



Australian Government
Civil Aviation Safety Authority



CORPORATE PLAN

2015–16 to 2018–19

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About this Plan

The Corporate Plan (the Plan) presents the Civil Aviation Safety Authority's (CASA's) direction for the period 2015–16 to 2018–19. It is designed as the principal planning and operational document outlining the purposes of CASA and the strategies to be implemented to achieve our objectives. The Plan details how CASA will meet the Government's and the Australian public's aviation safety expectations.

The Plan positions CASA to contribute to the effective and efficient management of aviation safety risks and to improve appropriate relationships with the wider aviation community within a strong governance framework.

Key terms used in this Plan

Term	Meaning
Goals	CASA's broader aims
Key performance areas (KPA's)	Specific areas CASA will report against using the performance measures
Key performance indicators (KPI's)	Indicators applied to CASA's performance which will be measured against the KPAs to determine success in terms of meeting CASA's goals
Initiatives	Specific activities, including projects to support strategies
Performance measures	Clear, unambiguous measures, including both qualitative and quantitative measures, against which the progress of each initiative will be tracked and reported
Wider aviation community	Government, commercial, industrial, consumer and other relevant bodies and organisations, including the International Civil Aviation Organization (ICAO) and bodies representing the aviation industry

Letter to the Minister



Australian Government
Civil Aviation Safety Authority

CHAIR – CASA BOARD

TRIM Ref: EF09/23970

15 May 2015

The Hon Warren Truss MP
Deputy Prime Minister
Minister for Infrastructure and Regional Development
Parliament House
CANBERRA ACT 2600

Dear Deputy Prime Minister

On behalf of the Board, I am pleased to provide the Civil Aviation Safety Authority's Corporate Plan for the period 2015–16 to 2018–19 for your approval.

The Plan incorporates the Government's Direction issued under Section 12A of the *Civil Aviation Safety Act 1988*; and has been prepared under the requirements of Subsection 35(1) of the *Public Governance, Performance and Accountability (PGPA) Act 2013* and in accordance with the statutory provisions of Section 44 of the *Civil Aviation Act 1988*.

Yours sincerely

A handwritten signature in cursive script that reads 'Allan Hawke'.

Allan Hawke AC
Chair
CASA Board

cc Mr Mike Mrdak, Secretary, Department of Infrastructure and Regional Development

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1. Introduction

I, as the Chair of the Board of the Civil Aviation Safety Authority (CASA) present the 2015–16 to 2018–19 (2015–19) CASA Corporate Plan for the reporting period 2015-16, as required under subsection 35(1) of the *Public Governance, Performance and Accountability (PGPA) Act 2013* and in accordance with the statutory provisions of section 44 of the *Civil Aviation Act 1988*. The Plan incorporates the Government's Direction issued under section 12A of the *Civil Aviation Safety Act 1988* and in accordance with section 34 of the *PGPA Act 2013*. The Plan is also prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

Chair's foreword

CASA's four-year Corporate Plan for the period 2015–16 to 2018–19, which is updated annually, has been approved by the Minister for Infrastructure and Regional Development. Its principal purpose is to articulate what CASA will do to deliver the Government's aviation safety objectives, how we intend to do that, and the associated performance measures. The aviation constituency will be particularly interested in implementation of the Forsyth Review which will be given effect through the Minister's Statement of Expectations (SOE)—see page 12.

Since the last Corporate Plan, CASA has a new Director of Aviation Safety (Mark Skidmore), a new Deputy Chair of the Board (Jeff Boyd) and three other new Board Members (Ian Smith, Anita Taylor and Murray Warfield). The Board has primary accountability under the *Civil Aviation Act 1988* for deciding the objectives, strategies and policies to be followed by CASA, for ensuring that CASA performs its functions in a proper, efficient and effective manner, and for ensuring that CASA complies with any Ministerial Directions.

The contribution of the new Director and all Board members, as well as a range of CASA staff to the development of the Plan has been welcome, and the Board is confident that it will serve its purpose.

The Plan reflects a new environment shaped by a new SOE, introduction of the *Public Governance, Performance and Accountability Act 2013*, and the Government's *Regulator Performance Framework*.

The SOE to CASA's Board forms part of the Government's commitment to good governance. While recognising CASA's independence as a statutory authority that has been established for the safety regulation of civil air operations in Australia and the operation of Australian aircraft outside Australian territory; the SOE rightly expects CASA to operate under the Government's policy framework, including its deregulation agenda, in performing its role and meeting its responsibilities.

CASA confronts some very significant challenges in the years covered by this Plan. As an example, the Government's process for creating, implementing and reviewing new regulations involves the principle that the cost of any additional regulation should be offset, and that CASA must actively seek opportunities to reduce compliance costs for business and the aviation community. We are mindful of these tests in all our undertakings. Another high-level challenge concerns CASA's funding model based on a volatile domestic fuel excise combined with a fixed appropriation. This particular matter will be further examined by CASA's Board in the near-term with a view to proposing other funding options for the Government's consideration.

The Plan presented in this document includes an assessment of the emerging challenges and risk factors likely to affect aviation safety in the period covered by it. This sets the scene to explain the initiatives and priorities therein. The Board expects the Director to use the Plan to develop detailed individual business and risk management plans for all CASA's business units. These internal documents will set out in more detail how CASA will apply its people, systems and resources to achieve the strategies and drive continuous improvement.

'The Plan reflects a new environment shaped by a new SOE, introduction of the *Public Governance, Performance and Accountability Act 2013*, and the Government's *Regulator Performance Framework*'.

A credible Plan is, however, just the starting point. It is the work of all CASA people that will determine our performance and our reputation. We are confident that Australia's already enviable record of aviation safety will be maintained and further enhanced by skilled and motivated people using suitable systems, and by CASA maintaining an appropriate safety-partnership with the aviation industry.

It is a new Plan with many new elements, but our vision remains '*Safe skies for all*'. I commend it to you.



Allan Hawke AC
Chair, CASA Board



Director's preface

As CASA's Director of Aviation Safety, it is my duty to manage CASA, subject to the directions of, and in accordance with policies determined by, the CASA Board. In doing so, it is my intention to provide leadership that positions CASA as a trusted organisation whilst promoting a strong, cohesive and highly effective workforce with well-articulated objectives.

The Australian Government has set clear expectations for CASA in 2015 and the years to follow, through its response to the Aviation Safety Regulation Review (ASRR), which was released late in 2014. This response provides me with a platform to develop the planning and action required to achieve our goals.

CASA's implementation schedule to the Government's response to the ASRR is embedded within this corporate plan and has been endorsed by the CASA Board. As part of my strategic planning for the organisation, it is my intention to develop and publish by the end of 2015 a statement of CASA's long-term strategic intent, *Flight Plan 2030*, broadly setting out our objectives over the next 15 years. These plans will identify CASA's future path and will help our stakeholders to better understand our commitment and shared interest in promoting aviation safety in Australia.

CASA's engagement with the aviation community forms a significant part of our standards development, educational, advisory and operational activities. CASA understands the importance of maintaining a meaningful, cooperative and mutually respectful relationship with the aviation community.

Like other regulatory authorities in Australia, and not unlike aviation safety regulators throughout the world, CASA is no stranger to criticism, complaints, and other expressions of dissatisfaction about the things we do and the way we do them. Where such criticism is deserved, it is my intention to see that its causes are identified and addressed as quickly and effectively as possible.

I recognise work needs to be done on re-establishing and maintaining closer relationships between the regulator and the regulated community as we share a mutual interest in the achievement of the same safety outcomes. That relationship must be built on respect and trust. CASA is open and committed to an appropriate 'safety partnership' with the aviation community. We will be devoting time and energy to building effective and meaningful engagement and communication with all interested parties, both at a strategic and working level.

My goals for the year ahead include:

ESTABLISH

establishing a framework to implement the Government's response to the ASRR report

DEVELOP

developing our workforce to meet the future challenges

SERVICE

service delivery with clear key performance indicators

IMPLEMENT

instilling and implementing a rational 'just culture' approach in CASA's regulatory dealings with all members of the regulated community

In addition, there are four guiding principles I am committed to and have asked all of our people to keep in mind. These are: communication, cost, complexity and consistency.

Each represents significant opportunities for growth and improvement as an organisation and I will be using these touchstones as a constant guide in my role as CASA's Director of Aviation Safety.

I am proud to lead CASA on a path towards real improvement in everything we do. I believe this organisation is one of the leading aviation safety regulators in the world, with high quality staff and fair and appropriate processes. Working together with my people and the aviation community to achieve CASA's vision of '*safe skies for all*' will form the foundation of my tenure with CASA.



Mark Skidmore AM
Director of Aviation Safety

'... there are four guiding principles I am committed to and have asked all of our people to keep in mind. These are: communication, cost, complexity and consistency'.



2. Purpose

CASA is Australia's aviation safety regulator and is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability (PGPA) Act 2013* and was established on 6 July 1995 under the *Civil Aviation Act 1988* (the Act). The main object of the Act is to establish a regulatory framework for maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

Our key role

CASA's key role is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. CASA is also responsible for ensuring that Australian-administered airspace is administered and used safely.

CASA, the Department of Infrastructure and Regional Development, and Airservices Australia constitute a tripartite structure for providing safe aviation in Australia, each with separate and distinct functions, but working together as an integrated system.

In keeping with CASA's fundamental obligations, efforts are maintained and promoted at all times to ensure our decision-making and actions are lawful, fair, reasonable and consistent, and in all cases contribute to optimal safety outcomes, while not unnecessarily impeding the efficient operation of entities that we regulate.

VISION

Safe skies for all

MISSION

To provide a fair, effective and efficient aviation safety regulatory system and promote a positive safety culture throughout the aviation community.

VALUES

Excellence

strive to excel in all we do.

Courage

act with strength of character and conviction.

Teamwork

work together to promote a strong, cohesive and highly effective workforce.

Fairness

actions and decisions are informed, consistent, risk-based, evidence driven and without bias.

Integrity

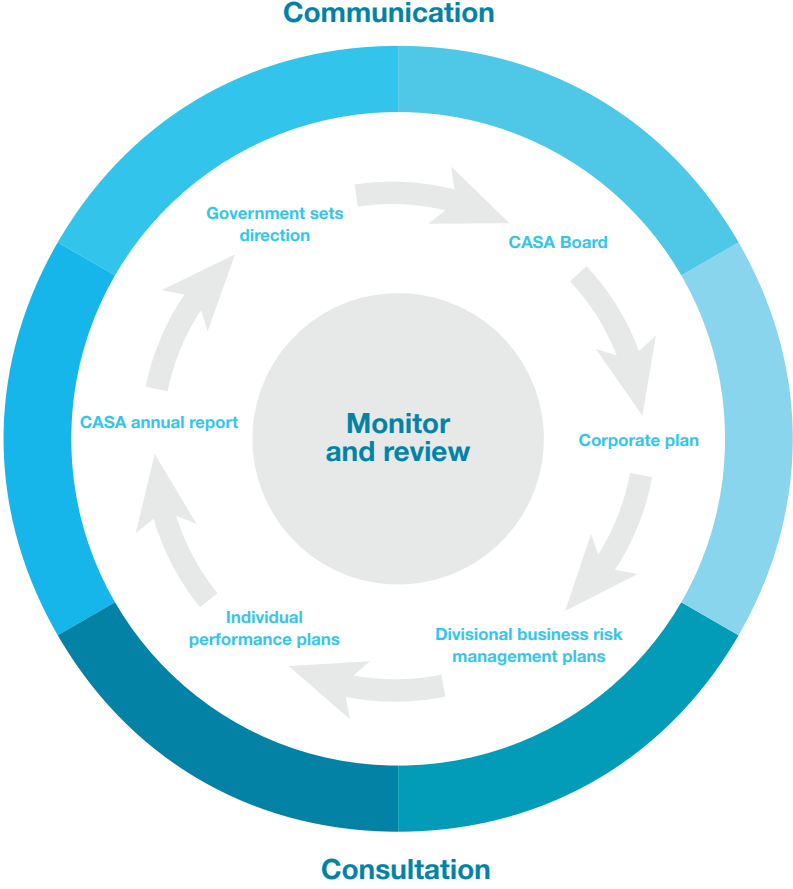
actions and behaviour are open, transparent, ethical and accountable.

Respect

engagement with our peers, colleagues and the wider aviation community is clear, concise and respectful at all times.

CASA's strategic approach

Figure 1 CASA's planning and reporting cycle



Key strategic input to this plan

On 14 November 2013 the Australian Government announced the establishment of the independent Aviation Safety Regulation Review (ASRR) to examine Australia's aviation safety regulatory system.

The ASRR was undertaken by a panel chaired by Mr David Forsyth AM.

The panel's report was tabled in Parliament on 3 June 2014. It contained 32 recommendations related to the functions and performance of CASA. After consideration of the comments on the report received from the public and industry, and incorporating advice received from the key aviation agencies, the Minister tabled the Government's response to the recommendations and related issues on 3 December 2014.

The Minister provided a Statement of Expectations (SOE) to the CASA Board on 14 April 2015 which included, among other expectations, a specific requirement to implement the CASA-related recommendations from the Government's response to the ASRR report in an effective and timely manner.

The design and development of this Plan has been fully cognisant of the Minister's expectations and has also been informed through a detailed briefing to the Board from Mr Forsyth, to ensure the intent of each ASRR recommendation has been accurately captured.

The Minister's SOE also specifically covered the expectation that CASA would:

- > undertake an effective and ongoing engagement with the aviation industry to create an effective collaborative relationship between CASA and the industry based on a foundation of mutual understanding and respect; and
- > consider the economic and cost impact on individuals, businesses and the community in the development and finalisation of any new or amended regulatory changes.

With respect to the first dot point, the Board is undertaking a series of programmed visits to key industry participants and the Director of Aviation Safety and senior CASA staff will be meeting with the aviation community – the Minister's Aviation Industry Consultative Council (AIACC) will also have an important part to play.

As far as the second dot point is concerned, the Director issued a specific Directive in May 2015 which reaffirms CASA's obligation, as specified in the Authority's standards development policy, to ensure that any regulatory change is justified on safety risk grounds and does not impose unnecessary costs or unnecessarily hinder high levels of participation in aviation and its capacity for growth.

Additional considerations informing CASA's strategic approach have included direction from the CASA Board, applicable legislative requirements including the *Civil Aviation Act 1988*, *Airspace Act 2007*, *Public Governance, Performance and Accountability Act 2013*, and the *Regulator Performance Framework*.

In line with the Government's direction, CASA is committed to the eight key principles as outlined by the Deputy Prime Minister in his ministerial tabling statement to the Aviation Safety Regulation Review. CASA will continue to apply these principles to underpin Australia's future aviation safety system:

- > safety should be the primary consideration of CASA in the performance of its functions
- > the highest safety priority should be afforded to passenger transport operations
- > Australia's regulatory approach and responses should be based on a sound assessment of the high level of risk associated with particular aviation operations
- > CASA and industry should work closely together to identify aviation safety risks and ensure that the most appropriate methods, practices and technologies are adopted to address and reduce these risks

- > a strong 'just culture' approach must underpin better information sharing between industry and CASA as information sharing assists in preventing future safety events and reflects international best practice
- > recognition that Australia's safety regulatory system plays an important role in ensuring that Australia has a safe, efficient and competitive aviation industry
- > Australia's aviation regulatory procedures, processes and approach to regulation should be fair, transparent and promote nationally consistent operations
- > active and ongoing engagement by industry and CASA will help inform future regulatory priorities and the development of simpler regulations, standards and orders.

Monitoring and reporting

This corporate plan articulates how CASA will deliver against these principles through its three key goals and outlines the formal process to measure success through a series of key performance indicators.

An external consultancy firm was engaged to ensure that the performance management framework outlined in this plan fully complies with the new legislation and Government direction and that the draft suite of performance indicators appropriately reflects CASA's core purposes and expected outcomes.

CASA's approach to performance management is detailed on pages 23-27.

Section 8 provides the specific initiatives to be undertaken by CASA to meet the Minister's SOE and each ASRR recommendation with a link included to the relevant recommendation/s to be addressed by each initiative. In accordance with previous reporting arrangements, the Board will provide the Minister with detailed quarterly performance reports throughout 2015–16 against the initiatives listed in section 8.

Section 7, Table 4, 'Plan on a Page' provides the linkages from both the SOE and ASRR recommendations to the relevant CASA goals and performance indicators. In accordance with the *Public Governance, Performance and Accountability Rule 2014* and the *Regulator Performance Framework*, CASA's overall performance in delivering against these goals and indicators will be fully detailed in the annual performance statements in CASA's 2015–16 Annual Report.

CASA's key goals:

GOAL 1

Maintain and enhance a fair, effective and efficient aviation safety regulation system

GOAL 2

Engagement with the wider aviation community to promote and support a positive safety culture

GOAL 3

Continuous improvement of organisational performance

Key challenges and trends

The key challenges and trends in the table below all have factors which, to varying levels, are partially within CASA's control.

Key challenges/trends	CASA's response	Success measures
Large amount of change in CASA and the aviation community associated with the implementation of new regulations	<p>Engaging the aviation community in establishing dates and implementation methodologies for the introduction of new regulations that can be effectively managed.</p> <p>Providing accessible, comprehensive, usable and accurate guidance material.</p> <p>Delivering effective training, seminars and education tools.</p> <p>Minimising or reducing the cost or burdens from any new regulations.</p>	<ul style="list-style-type: none"> > Transition completed for all relevant operators/individuals successfully by the respective transition dates > Cooperative participation from industry in regulatory development forums > Positive feedback from industry on the outcomes
Increasing use of remotely piloted aircraft	<p>Introduce a modernised regulation and continue to refine policy to effectively manage safety.</p>	<ul style="list-style-type: none"> > Revised Civil Aviation Safety Regulations (CASR) Part 101 made by August 2015 > Commence redevelopment of the regulations, taking into account the hazards associated with unmanned aircraft
Increasing number of international low cost carriers	<p>Review the current policy, procedures and overall approach to managing foreign AOC applications.</p> <p>Analyse the appropriate level of resourcing which would be necessary to support any proposed changes to current arrangements.</p>	<ul style="list-style-type: none"> > Completion of the review > Using a risk-based approach, policy and procedures reviewed and amended as required
Increasing off-shore helicopter operations in the resource sector	<p>Review the current oversight approach being applied to off-shore helicopter operations including any implications arising from international reviews/ research into this type of operation.</p>	<ul style="list-style-type: none"> > Completion of the review > Oversight approach adjusted, as required, to align with international best practice
Increased participation in sport and recreational aviation	<p>Introduce a modernised regulation and continue to refine policy to effectively manage safety. Ensure a CASA presence at Sport and Recreational events and Air-shows. Support Recreational Aviation Administration Organisation (RAAO) through enforcement action on non-compliant operators both within an RAAO or operating outside of an RAAO. Provide appropriate staffing levels to undertake adequate oversight.</p>	<ul style="list-style-type: none"> > Introduction of Approved Organisations Model under Part 149 > Transition of RAAOs to Part 149 > Standardised reporting measures for all RAAOs > CASA presence at no less than six major events per year > CASA audit of at least five RAAOs per year

Key challenges/trends	CASA's response	Success measures
Competition for safety-critical personnel	<p>Review options for international recruitment of specialist categories.</p> <p>Revised marketing/advertising strategy for difficult to fill roles by effectively utilising industry publication and forums.</p>	<ul style="list-style-type: none"> > Achieve a 10 per cent reduction in recruitment cycle time > Increased numbers of applicants in the difficult to fill category of roles by 10 per cent
Issues associated with the introduction of Project OneSKY (advanced air traffic management system)	<p>CASA will regulate the implementation of Project OneSKY, a joint Airservices/Defence project to acquire a new air traffic management surveillance data processing and display system.</p> <p>CASA has little control over the timing of the delivery of, or the quantity of, safety assurance documentation by the proponent. CASA has recruited a Project Manager OneSKY to begin the oversight process.</p> <p>Airservices and Defence have agreed to fund four CASA staff for four years for this purpose.</p>	<ul style="list-style-type: none"> > No delays due to CASA during the implementation process > Dealing with safety assurance documentation within a reasonable time when such documentation is delivered to CASA with appropriate notice
Users of CASA's information and services have increasing demand for electronic transactions	<p>Introduction of efficient and comprehensive online capability for end-to-end processing of regulatory service applications.</p> <p>Renewal of CASA website to improve user experience and system reliability.</p>	<ul style="list-style-type: none"> > Online service delivery introduced in 2015 and expanded each year > Revised CASA website in 2015 and continuing improvement
Calls for CASA's regulatory approach to be commensurate with the safety risk associated with each aviation sector, especially General Aviation sectors	<p>Continue to apply the Classification of Operations policy to regulatory development and to oversight activities.</p>	<ul style="list-style-type: none"> > Align CASR Parts to CASA's classification of operations model, based on the ICAO framework > Continue risk modelling of sectors of the Australian aviation industry > Develop risk management plans for each industry sector based on sector risk modelling results
Ageing aircraft	<p>Continuing to develop regulatory options to address ageing aircraft issues.</p>	<ul style="list-style-type: none"> > Introduce an updated ageing aircraft risk assessment tool for use by the Australian aviation industry

3. Operating environment

CASA is connected through a wide range of activities with more than 100,000 people who are involved in the Australian aviation industry, and with the many millions of passengers whose safety is CASA's primary concern. The constantly changing environment requires close monitoring to ensure the appropriate strategies are implemented to take into account the impact of each of these activities.

Table 1 Summary of areas of change in CASA's operating environment

Number of	Actual		
	2011–12	2012–13	2013–14
Registered aircraft (VH registered)	14,750	15,100	15,260
Domestic passengers ¹	54,980,000	57,380,000	57,570,000
International passengers ²	28,882,000	30,309,000	31,345,000
International low cost carriers	5	5	7
Unmanned Operators Certificates	n/a	~45	139
Domestic commercial flights ¹	615,100	644,600	642,600
International commercial flights ²	156,100	161,019	167,723
Flight Crew Licences (excl. students)	27,252	27,384	27,195
Licensed Aviation Maintenance Engineers	7,470	7,700	8,000
Sport and recreational pilots ⁴	15,939 ³	16,001	16,110
Sport and recreational aircraft ⁴	6,602	6,864	7,433

The general trends indicated in table 1 are expected to continue through the life of this plan. Ongoing monitoring of the trends will continue and any variations will be specifically addressed through future corporate plans. Any emerging trends which arise during the reporting period will be addressed and actioned through CASA's Divisional Business and Risk Planning process.

¹ Bureau of Infrastructure, Transport and Regional Economics domestic airline activity 2011–12, 2012–13, 2013–14.

² Bureau of Infrastructure, Transport and Regional Economics international airline activity 2011–12, 2012–13, 2013–14.

³ Data collection for 2011–12 included all Recreational Aviation Australia members, whereas figures for 2012–14 only include flying members.

⁴ This includes pilots and aircraft from Recreational Aviation Australia, Australia Balloon Federation, Australian Sports Rotorcraft Association, Australian Warbirds Association Limited, Gliding Federation Australia, and Hang Gliding Federation Australia.

Financial environment

Table 2 2015–16 Portfolio Budget Statements – income statement for the period ended 30 June

Comprehensive income statement (showing net cost of services) (for the period ended 30 June)

	Estimate actual 2014–15 \$'000	Budget estimate 2015–16 \$'000	Forward estimate 2016–17 \$'000	Forward estimate 2017–18 \$'000	Forward estimate 2018–19 \$'000
Expenses					
Employee benefits	115,946	123,511	126,270	129,092	131,976
Suppliers	53,893	53,241	44,354	45,659	46,833
Depreciation and amortisation	12,900	13,907	14,086	14,350	14,891
Finance costs	-	-	-	-	-
Write-down and impairment of assets	788	-	-	-	-
Total expenses	183,527	190,659	184,710	189,101	193,700
LESS: OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	14,696	16,500	16,500	16,500	16,500
Interest	1,946	1,531	1,618	1,819	1,862
Other	910	1,567	1,567	1,567	1,567
Total own-source revenue	17,552	19,598	19,685	19,886	19,929
Total own-source income	17,552	19,598	19,685	19,886	19,929
Net cost of (contribution by) services	165,975	171,061	165,025	169,215	173,771
Revenue from Government	157,803	161,061	165,051	169,274	173,795
Surplus (Deficit) attributable to the Australian Government	(8,172)	(10,000)	26	59	24
Total comprehensive income (loss) attributable to the Australian Government	(8,172)	(10,000)	26	59	24

Prepared on Australian Accounting Standards basis.

2014–15

CASA is budgeting for an approved operating deficit in 2014–15 of \$8.2m. This is mainly due to: a decrease in Special Appropriation from aviation fuel excise originally estimated to be \$125.6m in 2014–15, but now estimated at \$115.3m, a decrease of \$10.3m; and a decrease in employee expenses due to a lower than forecast average staffing level.

2015–16

CASA is planning an approved operating deficit in 2015–16 of \$10.0m. The driver behind the operating deficit is the \$13.6m downward revision from the previous forecast of Special Appropriation from aviation fuel excise revenue from \$132.2m to \$118.6m. The \$3.6m shortfall between the reduction in aviation fuel excise revenue and the approved deficit is addressed through targeted reductions in supplier expenses.

Forward years

CASA is budgeting for small operating surpluses in the forward years with the Special Appropriation for aviation fuel excise forecast to grow at around 3.4 per cent per annum.

Depreciation expenditure will steadily increase in line with CASA's capital program and employee expenses will continue to increase as a result of anticipated pay rises under the next enterprise agreement.

A review of the funding arrangements for CASA is being undertaken to identify a model that will deliver greater financial stability for the organisation into the future.

Revenue from special appropriations will increase by 2.9 per cent in the budget year and 3.4 per cent in the forward years.

Total expenses in 2015–16 are estimated to be \$190.7m, an increase of \$7.2m when compared to 2014–15. The main movements in the major expense categories are:

> Employee expenses are increasing \$7.6m due to

an increase in the average staffing level from an estimated 802 to 833;

- > Depreciation expenses increasing by \$1.0m, reflecting an increase in capital expenditure;
- > Supplier expenses decreasing by \$0.7m as a result of ongoing targeted savings measures; and
- > Write-down and impairment of assets has decreased by \$0.8m.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2015–16 is forecast to reduce by \$10.0m compared to 2014–15, consistent with the fall in aviation fuel excise and in line with the approved operation deficit.

Capital investment strategy

During 2015–16 CASA will be investing \$13.5m in capital expenditure. The 2015–16 investments include planned office fit-outs for the Darwin, Melbourne and Perth offices along with corporate enterprise systems and supporting infrastructure. The office fit-outs will coincide with potential office moves as CASA looks to improve its use of accommodation resources, together with contemporary work practices. CASA's major enterprise system, AIRS, has come to the end of its useful life and is planned to be replaced with AiMS (EAP) during 2015–16.

CASA's investment profile for the period of the corporate plan is:

- > 2016–17 - **\$9.1m**—investments will centre on a planned refresh of CASA's IT infrastructure and desktop appliances and some planned fit-out for the Adelaide office
- > 2017–18 - **\$14.8m**—investments include the planned upgrades to corporate systems such as the human resource management system, the surveillance capability and a refresh of unified communications
- > 2018–19 - **\$18.5m**—main investment for this period includes planned fit-outs for the Canberra and Brisbane offices, major upgrades to a number of corporate systems such as AiMS (EAP), case management, Financial Management Information System and internet management systems.

Major projects

In defining a major project within CASA, several factors are considered. These include, but are not limited to: the level of risk to CASA and/or any of its key stakeholders; project budget; utilisation of staff and other resources across the organisation; involvement of external organisations; and planned duration and complexity of the project.

CASA will be undertaking four major projects for the reporting period of this corporate plan.

1. Operations regulations implementation:

The project is expected to improve safety outcomes by delivering modernised, internationally harmonised and easily accessible regulations for the aviation industry.

The remaining regulations to be implemented cover predominantly operational activities, with a small number of maintenance and engineering regulations (most of which are required to support the new operational regulations) and cover:

- > flight operations
- > aerial work
- > commercial balloons
- > war birds
- > sport aviation
- > maintenance for current charter and GA/aerial work operators
- > aeronautical information management
- > performance based navigation
- > approved design organisations
- > flight crew fatigue
- > flight crew licensing and training.

2. Aviation information Management System (EAP)

AiMS (EAP) is a software application that assists aviation authorities to regulate aviation safety. CASA purchased EAP to replace the Aviation Industry Regulatory System (AIRS), which is approaching the end of its functionally supportable life. AiMS (EAP) will improve the online interface with the aviation industry, enhance the standardisation of CASA business processes and assist in the implementation and administration of the new aviation safety regulations.

3. Internet/intranet upgrade

The project aims to deliver an improved online presence for CASA. It is a collaborative effort that will involve web content owners and subject matter experts in all CASA Regions and Divisions. New content management software will introduce web authoring tools to enable Divisions to update their web content.

The redeveloped websites will provide easy-to-navigate site structures, new graphic design and user interfaces, and new content management tools. While the current CASA websites are built to work best on desktop computers, the project will ensure the redeveloped sites scale to accommodate the smaller screen sizes of mobile devices.

4. Work management

The work management project is an important step forward for CASA. The project aims to deliver capabilities that will provide managers at all levels with the means to originate, track and record effort expended on all tasks being conducted within CASA. Effort recording is of particular importance as it will provide data for analysis of workload across CASA, enabling effective resource and task allocation on an enterprise scale. This project forms an integral component of CASA's advance towards a single service centre.

4. Capability

Workforce planning

The 2014–16 CASA Strategic Workforce Plan (SWFP) supports CASA in positioning the workforce to meet the strategic directions and organisational goals outlined in the Corporate Plan. It also aligns CASA with whole of government workforce planning strategies.

Current workforce capability requirements and gaps

CASA requires a workforce with significant aviation industry experience and a strong knowledge of safety regulations that can administer the *Civil Aviation Act 1988* and its associated regulations, and the government's direction consistently across all sectors. Specific capability gaps which need to be addressed include:

- > ensuring appropriately skilled staff are available to develop and implement a regulatory framework and safety management systems for the Remotely Piloted Aircraft Systems (RPAS) sector
- > recruiting appropriately skilled personnel to meet the increasing demand of offshore rotary wing operations, firefighting and law enforcement sectors
- > developing and enhancing leadership and management skills to enable CASA managers to utilise the workforce's capabilities more effectively to achieve higher levels of organisational performance
- > revising training and recruitment practices to ensure that training benefits fully support higher levels of workforce performance and that recruitment outcomes are focused on ensuring the new capability is optimally applied to achieving higher levels of workforce performance.

Future workforce capability requirements

To meet the future requirements of the aviation community, CASA is planning to strengthen its workforce capability in:

- > regulation development and implementation
- > making effective, risk and evidence based decisions in line with exercising the Civil Aviation Act in a changing environment
- > meeting increasing surveillance requirements across different aviation sectors

Strategies and initiatives to address key workforce gaps

The following strategies have been identified to address current and future capability requirements:

- > developing succession plans and talent management strategies to mitigate any loss of critical capabilities through retirement
- > enhancing CASA's recruitment search capabilities
- > implementing a capability framework across all levels of CASA to support and advise development requirements
- > strengthening CASA's leadership and management by revising and implementing the Senior Management Group (SMG) performance framework to assist in the attraction and development of a workforce with the capacity and capability to meet future challenges.

ICT capability

Technology strategy

CASA continues to transform and simplify its Information Communication and Telecommunication (ICT) environment to support seamless and streamlined services to the aviation community. ICT leverages a wide range of Australian Government and industry Better Practice principles, strategies and guidelines to provide effective ICT services. This approach enables well informed decisions to be taken that will best serve the interests of the flying public and the aviation community.

CASA's ICT strategy can be broken down into five key areas:

- > Access to information anytime, anywhere, on any device – the provision of mobility and other technologies to allow CASA staff to conduct business operations more effectively.
- > Online services – making it easier for the aviation community to engage with CASA.
- > Collaboration – providing technologies that allow and encourage CASA staff to share information and work in a collaborative manner, regardless of location.
- > Leveraging technology – investigate more effective ways to deliver business solutions.
- > Compliance and Governance – delivering ICT solutions in the most effective and efficient manner as an integrated part of the business.

There are continual pressures to do more with less and technology is a key area that assists the business in becoming more efficient and effective. There are a number of business drivers that will shape the future outlook for ICT within CASA.

Business drivers

Improve efficiency of CASA through:

- > increased use of mobility tools
- > a reduction and simplification of business systems
- > the introduction of collaboration tools to bring better sharing of information

Enhanced engagement with the aviation community:

- > online smart forms, providing the aviation community with a better online experience
- > a new website to make it easier for aviation community members to navigate and find information
- > aviation facing systems to be developed with mobile technologies in mind to make the interaction more positive
- > development of information 'Apps' in order to provide information in a readily available and easy to use format

Cost reduction:

- > reducing the number of legacy systems to reduce ongoing support costs
- > simplifying the IT environment so CASA staff will need to access less systems, streamlining processes
- > working across government, leveraging whole-of-government initiatives to maximise the financial resources available.

5. Risk oversight and management

CASA applies an enterprise-wide risk management approach across its extensive range of activities to identify, analyse and manage risks, ensuring that all decisions are well informed and evidence based and contribute effectively to its vision of *Safe skies for all*.

All aviation activity involves a degree of risk, and it is a key element of CASA's role to understand the nature and full dimensions of the risks it oversees. In undertaking its regulatory function, CASA faces a variety of potential risks, such as failure to detect breaches of safety and maintenance standards, incorrect or inconsistent application of regulatory standards, ineffective stakeholder engagement, and failure to properly carry out statutory responsibilities. The identification, analysis, treatment, monitoring and review of risk are embedded into all CASA functions and contribute directly to the effective and efficient achievement of CASA's corporate goals. All CASA governance committees include risk management as a standing agenda item.

CASA reviews and updates its risk management policy and practices annually to ensure that they remain aligned with current best practice and accord with the principles outlined in the Australian and New Zealand International Standards Organisation Risk Management – Principles and Guidelines (AS/NZS ISO31000:2009). CASA also participates in the Commonwealth Risk Management Forum and contributed directly to the recently released *Commonwealth Risk Management Policy and Better Practice Guide*. CASA utilises the annual Comcover risk management benchmarking survey as an independent performance measure of its risk management practices and maturity levels with a target of maintaining its position in the top quartile of all Commonwealth entities.

CASA has an overarching Strategic Risk Management and Audit Plan (SRMAP), which is a four year planning document, reviewed and updated annually and approved by the Board in June each year. The SRMAP is a consolidation of the Business and Risk Management Plans (BRMP) for each Division. The BRMPs ensure all activities conducted within each division are clearly aligned to the corporate goals and key performance areas. It also ensures that all key risks are identified and transparently documented including strategies to address, manage and mitigate the high risk elements. This is particularly relevant to enable the planning and allocation of resources in the most efficient and effective manner.

CASA has embedded specific risk management practices in all key processes including:

- > business planning
- > entry control
- > surveillance
- > enforcement procedures
- > standards development
- > financial management
- > project management
- > procurement
- > work health and safety
- > Human factors
- > airspace administration
- > protective security
- > internal audit
- > quality assurance
- > business continuity management

6. Performance measurement

CASA will be reporting against five Key Performance Areas (KPAs) in this plan using performance indicators and measures in accordance with the requirements detailed in the *Regulator Performance Framework* and the *PGPA Rule* which apply from 1 July 2015.

These KPAs are:



CASA will measure its success against these KPAs utilising the following ten Key Performance Indicators (KPIs):

1. **Aviation safety regulation and service delivery**
 2. **Industry oversight**
 3. **Stakeholder engagement**
 4. **Governance and organisational effectiveness**
 5. **Workforce capability and capacity**
6. **CASA is open and transparent in its dealings with regulated entities and all of its stakeholders***
 7. **Communication with regulated entities and all of CASA's stakeholders is clear, targeted and effective***
 8. **Education and promotion deliverables are relevant, timely, effective and appropriately targeted**
 9. **CASA's governance structures and risk management align with Commonwealth better practice**
 10. **CASA maintains a skilled and capable workforce with the capacity to effectively deliver aviation safety regulation**

Table 3 outlines examples of high level performance measures and associated evidence which will be relied upon to assess CASA's success in achieving its goals and meeting its KPIs.

Specific initiatives to deliver the government's strategic aviation direction and meet the wider aviation community safety expectations are outlined in section 8 of this Plan and provide detailed descriptions of the activities to be undertaken by CASA. Associated with each of these initiatives are performance measures which will be used to inform the KPIs and CASA's overall performance for the reporting period.

While in some cases performance measures are already established, there are several areas where the four step process for developing and reporting performance measures will be applied to ensure appropriate and meaningful measures are implemented. The establishment of comprehensive performance measures will be finalised progressively over the four year period of this plan. The Plan on a Page (pages 28-29) outlines the proposed timeframes to develop and set targets against each of CASA's KPIs.

* KPIs required under the *Regulator Performance Framework*

Table 3 Key Performance Areas, Indicators and Measures

KPA's	Key Performance Indicator	Performance measures (examples of some measures to be applied)	Examples of evidence
Aviation Safety Regulations and service delivery	<p>1.</p> <p>CASA is an effective aviation safety regulator by international standards</p>	<ul style="list-style-type: none"> > CASA is in the top quartile of aviation regulators based on: <ul style="list-style-type: none"> • Number of accidents per hours flown • Number of incidents per hours flown • Regulatory service delivery targets are met and published on the CASA website • CASA standards meet or exceed ICAO requirements 	<ul style="list-style-type: none"> > Comparison of Australian accident and incident data against published international data > Existing service delivery reporting data > Existence of material on CASA website
	<p>2.</p> <p>CASA does not unnecessarily impede the efficient operation of regulated entities*</p>	<ul style="list-style-type: none"> > New regulations are preceded by a full evaluation to ensure appropriate balance between cost to regulated entities and safety outcomes including a stakeholder engagement process > Regulatory service delivery targets are met and published on the CASA website > Stakeholder feedback is positive overall > Non Compliance Notices are issued in accordance with the CASA Surveillance Manual (CSM) > Enforcement action is undertaken in accordance with the CASA Enforcement Manual (CEM) 	<ul style="list-style-type: none"> > Existence of cost benefit analysis for all new regulations > Existence of stakeholder engagement processes > Service delivery standards published on the website with comparison of outcomes against targets > Ongoing internal audit schedule against the surveillance manual and enforcement manual > Records of matters taken to the Administrative Appeals Tribunal (AAT)
	<p>3.</p> <p>CASA actively contributes to the continuous improvement of the aviation safety regulatory framework*</p>	<ul style="list-style-type: none"> > Initiatives are in place to improve the aviation safety regulatory framework > Stakeholder feedback mechanisms maintained through the use of industry forums, formal public consultation processes and clear complaints processes > CASA actively engages with international counterparts > CASA's operational experience informs the regulatory amendment proposals 	<ul style="list-style-type: none"> > Initiatives detailed in the corporate plan/annual report > Existence of feedback mechanisms including evidence of industry forums and other consultation processes > Documented evidence of complaints and subsequent action > Records of participation in ICAO and international meetings and working groups/panels > Documented process for feedback from operational areas to Standards division

KPIAs	Key Performance Indicator	Performance measures (examples of some measures to be applied)	Examples of evidence
Industry oversight	<p>4.</p> <p>Actions undertaken by CASA are proportionate to the risk being managed*</p>	<ul style="list-style-type: none"> > Actions are aligned with the Minister's Statement of Expectations (SOE) > Surveillance and subsequent action is taken in a graduated and proportionate manner in accordance with the CSM and CEM > Surveillance and enforcement policies and manuals are published on the CASA website > CASA has a risk management framework in place > Stakeholder feedback is positive overall 	<ul style="list-style-type: none"> > Records show that planning is mapped to the SOE > Ongoing training of surveillance staff > Existence of material on CASA website > Ongoing internal audit schedule against the surveillance manual and enforcement manual > Existence of a risk management framework > Evaluation of relevant survey data
	<p>5.</p> <p>Compliance and monitoring approaches are streamlined and coordinated*</p>	<ul style="list-style-type: none"> > Oversight of regulated entities must be undertaken in accordance with the CSM > Enforcement action must be undertaken in accordance with the CEM > Surveillance and enforcement policies and manuals are published on the CASA website > Stakeholder feedback mechanisms maintained through the use of industry forums, public consultation processes and clear complaints processes 	<ul style="list-style-type: none"> > Ongoing training of surveillance staff > Ongoing internal audit schedule against the surveillance manual and enforcement manual > Existence of material on CASA website > Existence of documented feedback mechanisms

* denotes KPIs required under the Regulator Performance Framework

KPA's	Key Performance Indicator	Performance measures (examples of some measures to be applied)	Examples of evidence
Stakeholder engagement	<p>6.</p> <p>CASA is open and transparent in its dealings with regulated entities and all of its stakeholders*</p>	<ul style="list-style-type: none"> > Published documents comply with Government accessibility guidelines > Regulations, manuals, guidance material available on CASA website > Stakeholder feedback mechanisms maintained through the use of industry forums, public consultation processes and clear complaints processes > Performance results are published > Decisions are published and accompanied by a statement of reasons and advice about relevant review or appeal mechanisms, where appropriate 	<ul style="list-style-type: none"> > Existence of web services/knowledge and information processes > Existence of material on CASA website > Performance results published in annual report > Record of all consultation processes > Existence of publicly available feedback mechanisms
	<p>7.</p> <p>Communication with regulated entities and all of CASA's stakeholders is clear, targeted and effective*</p>	<ul style="list-style-type: none"> > Comply with government accessibility guidelines > Regulations, manuals, guidance material available on CASA website > Decisions are published and accompanied by a statement of reasons and advice about relevant review or appeal mechanisms, where appropriate > Performance results are published > Stakeholder feedback mechanisms maintained through the use of industry forums, public consultation processes and clear complaints processes > Stakeholder feedback is positive overall > Education and promotion activities are informed by an evidence-based process 	<ul style="list-style-type: none"> > Existence of web services/knowledge and information processes > Existence of material on CASA website > Performance results published in annual report > Record of all consultation processes > Existence of publicly available feedback mechanisms > Evaluation of relevant survey data > Existence of evidence-based process informing the content and targeting of education and promotional activities
	<p>8.</p> <p>Safety education and promotion activities are relevant, timely, effective and appropriately targeted</p>	<ul style="list-style-type: none"> > Education and promotion activities are informed by an evidence-based process > Positive take up of new mobile apps > Post education/promotion surveys demonstrate overall satisfaction with the relevance, timeliness, effectiveness and targeting of education and promotional activities > Evaluated campaigns show a positive overall response 	<ul style="list-style-type: none"> > Existence of evidence-based process informing the content and targeting of education and promotional activities > Web services download data > Feedback collected from post education/promotion surveys > Feedback collected from post-campaign surveys

KPA's	Key Performance Indicator	Performance measures (examples of some measures to be applied)	Examples of evidence
Governance and organisational effectiveness	<p>9.</p> <p>CASA's governance structures and risk management align with Commonwealth better practice</p>	<ul style="list-style-type: none"> > CASA places in the top quartile of agencies in the Comcover annual risk management benchmarking survey > Governance framework and subordinates policies align with the ANAO better practice guidance and ICAO standards > Self-assessment processes implemented for all key governance committees 	<ul style="list-style-type: none"> > Comcover annual risk management benchmarking survey results > ANAO financial statement report with no Category A findings > Existence of self-assessment documentation and associated reports > Terms of reference in place for all committees and appropriately recorded meeting documentation
Workforce capability and capacity	<p>10.</p> <p>CASA maintains a skilled and capable workforce with the capacity to effectively deliver aviation safety regulation</p>	<ul style="list-style-type: none"> > Reduce the recruitment cycle time for safety critical roles by 10 per cent > Maintain the current high level of employee engagement (75 per cent or above) as reported every two years > Maintain an Average Staffing Level (ASL) within 5 per cent of approved budget levels > Individual professional development scheme in place > Staff trained in accordance with the Regulatory and Technical Training Framework 	<ul style="list-style-type: none"> > People and performance data > Internal CASA engagement survey results > Records of the Performance and Communication Scheme > People and performance and finance data > Safety Education and Promotion training data

7. Plan on a page

Goals	Key Performance Areas	Key Performance Indicators
<p>Goal 1:</p> <p>Maintain and enhance a fair, effective and efficient aviation safety regulatory system</p>	<p>Aviation safety regulations and service delivery</p>	<ol style="list-style-type: none"> 1. CASA is an effective aviation safety regulator by international standards 2. CASA does not unnecessarily impede the efficient operation of regulated entities 3. CASA actively contributes to the continuous improvement of the aviation safety regulatory framework
	<p>Industry oversight</p>	<ol style="list-style-type: none"> 4. Actions undertaken by CASA are proportionate to the risk being managed 5. Compliance and monitoring approaches are streamlined and coordinated
<p>Goal 2:</p> <p>Engage effectively with the wider aviation community to promote and support a positive safety culture</p>	<p>Stakeholder engagement</p>	<ol style="list-style-type: none"> 6. CASA is open and transparent in its dealings with regulated entities and all of its stakeholders
		<ol style="list-style-type: none"> 7. Communication with regulated entities and all of CASA's stakeholders is clear, targeted and effective 8. Education and promotion deliverables are relevant, timely, effective and appropriately targeted
<p>Goal 3:</p> <p>Continuous improvement of organisational performance</p>	<p>Governance and organisational effectiveness</p>	<ol style="list-style-type: none"> 9. CASA's governance structures and risk management align with Commonwealth better practice
	<p>Workforce capability and capacity</p>	<ol style="list-style-type: none"> 10. CASA maintains a skilled and capable workforce with the capacity to effectively deliver aviation safety regulation

Statement of Expectations (SOE)	Government's response to ASRR recommendations	Performance dates and targets		
		Assess data	Set benchmark	Set target
4, 5, 6, 8, 9, 11, 12, 13	1, 8(a), 8(c), 14, 21, 22, 23, 24, 35	2015–16	2016–17	2017–18
6, 9, 10, 15	15, 29, 35, 37(c),	2015–16	2016–17	2017–18
6, 8, 9, 11, 12, 14	1, 4, 8(a), 8(c), 10, 12, 13, 14, 19, 21, 22, 23, 29, 30, 31, 33	2015–16	2016–17	2017–18
4, 5, 6, 9	18, 28, 29, 37(d)	2015–16	2016–17	2017--18
6, 9, 10	15, 24, 25, 26, 27, 28, 32	✓	2015–16	2016–17
6, 8, 11, 12, 14	8(a), 8(b), 11, 12, 13, 17, 19, 23, 32, 33, 34, 37	2015–16	2016–17	2017–18
6, 8, 11, 12, 14	1, 4, 8(b), 8(c), 12, 14, 15, 17, 19, 32, 33, 34	2015–16	2016–17	2017–18
6, 12, 14	9, 16, 17, 19	✓	2015–16	2016–17
6, 9, 10, 11, 13	6,8(a), 8(c), 14, 17, 21, 22, 24, 25, 26, 27, 37(a), 37(b)	✓	✓	2015–16
5, 6, 7, 13	8(d), 9, 16, 17, 19, 37(b)	✓	✓	2015–16

8. CASA goals, KPAs, initiatives and performance measures 2015–16 to 2018–19

Goal 1: Maintain and enhance a fair, effective and efficient aviation safety regulation system

CASA will focus its efforts on maintaining, enhancing and promoting aviation safety, as set out in the *Civil Aviation Act 1988*. CASA's work will centre on enhancing oversight and surveillance, continuing the regulatory implementation program, continuing to reform Australian-administered airspace and continuing effective enforcement to secure compliance with safety standards.

KPA 1.1

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
1.1.1 continuing to implement airspace reform initiatives as identified in the Australian Airspace Policy Statement SOE 9	1,3	<ul style="list-style-type: none"> > execute the Office of Airspace Regulation work program in accordance with the Australian Airspace Policy Statement > report key achievements quarterly
1.1.2 conduct a review of the operations and functions of the Office of Airspace Regulation SOE 9	1,3	<ul style="list-style-type: none"> > develop the Terms of Reference incorporating the Government's response to recommendation 12 of the Aviation Safety Regulation Review by 31 August 2015 > conduct consultation with Airservices Australia; Department of Defence; the Department of Infrastructure and Regional Development (DIRD) and key stakeholders by 31 October 2015 > concurrently with the consultation phase, conduct a comparison of the OAR's roles and functions with International states by 31 January 2016 > release a draft report for Aviation Policy Group (APG) review by 30 April 2016
1.1.3 contributing to the achievement of aviation safety objectives through active membership of the International Civil Aviation Organization (ICAO) SOE 12	1,3,6,7,10	<ul style="list-style-type: none"> > maintaining appropriate levels of participation in ICAO panels and working groups and attend all meetings convened of relevant forums > continuing to work with ICAO and the Safety Management International Collaboration Group on safety performance measurement through attendance at meetings and provision of papers > maintaining appropriate contact and relations with international aviation specialist organisations and regulators

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
<p>1.1.4 contributing to the establishment of bilateral aviation safety arrangements with other countries and national aviation authorities</p> <p>SOE 12</p>	1,3,6,7	<ul style="list-style-type: none"> > demonstrating efforts to progress the establishment of appropriate mutual recognition arrangements, including bilateral aviation safety arrangements with key international partners
<p>1.1.5 continuing to provide support to the DIRD and APG, as required, for the further development of the State Safety Program</p> <p>ASRR 1</p>	1,3,6,7	<ul style="list-style-type: none"> > being a contributing member of the DIRD led project to revise and implement a new edition of the State Safety Program > continued development and implementation of CASA's Regulatory Safety Management Program in support of the State Safety Program > develop education and promotional products that underpin knowledge of the State Safety Program within CASA
<p>1.1.6 CASA will provide staff to participate in ATSB investigations and other technical support, as requested, and will monitor and review interaction with the ATSB in accordance with the MOU</p> <p>ASRR 4, 11</p>	3,6,10	<ul style="list-style-type: none"> > in accordance with the ATSB/CASA MOU respond to ATSB requests for CASA staff to participate in investigations and to provide technical support > agree a review process with the ATSB by August 2015 > conduct ongoing periodic reviews in accordance with the MOU and as scheduled accordingly > jointly report to the DAS and the Board

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
<p>1.1.7 CASA will provide advice to the Department and respond to all recommendations from the Minister in a considered and timely manner, including but not limited to:</p> <ul style="list-style-type: none"> > APG review of the day-to-day operational management of airspace SOE 9, ASRR 12 > Advice, when requested, on improving safety oversight of services provided by the military to civil aviation at military air bases and in airspace controlled by the Department of Defence ASRR 13 > Review of the flight priorities contained in the Aeronautical Information Publication ENR 1.4 Section 10 ASRR 10 	3,4,6,7	<ul style="list-style-type: none"> > as required, participate in and support the APG review of the day-to-day operational management of airspace > develop an implementation plan for any recommendations from the APG review of the day-to-day operational management of airspace endorsed by the Minister > participate in any APG led review of safety oversight of services provided by the military to civil aviation at military air bases and in airspace controlled by the Department of Defence > develop plans for the implementation of any recommendations endorsed by the Minister that follow from a review of safety oversight of services provided by the military to civil aviation at military air bases and in airspace controlled by the Department of Defence > contribute to the DIRD led review of flight priorities
<p>1.1.8 implement the regulatory philosophy and associated compliance and enforcement policies. Including the development of suitable performance measures to assess the impact and effectiveness of the philosophy and policies ASRR 14</p>	1,3,6	<ul style="list-style-type: none"> > draft Regulatory Philosophy proposal is provided to Board for consideration with a view to appropriate further consultation > appropriate revisions are incorporated into relevant CASA policies, procedures and manuals > principles advancing the philosophy are included in relevant CASA training programs > appropriate measures to assess impact and effectiveness of philosophy and policies are identified, along with a plan to conduct such assessments
<p>1.1.9 publish, and update as necessary, a Question and Answer (Q&A) document to accompany the Safety Information Policy Statement ASRR 19</p>	6,7,8,9	<ul style="list-style-type: none"> > in conjunction with ATSB, a Q&A document is developed and published on the CASA website > arrangements are in place with the ATSB for an appropriately periodic review of the content of the Q&A document

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
<p>1.1.10 complete the CASR Parts:</p> <ul style="list-style-type: none"> > to reflect alignment of CASA's classification of operations with the ICAO model > using a three tier structure comprising: the Act; Regulations; and optimising the use of Manuals of Standards or Civil Aviation Orders > meet the Government's requirements for new and amended regulations, consistent with Commonwealth drafting standards > finalising CASR Part 149 taking into consideration input from industry and the public <p>SOE 14, 15 ASRR 28, 29, 30, 31</p>	1,2,3,6,7	<ul style="list-style-type: none"> > the Regulatory Reform drafting, incorporating the classification of operations, a three tier structure where possible and meeting the Government's requirements for new and amended regulations, will be completed by December 2015
<p>1.1.11 undertake a post implementation review, once the current reform schedule has delivered the outstanding CASR parts, and update the current practices to establish the most effective means by which the development of future regulatory development priorities can best be informed. Including development of a review schedule</p> <p>SOE 15, ASRR 33</p>	3	<ul style="list-style-type: none"> > establish a schedule for regulatory implementation and subsequent regulatory development by September 2015 > continue to meet deregulation targets (overarching regulator framework goal)

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
<p>1.1.12 develop and administer the remaining CASR parts in consultation with industry, using CASA's established program management approach, and in accordance with the government intent to minimise the cost to industry while maintaining acceptable levels of safety</p> <p>SOE 15, ASRR 33</p>	1,2,4,6,7	<ul style="list-style-type: none"> > continue to review the regulatory suite in accordance with the established program > continue to meet portfolio deregulation targets set by DIRD Deregulation Group > develop and apply means of compliance with the Government's <i>Regulator Performance Framework</i>
<p>1.1.13 address the increased participation in sport and recreational aviation</p> <p>KC 5</p>	1,3,4,5,6,7,8	<ul style="list-style-type: none"> > introduce Approved Organisations Model under CASR Part 149 by December 2015 > ensure appropriate CASA presence at specified sport and recreational aviation events > conducting surveillance events of RAAOs based on risks to aviation safety > conducting scheduled and unscheduled surveillance activity on RAAOs (ASAOs) to ensure organisational safety obligations are being met > in conjunction with CASA's Airworthiness and Engineering Branch, conducting surveillance on Light Sport Aircraft manufacturers and importers to ascertain levels of compliance with applicable standards > centralising model aircraft display and area approvals from regional offices to SASAO to promote standardisation and efficiency by June 2016 > conducting assessment and oversight of sport aviation delegates and providing appropriate training > implementing communication campaigns to support safe practice in the sports sector
<p>1.1.14 continuing to focus on the safety of ageing aircraft in Australia</p> <p>KC 10</p>	1,2,3,4,5,6,7	<ul style="list-style-type: none"> > continuing to develop regulatory options to address ageing aircraft issues > introduce an updated ageing aircraft risk assessment tool for use by the Australian aviation industry

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
<p>1.1.15 performance indicators for CASA's service delivery functions will be monitored and updated as part of the continuous improvement process to support the corporate KPIs</p> <p>ASRR 8 (a)</p>	1,3,6,9	<ul style="list-style-type: none"> > Industry Permissions division regulatory service delivery standards published and updated monthly on CASA's website > all other CASA processed regulatory service delivery standards to be published on CASA's website by December 2015
<p>1.1.16 establishing a standardised and consistent practice for the processing of all regulatory service applications including the implementation of the EAP online services project</p> <p>ASRR 8 (c)</p>	1,2,3,6,9	<ul style="list-style-type: none"> > continuing the progressive and timely transfer of regulatory service processing activities to the Permissions Application Centre > completing final EAP implementation by December 2015 > increasing the use of the CASA EAP online services portal to further enhance service delivery by June 2016
<p>1.1.17 CASA will consult with industry prior to publishing a draft policy paper on the indemnity of industry personnel with delegations of authority for public comment. The review will have regard to advice from industry and the Government on this matter, the issues concerning the availability and cost of insurance coverage, and the rules established by the PGPA Act and the Department of Finance regarding the indemnity of persons not employed by the Commonwealth</p> <p>SOE 14, ASRR 15</p>	5,6,7	<ul style="list-style-type: none"> > consultation with appropriate stakeholders undertaken once applicable PGPA rules and policies on indemnities are published > updated draft policy and options paper prepared for consultative purposes
<p>1.1.18 establish and implement appropriate procedures to enable DAMEs the ability to renew aviation medical certificates where the applicant meets the required standard at the time of the medical examination</p> <p>ASRR 35</p>	1,2,3,5,7,9	<ul style="list-style-type: none"> > introduction of a replacement Medical Records System that will incorporate online application features for the pilot and medical certificate delivery capability at the DAME office by December 2015

Aviation safety regulations and service delivery

Initiative	KPI	Performance measure
<p>1.1.19 finalise a full review of CASA's aviation medicine function including the options for improving service delivery and the options for obtaining timely expert advice on complex matters</p> <p>ASRR 35</p>	1,2,3,10	<ul style="list-style-type: none"> > complete a review of CASA's AvMed capability > develop a communications and engagement strategy for AvMed function > review AvMed complaints and develop updated guidance materials and web information for common aviation medicine issues > complete an internal review of CASA's approach to developing Aviation Medicine Regulatory Standards, Policy and Guidelines, identifying recommendations for improvement

SOE Statement of expectations, **ASRR** Aviation Safety Regulation Review, **KC** key challenges

KPA 1.2

Industry oversight

Initiative	KPI	Performance measure
<p>1.2.1 oversight of the acquisition and implementation of the Airservices Australia OneSKY project</p> <p>ASRR 13, KC 7</p>	1,3,5,7	<ul style="list-style-type: none"> > no delays due to CASA during the certification process > dealing with safety assurance documentation within a reasonable timeframe when such documentation is provided to CASA with appropriate notice
<p>1.2.2 review the auditing standards currently applied in the CASA Surveillance Manual and ensure alignment with international auditing standards. The review will consider the grading scales applied to NCNs</p> <p>provide additional training and accompanying communication strategy as required to ensure appropriate skills for staff</p> <p>ASRR 24, 25</p>	3,4,5,8,10	<ul style="list-style-type: none"> > complete a review of applicable auditing standards, including consideration of grading NCNs by December 2015 > as part of the current continuous improvement cycle: <ul style="list-style-type: none"> • continue twice yearly updates of the CASA Surveillance Manual (CSM) • ensure training delivered and communications strategies reflecting changes to the CSM are developed and implemented
<p>1.2.3 develop performance measures and implement a quality assurance process to monitor surveillance/audit practices</p> <p>ASRR 18, 26</p>	1,3,5,9	<ul style="list-style-type: none"> > CASA will continue to monitor surveillance and audit practices in accordance with the annual work program against CASA Surveillance Manual standards and submit reports to the Aviation Safety Review Committee
<p>1.2.4 CASA will develop a plan and implement any recommendations, approved by the Board, arising from the feasibility report on the utilisation of third party commercial audit reports</p> <p>ASRR 27</p>	1,5,9	<ul style="list-style-type: none"> > CASA will examine the feasibility of utilising third party audits reports conducted on civil aviation authorisation holders > plan and execute the implementation of any Board endorsed recommendations from the feasibility study
<p>1.2.5 complete industry risk profiling in accordance with schedule and use the data to inform and update CASA's surveillance activities</p> <p>ASRR 28</p>	1,3,4,5,9	<ul style="list-style-type: none"> > continue developing sector risk profiles in accordance with the prioritised approved schedule > use the outcomes of sector risk profiling to enhance CASA's surveillance activities

Industry oversight

Initiative	KPI	Performance measure
<p>1.2.6 consider the response to the discussion paper on a review of the penalties for offences in the <i>Civil Aviation Act 1988</i> and the CASR for public consultation and comment</p> <p>SOE 14, ASRR 32</p>	2,4,5,6,7	<ul style="list-style-type: none"> > CASA to implement any recommendations accepted by the CASA Board resulting from the discussion paper by 31 December 2015 > CASA, in consultation with the Department and industry, will conduct a review of the penalties for offences regime by July 2015, noting this would require a change in CASA's legislation > CASA will release a policy paper in 2015 regarding the establishment of a civil penalty regime. Any agreed scheme, including any associated legislative amendments, will be implemented during 2016
<p>1.2.7 improving CASA's specialist surveillance capability to oversee:</p> <ul style="list-style-type: none"> > remotely piloted aircraft systems (RPAS) industry > overseas based maintenance providers servicing Australian registered aircraft > off shore helicopter operations > oversight of foreign air operator's certificates (AOC) <p>KC 2, 3, 4</p>	1,2,3,4,5,6,7,10	<ul style="list-style-type: none"> > complete a modernised CASR Part 101 by August 2015 > Establish a RPAS development roadmap by September 2015 to guide the continuing modification of policy and regulations > initiate policy development to provide the foundation for the development of a CASR part dedicated to commercial RPAS operations > implementing effective processes and procedures for entry control and surveillance > conducting a review of the current oversight approach applied to off shore helicopter operations > review of off-shore helicopter oversight completed by end December 2015 > conducting a review of the current policy, procedures and overall approach to managing foreign aircraft AOCs by end December 2015 > analysis of resource requirement for management of foreign aircraft AOCs completed by end April 2016 > conduct a review of policies relating to the oversight of overseas based maintenance providers servicing Australian registered aircraft by December 2015

Goal 2: Engagement with the wider aviation community to promote and support a positive safety culture

CASA maintains a constructive working relationship with the Australian Government and promotes effective consultation and communication with the wider aviation community. Through its consultative forums, feedback channels, educational efforts and promotional campaigns, CASA engages in a clear, open and transparent manner with the aviation industry to continuously improve the regulatory framework and is a partner in supporting and promoting a positive aviation safety culture.

KPA 2.1

Stakeholder engagement

Initiative	KPI	Performance measure
2.1.1 maintaining sound working relationships with the office of the Deputy Prime Minister/ Minister for Infrastructure and Regional Development SOE 3	6,7	<ul style="list-style-type: none"> > providing timely and accurate information and advice on key aviation safety and related regulatory issues, in accordance with agreed timeframes
2.1.2 maintaining sound working relationships with the Department of Infrastructure and Regional Development SOE 11	6,7	<ul style="list-style-type: none"> > continuing to liaise with DIRD and work collaboratively on matters of mutual interest > providing timely and accurate responses to requests for advice from DIRD > conducting regular executive and officer-level briefings between CASA and DIRD on current and emerging issues
2.1.3 maintaining sound working relationships with other Australian Government agencies SOE 8, 11	6,7	<ul style="list-style-type: none"> > conducting regular executive meetings between CASA and the Australian Transport Safety Bureau to achieve the objectives stated in the memorandum of understanding > conducting regular safety meetings with Airservices Australia > engaging with key Government agencies through the Aviation Policy Group and Aviation Implementation Group > providing accurate and timely advice to other Government agencies as required such as the Department of Finance, Bureau of Meteorology, Australian Maritime Safety Authority, Department of Defence and the Australian Public Service Commission and working collaboratively as required > developing appropriate relationships with other Commonwealth, State and Territorial government agencies with interests and involvements in aviation safety matters

Stakeholder engagement

Initiative	KPI	Performance measure
<p>2.1.4 continue to strengthen international and Asia-Pacific regional aviation safety engagement</p> <p>SOE 12</p>	1,6,7,8	<ul style="list-style-type: none"> > undertaking agreed activities with Indonesian counterparts to enhance Indonesia's aviation safety oversight capacity > maintaining active engagement with Asia Pacific regulatory counterparts, including through CASA's role as technical adviser to the Departmental Australian Council Representative to the Pacific Aviation Safety Office (PASO) > providing capacity-building assistance to Papua New Guinea, in line with the PNG-Australia memorandum of understanding on cooperation in the transport sector > continuing to participate in ICAO regional safety and technical groups as appropriate > offering appropriate regulatory education, training assistance, and advice, in support of Australia's engagement in the region, and beyond where practicable > proactively engaging with other key aviation authorities, including the United States Federal Aviation Administration, European Aviation Safety Agency, Transport Canada, Civil Aviation Authority of New Zealand and others, where appropriate, to inform CASA policy development
<p>2.1.5 industry stakeholder surveys will be developed as a tool to assist in measuring the health of CASA's relationship with industry. To allow time for the new DAS and Board to implement changes in accordance with the Minister's SOE, the first survey will be scheduled to commence in September 2015</p> <p>SOE 14, ASRR 8 (b)</p>	1,6,7,9	<ul style="list-style-type: none"> > conduct periodic industry stakeholder surveys designed to provide a range of relevant measures of the relationship between CASA and the Australian aviation industry. > develop the survey criteria and contract with a supplier in sufficient time to enable the first survey to commence in September 2015

SOE Statement of expectations, **ASRR** Aviation Safety Regulation Review, **KC** key challenges

Stakeholder engagement

Initiative	KPI	Performance measure
<p>2.1.6 providing comprehensive safety education, promotion and training programs to the wider aviation community</p> <p>SOE 14, ASRR 9, 17</p>	4,6,7,8	<ul style="list-style-type: none"> > extending the use of blended learning solutions where appropriate and aligning these to the needs of industry and target audience > continuing to promote educational materials to industry > providing education through the Delegate and Flight Examiner Professional Development Program as required > implementing evaluative and continuous improvement processes for all education and training
<p>2.1.7 develop a Stakeholder Engagement Policy and implement a Stakeholder Engagement Framework incorporating suitable performance measures to further develop industry stakeholder engagement capabilities</p> <p>SOE 14, ASRR 14</p>	1,6,7,8,9	<ul style="list-style-type: none"> > developing and implementing CASA Stakeholder Engagement Policy > identify pathways towards the continuous improvement in stakeholder engagement > continuing to provide accurate and timely information to the wider aviation community on aviation safety issues, including enhancing the use of news and social media to deliver key messages > engaging with industry when developing new processes for regulatory services under new rules and with online services > participating in key aviation events and conferences and delivering a sponsorship program to assist industry undertake safety promotion activities

Stakeholder engagement

Initiative	KPI	Performance measure
<p>2.1.8 develop and implement a multi-phased internal and external communication plan to raise awareness of ‘just culture’, how it is applied in practice and to encourage reporting to CASA</p> <p>SOE 14, ASRR 17</p>	1,3,6,7	<ul style="list-style-type: none"> > research to benchmark the aviation industry’s understanding of ‘just culture’ and its assessment of CASA in this regard by November 2015 > develop materials and mechanisms using a phased approach to inform the wider aviation community about what ‘just culture’ means in practice, including how CASA manages information gained from industry and other sources: <ul style="list-style-type: none"> • Phase 1—to raise awareness of CASA’s approach to ‘just culture’ through internal and external communications strategies in conjunction with training activities (June 2016) • Phase 2—develop and implement a communication strategy to provide information to audiences and engender trust and confidence in CASA (June 2017) • Phase 3—evaluate progress of strategy and revise accordingly. Develop and implement a communication strategy to drive behaviour change (June 2018)
<p>2.1.9 develop and implement training to all relevant staff on managing aviation safety information</p> <p>SOE 8, ASRR 17, 19, 23</p>	8,10	<ul style="list-style-type: none"> > complete training needs analysis by December 2015 > develop training solutions by June 2016

SOE Statement of expectations, **ASRR** Aviation Safety Regulation Review, **KC** key challenges

Stakeholder engagement

Initiative	KPI	Performance measure
<p>2.1.10 develop in consultation with industry, a mechanism to enable sharing of appropriate safety sensitive information with the aviation industry</p> <p>SOE 14, ASRR 23</p>	1,3,6,7,9	<ul style="list-style-type: none"> > The following will be implemented by June 2016: <ul style="list-style-type: none"> • determine what information can be made available on an industry wide basis and to individual authorisation holders • determine the safety benefit to be gained by developing and releasing targeted safety information and in what form this will have maximum benefit • engage with the aviation community to put forward proposals and receive input • finalise content and format and institute reporting framework > working with consultative groups that appropriately represent the wider aviation community, including the Regional Aviation Safety Forum, Sports Aviation Safety Forum, Airspace and Aerodrome Consultative Forum, Standards Consultative Committee, the Australian Strategic Air Traffic Management Group and Regional Airspace and Procedures Advisory Committees > resolving in a timely and effective manner action items arising from the above forums, including taking appropriate action on feedback from participants > reviewing and providing recommendations on regulatory issues affecting activities and participants within the general aviation sector through the General Aviation Task Force > establishing and facilitating appropriate industry focus groups to address identified safety issues > establishing an advisory group on runway safety
<p>2.1.11 review whether an overarching steering committee or additional high-level consultative forum would enhance consultation with industry on regulatory reform matters</p> <p>SOE 14, ASRR 33</p>	6,7,9	<ul style="list-style-type: none"> > taking into account the results of the Director of Aviation Safety's meetings with sector leaders, the review will be completed by December 2015

Stakeholder engagement

Initiative	KPI	Performance measure
<p>2.1.12 the Director of Aviation Safety will meet with industry sector leaders to jointly determine the ongoing role of the Standards Consultative Committee (SCC).</p> <p>Update the SCC terms of reference to reflect the agreed role</p> <p>SOE 14, ASRR 34</p>	2, 6,7,9	<ul style="list-style-type: none"> > establish cooperative relationships with stakeholders through a review of the Standards Consultative Committee (SCC) through the continuing work of the recently established industry working group > stakeholder feedback mechanisms maintained through the use of SCC forums and formal public consultation processes > SCC sub-committees and CASA/Industry working groups are active in order to facilitate development/amendment of the regulations > develop formal feedback mechanisms from CASA operational areas to the Standards Division to inform regulatory amendment proposals
<p>2.1.13 the Board recommendations arising from the review of the functions and governance arrangements for the Industry Complaints Commissioner (ICC) will be fully implemented</p> <p>ASRR 37</p>	6,7	<ul style="list-style-type: none"> > fully implement the revised ICC governance arrangements > develop a set of KPIs for the role of the ICC approved by the Board by October 2015 > the ICC to provide an annual report to the Board by August each year

SOE Statement of expectations, **ASRR** Aviation Safety Regulation Review, **KC** key challenges

Goal 3: Continuous improvement of organisational performance

CASA is accountable to the Minister, Parliament and the courts. CASA monitors its governance arrangements and continues to improve its operational activities, regulatory services and other support functions.

This ensures CASA's decisions are fair, lawful, consistent, evidence-based, and reflect systematic evaluation.

KPA 3.1

Governance and organisational effectiveness			
Initiative	KPI	Performance measure	
<p>3.1.1 provide to Government a proposal outlining options for CASA's long term funding strategy post 2016–17</p> <p>SOE 9</p>	7	<ul style="list-style-type: none"> > finalise and submit the long term funding strategy proposal to Government by December 2015 > include agreed outcomes in the 2016–17 Portfolio Budget Statements 	
<p>3.1.2 CASA's corporate key performance indicators and associated performance measures will be evaluated annually for further development, refinement, removal or replacement as necessary</p> <p>ASRR 8 (a)</p>	6,7	<ul style="list-style-type: none"> > KPIs under the <i>Regulator Performance Framework</i> and the associated performance measure outcomes are endorsed through the agreed external review process 	
<p>3.1.3 develop and implement a reporting mechanism to ensure the Board are fully informed on the adoption and effectiveness of the 'just culture' approach</p> <p>ASRR 17</p>	7	<ul style="list-style-type: none"> > attendant on the adoption of the regulatory philosophy, ADAS to provide regular reports to the Board on the effectiveness of CASA's 'just culture' practices (frequency to be determined by the Board) 	
<p>3.1.4 review the optimal organisational structure including options to provide appropriate recognition to the needs of the GA and aerial work sectors of the aviation industry and the practicality of establishing additional small offices at industry centres</p> <p>ASRR 21, 22</p>	1,7	<ul style="list-style-type: none"> > review options for optimising CASA's organisational structure by 31 July 2015 > submit proposed options to the Board for approval by 30 August 2015 > implement the Board approved option/s in accordance with the associated schedule 	
<p>3.1.5 implementing mature risk management practices via enterprise-wide communication, promotion and education programs (PGPA Act, New Commonwealth risk management policy)</p>	7,8	<ul style="list-style-type: none"> > maintaining CASA's high-level rating in the annual Comcover risk management benchmarking survey > delivering in-house risk management training on all relevant training programs and/or incorporating risk management principles in all relevant CASA training programs 	

Governance and organisational effectiveness

Initiative	KPI	Performance measure
<p>3.1.6 enhancing a knowledge and information management system that allows CASA to further refine its evidence-based, decision-making capability</p> <p>SOE 5, 13</p>	4,5,9	<ul style="list-style-type: none"> > reviewing key internal business reports, automating their production and increasing their usability
<p>3.1.7 develop an automated reporting process to facilitate timely, consistent and accurate reporting against all KPIs</p> <p>ASRR 8 (a)</p>	9	<ul style="list-style-type: none"> > develop proposals for an automated reporting capability that will encapsulate performance reporting against KPIs > once agreement has been reached, proceed to implement the reporting framework with a target date for completion of December 2015
<p>3.1.8 implementation of CASA's digital services strategy</p> <p>ASRR 8 (c)</p>	9	<ul style="list-style-type: none"> > complete CASA's Digital Services Strategy by July 2015 > finalise a detailed implementation plan by September 2015 > complete implementation by June 2017
<p>3.1.9 complete the redevelopment of CASA's website</p> <p>ASRR 8 (c)</p>	1,6,9	<ul style="list-style-type: none"> > implement a project (or projects) that will complete redevelopment of CASA's Internet and Intranet by March 2016

SOE Statement of expectations, **ASRR** Aviation Safety Regulation Review, **KC** key challenges

KPA 3.2**Workforce capability and capacity**

Initiative	KPI	Performance measure
<p>3.2.1 the CASA workforce plan will be reviewed and will include, in consultation with industry, an examination of the feasibility of a staff exchange program</p> <p>ASRR 9, SOE 5, 7</p>	8,10	<ul style="list-style-type: none"> > CASA will complete the annual update to the workforce plan by June 2016 > a feasibility study into a possible industry exchange program will be completed by September 2015
<p>3.2.2 review CASA's values to ensure consistency with those used by the Australian Public Service</p> <p>ASRR 8 (d)</p>	10	<ul style="list-style-type: none"> > publish the revised CASA values in the Corporate Plan and incorporate an annual review into CASA's corporate and business planning cycle
<p>3.2.3 implement and integrate CASA's capability framework into all CASA's key employment documents including role profiles, position descriptions, performance agreements, and CASA's workforce planning processes</p> <p>ASRR 16</p>	10	<ul style="list-style-type: none"> > progressively implement the framework and finalise by June 2016 > reduce the recruitment cycle time for safety critical roles by 10 per cent > achieve the same or lower staff turnover statistics as the Commonwealth average > maintain an ASL within 5 per cent of approved budget levels

Workforce capability and capacity

Initiative	KPI	Performance measure
<p>3.2.4 develop and implement education and training programs to enhance and develop our people (eg. Skills, knowledge, communication, ‘just culture’) and to address any shortfalls, identified in the capability framework</p> <p>ASRR 16, 17</p>	8,10	<ul style="list-style-type: none"> > review recruitment processes to identify options for improving the application of psychometric assessments for inspectorate roles by 30 August 2015 > As part of continuous improvement: <ul style="list-style-type: none"> • Principles of ‘just culture’, as directed by the regulatory philosophy, will be incorporated into existing training • As other shortfalls are identified, training will be updated > CASA’s education and training schedule will be reviewed to update their respective curricular by 30 June 2017 > maintain the current high level of employee engagement (75 per cent or above) as reported every two years > maintain full participation in the professional development component of the Performance and Communication Scheme (PACS). Full participation is assessed as 90 per cent or higher of the total target group > Inspectorate staff trained in accordance with the Regulatory and Technical Training Framework
<p>3.2.5 develop a revised senior management employment framework which includes:</p> <ul style="list-style-type: none"> > a new performance framework > succession plan > development Program <p>KC 6</p>	10	<ul style="list-style-type: none"> > revised senior management employment framework approved and implemented by October 2015

SOE Statement of expectations, ASRR Aviation Safety Regulation Review, KC key challenges

Compliance table

The Corporate Plan has been prepared in accordance with the statutory provisions of:

- > Section 44 of the *Civil Aviation Act 1988*
- > Section 35(1) of the *Public Governance, Performance and Accountability Act 2013*
- > *Public Governance, Performance and Accountability Rule 2014*

CASA has an obligation to provide details of the following matters:

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