

Insider Threat

Air Transport Security 2040 and Beyond

Smart Security Vision 2040

Emerging Technology

Workforce Resilience

Data and Privacy

Industry Partnerships

Joint Training

Digital Identity and Biometrics

Information Sharing

Innovation

Assurance and Verification

Transport Resilience and Security Strategic Framework

Aviation Security System Strategy

Proportionate Security Measures

User Experience

International Cargo

Domestic Security Settings

Landside Security

Insider Threat

Cyber Security

Build Respect Inclusion and High Performing Workforce

Transforming Our Organisation

Build Confidence in Us

Strengthen Our Capability



Risk-based decision making



Innovation and technology



Efficiency and passenger facilitation



Collaboration

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Aviation Security Service

Kaiwhakamaru Rererangi

