



Australian Government  
Civil Aviation Safety Authority



# CORPORATE PLAN

2022-2023

## Acknowledgement of country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and their continuing connection to land, water and community, and pays respect to elders past, present and emerging.



James Baban  
*Our Way, 2019*

## About this Corporate Plan

The Corporate Plan presents CASA's direction for the period 2022–23 to 2025–26. 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 Corporate Plan details how CASA will meet the aviation safety expectations of the Australian Government and the Australian public. The Corporate 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.

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## Chair's foreword



The devastating impact of the COVID-19 pandemic in the last two years has required CASA to work closely with key stakeholders to solve challenges and deliver essential support to all sectors of the aviation industry. Close collaboration through the Aviation Safety Advisory Panel and Technical Working Groups has allowed CASA to leverage a wide range of skills and expertise and sees us emerge from a challenging period with a greater diversity of insight and renewed purpose.

Delivery of the Flight Operations Regulations has been a significant focus for CASA for some time. We committed to completing a number of outstanding regulations and delivered the final suite of changes in December 2021. With industry beginning the long road to pandemic recovery, CASA is repositioning to focus on new and emerging priorities that will also require ongoing consultation with industry.

Since assuming the role of Chair of the CASA Board in August 2021, I have not only focused on the immediate 'here-now', but also extending our horizon to better understand and be positioned to address the 'what's next' issues. Technological advancements with advanced air mobility, uncrewed and remotely crewed systems and other emerging technologies are progressing at a rate that will challenge the regulatory

framework to keep pace. At the same time, I am absolutely focused on addressing a number of long outstanding matters within the general aviation sector and reinvigorating our commitment to the simplification of regulatory requirements to improve the health of the sector. As well as being the 'core' for all aviation in Australia, general aviation provides a vital service to link regional Australia and, in many cases, is the lifeblood of so many of our small communities. I fully support the Government's expectation that CASA's regulatory approach should be scalable to the size and complexity of each aviation activity and take into account the differing risks associated with different industry sectors and categories of operations.

The last two years demonstrated that we can never fully anticipate what the future may hold. The continuing investment in the capability of our workforce and the clear understanding of our upcoming priorities will ensure that CASA remains both committed and capable to support all aviation sectors and has the right culture to deliver an aviation safety framework that meets the needs of all Australians.

I commend this Corporate Plan in delivering a roadmap to provide greater transparency of where our priorities lie and how we will deliver an effective regulatory framework that puts the aviation industry and community at the forefront of our thinking.

A handwritten signature in black ink, appearing to be 'M Binskin', written over a thin horizontal line.

Air Chief Marshal (Ret'd) Mark Binskin AC  
Chair of the CASA Board

# Director's preface



The worst of the COVID-19 epidemic is hopefully behind us, but the impact of this life-changing event continues. Aviation, hit hard by the pandemic, still faces pressure and uncertainty as it climbs out of the worst turbulence in our sector's history. CASA is committed to working with industry on our journey to recovery – maintaining our focus on safety but always operating transparently, proportionately, and consistently.

We achieved a major milestone on 2 December 2021 when the flight operations regulations came into effect. This critical milestone touched just about everyone in aviation. The emphasis for 2022 has been on a flexible approach to help aviation organisations transition to the new rules and finalising some elements of the changes. The new rules allow operators greater flexibility by enabling them more scope to identify new ways of achieving the same safety outcomes as detailed in the regulations. I would like to thank both the team in CASA and the many industry representatives who have worked so constructively with us to achieve this milestone.

With that significant deadline now behind us, we are now focused on key areas to enhance aviation safety and to best support our aviation industry. A major priority is to

tackle issues impacting on general aviation which will be detailed in our new general aviation workplan. A key to this plan is reducing the regulatory burden on general aviation, an issue consistently raised during our interactions with stakeholders. It will also allow us to prioritise and direct resources to the most pressing issues while providing greater transparency to industry.

An initial focus of the general aviation workplan has seen us responding to industry requests for less complex maintenance rules. Consultation is underway for Part 43 of the Civil Aviation Safety Regulations governing maintenance of private and aerial work aircraft. We believe this will simplify compliance, provide business opportunities, allow greater choice, and reduce red tape for aerial work operators. The other initial focus has been around aviation medicals where consultation is also underway.

Other reforms in the workplan include addressing flight examiner ratings and fatigue rules for aerial application operators.

Over the last 12 months we have also been evolving our new national operating model in response to industry feedback about the need for CASA to ensure greater consistency, standardised guidance, improved regulatory services, and scheduled surveillance. As with all changes, there are always opportunities for improvement. We will continue to look for ways to make it easier for industry to engage with us, while still staying true to the principles that underpin the national model for regulatory services and oversight.

In the digital space, we have introduced initiatives such as digital pilot licences and the Automated Airspace Authorisations Trial designed to make it easier for commercial drone operators to work near airports. Our new website, launched in December 2021, provided increased functionality and

enhanced user access but we continue to work with industry to further improve the performance of our website.

Looking to the future, we are positioning ourselves to effectively tackle developments such as advanced air mobility, advances in Remotely Piloted Aircraft Systems (RPAS) and enabling the shared use of airspace. This includes close cooperation and collaboration with other agencies such as Airservices Australia, the Australian Space Agency and the Department of Defence.

As we continue to promote a sustainable and innovative aviation sector, we will retain our key focus on maintaining world-leading safety standards while remaining responsive to the evolution of the aviation industry.

As I move in to my second year as the Director of Aviation Safety, I continue to be impressed by the commitment of CASA staff to aviation safety. I would like to thank staff and those in the aviation community for their commendable efforts as we recover from the turmoil of the last two years and look forward to better times.



Pip Spence PSM  
Chief Executive Officer and  
Director of Aviation Safety

# Part One

Our mission,  
purpose and  
strategic priorities



1

# Introduction

As the Chair of the Board of the Civil Aviation Safety Authority (CASA), I present the 2022–23 to 2025–26 CASA Corporate Plan for the reporting period 2022–23, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 44 of the *Civil Aviation Act 1988*. The Corporate Plan incorporates the Minister's Direction issued under section 12A of the *Civil Aviation Act 1988* and is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



Air Chief Marshal (Ret'd) Mark Binskin AC  
Chair CASA Board

## Vision:

Safe skies for all

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## Mission:

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

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## Our purpose

CASA is an independent statutory authority established in 1995 under the *Civil Aviation Act 1988*.

The main objective of the *Civil Aviation Act 1988* 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 function is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory.

As set out in the *Airspace Act 2007*, 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 our functions and exercising our powers, CASA must consider the economic and cost impact of the standards we set, the differing risks associated with different aviation 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 our most important consideration.

While the safety regulation of civil aviation remains our primary function, CASA also provides safety-focused education and training programs.

This Corporate Plan details the key activities and initiatives to be undertaken to meet these expectations.

As set out in the Minister's Statement of Expectations (SOE) in 2022, CASA's strategic direction and the way we will perform our functions are calculated to enable us to continue our regulatory approach, in accordance with our regulatory philosophy, which includes:

- a focus on the safety of air navigation as the highest priority
- consideration of the economic and cost impacts on individuals, businesses, and the community
- a pragmatic, practical and proportionate approach to regulation as it applies to different industry sectors
- performance of our functions consistent with Australia's international obligations where appropriate, including the requirements imposed under the International Convention on Civil Aviation (the Chicago Convention).

CASA, the Department of Infrastructure, Transport, Regional Development and Communications, the Australian Transport Safety Bureau, Airservices Australia and the Department of Defence constitute key components of Australia's aviation safety framework, each with distinctive functions. Working together is important to ensuring the success of a safe and nationally integrated aviation environment.

In keeping with CASA's obligations as an independent statutory authority, we actively endeavour to ensure that our decision-making and other actions are lawful, fair, reasonable and consistent, and in all cases contribute to ensuring optimal safety outcomes, while not unnecessarily impeding the efficient operation of the aviation entities that CASA regulates.

# Values

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



## Excellence:

to strive to excel in all we do.



## Innovation:

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



## Courage:

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



## Fairness:

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



## Integrity:

our actions and behaviour are open, transparent and ethical.



## Respect:

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



## Teamwork:

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



## CASA's strategic priorities

CASA has three goals 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.

CASA's reporting framework expands on key activities and performance measures that CASA will undertake to achieve our goals.

## Financial environment

The Government handed down its 2022–23 Budget on 29 March 2022. For 2022–23, CASA has budgeted for expenses totalling \$210.5 million, including 832 Average Staffing Level to meet our obligations under the *Civil Aviation Act 1988*.

CASA receives funding from three major sources: a 3.556 cents per litre excise on aviation fuel consumed by all domestic aircraft (all of which is provided to CASA); a Government annual appropriation; and regulatory services fees and levies. Whilst CASA conducts surveillance and regulatory oversight of international carriers, these do not contribute to the fuel excise funding model.

The Government has determined that the current funding arrangements, supplemented through Government appropriation for 2022–23 and forward years due to the impacts of COVID-19, should predominately remain in place.

Below is an extract of CASA's budgeted comprehensive income statement for 30 June 2023 – reference Table 3.1 of the 2022–23 Portfolio Budget Statements.

	2022-23 Budget	2023-24 Forward estimate	2024-25 Forward estimate	2025-26 Forward estimate
	\$'000	\$'000	\$'000	\$'000
<b>EXPENSES</b>				
Employee benefits	136,954	141,041	145,252	149,589
Suppliers	46,207	52,029	53,169	55,671
Depreciation and amortisation	27,101	27,693	28,644	22,122
Finance costs	235	458	746	670
<b>Total expenses</b>	<b>210,497</b>	<b>221,221</b>	<b>227,811</b>	<b>228,052</b>
<b>LESS:</b>				
<b>OWN-SOURCE INCOME</b>				
<b>Own-source revenue</b>				
Sale of goods and rendering of services	8,239	7,500	7,500	7,500
Interest	560	690	990	1,230
Other	1,000	1,000	1,000	1,000
<b>Total own-source revenue</b>	<b>9,799</b>	<b>9,190</b>	<b>9,490</b>	<b>9,730</b>
<b>Net (cost of)/contribution by services</b>	<b>(200,698)</b>	<b>(212,031)</b>	<b>(218,321)</b>	<b>(218,322)</b>
Revenue from Government	<b>182,577</b>	<b>189,974</b>	<b>163,714</b>	<b>163,913</b>
<b>Surplus/(deficit) attributable to the Australian Government</b>	<b>(18,121)</b>	<b>(22,057)</b>	<b>(54,607)</b>	<b>(54,409)</b>
<b>Total comprehensive income/(loss)</b>	<b>(18,121)</b>	<b>(22,057)</b>	<b>(54,607)</b>	<b>(54,409)</b>
<b>Total comprehensive income/ (loss) attributable to the Australian Government</b>	<b>(18,121)</b>	<b>(22,057)</b>	<b>(54,607)</b>	<b>(54,409)</b>





## Forward years

CASA is budgeting for operating deficits across the forward estimates, due to the appropriation funding provided through the Australian Airline Financial Relief package ceasing at the end of 2023–24 and forecast revenue from fuel excise remaining well below 2018–19 levels. This projected loss will be monitored and may reduce as the aviation industry is expected to be in a recovery phase from the pandemic.

## Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2022–23 is forecast to decrease by \$18.1 million compared to 2021–22, representing the anticipated operating deficit and projected capital investment for 2022–23.

Total budgeted assets of \$129.6 million in 2022–23 represents a decrease of \$21.4 million from the estimated 2021–22 closing position, primarily due to a decrease in investments of \$28.9 million as a result of the operating deficit in 2022–23 of \$18.1 million and increases to CASA non-financial assets of \$7.4 million. CASA's financial assets are budgeted to further decrease over the forward estimates as a result of the budgeted deficits in the forward years with CASA needing to borrow in 2024–25 to meet its financial obligations without additional supplementation from the Government.

Total budgeted liabilities of \$82.0 million in 2022–23 represents a planned decrease of \$3.2 million from the estimated 2021–22 closing position, primarily driven by a planned decrease in lease liabilities of \$2.7 million. CASA's primary liability continues to be accrued employee leave entitlements of \$41.5 million and lease liabilities of \$29.9 million.

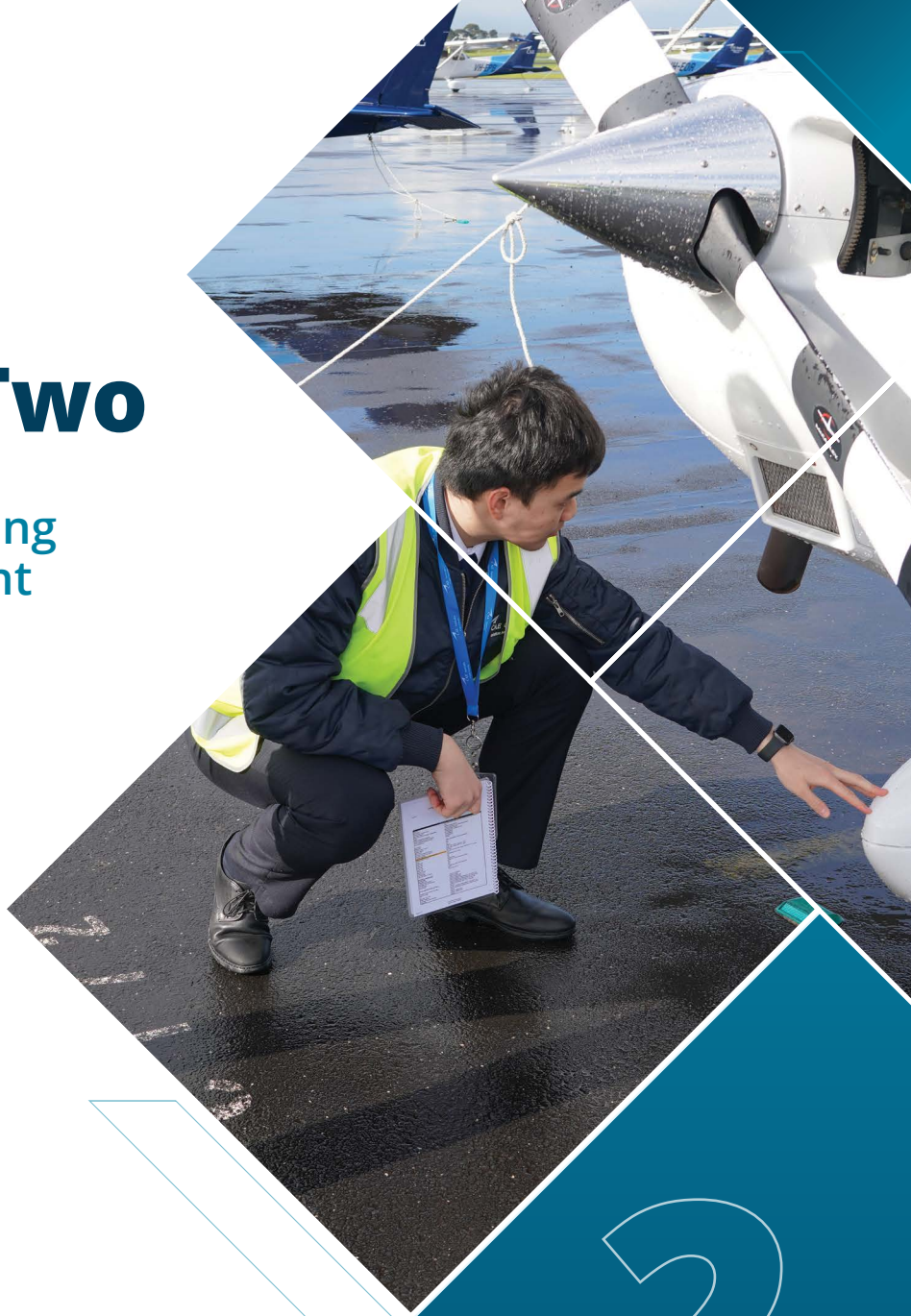
## Capital investment strategy

During 2022–23, CASA will be investing \$28.0 million in capital expenditure. The 2022–23 investments centre on the planned fitouts for CASA's Canberra office and other regional offices, along with delivery of enhanced functionality of CASA's European Aviation Processing (EAP) system, the myCASA portal, digital enhancement, as well as activities for transition to the cloud and cybersecurity capabilities. CASA's investment profile for the period of this Corporate Plan is:

- 2023–24 - \$8.1 million – the main investment for this period includes updates of key business systems along with continued improvements of CASA's EAP system, myCASA portal, cloud and cybersecurity capabilities.
- 2024–25 - \$11.2 million – the main investment for this period includes fitouts for regional offices and updates of key business systems along with continued improvements of CASA's EAP, myCASA portal, cloud, and cybersecurity capabilities.
- 2025–26 - \$9.5 million – the main investment for this period includes updates to key business systems including the myCASA portal, cloud capability, and the refresh of information, communication, and technology (ICT) hardware.

# Part Two

Our operating environment



2

## Aviation context

In the last Corporate Plan, the Australian aviation industry was facing continuing challenges during the recovery from the COVID-19 pandemic, with some sectors expected to grow at the same time. The reopening of international borders will continue to improve large regular public transport operations and the opening of domestic borders has seen an ongoing improvement to major airline group traffic and capital city airports. CASA also recognises that the COVID-19 pandemic has had a significant impact on regional airports and operators.

In the second year of the pandemic, the aviation industry experienced increases in the demand for smaller air transport capabilities. We also saw an increase in activity in regional and rural Australia with flights and airport activity at some airports exceeding pre-COVID-19 activity. This demand and trend is expected to continue, resulting in a sustained focus on finding ways to address safety issues arising from gradual increases in aviation activity but sensitive to the burden regulation may impose on new and innovative operations. As industry pivoted to new business models over the past year, CASA continued to provide relief in some areas and support operators who wanted to be flexible and change their mode of operation.

Demand for fly-in-fly-out (FIFO) services and cargo operations has remained strong during the COVID-19 pandemic with increases in the transport of essential workers for the resource sector and supplies to regional Australia. The relaxation of COVID-19 state border restrictions has seen increased activity in domestic air travel, aerial work, flight training, sport aviation and recreational flying activities over the past months. However, a return to 2019 international air travel levels is expected to take many years.

Looking ahead, the Australian aviation environment is facing significant evolution and growth in new sectors (such as RPAS, space launch and urban air mobility), as we continue to see significant growth in the finalisation of large airport infrastructure projects, rationalisation, and modernisation of aircraft fleets by the larger domestic air transport operators and new operating models for domestic transport, particularly on regional routes. Jet services will commence on some routes for the first time ever, and we will see significant growth for some regional operators as well as new market entrants in the domestic market.

Aviation continues to evolve, especially in the uncrewed aircraft systems sector, space launch and rocketry activity which will require close collaboration and engagement with industry and other agencies to ensure the Australian aviation environment remains safe and fit for purpose. The RPAS and advanced air mobility Strategic Regulatory Roadmap, developed under the Australian Government's National Emerging Aviation Technology Policy Statement, provides a plan for the realisation of the growth in these sectors.





Regulatory planning for safe operations will need to address challenges from the coexistence of conventionally piloted and remotely piloted aircraft leveraging the emerging technologies associated with advances in automation and self-deconfliction. The exploitation of readily available and accurate data coupled with robust analytics and industry engagement will enhance the ways we monitor, understand, and effectively address emerging risks across all aviation sectors.























Prior to the COVID-19 pandemic, the Australian and global aviation industry expected steady growth, although we have had to adjust our growth projections based on significant reductions in activity over the past two years. With the successful roll out of COVID-19 vaccines across the globe and removing mandatory testing before travel, we are seeing the gradual reestablishment and growth of international travel.

Over the next financial year and forward estimates period, CASA anticipates that:

- there will be rapid growth in RPAS operations
- there will be growth or activity similar to pre-COVID-19 levels for:
  - » domestic travel FIFO operations
  - » cargo operations
  - » aerial work
  - » some flight training.
- activities will approach pre-COVID-19 levels in:
  - » sport and recreational flying
  - » private flying
  - » business aviation.
- There will be continued significant reductions in:
  - » international travel
  - » international Passengers.

We look forward to continuing to work with industry as operators look for new models to optimise business opportunities.

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

	Number of:	10 year average	10 year trend (from 2011–2021)
	Registered aircraft (VH registered)	<b>15,295</b>	 Number of registered aircraft (VH registered) 2020–2021 <sup>3</sup> <b>(15,855)</b>
	Domestic passengers <sup>1</sup>	<b>53,090,434</b>	 Number of domestic passengers 2020–2021 <sup>3</sup> <b>(21,545,248)</b>
	International passengers <sup>1</sup>	<b>30,754,143</b>	 Number of international passengers 2020–2021 <sup>3</sup> <b>(1,122,915)</b>
	Remotely piloted aircraft operator certificates <sup>2</sup>	<b>1,287</b>	 Number of remotely piloted aircraft operator certificates 2020–2021 <sup>3</sup> <b>(2,174)</b>
	Domestic commercial flights <sup>1</sup>	<b>592,334</b>	 Number of domestic commercial flights 2020–2021 <sup>3</sup> <b>(326,488)</b>
	International commercial flights <sup>1</sup>	<b>148,660</b>	 Number of international commercial flights 2020–2021 <sup>3</sup> <b>(45,164)</b>
	Flight crew licences (excl. students)	<b>31,940</b>	 Number of Flight crew licences (excl. students) 2020–2021 <sup>3</sup> <b>(30,985)</b>
	Licensed aviation maintenance engineers	<b>8,424</b>	 Number of licensed aviation maintenance engineers 2020–2021 <sup>3</sup> <b>(9,358)</b>
	Sport aviation participants	<b>30,626</b>	 Number of sport aviation participants 2020–2021 <sup>3</sup> <b>(31,170)</b>
	Sport and recreational pilots	<b>19,731</b>	 Number of sport and recreational pilots 2020–2021 <sup>3</sup> <b>(15,141)</b>
	Sport and recreational aircraft	<b>6,563</b>	 Number of sport and recreational aircraft 2020–2021 <sup>3</sup> <b>(5,291)</b>

- Trend of registered aircraft between 2010–2020.
- 1. Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics.
- 2. Figures are consistent with CASA annual reports for period 2011–2021.
- 3. Actual figures from 2020–2021. Figures for 2021–2022 are not yet available.

## Stakeholder context

CASA will continue to ensure the decisions we make deliver outcomes that are safe, fair, and effective, proportionate, timely, transparent, and compliant with applicable legal requirements. CASA is committed to ensuring our actions are consistent with the principles reflected in our regulatory philosophy and recognises that maintaining strong and constructive relationships with stakeholders is fundamental to this commitment.

CASA values the benefit of regular interaction with a highly engaged aviation sector. We are conscious that our actions have an impact on livelihoods, recreational activity and business interests and the travelling public. CASA is committed to building and maintaining collaborative and cooperative relationships with industry in ways that maintain the trust and respect of the travelling public and the wider aviation community.

CASA acknowledges the Australian aviation community seeks a flexible, pragmatic, practical, proportionate, and multi-dimensional approach to the regulation of aviation safety.

## Workforce context

To achieve our mission, CASA must maintain and support a geographically dispersed workforce with the right skills, behaviours, and attitudes.

The Minister's Statement of Expectations highlights the need for CASA to undertake suitable workforce planning, with detailed consideration of how CASA will maintain a suitable workforce to meet emerging aviation challenges, and how to address key cultural improvements with respect to professionalism, probity, transparency, and accountability.

Ensuring we have a highly capable and agile workforce that is adaptable and change-ready is crucial. As the aviation industry changes, CASA must be able to meet our capability requirements and ensure we are able to attract, develop and retain high quality employees across our operational and enabling functions alike.

CASA will provide regular reports to the Minister on actions underway as part of our Workforce Strategy to ensure we have a sustainable workforce in terms of composition, capability, and culture.

CASA will continue to focus efforts to ensure our workforce live the CASA values in everything we do, ensuring accountability in decision making, clearly articulating our strategic priorities, and focussing on a culture of respect, collaboration and professionalism.

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. We value diversity and inclusion and strive to be an employer of choice.



## Regulatory implementation and surveillance events

We are working with industry as it transitions to new regulations in Part 139 (Aerodromes), Flight Operations Regulations (Parts 91, 119, 121, 133, 135 and 138) and Part 149 (Approved self-administering organisation).

Looking forward, CASA's regulatory reform focus is on finalising the new continuing airworthiness regulations for private and aerial work sectors, the lower capacity air transport sector, along with enhancing continuing airworthiness for the air transport sector and maintenance organisations. Additionally, changes are being progressed for Part 92 (Dangerous Goods), Airspace Regulation amendments, Part 101 (Unmanned Aircraft and Rockets), Flight Operations miscellaneous changes and Flight Crew Licencing amendments.

Finally, we are working with industry to settle the Manuals of Standards for Part 103 (Sport and recreation aircraft), Part 105 (Parachuting from aircraft) and Part 131 (Balloons and hot air airships).

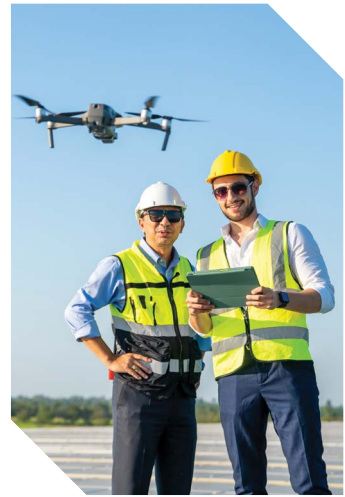
A more detailed Regulatory Forward Plan can be found on CASA's website.

The National Oversight Plan is an overarching operating model incorporating four pillars of safety oversight, being:

- Planned surveillance (as per the National Surveillance Selection Process)
- Response activities
- Regulatory services
- National sector campaigns.

All four pillars work together to ensure a comprehensive approach to safety oversight of the Australian aviation industry. A national schedule that prioritises planned surveillance activities across CASA includes a system for prioritising the planned surveillance of authorisation holders whereas unscheduled surveillance through response activities and national sector campaigns is dynamic in nature and proportionate to the risk to aviation safety at the time.





## On the horizon

Australian aviation will face continuing challenges during the recovery from the COVID-19 pandemic, although some sectors will continue to grow. Together, CASA and industry have developed capabilities and resilience in response to the pandemic which provides a model that can be used again in the event of similar impacts on aviation in the future. CASA expects that several new focus areas will emerge in the form of emerging technologies or making new or amended legislation and standards to support emerging aviation activity. CASA is enhancing our strategic planning to better support timely and effective regulatory actions that support the safety and enabling of Australian aviation.

CASA considers that the following areas will demand some level of focus (not an exhaustive list):

- Uncrewed Air Traffic Management development and integration into the existing Air Traffic Management system.
- Working collaboratively with international regulatory authorities to ensure type certification and production standards for advanced air mobility aircraft and RPAS are internationally harmonised.
- Working with officials from the federal, state and territory governments on establishing operating standards for vertiports.
- Working with other agencies to address potential skills shortage for the aviation sector with both pilots and more significantly licenced aircraft maintenance engineers.
- Improving regulatory service delivery performance.
- Monitoring the return to pre-COVID-19 levels of activity to ensure there is no impact on safety following the extended period of reduced activity.

# Risk oversight and management

CASA's management of risk aligns with the Commonwealth Risk Management Policy and relevant international standards relating to risk management.

CASA has developed an integrated Risk Management Framework comprised of:

- Board Policy on Risk Management
- Board Risk Appetite Statement
- Risk Management Manual
- Risk Management Tools and Templates
- CASA Aviation Safety System (for aviation safety risk management), and
- A Risk Register.

CASA's approach to risk is guided by the CASA Board's identification of strategic risks and the Board's Risk Appetite Statement which are reviewed regularly.

The CASA Board has expressed a low appetite for risk overall but acknowledges some level of risk is necessary for risks relating to innovation and continuous improvement, that enable CASA to perform as a contemporary regulator.

The CASA Board has identified five strategic risk areas which are aligned to CASA's strategic vision, function, and goals. These key risk areas are:

- **Regulatory failure**
- **Operating environment**
- **Cyber security**
- **Industry capture**
- **Workplace Health and Safety**

These strategic risks were agreed upon in April 2021 and will be reviewed by the end of 2022 as part of the regular review cycle.

The strategic and operational risk control environment is subject to regular review through internal audit, and regular review and ongoing oversight by the CASA Board and the Board Audit and Risk Committee. In addition, the Risk Framework is subject to periodic external review by Comcover.

# Part Three

CASA's performance reporting framework



# 3



## Portfolio Budget Statements 2022–23

CASA is responsible for a single portfolio outcome outlined in the *Infrastructure, Transport, Regional Development and Communications Portfolio - Portfolio Budget Statements 2022–23*:

*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 2022–23* 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 258–260.

<b>Performance Criteria</b>	<b>Target</b>
Number of accidents per hours flown by industry sector	Reducing trend <sup>(a)</sup>
Number of incidents per hours flown by industry sector	Reducing trend <sup>(a)</sup>
CASA maintains the Effective Implementation (EI) Score determined by International Civil Aviation Organization Universal Safety Oversight Audit Program (USOAP)	Maintain or improve EI score
Regulatory implementation delivered in accordance with planned and reviewed targets	Regulatory implementation achieved against planned program outlined in the CASA Corporate Plan
Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk	Surveillance events achieved as detailed in the National Oversight Plan and CASA Corporate Plan
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
Regulatory service applications are decided within published service delivery timeframes	Improving trend in 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 our Annual Report.



## Alignment between Portfolio Budget Statements 2022–23 and Corporate Plan 2022–23

<b>Outcome Statement</b> (Portfolio Budget Statements (PBS) 2022–23)	<b>Program 1.1 (PBS 2022–23)</b> The following three objectives represent the regulatory services produced by the program in delivering its outcome.	<b>Purposes (Corporate Plan 2022–23)</b>	<b>Key activities (Corporate Plan 2022–23)</b>
Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training	1 Maintain and enhance a fair, effective and efficient aviation safety regulation system	<b>Goal 1</b> Maintain and enhance a fair, effective and efficient aviation safety regulation system	<ul style="list-style-type: none"> <li>Enhancing CASA's regulatory framework</li> <li>Enhancing international compliance</li> <li>Enhancing Regulatory execution capabilities</li> </ul>
	2 Collaborative engagement with the aviation industry and wider community to promote and support aviation safety	<b>Goal 2</b> Collaborative engagement with the aviation industry and wider community to promote and support aviation safety	<ul style="list-style-type: none"> <li>Engaging with stakeholders</li> <li>Promoting safety and education</li> </ul>
	3 Continuous improvement of organisational performance	<b>Goal 3</b> Continuous improvement of organisational performance	<ul style="list-style-type: none"> <li>Good governance</li> <li>Ensuring an appropriately skilled workforce to enable CASA to operate as a transparent regulator</li> </ul>

# Regulator Performance Guide

The Australian Government's Regulator Performance Guide applies to all Commonwealth entities that perform regulatory functions. The Guide articulates the Government's overarching expectations of regulator performance and comprises eight principles of regulator best practice. These are designed to support regulators in developing tailored performance monitoring and reporting processes and metrics.

## Principles of best practice regulation:

1. Establish a case for action before addressing a problem.
2. A range of feasible policy options must be considered, and their benefits and costs considered.
3. Adopt the option that generates the greatest net benefit for the community.
4. Legislation should not restrict competition.
5. Provide effective guidance to regulated parties to ensure that the policy intent and expected compliance requirements of the regulation are clear.
6. Ensure that regulation remains relevant and effective over time.
7. Consult effectively with affected key stakeholders at all stages of the regulator cycle.
8. Government action should be effective and proportional to the issue being addressed.

The Guide requires regulators to reconcile performance outcomes in their annual performance statements, as part of the annual reporting process, with reference to the best practice principles.

# Corporate Plan 2022–23 performance measures

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

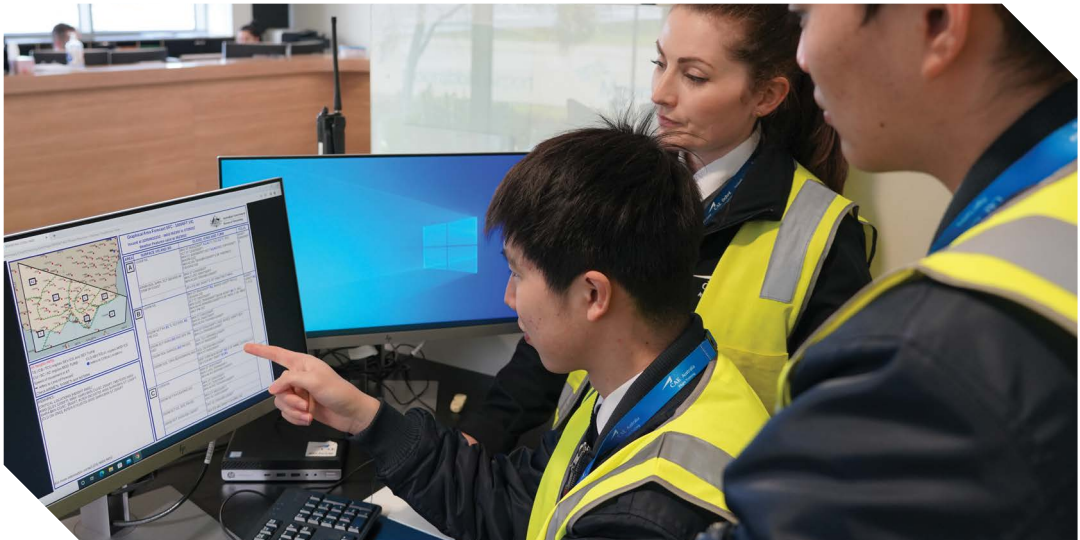
Key activities	Strategies and plans 2022–23 to 2025–26 (Link to PBS, SOE)	Performance statement	
		Performance measures	Targets
Enhancing CASA's regulatory framework	<p><b>1.1:</b> Ensure the Australian civil aviation safety regulatory scheme has optimal outcomes that ensure the current and future aviation environment is acceptably safe for all participants (PBS, SOE)</p> <p><b>1.2:</b> Improve risk based regulatory management (SOE)</p>	CASA demonstrates excellence in development of the aviation safety regulatory framework.	<ul style="list-style-type: none"> <li>CASA adheres to Government and CASA regulatory development requirements and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where possible.</li> <li>CASA considerations include likelihood and consequence and the cost and burden associated with legislative change.</li> </ul>
Enhancing international compliance	<p><b>1.3</b> Collaborate with overseas regulators to share information, reduce duplication and foster consistency for better safety outcomes (SOE)</p> <p><b>1.4</b> Support regulators in the Asia-Pacific to safely manage growth in relation to current and future aviation operations in the region (SOE)</p>	CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.	<ul style="list-style-type: none"> <li>CASA uses appropriate global resources to support its audit and certification processes, and to reduce duplication of effort for CASA and industry. (&gt;85%).</li> <li>CASA actively participates in Australia's engagement in the Asia-Pacific on aviation safety matters.</li> </ul>
Enhancing regulatory execution capabilities	<p><b>1.5</b> Develop modern regulatory strategies, policies and practices (PBS, SOE)</p>	<p><b>Entry control</b> – delivered in accordance with the regulations and assessment made proportionate to the activity being undertaken.</p> <p><b>Compliance and assurance activities</b> – CASA's National Surveillance Program ensures systematic and response surveillance capability to address ongoing and emerging safety issues.</p> <p><b>Non-compliance and enforcement</b> – CASA's compliance monitoring approaches are standardised and coordinated in a manner appropriate for different aviation sectors.</p>	<ul style="list-style-type: none"> <li>All regulatory service decisions are made in accordance with published service delivery timeframes.</li> <li>CASA notifies industry of future activities, safety findings and compliance expectations.</li> </ul>
		<p>Actions undertaken are fair, consistent, and transparent and in accordance with CASA's enforcement procedures that reflect relevant principles of CASA's regulatory philosophy.</p>	<ul style="list-style-type: none"> <li>Annual review to inform the National Surveillance Plan, focussing on education and regulatory guidance material, to test consistency with the regulatory philosophy and to ensure regulatory decisions are appropriate and proportionate. Measured by annual report to Aviation Safety Committee.</li> </ul>

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

		Performance statement	
Key activities	Strategies and plans 2022–23 to 2025–26 (Link to PBS, SOE)	Performance measures	Targets
Engaging with stakeholders	<p><b>2.1:</b> Maintain and enhance stakeholder relationships (PBS, SOE)</p> <p><b>2.2:</b> Contribute to confidence in CASA as a fair and effective aviation safety regulator (PBS, SOE)</p>	CASA maintains productive working relationships with key stakeholders.	<ul style="list-style-type: none"> <li>Stakeholder satisfaction measured via regular surveys and client sentiment demonstrates an increasing trend.</li> </ul>
Promoting safety and education	<p><b>2.3</b> Provide comprehensive safety promotion programs to aviation stakeholders (SOE)</p>	CASA supports industry awareness and understanding through relevant, timely, effective education and safety programs.	<ul style="list-style-type: none"> <li>Education and safety promotion activities are delivered in line with the programs and stakeholder feedback measured via AvSafety feedback.</li> </ul>

**Goal 3** Continuously improve organisational performance

		Performance statement	
Key activities	Strategies and plans 2022–23 to 2025–26 (Link to PBS, SOE)	Performance measures	Targets
Good governance	<p><b>3.1:</b> Continue to adopt, develop, and drive a digital service delivery environment incorporating contemporary technology environments (PBS)</p>	<p><b>Availability of digital channels</b> - To drive the agency to ensure that our digital services are stable and available for customers to use when they need them.</p> <p><b>Self-managed work completed digitally</b> - To drive CASA to develop and deliver services that enable customers to manage their own business, where possible.</p>	<ul style="list-style-type: none"> <li>2022–23 ≥99%</li> <li>Forward years ≥99%</li> <li>2022–23 ≥80%</li> <li>2023–24 ≥81%</li> <li>2024–25 ≥82%</li> <li>2025–26 ≥83%</li> </ul>
A skilled workforce	<p><b>3.2:</b> Develop CASA’s capability and capacity (SOE)</p>	<p>Training and development is delivered and evaluated to effectively deliver aviation safety regulatory services.</p> <p>CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives.</p>	<ul style="list-style-type: none"> <li>All regulatory functions are performed by trained and qualified staff.</li> <li>CASA has the required workforce to deliver its outcomes.</li> </ul>



## 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	8
Purposes of the entity	9
Operating environment	15
Risk oversight and management	22
CASA's performance measures	28–31
Key activities	28–31





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