



Australian Government
Civil Aviation Safety Authority

CORPORATE PLAN

2020-2021

About this Plan

The Corporate Plan (the Plan) presents the Civil Aviation Safety Authority’s (CASA’s) direction for the period 2020–21 to 2023–24. 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 Australian 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 strategic 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 KPA’s 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 (where possible), 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



Australian Government
Civil Aviation Safety Authority

CHAIR – CASA BOARD
 CASA Ref: D20/489185
 3 December 2020

The Hon Michael McCormack MP
 Deputy Prime Minister
 Minister for Infrastructure, Transport, Regional Development, and Communications
 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 2020–21 to 2023–24 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 Simon Atkinson, Secretary, Department of Infrastructure, Transport, Regional Development and Communications

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INTRODUCTION

I, as the Chair of the Board of the Civil Aviation Safety Authority (CASA) present the 2020–21 to 2023–24 CASA Corporate Plan for the reporting period 2020–21, 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. The Plan is also prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

Amendments to Section 16E *Public Governance, Performance and Accountability Amendment (Corporate Plans) Rules 2020* on 4 June 2020 allowed accountable Commonwealth entities and the directors of Commonwealth companies the capacity to defer the publication of their 2020-21 corporate plans until 31 January 2021.

CASA agreed to defer the publication of its 2020-21 Corporate Plan until after the October Federal Budget. The decision was published on CASA's website on 26 May 2020 in line with the Department of Finance 2020–21 Corporate Plan and 2019-20 Annual Report Deadlines Guidance publication.



Anthony Mathews
Chair of the CASA Board

CHAIR'S FOREWORD 2020-21



We are also focused on the Australian Government's amendments to the *Civil Aviation Act 1988* that require CASA to ensure decisions and actions are lawful, fair, reasonable and consistent and contribute to optimal safety outcomes, while not unnecessarily impeding the efficient operations that CASA regulates.

If nothing else, this year has shown how adaptable we need to be in our thinking and how our priorities can change.

The COVID-19 pandemic changed the profile of the aviation industry in the space of months and our planning for the future needs to account for the fact that our industry may never be the same again. Regardless, aviation safety remains our absolute priority. Initiatives such as the Aviation Safety Advisory Panel are providing the aviation community with a greater voice than ever before and influencing the thinking and planning of the industry regulator. This input will become more valuable than ever before.

While 2020-21 will be another demanding year for CASA, we are confident that we are well equipped to meet these demands. We are confident that CASA's dedicated workforce will continue to meet and deliver safety outcomes that meet the expectations of the Government, the broader aviation community and the general public.

We are committed to meeting the expectations of the Government, to delivering against the Minister's Statement of Expectations and the goals, initiatives and measures in this Corporate Plan.

Anthony Mathews
Chair of the CASA Board

In a year where CASA celebrates its 25th anniversary, who would have thought at its inception we would be considering the regulations that will apply to advanced technologies such as drones, and the management of airspace for all types of unmanned air traffic. It highlights the importance of looking beyond the horizon and developing a flexible and agile strategic blueprint that can respond to unanticipated changes in a dynamic aviation industry.

CASA's Corporate Plan 2020–21 is premised on strategic thinking for the future. With significant achievements in 2019, such as completing the final suite of Civil Aviation Safety Regulations, we now look towards maintaining a sustainable organisational funding model by working closely with our portfolio department and the central agencies. Significant issues such as the efficient use of, and equitable access to, Australian-administered airspace, Remotely Piloted Aircraft Systems registration and accreditation, transitioning self-administered sport aviation organisations to Part 149, reviewing the effectiveness of Part 61 for flight crew licensing and developing a solution for unmanned aircraft traffic management are reflected in the goals and objectives of the Corporate Plan.

DIRECTOR'S PREFACE



At CASA's inception 25 years ago, the Corporate Plan set out to build an organisation from the former Civil Aviation Authority by determining our funding model to develop standard setting, enforcement and safety awareness.

Operationally, CASA was intent on rebuilding public perception and confidence following two tragic accidents, Seaview and Monarch. We developed better relationships with industry and improvements were made in CASA's processes and procedures, effective data collection, analysis and standards to better support our staff and industry. At the same time, other changes were occurring across the sector such as privatisation of Australian major airports. All the while CASA maintained aviation safety as our highest priority, which remains our primary consideration to this day.

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.

Some of the challenges we face in effectively maintaining safety include the rapid development of technology and the changing aviation landscape, both domestically and internationally.

This year has placed enormous stress on the aviation community and Australian public through bushfires and the global Coronavirus pandemic (COVID-19). In the summer of 2019–20, CASA staff were at the forefront of enabling overseas aircraft and flight crews to assist in the response efforts for the Australian bushfires. From the end of the first quarter of 2020 our focus moved to providing relief measures to industry and urgent approvals for repatriation and freight flights to assist during the financial and travel restriction impacts of COVID-19. Thankfully, we are now looking towards assisting industry to return to operations.

CASA has remained as flexible as possible during the COVID-19 return, while continuing to oversee aviation safety. Some of the relief measures we provided included the automatic extension of Air Operator's Certificates, licence privileges and conditions of flight crew and air traffic controller licences, aviation medicals and relief from the Civil Aviation Safety Regulation (CASR) Part 61 proficiency checking and flight reviews, all for an initial period of three months.

Although the industry has taken a big hit in the first half of the year, we have learned many lessons from the change in circumstances. These include improvements in how we undertake industry surveillance and the importance of continuing CASA's service delivery transformation program to provide improved services to our clients and a better aviation safety outcome for everyone.

Our key focus areas for the coming 12 months will be:

- Managing of the impacts of the COVID-19 situation.
- Finalising the implementation arrangements for the Flight Operations Regulations.
- Bedding down Commercial and Excluded Category Remotely Piloted Aircraft Systems registration and accreditation which commenced on 30 September 2020.
- Continuing the effective management of remotely piloted aircraft systems to ensure their safe integration into Australian airspace.
- Continuing to develop the Future Aviation Research Program and play a leading role in the development of a National Strategic Airspace Plan.
- Continuing the roll out of the single repository for all of CASA's aviation data – the European Aviation Program (EAP).
- Finalising the new continuing airworthiness regulatory environment for general aviation based on the United States Federal Aviation Regulation Part 43.
- Working with Airservices to progress the move to OneSKY – a unified air traffic management solution.

Our ability to achieve outcomes in such a challenging environment continues to impress me, as does the industry's enduring commitment to safety. I acknowledge the work of our many passionate, resilient 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.

It is worth noting that in addition to domestic collaborations, we also interact extensively with our international partners on a range of aviation safety matters and will continue to collaborate with overseas regulators to encourage consistency and to strengthen international compliance.

This is my last Corporate Plan as the Chief Executive Officer/Director of Aviation Safety and I wish the organisation well in 2021 and beyond. I am proud of all that we have achieved in the past four years and sincerely appreciate the support of my colleagues and industry in the ongoing commitment to aviation safety.

Aviation safety remains our priority to ensure 'Safe skies for all'.



Shane Carmody
Chief Executive Officer and
Director of Aviation Safety

OUR PURPOSE AND ROLE

The Civil Aviation Safety Authority (CASA) is an independent statutory authority established in 1995 under the *Civil Aviation Act 1988*. The main objective of this 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.

In accordance with the *Civil Aviation Act 1988* and the regulations, CASA's key role is to conduct the safety regulation of the civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory.

CASA also has responsibility for classifying Australian-administered airspace and determining the services and facilities provided by approved air navigation service providers, having regard to the efficient use of, and equitable access to, Australian-administered airspace.

In performing its functions and exercising its powers, CASA must take into account the economic and cost impact of the standards it sets, the differing risks associated with different industry sectors and, to the extent practicable, the environmental effects of the operation and use of aircraft on the environment. In all cases, the safety of air navigation must be CASA's most important consideration.

While safety regulation of civil aviation remains its primary role, CASA also provides safety education and training programs and has responsibility for airspace regulation.

CASA ensures the directions of the Australian Government, as presented in the Minister's Statement of Expectations, are implemented effectively and efficiently.

CASA's Corporate Plan details the activities and initiatives to be undertaken by the organisation to meet the expectations.

CASA's objectives are outlined in the Strategic Direction statement set by the Australian Government:

- to continue to focus on aviation safety as the highest priority
- to consider the economic and cost impact on individuals, businesses and the community in the development and finalisation of new or amended regulatory changes
- to take a pragmatic, practical and proportionate approach to regulation as it applies to different industry sectors having regard to risk
- to implement its regulatory philosophy, with the philosophy being reflected in relevant policies, procedures, manuals, and when CASA personnel are carrying out their day-to-day operations.

CASA, the Australian Transport Safety Bureau, the Department of Infrastructure, Transport, Regional Development and Communications, Airservices Australia and the Department of Defence constitute Australia's aviation safety framework, each with distinct functions, but working together as parts of an integrated system.

In keeping with CASA's fundamental obligations, we strive at all times to ensure our decision-making and actions are lawful, fair, reasonable and consistent, and contribute to optimal safety outcomes, while not unnecessarily impeding the efficiency of the operations we regulate.

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 focus on aviation safety as the highest priority;
- 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
- 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:

- finalise the remaining new Civil Aviation Safety Regulations and ensure effective implementation and transition arrangements are applied.
- 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.
- 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.
- 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.
- 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.
- 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.
- work with Geoscience Australia and Airservices Australia to progress safe and timely implementation of satellite based augmentation systems in the air traffic management environment.
- 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.
- continue to share safety information consistently with the Safety Information Policy Statement agreed with the Australian Transport Safety Bureau.
- 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.
- 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.

The SOE is a legislative instrument and is available on the Federal Register of Legislation at: legislation.gov.au

Portfolio Budget Statements 2020-21

CASA is responsible for a single portfolio outcome outlined in the *Infrastructure, Transport, Regional Development and Communications Portfolio - Portfolio Budget Statements 2020-21*:

Maximise aviation safety through a regulatory regime, detailed technical material on safety

standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training.

The *Infrastructure, Transport, Regional Development and Communications Portfolio - Portfolio Budget Statements 2020-21* also set out the performance criteria and targets the Government expects CASA to achieve to support the outcome. CASA's key initiatives align with the Government's performance criteria, as set out on pages 267–270.

Performance Criteria	Target
Number of accidents per hours flown by industry sector	Reducing trend (a)
Number of incidents per hours flown by industry sector	Reducing trend (a)
CASA maintains the Effective Implementation (EI) Score determined by ICAO Universal Safety Oversight Audit Program (USOAP)	Maintain or improve EI score
Regulatory implementation delivered in accordance with planned and reviewed targets	80% of regulatory development achieved against planned targets
Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk	80% of surveillance events conducted for the period
Deliver a program of aviation safety education seminars to industry participants	90% of seminars delivered against program with satisfaction rate for effectiveness of 80%
Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework	100% of significant regulatory changes publicly consulted and outcomes informed by industry feedback Improving trend in stakeholder satisfaction from regular surveys Improving trend in audience engagement across CASA's online channels and social media
Regulatory service applications are decided within published service delivery timeframes	80% processed within published timeframes All regulatory service activities have a service delivery timeframe applied

(a) This key performance indicator relies on the availability of data which is not published by the Bureau of Infrastructure, Transport and Regional Economics (BITRE) until after 30 June each year.

CASA reports to the Government on progress against the outcome in its Annual Report.

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:

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.



CASA'S STRATEGIC APPROACH

CASA has three 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:** Engage collaboratively with the wider aviation community to promote and support a positive safety culture
- Goal 3:** Continuously improve organisational performance

FINANCIAL ENVIRONMENT

The Australian Government handed down its 2020-21 Budget on 6 October 2020. For 2020-21, CASA has resources available of \$205.2m including 831 Average Staffing Level to meet its obligations under the Act.

The aviation landscape has changed dramatically with COVID-19. One immediate impact for CASA is that its major funding source, the aviation fuel excise, has been significantly reduced. CASA's immediate funding is highly dependent on the recovery of the industry, particularly in the domestic high capacity regular public transport sector.

Whilst CASA continues to support industry through significant relief measures including fee relief, CASA is facing significant sustainable funding challenges in the near future, with the Government providing funding certainty for 2020-21 and forward years through additional appropriation.

Opposite is CASA's budgeted comprehensive income statement for 30 June 2021 – reference Portfolio Budget Statements 2020-21, Budget Related Paper No. 1.10, table 3.1 p 273.

	2020-21 Budget	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
EXPENSES				
Employee benefits	132,122	135,138	139,170	143,324
Suppliers	48,550	40,078	40,253	40,240
Depreciation and amortisation	23,859	23,890	25,408	25,130
Finance costs	633	351	480	437
Write-down and impairment of assets				
Losses from asset sales				
Total expenses	205,164	199,457	205,311	209,131
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Sale of goods and rendering of services	2,000	7,500	8,000	9,000
Interest	420	500	500	700
Other	1,000	1,000	1,000	1,000
Total own-source revenue	3,420	9,000	9,500	10,700
Total own-source income	3,420	9,000	9,500	10,700
Net (cost of)/contribution by services	(201,744)	(190,457)	(195,811)	(198,431)
Revenue from Government	201,756	190,467	195,821	198,431
Surplus/(deficit) attributable to the Australian Government	12	10	10	-
Total comprehensive income/(loss)	12	10	10	-
Total comprehensive income/(loss) attributable to the Australian Government	12	10	10	-

Forward years

In addition to CASA's appropriation for 2020–21 of \$40.5 million, the Government has provided CASA with additional funding of \$15.0 million as part of the Australian Airline Financial Relief package and \$72.9 million in appropriation. A further \$99.7 million in appropriation has been provided for the forward years. This additional appropriation is to offset reductions in aviation fuel excise due to unprecedented low demand for domestic flights and aviation fuel and reduced regulatory income due to fee waivers to support the aviation industry through the impacts of the COVID-19 pandemic.

CASA is budgeting for a balanced budget across the forward estimates. This outcome is dependent on the forecast recovery of aviation fuel excise revenue being achieved. The Government has decided that the current funding arrangements, supplemented through Government appropriation for 2020–21 and forward years due to the impacts of COVID-19, should remain in place. CASA will pursue more sustainable funding options for Government consideration as part of its 2021–22 Budget submission. CASA's funding pressures will need to be monitored.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2020–21 is forecast to increase by \$0.01 million compared to 2019–20, consistent with the anticipated operating surplus and projected capital investment.

Total budgeted assets of \$132.9 million in 2020–21 represents a decrease of \$3.1 million from the actual 2019–20 closing position, primarily due to a reduction in investments. CASA's financial assets are budgeted to increase in the forward years as CASA's cash investments recover as activity in the aviation industry increases.

Total budgeted liabilities of \$79.7 million in 2020–21 represents a planned decrease of \$3.1 million from the actual 2019–20 closing position, primarily driven by a planned decrease in lease liabilities of \$3.8 million. CASA's primary liability continues to be accrued employee leave entitlements of \$40.4 million and lease liabilities of \$29.9 million which were added in 2019–20 in line with AASB 16 requirements.

Capital investment strategy

During 2020–21, CASA will be investing \$20.9 million in capital expenditure. The 2020–21 investments centres on progressing the service delivery transformation program including phase 4 (digitising maintenance personnel licencing and maintenance training organisation) and phase 5 (digitising Air Operator Certificates). Investment will also be made in the enhancement of our EAP system and cybersecurity capabilities. CASA's investment profile for the period of the corporate plan is:

- 2021–22 - \$22.6m – the main investment for this period includes a planned fitout for our Canberra offices, continued improvement of our EAP and cybersecurity capabilities.
- 2022–23 - \$5.8m – the main investment for this period includes planned fitout for our regional offices and improvements of our cybersecurity capabilities.
- 2023–24 - \$16.1m – the main investment for this period includes planned enhancements to EAP, MyCASA portal and operating environment.

OPERATING ENVIRONMENT

Aviation context

Over the period 2020–21 to 2023–24, the Australian aviation industry overall was forecast to have year on year sustained growth. The onset of the COVID-19 pandemic in March 2020 and the subsequent closing of international and state borders has resulted in a significant reduction in large Regular Passenger Transport (RPT) operations both internationally and domestically impacting the major airline groups and capital city airports. Demand for Fly In Fly Out (FIFO) services and cargo operations have remained strong during the COVID-19 pandemic transporting essential workers for the resource sector and necessary supplies to regional Australia respectively. It is anticipated that the relaxation of state border restrictions will result in domestic air travel, aerial work, flight training, sport aviation and recreational flying activities increasing over the coming months, however the return to 2019 international air travel levels is expected to take many years.

In the coming years the Australian aviation environment will be the most diverse it ever has been as we continue to see exponential growth in the number of drones used for both commercial and recreational purposes, finalisation of large airport infrastructure, potential initial trials of air taxis,

rationalisation and modernisation of aircraft fleets by the larger domestic air transport operators and potential further consolidation across the aviation community. The large airline groups will minimise the cost exposure associated with their limited international operations by continuing to park aircraft and having their flight and cabin crew staff furloughed. As international borders relax Australian air transport operators will have to evaluate the opportunities and the options available to them.

In a connected and open world, regulatory planning for safe operations will need to address challenges from the coexistence of piloted and pilotless aircraft leveraging the emerging technologies associated with advances in automation and self-deconfliction. The exploitation of readily available and accurate data coupled with sound analytics will provide enhanced ways to monitor, understand and effectively address emerging risks for the respective aviation sectors.

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

Number of:	Actual				
	2015–16	2016–17	2017–18	2018–19	2019–20
Registered aircraft (VH registered)	15,347	15,410	15,529	15,617	15,721
Domestic passengers ¹	58,438,418	59,300,109	60,749,890	60,981,800	45,241,800
International passengers ¹	36,228,731	38,660,946	40,619,162	42,121,004	30,732,112
Unmanned Operators Certificates ²	688	1,070	1,357	1,628	1,952
Domestic commercial flights ¹	640,235	641,095	633,622	680,100	677,900
International commercial flights ¹	183,206	193,267	201,374	205,814	N/A
Flight Crew Licences (excl. students)	34,380	34,977	34,865	31,750	31,203
Licensed Aviation Maintenance Engineers	8,695	8,784	8,913	9,028	9,218
Sport aviation participants ³	-	-	30,898	31,716	32,089
Sport and recreational pilots	30,982	29,375	18,301 ⁴	18,293 ⁴	17,743
Sport and recreational aircraft	8,479	7,893	5,650 ⁵	5,436 ⁵	5,283

1. Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics (as at 1 September 2020).

2. Figures are consistent with CASA annual reports for period 2014–19.

3. Members of Sport Aviation Organisations that operate under a Deed of Agreement – 2014–17 figures omitted as they are contained in the row below.

4. The 2017–18 and 2018–19 figures represent 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 2014–17 figures included *all* members of the organisations including members who were model aircraft operators and parachuting members – i.e. members of organisations that do not issue manned aircraft pilot authorisations.

5. The 2017–18 and 2018–19 figures reflect only manned aircraft that are registered with the Recreational Aviation Administering Organisations. The 2014–17 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.

Stakeholder context

CASA must ensure the decisions it makes are effective, efficient, fair, timely, transparent, properly documented and comply with relevant legal requirements. CASA is committed to ensuring its actions are consistent with the principles reflected in its 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. It is conscious that our actions have an impact on livelihoods, recreational and business interests and travellers. CASA is committed to building and maintaining a collaborative partnership with industry and the trust and respect of the travelling public and the community.

CASA's challenge is to balance the regulatory oversight required to ensure the safe operation of aviation in Australia, as demanded by travellers and the public, against the expectations of those involved in the Australian aviation industry. The industry is highly diverse in size, scope and geography, ranging for example, from airline operators to those flying small remotely piloted aircraft meaning effective stakeholder engagement needs to be multi-dimensional, flexible and responsive.

Workforce context

Changes in the aviation industry impact on the demands on CASA's workforce, systems and processes. Technology is advancing at an unprecedented and unpredictable rate and CASA is being asked to anticipate risks and regulatory impacts faster than ever before.

To achieve its mission and as we look to the future, CASA must maintain and support a geographically spread workforce with the right attributes, knowledge, skills and experience. Ensuring we have a diverse workforce that can adaptable and change ready is important. As the aviation industry changes, CASA must be able to meet its capability requirements and ensure we are able to attract, select, grow and retain high quality employees across both our operational and enabling functions.

We must support our managers to role model and embed our values, recognise and reward high performance and address underperformance to enable all employees to be the best they can be.

We continue to foster and maintain a positive safety culture ensuring effective work health and safety practices are embedded in our everyday business activities across our national footprint and through all levels of the organisation.

Operating model

CASA's operating model is set out in Figure 1



RISK OVERSIGHT AND MANAGEMENT

CASA manages risk in accordance with our Enterprise Risk Management Framework that has been developed in accordance with the Commonwealth Risk Management Policy and the underpinning international standard relating to risk management, ISO 31000:2018.

CASA operates in a complex environment and recognises that risk is inherent in all that we do. CASA generally has a conservative risk appetite. The CASA Board's risk appetite articulates an appropriate and balanced view of its strategic risk environment related to the achievement of CASA's goals. The Board revisits this position annually, although recognises the need to be willing and able to adapt the risk appetite if required noting that global events are complex and matters can change rapidly. Once agreed, the risk appetite statement is communicated to all CASA staff as a set of guiding principles in relation to engaging with and managing risk.

CASA is continuing to mature its risk philosophy and approach, embedding risk principles into organisational culture. A key element of this approach is increasing the risk capability at all levels of the organisation. To achieve this, it is educating and empowering staff to provide them with the knowledge, judgement and confidence to make more informed risk-based decisions and is also ensuring they have the support of their managers.

In 2020, CASA introduced a new business and risk planning regime. Every division develops an operational risk management plan linked to the achievement of divisional strategic and operational business objectives, including the management of the related risks and the achievement of key performance measures and indicators.

The CASA Board has identified five strategic risks in 2020:

- **Regulatory failure:** A serious accident or incident occurs that is attributed to a CASA failure in regulatory or safety oversight leading to sustained criticism or loss of political confidence. Managed by:
 - National Surveillance Selection Process
 - CASA response activities to emerging safety trends
 - Campaign targeted surveillance
 - Regulatory services
 - Systemic approach to aviation safety.
- **Operating environment:** CASA's operating model is unable to predict, adapt and respond to, the evolving strategic and operational aviation regulatory landscape, including resource (people, IT, infrastructure and finance) requirements in an agile manner. This could potentially compromise CASA's ability to deliver its services consistent with industry and the Government's expectations. Managed by:
 - CASA adopts a portfolio view of organisational priorities through its governance arrangements
 - Workforce Planning arrangements in place.
- **Cyber security:** A cyber-security incident that leads to a denial of service or data breach resulting in reputational damage to CASA. Managed by:
 - Adoption and application of the Protective Security Framework (PSPF)

- Application of security controls in accordance with Information Security Manual (ISM)
- Implementation of the Australian Signals Directorate Essential Eight risk and mitigation strategy.
- **Industry capture:** CASA staff being perceived as being subject to industry capture leading to a trade-off between industry and safety requirements impacting upon CASA's safety and regulatory decision making. Managed by:
 - Accountability Framework
 - CASA Fraud and Integrity plan and reporting requirements
 - Declaration of non-conflict of interest requirements.
- **COVID-19:** Managing the economic, social and operational related risks and their impact to CASA, its staff and the aviation industry we regulate due to COVID-19. Managed by:
 - Dedicated governance arrangements in place
 - Guidance from Australian Government advice and CASA Pandemic Action Plan
 - Ongoing monitoring of changes to global COVID-19 pandemic to inform organisational strategies.

The strategic and operational risk control environment is subject to regular review through multiple accountability mechanisms including the internal governance committee structure and the CASA Board and Board Audit and Risk Committee.

REGULATOR PERFORMANCE FRAMEWORK

The Australian Government's Regulator Performance Framework (the Framework) applies to all Commonwealth regulators that administer, monitor or enforce regulation. The Framework articulates the Government's overarching expectations of regulator performance and comprises six outcomes based key performance indicators (KPIs) as listed below:

1. Regulators do not unnecessarily impede the efficient operation of regulated entities.
2. Communication with regulated entities is clear, targeted and effective.
3. Actions undertaken by regulators are proportionate to the regulatory risk being managed.

4. Compliance and monitoring approaches are streamlined and coordinated.
5. Regulators are open and transparent in their dealings with regulated entities.
6. Regulators actively contribute to the continuous improvement of regulatory frameworks.

These KPIs are supported by measures of good regulatory performance to assist regulators in assessing their achievement of the KPIs. The Framework requires regulators to undertake a self-assessment against the KPIs.

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

KEY PERFORMANCE AREAS

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

Key performance areas	Strategies and plans (Link to PBS, SOE)	Time Period	Key performance indicators	Performance statement	
				Measures of success	Performance statement data
Develop regulatory framework	1.1 Promote and improve CASA's regulatory philosophy (SOE)	2020–24	CASA demonstrates excellence in development of the aviation safety regulatory framework.	<ul style="list-style-type: none"> A pragmatic, practical and proportionate approach is applied in the development of regulations and application of safety standards as they apply to risk in different industry sectors. CASA has effective systems in place to respond to emerging trends in aviation safety risk. 	<ul style="list-style-type: none"> Government legislative development and consultation process are adhered to. Terms of reference (TOR) for all Technical Working Groups include the consideration of cost when developing regulations. The National Oversight Plan tracks the status of oversight activities that enable appropriate response and campaigns surveillance events to address emerging risks.
	1.2 Ensure the Australian civil aviation safety regulatory regime is complete and optimised for aviation safety performance (PBS, SOE)	2020–24			
	1.3 Improve risk based regulatory management (SOE)	2020–24			
Strengthen international compliance	1.4 Engage with the International Civil Aviation Organization (ICAO) to enhance global and regional aviation safety approaches (SOE)	2020–24	CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.	<ul style="list-style-type: none"> CASA supports Australia's membership on the ICAO Council and the Air Navigation Commission, consistent with the Government's expectations and CASA's commitments under the Memorandum of Understanding for Australia's Participation in ICAO. CASA has regard to the standards and practices of comparable aviation jurisdictions (Federal Aviation Administration, Transport Canada Civil Aviation, European Union Aviation Safety Agency, United Kingdom Civil Aviation Authority and New Zealand Civil Aviation Authority). International activities undertaken by CASA should involve the collection, exchange and dissemination of relevant safety-related information, consistent with agreement and protocols governing the collection of such data. CASA's capacity building activities make a significant contribution to the safety-related needs and expectations of the international aviation community. 	<ul style="list-style-type: none"> CASA participates in all relevant ICAO panels and workgroups. CASA makes use of available and appropriate global resources in support of its audit and certification processes, with a view to reducing duplication of effort for both CASA and the aviation industry (>85%). CASA monitors and assesses international safety developments to inform benchmarks and own safety program improvement. At the same time, CASA contributes to activities and events that allow CASA to influence and affect regional and global safety developments. CASA will continue to play an important role in Australia's engagement in the Asia-Pacific region on aviation safety matters. CASA will continue to provide assistance to its regional counterparts through Australian Government initiatives.
	1.5 Collaborate with overseas regulators to share information, reduce duplication and encourage consistency in safety outcomes (SOE)	2020–24			
	1.6 Support regulators in the Asia-Pacific to safely manage growth of aviation in the region (SOE)	2020–24			

Key performance areas	Strategies and plans (Link to PBS, SOE)	Time Period	Key performance indicators	Performance statement	
				Measures of success	Performance statement data
Entry control	1.7 Improve the client experience through the provision of digital regulatory and licensing services (PBS)	2020–23	Entry control is delivered in accordance with the regulations and assessment made proportionate to the activity being undertaken.	<ul style="list-style-type: none"> Standard practices are applied to processing regulatory services applications. 	<ul style="list-style-type: none"> Reviews of regulatory services practices are undertaken to support continuous improvement. Regulatory service decisions are made in a lawful manner and in accordance with published service delivery timeframes.
	1.8 Provide airworthiness assurance for all Australian aircraft and Australian designed and/or built aircraft operating internationally (PBS)	2020–24	Airworthiness assurance for all Australian aircraft and Australian designed and/or built aircraft operating internationally is provided.		
Compliance assurance - Surveillance	1.9 Conduct regulatory services and compliance monitoring of the aviation industry to assure aviation safety performance (PBS, SOE)	2020–24	CASA's compliance monitoring approaches are standardised and coordinated relative to the aviation sector.	<ul style="list-style-type: none"> CASA notifies industry participants of surveillance safety findings within defined timelines – CASA requires industry participant corrective actions to return to state of compliance within defined timelines. 	<ul style="list-style-type: none"> 80% of safety findings resulting from surveillance activities finalised and provided to industry participants within defined timelines contained within the CASA surveillance manual. 80% of industry participant corrective actions in response to CASA surveillance safety findings completed within defined timelines contained within the CASA surveillance manual.
Address non-compliance - Enforcement	1.10 Develop modern enforcement strategies, policies and practices (PBS, SOE)	2020–24	Actions undertaken are consistent, fair and transparent in accordance with CASA's enforcement procedures that incorporate CASA's regulatory philosophy.	<ul style="list-style-type: none"> Proportionate enforcement action is taken. Enforcement action is taken when corrective action plans fail. Operators who are unable or unwilling to return to compliant operations will be dealt with in accordance with CASA's enforcement policy, remediated by the coordinated enforcement process. Serious breaches of the legislation are referred to the Director of Public Prosecutions (DPP). 	<ul style="list-style-type: none"> Annual review of number and type of enforcement related actions taken as a measure of CASA's proportionate approach to enforcement-related decision making. Report on number of matters referred to the DPP and the number accepted.

Goal 2 Engage collaboratively with the wider aviation community to promote and support a positive safety culture

Key performance areas	Strategies and plans (Link to PBS, SOE)	Time Period	Key performance indicators	Performance statement	
				Measures of success	Performance statement data
Engagement	2.1 Develop stakeholder relationships (PBS, SOE)	2020–24	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 maintained through the use of the Aviation Safety Advisory Panel and its technical working groups and public consultation via the Consultation Hub.
	2.2 Contribute to government confidence in CASA as a fair and effective aviation safety regulator (PBS, SOE)	2020–24			
Promote safety and education	2.3 Provide comprehensive safety promotion programs to the aviation industry and stakeholders (PBS)	2020–24	CASA supports industry understanding and compliance.	<ul style="list-style-type: none"> Effective communication to key stakeholders using appropriate channels. Industry forums conducted openly and transparently. 	<ul style="list-style-type: none"> Guidance material published at identified milestones in rulemaking process. Communication to CASA staff is timely to ensure consistent and accurate responses to industry inquiries.
			CASA's education and promotion is relevant, timely, effective and appropriately targeted.		

Goal 3 Continuously improve organisational performance

Key performance areas	Strategies and plans (Link to PBS, SOE)	Time Period	Key performance indicators	Performance statement	
				Measures of success	Performance statement data
Robust structures, systems and processes supporting good governance	3.1 Continue to maintain sound financial management (SOE)	2020–24	CASA operates as a solvent entity.	<ul style="list-style-type: none"> Unqualified audit of financial statements. The increase in the total number of interactions completed by clients through digital channels. 	<ul style="list-style-type: none"> Unqualified audit opinion and an ANAO report with no category A or B audit findings. At least 55% of all interactions are conducted through new digital services implemented. A 10% increase in the total number of interactions conducted through existing digital channels.
	3.2 Adopt, develop and drive a digital service delivery environment incorporating contemporary technology environments (PBS)	2020–22	CASA has the information and communication technology platform and enabling support to achieve business improvement and transformation.		
CASA continually develops its capability and capacity	3.3 Develop CASA's capability and capacity (SOE)	2020–24	<p>CASA maintains and grows capability to effectively deliver aviation safety regulation.</p> <p>CASA embeds a high-performance culture that enables the achievement of CASA's mission.</p>	<ul style="list-style-type: none"> The rolling four-year workforce is delivered. Performance is assessed on delivery of outcomes along with the application of specific capabilities and CASA's Values. 	<ul style="list-style-type: none"> The initiatives and targets set in the workforce plan to deploy capability and manage staffing allocation are achieved. High performance is recognised and rewarded through CASA's Award Framework. At least 95% of CASA staff obtain and maintain mandatory technical competencies required to perform their functions.

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	5
Purposes of the entity	9
Operating environment	19
CASA's performance measures	27–33
Risk oversight and management	24



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