



Australian Government
Civil Aviation Safety Authority



CIVIL AVIATION SAFETY AUTHORITY

CORPORATE PLAN

2019-20

SEARCH

ABOUT THIS PLAN

The Corporate Plan (the Plan) presents the Civil Aviation Safety Authority's (CASA's) direction for the period 2019–20 to 2022–23. 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 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 (KPIs)	Specific areas CASA will report against using the performance measures
Key performance indicators (KPIs)	Indicators applied to CASA's performance which will be measured against the KPIs to determine success in terms of meeting CASA's goals
Strategies and plans	Specific activities expected to take place during the period of the corporate plan
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

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LETTER TO THE MINISTER

CHAIR – CASA BOARD
Trim Ref: EF09/23970
21 August 2019

The Hon Michael McCormack MP
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Parliament House
CANBERRA ACT 2600

Dear Minister

Civil Aviation Safety Authority's Corporate Plan

On behalf of the Board, I am pleased to provide the Civil Aviation Safety Authority's Corporate Plan for the period 2019–20 to 2022–23 for your approval.

The Plan incorporates the Government's Direction Under 12A of the Civil Aviation 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



Anthony Mathews
Chair
CASA Board

cc Dr Steven Kennedy PSM, Secretary, Department of Infrastructure, Transport, Cities and Regional Development

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INTRODUCTION

I, as the Chair of the Board of the Civil Aviation Safety Authority (CASA) present the 2019–20 to 2022–23 CASA Corporate Plan for the reporting period 2019–20, 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 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.

Anthony Mathews
Chair, CASA Board

CHAIR'S FOREWORD

This is my first corporate plan as Chair of the CASA Board and it has been prepared on the back of a number of significant achievements in the last 12 months. The presenting to Parliament of the six new Regulations was achieved through some very dedicated work by management and staff. We continue our commitment to the delivery of our priorities, against which the Australian travelling public and the aviation industry expect us to meet our national and international obligations. Our commitment to effective, proportionate and practical regulation remains steadfast. We recognise the need for efficient and effective regulation that minimises the burden of cost to industry, whilst maintaining Australia's enviable safety record.

The success of recent initiatives such as the Aviation Safety Advisory Panel and the associated Technical Working Groups demonstrates we are prepared to listen to and work with industry members. We are focused on cultivating and developing relationships with the aviation industry to support an environment of confidence and trust. This requires us to have a full understanding of the impact our regulations will have on industry participants and safety outcomes overall. It allows us to tailor our guidance to facilitate industry participation, as well as ensure everybody is aware of their obligations under the regulations and the consequences of non-compliance. Industry safety forums conducted by CASA and Bureau of Meteorology employees, have been well patronised and have added benefits to all sectors of aviation.

Like all regulators, CASA operates under a high level of external scrutiny. We seek to collaborate and learn from aviation regulators, reviews and reports from across the globe to ensure our decisions and actions are consistent, transparent and robust.

Our priorities for the next 12 months will not be met if we do not have capable and committed staff who can expertly navigate the challenges the future may present. I am strongly committed to ensuring CASA staff provide industry with the confidence that we are a regulatory authority which understands industry's needs.

My fellow Board members and I look forward to leading CASA through the exciting and challenging years ahead to achieve the priorities and outcomes outlined in this plan.

The Corporate Plan for 2019-20 provides CASA's strategic priorities for the next 12 months and sets out how they will be achieved.



Anthony Mathews
Chair, CASA Board

DIRECTOR'S PREFACE

CASA's principal role is the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. We are also responsible for ensuring that Australian administered airspace is used safely and that the aviation community is encouraged to achieve and maintain high levels of safety.

The Australian public relies on CASA to do its job professionally and diligently to keep them safe.

In the past 12 months we have made significant progress on many fronts. Some of our achievements include making six highly complex and interrelated flight operations regulations as part of our regulatory program, establishing new minimum standards for community service flights, continuing to improve how we undertake industry surveillance and significant progress in CASA's service delivery transformation program.

We have also done a lot of work in many other areas as well, including in the remotely piloted aircraft sector by planning and designing a registration and accreditation scheme and the recent approval for drone deliveries in north Canberra. We are well advanced in developing the first of our Plain English Guides which are intended to explain regulatory requirements in a more easily understandable way.

Most of this work will continue into the coming year, with our key focus areas being:

- ▶ Continuing the effective management of remotely piloted aircraft systems to ensure their safe integration into Australian airspace
- ▶ Working with Airservices Australia to progress the move to OneSky—a unified air traffic management solution
- ▶ Western Sydney (Nancy-Bird Walton) Airport approvals and advice
- ▶ Approvals of parallel runways at a number of aerodromes
- ▶ Continuing to progress the Service Delivery Transformation program
- ▶ Finalising the remaining three Civil Aviation Safety Regulations (Parts 103, 105 and 131)
- ▶ Finalising our new fatigue rules
- ▶ Enhancing the application of our regulatory philosophy
- ▶ Contributing to the strengthening of aviation safety in the Asia Pacific
- ▶ Developing CASA's capability and capacity as a world class regulator.

In achieving these outcomes I acknowledge the work of our many passionate and dedicated staff who provide us with the capability to meet these challenges as well as the generosity of members of the aviation industry who give their time to provide input to consultation or participate in working groups.

In addition to domestic activities, we also interact extensively with our international partners on a range of aviation safety matters. I chair the annual International Civil Aviation Organization (ICAO) Regional Aviation Safety Group and CASA subject matter experts participate in numerous important international working groups that benefit Australia's aviation safety. We continue to assist our regional friends including in the Asia-Pacific to support them in achieving high levels of aviation safety and we will continue to work closely with other key National Aviation Authorities in relation to the recent global grounding of the Boeing 737 MAX aircraft. I expect this close liaison with industry and our international partners to continue in the coming year.

We will diligently work towards meeting the expectations of the Government of the day to achieve the goals, initiatives and measures in this Corporate Plan.

Aviation safety is our priority to ensure *'safe skies for all'*.



Shane Carmody

Chief Executive Officer and
Director of Aviation Safety

PURPOSE

CASA is Australia's aviation safety regulator and its main purpose is clear from its governing legislation—maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

CASA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and was established on 6 July 1995 under the *Civil Aviation Act 1988* (the Act).

Section 9 of the Act sets out CASA's functions which include the core function of conducting the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. Section 9A of the Act makes the emphasis CASA places on safety clear:

In exercising its powers and performing its functions CASA must regard the safety of air navigation as the most important consideration.

Under the *Airspace Act 2007*, CASA also has responsibilities for the efficient use of airspace, equitable access to airspace for all users and for the safe administration of Australian administered airspace. The performance of CASA's functions under the *Airspace Regulations 2007* is expressly made subject to section 9A of the *Civil Aviation Act 1988*.

A comprehensive legislative framework exists to manage the safety of civil aviation, structured around the *Convention on International Civil Aviation* of 1944 (the Chicago Convention). Australia was an original signatory of the Chicago Convention, the provisions of which were incorporated as law in 1947 in the *Air Navigation Act 1920*.

CASA meets its legislative requirements in this corporate plan through a range of activities set down for 2019–20 and for the following three-year period. The 'Plan at a glance' (see pages 24 to 29) provides a summary of CASA's key areas of focus and key performance indicators against each of its corporate goals for the reporting period.

This plan also outlines how CASA intends to meet the Minister's Statement of Expectations (SOE) which was provided to the CASA Board in July 2019 and covers the period until 30 June 2021.

Minister's Statement of Expectations

1. Overview

This instrument is the *Statement of Expectations for the Board of the Civil Aviation Safety Authority for the Period 15 July 2019 to 30 June 2021*.

This instrument commences on 15 July 2019 and expires at the end of 30 June 2021 as if it had been repealed by another instrument.

This instrument puts in place a new Statement of Expectations (SOE) which serves as a notice to the Board of the Civil Aviation Safety Authority (CASA) under section 12A of the *Civil Aviation Act 1988* (the Act).

This new SOE formalises the Government's expectations concerning the operations and performance of CASA.

CASA should perform its functions in accordance with the Act, the *Airspace Act 2007* and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) as well as other relevant legislation.

I also expect that the conduct and values of CASA's Board and staff should be consistent with that of the Australian Public Service.

2. Governance

I expect that the Board and the Director of Aviation Safety (DAS) will continue to work to enable the effective operation of CASA as the national aviation safety regulator.

I expect CASA to be a world-best-practice aviation safety regulator.

I expect the Board be responsible for the matters set out in the Act, including in particular, CASA's strategic direction, risk management and corporate planning.

I expect the Board to ensure that CASA makes progress on its strategic priorities, including the key aviation initiatives outlined in this statement.

I also expect the Board to continue to facilitate effective interaction between CASA and industry.

Subject to the Act, I expect the DAS, as the Chief Executive Officer of CASA, to continue to be responsible for managing the operations of CASA, its organisational capacity, and the exercise of its statutory functions. This includes the development and implementation of regulation, executive-decision making, and all day-to-day operational, financial, personnel and administrative activities.

I expect the Board to keep the Secretary of my Department and me fully informed of CASA's actions in relation to the requirements stated in this SOE, and promptly advise of any events or issues that may impact on the operations of CASA, including through quarterly progress reports from the Board against the Corporate Plan and this SOE.

3. Regulatory Approach

I expect CASA will continue its regulatory approach, in accordance with its regulatory philosophy, with:

- (a) a focus on aviation safety as the highest priority;
- (b) consideration of the economic and cost impact on individuals, businesses and the community in the development and finalisation of new or amended regulatory changes; and
- (c) a pragmatic, practical and proportionate approach to regulation as it applies to different industry sectors.

4. Key Aviation Initiatives

I expect CASA, in conducting its responsibilities as the aviation safety regulator, will focus on the following key aviation initiatives:

- (a) finalise the remaining new Civil Aviation Safety Regulations and ensure effective implementation and transition arrangements are applied.
- (b) continue effective engagement with industry in the lead up to the implementation of the flight operations suite of regulations, including on the issue of passenger limitations under Part 135 and on the development of associated regulatory and guidance material.
- (c) support Airservices Australia in the implementation of the new civil-military air traffic management system, also known as OneSKY, with timely approval and certification activities, in addition to the continuing regulatory oversight of Australia's existing air traffic management system.
- (d) continue to respond to emerging risks related to drones, including the implementation of a registration and accreditation scheme and working

collaboratively with my Department and Airservices Australia on an approach to the safe and efficient airspace integration of unmanned vehicles that complements the Government's broader approach to this sector.

- (e) provide regulatory oversight for major aerodrome infrastructure projects, including Western Sydney Airport and significant new runway projects, as well as providing authoritative and timely advice to me and my Department on other airport developments, to assist me in complying with the statutory requirements of the Airports Act 1996, and regulations made under it.
- (f) work with my Department and Airservices Australia on modernising airspace management, including, as the regulator, leading the development of a national strategic airspace plan which articulates a regulatory narrative on controlled airspace.
- (g) work with Geoscience Australia and Airservices Australia to progress safe and timely implementation of satellite based augmentation systems in the air traffic management environment.
- (h) assist the Australian Space Agency in forming their regulatory framework for high powered rockets and provide timely approvals and advice for operation under their regulations to ensure safe integrations into the air traffic management environment.
- (i) continue to share safety information consistently with the Safety Information Policy Statement agreed with the Australian Transport Safety Bureau.
- (j) maintain international and regional aviation safety engagement through effective engagement in the International Civil Aviation Organization (ICAO) and strategic support of aviation safety initiatives in the Asia-Pacific region.

- (k) continue to ensure CASA's training and recruitment strategies provide the organisation with the skills and expertise to meet the current and emerging challenges in aviation safety regulation.

5. Stakeholder Engagement

I expect CASA will continue to:

- (a) undertake effective and ongoing engagement with the aviation industry to create a collaborative relationship based on a foundation of mutual understanding and respect.
- (b) communicate clearly and regularly with relevant Government agencies, industry and other key stakeholders regarding CASA's activities and functions.
- (c) work closely with my Department and other Government agencies, including the Australian Transport Safety Bureau, Airservices Australia and the Department of Defence, to deliver integrated and comprehensive safety advice to the Government, the aviation industry and the community.

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. While safety of air navigation is the most important consideration, CASA is also responsible for fostering the efficient use of, and equitable access to, Australian-administered airspace.

CASA, the Australian Transport Safety Bureau, the Department of Infrastructure, Transport, Cities and Regional Development, Airservices Australia and the Department

of Defence constitute Australia's aviation policy and regulatory framework, each with separate and distinct functions, but working together as parts of 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.



Excellence:
to strive to excel in all we do.



Courage: to act with strength of character and conviction while being accountable for our actions.



Integrity:
our actions and behaviour are open, transparent and ethical.



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



Innovation:
to challenge existing practices and look for opportunities to support effective continuous improvement.



Fairness:
to ensure our actions and decisions are informed, consistent, risk-based, evidence driven and without bias.



Respect:
to engage with our peers, colleagues and the wider aviation community in a clear, concise and respectful manner at all times.

Vision:

Safe skies for all

Mission:

To promote a positive and collaborative safety culture through a fair, effective and efficient aviation safety regulatory system, supporting our aviation community.

Values:

To maintain a highly skilled and motivated workforce that embraces these values:

CASA'S STRATEGIC APPROACH

Key strategic input to this plan

Consistent with CASA's statutory obligations, the corporate plan is informed by direction from the Minister's Statement of Expectations, the CASA Board, CASA Board Audit and Risk Committee and governed by the applicable legislation including the *Civil Aviation Act 1988*, *Airspace Act 2007*, *Public Governance, Performance and Accountability (PGPA) Act 2013*, and by the Regulator Performance Framework.

CASA has three key goals to deliver and meet its commitments over the life of this plan.

- Goal 1** – Maintain and enhance a fair, effective and efficient aviation safety regulation system
- Goal 2** – Collaborative engagement with the aviation industry and wider community to promote and support aviation safety
- Goal 3** – Continuous improvement of organisational performance

FINANCIAL ENVIRONMENT

Table 1 2019–20 Portfolio Budget Statements – income statement for the period ended 30 June

	2019–20 Forward estimate \$'000	2020–21 Forward estimate \$'000	2021–22 Forward estimate \$'000	2022–23 Forward estimate \$'000
EXPENSES				
Employee benefits	133,496	131,478	135,395	139,430
Suppliers	58,825	45,246	49,834	45,066
Depreciation and amortisation	13,549	15,590	11,485	12,460
Total expenses	205,870	192,314	196,714	196,956
LESS: OWN-SOURCE INCOME				
Own-source revenue				
Sale of goods and rendering of services	23,166	16,500	16,500	16,500
Interest	1,600	1,700	1,900	1,900
Other	1,000	1,000	1,000	1,000
Total own-source revenue	25,766	19,200	19,400	19,400
Total own-source income	25,766	19,200	19,400	19,400
Net (cost of)/contribution by services	(180,104)	(173,114)	(177,314)	(177,556)
Revenue from Government	176,672	173,126	177,326	177,568
Surplus/(Deficit) attributable to the Australian Government	(3432)	12	12	12
Total comprehensive income/ (loss) attributable to the Australian Government	(3432)	12	12	12

Prepared on Australian Accounting Standards basis.

CASA is anticipating an operating loss for 2019–20 and moving in to small surpluses from 2020–21 and forward years.

2019–20

CASA is anticipating a (\$3.4m) deficit for 2019–20 and will endeavour to maintain a balanced budget under increased uncertainty around aviation fuel excise revenue, in forward years. This reflects the Government's decision at 2018–19 Mid-Year Economic and Fiscal Outlook (MYEFO) to fund the first year of a CASA funding submission with the expectation that a full activity review will be presented to Government at the 2019–20 MYEFO.

The Government decision to provide significant funding to CASA for Remotely Piloted Aircraft Systems (RPAS aka drones) recognises that Australia is experiencing exponential growth in the number of drones being operated both recreationally and commercially, with rapid adoption of innovative drone technologies. This is an emerging and complex sector which requires appropriate consideration and the management of aviation safety risks. One year of funding was provided to enhance CASA's dedicated and skilled in-house team to effectively and efficiently manage

the safety standards and compliance of the emerging drone sector in Australia, recognising the aviation safety risks associated with both recreational and commercial drones.

In addition to the drones funding, CASA has been provided additional resources for the significant increase in aviation infrastructure that will be delivered in the forward years such as the West Sydney Airport and significant capacity upgrades at major airports such as Brisbane, Melbourne and Perth.

Part of the submission was for CASA to utilise its reserves in 2019–20 to invest in the design, scope, build and implementation of the digitisation of its regulatory services, the rising demands from new aerodrome infrastructure and airspace management requirements, together with the continued rapid growth and complexity of drones. The implementation of a service delivery transformation program incorporating new technologies and implementing process efficiencies is expected to assist CASA in absorbing some of the increasing demand for services over the forward year period.

Table 2 Summary of the Government's approved net additional one-year funding

Initiative	Revenue \$'000	Expenses \$'000	ASL
Airspace protection	0.0	612.9	3.5
Aerodrome infrastructure	2,830.9	3,779.3	7.7
OneSKY	954.1	1,261.5	3.5
Space management and regulations	0.0	1,939.8	5.3
Remotely piloted aircraft systems (drones)	2,880.6	4,804.4	20.8
Digital services	0.0	4,079.4	0.0
Government appropriation	5,270.0	0.0	0.0
Total	11,935.6	16,477.3	40.8

Revenue items not included in the table above are:

- ▶ RPAS has extant revenue of \$1.1m;
- ▶ Digital services has \$3.453m funded from CASA's cash reserves.

Forward years

CASA has a significant drop of 11 per cent in appropriation between 2019–20 and 2020–21. This recognises the Government's decision to fund one year of CASA's recent funding submission with a review of the submission to occur at the 2019–20 MYEFO budget milestone in October 2019.

CASA is budgeting for small operating surpluses in the challenging forward years with an expected increase of 0.3 per cent in the Special Appropriation for aviation fuel excise forecast for 2020–21, increasing to 3.0 per cent per financial year from 2021–22 and forward years.

The one-year funding in 2019–20 has provided CASA with a significant increase in resources, however, the continued availability of these resources will be dependent on the Government's decision at 2019 MYEFO. Therefore, there are significant decreases in employee and supplier expenses between 2019–20 and 2020–21.

Total expenses in 2019–20 are estimated to be \$205.9m, an increase of \$18.7m when compared to the anticipated outcome for 2018–19. The main movements in the major expense categories are:

- ▶ employee expenses are expected to increase by \$8.6m as CASA recruits to its revised funded staff level of 846 ASL and the pay rises in accordance with CASA's employee enterprise agreement;
- ▶ depreciation expenses increasing by \$1.9m, reflecting the increase in capital expenditure in 2018–19; and
- ▶ supplier expenses are expected to increase by \$8.2m as a result of the one-year funding measure.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2019–20 is forecast to be largely unchanged with a small decrease compared to 2018–19, consistent with the anticipated operating loss and projected capital investment.

Capital investment strategy

During 2019–20, CASA will be investing \$16.8m in capital expenditure. The 2019–20 investments will centre on progressing the service delivery transformation program including phase 2 (digitising the aircraft register) and Phase 3 (pilot and flight crew licensing). Investment will also be made in the replacement of the surveillance capability and the refit or fit-out of the Perth office.

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

- ▶ 2020–21 **\$9.0m**—main investment for this period includes continuation of the service delivery transformation program, major IT upgrades to European Aviation Processing (EAP) and other systems and infrastructure, consolidation of systems and a refresh of the wide area network and telephony system. It also includes the beginning of fit-out projects for the Canberra and Adelaide offices.
- ▶ 2021–22 **\$19.6m**—main investment for this period includes continuation of the service delivery transformation program, major IT upgrades to European Aviation Processing (EAP), Medical Records System and a consolidation of other systems. It includes finalisation of scheduled fit-outs and refit projects for the Canberra and Cairns offices.
- ▶ 2022–23 **\$5.8m**—investments include planned major fit-out or refit projects for our Melbourne and Darwin offices.

RISK OVERSIGHT AND MANAGEMENT

CASA's risk management approach is based upon the AS/NZS ISO31000:2009 Risk Management Standard and CASA uses the annual Comcover risk management benchmarking survey as an independent performance measure of its risk management practices and maturity levels. The CASA Board and executive management team regularly review and assess the strategic and operational risk environment, this includes risk categories such as project, financial, legal and stakeholder engagement, regulation and aviation safety risks.

CASA's risk appetite is generally conservative and the Board revisits this position each year. The Board has a

strategic focus on the successful delivery of a program of regulatory reform; aviation and employee safety; operational surveillance; enhancing the customer experience and effective stakeholder engagement. The Board recognises that in order to harness innovative opportunities in pursuit of CASA's strategic objectives, an inherent level of risk must be accepted. The degree of risk accepted must be proportionate to the activity being undertaken or opportunity being pursued.

In 2018, CASA developed a new business and risk planning regime. Every branch develops an operational risk management plan linked to the achievement of branch strategic and operational business objectives including the management of the related risks and the achievement of key performance measures and indicators.

CASA's Board has identified six key risks:

Key risk focus area	Managed by:
Regulatory failure	
<p>An air accident resulting in fatalities arises from or is attributed to a CASA failure in regulatory or safety oversight, resulting in a loss of stakeholder and public confidence in CASA as a competent and effective safety regulator and public institution.</p>	<p>▶ CASA adopts a four-pillar approach to aviation safety through:</p> <ul style="list-style-type: none"> • Introduction of the National Surveillance Selection Process • CASA response activities to emerging safety trends • Campaign targeted surveillance • Regulatory services • Sector Risk Profiles – Data driven approach • Systemic approach to aviation safety
Inadequate capability	
<p>CASA's organisational capacity is insufficient to meet its strategic agenda of reform and BAU, which leads to criticism that CASA cannot deliver, resulting in loss of stakeholder confidence.</p>	<p>▶ CASA adopts a portfolio view of organisational priorities through its governance arrangements</p> <p>▶ CASA workforce planning arrangements</p>

Key risk focus area	Managed by:
Cyber security	
<p>A cyber security breach of CASA's new or existing systems leads to a denial of service or a data breach and release into the public domain of sensitive medical records or other important customer information. A breach of this nature would lead to damage of CASA's reputation to develop and manage systems and protect citizens' rights to personal information security.</p>	<ul style="list-style-type: none"> ▶ Adopted and apply the Protective Security Policy Framework (PSPF) ▶ Apply security controls in accordance with the Information Security Manual ▶ Implementing the Australian Signals Directorate Essential Eight risk and mitigation strategy
Funding shortfalls	
<p>Financial pressures on CASA due to the current funding model constricts CASA's ability to: operate to deliver all of its strategic and BAU agenda and meet the safety and regulatory expectations of the Minister and the Australian travelling public; or to sustain CASA's standing under ICAO's rankings inside the top 10 safety regulators in the world.</p>	<ul style="list-style-type: none"> ▶ CASA received additional funding in 2019-20 relating to the future funding arrangements new policy proposal put to the Government in late 2018. ▶ Government has requested that CASA come back in late 2019 with a detailed review of CASA's regulatory activities and funding arrangements including future charging options consistent with the Australian Government Charging Framework.
Technological change	
<p>Insufficient capability, system, processes to operate at the required level, or keep pace with technological advancements leading to reputational damage and loss of industry and stakeholder confidence. CASA is seen as not enabling emerging technology or able to keep regulatory pace with new technologies.</p>	<ul style="list-style-type: none"> ▶ Development and implementation of the CASA Service Delivery Transformation Program ▶ CASA invests in contemporary technologies to keep pace with technological advancements ▶ Utilisation of the Gartner advisory service to inform CASA about the latest changes in the direction of technology and adoption.
Industry capture	
<p>CASA susceptibility to industry capture leading to a trade-off between industry expectations and safety requirements impacting upon CASA's safety and regulatory decision making.</p>	<ul style="list-style-type: none"> ▶ CASA Fraud and Integrity plan and reporting requirements ▶ Declaration of non-conflict of interest requirements ▶ Accountability framework

PERFORMANCE MEASUREMENT

CASA is responsible for a single portfolio outcome outlined in the PBS: *Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training.*

CASA delivers its PBS outcome through the achievement of three goals which are included in the PBS and are supported by delivery in the underpinning key performance areas (KPA) as outlined below.

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

KPAs:

- ▶ Develop regulatory framework
- ▶ Entry control
- ▶ Compliance assurance
- ▶ Address non-compliance

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

KPAs:

- ▶ Effective engagement
- ▶ Promote safety and education

Goal 3: Continuous improvement of organisational performance

KPAs:

- ▶ Robust structures, systems and processes supporting good governance
- ▶ CASA continually develops its capability and capacity

CASA's KPAs are derived from its operating model (see Figure 1). The model encompasses the breadth of CASA's roles and responsibilities and maps to the CASA functions set out in the *Civil Aviation Act 1988*.

Performance indicators

The portfolio-level performance indicators are:

- ▶ Number of accidents per hours flown by industry sector
- ▶ Number of incidents per hours flown by industry sector
- ▶ CASA maintains the Effective Implementation (EI) Score determined by ICAO Universal Safety Oversight Audit Program (USOAP)
- ▶ Regulatory implementation delivered in accordance with planned and reviewed targets
- ▶ Surveillance determined through a national surveillance selection process and conducted to plan
- ▶ Deliver a program of aviation safety education seminars to industry participants
- ▶ Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulation framework
- ▶ Regulatory service applications are decided within published service delivery timeframes
- ▶ Regulatory service activities not currently subject to a published service delivery timeframe.

Key performance indicators have been developed for each of the KPAs to capture CASA's long-term objectives in the key operating areas. These are summarised in the 'Plan at a glance' (page 24).

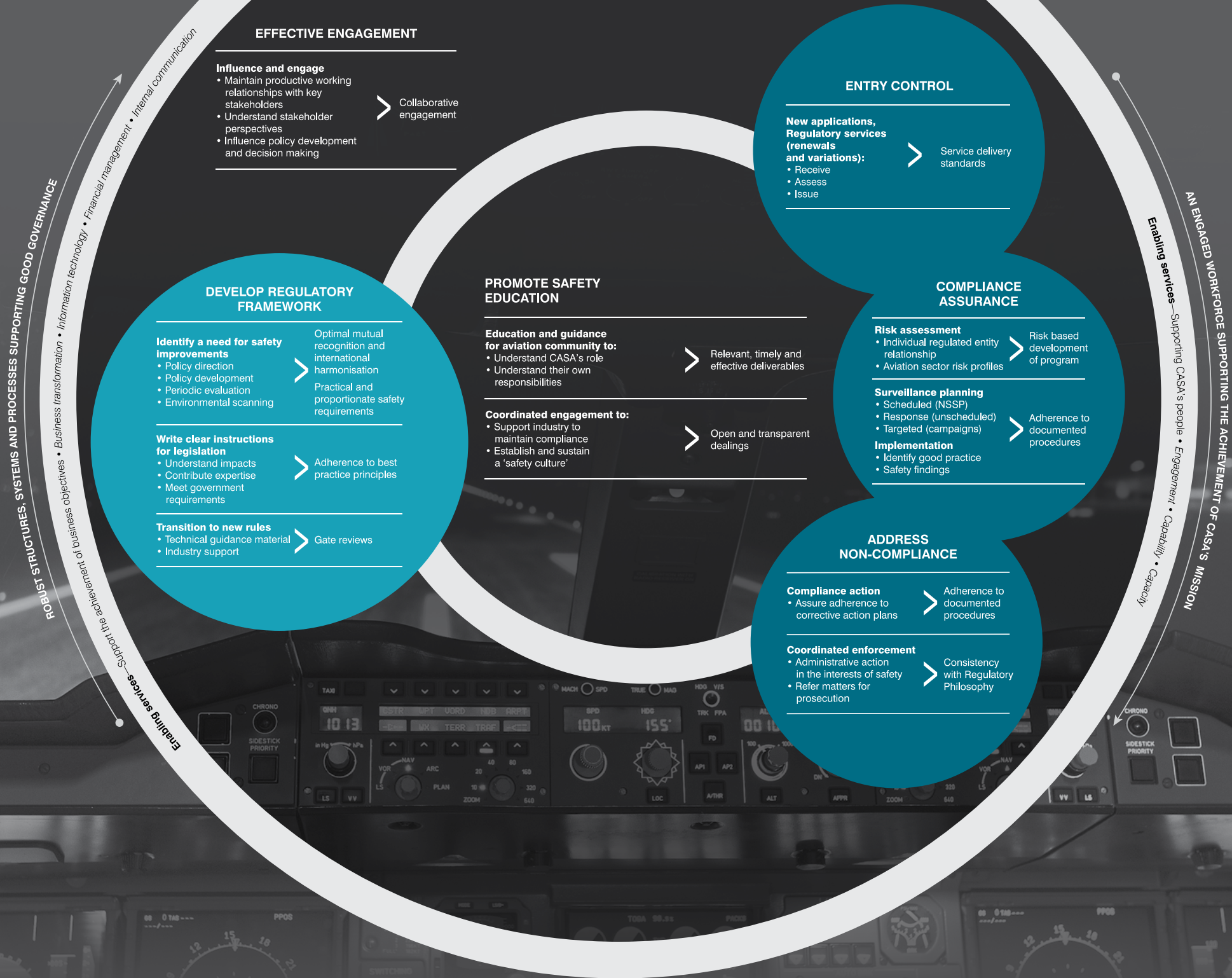
Outcomes against these indicators, together with the high-level indicators of achievement in the PBS, form the annual performance statement.

In addition to the annual performance statement, CASA reports to the Minister on the KPIs on a quarterly basis along with performance against the key areas of focus. The areas of focus reflect CASA's priorities and key deliverables for 2019-20 and for the following three years, rather than the ongoing purpose of the organisation which is measured through the KPIs. While CASA reports on progress in key focus areas through its quarterly reports this will not be included in the annual performance statement.

As part of its overall performance measurement, CASA has identified the data that will be referenced to assess performance and has targets in place for some key performance indicators where this approach is appropriate.

CASA has developed an operating model which encompasses the breadth of CASA's roles and responsibilities. A range of key performance indicators have been mapped to the operating model to capture CASA's long-term objectives in key operating areas.

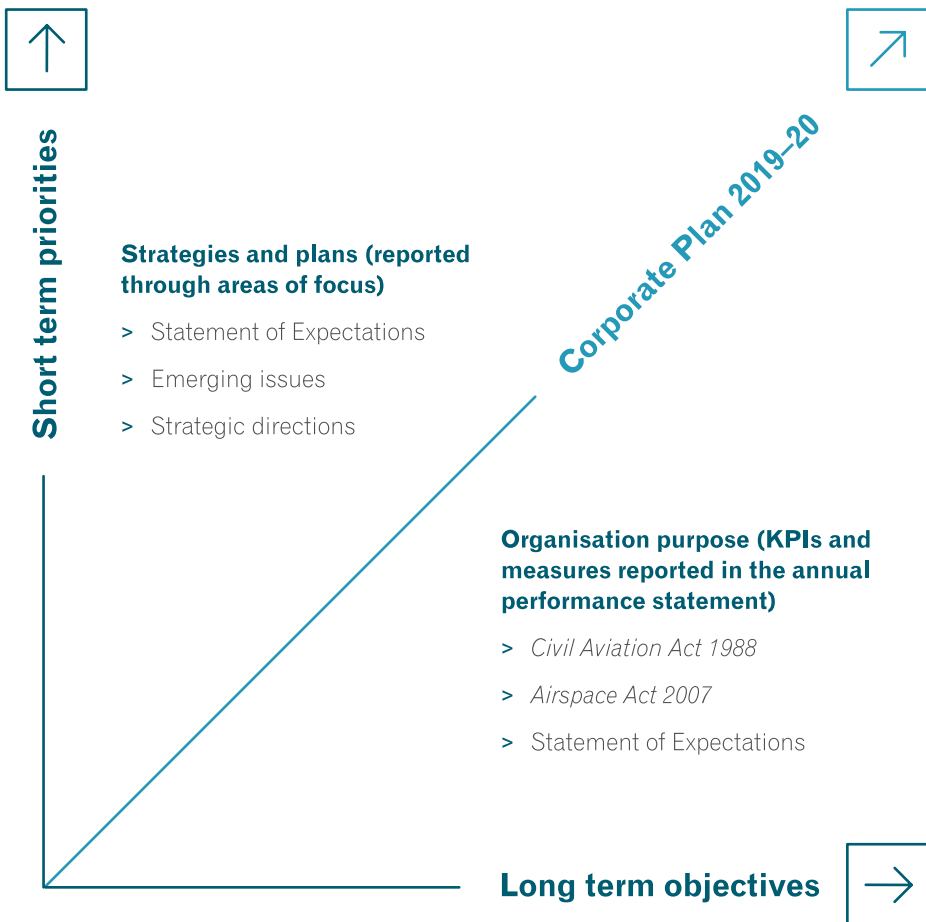
Figure 1 CASA's operating model



CASA will separately monitor its progress against key strategies and plans. These are also aligned to the operating model and are grouped under each of CASA's three goals and key performance areas. The strategies and plans reflect the priorities for the organisation for 2019-20 and for the following three years.

CASA's long-term measures and short to medium term strategies and plans are summarised in the 'Plan at a glance' (page 24).

Figure 2 Key factors influencing CASA's performance



Regulator Performance Framework

In line with the requirements of the Government's Regulator Performance Framework, CASA established an external performance validation panel in June 2016 to provide external validation on performance against six key performance indicators.

The Regulator Performance Framework's key performance indicators are:

KPI 1—Regulators do not unnecessarily impede the efficient operation of regulated entities.

KPI 2—Communication with regulated entities is clear, targeted and effective.

KPI 3—Actions undertaken by regulators are proportionate to the regulatory risk being managed.

KPI 4—Compliance and monitoring approaches are streamlined and coordinated.

KPI 5—Regulators are open and transparent in their dealings with regulated entities.

KPI 6—Regulators actively contribute to continuous improvement of regulatory frameworks.

CASA's panel meets twice a year and provides feedback on the organisation's performance measures in addition to reviewing CASA's Regulator Performance Framework self-assessment report.

The panel comprises a representative from the Department of Infrastructure, Transport, Cities and Regional Development, a representative from a comparable regulator (Australian Maritime Safety Authority), a CASA representative and four industry representatives.

The self-assessment report is submitted to the Minister by 31 December each year and published on the CASA website.

PLAN AT A GLANCE

Goal 1 Maintain and enhance a fair, effective and efficient aviation safety regulation system				
Key performance areas	Strategies and plans	Key performance indicators*	Measures of success	Performance statement data
Develop regulatory framework	<p>1.1 Promote and improve CASA's regulatory philosophy</p> <p>1.2 Ensure the Australian civil aviation safety regulatory regime is complete and optimised for aviation safety performance</p> <p>1.3 Improve risk based regulatory management</p>	CASA demonstrates excellence in development of the aviation safety regulatory framework	<ul style="list-style-type: none"> Regulatory development is achieved within agreed timeframes and in accordance with reasonable assumptions 	<ul style="list-style-type: none"> Performance data from Regulation Implementation Branch on Regulatory Reform Program (includes all regulation development) Regulatory Program Board manages the prioritising of changes to the regulatory structure
			<ul style="list-style-type: none"> Stakeholder engagement in the development of new regulations 	<ul style="list-style-type: none"> Percentage of major regulatory changes are consulted with the Aviation Safety Advisory Panel prior to making (target 100 per cent) Percentage of significant regulation changes subject to public consultation (target 100 per cent)
			<ul style="list-style-type: none"> CASA has effective systems in place to respond to emerging trends in aviation safety risk 	<ul style="list-style-type: none"> Development of Regulatory Management System to support the identification of aviation safety risk Ongoing refinement of National Oversight Plan that includes oversight activities that enable appropriate response and campaigns to emerging risks
Entry control	<p>1.4 Improve the client experience through the provision of regulatory and licensing services</p> <p>1.7 Provide airworthiness assurance for all Australian aircraft and Australian designed and/or built aircraft operating internationally</p>	CASA processes applications for authorisations in accordance with documented procedures and within nominated timeframes	<ul style="list-style-type: none"> CASA has established a catalogue of service level timeframes 	<ul style="list-style-type: none"> Activities not currently the subject of a published service level timeframe will be incorporated into the catalogue of service level with associated target timeframes Target 80 per cent decided within published timeframes
			<ul style="list-style-type: none"> Applications are decided within published service level timeframes 	
Compliance assurance	<p>1.5 Conduct regulatory services and compliance monitoring of the aviation industry to assure aviation safety performance</p>	CASA's compliance monitoring approaches are standardised and coordinated relative to the risk being managed	<ul style="list-style-type: none"> Annual national oversight program is completed within planned timeframe 	<ul style="list-style-type: none"> Status of the initiatives undertaken in the development of the NOP 80 per cent surveillance achieved against of planned targets for the period
			<ul style="list-style-type: none"> Compliance monitoring is determined through a national surveillance selection process and conducted to plan 	
Address non-compliance	<p>1.6 Develop modern enforcement strategies, policies and practices</p>	Actions undertaken are consistent with CASA's regulatory philosophy	<ul style="list-style-type: none"> Proportionate enforcement action is taken 	<ul style="list-style-type: none"> The proportion (number of complaints upheld over the total number of complaints received of the same nature) of complaints about CASA not acting proportionately that are upheld Number and type of enforcement related actions taken (including counselling, variation, suspension or cancellation of an authorisation, as well as other arrangements involving reliance on industry participants to address identified shortcomings and deficiencies) as a measure of CASA proportionate approach to enforcement-related decision making Administrative Appeals Tribunal (AAT) and federal court data, including number of applications for appeal and review in relation to decisions made by CASA, and the outcomes of those applications
			<ul style="list-style-type: none"> Serious breaches of the legislation are referred to the Director of Public Prosecutions (DPP) 	

*Progress against these KPIs form the annual performance statement.

Goal 2 Collaborative engagement with the aviation industry and wider community to promote and support aviation safety				
Key performance areas	Strategies and plans	Key performance indicators*	Measures of success	Performance statement data
Engagement	2.1 Develop stakeholder relationships 2.2 Contribute to government confidence in CASA as a fair and effective aviation safety regulator 2.3 Work with overseas regulators and relevant international bodies 2.4 Contribute to the strengthening of aviation safety in the Asia Pacific	CASA maintains productive working relationships with key stakeholders	<ul style="list-style-type: none"> ▶ Stakeholder satisfaction with CASA's performance in key areas 	<ul style="list-style-type: none"> ▶ Stakeholder feedback mechanisms maintained through the use of the Aviation Safety Advisory Panel and its technical working groups, formal public consultation processes and clear complaints processes ▶ Satisfaction rate of Aviation Safety Advisor safety information sessions ▶ Regular Stakeholder Survey (target improving trend)
		CASA is transparent in its decision making	<ul style="list-style-type: none"> ▶ Processes, guidance and applicable policy manuals (standards, enforcement and surveillance) are available on the website ▶ Unfavourable decisions are accompanied by a statement of reasons where required under legislation or other authority and are published on the CASA website ▶ Number of complaints about CASA not being open and transparent 	<ul style="list-style-type: none"> ▶ All applicable guidance and policy manuals are available on the CASA website (target 100%) ▶ Percentage of unfavourable decisions accompanied by statement of reasons (100%) ▶ The proportion of complaints about CASA failing to act openly and transparently that are upheld
		CASA supports industry compliance (and/or understanding of the consequences of non-compliance)	<ul style="list-style-type: none"> ▶ Effective communication to key audience using appropriate channels ▶ Industry forums conducted openly and transparently 	<ul style="list-style-type: none"> ▶ Guidance material published/distributed at previously identified milestones in rulemaking process (i.e. at making/commencement etc) ▶ Communication activity is planned and strategic, with appropriate resourcing identified and budgeted ▶ Communication to CASA staff is timely to ensure consistent and accurate responses to industry inquiries across all CASA business areas ▶ Communication feedback for media communications ▶ Feedback from external forums (ASAP) and Aviation Safety Advisors
		CASA's education and promotion deliverables are relevant, timely, effective and appropriately targeted	<ul style="list-style-type: none"> ▶ Education and promotion activities meet the needs of aviation community and CASA staff ▶ Increased and expanded digital interactions 	<ul style="list-style-type: none"> ▶ Activities and campaigns are developed to meet safety requirements/priorities which are identified using existing or new research and data from internal and external sources ▶ Positive sentiment/satisfaction rate in survey following safety promotion events/workshops ▶ Effective take up of new products through promotion ▶ Effective use of social media channels
Promote safety education	2.5 Provide comprehensive safety promotion programs to the aviation industry and stakeholders			

*Progress against these KPIs form the annual performance statement.

Goal 3 Continuous improvement of organisational performance				
Key performance areas	Strategies and plans	Key performance indicators*	Measures of success	Performance statement data
Robust structures, systems and processes supporting good governance	3.1 Continue to improve CASA's governance arrangements and quality of our activities	Governance structures are effective	▶ CASA's governance structures align with better practice	▶ Top quartile in annual Comcover benchmarking survey
	3.2 Continue to maintain sound financial management		▶ Unqualified audit of financial statements	▶ Governance Framework aligned with the ANAO Public Sector Governance guide ▶ CASA information management maturity improves (including progress towards achieving compliance with the Archives Act 1983 and other relevant requirements) and the National Archives Digital Continuity 2020 strategy
	3.3 Adopt, develop and drive a digital service delivery environment incorporating contemporary technology environments	CASA has the information and communication technology platform and enabling support to achieve business improvement and transformation	▶ Continuous improvement towards better practice portfolio, program and project management	▶ Maturity increases to P3M3 level 3 by 2020
CASA continually develops its capability and capacity	3.4 Develop CASA's capability and capacity	CASA maintains and grows capability to effectively deliver aviation safety regulation	▶ Delivery and management of an agreed, transparent ICT work program	▶ Delivery of functional capability in accordance with the IT Strategy and IT workplan
			▶ The increase in the total number of interactions completed by clients through digital channels	▶ At least 55 per cent of all interactions are conducted through new digital services implemented ▶ A 10 per cent increase in the total number of interactions conducted through existing digital channels
		▶ Availability of ICT services (excluding scheduled maintenance) to support 24/7 anywhere, any device client access	▶ Internal and Client facing systems are available ≥ 95 per cent of the time	
		CASA maintains staff engagement and builds a culture that enables the achievement of CASA's mission	▶ Initiatives within the rolling four-year workforce plan are focussed on deploying capability and capacity in line with current and future business models	▶ The workforce planning cycle is aligned to the overarching governance cycle of CASA ▶ The initiatives and targets set in the workforce plan to deploy capability and manage staffing allocation are achieved
			▶ Training opportunities are provided to all staff each year in accordance with their personal training plan	▶ Professional development and mandatory training opportunities are available for personnel to build knowledge and skills as identified within individual development plans ▶ Technical training compliant with ICAO requirements (target 90 per cent)
			▶ Staff engagement	▶ Engagement measure within the 2019 APS Employee Census is 75 per cent or higher

*Progress against these KPIs form the annual performance statement.

CASA GOALS, OPERATING ENVIRONMENT AND KEY FOCUS AREAS

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

In keeping with the main object of the *Civil Aviation Act 1988*, CASA will focus its efforts on maintaining, enhancing and promoting aviation safety, with particular emphasis on preventing aviation accidents and incidents. CASA's work will centre on improving our approach to oversight and surveillance, completing the regulatory program, continuing to administer Australian administered airspace safely, efficiently and equitably and to develop and implement effective enforcement strategies to secure compliance with safety standards.

Aviation context

The Australian aviation system is rapidly changing in the presence of economic, social and technological needs of the aviation community. Therefore, a forward-looking approach is needed to rapidly identify aviation trends, ensure access to a broad range of data inputs, and include processes to effectively identify hazards, assess risk and develop effective mitigation strategies.

Table 3 Summary of areas of change in CASA's operating environment

Number of	Actual				
	2013–14	2014–15	2015–16	2016–17	2017–18
Registered aircraft (VH registered)	15,260	15,287	15,347	15,410	15,529
Domestic passengers ¹	57,570,000	57,220,000	58,400,000	59,980,000	60,751,000
International passengers ²	31,345,000	34,442,000	36,200,000	39,616,000	40,619,000
Unmanned Operators Certificates ³	139	256	688	1,070	1,357
Domestic commercial flights ¹	642,600	635,700	637,005	638,700	634,362
International commercial flights ²	167,723	175,249	183,207	181,790	201,374
Flight Crew Licences (excl. students)	27,195	36,000	34,380	34,977	34,865
Licensed Aviation Maintenance Engineers	8,041	8,458	8,695	8,784	8,913
Sport and recreational pilots	16,110	27,263	30,982	29,375	18,301 ⁴
Sport and recreational aircraft	7,433	8,380	8,479	7,893	5,650 ⁵

1 and 2: Figures from the Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics (as at 31 December 2017)

3. Figures are consistent with CASA annual reports for period 2013–18

4: The 2017–18 figures represent Recreational Aviation Administration Organisation pilot member numbers. This number includes pilot members of Recreational Aviation Australia, Australian Ballooning Federation, Australian Warbirds Association Ltd, Gliding Federation of Australia, Hang Gliding Federation of Australia and Sport Aircraft Association of Australia. The 2013–17 figures included all members of the organisations including members who were model aircraft operators and parachuting members – ie. members who do not hold a certificate permitting them to pilot a manned aircraft.

5. The 2017–18 column figure reflects only manned aircraft that are registered with the Recreational Aviation Administering Organisations. The 2013–17 columns also included approximate numbers of hang gliders and paragliders—these aircraft are not required to be registered by the organisations and as such true figures are unknown.

To enhance our ability to identify trends in the operating environment, we must:

- ▶ continue to evolve the classification of operations and aviation sector approach to meet the Minister's Statement of Expectations, including cost to industry
- ▶ align regulations and oversight with categorisation of operations and aviation sectors
- ▶ continue to identify proactive safety initiatives for aviation
- ▶ promote information sharing and exchange across national aviation authorities and other stakeholders
- ▶ ensure the risk management framework is informed by timely and reliable data.

A number of emerging challenges are evident in the aviation context in which CASA operates. Those that are of most significance to CASA are:

- ▶ leveraging technological innovations to increase safety, reducing cost and burden to industry wherever possible
- ▶ working to integrate RPAS into traditional airspace and flight operations.

To address the operating environment, we must:

- ▶ continue to focus on the safety of air navigation as our most important consideration
- ▶ afford the highest safety priority to passenger transport operations
- ▶ continue to focus resources on RPAS and promote information sharing and discussion across national aviation authorities and other stakeholders
- ▶ lead discussion on the classification of operations and aviation sector approach by articulating our safety risk appetite in a way that appropriately differentiates between air transport operations (passenger transport and cargo transport), flying for reward (commercial aviation activities) and private flying (recreational and sport aviation)
- ▶ drive the continual enhancement of data quality to better inform safety decision makers.

Strategies and plans

CASA has identified the following strategies and plans to meet its short and medium-term priorities for the period of the corporate plan.

1.1 Promote and enhance the application of CASA's regulatory philosophy

	2019-20	2020-21	2021-22	2022-23
▶ review the extent to which the principles of the regulatory philosophy are reflected in CASA practices	✓	✓		
▶ review and refine elements of CASA's regulatory philosophy to ensure its continuing relevance	✓			
▶ implement a plan to rationalise legislative action and regulatory processes to enable effective and timely responses to an anticipated increase in requests for advice and guidance	✓	✓	✓	

1.2 Ensure the Australian civil aviation safety regulatory regime is complete and optimised for aviation safety performance

	2019-20	2020-21	2021-22	2022-23
▶ embed the regulatory project management approach and integrate change management	✓	✓	✓	✓
▶ finalise and implement the last tranche of the regulatory program	✓	✓	✓	✓
▶ finalise the standards for upset prevention and recovery training (UPRT)	✓	✓	✓	
▶ implement the self-administration funding model	✓	✓		
▶ establish a RPAS registration and operator accreditation system	✓	✓		
▶ make regulations in alignment with international and foreign standards as far as reasonably practicable considering the needs of individual sectors	✓	✓	✓	✓

1.3 Improve risk based regulatory management

	2019-20	2020-21	2021-22	2022-23
▶ ongoing improvement and implementation of a regulatory management system	✓	✓	✓	✓
▶ continue to enhance data quality to better inform safety decision makers	✓	✓	✓	✓

1.4 Improve the client experience through the provision of regulatory and licensing services

	2019-20	2020-21	2021-22	2022-23
▶ enhance the delivery and management of client services through the service delivery transformation program	✓	✓		
▶ continue to modernise and refine CASA's approach to medical certification	✓	✓	✓	✓

1.5 Conduct regulatory services and compliance monitoring of the aviation industry to assure aviation safety performance

	2019-20	2020-21	2021-22	2022-23
▶ further refine the National Surveillance Selection Process	✓	✓		
▶ continued improvement of compliance with prescribed audit methodology	✓	✓	✓	✓
▶ finalise and implement National Oversight model which sets out CASA's annual risk-based activities across regulated industry sectors	✓	✓		
▶ drive greater consistency in decision making and regulatory interpretation across CASA offices	✓	✓	✓	✓
▶ continue to leverage the use of voluntary third-party information to enhance risk-based decision making	✓	✓		
▶ baseline industry compliance with their regulatory obligations	✓	✓	✓	✓
▶ provide regulatory services to support major developments such as new runways and other major air navigation initiatives	✓	✓	✓	✓
▶ alignment with international and foreign risk assessment methodology to the greatest degree for Manned and Unmanned Systems for the Australian context	✓	✓	✓	✓

1.6 Develop modern enforcement strategies, policies and practices

	2019-20	2020-21	2021-22	2022-23
▶ consistent with the objectives of the State Safety Program for Australia, continue to refine CASA's regulatory policies and practices with a view to the promotion of an open and effective safety reporting culture	✓	✓		
▶ amend CASR Part 13 to implement a revised enforcement framework	✓			

1.7 Provide airworthiness assurance for all Australian aircraft and Australian designed and/or built aircraft operating internationally

	2019-20	2020-21	2021-22	2022-23
▶ implement the international airworthiness strategy to establish recognition agreements with other NAAs, maximising benefit for Australian aviation	✓	✓		

Goal 2—Collaborative engagement with the aviation industry and wider community to promote and support aviation safety

CASA will continue to maintain a constructive working relationship with other Australian Government agencies and promote effective collaboration through consultation and communication with the wider aviation community. Through its consultative forums, feedback channels, educational efforts and promotional campaigns, CASA is committed to engaging in a clear, open and transparent manner with the aviation industry to continuously improve the regulatory framework and be a partner in supporting and promoting a positive aviation safety culture.

Stakeholder context

CASA must ensure the decisions we make, and the processes by which we make them, are effective, efficient, fair, timely, transparent, properly documented and comply with the requirements of the law. We are committed to ensuring that our actions are consistent with the principles

reflected in our regulatory philosophy. Stakeholder engagement is a fundamental principle of this commitment.

CASA has the privilege of interacting with one of the most engaged sectors in Australian society. We are conscious that our actions have an impact on livelihoods, recreations, business interests and travellers.

As a technical field, CASA is mindful that there is enormous expertise in Australian aviation. We are also conscious that information needs to be understood by travellers who trust the aviation industry and trust that CASA is doing its job.

CASA is committed to building and maintaining the trust and respect of the aviation industry and the community. Our Stakeholder Engagement Strategy is CASA's commitment to define the landscape for meaningful engagement and consultation on issues and to enhance the services and products that we provide to the aviation industry.

CASA's challenge is to balance the regulatory oversight required to ensure the safe operations for the aviation industry against the expectations of those involved in the Australian aviation industry. The industry is however highly diverse in size, scope and geography, ranging for example, from airline operators to those flying small remotely piloted aircraft.

The complex relationship that the industry has with the regulator means that effective stakeholder engagement also needs to be multi-dimensional, flexible and responsive. Effective stakeholder engagement underpinned by targeted communications plays a critical role in how organisations like CASA can influence the perception and behaviours of its own staff as well as external stakeholders.

Addressing our operating environment

Stakeholder engagement is the dynamic process of building and maintaining effective relationships with stakeholders to help achieve CASA's outcomes. CASA's stakeholder engagement strategy 2019-20 will allow CASA to:

- ▶ Continue to build and maintain a consistent approach to stakeholder engagement with the aviation industry and the broader community
- ▶ Actively engage with stakeholders to understand their expectations and needs through regular contact and open and honest dialogue
- ▶ Review and assess stakeholder engagement against business plans and organisational strategies
- ▶ Increase stakeholder awareness of CASA's strategic direction and regulatory changes
- ▶ Improve staff understanding of stakeholder and client issues and requirements.

Strategies and plans

CASA has identified the following key strategies and plans to meet its short and medium-term priorities for the period of the corporate plan.

2.1 Develop stakeholder relationships

	2019-20	2020-21	2021-22	2022-23
▶ further develop the Aviation Safety Advisory Panel and associated technical working groups	✓	✓	✓	✓
▶ encourage greater industry engagement and participation in consultative activities	✓	✓	✓	✓
▶ implement an effective Customer Relationship Management system to better capture, record and track all client and stakeholder interactions	✓	✓	✓	✓

2.2 Contribute to government confidence in CASA as a fair and effective aviation safety regulator

	2019-20	2020-21	2021-22	2022-23
▶ establish effective working relationships with relevant Members of Parliament and Senators that have an interest in CASA and aviation safety	✓	✓	✓	✓
▶ develop an engagement program with State and Local government and continue liaison with other Federal government agencies	✓	✓	✓	✓

2.3 Work with overseas regulators and relevant international bodies

	2019-20	2020-21	2021-22	2022-23
▶ enhance focus on bilateral and multilateral arrangements to ensure reduced costs and duplication of processes for industry and CASA, a harmonised approach with other ICAO States and a consistent, CASA-wide approach	✓	✓	✓	✓
▶ ensure effective and targeted participation in ICAO fora to assist in positioning Australia as a Category 1 State of Chief Importance (noting ICAO Assemblies in 2019 and 2022)	✓	✓	✓	✓

2.4 Contribute to the strengthening of aviation safety in the Asia Pacific

	2019-20	2020-21	2021-22	2022-23
▶ enhance Pacific Aviation Safety Office engagement	✓	✓	✓	✓
▶ manage existing programs of assistance to other ICAO States in the Asia Pacific and contribute to portfolio-wide approaches to consider establishing other programs	✓	✓	✓	✓

2.5 Provide comprehensive safety promotion programs to the aviation industry and stakeholders

	2019-20	2020-21	2021-22	2022-23
▶ continue to develop and implement safety communication strategies in response to identified priority areas	✓	✓	✓	✓
▶ assess the impact of safety promotion programs and strategies and adapt to changes in communications channels and technologies	✓			
▶ develop comprehensive plain English guidance material for key new regulations that come into effect	✓	✓	✓	
▶ relaunch the <i>Flight Safety Australia</i> publication to extend reach of safety messages	✓	✓		

Goal 3—Continuous improvement of organisational performance

Changes in the aviation industry such as the rising demands from new aerodrome infrastructure and airspace management requirements, together with the continued rapid growth and complexity of drones are impacting the demands on our workforce, systems and processes. Technology is advancing at an unprecedented and unpredictable rate. Passenger numbers, freight transport and airport activities continue to grow. We are being asked to anticipate risks and regulatory impacts faster than ever before. In addition, there are high and increasing expectations from our stakeholders: the aviation industry, government, the public, and our employees.

To ensure CASA is well equipped to meet these demands we are continually reviewing and improving our skills, systems and processes. We are transforming the way we do business, with a greater focus on balancing consistency with flexibility, consultation and service delivery. This includes consideration of our service delivery model, aligning CASA's regulatory philosophy with safety risk associated with each aviation sector, and the development and implementation of new or amended regulations. The design, scope, build and implementation of the digitisation of our regulatory services is one example of our focus on continual improvement.

CASA closely monitors its organisational performance and seeks to continually improve its operational activities, regulatory services and other support functions. Through identifying current and emerging challenges we can make better decisions about the future focus of our work and the allocation of our resources.

CASA is improving the way in which it delivers services to our clients by making it easier to interact with us. Through a client centred design approach, we are creating new client experiences that support self-service for the application and receipt

of permissions and licences in a digital environment that is easier, faster and convenient.

In order to support the effective implementation of change and the realisation of investment benefits, CASA continues to strengthen governance arrangements including our approach to business and risk management planning and reporting.

Our workforce

To achieve its mission and as we look to the future, CASA must maintain and support a workforce with the right attributes, knowledge, skills and experience. As the types and volumes of activities we perform change so must our workforce. Having a capable and skilled regulatory workforce that is committed to continuous development is critical to our ability to continue to operate as a world leading aviation safety regulator.

To build our future workforce we must attract and train people who can effectively apply their technical expertise in a government and regulatory context. It is important our people understand their responsibilities and can apply them in a manner consistent with the regulatory philosophy. This means having broader skills and competencies in areas like people and financial management, business planning, negotiation and risk management.

To meet our current and future challenges, it is essential we have capable managers to oversee and develop our workforce. Our managers must understand their management responsibilities, recognise high performance and have the courage and confidence to manage underperformance. Our managers must demonstrate and uphold CASA's values and regulatory philosophy.

For the health and safety of our people we must continue to foster and maintain a positive safety culture. It is important that effective work health and safety practices are embedded in our everyday business activities across our national footprint and through all levels of the organisation.

Our information technology

The demand for digital services is increasing as people expect the same access and convenience in all parts of their interactions with government. CASA has already delivered digital self-service capability to clients and will continue to build on the services available through the myCASA portal.

CASA staff expect the same capability from internal systems through the provision of mobile, seamless, flexible, and modern technology solutions. Our key strategic outcomes are to:

- ▶ Simplify and modernise CASA's ICT landscape
- ▶ Deliver client permission and licencing services digitally
- ▶ Improve client service delivery

- ▶ Provide Internal and external collaboration capability
- ▶ Make CASA information available from any device, anywhere, anytime

To address our operating environment, we must:

- ▶ Attract and retain the right capability at the right time
- ▶ Provide appropriate development opportunities to enable our people to be qualified, competent and capable
- ▶ Establish collaborative and consultative interactions with CASA's stakeholders, clients and safety partners
- ▶ Continue to enhance CASA's governance arrangements through the provision of appropriate structures and balanced environment to achieve organisational goals
- ▶ Define and guide a period of consolidation, rationalisation and enhancement that delivers improved reliability and simplified useability of CASA's ICT systems

Strategies and plans

CASA has identified the following key strategies and plans to meet its short and medium-term priorities for the period of the corporate plan.

3.1 Continue to improve CASA's governance arrangements and quality of our activities

	2019-20	2020-21	2021-22	2022-23
▶ refine and develop our approach to continuous improvement, quality assurance and management	✓	✓		
▶ implement identified improvements to governance arrangements	✓			
▶ refine CASA's business and risk management planning processes	✓	✓	✓	
▶ implement improved information management governance arrangements including whole-of-government reforms	✓	✓	✓	✓

3.2 Continue to maintain sound financial management

	2019-20	2020-21	2021-22	2022-23
▶ implement the simplified cost recovery arrangements	✓	✓		
▶ maintain a sustainable funding profile to fulfil our obligations and meet stakeholder expectations	✓	✓	✓	

3.3 Adopt, develop and drive a digital service delivery environment incorporating contemporary technology environments

	2019-20	2020-21	2021-22	2022-23
▶ transform our digital services client offering to align clients' needs, services and priorities across contemporary client service channels	✓	✓	✓	✓
▶ continue to rationalise and harmonise CASA's ICT operating environment	✓	✓	✓	

3.4 Develop CASA's capability and capacity

	2019-20	2020-21	2021-22	2022-23
▶ implement initiatives to support the CASA Workforce Strategy 2019-23	✓	✓	✓	✓
▶ develop and implement the CASA Inclusion Strategy 2019-23 and diversity action plans to enable more deliberate planning, decisions and actions towards a diverse and inclusive workplace	✓	✓	✓	✓
▶ develop and embed management tools and resources to support recruitment, employee development, workforce management and career progression	✓	✓	✓	
▶ implement CASA's employee value proposition to attract and retain people with the right attributes, knowledge, skills and experience	✓	✓	✓	✓

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:

Requirement	Page(s)
Statement of preparation	1
Purposes of the entity	7
Operating environment	30-31, 34-35, 37-38
CASA's performance measures	32-34, 35-36, 38-39
Risk oversight and management	16



CIVIL AVIATION SAFETY AUTHORITY

2019-20

CORPORATE PLAN

CASA National Headquarters
Aviation House **16 Furzer Street Phillip ACT 2606**
GPO Box 2005 Canberra 2601

