

# **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

## **Publication details**

ISSN: 1327-5968 (Print) ISSN: 2653-3391 (Online)

© Commonwealth of Australia 2022



With the exception of the Coat of Arms and all photos and graphics, this publication is licensed under a Creative Commons Attribution 4.0 International Licence. The Creative Commons Attribution 4.0 International Licence is a standard form licence agreement that allows you to copy, distribute, transmit and adapt this publication provided that you attribute the work. The full licence terms are available from: creativecommons.org/licenses/by/4.0/.

The Civil Aviation Safety Authority asserts the right to be recognised as the author of the original material in the following manner: The document must be attributed as the Civil Aviation Safety Authority Annual Report 2021–22.

## Letter to the Minister



CHAIR - CASA BOARD

27 September 2022

The Hon Catherine King MP Minister for Infrastructure, Transport, Regional Development and Local Government Parliament House CANBERRA ACT 2600

Dear Minister

#### Civil Aviation Safety Authority Annual Report 2021–22

On behalf of the Civil Aviation Safety Authority (CASA), I present to you CASA's annual report for the reporting year 1 July 2021 to 30 June 2022, for your approval.

The report has been prepared in accordance with the *Civil Aviation Act 1988*; the *Public Governance, Performance and Accountability Act 2013* (PGPA Act); the Public Governance, Performance and Accountability Rule 2014; and other relevant legislation.

The report is made in accordance with a resolution of the Board of CASA, which is responsible under section 46 of the PGPA Act for presenting an annual report to you, for presentation to the Parliament, on CASA's activities during the period. The annual report was reviewed by the Board and approved on 24 August 2022.

Yours sincerely

Air Chief Marshal (Ret'd) Mark Binskin AC

Chair CASA Board

CC: Mr Jim Betts

Secretary of the Department of Infrastructure, Transport, Regional

Development, Communications and the Arts

# **Contents**

| Introduction  | 4   |
|---|-----|
| Part 1: Overview  | 13  |
| Message from the Chair of the Board                                   | 14  |
| Review by the Chief Executive Officer and Director of Aviation Safety | 16  |
| Financial summary   | 20  |
| Part 2: Annual performance statement                                  | 25  |
| Statement of preparation  | 26  |
| Purposes  | 26  |
| Performance framework   | 26  |
| Analysis of performance   | 26  |
| Results   | 28  |
| Part 3: Organisation  | 53  |
| Corporate governance  | 54  |
| External engagement   | 82  |
| Part 4: People  | 93  |
| People management   | 94  |
| Work health and safety  | 102 |
| Part 5: Accountability  | 107 |
| External scrutiny   | 108 |
| Compliance with finance law   | 113 |
| Significant activities and changes                                    | 113 |
| Freedom of information  | 113 |

| Enforcement actions  | 113 |
|--|-----|
| Environmental sustainability   | 114 |
| Procurement  | 118 |
| Advertising  | 118 |
| Related entity transactions  | 120 |
| Insurance and indemnities  | 120 |
| Operational information  | 120 |
| Financial statements   | 121 |
| Independent Auditor's Report.  | 123 |
| Statement by the chair of the board and<br>Director of Aviation Safety and Chief Financial Officer | 125 |
| Statement of comprehensive income  | 126 |
| Statement of financial position  | 127 |
| Statement of changes in equity   | 128 |
| Cash flow statement  | 129 |
| Notes to and forming part of the financial statements  | 130 |
| Appendices   | 161 |
| Appendix A: Operating statistics   | 162 |
| Appendix B: Management and accountability statistics   | 178 |
| Appendix C: Annual report requirements   | 191 |
| Abbreviations list   | 195 |
| Index  | 196 |

# Snapshot of 2021–22

# **Civil Aviation Safety Authority**

The Civil Aviation Safety Authority (CASA), Australia's civil aviation safety agency, was established on 6 July 1995 as an independent statutory authority under the Civil Aviation Act 1988.

### Role

CASA's key role is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory to maintain, enhance and promote the safety of civil aviation.

Under the Airspace Act 2007, CASA also has responsibility for classifying Australianadministered 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 considers the economic and cost impact of the aviation safety standards it sets, the 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 our most important consideration.

Maintaining, enhancing, and promoting the safety of civil aviation remains our primary role, which we achieve through regulatory activities such as licencing and oversight as well as providing safety education, training programs and communications.

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

## **Operating environment**

CASA, Airservices Australia, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and the Department of Defence and are members of Australia's Aviation Policy Group.

Along with the Australian Transport Safety Bureau, they constitute Australia's aviation safety framework, performing distinct functions while working together in an integrated system.

At 30 June 2022, CASA had a direct regulatory relationship with:

- **30,729** pilots
- **16,072** registered aircraft
- 29,965 registered drones
- · the holders of
  - 792 air operator certificates
  - **2,341** remotely piloted aircraft operator certificates
  - **25,722** remote pilot licences
  - **24,024** drone accreditations
  - **9,475** aircraft maintenance engineer licences
- 541 maintenance organisations
- 999 air traffic controllers
- **329** operators of certified or deemed certified aerodromes under the Part 139 transitional regulations

#### **Values**

Our values set out the standards we pursue in the way we operate and the way we interact with the aviation community.

- **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

## **People**

CASA respects its employees and recognises the importance of promoting a safe and inclusive workplace.

At 30 June 2022, CASA employed 863 ongoing and non-ongoing employees in offices around Australia

### Portfolio outcome

CASA has a single portfolio outcome, which is set by the Australian Government and outlined in the Portfolio Budget Statements:

Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training.

## **Corporate objectives**

This annual report addresses the objectives of the CASA Corporate Plan 2021-2022.

#### 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

#### Goals

- 1. Maintain and enhance a fair, effective and efficient aviation safety regulation system
- 2. Engage collaboratively with the wider aviation community to promote and support a positive safety culture
- Continuously improve organisational performance

#### **Performance**

In 2021-22:

- · CASA's Portfolio Budget Statements set out 8 performance criteria, with 11 targets. Seven of the targets were achieved and 4 were not achieved.
- CASA's corporate plan sets out 13 key performance indicators, with 21 measures of success. Nineteen of the measures were achieved and 2 were not achieved

## Financial result

| Key indicator               | 2020-21 (\$m) | 2021–22 (\$m) | Change (%) |
|-----------------------------|---------------|---------------|------------|
| Operating revenue           | 209.2         | 218.7         | 4.5 △      |
| Operating expenses          | 193.0         | 201.6         | 4.5 △      |
| Operating surplus (deficit) | 16.2          | 17.1          | 5.6 △      |

# Locations



# CASA enhances aviation safety by:

- Conducting entry control assessments and regulatory surveillance of, and providing regulatory services to, aviation industry participants, including scheduled and unscheduled air transport operations, aerial work operations, remotely piloted aircraft systems operations, maintenance providers, manufacturers, design organisations, aviation training, flying schools and sports aviation.
- Developing and maintaining a regulatory framework supported by guidance material and regulatory aids which we review and update in consultation with industry.
- · Providing safety education seminars, programs and resources for industry and the public to encourage a greater acceptance by the aviation community of its obligation to maintain high standards of aviation safety.
- Regulating Australian-administered airspace (including a rapid response service for authorities requiring protected airspace at short notice), certified aerodromes, aerodrome rescue and firefighting services and civilian air traffic control services and overseeing designers of instrument approach procedures.

- · Issuing licences, certificates, authorisations, approvals and other permissions required by persons undertaking aviation-related activities under the civil aviation legislation in Australia and overseas.
- Analysing data to determine appropriate interventions to maintain and improve Australian aviation safety performance.
- Administering the medical standards applicable to the aviation community, including through providing advice and support to aviation medical delegates.
- Conducting the oversight of foreign and domestic aircraft operations within Australian territory, and the operation of Australian aircraft outside Australian territory.
- Taking appropriate enforcement actions when necessary.
- Undertaking considerable work in support of the various panels and forums of the International Civil Aviation Organization (ICAO) which helps us shape, at a global level, aviation policy and approaches to safety.

# Interesting figures from 2021-22



CASA reached more than **19,419** industry members through activities including **160** seminars and **406** onsite visits.



The automated airspace authorisations trial completed 427 authorisations. saving **2,200** hours and saving industry costs of \$391,200.



1.8 million estimated recreational drone owners in Australia.



609 responses received on the Aviation Medical Policy 2022.



13,000 survey clicks in the **CASA Emerging** Technology Survey, with over 3 million digital views.



CASA performed a total of 4,048 alcohol and other drugs tests: 2,666 alcohol tests and 1,382 drugs tests.



255 responses received via public consultation on regulatory post-implementation review of Part 101 of the Civil Aviation Safety Regulations and Manual of Standards.



CASA's Know Your Drone campaign is estimated to have reached **11.6** million people.

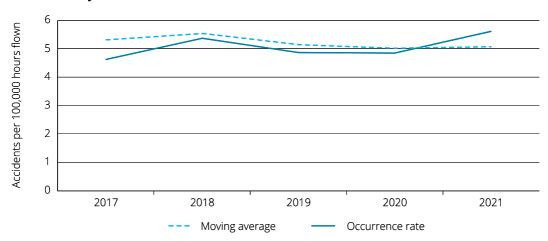
# Interesting activities in 2021–22

- Following detailed safety checks, CASA approved Australia's largest drone light display, held in Sydney on 29 May 2022, where 600 drones illuminated the night sky. Public safety is imperative when assessing drone light display applications of this size and rigorous checks ensured that the display complied with our safety regulations.
- · Readership of Flight Safety Australia magazine continued to grow, with a 7% increase in subscribers to the popular print edition this year. Over 3,100 people had the magazine delivered their door. There were 321,519 visitors to the online edition of the magazine during the year.
- · An external audit of CASA's external website scored it with a 95% accessibility compliance rate. The audit tested a range of standards derived from the Web Content Accessibility Standards 2.1 AA (WCAG 2.1). Accessibility standards are important as they make sure people with disability can navigate our website. Our website acts as the front door to our organisation and it is imperative that the new site cater for all.
- During August 2021, CASA supported the 20th Youth and Careers Expo in Cairns. The expo was held on 26 August 2021 and brought together a range of education and career providers to inspire students in years 10, 11 and 12. Over 80 exhibitors were on site representing vocational providers, apprenticeship and traineeship providers along with tertiary/university institutions and, of course, thousands of keen students. This expo is the only event of its kind for secondary school students in Far North Queensland. It is also open to the general public, parents, job seekers and those looking for information on a career change.
- During September 2021, CASA supported the Pacific Aviation Safety Office (PASO) with a remote certificate process for Samoa Airways. As COVID restrictions prevented PASO inspectors travelling to Australia to conduct their inspection first-hand, they utilised a remote-based operating methodology. This enabled CASA to carry out onsite inspection tasks to aid PASO.

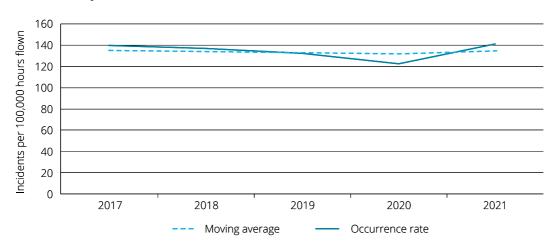
## Accident and incident trends in aviation

Data suggest that accident and incident rates in Australian aviation have remained stable on a trend basis over the past 5 years. The results for 2021 show an increase that coincided with the post-COVID-19 return to service of many aviation activities.

#### **Overall industry acccident trend**



#### **Overall industry incident trend**



Note: The accident and incident rates were calculated on a calendar year basis. This is due to flying hours being collected by the Bureau of Infrastructure and Transport Research Economics (BITRE) on a calendar year basis through an annual survey. Data used to populate the occurrence trend charts were sourced from the BITRE on 2 August 2022. At the time, the BITRE had not received responses from some operators in relation to their flying hours undertaken in 2021.

Both fatal and non-fatal accidents are included in the accident rate calculation and similarly both serious and non-serious incidents are included in the incident calculation.

The labelling of the y axis as per 100,000 hours corrects a mislabelling in the 2019–20 and 2020–21 annual reports.

Sources: Australian Transport Safety Bureau air safety incident reports and BITRE flying hours.



Image: A visualisation of an autonomous driverless aerial vehicle flying across a city

# Advanced air mobility technologies

In December 2021, CASA signed a memorandum of understanding (MoU) to support advanced air mobility (AAM), in collaboration with the then Department of Infrastructure, Transport, Regional Development and Communications, Airservices Australia, and the Victorian Government.

AAM refers to emerging aviation technologies, such as electric vertical take-off and landing vehicles (eVTOL), to move people and cargo.

Sharon Marshall-Keeffe, acting Branch Manager Remotely Piloted Aircraft Systems, said that CASA would work closely with all parties to the MoU to develop an aligned regulatory environment that supports growth and innovation in the AAM sector.

We will collaborate with the other agencies to develop a common understanding of what is required to help the AAM industry achieve regulatory readiness,' Sharon said.

With the rapid advancement of AAM technology, it's important that when considering the safety regulatory environment and legislation we identify where future gaps may exist.

This will also be a valuable opportunity to further engage with the AAM sector.'

Sharon said that signing the MoU was another step forward in CASA's work to support the commercial industries for remotely piloted aircraft systems and AAM.

'In addition to signing the MoU, in 2021 we began a trial of digital airspace authorisations near major airports in Canberra, Adelaide and Perth,' Sharon said.

The trial has been a huge success, with more than 200 operators approved and taking part.

Working alongside commercial operators to provide regulatory support while maintaining safety standards will be essential as this sector continues to grow.'



Image: Ganesh Abalagan (4th from right) receiving honours from the Aerospace Medical Association with 10 other fellows.

# **Aerospace Medical Association fellowship**

The Aerospace Medical Association provides a forum for international experts to share their experiences for the benefit of those involved in air and space travel.

CASA's Ganesh Anbalagan achieved the honour of becoming a fellow of the Association.

Ganesh, a senior medical officer in the Canberra office, says that he chose to specialise in aviation medicine because it allows for whole-person care.

'Aviation medicine is unique and challenging as it covers most of the other medical disciplines, as well as psychology benefit to the health, performance, and safety of workers in a unique occupational setting,' Ganesh says.

I am incredibly passionate about aviation medicine. I pursued my specialisation in aviation medicine in 4 different countries and obtained a fellowship in aviation medicine awarded by apex bodies in Singapore, the United States and Australia.

Having practised multiple aspects of aviation medicine in both military and civil aviation for several years, I decided to focus my effort on regulatory aviation medicine and the current and emerging challenges in that domain.

'I have always wished to work for a regulator with a great reputation and high profile, like CASA. When the opportunity to join the CASA Aviation Medicine team opened up, I grabbed it with both hands. It is one of the best decisions that I have ever made.

'As a senior medical officer in the Aviation Medicine section, my primary role is to do risk assessments of medical conditions for pilot and air traffic controller medical certificates.

'I contribute to the Aviation Medicine team's goal to underpin aeromedical certification with evidence and risk-based policies, without bias.

The Aerospace Medical Association is international in both membership and scope of interest. Experienced professionals involved in aviation and space medicine from more than 80 nations are active members.

'I feel honoured to be awarded the fellowship, the highest level of membership of the Association.'

# **Overview**

This part of the report provides an overview of the people, projects and resources involved in regulating aviation safety in Australia and progressing CASA's vision of *Safe skies for all*.

# In this part:

| ) | Message | from | the | Chair | of the | Board | 14 |  |
|---|---------|------|-----|-------|--------|-------|----|--|
|   |         |      |     |       |        |       |    |  |

- Review by the Chief Executive Officer and Director of Aviation Safety 16
- Financial summary 20

babcock

# Message from the Chair of the Board

The year 2021–22 was one of challenges, with the impact of the ongoing COVID-19 pandemic combining with global and domestic stressors that required management across the entire aviation community.

In the face of such challenges, our industry never ceases to amaze me. Around the world, a rising number of start-ups are challenging the existing aviation paradigm. From the race to bring a transformative urban air mobility dimension to air transport to the rapid developments in electrically propelled vertical take-off and landing aircraft and the consequent requirement for infrastructure that will support those operations, the future is filled with hope for a vibrant aviation industry.

However, while parts of the future may look very different from the aviation industry we understand today, we have not taken our eyes away from the challenges that need to be addressed here and now.

CASA is committed to being a world-class safety regulator and ensuring that aviation safety is paramount for all sectors of our industry. More than that, CASA is committed to working closely with the aviation community to be a part of the solution to the challenges facing us all.

Generating an annual report reminds us of what has gone before. It allows us to look back and remind ourselves of some of the achievements that have taken place in the last 12 months. It reminds us that much foundation work is required to prepare us for the future, so that we can deliver effective outcomes against what the Australian public expects.

In 2021–22, CASA continued to provide exemptions to those areas of industry that needed specific support. This time last year, we were reflecting on a grim 12 months with the effects of the pandemic reaching into every corner of the globe. The consequence of travel restrictions implemented in response to the pandemic saw international and domestic passenger flights decreased by 95%.

From March 2020, the Australian Government introduced a range of financial and non-financial measures to support aviation in Australia. CASA supported the aviation industry during the pandemic to help operators continue to operate safely and return to normal activities.

Several of the COVID-19 relief measures are still in place, including exemptions and relief measures for aircraft maintenance engineers who are part way through a training and exam program; Civil Aviation Safety Regulations (CASR) Part 42.G certificate holders who are subject to continuing airworthiness management organisation requirements; organisations regulated under CASR Part 145, CASR Part 147 and CASR Part 21 and the Civil Aviation Regulations 1988; and those undergoing an aeronautical knowledge exam.

One of the biggest achievements last year was progressing the suite of flight operations regulations. CASA achieved a major milestone on 2 December 2021 when the flight operations regulations came into effect. It was a significant achievement that benefited many industry participants. The emphasis for the remaining 6 months of 2021–22 was on providing a flexible approach to help aviation organisations transition to the new rules, which balance international best practice with local operating conditions. The rules take into account advances in technology, complexity in the operating environment, and public expectations about aviation safety.

Another key deliverable was the development of the General Aviation Workplan to reduce the regulatory burden on general aviation. The plan reflects our work with industry to identify opportunities to refine the safety framework and keep the general aviation community safe while reducing costs wherever possible. The plan is a high priority for CASA – from the Board down. It aims to maximise flexibility for the sector and support commercial sustainability, particularly in regional and remote Australia, by ensuring that regulation is proportionate to risk.

The workplan is part of our commitment to be transparent and user focused while working as a team to achieve better safety outcomes. Whatever context we face, our purpose remains constant. At the core of what we do is ensuring that we provide a safe environment to fly, while never forgetting the cost to the user. We are continuing to perform and refine our functions and processes to make them more efficient and effective. While we are building flexibility into how we achieve our aims, they will be familiar to our stakeholders and reinforce understanding of our role and goals.

Despite all of the challenges, CASA continued to achieve a number of other deliverables that are described in this report. I commend the report to you, as a means to better understand and appreciate what was delivered in a difficult year.

My thanks go to my colleagues on the CASA Board for their work this year, especially around recalibrating our strategy and plans to deal with the challenges facing the industry.

On behalf of the Board, I also thank CASA's management and staff. They have been unrelentingly focused on the delivery of aviation regulatory services and understand the need for us to change and evolve to deliver what is required for the future.

I look forward to the exciting future that aviation offers.



ju-

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

# Review by the Chief Executive Officer and **Director of Aviation Safety**

The 2021–22 financial year was one of reinvigoration and hope as an aviation industry devastated by the impact of COVID-19 reclaimed the skies. We moved from the depths of lockdown at the start of the year to see a robust spike in passenger numbers and aircraft movements by the end of the year and the welcome return of many aviation activities. We are not there yet but there is certainly a sense of optimism. However, the more normal level of activity has brought challenges.

My first full financial year as CASA's Chief Executive Officer and Director of Aviation Safety was also an incredibly busy time for this organisation. CASA did as much as it could to ease the regulatory burden during lockdown with a special package of measures. I was particularly impressed by the resilience of the industry and its continuing commitment to safety.

Also impressive, during this trying period, was the dedication of our staff and senior leadership team to achieving major milestones, particularly the transition to the general operating and flight rules. As well as the contribution of CASA's staff, this involved the hard work and invaluable expertise of the Aviation Safety Advisory Panel and our technical working groups.

We continued to examine ways to improve the culture of the organisation based on the key pillars of transparency, collaboration, commitment and a focus on our clients. Having changed the way we operate, we found that our initial service delivery results were not what we had hoped for. We are working hard to improve them.

The end of lockdown allowed us to bring back face-to-face CASA events such as our popular AvSafety forums and to rekindle the FlySafe conferences. At the same time, we built on experience gained during COVID-19 restrictions to continue online webinars, and CASA's leadership team took as many opportunities as possible to attend industry functions and re-establish personal contacts.

# Regulatory reform

The introduction of our landmark flight operations regulations suite on 2 December 2021 affected all commercial aviation operations and was a big achievement for both industry and CASA. The suite consolidated hundreds of documents into 6 Civil Aviation Safety Regulations (CASR) Parts and 5 Manuals of Standards, supported by a plain English guide to CASR Part 91. We made exemptions where necessary to address any unintended consequences and deferred some elements to allow a more graduated transition. The new rules deliver significant safety benefits, including a greater focus on safety management systems and pilot training and checking.

We also transitioned all but a handful of the 350 previously registered airports to CASR Part 139. Our aim was to simplify and clarify the requirements to reduce the regulatory burden and costs for aerodromes, while at the same time improving safety. Important steps were made in enabling sport and recreational aviation bodies to benefit from a more adaptable regulatory framework. Changes in the pipeline include new maintenance regulations for private and aerial work operators and the finalisation of Manuals of Standards covering balloons, parachuting and sports and recreational aircraft.

# Focus on general aviation

We are strongly committed to supporting general aviation through our regulatory reform agenda while maintaining Australia's world-class safety record. Various initiatives benefiting the sector have been gathered into our General Aviation Workplan, which was released in May 2022 and is a top priority for the CASA Board and myself. The workplan aims to help stakeholders understand where, when and why we are making changes to help safely reduce costs and the regulatory burden on industry. These changes extend well into 2023 and are the result of key issues raised by our stakeholders.

We have consulted on changes to maintenance requirements for private and aerial work operators as well as changes to our aviation medical system. Early changes saw us exempt the private and aerial work sectors from the Cessna Supplemental Inspection Documents maintenance regime and remove the 45-knot stall speed limit for certain sport and recreation aircraft. We also introduced a class-like rating for single pilot multi-engine helicopters, and we are committed to allowing industry to conduct flight examiner proficiency checks.

# **Emerging technology**

We are on the cusp of major advances in aviation technology that will translate into our skies being shared by crewed and uncrewed aircraft, as industry transitions towards an integrated model. Registrations of remotely piloted aircraft systems (RPASs) rose 8.6% to 29,965 in 2021–22. That growth and an increasing emphasis on advanced air mobility (AAM) prompted us to sharpen our focus on what needs to be done to allow all aircraft to share the skies. Our RPAS and AAM strategic roadmap outlines a long-term vision for the regulatory regime and allows us to test new technologies.

The roadmap intends to provide clarity about our future approach to aviation safety regulation and oversight. It was released in March 2022 at the Australian Association for Uncrewed Systems conference and was well received. The roadmap was an excellent example of how CASA and industry can work together and deliver a far stronger product. It was the result of intense consultation with industry that began in the policy-making phase. We are working with industry and other agencies, both in Australia and overseas, to develop our regulatory stance on AAM so that we are ready when new aircraft emerge. Complementing the roadmap was the work done by our Future Strategies Taskforce, established so that we can prepare and deliver appropriate regulatory responses in a timely manner.

# Engagement on proposed changes

Our commitment to consulting with the industry is genuine and we want to understand the impact of our proposals on operators. CASA engaged in 30 public consultations and feedback surveys in 2021–22 and received more than 2,700 responses. I would like to thank all those who took the time to provide their advice and feedback to help us ensure that what we are working on meets the realities of the aviation community.

The Aviation Safety Advisory Panel and associated technical working groups are fundamental components of this process. A sizeable portion of our regulatory achievements over this and previous years is attributable to their efforts. I would particularly like to thank Patrick Murray AM and the other panel members, as well as all the industry representatives and CASA staff who have participated in our technical working groups, for their engagement and commitment.

# Investment in the aviation community

Aviation has always attracted passionate and committed people and it needs to continue to do so. This is why we provide scholarships to promising individuals looking to develop their careers. We offered aircraft maintenance engineers 5 scholarships in 2021-22, each to the value of \$25,000. The scholarships aim to encourage and assist aspiring licensed aircraft maintenance engineers in their training and achievement of a CASR Part 66 licence qualification. We were pleased to see a strong response, with more than 100 applications.

## Financial result

CASA recorded an operating surplus of \$17.1 million in 2021–22, compared to a \$16.2 million surplus in 2020-21.

The difference of \$0.9 million reflects the overall result of an increase in income of \$9.5 million and an increase in expenses of \$8.6 million.

Further information on CASA's financial results is in Part 6.

# **Delays in delivering** outcomes

An increase in activity as lockdown ended, combined with the introduction of the new flight operations regulations, caused an application backlog. CASA established a team to help people get their applications prioritised.

Some teething problems with our Guidance Delivery Centre, which was set up to provide a nationally consistent response to gueries, were also addressed

Although CASA achieved some significant milestones in 2021–22, there were some delays due to COVID-19 and resourcing issues. One of my key focus areas is around transparency and letting industry know when we have not delivered and what we plan to do about it. This is why we released our General Aviation Workplan and will publish a regulatory pipeline early next financial year to let people know what we are doing.

Most of the delays related to initiatives set out in our General Aviation Workplan.

- The introduction of a single pilot multi-engine helicopter rating was pushed back from the end of the financial year to August 2022.
- We originally planned to consult by 30 June 2022 on a policy for greater access to controlled airspace for sport and recreational aviation, with implementation by 30 September 2022. We missed the first of these dates and the second will also slide to the right by 3 to 6 months.
- Our target to finalise sports aviation rules under CASR Parts 103 (sport and recreation aircraft), 105 (parachuting) and 131 (balloons and hot air airships) has also slipped, but work is again underway with the respective technical working groups.
- Consultations on some changes to the flight crew licencing scheme were delayed but have been rescheduled for 2022-23. Included in this category are moves to reduce the number of endorsements requiring a flight test and expanding the privileges of Grade 1 training endorsement holders.
- Work did not get underway on an initiative to replace generic competency standards for the flight examiner rating with endorsementspecific standards or review of the requirement to notify CASA of a flight test.
- · CASR Part 21 regulations for design, certification and manufacturing were also further delayed with scoping to commence in late 2023.

## The year ahead

Our key areas of focus for 2022–23 include:

- continuing with the transition of the flight operations regulations
- completing the transition of the CASR through reforms to our continuing airworthiness regulatory framework
- safely addressing longstanding issues raised by the general aviation community that pose unnecessary burden or costs on the sector
- ensuring that service delivery meets reasonable timeframes
- considering how we safely integrate and adapt for emerging and future technologies
- ensuring that our workforce and organisational culture meet the needs of a modern regulator.

We remain dedicated to increasing our collaboration with industry in line with my commitment for CASA to be more engaged, understanding and transparent in our decision-making. We will continue to genuinely consult to make sure we have it right and to understand the impact on operators. We made good progress in 2021–22 and my intention is to continue that momentum through 2022–23 and beyond. We are also determined to help industry navigate the technological changes ahead as we work together to keep Australian skies safe.



Pip Spence PSM
Chief Executive Officer

Director of Aviation Safety

# **Financial summary**

CASA recorded an operating surplus of \$17.1 million in 2021–22, compared to a \$16.2 million surplus in 2020-21.

The difference of \$0.9 million reflects an increase of \$8.6 million in expenses and a \$9.5 million increase in income.

The increase in income was primarily due to an increase in total revenue received from government due to improvements in aviation fuel excise and the introduction of a levy for commercial drones, offset by a decrease in general appropriation and regulatory income.

The increase in expenses was primarily due to an increase in supplier expenses and depreciation and amortisation offset by a decrease in employee expenses.

In 2021–22, CASA's operating result was \$22.4 million more favourable than the estimate published in the 2022-23 Portfolio Budget Statements. The actual result was a surplus of \$17.1 million, compared to an estimated deficit of \$5.3 million.

The variance from the estimate was primarily due to the underspend in employee and supplier expenses, mainly due to challenges recruiting and engaging labour resources. Table 1 provides further details.

Table 1. Comparison of actual results for 2021–22 with 2020–21 actual results and 2021–22 budgeted results (\$m)

|                       | Actual<br>2021–22 | Actual<br>2020–21 | Variance | Actual<br>2021–22 | Estimated<br>actual <sup>a</sup><br>2021–22 | Variance |
|-----------------------|-------------------|-------------------|----------|-------------------|---|----------|
| Income                | 218.7             | 209.2             | 9.5 △    | 218.7             | 217.4                                       | 1.3 △    |
| Expenses              | 201.6             | 193.0             | 8.6 △    | 201.6             | 222.7                                       | (21.1) ▽ |
| Surplus/<br>(Deficit) | 17.1              | 16.2              | 0.9 △    | 17.1              | (5.3)                                       | 22.4 △   |

a Budget figures are 2021–22 estimated actuals based on the figures published in the 2022–23 Portfolio Budget Statements.

## Net result

#### **Income**

The increased income reflects improvements in aviation fuel excise and the introduction of a lew for commercial drones offset by a decrease in general appropriation and regulatory income as a result of the accumulating COVID-19 impact and the new flight operations regulations which came into effect from 2 December 2021.

Figure 1 shows the change in income from 2020–21 to 2021–22 and compares actual results to budget estimates for 2021-22. In 2021–22, approximately 56% of CASA's income was from government appropriations (61% in 2020–21) and 39% was from aviation fuel excise (33% in 2020-21).

The remainder was derived from revenue from contracts with customers, interest, minor sundry revenue and other gains (see Figure 2).

Figure 1. Actual revenue for 2020-21 and actual and budgeted results for 2021-22

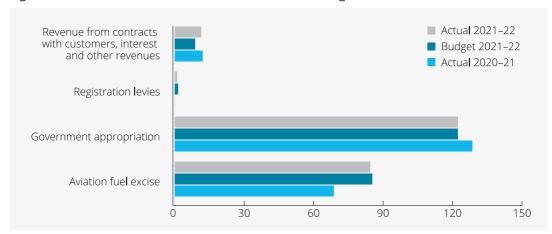
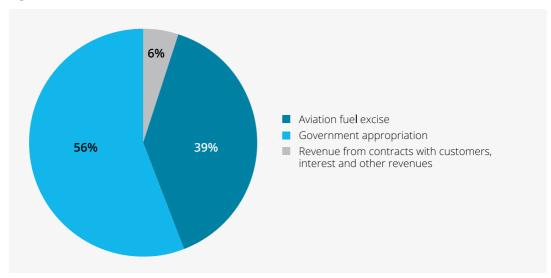


Figure 2. Sources of revenue, 2021-22



### **Expenses**

Total expenses increased by \$8.6 million in 2021-22 compared to 2020-21. This was primarily attributable to increased depreciation and amortisation, consultancies and service contracts and IT expenses, offset by decreased employee expenses.

The increases in consultancies and service contracts and IT expenses were due to IT system upgrades and migration to the cloud. The decrease in employee expenses was mostly due to a reduction in leave entitlements. Fluctuation in the 10-year Australian Government Bond rate

was the main contributor to a decrease in the long service leave provision calculation.

Figure 3 shows the change in expenses from 2020-21 to 2021-22 and compares actual results to budget estimates.

In 2021–22, CASA spent approximately 63% of total expenditure on employee costs (67% in 2020–21) and approximately 24% on suppliers (21% in 2020-21). The remainder comprised depreciation and amortisation expenses (see Figure 4).

Figure 3. Actual expenses for 2020-21 and actual and budgeted results for 2021-22

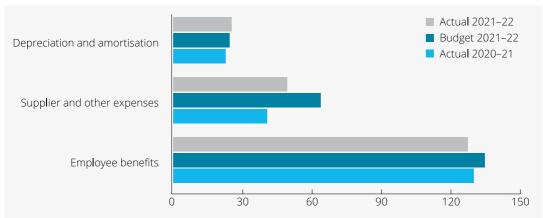
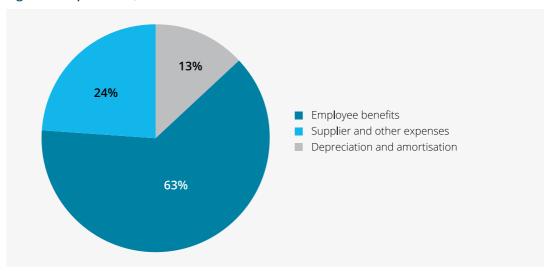


Figure 4. Expenditure, 2021-22



## Cash flow

CASA's cash balance (including short-term investments) at 30 June 2022 was \$82.5 million (\$65.9 million in 2020-21). The increase in the cash balance was represented by net cash received from operating activities of \$40.4 million (\$40.9 million in 2020-21). A decrease of \$0.8 million in net cash used by investing activities (property, plant and equipment and intangibles) to \$15.0 million (\$15.8 million in 2020–21), plus a decrease of \$0.2 million to \$8.8 million cash used in financing activities (leased buildings and equipment) contributed to a net increase of \$16.6 million in cash held.

The cash balance provides funding for CASA's capital replacement and investment program, in line with its Capital Management Plan. The cash balance also provides for the estimated future payments to be made in respect of services provided by employees (that is, employee provisions for leave entitlements).

# **Financial position**

Key indicators of the health of CASA's financial position are its ability to sustain its asset base, pay debts as they fall due in the short term, and maintain prudent levels of long-term liabilities.

The ability of CASA to sustain its asset base is indicated by changes in net assets. The net asset position increased by \$17.1 million in 2021-22.

## Financial outlook

The details below are taken from the Portfolio Budget Statements 2022-23 Infrastructure, Transport, Regional Development and Communications.

CASA is budgeting for an operating deficit for financial years 2022-23, 2023-24, 2024-25 and 2025-26

CASA's total forecast income for 2022–23 is \$192.3 million, derived as follows:

- \$92.4 million from government appropriations
- \$88.3 million from the aviation industry through the collection of excise revenue on aviation fuel sold for domestic air travel
- \$9.2 million from regulatory service fees plus other revenue from industry
- \$1.8 million from the drone levy
- \$0.6 million from interest from investments and cash deposits.

CASA's balance sheet projection shows a decrease in net assets in the forward years. This reflects the deficits over the next few years, which will be the main driver of the reduction in net assets.

CASA's cash and cash equivalents balance, including investments, is budgeted to be above \$25 million in 2022–23 and less than \$10 million in the remaining forward years. As published in the Portfolio Budget Statements, revenue from government is expected to gradually resume to the level prior to COVID-19. Aviation fuel excise is expected to increase by 2% to 2024–25 and remain consistent to 2025-26. A levy for recreational drones is expected to start from 2023-24 and become one of CASA's major revenue streams.



Image: CASA employee Erika Davies in front of the transportable air operations tower at Charters Towers, Oueensland

# **Cooperation on civil** and military flying operations

CASA's Office of Airspace Regulation worked closely with the Department of Defence on airspace issues throughout 2021-22.

In May, CASA assisted Defence to establish an airspace solution to support safe integration of civil and military flying operations during Exercise Vigilant Scimitar 2022.

The military exercise introduced a varied traffic mix and density to the airspace surrounding the aerodrome at Charters Towers in northern Oueensland.

As part of the airspace change process, Defence undertook extensive community engagement and consultations. The results of the consultations and a supporting risk assessment identified the need to provide an air traffic control service to ensure the safe and efficient management of aircraft.

CASA worked with Defence to establish a temporary restricted area around Charters Towers Airport, within which a Class D air traffic control service was provided.

The Royal Australian Air Force's No. 44 Wing deployed a mobile air operations team to provide the control service from a transportable air operations tower.

It is hoped that this successful integration of civil and military aviation activities may pave the way for future applications of Defence capability in support of local communities.



2

# **Annual** performance statement

This part of the report provides a detailed assessment of how CASA's performance during the year contributed to achieving our portfolio outcome and corporate goals.

# In this part:

| • | Statement of preparation | 26 |
|---|--------------------------|----|
| • | Purposes                 | 26 |
| • | Performance framework    | 26 |
| , | Analysis of performance  | 26 |
| , | Results                  | 28 |

CIVIL SAFETY

# Statement of preparation

I, on behalf of the Board of the Civil Aviation Safety Authority, present the 2021–22 annual performance statement of the Civil Aviation Safety Authority, as required under section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Civil Aviation Act 1988* and other applicable legislation.

In our opinion, at the date of this statement, based on the material provided to the Board, this annual performance statement accurately reflects the performance of the entity and complies with subsection 39(2) of the PGPA Act.



**Air Chief Marshal (Ret'd) Mark Binskin AC** Chair of the CASA Board 24 September 2022

# **Purposes**

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.

# Performance framework

CASA measures its performance in achieving its purposes through its portfolio outcome and the strategic direction and objectives and responses to the Minister's Statement of Expectations that are articulated in CASA's corporate plan.

In accordance with section 16F of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), this annual performance statement provides details of CASA's results against the criteria set out for CASA on:

- page 263 of the Infrastructure, Transport, Regional Development and Communications Portfolio Budget Statements 2021–22
- pages 26 to 33 of the CASA Corporate Plan 2021–2022.

No additional performance measures were identified for CASA in Portfolio Additional Estimates Statements or other portfolio statements in 2021–22.

Figure 5 provides an overview of CASA's outcome, goals and performance measures for 2021–22.

# Analysis of performance

In accordance with section 16F(2) of the PGPA Rule, the annual performance statement must include an analysis of factors affecting an entity's performance in achieving its purposes in the reporting period.

A change was made to CASA's structure in 2021–22 to enable more effective and efficient operations.

The impacts on the aviation sector of the COVID-19 pandemic, particularly the restriction of air travel and its resumption, influenced some of the results. Where possible, CASA adapted to minimise those impacts.

CASA has adopted a binary approach to determining results, and reports target as being either 'achieved' or 'not achieved'

Overall, of the 32 targets in the annual performance statement, 26 were achieved and 6 were not achieved. This represents 81% achievement of targets during the reporting period.

#### Figure 5. Alignment of portfolio and corporate objectives and performance measures

#### **Outcome and Performance Criteria**

#### Outcome

Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training

#### Performance criteria

- Number of accidents per hours flown by industry sector
- Number of incidents per hours flown by industry sector
- CASA maintains the Effective Implementation (El) Score determined by International Civil Aviation Organization (ICAO) Universal Safety Oversight Audit Program (USOAP)
- Regulatory implementation delivered in accordance with planned and reviewed targets
- Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk
- Deliver a program of aviation safety education seminars to industry participants
- Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework
- Regulatory service applications are decided within published service delivery timeframes.

#### Portfolio objectives and corporate goals

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

#### Key performance areas and indicators

#### Enhancing CASA's regulatory framework

CASA demonstrates excellence in development of the aviation safety regulatory framework

#### Enhance international compliance

CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.

#### Enhance regulatory execution capabilities

Entry control

Entry control is delivered in accordance with the regulations and assessment made proportionate to the activity being undertaken.

Compliance assurance and surveillance

CASA's National Surveillance Program ensures systematic and responsive surveillance capability to address ongoing and emerging safety issues.

Non-compliance and enforcement

CASA's compliance monitoring approaches are standardised and coordinated relative to the aviation sector.

Actions undertaken are fair, consistent and transparent in accordance with CASA's enforcement procedures that incorporate relevant principles of CASA's regulatory philosophy.

#### Engagement

CASA maintains productive working relationships with key stakeholders.

#### Promote safety and education

CASA supports industry awareness and understanding.

CASA's education and safety promotion is relevant, timely, effective and appropriately targeted.

#### Robust structures, systems and processes supporting good governance

CASA operates as a solvent entity with strong financial controls.

CASA deploys and leverages information and technology platforms to achieve business improvement and digital service transformation using a client centric development approach.

#### A skilled workforce

Training and development delivered and evaluated to effectively deliver aviation safety regulatory services.

CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives.

# **Results**

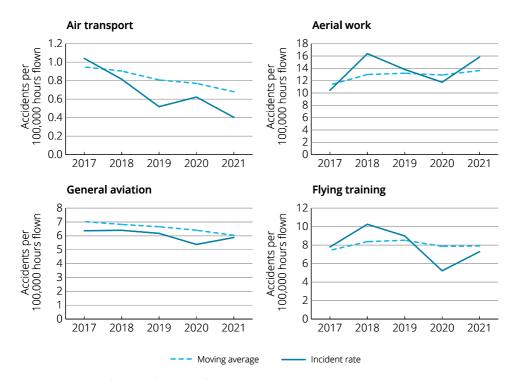
This section provides details of the results for CASA's portfolio performance criteria and the key performance indicators and measures that CASA defined for each key performance area in 2021–22.

## Portfolio measures

Table 2 provides details and analysis of CASA's results against the performance criteria and targets set out on page 263 of the Portfolio Budget Statements.

Table 2. Results against Portfolio Budget Statements targets

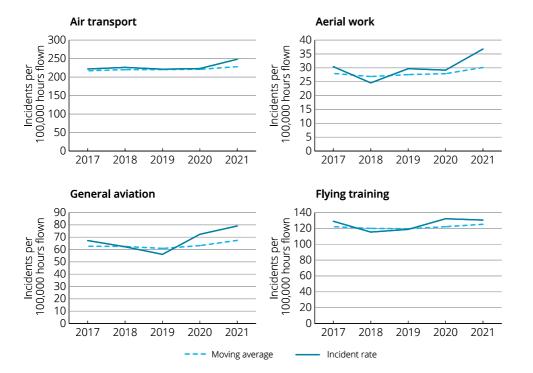
| Performance criterion | Number of accidents per hours flown by industry sector   |
|-----------------------|--|
| Target                | Reducing trend   |
| Achieved              | CASA considers that there is minimal immediate risk to aviation safety in Australia. CASA conducts qualitative and quantitative risk analysis using various methods and data sources (such as the Australian Transport Safety Bureau (ATSB), Bureau of Infrastructure and Transport Research Economics (BITRE) and Airservices Australia) to identify and monitor aviation safety risks and trends. The analysis is oversighted by CASA's Aviation Safety Committee and includes information from international sources. |
|                       | Accident rates in the air transport sector continued to decline in 2021, in line with a downward trend over the past 5 years. The aerial work sector saw an increase in the rate of accidents per hours flown in 2021 but remains within the range of the past 5-year average. CASA conducted pilot awareness campaigns to mitigate risks in this sector. The accident rate in the flying training sector declined in 2021 when looking at the moving average over five years.   |



CASA compiles this information from the safety occurrence statistics (incidents and accidents) provided by the ATSB and flying hours provided by BITRE. Reporting aligns with the calendar year in which aviation activity data is collected by BITRE. Flying hours are collected by BITRE based on an annual calendar year survey of aircraft operators. BITRE data for the 2021 calendar year were provided on 3 August 2022.

The labelling of the y axis as per 100,000 hours corrects a mislabelling in the 2019–20 and 2020–21 annual reports.

| Performance criterion | Number of incidents per hours flown by industry sector  |
|-----------------------|---|
| Target                | Reducing trend  |
| Not achieved          | The data indicate increased incident numbers across all sectors.  Contributing factors were assessed by CASA and reported by industry as being related to post-COVID-19 return-to-service activity and increased pressure on aerial work resources due to increased rainfall and associated crop growth. General aviation and the flying training sector also had an increased incident rate in 2021, but the longer-term trend, over the past 5 years, remains stable. These trends were assessed by CASA as not requiring any specific or additional actions by CASA. However, pilot education and awareness programs have been conducted to improve pilot decision-making. |



CASA compiles this information from the safety occurrence statistics (incidents and accidents) provided by the ATSB and flying hours provided by BITRE. Reporting aligns with the calendar year in which aviation activity data is collected by BITRE. Flying hours are collected by BITRE based on an annual calendar year survey of aircraft operators. BITRE data for the 2021 calendar year were provided on 3 August 2022.

The labelling of the y axis as per 100,000 hours corrects a mislabelling in the 2019–20 and 2020–21 annual reports.

| Performance criterion | CASA maintains the Effective Implementation (El) score determined by ICAO Universal Safety Oversight Audit Program (USOAP)   |
|-----------------------|--|
| Target                | Maintain or improve El score   |
| Achieved              | Australia's current El score is 94.89%, which is unchanged from last year and reflects the outcome of the ICAO validation mission undertaken in 2017. The El score is a State score based on the performance of all nine Australian State Safety Programme agencies. |
|                       | Australia expects the next focused audit on the traditional Protocol Question set under the Universal Safety Oversight Audit Programme Continuous Monitoring Approach to take place in 2023.   |
|                       |  |
| Performance           | Regulatory implementation delivered in accordance with planned   |

| Performance criterion | Regulatory implementation delivered in accordance with planned and reviewed targets  |
|-----------------------|--|
| Target                | 80% of regulatory development achieved against planned targets   |
| Achieved              | CASA continued its focus on implementing the regulatory requirements of the flight operations regulations package and delivered 83% of its planned regulatory work program. Of the 18 regulatory artefacts CASA committed to deliver, 15 were delivered. On 2 December 2021, flight operations regulations (Civil Aviation Safety Regulations (CASR) Parts 91, 103, 105, 119, 121, 131, 133, 135 and 138) commenced as did the Manuals of Standards (MOSs) for CASR Parts 91, 121, 133, 135 and 138. |
|                       | The MOSs for Parts 103 (sport and recreation aircraft), 105 (parachuting operations) and 131 (balloons and hot air airships) were not made in December 2021 as planned. Due to competing internal resource constraints caused by higher-priority regulation changes and a later than anticipated engagement with industry, CASA recognised the need to consult more comprehensively. CASA continues to engage with industry and will finalise the MOSs during 2022–23.                               |
|                       | CASR Part 139 (aerodromes) commenced on 13 May 2022 and 131 organisations have successfully transitioned.  |

| Performance criterion | Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk |
|-----------------------|--|
| Target                | 80% of surveillance events conducted for the period  |
| Achieved              | 91% of scheduled surveillance audits were conducted by CASA in 2021–22.  |

| Performance criterion | Deliver a program of aviation safety education seminars to industry participants  |
|-----------------------|---|
| Target                | 90% of seminars delivered against program with satisfaction rate for effectiveness of 80%   |
| Not achieved          | 83% of planned seminars were conducted with the remainder deferred or cancelled due to COVID-19 related illness and restrictions and venues asking for rescheduled dates.                                   |
|                       | In response to travel restrictions arising from COVID-19, CASA transferred seminars online. CASA reached more than 19,419 industry members through activities including 160 seminars and 406 onsite visits. |
|                       | Seminar attendees, primarily recreational pilots, mostly agreed that they had learnt new information from the seminars, that attending was worthwhile (96%), and that it made them a safer pilot (94%).     |
| Performance           | Clear, open and transparent engagement with the industry to   |

| Performance<br>criterion | Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework   |
|--------------------------|---|
| Target                   | 100% of significant regulatory changes publicly consulted and outcomes informed by industry feedback  |
| Achieved                 | CASA engaged with industry through 21 regulatory, instrument and guidance consultation activities that elicited 1,655 responses. CASA published 62 revised or new advisory circulars and 22 revised or new 'acceptable means of compliance and guidance material' documents. All significant regulatory changes were subject to public consultation.                          |
|                          | CASA continued to consult on regulatory change proposals and sought feedback on other initiatives via the CASA Consultation Hub (consultation.casa.gov.au). In addition to the regulatory consultations above, there were 9 non-regulatory consultations on matters including airspace reviews and changes. Feedback surveys were conducted, with a total of 2,751 responses. |

| Performance<br>criterion | Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework  |
|--------------------------|--|
| Target                   | Improving trend in stakeholder satisfaction from regular surveys   |
| Achieved                 | CASA's most recent biennial stakeholder satisfaction survey was released in April 2021 and reflected an increase from 6.2 to 6.3 out of 10 for overall satisfaction with CASA.   |
|                          | The next stakeholder satisfaction survey will be conducted within the two-year period.   |
| Target                   | Improving trend in audience engagement across CASA's online channels and social media  |
| Achieved                 | Advertising and public communication and outreach activities resulted in CASA's emerging technologies information campaign being seen more than 3 million times, prompting 13,000 click throughs to further information. |
|                          | Additional research to understand communication preferences was undertaken with maintenance engineers, with strategies being developed to improve engagement in 2022–23.   |
|                          | Social media activities continued to show strong results, with significant interactions and engagement across channels.  |
|                          | <ul> <li>Facebook (which includes the CASA corporate and Know Your Drone<br/>channels) maintained the largest following, with the number of followers<br/>increasing from 54,846 to 58,516.</li> </ul>                   |
|                          | <ul> <li>LinkedIn experienced the highest growth, with the number of followers<br/>increasing by 4,396 to reach 41,463.</li> </ul>   |
|                          | Twitter followers increased by 326 to reach 13,943.  |
|                          | YouTube followers increased by 1,188 to reach 8,548.   |
|                          | The distribution of CASA's primary online newsletter, <i>The CASA Briefing</i> , was extended to include a range of certificate and authorisation holders, ensuring that each issue reaches around 50,000 people.        |

### **Performance** criterion

### Regulatory service applications are decided within published service delivery timeframes

#### **Target**

#### 80% processed within published timeframes

#### Not achieved

Service delivery timeframes across most areas were significantly impacted during the year. A combination of new rule changes and a rapid increase in aviation activity as COVID-19 restrictions were lifted resulted in higher than normal demand across regulatory applications. Capacity was impacted due to workforce impacts of COVID-19 related illness and isolation requirements.

Service standards that were not achieved at times during the year included those for the issue of medical certificates, initial issue of flight crew licences, and transfer of aircraft registration. Delays were also experienced for regulatory applications relating to air operator certificates and other organisational approvals.

Service standards that were not achieved at times during the year included issue of medical certificates, initial issue of flight crew licences and transfers of aircraft registration:

- Class 1 medical certificate 61%
- Class 2 medical certificate 53%
- Class 3 medical certificate 59%
- initial issue commercial pilot licence 63%
- initial issue private pilot licence 65%
- initial issue recreational pilot licence 55%
- aircraft registration application 69%.

Delays were also experienced for regulatory applications relating to air operator certificates and other organisational approvals.

To mitigate these delays, mechanisms have been introduced to ensure that operationally required applications are triaged, escalated and actioned as required.

Significant effort in digitising and providing online self-service options for less complex services continued through the reporting period. Service delivery targets for online digitised applications were achieved:

- individual aviation reference number 83%
- organisational aviation reference number 97%
- · remote pilot licence 100%.

| Performance criterion | Regulatory service applications are decided within published service delivery timeframes  |
|-----------------------|---|
| Target                | All regulatory service activities have a service delivery timeframe applied   |
| Not achieved          | During 2021–22, CASA focused on creating a regulatory services catalogue of all regulatory service activities that CASA undertakes. With this complete list of services, CASA will now focus on establishing service delivery timeframes appropriate for each service. Timeframe estimates have been created for simple (less than 4 hours), standard (5 to 15 hours), and complex tasks (over 15 hours), which will enable CASA to measure its performance against the timeframes. Factors impacting the development of the catalogue included resource constraints caused by COVID-19 and higher-priority activities associated with the implementation of new flight operations regulations. More detailed timeframes will be provided by identified service as outlined in CASA's corporate plan for 2022–23. |



Image: Civil Aviation Safety Authority

# **Corporate measures**

The CASA Corporate Plan 2021–2022 set out 3 goals through which CASA would achieve its purposes for the period 2021-22 to 2024-25:

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

CASA's performance in achieving its goals is measured across 7 key areas of performance, as detailed in the corporate plan (pages 26 to 33) and summarised in Figure 6.

Figure 6. Goals and key performance areas

| Goal  | Key performance area  |
|---|---|
| Maintain and enhance a fair,<br>effective and efficient aviation<br>safety regulation system                      | <ul> <li>Enhancing CASA's regulatory framework</li> <li>Enhance international compliance</li> <li>Enhance regulatory execution capabilities: <ul> <li>Entry control</li> <li>Compliance assurance and surveillance</li> <li>Non-compliance and enforcement</li> </ul> </li> </ul> |
| 2. Collaborative engagement with the aviation industry and wider community to promote and support aviation safety | <ul><li>Engagement</li><li>Promote safety and education</li></ul>   |
| 3. Continuous improvement of organisational performance   | <ul><li>Robust structures, systems and processes<br/>supporting good governance</li><li>A skilled workforce</li></ul>   |

Tables 3 to 9 provide details and analysis of CASA's results in each key performance area. Overall, 19 of the 21 performance measures (90%) were achieved.



Image: Civil Aviation Safety Authority

Table 3. Goal 1 key performance area – Enhancing CASA's regulatory framework

| Key performance indicator | CASA demonstrates excellence in development of the aviation safety regulatory framework.   |
|---------------------------|--|
| Measure of success        | CASA follows relevant Government policies leading to standards that meets Government requirements and expectations.  |
| Achieved                  | CASA uses several internal programs and processes, such as regulatory development guidelines, critical gate reviews, legal reviews, and consultation processes, to ensure that new regulations are practical, pragmatic, proportionate and fit for purpose in line with CASA's regulatory philosophy.  |
|                           | CASA continues to consult with technical working groups established by the Aviation Safety Advisory Panel (ASAP) to seek industry feedback on legislative development activities. Consultation topics this year included CASR Part 67 (medical), the CASR Part 103 MOS, the CASR Part 105 MOS and CASR Part 131 MOS, CASR Part 101 (unmanned aircraft and rockets), the CASR Part 101 MOS, flight crew licensing and a remotely piloted aircraft systems regulatory roadmap. CASA is progressing rules for the maintenance of aircraft engaged in private and aerial work operations under CASR Part 43. |

| Key performance indicator | CASA demonstrates excellence in development of the aviation safety regulatory framework.  |
|---------------------------|---|
| Measure of success        | CASA will understand the risk to include likelihood and consequence related to legislative changes and meaningfully consider the cost and burden associated with introduction of required changes.  |
| Achieved                  | CASA is applying better practice risk management approaches to the identification, assessment, treatment and monitoring of risks as a key enabling element of regulatory services and surveillance activities.  |
|                           | In May 2022, CASA released the General Aviation Workplan, which sets out a range of initiatives that are targeted at finding ways to reduce regulatory burden without compromising safety, applying a risk-based lens.  |
|                           | As an example, CASA issued an exemption on 30 April 2022 to provide relief from mandatory compliance with the Cessna-supplemental inspection documents. By reviewing airworthiness records, the burden of the checks was re-evaluated on an airworthiness risk basis, resulting in tangible benefits being realised for industry by potentially alleviating maintenance costs which may be disproportionately high for the general aviation sector. |
|                           | CASA has also opened the way for industry flight examiners to conduct examiner proficiency checks, which were previously limited to CASA examiners.   |
|                           | CASA commenced consultation on draft regulations for the continuing airworthiness of the general aviation and aerial work sectors on 19 May 2022, introducing proportional rules that lower costs for industry, particularly for smaller businesses in regional areas.  |
|                           | Finally, in response to COVID-19 restrictions and border closures, CASA applied an ICAO targeted exemption process and implemented a new exemptions instrument in 2021 to assist operators and pilots who conduct international operations.   |

Table 4. Goal 1 key performance area – Enhance international compliance

| Key performance indicator | CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.  |
|---------------------------|---|
| Measure of success        | 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.   |
| Achieved                  | Australia's active contribution to ICAO is based on the significant technical and leadership contribution made by Australian experts on panels, working groups, task forces and study groups. Despite COVID-19 impacts to the aviation industry, CASA officials continue to be represented on 14 of the 18 technical panels established by the ICAO Air Navigation Commission.  |
|                           | CASA participates in a variety of ICAO panels and related working groups. In 2021–22, they included the:  Personnel Training and Licensing Panel (CASA chairs)  Flight Operations Panel (CASA chairs)  Aerodromes Design Operations Panel  Air Traffic Management Requirements and Performance Panel  Airworthiness Panel  Dangerous Goods Panel  Information Management Panel  Instrument Flight Procedure Panel  Remotely Piloted Aircraft Systems Panel  Separation and Airspace Safety Panel  Safety Management Panel  Surveillance Panel  Air Traffic Management Operations Panel (CASA has an advisory role)  Navigation Systems Panel (CASA has an advisory role). |

| Key performance indicator |
|---------------------------|
| Measure of                |

## CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.

# CASA has regard to the standards and practices of comparable aviation jurisdictions (The United States, Canada, the European Union, United Kingdom and New Zealand).

#### **Achieved**

success

CASA is a member of the National Aviation Authority Network (NAAN), along with the United States of America, Canada, the United Kingdom and New Zealand, and is leading coordination of its innovation working group. CASA worked with the aviation authorities in these countries to share information, particularly on pilot licensing, aircraft certification, implementation of various standards and identification of common regulatory approaches for the type certification of advanced air mobility aircraft and other innovations employing emerging technologies. CASA's participation in the NAAN led to information sharing on post-COVID-19 safety issues and lessons learnt, exemptions, safety lessons, the impact on operations of COVID-19 facilitation issues, human factors, long-term issues resulting from stored aircraft returning to service and remote oversight approaches.

CASA is an active member of the Safety Management Implementation Collaboration Group, which creates and promotes tools and guidance material to support effective implementation and application of safety management systems and State Safety Programmes. CASA's participation in the Federal Aviation Authority – European Aviation Safety Agency (FAA-EASA) International Aviation Safety Conference (June 2022) included discussions on resilience, developing international standards at the speed of change, data exchange and analytics, digitalisation, advanced air mobility, cooperation for certification and validation, evolution of aircraft maintenance, and cyber security.



Image: Civil Aviation Safety Authority

| Key performance indicator | CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.   |
|---------------------------|--|
| Measure of success        | 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.  |
| Achieved                  | CASA supported the Pacific Aviation Safety Office with a remote certification process for entry into service of a Samoa Airways aircraft during a period in which inspectors could not travel in the region. That work was completed by October 2021.  |
|                           | A technical arrangement on maintenance approvals was finalised with the Japan Civil Aviation Bureau in March 2022, providing for the mutual recognition of maintenance of aircraft parts, allowing parts and equipment maintained to be mutually accepted between countries. This resulted in a reduction in duplication of effort of about 50% for industry applicants (who need only apply to one regulator to be nominated under the arrangement) and 90% for regulators (who need not reassess, allowing for 10% additional effort to oversight participants). |
|                           | CASA has representation on the Asia Pacific Regional Aviation Safety Team, which includes the oversight and implementation of safety enhancement initiatives published in the regional aviation safety plan.   |



# **Key performance** CASA's actions in the international sphere are in accordance with indicator its legal responsibilities and international agreements. CASA's capacity building activities make a significant contribution to Measure of the safety-related needs and expectations of the international aviation success community. **Achieved** CASA participates in Australia's bilateral arrangements with Indonesia and Papua New Guinea (PNG) on transport matters, with a whole-of-portfolio approach to capacity building coordinated by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department), and delivered by the Department, CASA, Airservices Australia, the Australian Transport Safety Bureau, the Australian Maritime Safety Authority, and the Bureau of Meteorology. With COVID-19 significantly impacting CASA's capacity to deliver and coordinate in-person activities, CASA transitioned to providing virtual webinars, meetings and workshops for member states aimed at developing best practices. In 2021–22, CASA sponsored attendance for officials from Indonesia and PNG to attend the Australian Aviation Wildlife Hazard Group webinar series. We also hosted a series of webinars for officials on managing conditions of airfields and supported staff attending a Women in Leadership program. An online symposium with the Civil Aviation Safety Authority of Papua New Guinea (CASA PNG) covered the operation of PNG-registered aircraft in Australia, remotely piloted aircraft system operations, safety oversight management software for regulators, remote surveillance, and aviation medicine. CASA subject matter experts also participated in regional capacity building forums, including the ICAO Cooperative Development of Operational Safety and Continuing Airworthiness Programme South East Asia. This enabled a significantly larger outreach and audience attendance, thus developing stronger capacity-building relationships in a recovering aviation industry. CASA liaised closely with the Department of Foreign Affairs and Trade on aviation safety approaches in the Pacific to deliver economic support through the Pacific Flights Program and direct investment to support the Pacific Aviation Safety Office. CASA developed a concept to increase aviation medicine capability in the Pacific and is planning an implementation approach. CASA supported the Asia Pacific region through active membership on the ICAO Asia and Pacific COVID-19 Contingency and Recovery Planning Group, led by the Department. We provided communication, navigation and surveillance training assistance to the ICAO Asia and Pacific Region.

Table 5. Goal 1 key performance area – Enhance regulatory execution capabilities

| Key performance<br>indicator | Entry control: Entry control is delivered in accordance with the regulations and assessment made proportionate to the activity being undertaken.  |
|------------------------------|---|
| Measure of success           | Government and CASA policies are applied to processing regulatory services applications.  |
| Achieved                     | The implementation of a national operating model with centralised processes and workforce management has provided increased standardisation of outputs and greater flexibility of CASA's technical capability. CASA has continued to review and update documentation supporting business processes redesigned under this transformation and has established an operational assurance and continuous improvement function to ensure that regulatory services continue to meet CASA's regulatory obligations and industry expectations. |
|                              | Throughout this transformation, CASA has increased the governance and oversight of regulatory services decisions, with appropriate processes and documentation to support procedural fairness and accountability to ensure that decisions are made in a lawful manner.  |

| Key performance<br>indicator | Compliance assurance and surveillance: CASA's National Surveillance Program ensures systematic and responsive surveillance capability to address ongoing and emerging safety issues. |
|------------------------------|--|
| Measure of success           | CASA provides timely notification to industry of future activities, safety findings and compliance expectations.   |
| Achieved                     | CASA issued 901 surveillance safety findings this financial year with only 2 issued after the defined timeline, achieving a performance result of 99.78%.                            |
|                              | CASA provides notification to industry of future activities and continues to improve surveillance and reporting.   |

| Key performance<br>indicator | Non-compliance and enforcement: CASA's compliance monitoring approaches are standardised and coordinated relative to the aviation sector.  |
|------------------------------|--|
| Measure of success           | 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.              |
| Not achieved                 | CASA issued 901 surveillance safety findings and 564 safety findings were completed within the defined time range, meaning that 63% of industry participant corrective actions were completed within the defined time range. |
|                              | Analysis of this data shows numerous factors affecting completion rates, including:  |
|                              | • reduced industry participant staff and operations during COVID-19  |
|                              | <ul> <li>CASA's inability to complete on-site validation of safety findings<br/>before closure</li> </ul>  |
|                              | suspension of certificates with open safety findings   |
|                              | <ul> <li>regulatory implementation of CASR Part 139, which requires that<br/>all open safety findings for aerodromes be reissued under new<br/>regulatory references.</li> </ul>   |



Image: Civil Aviation Safety Authority

| Key performance<br>indicator | Non-compliance and enforcement: Actions undertaken are fair, consistent and transparent and in accordance with CASA's enforcement procedures that incorporate relevant principles of CASA's regulatory philosophy.   |
|------------------------------|--|
| Measure of                   | Proportionate enforcement action is taken.   |
| success                      | Enforcement action is taken when corrective action plans fail or is otherwise required.  |
|                              | Operators who are unable or unwilling to return to compliant operations will be dealt with in accordance with CASA's enforcement policy and practice.  |
| Achieved                     | In the 2021–22, through its coordinated enforcement process, CASA:  issued 54 counselling notices  issued 85 infringement notices  issued 10 show cause notices  suspended 5 civil aviation authorisations  cancelled 3 civil aviation authorisations.   |
|                              | Enforcement action was taken against one operator which failed to implement its corrective action plan. This operator was issued with a show cause notice (one of the 10 referred to above). The operator's response to the show cause notice and subsequent related action allowed CASA to work with the operator to resolve CASA's outstanding compliance concerns.  |
|                              | The results show that most enforcement actions were resolved at the less significant end of the scale of potential outcomes, with only 8 matters considered serious enough to warrant the limitation or removal of a person's privileges to participate in regulated activity. This indicates an appropriately proportionate and risk-based approach to dealing with identified contraventions of the aviation legislation. No trends which required consideration in relation to the formulation of CASA's surveillance priorities were identified through the review of these figures. |
| Measure of success           | In accordance with the Prosecution Policy of the Commonwealth, serious breaches of the legislation are referred to the Director of Public Prosecutions (DPP).  |
| Achieved                     | In 2021–22, 2 briefs of evidence were referred to the DPP for consideration of commencement of criminal prosecution.   |
|                              | The DPP returns briefs to CASA where it is not satisfied that there is sufficient evidence to prosecute or where it considers that it is not in the public interest to prosecute. No briefs were returned to CASA by the DPP in 2021–22.   |

Table 6. Goal 2 key performance area – Engagement

| Key performance indicator | CASA maintains productive working relationships with key stakeholders.   |
|---------------------------|--|
| Measure of success        | Stakeholder satisfaction with CASA's performance in key areas.   |
| Achieved                  | The most recent broad stakeholder satisfaction survey was published in April 2021.   |
|                           | Independent research was conducted by YouGov in April 2021 to measure public perceptions of aviation safety and CASA performance. The research sampled 1,000 people aged 18 years and older. The sample was weighted by age, gender and region to reflect the latest population estimates from the Australian Bureau of Statistics. Results indicated that 71% of participants think CASA is doing at least a reasonable job and only 2% think CASA is doing a poor job in managing aviation safety. Results also found that 76% of participants were very or completely confident of arriving safely when boarding a commercial flight and only 2% would not be confident of arriving safely. |
|                           | The Aviation Safety Advisory Panel met 4 times and 68 technical working group meetings, including face-to-face gatherings, teleconferences and videoconferences, were conducted during the year. CASA continued to consult on regulatory change proposals via the CASA Consultation Hub (consultation.casa.gov.au).  |
|                           | In total, 30 consultations and feedback surveys were conducted, with a total of 2,751 responses from across the aviation community. Consultation often targeted specific sectors (e.g. private pilots or licensed engineers); however, feedback was generally open to all stakeholders. Responses were published on the portal (where appropriate and with consent), as were results and information on next steps. Feedback was sought on a range of regulatory change proposals and airspace reviews, organisation transformation initiatives, and various safety promotion products, events, and campaigns.   |

Table 7. Goal 2 key performance area – Promote safety and education

| Key performance indicator | CASA supports industry awareness and understanding.   |  |  |  |
|---------------------------|---|--|--|--|
| Measure of success        | Effective communication to key staff and industry stakeholders using appropriate channels.  |  |  |  |
|                           | Industry forums conducted openly and transparently.   |  |  |  |
| Achieved                  | CASA supported flight operations regulation implementation before and after new regulations were delivered on 2 December 2021. The process expedited enquiry resolution and allowed CASA to adjust associated guidance materials based on identified trends and information gaps.   |  |  |  |
|                           | CASA published guidance material and sample documentation, including templates, that assisted industry transition to the new flight operations regulations.   |  |  |  |
|                           | CASA continued to conduct ongoing communication and engagement activities regarding the regulatory change program to support rule changes, including promotion of guidance material. This included activities related to flight operations regulations, new aerodrome rules, proposed new rules for maintenance of aircraft in private and aerial work operations (CASR Part 43), and various airspace change proposals.  |  |  |  |
|                           | Following the release in June 2021 of the first of the plain English guides (PEGs) to regulations – CASR Part 91 General operating and flight rules, CASR Part 101 Micro and excluded Remotely Piloted Aircraft operations, and Civil Aviation Order 48.1 Fatigue management – work continued on the development of further guides and updates to reflect regulatory changes:   |  |  |  |
|                           | • CASA published an updated version of the CASR Part 91 PEG in December 2021 to ensure that the guide reflected minor amendments and updates made to the Part 91 MOS. The document is in 3 accessible formats: print, a downloadable pdf, and an interactive format. During the reporting period, 3,755 copies of the Part 91 PEG were sold.  |  |  |  |
|                           | • To support the changes to CASR Part 91, the <i>Visual Flight Rules Guide</i> was rewritten and significantly updated with new chapters, and content and was released in the 3 formats. Since its re-release, 2,651 copies of the guide have been sold.  |  |  |  |
|                           | <ul> <li>A PEG was developed in draft format for CASR Part 43 (maintenance of aircraft in private and aerial work operations). This has been provided to industry as part of the consultation package and will be reviewed post-consultation before a final copy is prepared in the 3 formats.</li> <li>PEGs are under development for CASR Part 67 (medical) and future air transport continuing airworthiness requirements. Each of these guides is being developed to help inform industry consultation and feedback on the draft regulations in an easy-to-read and understand format.</li> </ul> |  |  |  |

| Key performance indicator | CASA's education and safety promotion is relevant, timely, effective and appropriately targeted.  |  |  |  |  |
|---------------------------|---|--|--|--|--|
| Measure of success        | Education and safety promotion activities meet the needs of aviation stakeholders and CASA staff.   |  |  |  |  |
| Achieved                  | Seminar attendees were surveyed during the year to help develop and inform a national safety education and communication campaign that will be implemented in 2022–23. The campaign will use this research as an evidence base to inform engagement, communication, and safety education activities to support improved safety behaviours and attitudes among pilots. Work was undertaken, including a limited-series podcast, to identify key themes and safety issues to be addressed through the campaign. |  |  |  |  |
|                           | Aviation Safety Seminars were developed based on the Australian Transport Safety Bureau's SafetyWatch, highlighting the broad safety concerns that arose from our investigation findings and from the occurrence data reported by industry, CASA safety trends data and data from other key agencies, including Airservices Australia.  |  |  |  |  |
|                           | Seminar attendees, primarily recreational pilots, mostly agreed that they had learnt new information from the seminars, that attending was worthwhile (96%), and that it made them a safer pilot (94%).   |  |  |  |  |
|                           | In response to issues related to airspace infringements, runway incursions and operations around controlled aerodromes, CASA has expanded its OnTrack wall charts for flying training organisations and clubs to include pilot booklets. The first was released in 2021–22 for the Gold Coast, and charts for Archerfield (Queensland) and Jandakot (Western Australia) will be issued in 2022–23.  |  |  |  |  |
|                           | Information on consultation activity conducted through the Aviation Safety Advisory Panel, including all technical working groups, is published on the CASA website.  |  |  |  |  |
|                           | An industry engagement forum, FlySafe, continued to roll out, with participation by all the Commonwealth aviation agencies (Department of Infrastructure, Transport, Regional Development, Communications and the Arts, CASA, Airservices Australia, Australian Transport Safety Bureau, Bureau of Meteorology, Australian Maritime Safety Authority and the Department of Defence). In 2021–22, forum meetings were held in Melbourne and Brisbane and were well attended by industry.                       |  |  |  |  |



Image: Civil Aviation Safety Authority

Goal 3 key performance area – Robust structures, systems and processes Table 8. supporting good governance

| Key performance indicator | CASA operates as a solvent entity with strong financial controls.   |  |  |  |  |  |
|---------------------------|---|--|--|--|--|--|
| Measure of success        | Unqualified audit of financial statements.  |  |  |  |  |  |
| Achieved                  | CASA continued to operate as a solvent entity with strong financial controls for 2021–22. An audit conducted by the ANAO gave rise to no findings and the ANAO issued an unmodified auditor's report. |  |  |  |  |  |

#### **Key performance** indicator

CASA deploys and leverages information and technology platforms to achieve business improvement and digital service transformation using a client centric development approach.

#### Measure of success

Improvements are implemented to enhance CASA's digital services for staff and clients.

#### **Achieved**

The Cloud Migration project has decommissioned over 100 servers as CASA systems transition from on-premises to cloud. Each application is being updated as required to remove any legacy technology components and use cloud-native features. This process will continue until December 2022 and will remove significant technical debt related to the use of aging server hardware.

The myCASA portal continues to be a robust and stable engagement channel for CASA's external clients. The improved client user experience is demonstrated by a decrease in the number of myCASA-related service requests by 38.91% compared to the number in 2020–21. Major change requests also decreased by 14.3%, and there was a 100% reduction in emergency releases for the portal.

The myCASA portal was available for industry and client use with an uptime of 99.82% (excluding planned maintenance outages) during the reporting period. The portal had 121,879 registered users at 30 June 2022 and received/processed 42,803 applications during 2021–22.

#### Also serving industry:

- CASA deployed the final stages of the first digital flight crew licence and a digital remote pilot licence in December 2021. Over 10,000 licence holders have since downloaded this application onto their mobile phones.
- CASA is contributing to an ICAO technical working group developing a digital international pilot licence.

In May 2022, CASA deployed the whole-of-government identity broker (GovID) managed by Services Australia. More than 30% of CASA clients are actively using GovID to access services in the myCASA portal.

Internal efficiencies were made by incorporating remotely piloted aircraft systems queries into a pre-existing guidance delivery system and dispensing of this functionality through a customer relationship management tool. This transfer increased staff productivity and improved executive reporting. For industry, CASA implemented external training, in concert with a European Aviation Safety Agency provider, on software assurance as applied to OneSKY.

CASA completed a full refresh of laptops, tablets and mobile phones for staff during 2021–22, which contributed to an improvement in ICT services. Overall, the numbers of service requests to the Service Desk decreased 26.51% and change requests decreased by 16.24% compared to the numbers in 2020–21

Table 9. Goal 3 key performance area – A skilled workforce

| Key performance indicator | Training and development delivered and evaluated to effectively deliver aviation safety regulatory services.   |  |  |  |  |
|---------------------------|--|--|--|--|--|
| Measure of success        | The rolling four-year workforce profile is delivered.  |  |  |  |  |
| Not achieved              | At the end of June 2022, CASA achieved an ASL rate of 805 against the organisational budget allocation of 832 ASL with a maintenance of –3% ASL, meaning that CASA did not meet its ASL target.  |  |  |  |  |
|                           | Although ASL was below the target, the number of full-time equivalent (FTE) employees at 30 June 2022 was higher than the target ASL, which will facilitate CASA's meeting the target in 2022–23. To further aid in meeting the ASL target, CASA has introduced the ability for business areas to recruit to 10% over their allocation and self-manage the risk elements associated with their allocated ASL. This provides a basis to recruit additional ongoing staffing resources to meet operational needs, taking into consideration the agency-wide attrition rates and a dynamic and competitive external employment environment.                     |  |  |  |  |
|                           | As part of CASA's Workforce Strategy 2020–23 and Strategic Workforce Plan 2020–23, several initiatives to manage workforce allocations and grow capability across CASA were delivered. They included a new human resource analytics tool called One Model, which was launched in March 2022 providing managers with real-time access to staff data to assist in making people-related decisions. The initial dashboards provide managers with ASL, position and employee data, assisting them to effectively manage their workforce to their allocated ASL, and provide visibility of, and reports on, arrangements for working from home and in the office. |  |  |  |  |
|                           | Following the restructure of CASA's regulatory oversight activities into a national model, training pathways were redeveloped to align with the new roles and processes designed to support the operating model. The new program of training was piloted in December 2021 and commenced in March 2022. Since the rollout of the new program, CASA's completion rate for foundation training has increased from 84% to 94% and advanced training has increased from 74% to 86%, through close collaboration of the Training and Oversight Strategy branches to coordinate training dates and maximise staff attendance.                                       |  |  |  |  |
|                           | Supplemental to each program being evaluated at its completion, a formal evaluation of the program's effectiveness is scheduled 6 months following its completion. The evaluation, which includes interviews of program participants and their managers, is scheduled for September 2022.  |  |  |  |  |
|                           | In August 2021, the learning management system reporting capabilities were upgraded. Customised reporting on workforce competency is available to management to enable allocation of regulatory tasks. The enhanced visibility of individual competency in conjunction with work allocation processes within the Regulatory Oversight Division ensures the allocation of regulatory tasks to trained and qualified staff.  |  |  |  |  |

| Key performance indicator | CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives.   |  |  |  |  |
|---------------------------|--|--|--|--|--|
| Measure of success        | Performance is assessed on delivery of outcomes along with the application of specific capabilities and adherence to CASA's Values.  |  |  |  |  |
| Achieved                  | CASA is working on the identification of critical roles to inform succession planning activities for specialist roles that require technical knowledge, experience and capabilities that can only be developed in house.   |  |  |  |  |
|                           | CASA ensures that staff are appropriately trained and qualified to undertake regulatory services and surveillance functions on the aviation sector they oversight. Overall, 94% of regulatory staff have completed the CASA Foundation Program. Of the staff who undertake entry control, 71% have completed the training and 83% have achieved competence (through on-the-job training). Of the staff who undertake surveillance, 90% have completed the training and 77% have achieved competence (through on-the-job training). The lower completion rates are the result of the recent introduction of a mandatory training program for new roles following a functional restructure. A learning management system reports on the completion of mandatory training and on-the-job training to ensure that qualified staff are assigned to specific work. |  |  |  |  |
|                           | <ul> <li>CASA continued to participate in a range of entry level and development programs in 2021–22, as part of our workforce planning initiatives and to support our diversity and inclusion agenda. They included:         <ul> <li>the Indigenous Apprenticeship Program – 3 apprentices completed their programs and graduated with a Diploma in Government in 2021–22, and 6 new apprentices are due to commence their programs from June 2022</li> <li>the Australian Government Graduate Program – 2 graduates in the digital stream and one in the human resources stream completed their programs in 2021. For the 2022 program, 2 graduates (one each in the digital and human resources streams) commenced with CASA in late 2021.</li> </ul> </li> </ul>  |  |  |  |  |

# 3

**Organisation** 

This part of the report describes how CASA's governance and structure underpin our performance, and how we engage effectively with the wider aviation community.

# In this part:

54 Corporate governance

82 External engagement

# **Corporate governance**

CASA's corporate governance provides the framework within which the authority operates to achieve its objectives, ensuring transparent, ethical and accountable evidence-based decision-making, and effectively managing risk.

# **Enabling legislation**

CASA was established on 6 July 1995 as an independent statutory authority by the *Civil Aviation Legislation Amendment Act 1995* amending the *Civil Aviation Act 1988* accordingly.

#### **Civil aviation**

Under section 9 of the *Civil Aviation Act 1988*, CASA's primary function is to regulate the safety of civil air operations in Australia and the operation of Australian aircraft overseas.

CASA's safety-related functions include encouraging a greater acceptance by the aviation industry and wider community of its obligation to maintain high standards of aviation safety by providing comprehensive safety education and training and accurate and timely advice, and by fostering awareness of the importance of aviation safety and compliance with relevant legislation.

CASA also has the functions of cooperating with the Australian Transport Safety Bureau (ATSB), implementing aspects of the Australia-New Zealand mutual recognition agreements, administering elements of the *Civil Aviation (Carriers' Liability) Act 1959* and the *International Interests in Mobile Equipment (Cape Town Convention) Act 2013*, and performing functions conferred on CASA under the *Transport Safety Investigation Act 2003* and the *Aviation Transport Security Act 2004*.

CASA exercises its powers under the *Civil Aviation Act 1988* through the Civil Aviation Regulations 1988, Civil Aviation Safety Regulations 1998, Civil Aviation Orders, Manuals of Standards and other legislative instruments.

# **Airspace administration**

Under section 11 of the *Airspace Act 2007*, CASA is responsible for the administration of Australian-administered airspace. This includes classifying volumes of airspace; determining the services and facilities to be provided by approved air navigation service providers; and designating equitable access to, and giving directions in relation to the efficient use of, airspace.

# **Governance and accountability**

CASA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

CASA's governance system is firmly aligned with the PGPA Act and the *Civil Aviation Act 1988* and consistent with other Commonwealth legislation and policies directly affecting CASA. The system incorporates governance and management arrangements; policy settings; performance reporting; internal and external communication; assurance, risk management and auditing arrangements; quality assurance; and the managed appointment and oversight of industry delegates and authorised persons.

CASA has annual reporting responsibilities under section 46 of the PGPA Act and section 49 of the *Civil Aviation Act 1988*. CASA also has a range of reporting and other responsibilities under legislation generally applicable to Commonwealth entities, including the *Modern Slavery Act 2018*, and adopts best practice reporting.

CASA is subject to requirements of the Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017 that specify Australian Government charging for regulatory activities. No new government policy orders that applied to CASA were issued under section 22 of the PGPA Act in 2021–22.

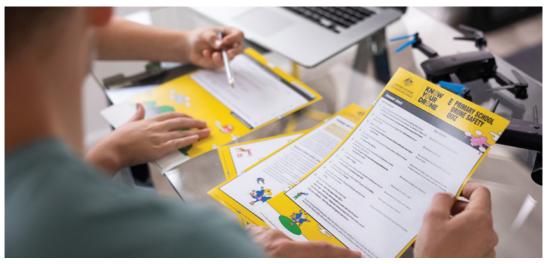


Image: Civil Aviation Safety Authority

# Portfolio structure and responsible minister

CASA is a statutory authority within the Infrastructure, Transport, Regional Development, Communications and the Arts portfolio.

During 2021–22, the ministers with portfolio responsibility for CASA were:

- the Hon Barnaby Joyce MP, in his capacity as Minister for Infrastructure, Transport and Regional Development, from 1 July 2021 until 22 May 2022
- the members of the interim Albanese Ministry from 23 May 2022 to 31 May 2022
- · the Hon Catherine King MP, in her capacity as Minister for Infrastructure, Transport, Regional Development and Local Government, from 1 June 2022 to 30 June 2022.

# Ministerial directions

On 13 January 2022, the Minister for Infrastructure, Transport and Regional Development issued a notice of strategic direction under section 12A of the Civil Aviation Act 1988, in the form of a Statement of Expectations for the Board of CASA. The Statement of Expectations is the formal and public written expression of the Minister's expectations concerning the operations and performance of CASA for the period from 31 January 2022 to 30 June 2023.

CASA performs its role in line with the principles of the Australian Government's Regulator Performance Guide and the strategic direction articulated in the Statement of Expectations. Our response to the Minister's expectations is reflected in the goals and strategies of our corporate plan.

We also operate under the Australian Airspace Policy Statement 2021. Made by the Minister in accordance with section 8 of the Airspace Act 2007, the statement provides the Australian Government's airspace policy objectives and priorities to CASA. The current statement commenced on 24 November 2021.

# **CASA Board**

The CASA Board was established under Part VII of the Civil Aviation Act 1988. The functions of the Board are to:

- · decide CASA's objectives, strategies and policies
- ensure that CASA performs its functions in a proper, efficient and effective manner
- ensure that CASA complies with specified ministerial directions.

The Board is the accountable authority of CASA under section 12 of the PGPA Act, with duties as described in Part 2-2 of that Act.

The Board puts in place broad strategies, policies and appropriate directions to guide CASA in the conduct of its day-to-day business.

#### **Board members**

The Board is composed of a Chair; up to 5 other non-executive members, (one of whom the Minister appoints as Deputy Chair); and the Chief Executive Officer and Director of Aviation Safety as an executive member.

#### **Appointments**

The Director of Aviation Safety is appointed under Part VIIA of the Civil Aviation Act 1988, to manage CASA subject to the directions of, and in accordance with policies determined by, the Board. After consulting the Minister, the Board appoints the Director on a full-time basis for a term of up to 5 years, subject to possible reappointment.

All other Board members are appointed on a part-time basis by the Minister for terms of up to 3 years, subject to possible reappointment. In appointing Board members, the Minister must ensure that there is an appropriate balance of professional expertise and experience but need not ensure that particular sectors of the aviation industry are represented.

## Membership in 2021-22

At 30 June 2022, the Board comprised Mark Binskin AC (Chair), Michael Bridge, Donna Hardman, Marilyn Andre, Elizabeth Hallett, Felipe Gonzalez, and Pip Spence PSM.

The Deputy Chair position was not occupied in 2021-22.

During the year:

- · Anthony Mathews completed his term as a Board member and Chair on 19 August 2021.
- · Mark Binskin AC was appointed to the Board as Chair for a 3-year term commencing on 20 August 2021.
- Michael Bridge's appointment was extended by 2 years from 1 October 2021.
- Felipe Gonzalez was appointed to the Board for a 3-year term commencing on 23 March 2022.

Figure 7 provides details of Board members' experience and qualifications.

#### Figure 7. CASA Board members, 2021–22

## Members at 30 June 2022

Mark Binskin AC Non-executive member

Chair

First appointed: 20 August 2021 End of term: 19 August 2024



Mark Binskin is a highly respected senior executive and leader in the national security, defence and aerospace sectors. He was Chief of the Defence Force of Australia from 2014 to 2018, Vice Chief of the Defence Force from 2011 to 2014 and Chief of Air Force from 2008 to 2011. In 2020, he was Chair of the Royal Commission into National Natural Disaster Arrangements.

He is currently Chair of the Australia Pacific Security College Advisory Board and Deputy Chair of the Sir Richard Williams Foundation. He is a member of the boards of the Western Parkland City Authority and Invictus Australia and the Governing Committee of the Temora Aviation Museum and is a non-executive director at BAE Systems Australia and Nihon Cyber Defence.

Mark successfully led the Australian Defence Force (ADF), comprising 80,000 permanent and reserve personnel, to significantly improve capabilities and responses to major global events, and championed organisational change across areas of national security, culture, diversity and leadership performance. He has provided national security advice to the highest levels of government, industry leaders and international stakeholders, and his aerospace knowledge and expertise are extensive.

Mark was the ADF Airworthiness Authority and has over 3,500 flying hours in single-seat fighter aircraft, including the A-4G Skyhawk, Mirage 1110, F-16C and F/A-18 Hornet. He continues to be active in general aviation and holds commercial, recreational and remotely piloted aircraft pilot licences, and is a warbird owner.

Mark has completed the Harvard Business School Advanced Management Program and is a Graduate of the Australian Institute of Company Directors and a Fellow of the Royal Aeronautical Society.

Michael Bridge Non-executive member

First appointed: 1 October 2018 End of term: 30 September 2023



Michael Bridge holds an air transport pilot licence.

Michael was Regular Public Transport (Airline) Manager and later Group Operations Manager for Skyport Group. He became a member of the Board of Airnorth when Skyport Group and Airnorth merged operations, forming Capiteg Limited, and was CEO of Capiteg Limited for 17 years.

Michael joined the Board of the Regional Aviation Association of Australia in 1998 and chaired that board for 7 years. He has held numerous board positions, including on the Board of Trustees of The Aviation Industry Superannuation Trust and the Australian Super – Aviation Division Advisory Board, and has been Chair of the Board of Commissioners of Tourism NT since 2012.

Michael is a director and former Chair of the Northern Territory Major Events Company and is currently Chairman of CGH Group, an international specialist labour hire and recruitment company. He has sat on Embraer advisory boards and is an ambassador for the Australian Aviation Hall of Fame, Business Events Northern Territory and the Museum and Art Gallery of the Northern Territory.

Michael was awarded the National Australia Bank's Medal for Management Innovation in 2004 and named the Australian Aviation Personality of the Year in 2008 for his work on creating The Australian Aviation Associations Forum, Australian aviation's premier consulting body.

Michael is Chair of the Board's People and Culture Sub-committee.

Donna Hardman Non-executive member

First appointed: 1 January 2020 End of term: 31 December 2022



Donna Hardman is a governance expert, experienced non-executive director and board committee chairman with broad sector experience including ASX-listed, APRA-regulated, Fintech and public sector board appointments. She offers strategic thinking and a digital perspective along with corporate and project governance, regulatory compliance, risk management, financial management, technology, people and cultural change skills. Donna helps organisations meet some of today's most complex challenges – business transformation, innovation and digital disruption – coaching on change leadership and the nature of future-ready organisations.

Donna's 9-year non-executive director career includes roles as a non-executive director, Chairman of the Remuneration and Nominations Committee and member of the Mergers and Acquisitions Committee of an ASX-listed board during the company's sale and ASX-delisting; member of the Mergers and Acquisitions Committee of an APRA-regulated customer-owned bank during a merger; and a non-executive director and Chairman of Capital Allocation Advisory Committee of a Fintech during an ASX-listing. In the public sector, Donna holds 5 independent governance appointments with Australian Government departments in addition to her appointment with CASA.

During her 20-year executive career, Donna held international and national strategy and general management positions in the financial services sector and was founder and CEO of a boutique consultancy company responsible for building start-ups and delivering business and technical transformation projects.

Donna holds a Bachelor of Commerce from the University of New South Wales and a Master of Business Administration from Macquarie Graduate School of Management. She is a Graduate of the Australian Institute of Company Directors, an independent Member of the Institute of Public Administration Australia, and a Fellow of the Governance Institute of Australia. She has completed study of public/private sector innovation ecosystems, cyber security and sustainability through Tel Aviv University, Israel.

Marilyn Andre Non-executive member

First appointed: 1 July 2020 End of term: 30 lune 2023



Marilyn Andre is an experienced board director, consultant and advisory board member. Marilyn has an extensive background across the transport industry and tertiary education sectors, with expertise in simulation and training, regulations and international standards. With an in-depth knowledge of regulator interpretation and risk frameworks, Marilyn is a consultant to maritime and aerospace bodies on the development, implementation and evaluation of policies, standards and strategic risk management frameworks.

Marilyn was a director of Boeing Australia Holdings and the Managing Director of Boeing Training and Professional Services Australia. She has been Vice President of Women in Aviation Australian Chapter and a member of the Australian Air Force Cadets National Council. She is currently a consultant with the Aviata Group.

Marilyn lectures in the Master of Aviation Leadership Program and is on the advisory committee of the National Association of Women in Operations.

She holds a Bachelor of Commerce (Economics and Finance), a Bachelor of Commerce (Honours) (Investment Management) and a Graduate Diploma in Strategic Leadership. Marilyn is rated to fly Airbus A319/A340 and Boeing 747 aircraft.

Elizabeth Hallett Non-executive member

First appointed: 1 July 2020 End of term: 30 June 2023



Elizabeth Hallett is an experienced non-executive director and chair of audit and risk committees in regulated sectors, including the infrastructure and financial services sectors. She brings legal and regulatory, corporate governance, audit and risk management, and strategy development skills and experience to the Board.

Elizabeth is a non-executive director on the boards of Australian Retirement Trust, one of Australia's largest public offer superannuation funds (where she chairs the fund's Audit and Risk Committee); Lynch Group Holdings Limited; NSW Land Registry Services, a regulated infrastructure asset held under a concession deed from the New South Wales Government; and Clayton Utz, a national law firm. She is a reappointed member of the Australian Government Takeovers Panel and sits on the Advisory Committee of John Sample Group.

For 22 years, Elizabeth was a corporate partner with an international law firm, where she held global and national leadership roles.

Elizabeth holds a Bachelor of Commerce and a Bachelor of Laws from the University of Melbourne, and is a Graduate of the Australian Institute of Company Directors.

Felipe Gonzalez Non-executive member

First appointed: 23 March 2022 End of term: 22 March 2025



Felipe Gonzalez is a professor at Queensland University of Technology and a Chartered Professional Engineer. He is an experienced advisor with a passion for innovation in emerging aviation technologies and automation.

Felipe has been on the boards of a number of organisations, including V-TOL Aerospace, Aspect UAV Imaging and Australian Spatial Analytics.

Felipe holds a private pilot licence and a remotely piloted aircraft licence. He is the co-author of several books on uncrewed aerial vehicle (UAV) imaging and has published a large number of papers in remote piloted air autonomy and remote sensing.

Felipe is a member of the Royal Aeronautical Society, the Institute of Electrical and Electronics Engineers, the American Institute of Aeronautics and Astronautics, and the International Organization for Standardization technical committee on aircraft and space vehicles and its subcommittee on unmanned aircraft systems.

Pip Spence PSM Executive member First appointed: 17 May 2021

End of term: 16 May 2026



Before joining CASA as Chief Executive Officer and Director of Aviation Safety, Pip Spence held several senior leadership roles across the Australian Public Service, including in the Department of Infrastructure, Transport, Regional Development and Communications and its predecessors and the Department of the Prime Minister and Cabinet.

Her background includes extensive experience with regulated industries and policy development as well as more operational roles.

Pip has a Bachelor of Economics from the University of Tasmania and a Graduate Diploma in Economics from the Australian National University.

#### CASA Board member departed before 30 June 2022

**Anthony Mathews** Non-executive member

Chair

First appointed: 20 August 2018 End of term: 19 August 2021



Anthony Mathews has more than 45 years of experience in the aviation industry.

Anthony holds an air transport pilot licence. He worked as General Manager Aviation for the Royal Flying Doctor Service of Australia and as General Manager and Chief Pilot for Qantas regional subsidiary Southern Australia Airlines. His extensive work in regional aviation also included chairing the board of the Regional Aviation Association of Australia.

Beyond aviation, Anthony has worked with a number of companies and community organisations in the Mildura region of Victoria, including as a board member of the Mildura Co-operative Fruit Company and Lower Murray Water. He is a director and Deputy Chair of Mildura Health Fund, a Paul Harris Fellow of the Rotary Foundation and a Fellow of the Australian Institute of Company Directors.

Anthony also served on the board of Airservices Australia, the national civil provider of air traffic control and aviation rescue firefighting services at Australia's major airports. He was a member of the board between June 2012 and September 2017, served as deputy chairman from July 2014, and chaired the board's safety committee.

# **Board meetings**

Six scheduled Board meetings were held during 2021-22, on 18 August, 20 October and 8 December 2021 and 1 March, 28 April and 23 June 2022.

Anthony Matthews attended only the August meeting. Mark Binskin attended all meetings from October. Felipe Gonzalez attended the April and June meetings. Marilyn Andre attended all but the April meeting. Michael Bridge, Donna Hardman, Elizabeth Hallett and Pip Spence attended all 6 meetings.

#### **Board Audit and Risk Committee**

The Board appoints an audit committee, known as the Board Audit and Risk Committee, in accordance with section 45 of the PGPA Act.

The committee's role is to provide independent assurance and assist the Board to discharge its responsibilities under the Civil Aviation Act 1988 and the PGPA Act in respect of financial reporting, performance reporting, the system of risk oversight and management, the system of internal controls, and compliance with relevant laws and policies.

The committee's charter is available at casa.gov. au/about-us/who-we-are/casa-board

#### **Members**

The Board Audit and Risk Committee consists of 4 members: 2 Board members and 2 independent members who are external to CASA

Figure 8 provides details of all Board Audit and Risk Committee members in 2021–22.

Figure 8. Board Audit and Risk Committee members, 2021–22

**Lembit Suur** Independent member

Chair

First appointed: 1 January 2021

Lembit Suur has led innovations in public sector governance design and practice, process improvement and efficiency, performance monitoring, reporting and accountability structures.

Lembit has an extensive senior executive background in central government budgeting resourcing processes and led the development and implementation of the Public Governance, Performance and Accountability Act 2013. He has conducted reviews for various Australian governments and the Organisation for Economic Co-operation and Development. He is Chair of the National Recovery and Resilience Agency audit and risk committee.

Lembit holds Bachelor of Law and Bachelor of Arts (Hons) degrees from the University of Sydney, as well as postgraduate qualifications from the University of Sydney and Stanford University. He is a Graduate of the Australian Institute of Company Directors.

## Amanda Phillips Independent member First appointed: 25 March 2020

Amanda Phillips is an experienced non-executive director with extensive cross-industry knowledge in the private, public/government and not-for-profit sectors. She brings with her extensive knowledge of financial management, industry regulatory application, corporate governance, audit application and innovative transformational change.

Amanda is a non-executive director on the Board of Mildura Health Insurance, Mildura Private Hospital, Sunraysia Institute of TAFE and Riverbend Sanctuary Limited. She is an active member of risk committees and an audit committee chair.

Amanda is a Chartered Accountant and member of the Institute of Chartered Accountants of Australia and New Zealand. She has a Bachelor of Business, with postgraduate qualifications in applied finance and investments, and is a Graduate of the Australian Institute of Company Directors.

## Elizabeth Hallett Board member First appointed: 9 July 2020

Elizabeth Hallett is an experienced non-executive director and chair of audit and risk committees in regulated sectors, including the infrastructure and financial services sectors. She brings legal and regulatory, corporate governance, audit and risk management, and strategy development skills and experience to the Board.

Elizabeth is a non-executive director on the boards of Australian Retirement Trust, one of Australia's largest public offer superannuation funds (where she chairs the fund's Audit and Risk Committee); Lynch Group Holdings Limited; NSW Land Registry Services, a regulated infrastructure asset held under a concession deed from the New South Wales Government; and Clayton Utz, a national law firm. She is a reappointed member of the Australian Government Takeovers Panel and sits on the Advisory Committee of John Sample Group.

For 22 years, Elizabeth was a corporate partner with an international law firm, where she held global and national leadership roles.

Elizabeth holds a Bachelor of Commerce and a Bachelor of Laws from the University of Melbourne and is a Graduate of the Australian Institute of Company Directors.

Marilyn Andre Board member First appointed: 21 April 2021

Marilyn Andre is an experienced board director, consultant and advisory board member. Marilyn has an extensive background across the transport industry and tertiary education sectors, with expertise in simulation and training, regulations, and international standards. With an in-depth knowledge of regulator interpretation and risk frameworks, Marilyn is a consultant to maritime and aerospace bodies on the development, implementation and evaluation of policies, standards and strategic risk management frameworks.

Marilyn was a director of Boeing Australia Holdings and the Managing Director of Boeing Training and Professional Services Australia. She has been Vice President of Women in Aviation Australian Chapter and a member of the Australian Air Force Cadets National Council. She is currently a consultant with the Aviata Group.

Marilyn lectures in the Master of Aviation Leadership Program and is on the advisory committee of the National Association of Women in Operations.

She holds a Bachelor of Commerce (Economics and Finance), a Bachelor of Commerce (Honours) (Investment Management) and a Graduate Diploma in Strategic Leadership. Marilyn is rated to fly Airbus A319/A340 and Boeing 747 aircraft.



Image: Civil Aviation Safety Authority

## Meetings

The Board Audit and Risk Committee held 5 meetings during 2021-22. All committee members attended all meetings they were eligible to attend.

Table 10 shows each committee member's attendance, along with their total remuneration for 2021-22.

Table 10. Board Audit and Risk Committee attendance and remuneration, 2021–22

|                        | Meetings attended |                 |                 |                |                |               |  |
|------------------------|-------------------|-----------------|-----------------|----------------|----------------|---------------|--|
| Member                 | 16 Aug.<br>2021   | 17 Nov.<br>2021 | 10 Feb.<br>2022 | 7 Apr.<br>2022 | 9 June<br>2022 | <b>(\$)</b> ª |  |
| L Suur                 | Υ                 | Υ               | Υ               | Υ              | Υ              | 27,000        |  |
| A Phillips             | Υ                 | Υ               | Υ               | Υ              | Υ              | 13,500        |  |
| E Hallett <sup>a</sup> | Υ                 | Υ               | Υ               | Υ              | Υ              | 8,134         |  |
| M Andre                | Υ                 | Υ               | Υ               | Υ              | Υ              | 8,134         |  |

a Total remuneration is as defined by section 4 of the Public Governance, Performance and Accountability Rule 2014 and reflects only remuneration paid for Board Audit and Risk Committee duties.

# **People and Culture Sub-committee**

The People and Culture Sub-committee was established in April 2022 to provide independent advice and assurance on all people and culture matters to assist the Board to discharge its relevant responsibilities under the Civil Aviation Act 1988 and other legislation. This includes:

- monitoring the alignment of CASA's culture and workforce strategies to ensure that the outcomes are values driven, strategically aligned, within risk appetite and consistent with community expectations
- monitoring implementation of management's response to issues raised by staff in the Australian Public Service employee census and other staff-related surveys
- monitoring key metrics, dashboards and data from various sources to support an assessment of the overall effectiveness and adequacy of people and workforce strategies, policies and practices relating to the management of CASA's people and culture.

The sub-committee is chaired by CASA Board member Michael Bridge and comprises the Chair, Chief Executive Officer and Director of Aviation Safety Pip Spence, and an independent human resources specialist, Linda Spurr. The sub-committee held 2 meetings in 2021–22.

# **Organisational structure**

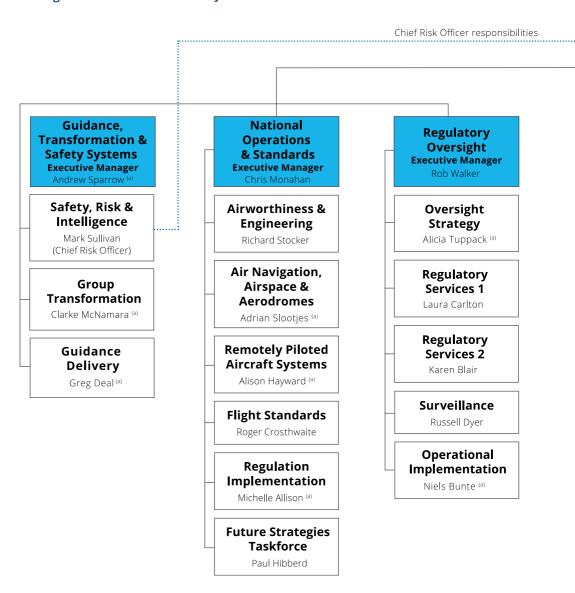
CASA's structure is designed to ensure that resources are aligned to core functions, providing for clear lines of reporting.

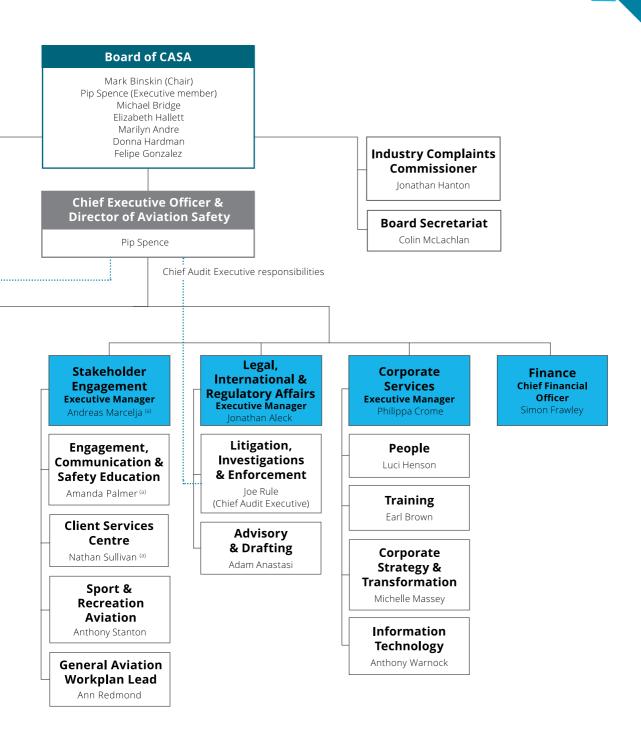
Figure 9 shows the elements and relationships of CASA's organisational structure at 30 June 2022. CASA has no subsidiaries.

Figure 9. Organisational structure at 30 June 2022

#### **Board Audit & Risk Committee**

Lembit Suur (Chair) Amanda Phillips Elizabeth Hallett Marilyn Andre





(a) acting

# **Organisational changes**

During 2021–22, changes were made to flatten CASA's executive structure so that all executive managers report directly to the Chief Executive Officer and Director of Aviation Safety. As a result, all executive managers are now part of CASA's Executive Committee, ensuring greater alignment, transparency and coordination in strategic decisions made to support the aviation industry.

An administrative and business services review was finalised and changes came into effect on 18 November 2021. The changes have resulted in a more structured career path for staff, and increased clarity in role requirements and consistency in classification levels.

On 1 December 2021, the Future Strategies Taskforce was established, to enhance CASA's regulatory excellence in supporting the deployment of emerging aviation technologies and capabilities by developing a campaign for the delivery of regulatory activities over the next 3 to 10 years.

In June 2022, the decision was taken to establish a new, time-limited unit to deal with emerging safety policy issues in the National Operations and Standards Division. Working collaboratively with internal and external stakeholders, the unit's policy advisors will unpack issues, challenge extant policies, and develop options for the Aviation Safety Committee to consider and prioritise for further development and implementation. Benefits of this work are expected to be clearer, broadly connected safety policies that enable solutions to be applied faster and smarter.

Following on from organisational design reviews and the implementation of the new regulatory oversight operating model in 2020–21, a functional mapping and alignment exercise was commenced to ensure that CASA has a fit-for-purpose structure and operating model that is consistent with our regulatory functions and supports industry. This work is expected to be completed in early 2022–23.

#### Structure

In October 2021, the Aviation Group was ceased, creating a flatter organisational structure. This resulted in the Group Executive Manager Aviation position being removed from the structure and the reporting lines of all executive managers being directed to the Chief Executive Officer and Director of Aviation Safety. This did not impact the reporting lines or responsibilities of any other staff.

The Group Transformation and Safety Systems Division was renamed the Guidance, Transformation and Safety Systems Division on 9 November 2021. The Guidance Delivery Branch was transferred to the Guidance, Transformation and Safety Systems Division from the Regulatory Oversight Division on 10 November 2021, to improve alignment of functions.

The Regulatory Oversight Division has realigned functions because of the implementation of the new operating model.

# Senior management

During 2021-22:

- · Graeme Crawford departed as Group **Executive Manager Aviation**
- Craig Martin departed as Executive Manager Regulatory Oversight
- · Rob Walker was transferred to Executive Manager Regulatory Oversight
- Leanne Yannopoulos departed as Executive Manager Group Transformation and Safety Systems
- · Chris de Luis departed as Branch Manager Regulatory Services and Surveillance Transformation Project
- · Luke Gumley departed as Branch Manager Remotely Piloted Aircraft Systems
- · John Forrest departed as Branch Manager, Information Technology
- Teresa Cremer departed as National Manager Oversight Strategy
- Richard Stocker was promoted as Branch Manager Airworthiness and Engineering
- · Laura Carlton was promoted to National Manager Regulatory Services 1
- Karen Blair was promoted to National Manager Regulatory Services 2
- Russell Dyer was appointed as National Manager Surveillance
- Clarke McNamara was promoted to Branch Manager Guidance Delivery
- Anthony Warnock was appointed as Branch Manager Information Technology.

# **Executive leadership team**

CASA's executive leadership team comprises 6 executive managers and the Chief Financial Officer, as shown in Figure 10. Information on executive remuneration is provided in tables B.5 - B.6 in Appendix B.



Image: Civil Aviation Safety Authority

Figure 10. Division roles and executives, 30 June 2022

## **Guidance, Transformation and Safety Systems Andrew Sparrow Executive Manager (acting)**



#### Role

The Guidance, Transformation and Safety Systems Division is responsible for receiving, analysing, and reporting to CASA management on all aspects of risks in aviation, through assessment of domestic and international aviation safety data, incident and accident trend analysis, over-the-horizon risk analysis, international benchmarking, and robust risk assessment processes. It supports CASA to meet its international civil aviation standards as determined by ICAO.

The division supports CASA transformation activities related to systems and processes that will uphold CASA regulatory functions and industry interaction in the future, including the enablement of the Enterprise Aviation Processing system, ongoing collaboration with industry, information sharing in government, and robust decision-making.

#### **Executive Manager**

Andrew Sparrow has a 42-year history in aviation.

Andrew started his career as an air traffic controller with the Royal Australian Air Force in 1980 and worked in many locations around Australia and in Malaysia during his 27 years as an Air Force Officer. In 2005, Andrew joined Airservices Australia, where he was employed in various industry and Defence relationship management roles.

In 2015, Andrew joined CASA as Manager of the Office of Airspace Regulation. He was appointed to the role of Branch Manager Air Navigation, Airspace and Aerodromes in 2019 and took up his current role as acting Executive Manager Guidance, Transformation and Safety Systems in 2022.

Andrew was previously involved in developing a future strategy for integrating civil and military air traffic control in Australia, which included making presentations on civil-military cooperation to the International Civil Aviation Organization (ICAO) in Montreal.

More recently, Andrew was responsible for developing the future Australian airspace strategy and plans for future aviation capabilities. Andrew is now focused on delivering outcomes that better support CASA and industry in delivering regulatory services through the implementation of world-leading aviation data processing systems and aviation risk analysis processes.

#### **National Operations and Standards**

**Chris Monahan Executive Manager** 



#### Role

The National Operations and Standards Division is responsible for policy and legislation for all aviation safety standards, including standards for licensing, flight operations, airworthiness, air navigation, airspace, aerodromes and remotely piloted aircraft systems. The division is also responsible for nationally administered regulatory services and surveillance, including aircraft certification and production, air navigation services, airspace and aerodromes.

#### **Executive Manager**

Chris Monahan obtained his technical education with undergraduate qualifications from the University of California, Davis, and his Master of Aviation Science and Master of Business Administration from Embry-Riddle Aeronautical University.

Chris began his aviation career in 1986 as a student pilot in the United States Air Force. His flight experience includes over 40 domestic and international aircraft and multiple deployments to Afghanistan, Iraq and North Atlantic Treaty Organization locations.

His flying roles included forward air controller, fighter pilot, operational test and evaluation pilot, and chief pilot for remote operations.

Other aviation roles Chris has held include instructor pilot, flight examiner, functional check flight pilot, and maintenance quality assurance officer. He was a trained safety officer and accident investigator at multiple organisational and national levels.

Chris has led organisations focused on the delivery of new aircraft, the upgrading of legacy aircraft, remotely piloted aircraft design and operations, airworthiness, flight testing, simulator design, inspections and surveillance. Prior to arriving at CASA in 2016, he served as a senior diplomatic representative to Kenya, Ethiopia, Uganda and Azerbaijan and provided support to host and allied nations on aviation issues.

#### **Regulatory Oversight**

**Rob Walker Executive Manager** 



#### Role

The Regulatory Oversight Division is responsible for meeting CASA's functional obligations in relation to entry control and ongoing compliance monitoring of regulated aviation industry participants. This accountability exists across all sectors of the aviation industry, from single-aircraft mustering operations through to large maintenance organisations, major group airlines and remotely piloted aircraft systems. The division provides access to approvals to conduct aviation activities for industry participants, and monitors industry compliance to ensure the safety of the travelling public.

#### **Executive Manager**

Rob Walker has over 30 years of experience in stakeholder engagement and public affairs and has worked in aviation since 2000.

Rob led stakeholder engagement at CASA from April 2016 until he took on the role of Executive Manager Regulatory Oversight in 2022. Prior to joining CASA, he worked at Airservices Australia in a similar role.

Rob is passionate about the aviation industry, is well known to many in the industry, and has significant experience in strategic stakeholder engagement, issues management and corporate communications. He is a Fellow of the Royal Aeronautical Society, a Graduate of the Australian Institute of Company Directors and a private pilot.

Rob is CASA's Abilities Champion and a member of the Major Programs Board and the Aviation Safety Committee.

#### **Stakeholder Engagement Andreas Marcelia Executive Manager (acting)**



#### Role

The Stakeholder Engagement Division manages CASA's consultation and engagement with industry and other stakeholders and coordinates the Aviation Safety Advisory Panel and technical working groups. The division also develops and delivers CASA's safety promotion and education campaigns for the Australian aviation industry and is responsible for all corporate communication. Within the division, the Client Services Centre provides a range of regulatory service approvals and permissions (including aviation medicals) to the aviation community, in close partnership with other parts of CASA. The Sport and Recreation Aviation Branch works with Civil Aviation Safety Regulations Part 149 organisations and other self-administering sport and recreational aviation organisations.

#### **Executive Manager**

Andreas Marcelja has worked in aviation for more than 25 years and is passionate about the industry and achieving safety outcomes through collaboration.

Andreas led CASA's Engagement, Communication and Safety Education Branch from November 2106 until he commenced acting as Executive Manager Stakeholder Engagement in November 2021.

Prior to joining CASA, Andreas worked with Airservices Australia in a number of senior management roles, including government affairs, international engagement and communications.

Andreas holds a commercial pilot licence and started his aviation career as a charter pilot in the general aviation sector. He holds a Graduate Certificate in Aviation Human Factors from Swinburne University of Technology.

#### Legal, International and Regulatory Affairs **Jonathan Aleck**

**Executive Manager** 



#### Role

The Legal, International and Regulatory Affairs Division performs CASA's legal services functions, including providing advice on regulatory and corporate matters; representing CASA in courts, tribunals and coronial proceedings; drafting legislative and legal instruments; administering aspects of CASA's enforcement processes; conducting investigations of potential offences under civil aviation legislation; and managing CASA's alcohol and other drugs testing program and conflict of interest scheme.

The division is responsible for managing CASA's strategic international engagement on matters related to Australia's involvement with ICAO; assistance to regulators in the Asia-Pacific region, and Australian Aid programs with Indonesia and Papua New Guinea; and relationships with counterpart regulators around the world.

The regulatory affairs function includes developing and applying innovative regulatory policy and practice initiatives, implementing CASA's regulatory philosophy, managing the policy of industry self-administration, and advising on the development and implementation of other high-level strategic and policy-orientated programs.

#### **Executive Manager**

Jonathan Aleck holds a Juris Doctor, a Bachelor of Arts in psychology, a Master of Arts in political science and a Doctor of Philosophy in law. He is a Fellow of the Royal Aeronautical Society and the Australian Institute of Managers and Leaders. He is a member of the Australian Institute of Administrative Law, having served as president of the institute for 2 terms.

Jonathan joined the then Civil Aviation Authority as a legal officer in 1993, and subsequently served as CASA's Chief Legal Officer. Jonathan has taught in the faculties of law, politics and public policy at universities in Australia, Canada, the United States and Papua New Guinea. He also worked as an independent legal consultant and specialist advisor in the United States. He lectures occasionally on contemporary aviation issues at the Australian National University, the University of New South Wales and the Australian Defence Force Academy.

Between 1998 and 2003, Jonathan served as Australia's representative on the Council of ICAO. He currently chairs ICAO's Safety Information Protection Implementation Group and is Vice-chair of the Flight Safety Foundation's Legal Advisory Committee. He continues to represent Australia at many international aviation meetings and conferences.

#### **Corporate Services** Philippa Crome **Executive Manager**



#### Role

The Corporate Services Division contributes to aviation safety by enhancing capability, capacity and service delivery across the organisation, through the development and continuous improvement of people, processes, technology and service offerings. The division's responsibilities include people and culture, training, governance, business transformation and IT.

#### **Executive Manager**

Philippa Crome joined CASA in January 2019. In addition to being Executive Manager Corporate Services, she is CASA's Indigenous Champion, Chief Security Officer, Deputy Chair of the Major Programs Board, and a member of the Executive Committee and the Aviation Safety Committee.

Philippa has a Master of Strategic Human Resource Management, a Master of International Relations and a Bachelor of Arts (Hons). She has also completed the Harvard Business School's Advanced Management Program.

Prior to joining CASA, Philippa acquired over 20 years of experience working in roles in human resources, communications and governance in the public and private sectors. She has also worked as a parliamentary advisor, at state and Commonwealth levels, and has been responsible for developing and implementing whole-of-government policy and managing government service delivery panels.

Philippa has previously worked for the Australian Federal Police, Department of Defence, Department of the Prime Minister and Cabinet, Department of Infrastructure, Transport, Regional Development and Local Government, and Department of Finance.

**Finance Simon Frawley Chief Financial Officer** 



#### Role

The Finance Branch is responsible for financial accounting and financial transactional services, including accounts payable, accounts receivable and travel; management accounting; internal and external budgets; cost recovery; payroll; and financial performance reporting within CASA. It is also responsible for managing CASA's office accommodation portfolio and physical security as well as maintaining CASA's contracts and procurement policies and compliance.

#### **Executive Manager**

Simon Frawley has a Bachelor of Arts in accounting and is a Member of Chartered Accountants Australia and New Zealand. Simon joined CASA in October 2010, as Manager Financial Services and Reporting, and was acting Chief Financial Officer from April 2015 until his permanent appointment to the position in July 2016.

Simon started his career as a graduate with the Australian National Audit Office. After almost 10 years there, he moved to the United States, where he worked for a general insurance company as an internal auditor.

On returning to Australia, Simon worked as Business Analysis Manager for Health Services Australia Group (HSA), a government business enterprise. When HSA was acquired by Medibank Private and became Medibank Health Solutions, Simon was appointed Finance Manager. In this executive role he had overall management responsibility for corporate finance functions.

### Risk management

CASA applies an enterprise-wide approach to risk management consistent with the Commonwealth Risk Management Policy 2014 and the requirements of the PGPA Act.

#### Strategic risks

In April 2021, the CASA Board identified 5 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 in April 2021 and will be reviewed by the end of 2022 as part of the regular review cycle.

The CASA Board has expressed a low appetite for risk overall, but acknowledges that some level of risk is necessary for risks relating to CASA's relationship with the aviation community, and risks relating to CASA's ability to adapt, and to influence our environment.

#### Risk approach

The identification, analysis, treatment, monitoring and review of risk are embedded into CASA's functions and contribute directly to the achievement of CASA's corporate goals.

CASA gathers enterprise risk intelligence and conducts periodic reviews in relation to emergent and future risks.

To influence a positive risk culture, risk management is a key component of CASA's orientation program and part of the manager orientation training program.

#### **Key achievements**

In 2021-22, CASA completed a review of CASA's risk management process, culminating in the finalisation of a revised risk manual that incorporates several better-practice tools and methods that enable the proactive and effective management of risk. This work was complemented by the introduction of the Aviation Safety Scorecard, which supports the CASA Board and the Executive Committee, through the Aviation Safety Committee, in monitoring aviation safety risk and performance.

As a result of the enhancements made to CASA's enterprise risk management framework, CASA was recognised as a finalist in the bi-annual Comcover Commonwealth Awards for Excellence in Risk Management, in the enterprise-wide category.

## Internal audit arrangements

CASA's risk-based strategic annual audit plan and 3-year internal audit strategic plan provide for a mix of performance, financial, IT and compliance audits across the organisation. The internal audit program is designed to align with CASA's corporate plan, operating model, strategic goals and risks.

Audit activities are conducted in accordance with relevant professional standards including but not limited to:

- the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors
- the Information Systems Audit and Assurance Standards issued by Information Systems Audit and Control Association
- · standards issued by Standards Australia and the International Organization for Standardization.

CASA continually seeks to improve and streamline audit processes, improve the quality of audit reports and engage with managers to improve the timing and scope of audits.

As part of the 2021–22 internal audit program, 6 audits were completed, comprising a mixture of performance audits in areas including industry capture, information management and enforcement. The audits provided an evidence-based perspective on the effectiveness of internal controls, the efficiency of CASA's resource use and whether CASA is achieving objectives.

## Recognition of **CASA** reporting

The CASA Annual Report 2020-21 was recognised with a prestigious Gold award in the 2022 Australasian Reporting Awards. Having received 10 consecutive Gold awards for its reporting, CASA was also awarded an Australasian Reporting Awards Chair's Commendation for consistent and outstanding performance.

#### Governance committees

In March 2022, an independent consulting firm, Proximity, completed a governance and organisational health check of CASA. The intent was to review CASA's governance framework to determine its effectiveness in supporting us to perform our functions and achieve our strategic objectives well into the future.

Proximity made a number of observations against 6 principles of public sector governance, which informed the development of recommendations to improve CASA's governance structure, processes and documentation, capability, and organisational culture. One of the key recommendations was to streamline CASA's governance structure, including by simplifying the structure and functions of governance committees and establishing a time- and purpose-limited subcommittee of the Board

In response to the review, CASA disbanded its Investment Committee, People Committee and Protective Security Sub-Committee. The mandate of CASA's Executive Committee was expanded in regard to investment decisions, people matters and security.

At 30 June 2022, CASA had 3 internal governance committees.

#### **Executive Committee**

The Executive Committee assists the Chief Executive Officer and Director of Aviation Safety and the executive leadership team to drive the implementation of strategies as decided by the Board and the Chief Executive Officer and Director of Aviation Safety, and to manage the operations of CASA. The Executive Committee has absorbed additional responsibilities since the governance committee structure was streamlined in March 2022.

Membership of the Executive Committee comprises the Chief Executive Officer and Director of Aviation Safety; Executive Manager National Operations and Standards; Executive Manager Regulatory Oversight; Executive Manager Guidance, Transformation and Safety Systems; Executive Manager Corporate Services; Executive Manager Legal, International and Regulatory Affairs; Executive Manager Stakeholder Engagement; and Chief Financial Officer. The committee meets fortnightly.

#### **Aviation Safety Committee**

The Aviation Safety Committee is an advisory and monitoring committee which supports the Chief Executive Officer and Director of Aviation Safety on matters related to regulatory and safety compliance, safety strategies, safety performance, international safety developments and emerging aviation safety risks. The Aviation Safety Committee comprises the Chief Executive Officer and Director of Aviation Safety, all Executive Managers, and the Chief Risk Officer. It meets between 6 and 12 times per year, reserving bi-monthly meetings to discuss policy specific matters as required.

#### **Major Programs Board**

The Major Programs Board, chaired by the Chief Executive Officer and Director of Aviation Safety, provides whole-of-portfolio oversight of programs and projects, and strategic advice and direction within organisational priorities for business improvement projects and enabling activities. The Major Programs Board provides strategic oversight of all projects and programs of work, as well as interdependent and enabling activities.

Membership of the Major Programs Board comprises the Chief Executive Officer and Director of Aviation Safety, Executive Manager Corporate Services, Executive Manager National Operations and Standards, Executive Manager Regulatory Oversight Division and 2 external independent members from other Commonwealth entities. The Major Programs Board meets at least 6 times per year.

## **Public interest** disclosure policy

CASA's policy and procedures on public interest disclosure are consistent with the requirements of the Public Interest Disclosure Act 2013. They enable confidential disclosure of matters and protect disclosers from fear or threats of reprisal for making a disclosure. CASA reports the number and types of disclosures to the Commonwealth Ombudsman annually.

### Code of conduct

CASA's Values and Code of Conduct outline the standard of behaviour expected of CASA employees. They are promoted to new employees during their orientation and covered in online training for all staff. CASA behaviours are embedded in our performance management process, the Performance and Communication Scheme, which applies to all employees.

During 2021–22, 2 allegations were referred for investigation. One matter was finalised with a breach of the Code of Conduct found.

In response to staff feedback provided through the 2021 Australian Public Service employee census, CASA developed an internal complaints management framework that was launched in February 2022. The framework brings all workplace issues resolution channels together into a single point of reference, and provides important information on steps, confidentiality, responsibilities of parties and support options. The framework outlines that, where appropriate, managers are expected to resolve lower-level workplace issues before matters are escalated to the more formal channels.

Table 11 provides details of investigations in the past 3 financial years.

Table 11. Code of Conduct investigations, 2019–20 to 2021–22

| Detail                                     | 2019-20 | 2020-21 | 2021-22 |
|--|---------|---------|---------|
| Investigations commenced                   | 2       | 1       | 2       |
| Investigations finalised                   | 3       | 1       | 1       |
| Investigations ongoing at 30 June          | 0       | 0       | 1       |
| Employees who breached the Code of Conduct | 5       | 0       | 1       |
| Non-financial sanctions                    | 3       | 0       | 0       |
| Terminations                               | 0       | 0       | 1       |
| Financial sanctions                        | 0       | 0       | 0       |

#### Conflict of interest

CASA has mechanisms in place to ensure that public trust and confidence in the performance of CASA's regulatory functions is not undermined by actual or perceived conflicts of interest

#### **Board members**

Section 58 of the Civil Aviation Act 1988 provides that a Board member must not engage in any paid employment that, in the opinion of the Minister, conflicts with the proper performance of their duties as a member of CASA's Board. Similarly, section 78 provides that the Director of Aviation Safety must not engage in any paid employment outside the duties of their office except with the Board's approval.

The PGPA Act and the PGPA Rule provide that a Board member who has a material personal interest in a matter that relates to the affairs of CASA must disclose details of the interest to each of the other Board members. The notice must include details of the nature and extent of the Board member's interest and how the interest relates to CASA's affairs

Disclosures must be made at a Board meeting, as soon as practicable after the Board member becomes aware of the interest or, if there is a change in the nature or extent of the interest. as soon as practicable after the Board member becomes aware of that change. The details of the notice given are recorded in the minutes of the next Board meeting.

Disclosures of airline lounge memberships are included in a Board member's Standing Notice of Material Personal Interest, and the Board Secretary maintains a register of all information (records) concerning conflict of interest, hospitality and gifts.

### **Employees**

CASA's conflict of interest policy and procedures ensure that private interests of its employees do not improperly influence any employee's performance of their duties and responsibilities.

The policy requires employees to declare, on an ongoing basis, any private interests or associations which might interfere, or be perceived to interfere, with the objective performance of their roles. Such private interests might include previous or continuing employment in the aviation industry, private relationships with persons or entities that are regulated by CASA or perform services for CASA, ownership of particular assets such as aircraft or shares, or the receipt of particular benefits such as lounge memberships.

All employees complete an online training package which reminds them of key elements of CASA's conflict of interest policy.

Every employee must complete conflict of interest declaration forms at various times during their employment, including on commencement and following a change of circumstance (such as a change of position). These declarations require disclosure of the full range of matters that could potentially give rise to a conflict of interest. Disclosures are assessed in terms of actual, potential and perceived risk of conflict. A mitigation strategy is established for any identified conflicts and reviewed and endorsed by the employee's manager.

All conflict of interest management plans and associated declarations are reviewed by the Litigation, Investigations and Enforcement Branch to ensure that proposed strategies adequately address the risks and CASA maintains a consistent approach to the management of conflicts of interest.

#### Fraud control

All CASA employees must complete online fraud awareness training within 3 months of commencing their employment and every 2 years thereafter.

CASA's Fraud Control and Integrity Plan 2021-2023 has been endorsed by the Board Audit and Risk Committee and the CASA Board. The plan is aligned with the Commonwealth Fraud Control Framework.

CASA did not investigate any matters of alleged internal fraud in 2021–22. A number of minor irregularities, primarily involving the inadvertent misuse of CASA corporate credit cards, were identified and reviewed, and staff members were reminded of their obligations in relation to the use of the cards they hold. No fraud-related matters were referred to the Australian Federal Police or the Commonwealth Director of Public Prosecutions.

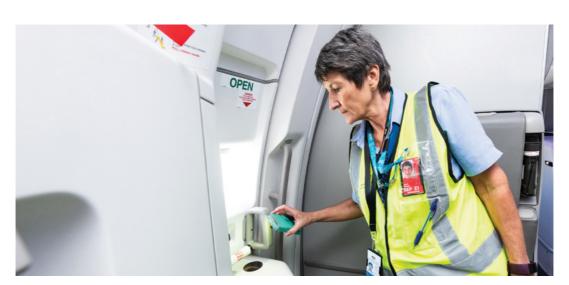


Image: Civil Aviation Safety Authority

## **External engagement**

Effectively consulting and communicating with the aviation industry and the wider aviation community, in Australia and overseas, are key elements of CASA's corporate goals and responsibilities under the Civil Aviation Act 1988.

## Stakeholder survey

A CASA stakeholder satisfaction survey was not conducted in 2021-22. The most recent survey was conducted by Faster Horses in 2020. The results, examining attitudes towards CASA and aviation safety regulation, were released in April 2021 and were discussed in the CASA Annual Report 2020–21.

The next survey will be conducted in 2022–23.

## **Community engagement**

Pursuant to paragraph 9(2)(b) of the Civil Aviation Act 1988, CASA promotes 'full and effective consultation and communication with all interested parties on aviation safety issues'. CASA achieves this through information provision and a range of forums and day-to-day dealings with people and organisations in the wider aviation community, including formal meetings, working groups and consultation committees

#### Social media

CASA engages with the aviation community online through Facebook, LinkedIn, YouTube and Twitter. CASA's total audience, across all channels, reached 122,470 followers in 2021–22. All CASA social media channels continued to experience steady growth in number of followers. The LinkedIn channel experienced the highest rate of growth, at 12.6%.

The top Facebook post during 2021–22 related to an image that captured one of CASA's employees, Air Force Reserve Flight Lieutenant Michael Poole, flying a Hudson bomber over the Central Coast Airshow in New South Wales. The post had 1,752 engagements and 397 reactions, comments and shares.

The top LinkedIn post related to the launch of the new in-person forum, FlySafe. It had 1,774 engagements and 109 reactions, comments and shares.

#### **CASA Consultation Hub**

The CASA Consultation Hub supported 30 consultations and feedback surveys during 2021–22, with a total of 2,751 responses, as shown in Table 12

Table 12. CASA Consultation Hub activity, 2019–20 to 2021–22

| Period  | 2019-20 | 2020-21 | 2021-22 |
|---|---------|---------|---------|
| Public consultations and feedback surveys supported | 48      | 26      | 30      |
| Responses received                                  | 4,776   | 2,602   | 2,751   |

In 2021–22, we had 45,491 unique visits to the site, with 192,044 page views. In addition to several consultations concerning remotely piloted aircraft, we supported significant consultations related to aviation medical policy, emerging technologies and general aviation maintenance rules.

#### Magazine

Flight Safety Australia, CASA's flagship publication, is a highly regarded source of credible and informative coverage of aviation safety. It is available for free online, or via a print subscription.

The 64-page print edition is circulated to over 3,100 subscribers every 3 months, presenting features, news and in-depth analysis on a wide range of topics by expert contributors from the aviation community.

The online edition publishes topical news and unique digital-only content, including safety videos and audio recordings of 'close calls'. Readers can engage with peers from the aviation community by liking, sharing or commenting on the articles at flightsafetyaustralia.com. The site attracted 321,519 unique visitors during 2021-22.

#### **E-newsletters**

Each month, CASA produces an e-newsletter, The CASA Briefing. In 2021–22, the distribution of The CASA Briefing was extended to include a range of certificate and authorisation holders, ensuring that CASA information would reach around 48,880 people in each issue.

The Regulatory wrap-up e-newsletter is a monthly summary of regulatory activities and is emailed to relevant subscription mailing lists. The newsletter outlines new consultations, rules and regulations, instruments, guidance materials, events and other pertinent news. A new section with information on technical working groups was added in April 2022.

The e-newsletter What can I do now? aims to help the aviation industry comply with the flight operations regulations. For most of the year the e-newsletter was monthly; however, it became a weekly product leading up to the 2 December 2021 commencement deadline for the rules. After that date it was rebranded to What can I do next? to concentrate on helping industry to prepare to comply with the deferred provisions of the rules.

In addition, a monthly Know Your Drone e-newsletter was distributed to 35,819 recipients each month and a quarterly e-newsletter was sent to 42 drone safety advocates, to maintain strong relationships, communicate regular updates and encourage them to promote their status as safety advocates.

Table 13 provides details of subscriber engagement with CASA's e-newsletter content in 2021-22.

This communication channel largely outperformed international benchmarks.

Table 13. E-newsletter campaigns in 2021–22

| Frequency | E-newsletter  | Subscribers | Open rate<br>(%) | Click-through<br>rate<br>(%) | Click-to-open<br>rate<br>(%) |
|-----------|---|-------------|------------------|------------------------------|------------------------------|
| Monthly   | The CASA<br>Briefing                                | 48,884      | 46               | 9                            | 21                           |
|           | Know Your<br>Drone                                  | 35,819      | 47               | 7                            | 15                           |
|           | What can I do<br>now? <sup>a</sup>                  | 7,803       | 45               | 9                            | 20                           |
|           | Regulatory<br>wrap-up                               | 21,840      | 43               | 5                            | 12                           |
| Quarterly | Know Your<br>Drone Safety<br>Advocate<br>Newsletter | 41          | 59               | 12                           | 20                           |

a This e-newsletter was released weekly over 9 weeks leading up to the commencement of the flight operations regulations in December 2021. From January 2022, it was rebranded as What can I do next? and returned to monthly release.

CASA also communicated with the aviation community and general public through 424 targeted bulk emails during the year.

#### Webinars and seminars

Our team of aviation safety advisors delivered 160 aviation safety seminars and 406 on-site visits around Australia. Due to restrictions presented by the COVID-19 pandemic, 25 face-to-face seminars were deferred or cancelled. CASA adapted by providing online seminars, thereby reaching 19,419 industry members in total.

The 2021–22 seminars explored the theme of Pushing the envelope?, focusing on human factors and 4 key safety topics: general competency, fatigue and distractions, runway incursions, and go-arounds.

CASA hosted 3 webinars in November–December 2021 and March 2022 on the new CASR Part 139 aerodrome rules. 152 people registered to attend these sessions live. The webinars were just one way in which we supported aerodromes to transition to the new rules

A series of webinars were held to support key milestones for the flight operations regulations. Overall, we hosted 32 webinars with 776 registered attendances.

Leading up to the 5 October 2021 deadline for aircraft operators to provide extracts on management of change and aerial work passengers (where applicable), in September and October 2021, CASA conducted 10 webinars on management of change, including 2 balloon-specific webinars, focusing on how to use our step-by-step guides and answering questions. In total, 341 people registered.

In November 2021, CASA hosted 9 webinars (including 1 balloon-specific webinar) to help operators to prepare for the 2 December 2021 transition requirement to update their expositions/manuals and provide a CEO statement of assurance. A total of 234 people registered for the webinars, which concentrated on practical ways to update the manual suite.

In April and May 2022, CASA held a further 5 webinars to provide support leading up to 2 June 2022, when operators were expected to have a fully updated and integrated manual suite. The focus was on sample manuals and answering questions from industry. In total, 201 people registered.

In addition, CASA hosted 4 online and 2 face-to-face question and answer sessions to coincide with the public consultation on the proposed new rules for maintenance of aircraft in private and aerial work operations (CASR Part 43). These reached 292 industry members.

#### **Aviation Safety Advisory Panel**

The Aviation Safety Advisory Panel (ASAP) is the primary advisory body through which CASA directs its engagement with industry and seeks input on current and future regulatory and associated policy approaches.

#### Membership and meetings

Patrick Murray AM is the independent Chair of the ASAP. At 30 June 2022, the industry members were Stuart Aggs, Reece Clothier, Ray Cronin, Adrianne Fleming OAM, John Gissing, Mark Thompson and Tarryn Kille. They represent a broad spectrum of the air transport and general aviation sectors, including the helicopter industry, recreational aviation, aerial work, regional operations, flight training and remotely piloted aircraft.

Tarryn Kille joined the panel in June 2022. Former members Malcolm Sharp and Mark Awad were panel members for most of the reporting period, finishing their 2-year terms in June 2022.

CASA is represented on the panel by Executive Manager National Operations and Standards Chris Monahan and acting Executive Manager Stakeholder Engagement Andreas Marcelja.

The ASAP met 4 times during 2021–22.

#### **Technical working groups**

The ASAP is supported by discrete technical working groups, established as required so that industry members and relevant technical experts can provide input to the panel on specific technical issues and proposals.

Since the ASAP was established, in 2017, over 1,000 industry members have expressed interest in taking part in technical working groups; over 200 of those have participated in at least one of the 29 groups established to date. Sixty-eight technical working group meetings of various kinds, including face-to-face gatherings, teleconferences and videoconferences, were conducted in 2021–22

## **Aviation State Engagement and FlySafe forums**

The Aviation State Engagement Forum (AvSEF) is a state-based consultative online platform for matters relating to airspace and related procedures in Australia, facilitated by CASA. The website supports the communication and publication of information and proposals relating to airspace, procedures and other regional and national matters, while creating an automated, cost-effective repository for papers and consultations. In 2021–22, 106 advisory papers and consultations were published on the AvSEF website.

FlySafe forums are intended to complement AvSEF. The forums provide a platform for industry members to engage with government organisations and strengthen interactions as part of the Australian Aviation State Safety Programme. Industry representatives are also invited to speak, providing an opportunity for the aviation community to hear safety messaging from other sources and access wider networking opportunities.

Aimed at aviation organisations, clubs, schools and aviation stakeholders, FlySafe includes speakers from CASA and other government agencies, including the ATSB, the Bureau of Meteorology, the Australian Maritime Safety Authority, the Department of Defence and Airservices Australia.

CASA hosted FlySafe forums in Melbourne and Brisbane in May 2022; events in other locations had to be postponed due to the COVID-19 pandemic. Future FlySafe events are planned for other cities, including Perth, Sydney and Cairns, in 2022–23. All respondents rated the forums as 'good' or 'excellent', stating that they found the events useful.

#### **Australian Strategic Air Traffic Management Group**

The Australian Strategic Air Traffic Management Group (ASTRA) is an industry advisory body on strategic airspace and air traffic management issues for Australia. It brings together industry stakeholders, including aircraft operators,

airports and service providers, to provide an industry-wide representative forum that advises government on air traffic management issues, including planning, communications, navigation and surveillance.

CASA attends meetings of the ASTRA Council as an observer. Meetings were unable to be conducted in 2021–22, due to the considerable disruption caused to the industry by the COVID-19 pandemic.

#### Sponsorships and grants

CASA provides sponsorship support to aviation-related organisations and events to help improve and promote aviation safety.

In 2021–22, CASA opened for submission the Safety Promotion Sponsorship Program and the Aircraft Maintenance Engineering Scholarship.

Table 14 shows the value of CASA's sponsorships and grants and the numbers of organisations or events assisted in recent years.

Table 14. Sponsorships and grants, 2019–20 to 2021–22

| Result                      | 2019-20   | 2020-21   | 2021-22   |
|-----------------------------|-----------|-----------|-----------|
| Total funds                 | \$178,882 | \$215,404 | \$215,775 |
| No. of organisations/events | 21        | 47        | 43        |

## Intragovernmental engagement

Cooperation between Australian Government agencies that have an interest in the aviation sector helps to reduce the duplication and fragmentation of government policies, regulations and services. CASA works with other government agencies to facilitate cooperation.

#### **Aviation Policy Group**

The Aviation Policy Group is a high-level interagency group that consists of the Secretary of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts; CASA's Chief Executive Officer and Director of Aviation Safety; the Chief Executive Officer of Airservices Australia; and the Chief of Air Force.

Although the group is not a decision-making body, it provides a forum for effective interagency policy coordination and for working through air traffic management and other aviation issues at a strategic level.

The Aviation Policy Group met twice during 2021-22.

#### **Australian Transport Safety Bureau (ATSB)**

The relationship between CASA and the ATSB is governed, in part, by a memorandum of understanding (MoU) that was established in February 2010 and updated in March 2015.

The arrangement focuses on making the most effective and appropriate use of the findings of accident investigations and clarifying the different but complementary roles of CASA and the ATSB in maintaining and improving air safety. It also provides a framework for cooperation between CASA and the ATSB on aviation safety education, research, and data analysis.

The MoU covers issues such as the roles of CASA and the ATSB in accident investigations, assistance during investigations, Australia's State Safety Programme and the exchange of safety information and safety education.

CASA's ATSB Liaison Office acts as a conduit between CASA and the ATSB to ensure that accident and incident report findings, safety issues and recommendations are appropriately considered and responded to by CASA in accordance with agreed working arrangements, the memorandum of understanding and the Transport Safety Investigation Act 2003.

CASA and the ATSB formally meet twice each calendar year to exchange views and regularly liaise about safety issues of mutual interest at the operational level. The agencies also cooperate on important research projects that improve the understanding of, and response to, issues that affect flight safety in Australia.

#### **Defence Aviation Safety Authority (DASA)**

CASA's aerodromes teams invited DASA to observe our surveillance activities and learn how we conduct aspects of our National Surveillance Exercise program. During May 2022, a DASA representative observed entry and exit meetings, audit interviews and aerodrome physical inspections to learn about how we identify issues and our approach to aerodrome safety and education.

This collaboration supports DASA's approach to Defence Aviation Safety Regulation 139 Aerodrome Operator Certification and oversight and assurance of Defence aerodromes.

## International engagement

CASA is a well-respected civil aviation safety regulator, regionally and globally. Engagement with the global aviation community, including with foreign regulatory counterparts, is an important part of CASA's role and responsibilities under the Civil Aviation Act 1988 to influence aviation safety standards, advocate for rules that benefit Australian travellers and Australian industry, and respond in a timely manner to emerging opportunities and trends.

CASA's international commitments are threefold:

- engaging with the International Civil Aviation Organization (ICAO), primarily through a tripartite policy approach in partnership with Airservices Australia and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- establishing, reviewing and improving bilateral and multilateral arrangements with counterpart regulatory agencies and countries to streamline industry standards and requirements
- strengthening aviation safety in the Asia-Pacific region.

#### **International Civil Aviation Organization (ICAO)**

Australia is one of 193 Contracting States to the Convention on International Civil Aviation (the Chicago Convention), which provides for the safe and orderly development of international civil aviation. The Chicago Convention established ICAO, which is a specialised agency of the United Nations with responsibility for creating Standards and Recommended Practices for civil aviation.

ICAO operates through the ICAO Council, the Air Navigation Commission and various technical working groups and panels established in accordance with arrangements endorsed by all ICAO Member States. CASA is represented on 14 of the 18 technical panels established by the Air Navigation Commission, and chairs the Flight Operations Panel and Personnel Training and Licensing Panel. Our expertise on these groups makes a significant technical and leadership contribution to ICAO

CASA is also represented on panel working groups, task forces, study groups and regional groups, including the Asia/Pacific Air Navigation Planning and Implementation Regional Work Group, the Regional Aviation Safety Group, and associated subgroups such as the Asia Pacific Regional Aviation Safety Team.

CASA has contributed to the development of ICAO's State Safety Programme maturity level assessment tool over several years. In 2021–22, a CASA expert in safety systems participated in a new ICAO process, the State Safety Programme Implementation Assessment. The process will become an integral part of ICAO's Universal Safety Oversight Audit Programme.

Australia sits on the ICAO Council and is one of 11 elected 'States of chief importance in air transport'. Responsibility for Australia's participation in ICAO is shared under a tripartite arrangement between Airservices Australia, CASA and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, to ensure an informed, coordinated and consistent policy approach. The 3 parties sponsor the Australian Permanent Mission to the ICAO office in Montreal, Canada, through which Australia's liaison with ICAO and the coordination of our contribution to ICAO's activities are directed.

CASA participated in efforts to support recovery from the COVID-19 pandemic, including the ICAO high-level conference on COVID-19, conducted virtually from 12 to 22 October 2021, which concluded with a declaration on 'one vision for aviation recovery, resilience and sustainability beyond the global pandemic'.

## Cooperative arrangements and agreements

Bilateral arrangements and agreements enable CASA to formalise regulatory relationships and streamline regulatory processes with foreign counterparts, which benefits the aviation industry by improving the consistency of safety considerations, supports a coordinated approach to regulation, and reduces regulatory costs.

CASA participates in arrangements or agreements on matters ranging from airworthiness and aeronautical product certification to information sharing and mutual recognition of operational authorisations. These arrangements underpin and institutionalise working relationships between civil aviation safety agencies and enable better regulatory oversight of operators that provide aviation services in Australia and overseas.

In 2021–22, CASA signed a technical arrangement on maintenance approvals with the Japan Civil Aviation Bureau and a new aviation safety annex with the Civil Aviation Safety Authority of Papua New Guinea and undertook discussions regarding new or revised arrangements with counterparts in Canada, Europe, the United Kingdom and the United States of America.

In keeping with the objectives of the Australian Government Aviation Recovery Framework (released in December 2021) and the Minister's Statement of Expectations, CASA is actively engaged in broader efforts to remove barriers to export opportunities for goods and services related to Australian general aviation, including through the pursuit of potential mutual recognition arrangements.

Consistent with our legislative responsibilities, CASA continues to develop appropriate mutual recognition and bilateral arrangements to support the recognition and acceptance of Australian designs, innovation and certification in comparable jurisdictions, and the minimisation of red tape in transitioning between jurisdictions. CASA works cooperatively and collaboratively with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and other Australian Government agencies and entities in the pursuit and achievement of these objectives.

## Engagement with aviation authorities

CASA continued to proactively engage and maintain positive working relationships with other key aviation authorities.

CASA is leading the coordination of an innovation working group under a National Aviation Authority network with the United Kingdom, Canada, New Zealand and the United States of America. The network aims to foster cooperation, learning and sharing of best practices by working in partnership on common challenges in aviation. Working groups consider topics on innovation and future technologies, COVID-19 recovery and safety intelligence, and coordination for ICAO forums.

CASA continued to engage with New Zealand and Canada under the auspices of a trilateral partnership, holding discussions on international aviation's response to the COVID-19 pandemic.

#### **Regional cooperation**

The Australian Government's bilateral arrangements with Papua New Guinea and Indonesia on aviation matters form part of a whole-of-portfolio approach to capacity building which includes the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, Airservices Australia, the ATSB, the Australian Maritime Safety Authority and the Bureau of Meteorology.

In 2021–22, regional cooperation included activities focused on wildlife hazards, managing the conditions of airfields, and dangerous goods.

CASA liaised closely with the Department of Foreign Affairs and Trade on aviation safety approaches in the Pacific to deliver economic support through the Pacific Flights Program and direct investment to support the Pacific Aviation Safety Office.

CASA also supported the Pacific Aviation Safety Office to implement a remote certification process for entry into service of a Samoa Airways aircraft during a period in which inspectors could not travel in the region.

We continued to increase engagement with the Cooperative Development of Operational Safety and Continuing Airworthiness Programme South East Asia (COSCAP-SEA) through participation in webinars and workshop presentations to ICAO Member States. COSCAP-SEA is an ICAO Asia and Pacific Regional Office assistance and communication mechanism to enhance the safety and efficiency of air transport.



Image: Civil Aviation Safety Authority



Image: Kitazawa Aynumu (pictured seated in the front row) and fellow representatives from the Japan Civil Aviation Bureau

## New technical arrangement with Japan

CASA and the Japan Civil Aviation Bureau (JCAB) have agreed to a technical arrangement on mutual recognition of maintenance of aircraft parts.

Under the arrangement, parts and equipment maintained in either country will be accepted by CASA and the JCAB without needing to hold a separate authorisation from each country.

Evaluation of oversight systems and finalisation of the text of the arrangement was undertaken by the two regulatory authorities from February 2021, culminating in an assessment activity in September 2021 and drafting of the arrangement through to February 2022.

The arrangement was signed by Kitazawa Ayumu, JCAB Director of Airworthiness, in Tokyo on 18 March 2022, and Richard Stocker, CASA Branch Manager Airworthiness and Engineering, in Canberra on 25 March 2022.

Richard said that the arrangement was another step towards a streamlined regulatory approach which reduces regulatory costs for the Australian aviation industry.

Jeff Street, acting Section Manager International Relations, noted that it was the first time CASA had entered into a reciprocal arrangement entirely through remote engagement.

'Normally, an arrangement of this scale would involve reciprocal visits between Japan and Australia,' Jeff said.

'COVID-19 travel restrictions meant we had to find a solution to complete an online comparison of safety outcomes.'

Neil Stallard, the airworthiness inspector who led the assessment process, said that the approach had not been without its challenges. Countless emails and online meetings were no substitute for face-to-face discussions to clarify technical issues or the meaning and intent of regulations and the arrangement text.

While remote assessment of regulations provided some benefits, a more complex arrangement involving aircraft maintenance or aircraft certification would have been challenging,' Neil said.

We learnt more about the process of working remotely and can take forward examples, like the use of comparison matrices, for future arrangements.'

CASA also has arrangements for mutual recognition with regulatory authorities in several other nations – including the United States of America, China, Brazil, Korea and Singapore – to reduce regulatory obstacles for Australian industry and exporters.



Image: CATSIEN conference participants in Cairns with four Indigenous Australians

## **CATSIEN** annual conference

## The members of CASA's Aboriginal and Torres Strait Islander Employee Network (CATSIEN) came together for their annual conference in May 2022.

CATSIEN is a consultative forum to discuss matters of concern to Aboriginal and Torres Strait Islander employees, with a focus on increasing Aboriginal and Torres Strait Islander representation and inclusion and promoting workplace diversity.

The network also provides CASA with advice on the views, needs and interests of Aboriginal and Torres Strait Islander staff and the communities in which CASA operates.

The conference was held in the Cairns office and timed to coincide with National Reconciliation Week and Mabo Day. Fourteen staff representatives attended, joined by Mick Amiet, Chair of the Reconciliation Action Plan Working Group, Philippa Crome, Indigenous Champion, and Laura Carlton, National Manager Regulatory Services 1.

Anthony Warrell, Diversity Champion Support Officer and CATSIEN Deputy Chair, said that bringing the network members together face-to-face provided a great opportunity to connect culturally, have open discussions on a review of the year, and forward plan.

We had a busy schedule that included a team-building exercise, forward planning workshops and a 'Being Brave, Making Change' workshop,' Anthony said.

We also had several guest speakers from CASA and from external organisations, including the Banjima Native Title Aboriginal Corporation, Skytrans Cairns, James Cook University and the Royal Australian Air Force.

'We took part in the Rainforestation Nature Park cultural tour and spent the afternoon learning the Acknowledgement of Country in Yindinji language.'

The week's activities culminated in a CASA-wide event to recognise National Reconciliation Week and Mabo Day, attended by Elders from the Cairns region.

## **People**

This part of the report describes how CASA ensures that it provides a safe and rewarding work environment for its employees.

## In this part:

People management

94

Work health and safety

102

## People management

We undertake a wide range of activities to ensure that CASA has a highly capable, flexible and agile workforce and our values and a positive safety culture are embedded into our everyday business.

## **Employees**

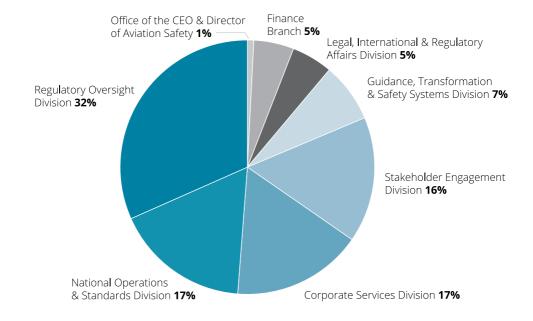
At 30 June 2022, CASA had 863 employees, comprising 777 ongoing employees and 86 non-ongoing employees (including casuals). The ongoing total included 766 operative employees and 11 inoperative employees (inoperative employees are employees on long-term leave for maternity or paternity reasons or employees on unpaid leave).

CASA's operational capability is further described by the average staffing level (ASL). ASL is a measure of full-time equivalent (FTE) employees averaged across the financial year. The figure for ASL at 30 June 2022 was 805 against an allocation of 832.

Tables B.1 to B.4 in Appendix B show details of employee numbers by location, gender and full-time/part-time work.

Figure 11 shows the breakdown of employees into CASA's main work areas.





#### **Workplace agreements**

CASA employees are employed under section 83 of the Civil Aviation Act 1988.

The terms and conditions of most CASA employees are provided under the CASA Enterprise Agreement 2016–19, which nominally expired on 16 November 2019. With the support of employees, the Chief Executive Officer and Director of Aviation Safety issued a determination effective from 17 November 2019 to provide for remuneration increases over the following 3 years. The final pay rise under the determination was provided to employees in November 2021.

At 30 June 2022, 95.8% of CASA employees were employed under the enterprise agreement. The remaining 4.2% of employees were employed under individual contracts.

CASA employees employed under individual contracts received one remuneration increase in 2021-22

#### **Unplanned absences**

CASA uses the Australian Public Service Commission definition to calculate the rate of unscheduled absences. This rate includes personal leave, carers leave, compassionate leave and unscheduled emergency leave. This method allows us to benchmark our performance against the wider Australian Public Service (APS).

In 2021–22, CASA employees used an average of 12.1 days of unscheduled leave per FTE employee. This is below the current APS average, as shown in Table 15. The majority of absences were taken as personal leave (97.2%).

Table 15. Unplanned absence rates, 2019–20 to 2021–22 (days per FTE)

| Financial year | CASA | Australian Public Service |
|----------------|------|---------------------------|
| 2019–20        | 10.9 | 11.2                      |
| 2020–21        | 10.9 | 12.2                      |
| 2021–22        | 12.1 | n.a.ª                     |

FTE = full-time equivalent staff member

### **Employee turnover**

In 2021–22, 90 ongoing employees separated from CASA. The total ongoing employee separation rate was 11.6%.

The primary reasons for separation in 2021–22 were personal reasons (44.4%), resignation and transfer to APS agency (31.1%), retirement at or after age 55 (16.7%), and termination of excess employee (3.3%).

Table 16. Employee turnover, 2019–20 to 2021–22 (% of ongoing employees)

| Financial year | CASA | Australian Public Service |
|----------------|------|---------------------------|
| 2019–20        | 7.2  | 7.4                       |
| 2020–21        | 8.1  | 6.3                       |
| 2021–22        | 11.6 | n.a.ª                     |

a The Australian Public Service average for 2021–22 will be published in late 2022.

a The Australian Public Service average for 2021–22 will be published in late 2022.

# Workplace diversity and inclusion

Throughout 2021–22, CASA continued to build a diverse and inclusive workplace, ensuring that we have the capability and capacity to meet current and emerging challenges facing aviation safety regulators and contemporary workplaces.

Based on national and international research, we have clearly articulated what CASA means by the terms 'diversity' and 'inclusion':

- Diversity is the mix of people that work for CASA and all the ways in which we differ.
- Inclusion is how that mix works together.
   We feel included when we are respected, connected, progressing and contributing to CASA's success.

Having and promoting a diverse workforce enhances CASA's culture for existing employees and CASA's attractiveness to potential employees.

#### **Key achievements**

Key achievements that shaped and supported our inclusive workplace in 2021–2022 included connecting with the Diversity Council of Australia and promoting the Council's Words @ Work resources. Words @ Work encourages greater use of inclusive language in the workplace. The resources include general information, a tutorial, and a detailed guide for all employees.

We progressed actions in response to a disability readiness assessment conducted through the Australian Network on Disability in November 2020 and continued to implement agreed actions from our Innovate Reconciliation Action Plan (RAP). We have commenced work on our next RAP, which is scheduled for completion in June 2023.

Among our activities to build relationships and mutual respect between Aboriginal and Torres Strait Islander and non-Indigenous employees, we:

- introduced an Acknowledgement of Country or other appropriate protocols at the commencement of training programs, meetings and other events and forums
- provided opportunities for staff to learn the Acknowledgement of Country in traditional languages, in our Canberra and Perth offices and at the CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN) conference in Cairns
- commissioned Indigenous artworks for placement in 5 CASA offices (Adelaide, Brisbane, Cairns, Canberra and Perth), and made digital images of the artworks available for employees to download and use as background images when videoconferencing.

## Personal development opportunities

In January and February 2022, CASA hosted 2 interns from the Stepping Into program coordinated by the Australian Network on Disability. The program matches university students with disability to roles in businesses and agencies. Our interns spent 6 weeks in communications-based roles in the Stakeholder Engagement Division.

During 2021–22, CASA's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, including workshops, a development planning tool, and 1:1 career planning discussions; was developed and implemented.

Three Indigenous Apprenticeship Program participants graduated in June 2022 having successfully completed a Diploma in Government and a 12-month placement at CASA. Six new participants commenced in 2021–22.

One staff member was nominated in 2022 to participate in the Jawun secondment program, which partners with Indigenous communities in place-based capacity building, to empower Indigenous-led change and foster meaningful connections between Indigenous and non-Indigenous Australians.

Seven eLearning courses produced by the Special Broadcasting Service were released for CASA staff, covering 22 topics to raise awareness of, promote, and educate employees on aspects of diversity. At 30 June 2022, 1,133 staff had completed some or all of the modules.

#### Leadership and networks

Our 3 diversity champions continued to advocate for and support initiatives to build a more inclusive workplace. These champions also provide guidance, support and advocacy for our 3 employee-led networks.

The networks' shared goals include:

- engaging in conversation to educate colleagues and remove biases
- · driving meaningful change by contributing to strategy and policy development
- stepping out and encouraging others to step up, resulting in a barrier-free workplace
- · empowering through connection with external networks and partnerships.

The maturity and accomplishments of the networks continued to grow in 2021-22.

#### **CASA Abilities Network**

The CASA Abilities Network (CAN) is championed by Rob Walker (Executive Manager Regulatory Oversight) and has 16 members.

Key activities from this network included:

 hosting an International Day of People with Disability broadcast attended by more than 200 employees, with guest speaker Nathan Parker, Young Achiever of the Year in the 2020 CASA Wings Awards

- promoting World Down Syndrome Day through the Rock Your Socks event
- publishing an article that profiles a CASA employee living with disability
- · leading CASA's use of the tools in the Australian Network on Disability Access and Inclusion Index.

#### **Gender Equity Network** and Rainbow Skies

The Gender Equity Network (GEN) is championed by Pip Spence (Chief Executive Officer and Director of Aviation Safety) and includes Rainbow Skies, CASA's LGBTIQA+ network. GEN has 24 members while Rainbow Skies has 15 members.

Key activities by these networks included information sharing and whole-of-CASA events. The networks:

- hosted an event for International Women's Day, featuring a panel discussion that included Cass Moeller, 2018 Australian National Aerobatic Champion and co-director of the Australian Aerobatics Academy
- marked International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) with an inspirational presentation from Qantas Airways Captain Lisa Norman
- held a Mardi Gras event to commemorate and celebrate freedom for the LGBTIOA+ community, featuring special guest performer MadB
- procured promotional lanyards, pins and flags for network members and allies
- participated in Wear it Purple Day in recognition and support of LGBTIQA+ youth.

#### **CASA Aboriginal and Torres Strait Islander Network**

CATSIEN is championed by Philippa Crome (Executive Manager Corporate Services Division) and has 20 members.

Through the dedicated efforts of network members and documented strategies within CASA's RAP, the network:

- · created CASA's first Aboriginal and Torres Strait Islander Cultural Protocols Guide
- · distributed Indigenous maps to all offices, to build understanding of traditional lands

- distributed Acknowledgement of Country cards to all employees
- hosted its second conference, attended by all network members
- procured Indigenous design lanyards and clothing for employees to purchase.

#### **Diversity profile**

Table 17 shows that the diversity of CASA's workforce improved over the past two financial years.

Table 17. Diversity groups in CASA's workforce, 2019–20 to 2021–22 (%)

| Ide                   | ntity                              | 2019-20 | 2020-21 | 2021-22 |
|-----------------------|------------------------------------|---------|---------|---------|
| Aged 55 years or over |                                    | 31.0    | 33.8    | 47.6    |
| Cult                  | turally and linguistically diverse | 13.3    | 14.7    | 16.1    |
|                       | Female                             | 36.4    | 37.8    | 38.1    |
| Gender                | Indeterminate/intersex/unspecified | 0.0     | 0.1     | 0.1     |
| U                     | Male                               | 63.6    | 62.1    | 61.8    |
| Indi                  | genous Australian                  | 2.0     | 2.5     | 2.7     |
| With disability       |                                    | 3.5     | 4.1     | 4.3     |

Note: Percentages are based on total staff (ongoing and non-ongoing employees) at 30 June.

Figure 12. Diversity groups in CASA's workforce at 30 June 2022



38.1% are female



47.6% are aged 55 years or over



2.7% identify as being Indigenous **Australians** 



4.3% identify as having disability



16.1% identify as being from a non-English speaking background

# Employee training and development

The highlights of CASA's employee training and development activities in 2021–22 included:

- implementing 10 eLearning modules and delivering 9 webinars to employees to build capability in oversighting the new flight operations regulations
- finalising and implementing the Foundation Training Program to increase the focus on regulatory skillsets for new inspectorate employees – 3 sessions of the 3-week program were delivered, with 29 participants trained
- delivering professional development initiatives targeting corporate capabilities, including training in writing skills, strategic leadership skills, and managing change
- expanding access to an online training package in support of CASA's diversity and inclusion programs
- supporting participation by 3 staff members in the Future Women Platinum+ Leadership program and 4 staff members in the Australian Public Service Commission training program for senior managers.

During 2021–22, using an agile development process, CASA developed 3 classroom, 12 webinar, 35 eLearning and 2 blended courses in response to organisational training requests. CASA employees:

- completed 1,630 classroom/webinar training sessions and 12,198 eLearning sessions delivered by CASA
- completed 305 courses and accessed 12,884 training videos online through LinkedIn Learning.

Aviation industry personnel completed 15,796 eLearning training sessions and 8,208 remotely piloted aircraft system accreditations delivered through CASA's AviationWorx portal.

# Recognition of high performance

CASA's recognition and reward procedures support managers and employees to provide authentic and timely recognition, at the local level, for valued contributions and employee achievement.

The CASA Awards recognise outstanding employee contributions and achievements in 6 categories:

- annual awards Australia Day Achievement Award, Director of Aviation Safety Achievement Award, Inclusion Award, and Leadership Award
- biannual awards Above and Beyond Award and Innovation and Continuous Improvement Award.

Table 18 lists the 2021–22 award recipients as determined by the Executive Committee.

Table 18. Employees recognised through the CASA Awards, 2021–22

| Award                          | Recipient(s)  | Division/branch   |
|--------------------------------|---|---|
| Above and Beyond               | Chloe Roper   | Corporate Services Division                             |
|                                | Matt Lunny  | Legal, International and<br>Regulatory Affairs Division |
|                                | Nicky Speers  | Corporate Services Division                             |
|                                | Philip Harris   | Regulatory Oversight Division                           |
|                                | Greg Deal, Tom J Forrest, Carl Brown,<br>Justine Camero, Larry Schoenberg   | Guidance, Transformation and Safety Systems Division    |
|                                | Jayson Rowe   | National Operations and<br>Standards Division           |
|                                | Martin Farrell  | Regulatory Oversight Division                           |
|                                | Scott Jacovou-Johnson   | Corporate Services Division                             |
|                                | Samuel Woods  | Corporate Services Division                             |
|                                | Jennifer Oakhill  | Corporate Services Division                             |
|                                | Alex Dallwitz   | National Operations and<br>Standards Division           |
|                                | Larissa Kaye  | Stakeholder Engagement<br>Division                      |
|                                | Isobel Kimball, Romaine Bono, Eva Mazur   | Finance Branch  |
| Australia Day<br>Achievement   | Ash McAlpine  | Guidance, Transformation<br>and Safety Systems Division |
| Director of<br>Aviation Safety | Kathy Robertson   | Guidance, Transformation<br>and Safety Systems Division |
| Achievement                    | Brendan Treston, Robert Forster Lee,<br>Darrell Bonetti, David Adkins,<br>Clare Willmot, Jeff Playford,<br>Andrew Thom, James Mosby,<br>Nelson Stacey, Carolyn Dempster,<br>Belinda Zotsch, Robyn Maleki,<br>Miriam Robertson | Regulatory Oversight Division                           |
|                                | Eamon McGrath, Ricky Cochrane,<br>Brenda Cattle   | National Operations and<br>Standards Division           |
|                                | Alana Gleeson   | Stakeholder Engagement<br>Division                      |
|                                | Ben Wildey, Chris Vlahos  | Corporate Services Division                             |
|                                | Ange Biddle, Nick Strange   | Guidance, Transformation<br>and Safety Systems Division |

| Award                     | Recipient(s)   | Division/branch                                      |
|---------------------------|--|--|
| Inclusion                 | Amanda Palmer, Renee Ness,<br>Helen Belfanti, Mark Norton-Baker,<br>Bernadette Larkins, Luke Harris,<br>Grace Ge, Melissa Jones, Victoria Till | Stakeholder Engagement<br>Division                   |
|                           | James Taylor   | Corporate Services Division                          |
| Innovation and            | Rowan Powell   | Corporate Services Division                          |
| Continuous<br>Improvement | Pradeep de Silva, Russell Hyde,<br>Stuart Jones  | Stakeholder Engagement<br>Division                   |
|                           | Jane Willcox   | Stakeholder Engagement<br>Division                   |
|                           | Leah Marshall  | Corporate Services Division                          |
|                           | Michael Gates  | Corporate Services Division                          |
|                           | William David, Kristy Craft  | National Operations and<br>Standards Division        |
|                           | Simon Rutledge, Bernadette Larkins   | Stakeholder Engagement<br>Division                   |
|                           | Craig Boyle, Craig Johnson, Munir Sial,<br>Rupert Symonds  | Stakeholder Engagement<br>Division                   |
|                           | Travis Neil, Joshua Aspinall,<br>Cassandra Martens, Preeti Singh,<br>Anne Hulford, Shannen Juleff,<br>Vasantha Kuganathan                      | Finance Branch                                       |
|                           | Richard Gregor, Andrew Cole,<br>Saritha George, Warren Hawkins,<br>Michael Henry, Xun Lin, Toni McPhail,<br>Yosef Zamora                       | Guidance, Transformation and Safety Systems Division |
|                           | Ceri Bartlett, Sue Guerin  | Guidance, Transformation and Safety Systems Division |
|                           | Rob Pedri, Luke Mills, Meghan Calder,<br>Miriam Robertson  | Regulatory Oversight Division                        |
| Leadership                | Amelia Green   | Corporate Services Division                          |
|                           | Liz Lake   | Regulatory Oversight Division                        |
|                           | James Kumar  | Corporate Services Division                          |

CASA also recognises the achievements and commitments of employees when they reach five-yearly milestones of service with CASA. In 2021-22, 14 employees achieved 20 years' service or longer, as shown in Table 19.

Table 19. Recipients of CASA milestone awards for 20 years or more, 2021–22

| Length of service | Recipient(s)   |
|-------------------|--|
| 20 years          | Christine Panayotou, Iftekhar Ahmed, John Retzki, Michael Rossiter,<br>Rob Wight, Martin Farrell, Richard Allen, Larry Russell, Jaclyn Smith |
| 25 years          | Tracy Deren, Ollie Ernst, Leonard Yates, Olivier Grandjean   |
| 35 years          | Robyn Maleki   |

## Work health and safety

The CASA Work Health and Safety Strategy 2019–2022 sets out the strategic direction to achieve our commitment to work health and safety (WHS) as outlined in CASA's WHS policy and required under the Work Health and Safety Act 2011. The CASA Board approved the updated WHS policy at its June 2022 meeting.

## Key areas of focus

Our implementation plan for the CASA Work Health and Safety Strategy 2019–2022 underpins the ongoing development, review and implementation of key activities to safeguard the health, safety and welfare of CASA's workers.

During 2021–22, CASA's strategic priorities focused on enhancing staff wellbeing, advancing collaboration and consultation, and continuously improving the WHS management system.

#### Consultation

Multiple activities were undertaken to embed strong collaboration and consultation throughout the development of new or revised WHS programs or processes, to further establish productive working relationships with health and safety representatives. In particular:

- The terms of reference of CASA's WHS. consultative forums were refreshed in October 2021, to reinforce the role of the National Health and Safety Committee (NHSC) in driving key WHS initiatives and collaborating with CASA to deliver effective wellbeing programs. This has resulted in greater engagement from members to support emerging WHS initiatives.
- To ensure that WHS arrangements are fit for purpose, CASA began reviewing its work group structure under the Work Health and Safety Act 2011 in collaboration with health and safety representatives and management representatives. The work group structure (not to be confused with CASA's organisational structure) provides the framework for worker consultation arrangements in relation to WHS.

CASA runs quarterly consultative forums in all work groups, as well as quarterly NHSC meetings, ensuring a robust feedback mechanism for workers at the local and national levels

CASA is continuously evolving its extensive resources, information, communications and physical control measures to continue to support and protect CASA staff during the COVID-19 pandemic. CASA's Pandemic Planning Team monitors government advice to inform changes to communications and information for staff.

#### Alcohol and other drugs

CASA's alcohol and other drugs (AOD) program provides and maintains a safe and healthy workplace for all workers through minimising the risk of accident, incident or injury in the workplace due to the consumption of AOD. The updated AOD policy and procedures were approved and published on 6 May 2022. This followed consultation with the NHSC, worker representatives and work group managers.

To support the program, CASA held mandatory 'reasonable cause' training in June 2022 for AOD supervisors, with 69 managers completing the training nationally. The training is to enable AOD supervisors to form an opinion as to whether a person may be under the influence of AOD.

## **Employee wellbeing**

We continued to focus on the wellbeing of staff, through assessing the needs of our people and eliminating and minimising physical and psychosocial hazards relevant to CASA employees.

#### Wellbeing program

In a census pulse poll held in November 2021, staff wellbeing was identified as one of the top 4 organisational themes, and respondents ranked the expansion of CASA's wellbeing program as a top priority. Accordingly, CASA is working closely with its employee assistance program provider to develop a holistic program, aimed at improving employee engagement and wellbeing, that reflects activities and initiatives for physical and mental health. It is expected that the program will be launched in July 2022.

In March 2022, CASA engaged a new employee assistance program provider to offer an expanded wellbeing program, based on staff feedback, including specialist helplines tailored to diversity groups, monthly newsletters and extensive online resources. To address the results of the pulse poll and matters discussed by the NHSC, the provider held an introductory meeting with CASA staff and managers, to promote the program and address concerns regarding confidentiality. A strong communication campaign was undertaken to increase awareness of the services and ongoing support available to staff and managers.

#### Health and safety initiatives

To support staff mental wellbeing through the challenges of the COVID-19 pandemic, CASA has promoted ways to look after yourself, including topics such as staying connected during COVID-19 and managing through change. Canberra staff were provided additional support through gifts and vouchers during the extended period of lockdown.

Free influenza vaccinations were made available to all staff in April 2022, either on site in CASA offices or via pharmacy voucher. Table 20 summarises the results of the vaccination program and other key WHS activities.

Table 20. Results of work health and safety activities, 2021-22

| Activity   | 2021-22 |
|--|---------|
| Employees who participated in the seasonal influenza vaccination program   | 388     |
| Employees who had an individual workstation assessment <sup>a</sup>  | 19      |
| Employees who were provided with case management support to stay at work or return to work safely while addressing significant personal or health issues | 28      |
| Employees who accessed early intervention assistance for work-related illness or injury  | 2       |
| Incidents notified by employees  | 31      |
| Hazards notified by employees  | 15      |
| Employees and family members who accessed the employee assistance program  | 67      |
| Operational employees who attended a hearing assessment  | 104     |
| Operational employees working in remote areas who completed first aid training   | 69      |

a These workstation assessments are conducted by a qualified service provider.

#### Management systems

Opportunities to integrate CASA's WHS system into business processes and systems have been undertaken to maximise opportunities for automation, improved reporting and the effective minimisation of risks and hazards.

CASA is integrating its WHS Risk Register into the CASA enterprise risk management system to easily identify risk owners, track effort in real time, and enhance reporting to the Executive Committee. This process involves a comprehensive review and assessment of CASA's documented WHS risk assessments to ensure that they reflect the current operating environment and risk mitigations. This review is expected to conclude in the first quarter of 2022-23.

Incident and hazard reporting through the human resources management information system (HRMIS) was revised in November 2021. The changes were primarily to enhance manager input on the proactive management of hazards and mitigating strategies to avoid the recurrence of incidents.

At CASA's request, Comcare conducted an intermediate audit of our WHS management system in March 2022. The audit included site visits to Brisbane, Canberra and Melbourne. CASA achieved a score of 78% conformance against the 54 criteria. A corrective action plan has been developed to address any non-conformances and observations made. over the next 12 to 18 months.

#### **Training**

CASA's commitment to WHS training continued throughout 2021–22, with the following mandatory training modules promoted and compliance monitored to ensure that workers are informed of their obligations under the Work Health and Safety Act 2011:

- · An introduction to WHS in CASA
- · WHS duties of officers and workers
- Beyond Blue mental health training for supervisors and managers
- First aid training for staff working in remote locations
- Airside safety awareness for staff working airside
- Due diligence training for the senior leadership team
- · Alcohol and other drugs
- Reasonable cause for alcohol and other drugs.

Compliance rates for mandatory WHS training and completion of audiometric testing remain a high priority. To facilitate greater compliance, the learning management system was updated in November 2021 to enable senior managers to holistically identify issues of non-compliance in their teams. Automated reminders have been established in the HRMIS to notify relevant senior managers.

In September 2021, Comcare delivered an additional due diligence training session for 6 senior managers to create further awareness of psychosocial hazards and their management in the workplace.

# Investigations and compensation

In 2021–22, CASA had 4 dangerous incidents that were notified to Comcare; however, it was later determined that one of the incidents was not notifiable as it did not result from the conduct of CASA's business or undertaking. CASA was not subject to any investigation by Comcare.

#### **Comcare premium**

CASA's 2021–22 workers' compensation premium rate was 0.74% of the 2021–22 payroll. This was an increase from 0.51% in 2020–21 but was lower than the average premium rate of 0.79% for all Comcare scheme participants in 2021–22. The increase can be largely attributed to the acceptance of one psychological claim, which is ongoing.

#### **Early intervention**

The early intervention assistance program is an ongoing program under CASA's rehabilitation management procedures and rehabilitation directive. In 2021–22, CASA approved eligible employee reimbursement of approximately \$1,525 related to early intervention.

#### **Claims**

Seven claims for workers' compensation were lodged in 2021–22. Four claims (3 journey claims and one psychological claim) were rejected, while 2 claims (one physical and one psychological) have been accepted by Comcare.

The final claim lodged was an historical claim and undetermined. It was subsequently withdrawn.

This figure is consistent with the number of accepted claims lodged in 2020–21.



Image: Rodney Stanbury standing in front of a Cessna 172RG

## Flying without hearing

Rodney Stanbury, who was born deaf, was fascinated by planes from an early age. He would look at planes in the sky and bought a model plane to fly on the local oval.

When Rodney turned 18, he wanted to learn how to fly but was not sure where to start. Fortunately, a qualified pilot with a knowledge of sign language became Rodney's first flight instructor.

'My instructor had a daughter who was hearing impaired, so he could communicate with me. He taught me by placing a mirror on the canopy of the glider we were flying so I could see what he was doing,' Rodney says.

'I started flying on 8 December 1975 and on 5 January 1977 I got my full solo navigation licence and gliding certificate.'

In 1980, Rodney wrote to CASA's predecessor, the Civil Aviation Authority (CAA), to apply for a student private pilot licence. The CAA assessed that he would be eligible for a restricted licence allowing him to fly outside controlled airspace and under 5,000 feet. When Rodney later applied for a less restrictive licence, the CAA denied his request.

In order to fly within the licence restrictions, Rodney began to pursue aerobatics. 'I flew with three other, hearing pilots. When flying in formations we would communicate by giving sign-codes or hand gestures for each formation,' he says.

Developments in Australian anti-discrimination law eventually helped to relieve some of the restrictions. Then the International Civil Aviation Organization (ICAO) introduced a requirement that hearing-impaired pilots must be able to communicate with the air traffic control tower.

Rodney proposed a way to adapt; bringing his children into the cockpit, to sign to him and operate the radio on his behalf. Each child would first obtain an aeronautical radio operator certificate.

CASA's flight crew licensing, aviation medicine and legal teams worked together to assess the proposal under the aviation safety regulations. CASA determined that Rodney's skill and experience as a pilot and ICAO's flexibility in applying medical standards meant that Rodney could be allowed to operate in controlled airspace with a certified radio operator. Rodney's children then obtained their certificates, and he was able to return to the air and share his love of flying with them.

Since then, Rodney has begun exploring ways for digital devices to facilitate communication between pilot and tower without a radio operator. By sharing his story, he hopes to encourage people who are deaf or hard of hearing to pursue their dreams.



**Accountability** 

This part of the report addresses specific reporting requirements of Commonwealth legislation and Australian Government policies that relate to CASA's accountability.

# In this part:

| • | External scrutiny                  | 108 |
|---|------------------------------------|-----|
| • | Compliance with finance law        | 113 |
| • | Significant activities and changes | 113 |
| • | Freedom of information             | 113 |
| • | Enforcement actions                | 113 |
| • | Environmental sustainability       | 114 |
| • | Procurement                        | 118 |
| • | Advertising                        | 118 |
| • | Related entity transactions        | 120 |
| • | Insurance and indemnities          | 120 |
| • | Operational information            | 120 |

# **External scrutiny**

CASA is subject to scrutiny by the Australian Parliament and may be subject to investigation or consideration by administrative agencies or the courts. In addition, CASA receives feedback on its performance through media coverage and complaints from industry or members of the public.

We welcome external scrutiny as a means to confirm what we are doing well, and to identify ways to better meet our obligations and achieve our vision and purposes.

# Parliamentary accountability

CASA appeared before the Senate Rural and Regional Affairs and Transport Legislation Committee Budget estimates hearings on 25 October 2021, 14 February 2022 and 4 April 2022.

On 7 December 2021, CASA appeared before the Senate Rural and Regional Affairs and Transport Legislation Committee in relation to its inquiry into the current state of Australia's general aviation industry, with particular reference to aviation in rural, regional and remote Australia.

CASA responded to 49 parliamentary questions on notice during 2021–22.

# Judicial and administrative decisions

Certain types of regulatory decisions made by CASA are subject to merits review by the Administrative Appeals Tribunal (AAT). Merits review involves the reconsideration of an administrative decision. On the facts before it, the tribunal decides whether the correct decision (or, where an exercise of discretion was involved, the preferable decision) has been made in accordance with the applicable law. A person who is the subject of a CASA decision may apply directly to the Federal Court of Australia for a review of the decision under the *Administrative Decisions (Judicial Review) Act* 1977. In some cases, a decision of the AAT may be reviewed in the Federal Court under the *Judiciary Act* 1903. A person may also appeal a decision of the AAT to the Federal Court under the *Administrative Appeals Tribunal Act* 1975.

# **Reviews of regulatory decisions**

Tables B.8 to B.10 in Appendix B provide data on AAT merits reviews of CASA regulatory decisions, the categories of CASA decisions appealed in the AAT, and applications to the Federal Court for judicial review of regulatory decisions.

# Review of Administrative Appeals Tribunal decision

The Federal Court reviewed one decision of the AAT on application from CASA in 2021–22.

On 4 September 2020, in *Australian and International Pilots Association and Civil Aviation Safety Authority* [2020] AATA 3444, the AAT made a decision that it had jurisdiction to review a decision made by CASA to approve the fatigue risk management system (FRMS) of Qantas Airways Limited.

The Australian and International Pilots Association (AIPA) argued before the AAT that approval of the FRMS by CASA amounted to the imposition of a condition on the licences of Qantas flight crew members to whom the FRMS applied. The AAT accepted that view in finding that it had jurisdiction.

CASA applied to the Federal Court of Australia for a review of the AAT's decision under section 39B of the *Judiciary Act 1903*.

On 3 June 2022, in *Civil Aviation Safety Authority v Australian and International Pilots Association* [2022] FCA 655, the Federal Court quashed the AAT's decision, finding:

- CASA's decision to approve the FRMS did not have the effect of imposing a condition on flight crew licences, and was therefore not a reviewable decision under section 31(1)(b) of the Civil Aviation Act 1988.
- It was necessary for the conditions attaching to an authorisation (such as a flight crew licence) to be readily identifiable and enforceable. The condition that the AIPA contended was not clearly identified in either the licence document issued to flight crew members, the regulations, or a legislative instrument issued under the regulations.
- An FRMS is meant to be a dynamic system capable of swift adaptation to accommodate operational experience, and to that end an operator is empowered to make non-significant changes to its FRMS without approval from CASA. The approach adopted by the AAT would have rendered such changes subject to review by the AAT, which would undermine the dynamism necessary for the effective operation of an FRMS.

# **Legal costs**

CASA's legal costs for 2021–22 are outlined in Table 21.

Table 21. Legal costs, 2021–22

| Vendor                          | Amount (\$) |
|---------------------------------|-------------|
| Australian Government Solicitor | 14,025      |
| Peter Ward                      | 48,800      |
| Young's List Pty Ltd            | 26,581      |
| Mark Eade                       | 14,264      |
| List G Barristers               | 14,091      |
| MinterEllison                   | 65,511      |
| Proximity                       | 15,221      |
| Total                           | 198,493     |

Note: Relates to amounts over \$14,000. Amounts exclude GST and are rounded to whole dollars.

# Regulatory performance framework

The Australian Government released the *Regulator Performance Guide* in July 2021, outlining how regulators should manage, meet and report on expectations for regulatory functions. CASA is committed to implementing the 3 essential principles described in the guide: continuous improvement and building trust, risk-based and data driven decision making, and collaboration and engagement.

The principles are embodied in the goals and performance measures in our corporate plan. Our performance against those measures in 2021–22 is described in the annual performance statement in part 2 of this report.

CASA's work to provide effective, clear guidance to regulated parties is underpinned by recent initiatives such as the release of the plain English guides to regulations and the establishment of the Guidance Delivery Centre, which supports pre-application guidance and pre-application meetings. We consult extensively with industry through participating in technical working groups, publishing advisory and air safety guidance materials, conducting aviation seminars and supporting the CASA Consultation Hub.

# Administrative scrutiny

During 2021–22, CASA was not the subject of any reports by the Commonwealth Ombudsman.

# **Auditor-General's Report**

On 19 May 2022, the Auditor-General issued report No.28 2021–22 setting out the findings of a performance audit titled *Civil Aviation Safety Authority Planning and Conduct of Surveillance Activities*. The report contained 7 recommendations to CASA relating to its conduct of regulatory surveillance activities and addressing program design, risk management,

strengthening conflict of interest arrangements and improving the completeness and comprehensiveness of reporting. CASA agreed to all of the recommendations.

# **Investigations**

During 2021–22, the Office of the Australian Information Commissioner conducted an investigation into a complaint that CASA had breached the *Privacy Act 1988*. The complaint was that CASA collected a medical report about a pilot licence holder that CASA did not solicit but failed to provide notice to the pilot licence holder about the collection. The investigation is ongoing.

# **Coronial inquiries**

Coroners investigate deaths, identify other injuries and make recommendations that may prevent deaths and non-fatal injuries. Coroners' findings vary from brief descriptions about the place of death, the identity of the deceased and the cause of death through to detailed descriptions of the circumstances leading to the death and detailed recommendations about what might be done to prevent similar deaths and injuries in the future. Recommendations of this kind may deal with CASA's regulatory administration of aviation safety.

CASA was a party to one coronial inquest held in 2021–22. The inquest related to a fatal accident involving a Beechcraft King Air B200, which occurred in February 2017 at Essendon Airport in Victoria. The coroner is yet to hand down findings in relation to this inquest.

During 2021–22, CASA completed its response to coronial recommendations issued following a 2020 inquest in relation to a fatal accident which occurred in Bass Strait, off the coast of Victoria, in January 2016. The details of CASA's response are set out in Table B.11 in Appendix B.

# Industry Complaints Commissioner

The Industry Complaints Commissioner (ICC) provides an accessible and transparent mechanism for reviewing complaints about actions, decisions and services provided by CASA employees, delegates and authorised persons. Reporting directly to CASA's Board, the ICC considers complaints to establish whether CASA's administrative actions were wrong, unjust, unlawful, discriminatory or unfair.

# **Governance arrangements**

Governance arrangements support the ICC complaints-handling process and set out how identified deficiencies in CASA's processes and procedures are identified and resolved. The governance arrangements are periodically reviewed and were last revised (pending approval) on 23 June 2022.

As part of the periodic review in 2021–22, amendments were made to highlight the ICC's impartiality and arms-length relationship with CASA. This included moving the hosting of the ICC website and complaint form,

from the casa.gov.au domain to https://www.aviationcomplaints.gov.au/aviation-industry-regulator-casa/industry-complaints-commissioner/make-complaint.

# **Complaints received and resolved**

The ICC received a total of 105 complaints in 2021–22, and resolved 101 complaints (including cases on hand at 1 July 2021). Of that total:

- 33 were simple complaints, which were clearly outside the ICC's jurisdiction, could be answered without seeking information on CASA's position, or were not related to CASA
- 45 were standard complaints
- 23 were complex complaints, which required expert advice, related to novel issues or presented a wide range of questions.

Figure 13 shows complaints resolved each year from 2019–20 to 2021–22, by the subject matter of the complaint. Figure 14 shows the breakdown of complaints resolved in 2021–22, by the business group about which the complaint was made.

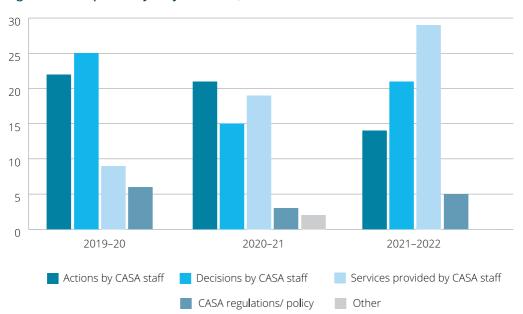
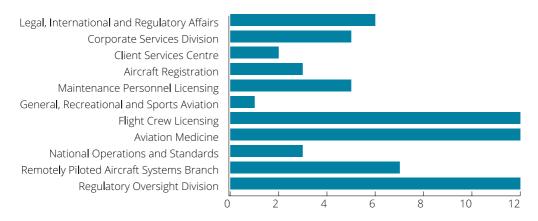


Figure 13. Complaints by subject matter, 2019–20 to 2021–22

**Note**: Figures do not include simple complaints that are outside the ICC's jurisdiction or not related to CASA.

Figure 14. Complex and standard complaints resolved, by business group, 2021-22



Note: Figures do not include simple complaints that are outside the ICC's jurisdiction or not related to CASA.

CASA continued to perform well against timeliness targets for processing complaints, as shown in Table 22. The average processing times in 2021-22 were 1.1 days for simple cases, 10.1 days for standard cases and 42.3 days for complex cases.

Table 22. Complaints processed within timeliness targets, 2019-20 to 2021-22 (%)

| Туре                            | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Simple cases (within 5 days)    | 100     | 100     | 100     |
| Standard cases (within 30 days) | 90      | 91      | 90      |
| Complex cases (within 90 days)  | 100     | 100     | 100     |

# **Complaint prevention strategies**

The ICC has the power to make recommendations to CASA about individual cases and systemic issues. Recommendations are made with the aim of addressing individual issues raised, reducing future complaints, and ensuring better practice.

In 2021–22, the ICC made 7 recommendations, all of which were accepted by CASA. They included recommendations that CASA should amend a template letter to remove discriminatory language, reassess its decision on an application for an engine overhaul extension that had not been assessed in accordance with CASA policy for regulatory service fees paid to be refunded, and consider an application for a regulatory exemption at no cost.

# Compliance with finance law

Section 17BE(h) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) requires corporate Commonwealth entities to report on any instances of significant non-compliance with finance law during the financial year.

CASA had no significant issues to report to the Minister in relation to non-compliance with finance law in 2021–22.

# Significant activities and changes

Section 17BE(p) of the PGPA Rule requires corporate Commonwealth entities to report on significant activities and changes that affected their operations or structure during the financial year.

CASA undertook a range of activities to prepare for and implement a substantial regulatory change program which took effect on 2 December 2021. They included providing internal training to employees, conducting webinars for industry and updating processes and guidance information for the new regulations for industry. A major upgrade to the CASA website was completed in time for the commencement of the new regulations to improve access to regulatory information and online regulatory interactions with CASA. During the year, the last phase of the implementation of the national oversight model for regulatory oversight was concluded.

# Freedom of information

The Freedom of Information Act 1982 requires CASA to publish information as part of the Information Publication Scheme.

An agency plan showing what information is published in accordance with the Information Publication Scheme requirements is accessible from CASA's website at www.casa.gov.au/about-us/reporting-and-accountability/freedom-information/information-publication-scheme.

# **Enforcement actions**

CASA's coordinated enforcement process provides CASA's decision-makers with the benefit of legal, regulatory and technical and/or operational input when considering the most appropriate action that might be taken as a result of a breach of the civil aviation legislation.

Results of this process may include compliance-related action, enforcement action, or both. This may involve administrative action, which could result in a suspension, variation or cancellation of a civil aviation authorisation. It may also include a suspension under section 30DC of the *Civil Aviation Act 1988*, where there is a serious and imminent risk to safety.

Alternatively, or in combination with such action, CASA may issue aviation infringement notices attracting a small pecuniary fine or refer matters to the Commonwealth Director of Public Prosecutions.

CASA may also accept enforceable voluntary undertakings from individuals and companies, or may counsel them, depending on the circumstances of the breach and the appropriateness of doing so. In many cases, however, the coordinated enforcement process may result in a recommendation that no enforcement action be taken.

Tables A.24 to A.28 in Appendix A show details of medical certificate actions; licence and certificate actions; serious and imminent risk suspensions; infringement notices and matters referred for prosecution; and other compliance-related actions.

# **Environmental** sustainability

The Environment Protection and Biodiversity Conservation Act 1999 requires Australian Government agencies to report on how their outcomes and activities accord with the principles of ecologically sustainable development.

# **Environmental** management system

CASA's environmental management system is designed to improve our environmental performance and reduce the environmental impact of our operations.

Our environmental sustainability directive is a key element of the environmental management system. The directive formalises CASA's commitment to environmental protection and provides a framework for achieving continuous improvement in environmental performance.

# Measures taken to minimise the impact of activities on the environment

Strategies are in place to reduce the environmental impact of our operations. Objectives, targets and action plans are set out clearly, and responsibilities and timeframes have been established.

Environmental initiatives undertaken during the year included:

- reviewing the environmental management system, including the environmental action plan and associated targets
- decreasing the number by 3 of vehicles leased by CASA - since 2010 CASA has reduced the size of its motor vehicle fleet from 50 to 30 vehicles
- achieving reaccreditation in the Australian Capital Territory Government's business waste recycling program - CASA has maintained accreditation since 2011
- · undertaking waste audits in Brisbane and Canberra.

Eight (out of 10) CASA offices are in a building with a National Australian Built Environment Rating System rating of 4.5 stars or better.

# **Environmental performance**

CASA's environmental performance against several indicators is detailed in Table 23. It is difficult to measure and compare performance against a number of indicators due to the impacts of the COVID-19 pandemic on matters including the number of staff working from home (office energy usage), air travel and motor vehicle usage.

CASA was not involved in any actions likely to have a significant impact on matters of national environmental significance on Commonwealth land.

Table 23. Environmental performance summary, 2019–20 to 2021–22

| Indicator  | 2019-20   | 2020-21   | 2021-22   |
|--|-----------|-----------|-----------|
| Office energy usage  |           |           |           |
| Total tenant light and power energy consumption (kWh), including the Aviation House server room  | 1,559,894 | 1,337,209 | 1,093,903 |
| Total tenant light and power energy consumption (MJ), excluding the Aviation House server room   | 3,910,232 | 3,473,410 | 3,072,090 |
| Total tenant light and power energy<br>consumption (MJ), Aviation House Server<br>Room, Canberra (MJ)  | 1,705,387 | 1,340,543 | 865,962   |
| Total tenant energy consumption per head (MJ/head), excluding the Aviation House server room   | 4,384     | 3,903     | 3,154     |
| Tenant energy consumption per square metre (MJ/m²), excluding the Aviation House server room.  | 231       | 202       | 180       |
| Total greenhouse gas emissions attributed to tenant energy consumption (tonnes $\mathrm{CO_2}$ -e), including the Aviation House server room | 1,189     | 1,051     | 792       |
| Green power purchased (kWh)  | 46,738    | 40,153    | 29,879    |
| Vehicle fleet  |           |           |           |
| Total number of fleet vehicles   | 34        | 33        | 30        |
| Number of vehicles under 1801cc or hybrid  | 16        | 18        | 17        |
| Total fuel used (litres)   | 16,953    | 14,573    | 14,193    |
| Total distance travelled (kilometres)  | 231,298   | 191,832   | 191,709   |
| Average fuel consumption of fleet vehicles per 100 kilometres (litres)   | 7.3       | 7.6       | 7.4       |
| Total greenhouse emissions attributed to motor vehicle fleet usage (tonnes CO <sub>2</sub> -e)   | 41.1      | 44.0      | 34.6      |

| Indicator   | 2019-20            | 2020-21            | 2021-22            |
|---|--------------------|--------------------|--------------------|
| Air travel  |                    |                    |                    |
| Total number of flights   | 8,880              | 1,989              | 2,775              |
| Total distance travelled (kilometres)   | 10,368,029         | 2,250,111          | 3,449,751          |
| Kilometres flown per head   | 11,623             | 2,528              | 3,542              |
| Total greenhouse emissions attributed to air travel (kilograms $CO_2$ -e)                             | 966,375            | 43,512             | 364,823            |
| Resource efficiency and waste   |                    |                    |                    |
| Total office paper purchased per head (A4 reams)  | 4.3                | 2.9                | 1.81               |
| Proportion of total office paper using more than 50% recycled content and/or certified carbon neutral | 100%               | 100%               | 99%                |
| Office paper recycled (tonnes)  | 24.2               | 28.5               | 18.2               |
| Total waste produced (tonnes)   | 41.9               | 54.5               | 33.62              |
| Total waste produced per FTE (kilograms/FTE)  | 46.98              | 61.23              | 37.77              |
| Waste diverted from landfill  | 85%<br>(35 tonnes) | 81%<br>(44 tonnes) | 76%<br>(25 tonnes) |

cc = cubic centimetres,  $CO_2$ -e = carbon dioxide equivalent, km = kilometres, kWh = kilowatt hour, MJ = megajoule,  $m^2$  = square metre

Note: Head count is 974, including staff (863) and contractors (111). Total office space was 17,100 m2.

### Office energy use

CASA has in place an energy management plan aimed at minimising its use of energy in office buildings. When choosing and fitting out new office accommodation, we attempt to minimise our environmental footprint by including energy efficient features and specifying energy-efficient lighting systems and fittings.

### Motor vehicle fleet

CASA has a policy of selecting motor vehicles that are fit for purpose and provide the best value for money. Where operationally practical, CASA leases small, fuel-efficient vehicles.

During 2021–22, we operated a vehicle fleet consisting of 30 vehicles, of which 56 .7% had engine capacities at or under 1,800 cubic centimetres or were hybrid vehicles. Since 2010, the CASA fleet has reduced in size by 20 vehicles.

During 2022–23, CASA will continue to consider hybrid vehicles that meet the operational requirements of the organisation. As fully electric vehicles are becoming a more cost-effective option, CASA will monitor Australian Government fleet selection policy with the objective to include at least 3 fully electric vehicles within its fleet by 30 June 2023.

CASA has negotiated the installation of electric car chargers for the Melbourne and Canberra offices. Approval from the Brisbane office lessor to install an electric car charger has been provided.

# Waste management and resource efficiency

All of CASA's offices provide a range of recycling opportunities. Through improved recycling signage and awareness campaigns, CASA is increasing the amount of waste diverted from landfill to recycling.

Specific stationery recycling stores operate in Brisbane and Canberra, allowing staff to place surplus stationery in a central location for use by other teams. The re-use of stationery is encouraged at all CASA sites.

The paper, waste and recycling outcomes for 2021–22 were impacted significantly by the reduced number of staff attending the office reducing the amount of paper and waste disposed of and recycled.

# **Procurement**

CASA's procurement framework is consistent with the Commonwealth Procurement Rules and reflects value for money – the core principle governing Australian Government procurement. CASA applies the rules to its activities through a Chief Executive Officer Instruction and supporting operational procedures.

CASA's procurement framework helps to ensure that it undertakes competitive and non-discriminatory procurement processes; uses its resources efficiently, effectively and ethically; and makes decisions in an accountable and transparent manner.

CASA has standard tendering and contracting documentation to ensure that consistent procurement practices are employed.

Information on the value of contracts and consultancies is available on CASA's website.

The total cost of consultancies in 2021–22 was \$4,410,874.

# **Advertising**

Section 311A of the Commonwealth Electoral Act 1918 requires Commonwealth agencies to set out in their annual reports the details of amounts greater than \$14,500 (inclusive of GST) paid by or on behalf of them during the year to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

During 2021–22, CASA contracted market research and advertising agency services for a drone safety education campaign. The campaign challenges recreational drone flyers on their perceived knowledge of the safety rules, encouraging them to take a quiz to test their knowledge and find out more. The third phase of the campaign was in market from December 2021 to May 2022 and included a range of social media, digital display, online video advertising and outdoor advertising. Video products were also produced in support of the release of CASA's Remotely Piloted Aircraft Systems and Advanced Air Mobility Strategic Regulatory Roadmap.

Additionally, work commenced on a pilot safety campaign during the year. Podcasts and other products were developed and will be rolled out during 2022-23.

The amounts that CASA paid to media, advertising and direct mail organisations in 2021–22 are detailed in Table 24

Table 24. Payments to media, advertising and direct mail organisations, 2021–22

| Vendor                                    | Amount (\$) |
|---|-------------|
| Media organisations                       |             |
| Carbon Media Pty Ltd                      | 132,780     |
| iSentia Pty Ltd                           | 44,935      |
| Mude Pty Ltd                              | 64,150      |
| Taste Creative                            | 51,000      |
| Missing Bits Production                   | 19,700      |
| Podcast Services                          | 14,960      |
| Subtotal                                  | 327,525     |
| Advertising agencies                      |             |
| Universal McCann                          | 1,189,393   |
| Subtotal                                  | 1,189,393   |
| Market research agencies                  |             |
| Whereto Research Based Consulting Pty Ltd | 149,500     |
| You1 Group Pty Ltd                        | 17,420      |
| Faster Horses                             | 90,333      |
| Subtotal                                  | 257,253     |
| Direct mail organisations                 |             |
| Australia Post                            | 87,942      |
| Canon Business Services Australia         | 25,544      |
| Toll Transport                            | 130,135     |
| CanPrint communication                    | 13,574      |
| Subtotal                                  | 257,195     |
| Total                                     | 2,031,366   |

**Note:** In accordance with indexation as prescribed in the *Commonwealth Electoral Act 1918*, only payments over \$14,500 (inclusive of GST) are reported. Amounts exclude GST and are rounded to whole dollars.

# Related entity transactions

In 2021–22, there were no transactions for goods and services or provisions of grants to any entity in which a director of CASA was also a director.

# Insurance and indemnities

Section 17BE(t) of the PGPA Rule requires corporate Commonwealth entities to report on indemnities against liability, including premiums paid for liability insurance.

In 2021–22, CASA did not provide an indemnity to the CASA Board or a CASA Board member or CASA officer.

# Aviation and general liability

CASA's Comcover aviation and general liability policy cover with Comcover provides coverage for injuries caused to third parties or to the property of third parties as a result of negligence arising out of the performance of CASA's functions under the Civil Aviation Act 1988, the Civil Aviation (Carriers' Liability) Act 1959 and other applicable legislation.

# **Professional indemnity**

CASA's Comcover policy also covers liability arising from breaches of duty or negligence by a CASA officer. Further, the aviation liability component of the policy covers liability in respect of the indemnity given to industry delegates and authorised persons. The policy is subject to exclusions.

# Directors' and officers' liability

CASA's Comcover policy indemnifies directors and officers from liability for the consequences of wrongful acts, as defined in the policy.

# **Operational** information

CASA is responsible for issuing and oversighting a range of authorisations for individuals and organisations in aviation, such as air operators, flight crew, maintenance organisations and personnel, and training providers.

Examples include:

- air operator certificates and remotely piloted aircraft operator certificates
- flight crew licences, examinations and medical certificates
- · certificates of approval for maintenance organisations and examinations for aircraft maintenance engineers
- · airworthiness certificates, aircraft registrations, production authorisations, airworthiness directives and bulletins and aircraft defect reports
- aerodrome certifications and registrations
- flight training certificates and maintenance training organisation certificates.

Appendix A provides detailed statistical information on CASA's operations in these areas, including results for 3 financial years for comparison.



| • | Independent auditor's report   | 123 |
|---|--|-----|
| • | Statement by the Chair of the Board,<br>Chief Executive Officer and Director of<br>Aviation Safety and Chief Financial Officer | 125 |
| • | Statement of comprehensive income  | 126 |
| • | Statement of financial position  | 127 |
| • | Statement of changes in equity   | 128 |
| • | Cash flow statement  | 129 |
| • | Notes to and forming part of   | 130 |

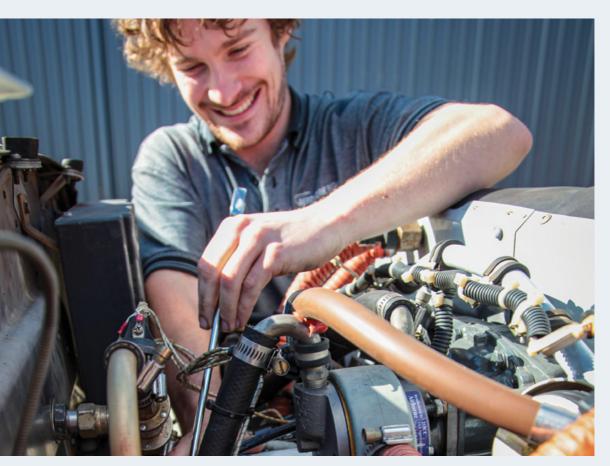


Image: Civil Aviation Safety Authority





#### INDEPENDENT AUDITOR'S REPORT

# To the Minister for Infrastructure, Transport, Regional Development and Local Government Opinion

In my opinion, the financial statements of the Civil Aviation Safety Authority (the Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards Simplified Disclosures and the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015; and
- (b) present fairly the financial position of the Entity as at 30 June 2022 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2022 and for the year then ended:

- Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Chief Financial Officer;
- · Statement of Comprehensive Income;
- Statement of Financial Position:
- · Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) to the extent that they are not in conflict with the Auditor-General Act 1997. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance* and Accountability Act 2013 (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601 38 Sydney Avenue, Forrest ACT 2603 Phone (02) 6203 7300

#### Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- · evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Racheal Kris Senior Director

Delegate of the Auditor-General

Canberra 24 August 2022

# STATEMENT BY THE CHAIR OF THE BOARD, CHIEF EXECUTIVE OFFICER AND DIRECTOR OF AVIATION SAFETY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2022 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Civil Aviation Safety Authority will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.

Air Chief Marshal (Ret'd) Mark Binskin AC

24 August 2022

Chair of the Board

<

Pip Spence Chief Executive Officer and Director of Aviation Safety

24 August 2022

Simon Frawley Chief Financial Officer

24 August 2022

# **Civil Aviation Safety Authority Statement of comprehensive income**

For the period ended 30 June 2022

|  | Notes          | 2022<br>\$'000 | 2021<br>\$'000 | 2022<br>Original<br>Budget<br>\$'000 |
|--|----------------|----------------|----------------|--------------------------------------|
| NET COST OF SERVICES   |                |                |                |                                      |
| EXPENSES   |                |                |                |                                      |
| Employee benefits  | 1.1A           | 127,330        | 129,780        | 136,247                              |
| Suppliers  | 1.1B           | 48,349         | 39,899         | 51,313                               |
| Depreciation and amortisation  | 2.2A           | 25,203         | 22,646         | 24,383                               |
| Finance costs  | 1.1C           | 284            | 302            | 257                                  |
| Write-down and impairment of assets                                      | 2.2A           | 294            | 168            | -                                    |
| Losses from asset sales  | 2.2A           | 188            | 252            | -                                    |
| TOTAL EXPENSES   | _              | 201,648        | 193,047        | 212,200                              |
| LESS:  |                |                |                |                                      |
| OWN-SOURCE INCOME  |                |                |                |                                      |
| Own-source revenue   |                |                |                |                                      |
| Revenue from contracts with customers                                    | 1.2A           | 10,322         | 11,539         | 7,500                                |
| Interest   | 1.2B           | 231            | 258            | 150                                  |
| Other revenue  | 1.2C           | 561            | 312            | 1,000                                |
| Total own-source revenue   | _              | 11,114         | 12,109         | 8,650                                |
| Gains  |                |                |                |                                      |
| Other gains  | 1.2D           | 246            | -              | -                                    |
| Total gains  | _              | 246            | -              | -                                    |
| TOTAL OWN-SOURCE INCOME  | _              | 11,360         | 12,109         | 8,650                                |
| NET COST OF SERVICES   | _              | (190,288)      | (180,938)      | (203,550)                            |
| Revenue from government  | 1.3A           | 122,084        | 128,424        | 102,082                              |
| Aviation fuel excise   | 1.3A           | 84,423         | 68,720         | 116,900                              |
| Registration levies  | 1.3A           | 891            | -              | 1,400                                |
| SURPLUS/(DEFICIT) ON CONTINUING OPERATIONS                               |                | 17,110         | 16,206         | 16,832                               |
| OTHER COMPREHENSIVE INCOME   | _              |                |                |                                      |
| Items not subject to subsequent reclassification to net cost of services |                |                |                |                                      |
| Changes in asset revaluation reserve                                     | 2.2A &<br>2.5B | -              | 1,595          | -                                    |
| TOTAL COMPREHENSIVE INCOME/ (LOSS)                                       | _              | 17,110         | 17,801         | 16,832                               |

The above statement should be read in conjunction with the accompanying notes, including Note 7 Explanation of Major Budgetary Variances.

Original budget figures are those published in CASA's 2021–22 Portfolio Budget Statements.

# **Civil Aviation Safety Authority Statement of financial position**

As at 30 June 2022

|  | Notes  | 2022<br>\$'000   | 2021<br>\$'000 | 2022<br>Original<br>Budget<br>\$'000 |
|--|--------|------------------|----------------|--------------------------------------|
| ASSETS                                 | Notes  | <del>+ 000</del> | 4 000          | <b>4 000</b>                         |
| Financial assets                       |        |                  |                |                                      |
| Cash, cash equivalents and investments | 2.1A,B | 82,473           | 65,877         | 53,034                               |
| Trade and other receivables            | 2.1C   | 976              | 1,340          | 1,098                                |
| Accrued revenue                        | 2.1D   | 1,647            | 898            | 2,784                                |
| Total financial assets                 | _      | 85,096           | 68,115         | 56,916                               |
| Non-financial assets¹                  |        |                  |                |                                      |
| Buildings                              | 2.2A   | 34,613           | 39,768         | 29,709                               |
| Property, plant and equipment          | 2.2A   | 9,841            | 8,943          | 12,513                               |
| Intangibles                            | 2.2A   | 39,401           | 41,724         | 49,920                               |
| Prepayments                            | 2.2B   | 2,128            | 2,324          | 3,230                                |
| Total non-financial assets             |        | 85,983           | 92,759         | 95,372                               |
| TOTAL ASSETS                           |        | 171,079          | 160,874        | 152,288                              |
| LIABILITIES                            |        |                  |                |                                      |
| Payables                               |        |                  |                |                                      |
| Suppliers                              | 2.3A   | 5,655            | 5,279          | 6,737                                |
| Other payables                         | 2.3B   | 3,862            | 3,103          | 3,455                                |
| Total payables                         |        | 9,517            | 8,382          | 10,192                               |
| Interest bearing liabilities           |        |                  |                |                                      |
| Leases                                 | 2.4A   | 35,887           | 40,608         | 30,759                               |
| Total interest bearing liabilities     |        | 35,887           | 40,608         | 30,759                               |
| Provisions                             |        |                  |                |                                      |
| Employee provisions                    | 2.5A   | 37,546           | 40,620         | 41,032                               |
| Other provisions                       | 2.5B   | 47               | 292            | 290                                  |
| Total provisions                       |        | 37,593           | 40,912         | 41,322                               |
| TOTAL LIABILITIES                      | _      | 82,997           | 89,902         | 82,273                               |
| NET ASSETS                             | _      | 88,082           | 70,972         | 70,015                               |
| EQUITY                                 |        |                  |                |                                      |
| Contributed equity                     |        | 3,295            | 3,295          | 3,295                                |
| Asset revaluation reserve              |        | 9,485            | 9,485          | 7,890                                |
| Retained surplus                       |        | 75,302           | 58,192         | 58,830                               |
| TOTAL EQUITY                           |        | 88,082           | 70,972         | 70,015                               |

The above statement should be read in conjunction with the accompanying notes, including Note 7 Explanation of Major Budgetary Variances.

Original budget figures are those published in CASA's 2021–22 Portfolio Budget Statements.

¹Right-of-use assets are included in the following line items: Buildings and Property, Plant and Equipment.

# **Civil Aviation Safety Authority** Statement of changes in equity

For the period ended 30 June 2022

|                                       | Retai<br>earni |                | Asse<br>revalua<br>reser | ition          | Contributed<br>equity / capital |                | Total equity   |                |
|---------------------------------------|----------------|----------------|--------------------------|----------------|---------------------------------|----------------|----------------|----------------|
|                                       | 2022<br>\$'000 | 2021<br>\$'000 | 2022<br>\$'000           | 2021<br>\$'000 | 2022<br>\$'000                  | 2021<br>\$'000 | 2022<br>\$'000 | 2021<br>\$'000 |
| Opening balance                       | 58,192         | 41,986         | 9,485                    | 7,890          | 3,295                           | 3,295          | 70,972         | 53,171         |
| Comprehensive income                  |                |                |                          |                |                                 |                |                |                |
| Other comprehensive income            | -              | -              | -                        | 1,595          | -                               | -              | -              | 1,595          |
| Surplus /(Deficit) for the period     | 17,110         | 16,206         | -                        | -              | -                               | -              | 17,110         | 16,206         |
| Total comprehensive income            | 17,110         | 16,206         | -                        | 1,595          | -                               | -              | 17,110         | 17,801         |
| Closing balance as at<br>30 June 2022 | 75,302         | 58,192         | 9,485                    | 9,485          | 3,295                           | 3,295          | 88,082         | 70,972         |
| Original budget                       | 58,830         |                | 7,890                    |                | 3,295                           |                | 70,015         |                |

The above statement should be read in conjunction with the accompanying notes, including Note 7 Explanation of Major Budgetary Variances.

Original budget figures are those published in CASA's 2021–22 Portfolio Budget Statements.

### **Civil Aviation Safety Authority Cash flow statement**

For the period ended 30 June 2022

|  | Notes | 2022<br>\$'000 | 2021<br>\$'000 | 2022<br>Original<br>Budget<br>\$'000 |
|--|-------|----------------|----------------|--------------------------------------|
| OPERATING ACTIVITIES   |       |                |                |                                      |
| Cash received  |       |                |                |                                      |
| Receipts from government   |       | 122,084        | 128,424        | 102,082                              |
| Aviation fuel excise   |       | 83,767         | 68,193         | 114,252                              |
| Registration levies  |       | 877            | -              | 1,400                                |
| Sale of goods and rendering of services                                    |       | 11,057         | 13,596         | 10,560                               |
| Interest   |       | 149            | 345            | 173                                  |
| Net GST received   | _     | 6,666          | 5,886          | 5,147                                |
| Total cash received  | _     | 224,600        | 216,444        | 233,614                              |
| Cash used  |       |                |                |                                      |
| Employees  |       | (129,372)      | (129,765)      | (136,325)                            |
| Suppliers  |       | (54,523)       | (45,465)       | (57,326)                             |
| Interest payments on lease liabilities                                     |       | (283)          | (301)          | (257)                                |
| Total cash used  |       | (184,178)      | (175,531)      | (193,908)                            |
| Net cash from operating activities   | 6     | 40,422         | 40,913         | 39,706                               |
| INVESTING ACTIVITIES  Cash used  Purchase of property, plant and equipment |       | (15,021)       | (15,780)       | (21,841)                             |
| and intangibles  Total cash used   | _     | (15.021)       | (15 790)       | (21.941)                             |
| Net cash used by investing activities                                      | _     | (15,021)       | (15,780)       | (21,841)                             |
| FINANCING ACTIVITIES Cash used   | _     | (13,021)       | (15,760)       | (21,041)                             |
| Principal payments of lease liabilities                                    |       | (8,805)        | (9,041)        | (9,584)                              |
| Total cash used  | _     | (8,805)        | (9,041)        | (9,584)                              |
| Net cash used by financing activities                                      |       | (8,805)        | (9,041)        | (9,584)                              |
|  |       |                |                |                                      |
| Net increase / (decrease) in cash held                                     | _     | 16,596         | 16,092         | 8,281                                |
| Cash and cash equivalents at the beginning of the reporting period         | _     | 65,877         | 49,785         | 44,753                               |
| Cash and cash equivalents at the end of the reporting period               |       | 82,473         | 65,877         | 53,034                               |

The above statement should be read in conjunction with the accompanying notes, including Note 7 Explanation of Major Budgetary Variances.

The original budget figures are those published in CASA's 2021–22 Portfolio Budget Statements and have been adjusted so as to be consistent with the financial statement classifications.

# **Civil Aviation Safety Authority** Notes to and forming part of the financial statements

For the period ended 30 June 2022

# Overview

Note 1: Financial performance

**Note 2:** Financial position

Note 3: People and relationships

Note 4: Managing uncertainties

**Note 5:** Regulatory charging summary

Note 6: Cash flow reconciliation

**Note 7:** Explanations of major budgetary variances

# Civil Aviation Safety Authority Notes to and forming part of the financial statements

For the period ended 30 June 2022

# Overview

# Objective of the Civil Aviation Safety Authority (CASA)

The Civil Aviation Safety Authority (CASA) is an Australian Government controlled, not-for-profit entity. The objective of CASA 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.

With the registered office located at 16 Furzer St, Phillip ACT 2606, CASA operates under the Civil Aviation Act 1988 as a Corporate Commonwealth entity.

CASA has the function of conducting the safety regulation of:

- (a) Civil air operations in Australian territory
- (b) The operation of Australian aircraft outside Australian territory

As reflected in the Portfolio Budget Statements, CASA is structured to meet the sole Outcome, '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 continued existence of CASA, in its present form and with its present programs, is dependent on government policy and on continuing appropriations by Parliament for CASA's administration and programs.

# Basis of Preparation of the Financial Statements

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The financial statements have been prepared in accordance with:

- (a) Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR); and
- (b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements have been presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

For the period ended 30 June 2022

# **New Accounting Standards**

All new/revised/amended standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on CASA's financial statements.

AASB 1060 applies to annual reporting periods beginning on or after 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no impact on the reported financial position, financial performance and cash flows of the entity.

# **Significant Accounting Judgements** and Estimates

In the process of applying the accounting policies listed in this note, CASA has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

 the value of the long service leave component of the leave provision is an estimate based on the shorthand model provided by the Department of Finance for entities with less than or equal to 1,000 full-time equivalent employees. This is based on the likely tenure of existing staff, patterns of leave claims and payouts, future salary movements and discount rates (ten year Australian Government bond rate).

No other accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.

### **Taxation**

CASA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST, except:

- where the amount of GST incurred is not recoverable from the Australian Taxation. Office; and
- for receivables and payables.

# **Events After the Reporting Period**

There was no subsequent event that had the potential to significantly affect the ongoing structure and financial activities of CASA.

### Notes to and forming part of the financial statements

For the period ended 30 June 2022

# Note 1: Financial Performance

|                              | 2022<br>\$'000 | 2021<br>\$'000 |
|------------------------------|----------------|----------------|
| Note 1.1: Expenses           | 7 000          | 7 000          |
| Note 1.1A: Employee benefits |                |                |
| Wages and salaries           | 101,017        | 99,103         |
| Superannuation               |                |                |
| Defined contribution plans   | 12,699         | 11,804         |
| Defined benefit plans        | 5,370          | 5,942          |
| Leave and other entitlements | 7,010          | 9,949          |
| Separation and redundancies  | 491            | 2,193          |
| Other employee benefits      | 743            | 789            |
| Total employee benefits      | 127,330        | 129,780        |

### **Accounting Policy**

### **Superannuation**

The Public Sector Superannuation Accumulation Plan (PSSap) is the CASA nominated employee default fund for persons employed under the Civil Aviation Act 1988. Some CASA staff remain eligible to be members of closed Commonwealth defined benefits schemes. The schemes are the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) and the AvSuper defined benefits scheme.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme. AvSuper provides for both defined benefits and defined contributions.

The liability for the CSS, PSS and AvSuper defined benefits portion is recognised in the financial statements of the Australian Government and are settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

CASA makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the government. CASA accounts for the contributions as if they were contributions to defined contribution plans.

### Leave and other entitlements

Accounting policies for leave and other entitlements are contained at Note 2.5 – Provisions.

# **Civil Aviation Safety Authority**

### Notes to and forming part of the financial statements

For the period ended 30 June 2022

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Note 1.1B: Suppliers                         |                |                |
| Goods and services                           |                |                |
| Consultancies and service contracts          | 20,649         | 13,471         |
| Information technology and telephone charges | 12,521         | 11,173         |
| Insurance                                    | 861            | 866            |
| Media, publications and subscriptions        | 2,530          | 1,631          |
| Office supplies, photocopying and printing   | 782            | 1,865          |
| Postage, freight and storage                 | 524            | 577            |
| Property operating costs                     | 1,307          | 1,495          |
| Recruitment                                  | 368            | 306            |
| Travel and transport                         | 2,868          | 2,605          |
| Training costs                               | 1,484          | 1,476          |
| Legal costs                                  | 492            | 753            |
| Financial assistance                         | 843            | 816            |
| Other  | 589            | 580            |
| Total goods and services                     | 45,818         | 37,614         |
| Goods supplied                               | 1,183          | 533            |
| Services rendered                            | 44,635         | 37,081         |
| Total goods and services                     | 45,818         | 37,614         |
| Other suppliers                              |                |                |
| Workers compensation expenses                | 1,450          | 917            |
| Lease outgoings and variables                | 1,081          | 1,368          |
| Total other suppliers                        | 2,531          | 2,285          |
| Total Suppliers                              | 48,349         | 39,899         |

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C and 2.4.

### **Accounting Policy**

### Short-term leases and leases of low-value assets

CASA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The entity recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

|                               | 2022<br>\$'000 | 2021<br>\$'000 |
|-------------------------------|----------------|----------------|
| Note 1.1C: Finance Costs      |                |                |
| Interest on lease liabilities | 283            | 300            |
| Unwinding of discount         | 1              | 2              |
| Total Finance Costs           | 284            | 302            |

The interest on lease liabilities should be read in conjunction with the accompanying notes 1.1B and 2.4.

The unwinding of discount should be read in conjunction with the accompanying note 2.5B.

# **Civil Aviation Safety Authority**

### Notes to and forming part of the financial statements

For the period ended 30 June 2022

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Note 1.2: Own-Source Income  |                |                |
| Own-source Revenue   |                |                |
| Note 1.2A: Revenue from contracts with customers                     |                |                |
| Regulatory services under Civil Aviation (Fees) Regulations Act 1995 | 9,873          | 10,945         |
| Sales of forms and documents   | 391            | 377            |
| Other revenue with customers   | 58             | 217            |
| Total revenue from contracts with customers                          | 10,322         | 11,539         |
| Disaggregation of revenue from contracts with customers              |                |                |
| Type of customer   |                |                |
| Australian Government entities (related parties)                     | 123            | 183            |
| State and Territory Governments                                      | 38             | 30             |
| Non-government entities  | 10,161         | 11,326         |
|  | 10,322         | 11,539         |
| Revenue recognised at a point in time                                |                |                |
| Revenue recognised immediately                                       | 9,688          | 10,364         |
| Revenue recognised at time of completion                             | 634            | 1,175          |
| Revenue recognised over time   | -              | -              |
|  | 10,322         | 11,539         |

### **Accounting Policy**

### Revenue from contracts with customers

CASA's revenue from contracts with customers is recognised when CASA's identified performance obligation is fulfilled. CASA has identified that the single performance obligation for the majority of regulatory services is to process an application and provide outcome or feedback. Revenue will be recognised when the assessment is completed and the outcome informed to the customer. CASA's regulatory fees are paid upfront and chargeable regardless of the application outcome. Fees are still payable even if an applicant withdraws their application after work has commenced and not completed. CASA staff effort until the withdrawal is still charged.

CASA charges customers at either a fixed fee or an hourly rate, that is the actual time spent by a proficient officer to complete the job. CASA applies the input method to recognise revenue on the basis of efforts or inputs to the satisfaction of a performance obligation. This would almost always be labour hours expended.

Following a detailed analysis of the nature, performance obligations, timing of completion and job tracking systems of CASA's regulatory fees, CASA adopted a threshold-based approach to recognising revenue from regulatory service fees which balances cost, accuracy and materiality. The revenue recognition policy can be summarised as follows:

- · apply low-value exemption for licensing and aircraft registration and recognise revenue upfront for items with a value below \$8,000
- recognise revenue at time of completion for more complex jobs that require assessment over an extended period of time which have a single performance obligation satisfied at completion
- · recognise revenue over time for significant jobs that are major regulatory services as defined by CASA's Cost Recovery Instructions, which may have single or multiple performance obligations completed over time. Multiple performance obligations will be identified and assessed for revenue recognition on a case by case basis.

# Civil Aviation Safety Authority Notes to and forming part of the financial statements

For the period ended 30 June 2022

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| Note 1.2B: Interest   |                |                |
| Cash at bank and deposits at call                                       | 29             | 21             |
| Investments – term deposits   | 202            | 237            |
| Total interest  | 231            | 258            |
| Refer to Note 4.3 Financial Instruments for detailed accounting policy. |                |                |
| Note 1.2C: Other revenue  |                |                |
| Administrative fines  | 45             | 47             |
| Other sundry revenue  | 516            | 265            |
| Total other revenue   | 561            | 312            |
| Note 1.2D: Other gains  |                |                |
| Other gains   | 246            | -              |
| Total other gains   | 246            | -              |

Other gains relate to the adjustment in the makegood provision. Refer to Note 2.5B Other Provisions.

# **Civil Aviation Safety Authority** Notes to and forming part of the financial statements

For the period ended 30 June 2022

|   | 2022<br>\$'000  | 2021<br>\$'000 |
|---|-----------------|----------------|
| Note 1.3: Revenue from Government   |                 |                |
| Note 1.3A: Revenue from Government  |                 |                |
| Department of Infrastructure, Transport, Regional Development and           | Communications: |                |
| Administered payment to CASA as a PGPA Act Corporate<br>Commonwealth entity | 122,082         | 128,424        |
| Indonesia Transport Safety Assistance Package                               | 2               | -              |
| Aviation Fuel Revenues (Special Appropriation) Act 1988                     | 84,423          | 68,720         |
| Unmanned Aircraft Levy (Special Appropriation) Act 2020                     | 891             | -              |
| Total revenue from Government   | 207,398         | 197,144        |

### **Accounting Policy**

### Revenue from Government

Funding received or receivable from the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC), including departmental appropriations, aviation fuel excise and unmanned aircraft levy, (appropriated to DITRDC for payment to CASA as a corporate commonwealth entity under the PGPA Act 2013) are recognised as Revenue from Government unless the funding is in the nature of an equity injection or a loan.

Departmental appropriations for the year are recognised as Revenue from Government when CASA gains control of the appropriation.

Aviation Fuel Revenues are received weekly after receipt of a report from the Australian Taxation Office and drawn down on CASA's behalf by DITRDC. Accrued aviation fuel excise is recognised on a pro-rata basis until the end of the reporting period based on the previous report.

An annual registration levy for commercially operated drones became effective on July 2021 under the Unmanned Aircraft Levy (Special Appropriation) Act 2020. The levy is initially collected into a CASA bank account and then paid to DITRDC to be receipted to the Official Public Account (OPA) on CASA's behalf as CASA does not have an Official Bank Account or drawing rights on appropriations. The levy amount is then drawn down from the OPA by DITRDC and paid to CASA in accordance with the Civil Aviation Act 1988. The levy is recognised as CASA's revenue at initial receipt as it's a retainable receipt by nature.

Indonesia Transport Safety Assistance Package is funded by the Australian Government to assist Indonesia to regulate and promote transport safety in accordance with applicable international standards and contemporary safety management practices.

### Additional funding from the Government for 2021-22

In addition to CASA's appropriation for 2021–22 of \$102.1 million, the Government provided CASA with additional funding of \$20.0 million to help CASA manage the slow recovery of the aviation fuel excise from the impact of COVID-19.

For the period ended 30 June 2022

# Note 2: Financial Position

|                                      | 2022<br>\$'000 | 2021<br>\$'000 |
|--------------------------------------|----------------|----------------|
| Note 2.1: Financial Assets           |                |                |
| Note 2.1A: Cash and cash equivalents |                |                |
| Cash at bank and deposits at call    | 22,473         | 13,377         |
| Total cash and cash equivalents      | 22,473         | 13,377         |
| Note 2.1B: Investments               |                |                |
| Investments                          | 60,000         | 52,500         |
| Total investments                    | 60,000         | 52,500         |
| Total cash and investments           | 82,473         | 65,877         |

### **Accounting Policy**

#### Cash

Cash is recognised at nominal amounts. Cash and cash equivalents includes cash at bank and at-demand bank deposits. Temporary surplus funds, mainly from draw downs of appropriation, weekly aviation fuel excise claims and any recouped maturities to aid cash flow, are placed on deposit at call with CASA's banker. Interest is earned on the daily balance at the prevailing rate for money on call and is paid at the beginning of the following month.

#### Investments

Investments are recognised at fair value. Investments include deposits with original maturity of 4 months or over. Interest is credited to revenue as it accrues. Interest is earned on the daily balance at the prevailing rate for investments and is paid at maturity.

### **Civil Aviation Safety Authority**

### Notes to and forming part of the financial statements

For the period ended 30 June 2022

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| Note 2.1C: Trade and other receivables  |                |                |
| Goods and services receivables  |                |                |
| Goods and services receivables  | 201            | 637            |
| Total goods and services receivables  | 201            | 637            |
| Receivable from government  |                |                |
| Receivable from Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) | 15             | -              |
| Total receivable from government  | 15             | -              |
| Other receivables   |                |                |
| Net GST receivable  | 760            | 703            |
| Total other receivables   | 760            | 703            |
| Total trade and other receivables   | 976            | 1,340          |

All receivables are expected to be recovered in no more than 12 months.

### **Accounting Policy**

Trade receivables and other receivables are recorded at face value less any impairment. Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is continually reviewed. Allowances are made on an lifetime expected loss basis.

Trade receivables are recognised where CASA becomes party to a contract and has a legal right to receive cash. Loans and receivables are assessed for impairment on initial recognition. Impairment allowances are made on a lifetime expected loss basis. Trade receivables are derecognised on payment.

Refer to the accounting policy in Note 1.3A Revenue from Government. Appropriation receivables are the registration levies that DITRDC draws down from the OPA and pays to CASA in accordance with the Civil Aviation Act 1988.

The fair values of CASA's financial assets and liabilities approximate their carrying amounts.

CASA has policies and procedures that guide employees' debt recovery. CASA does not require collateral in respect of trade and other receivables.

|                                      | 2022<br>\$'000 | 2021<br>\$'000 |
|--------------------------------------|----------------|----------------|
| Note 2.1D: Accrued revenue           |                |                |
| Accrued aviation fuel excise revenue | 1,383          | 727            |
| Accrued interest                     | 109            | 27             |
| Other income                         | 155            | 144            |
| Total accrued revenue                | 1,647          | 898            |

# Civil Aviation Safety Authority Notes to and forming part of the financial statements

For the period ended 30 June 2022

### Note 2.2: Non-financial assets

Note 2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

|  | Buildings        |  |
|--|------------------|--|
|  | In Use<br>\$'000 |  |
| As at 1 July 2021  |                  |  |
| Gross book value   | 56,856           |  |
| Accumulated depreciation/amortisation                        | (17,088)         |  |
| Accumulated impairment                                       | -                |  |
| Total as at 1 July 2021                                      | 39,768           |  |
| Additions:   |                  |  |
| By purchase  | -                |  |
| Purchase or internally developed                             | -                |  |
| Reclassification   | -                |  |
| Transfers  | -                |  |
| Right-of-use assets  | 3,993            |  |
| Disposals:   |                  |  |
| Gross value of disposals                                     | -                |  |
| Accumulated depreciation on disposals                        | -                |  |
| Gross value of disposals of right-of-use assets              | (776)            |  |
| Accumulated depreciation on disposals of right-of-use assets | 776              |  |
| Write-down of assets:  |                  |  |
| Gross Value  | -                |  |
| Depreciation expense   | -                |  |
| Depreciation on right-of-use assets                          | (9,148)          |  |
| Total as at 30 June 2022                                     | 34,613           |  |
| Total as at 30 June 2022 represented by:                     |                  |  |
| Gross book value   | 60,073           |  |
| Accumulated depreciation/amortisation                        | (25,460)         |  |
| Total as at 30 June 2022 represented by:                     | 34,613           |  |
| Total of class including work in progress as at 30 June 2022 | 34,613           |  |
| Carrying amount of right-of-use assets as at 30 June 2022    | 34,613           |  |

### Revaluations of non-financial assets and intangible assets

An asset stocktake is conducted on an annual basis to ensure all assets are in good condition and fit for purpose.

The carrying value for the Property, Plant and Equipment was assessed by the independent valuer as materially at fair value as of 30 June 2022.

|          | are      | Computer Softwa | d Equipment | Property, Plant and |
|----------|----------|-----------------|-------------|---------------------|
|          | Work In  |                 | Work In     |                     |
| Total    | Progress | In Use          | Progress    | In Use              |
| \$'000   | \$'000   | \$′000          | \$′000      | \$'000              |
|          |          |                 |             |                     |
| 148,321  | 4,620    | 77,536          | 52          | 9,257               |
| (57,886) | -        | (40,432)        | -           | (366)               |
| 90,435   | 4,620    | 37,104          | 52          | 8,891               |
| 90,433   | 4,020    | 37,104          | 32          | 0,091               |
|          |          |                 |             |                     |
| 8        | -        | -               | -           | 8                   |
| 15,013   | 10,916   | -               | 4,097       | -                   |
| -        | (885)    | -               | 885         | -                   |
| -        | (7,819)  | 7,819           | (5,019)     | 5,019               |
| 4,084    | -        | -               | -           | 91                  |
|          |          |                 |             |                     |
| (3,820)  | -        | (3,355)         | -           | (465)               |
| 3,637    | -        | 3,330           | -           | 307                 |
| (893)    | -        | -               | -           | (117)               |
| 888      | -        | -               | -           | 112                 |
|          |          |                 |             |                     |
| (294)    | (294)    | -               | -           | -                   |
| (15,835) | -        | (12,035)        | -           | (3,800)             |
| (9,368)  | -        | -               | -           | (220)               |
| 83,855   | 6,538    | 32,863          | 15          | 9,826               |
|          |          |                 |             |                     |
| 162,419  | 6,538    | 82,000          | 15          | 13,793              |
| (78,564) | -        | (49,137)        | -           | (3,967)             |
| 83,855   | 6,538    | 32,863          | 15          | 9,826               |
| 83,855   |          | 39,401          |             | 9,841               |
| 35,014   | -        | -               | -           | 401                 |

For the period ended 30 June 2022

# **Accounting Policy**

### Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

### Property, Plant and Equipment Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$5,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to makegood provisions in property leases taken up by CASA where there exists an obligation to restore the property to its original condition. These costs are included in the value of CASA's leasehold improvements with a corresponding provision for the makegood recognised.

### Leased Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the discounted initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by CASA as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application, an impairment review is undertaken for any right of use leased asset that shows indicators of impairment and an impairment loss is recognised against any right of use leased asset that is impaired. Leased ROU assets continue to be measured at cost less impairment and accumulated amortisation after initial recognition.

For the period ended 30 June 2022

#### **Revaluations**

Fair values (excluding ROU assets) for each class of asset of the property, plant and equipment category are determined as shown below:

| Asset Class         | Fair value measured at:                              |
|---------------------|--|
| Office fitout       | Depreciated replacement cost                         |
| Plant and equipment | Market selling price or depreciated replacement cost |

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment loss. The fair value (excluding ROU assets) of property, plant and equipment is reviewed annually and external valuations performed with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

#### **Depreciation**

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to CASA, using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset of the property, plant and equipment category are based on the following useful lives:

| Asset Class         | 2022   | 2021   |
|---------------------|--|--|
| Buildings           | Lease term   | Lease term   |
| Office fitout       | Lower of<br>lease term or<br>useful life up<br>to 16 years | Lower of lease<br>term or useful<br>life up to 16<br>years |
| Plant and equipment | 1 to 16 years  | 1 to 16 years  |

The depreciation rates for ROU assets are based on the commencement date to the earlier of either the end of the useful life of the ROU asset or the end of the lease term.

For the period ended 30 June 2022

#### *Impairment*

All assets were assessed for impairment as at 30 June 2022. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if CASA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

#### Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

#### *Intangibles*

CASA's intangibles comprise internally developed software and externally acquired software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of CASA's software are 3 to 10 years (2020–21: 3 to 10 years).

All software assets were assessed for indications of impairment as at 30 June 2022.

#### **Civil Aviation Safety Authority**

#### Notes to and forming part of the financial statements

For the period ended 30 June 2022

|   | 2022   | 2021   |
|---|--------|--------|
| Contractual commitments for the acquisition of plant,   | \$'000 | \$'000 |
| equipment and intangible assets   |        |        |
| Commitments are payable as follows:   |        |        |
| Within 1 year   | 275    | 2,127  |
| Between 1 to 5 years  | 134    | -      |
| Total contractual commitments for the acquisition of plant, equipment and intangible assets             | 409    | 2,127  |
| The nature of capital commitments is primarily for office fit out and acquisition of intangible assets. |        |        |
| Amounts for capital commitments are GST inclusive.  |        |        |
| Note 2.2B: Other non-financial assets   |        |        |
| Prepayments   | 2,128  | 2,324  |
| Total other non-financial assets  | 2,128  | 2,324  |
| Note 2.3: Liabilities   |        |        |
| Note 2.3A: Suppliers  |        |        |
| Trade creditors and accruals  | 5,655  | 5,279  |
| Total suppliers   | 5,655  | 5,279  |

#### **Accounting Policy**

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced). Supplier and other payables are derecognised on payment. Supplier payables are settled within 20 days.

|                           | 2022<br>\$'000 | 2021<br>\$'000 |
|---------------------------|----------------|----------------|
| Note 2.3B: Other payables |                |                |
| Wages and salaries        | 2,686          | 1,735          |
| Superannuation            | 414            | 334            |
| Unearned income           | 752            | 1,003          |
| Other payables            | 10             | 31             |
| Total other payables      | 3,862          | 3,103          |

#### **Accounting Policy**

#### **Superannuation**

The liability for superannuation recognised as at 30 June 2022 represents outstanding contributions for the final pay days remaining in 2021–22.

#### **Unearned** income

CASA's regulatory fees are payable before the commencement of work. Based on the revenue recognition policy disclosed in Note 1.2, prepayment of fees for regulatory jobs over \$8,000 are recognised as unearned revenue if the performance obligations are not fulfilled as at 30 June 2022.

For the period ended 30 June 2022

|  | 2022<br>\$′000                      | 2021<br>\$'000 |
|--|-------------------------------------|----------------|
| Note 2.4: Interest Bearing Liabilities                           |                                     |                |
| Note 2.4A: Leases  |                                     |                |
| Lease Liabilities - Building leases                              | 35,500                              | 40,098         |
| Lease Liabilities - Motor Vehicles                               | 387                                 | 510            |
| Total leases   | 35,887                              | 40,608         |
| Total cash outflow for leases for the year ended 30 June 2022 wa | as \$9,103,612 (2021: \$9,454,711). |                |
| Maturity analysis – contractual undiscounted                     |                                     |                |
| cash flows   |                                     |                |
| Within 1 year  | 8,620                               | 9,528          |
| Between 1 to 5 years   | 19,802                              | 22,906         |
| More than 5 years  | 9,539                               | 9,765          |
| Total leases   | 37,961                              | 42,199         |

CASA takes open market competitive approach for all its lease tenders. Building leases generally span from 5 to 10 years whilst motor vehicle leases are at 3 to 4 year term. Fixed yearly rent increments or scheduled market rent review are usually included in the lease contracts.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B and 1.1C.

#### **Accounting Policy**

For all new contracts entered into, CASA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Optional periods will be included in the lease liability measurement once CASA is reasonably certain to exercise the option.

For the period ended 30 June 2022

|                                     | 2022<br>\$'000                      | 2021<br>\$'000 |
|-------------------------------------|-------------------------------------|----------------|
| Note 2.5: Provisions                |                                     |                |
| Note 2.5A: Employee provisions      |                                     |                |
| Separations and redundancies        | 142                                 | 643            |
| Leave                               | 32,179                              | 34,473         |
| Ancillary costs on leave provisions | 5,225                               | 5,504          |
| Total employee provisions           | 37,546                              | 40,620         |
| Note 2.5B: Other provisions         |                                     |                |
| Provision for makegood              | 47                                  | 292            |
| Total other provisions              | 47                                  | 292            |
|                                     | Provision for<br>makegood<br>\$'000 |                |
| As at 1 July 2021                   | 292                                 |                |
| Revaluations                        | (4)                                 |                |
| Unwinding of discounted amount      | 1                                   |                |
| Amount reversed                     | (242)                               |                |
| Total as at 30 June 2022            | 47                                  |                |

CASA currently has one agreement for the leasing of premises which include clauses requiring CASA to restore the premises to its original condition at the conclusion of the lease. CASA has made a provision to reflect the present value of this obligation.

For the period ended 30 June 2022

#### **Accounting Policy**

#### Other Provisions

CASA recognises a provision where there is a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

#### **Employee Benefits**

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

#### Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of CASA is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including CASA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. An ancillary on-cost liability, based on actuarial assessment, has been recognised in the statement of financial position for employer superannuation contributions payable on accrued annual leave and long service leave as at the end of the financial year.

The liability for long service leave as at 30 June 2022 has been determined by reference to the Department of Finance shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

#### Separation and Redundancy

Provision is made for separation and redundancy benefit payments. CASA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

#### **Termination Benefits**

CASA offers voluntary redundancy to its staff when the position is identified as excess to CASA's staffing requirements, and no suitable opportunity for redeployment is available within CASA. The redundancy payment includes a separation entitlement of two weeks for each year of service and a maximum five weeks of notice payment.

CASA's provision for termination benefits is disclosed in Note 2.5A under the line item Separations and redundancies. The payment is funded by CASA's operating surplus.

#### **Civil Aviation Safety Authority**

#### Notes to and forming part of the financial statements

For the period ended 30 June 2022

## Note 3: People and Relationships

#### **Note 3.1: Key Management Personnel Remuneration**

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of CASA, directly or indirectly, including Board Directors. CASA has determined the key management personnel to be the Portfolio Minister, the Board Directors, and the Executive Committee members. Key management personnel remuneration is reported in the table below:

|   | 2022   | 2021   |
|---|--------|--------|
|   | \$'000 | \$'000 |
| Short-term employee benefits                |        |        |
| Salary                                      | 3,088  | 2,267  |
| Annual leave accrued                        | 250    | 222    |
| Allowances                                  | 6      | 44     |
| Total short-term employee benefits          | 3,344  | 2,533  |
| Post-employment benefits                    |        |        |
| Superannuation                              | 512    | 340    |
| Total post-employment benefits              | 512    | 340    |
| Other long-term employee benefits           |        |        |
| Long-service leave accrued                  | 85     | 212    |
| Total other long-term employee benefits     | 85     | 212    |
| Termination benefits                        | 206    | -      |
| Total key management personnel remuneration | 4,147  | 3,085  |

The total number of key management personnel that are included in the above table are 18 (2021: 13) individuals. On 1 July 2021, the Director of Aviation Safety (DAS) invited all Executive Managers to join the Executive Committee, which only consisted of the DAS and her direct reports in prior years.

The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by CASA.

For the period ended 30 June 2022

#### **Note 3.2: Related Party Disclosures**

#### **Related party relationships**

CASA is an Australian Government controlled entity. Related parties to CASA are Key Management Personnel including the Portfolio Minister, the Board Directors, and the Executive Committee members, as well as other Australian Government entities.

#### Transactions with related parties

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- · CASA transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions, including the payment of workers compensation, insurance premiums, and some services charges. There are no other significant transactions with related parties that require disclosure.
- · CASA makes employer contributions to Australian Government superannuation plans and schemes as disclosed in Note 1.1A Employee Benefits.

#### Notes to and forming part of the financial statements

For the period ended 30 June 2022

## **Note 4: Managing Uncertainties**

#### **Note 4.1: Contingent Assets and Liabilities**

|                                       | Claims for damages | or costs       |
|---------------------------------------|--------------------|----------------|
|                                       | 2022<br>\$'000     | 2021<br>\$'000 |
| Contingent assets                     |                    |                |
| Balance from previous period          | 6,353              | 2,600          |
| New contingent assets recognised      |                    | 5,000          |
| Obligations Settled                   | -                  | (1,206)        |
| Obligations expired                   | -                  | (41)           |
| Total contingent assets               | 6,353              | 6,353          |
| Contingent liabilities                |                    |                |
| Balance from previous period          | 6,525              | 2,751          |
| New contingent liabilities recognised | 109                | 5,115          |
| Liabilities realised                  | (56)               | (1,311)        |
| Obligations expired                   | (126)              | (30)           |
| Total contingent liabilities          | 6,452              | 6,525          |
| Net contingent liabilities            | (99)               | (172)          |

#### **Quantifiable contingencies**

CASA is a defendant in three actions for damages relating to personal injury and destruction of property resulting from aircraft accidents. The combined value of the damages claimed in these matters is \$6,352,953 (2021: \$6,352,953). CASA is defending all three claims, however, if unsuccessful, CASA reasonably expects the full amount would be covered by CASA's insurance provider.

The schedule of contingencies also contains 'other' liabilities of \$99,159 (2021: \$171,442). This amount represents an estimate of CASA's liability in respect of studies assistance. CASA staff are entitled to reimbursement of their expenditure in relation to approved work related study once they successfully complete it.

#### **Unquantifiable and remote contingencies**

As at 30 June 2022, CASA is named as defendant in four actions for damages relating to personal injury or loss of life (2021: 4). It is deemed not possible to estimate the amount of any eventual payment that may be required in relation to these claims. CASA has denied liability and is defending the claims, however, if unsuccessful, CASA reasonably expects the full amount would be covered by CASA's insurance provider.

#### **Accounting Policy**

#### **Contingent Liabilities and Contingent Assets**

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

#### **Civil Aviation Safety Authority**

## Notes to and forming part of the financial statements

For the period ended 30 June 2022

#### **Note 4.2: Fair Value Measurements**

|  | 2022            | 2021            |
|--|-----------------|-----------------|
|  | \$'000          | \$'000          |
| ASSETS   |                 |                 |
| Assets at fair value   |                 |                 |
| Non-financial assets Property, plant and equipment             | 9,440           | 8,408           |
| Total non-financial assets at fair value                       | 9,440           | 8,408           |
| - Total Holl-Illiancial assets at fair value                   | 3,440           | 0,400           |
| Total assets at fair value                                     | 9,440           | 8,408           |
| Assets where carrying amount approximates fair value           |                 |                 |
| Financial assets   |                 |                 |
| Cash, cash equivalents and investments                         | 82,473          | 65,877          |
| Trade and other receivables Accrued revenue                    | 976<br>1,647    | 1,340           |
| Total financial assets where carrying value approximates       | 1,047           | 898             |
| fair value   | 85,096          | 68,115          |
| Assets carried at cost   |                 |                 |
| Non-financial assets   |                 |                 |
| Buildings – right-of-use assets                                | 34,613          | 39,768          |
| Property, plant and equipment - right-of-use assets            | 401             | 535             |
| Intangibles  | 39,401<br>2,128 | 41,724<br>2,324 |
| Prepayments  Total non-financial assets carried at cost        | 76,543          | 84,351          |
| Total Holl-Illiancial assets Carried at Cost                   | 70,545          | 64,331          |
| Total assets in the statement of financial position            | 171,079         | 160,874         |
| LIABILITIES  |                 |                 |
| Liabilities where carrying value approximates fair value       |                 |                 |
| Payables Suppliers   | 5,655           | 5,279           |
| Lease Liabilities  | 35,887          | 40,608          |
| Other payables   | 3,862           | 3,103           |
| Total payables   | 45,404          | 48,990          |
| Provisions   |                 |                 |
| Employee provisions  | 37,546          | 40,620          |
| Other provisions   | 47              | 292             |
| Total provisions   | 37,593          | 40,912          |
| <del></del>  | 92.007          | 89,902          |
| Total liabilities where carrying value approximates fair value | 82,997          | 69,902          |

For the period ended 30 June 2022

The highest and best use of all non-financial assets are the same as their current use.

- 1. No change in valuation technique occurred during the period.
- 2. Significant observable inputs only. Not applicable for assets in the Level 2 category.

#### **Recurring and non-recurring Level 3 fair value measurements - valuation processes**

CASA procured valuation services from Pickles Valuation Services (PVS) and relied on valuation models provided by PVS. CASA tests the procedures of the valuation model at least once every 12 months. PVS provided written assurance to CASA that the model developed is in compliance with AASB 13.

#### **Recurring Level 3 fair value measurements - sensitivity of inputs**

The significant unobservable inputs used in the fair value measurement of CASA's property, plant and equipment assets are the expected useful lives and any adjustment for obsolescence. Significant increases (decreases) in expected useful lives would result in significant higher (lower) fair value measurement and significant increases (decreases) in adjustments for obsolescence would result in significant higher (lower) fair value measurement.

#### **Accounting Policy**

#### Fair Value measurement

CASA deems transfers between levels of the fair value hierarchy to have occurred at balance date.

#### **Civil Aviation Safety Authority**

### Notes to and forming part of the financial statements

For the period ended 30 June 2022

#### **Note 4.3: Financial Instruments**

|  | 2022<br>\$'000 | 2021<br>\$'000 |
|--|----------------|----------------|
| Note 4.3A: Categories of financial instruments             |                |                |
| Financial assets at amortised cost                         |                |                |
| Cash at bank and deposits at call                          | 22,473         | 13,377         |
| Trade and other receivables                                | 201            | 637            |
| Accrued interest   | 109            | 27             |
| Investments  | 60,000         | 52,500         |
| Total financial assets at amortised cost                   | 82,783         | 66,541         |
| Total financial instruments classified as financial assets | 82,783         | 66,541         |

CASA's only financial liabilities are supplier payables. These are measured at amortised cost.

#### Note 4.3B: Net gains or losses on financial assets

#### Financial assets at amortised cost

| Interest revenue                                | 29  | 21  |
|---|-----|-----|
| Investments                                     | 202 | 237 |
| Net gains on financial assets at amortised cost | 231 | 258 |
|   |     |     |
| Net gains on financial assets                   | 231 | 258 |

For the period ended 30 June 2022

#### **Accounting Policy**

#### **Financial Assets**

Under AASB 9 Financial Instruments, CASA classifies its financial assets into the following categories:

- · financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when CASA becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

#### Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- the financial asset is held in order to collect the contractual cash flows; and
- the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

#### **Effective Interest Method**

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

#### **Impairment of Financial Assets**

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

#### **Financial Liabilities**

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

#### Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

For the period ended 30 June 2022

Note 4.4: Current/non-current distinction for assets and liabilities

|                                       | 2022<br>\$'000 | 2021<br>\$'000 |
|---------------------------------------|----------------|----------------|
| Assets expected to be recovered in    |                |                |
| No more than 12 months                |                |                |
| Cash and cash equivalents             | 22,473         | 13,377         |
| Investments                           | 60,000         | 52,500         |
| Trade and other receivables           | 976            | 1,340          |
| Accrued revenue                       | 1,647          | 898            |
| Prepayments                           | 1,960          | 2,019          |
| Total no more than 12 months          | 87,056         | 70,134         |
| More than 12 months                   |                |                |
| Buildings                             | 34,613         | 39,768         |
| Property, plant and equipment         | 9,841          | 8,943          |
| Intangibles                           | 39,401         | 41,724         |
| Prepayments                           | 168            | 305            |
| Total more than 12 months             | 84,023         | 90,740         |
| Total assets                          | 171,079        | 160,874        |
| Liabilities expected to be settled in |                |                |
| No more than 12 months                |                |                |
| Suppliers                             | 5,655          | 5,279          |
| Other payables                        | 3,862          | 3,103          |
| Lease Liabilities                     | 7,637          | 8,586          |
| Employee provisions                   | 12,705         | 12,727         |
| Total no more than 12 months          | 29,859         | 29,695         |
| More than 12 months                   |                |                |
| Lease Liabilities                     | 28,250         | 32,022         |
| Employee provisions                   | 24,841         | 27,893         |
| Other provisions                      | 47             | 292            |
| Total more than 12 months             | 53,138         | 60,207         |
| Total liabilities                     | 82,997         | 89,902         |

## **Civil Aviation Safety Authority**

#### Notes to and forming part of the financial statements

For the period ended 30 June 2022

## **Note 5: Regulatory Charging Summary**

|                | 2022<br>\$'000 | 2021<br>\$'000 |
|----------------|----------------|----------------|
| Expenses       |                |                |
| Departmental   | 201,648        | 193,047        |
| Total expenses | 201,648        | 193,047        |
| Revenue        |                |                |
| Departmental   | 11,360         | 12,109         |
| Total revenue  | 11,360         | 12,109         |

#### **Regulatory charging activities:**

CASA provides regulatory services to the aviation industry. Aviation operators apply to CASA for licenses and permissions, CASA then assesses the applications and either approves or rejects them. Civil Aviation (Fees) Regulations 1995 enables fees to be prescribed in regulation. CASA charges customers at either a fixed fee or an hourly rate, that is the actual time spent by a proficient officer to complete the job.

Fees for regulatory services are detailed in the Civil Aviation (Fees) Regulations Act 1995.

## Note 6: Cash Flow Reconciliation

|   | 2022<br>\$'000 | 2021<br>\$'000 |
|---|----------------|----------------|
| Reconciliation of cash and cash equivalents as per the statement of financial position to the cash flow statement |                |                |
| Reconciliation of net cost of services to net cash from operating activities:                                     |                |                |
| Net cost of services  | (190,288)      | (180,938)      |
| Add: Revenue from government  | 122,084        | 128,424        |
| Add: Aviation fuel excise   | 84,423         | 68,720         |
| Add: Registration levies  | 891            | -              |
| Adjustments for non-cash items:   |                |                |
| Depreciation and amortisation   | 25,203         | 22,646         |
| Net write down of non-financial assets  | 294            | 168            |
| (Gains) / losses on disposal of assets  | 188            | 252            |
| Changes in assets / liabilities   |                |                |
| (Increase) / Decrease in net receivables  | 364            | 1,638          |
| (Increase) / Decrease in accrued revenue  | (749)          | (392)          |
| (Increase) / Decrease in prepayments  | 196            | 186            |
| Increase / (Decrease) in employee provisions  | (3,074)        | (255)          |
| Increase / (Decrease) in supplier payables  | 376            | 190            |
| Increase / (Decrease) in other provisions   | (245)          | 2              |
| Increase / (Decrease) in other payables   | 759            | 272            |
| Net cash from operating activities  | 40,422         | 40,913         |

For the period ended 30 June 2022

# Note 7: Explanation of Major Budgetary Variances

| Explanations of major<br>variances   | Variance<br>to budget<br>(\$'000) | Affected statements and line items  |
|--|-----------------------------------|---|
| The underspends in employee benefits are primarily driven by the reduction in leave provisions   | (8,917)                           | Statement of Comprehensive Income: • Expenses – Employee benefits                             |
| of \$3.4m due to adjustments resulting from the increasing government bond rate, and the   | (3,486)                           | Statement of Financial Position: Provisions – Employee provisions                             |
| actual ASL being 27 less than budget at 805 ASL.   | (6,951)                           | Statement of Cash Flow - Operating Activities:  Cash used – Employees                         |
| The underspends in supplier expenses are mostly from IT  | (2,964)                           | Statement of Comprehensive Income: • Expenses – Suppliers                                     |
| consultancy and contracted services due to delays in major IT projects, which also lead to lower closing balances in supplier payables and prepayment.   | (2,803)                           | Statement of Cash Flow - Operating Activities:  Cash used – Suppliers                         |
|  | (1,082)                           | Statement of Financial Position: Payables – Supplier payables                                 |
|  | (1,102)                           | Statement of Financial Position: <ul><li>Non-financial assets – Prepayment</li></ul>          |
| CASA undertook a conservative approach in forecasting the regulatory activities under the impact of COVID-19, however the aviation industry was much more active especially in the fly-in, fly-out and charter operations which resulted in stronger demand for regulatory services. | 2,822                             | Statement of Comprehensive Income:  Own-source income – Revenue from contracts with customers |
| In addition to CASA's<br>appropriation for 2021–22 of<br>\$102.1 million, the Government<br>provided CASA with additional  | 20,002                            | Statement of Comprehensive Income: Revenue from government                                    |
| funding of \$20.0 million to help CASA manage the slow recovery of the aviation fuel excise from the impact of COVID-19.   | 20,002                            | Statement of Cash Flow – Operating Activities:  Cash received – Receipts from government      |

## Note 7: Explanation of Major Budgetary Variances

| Explanations of major<br>variances  | Variance<br>to budget<br>(\$'000) | Affected statements and line items   |
|---|-----------------------------------|--|
| The budget for aviation fuel excise was generated by forecasts from The Treasury which may not  | (32,477)                          | Statement of Comprehensive Income:  • Aviation fuel excise   |
| have foreseen the consequence of the COVID-19 lockdowns and the ensuing impact on domestic travel. The actual sales of aviation fuel reduced during the months of travel restriction and resulted in the revenue shortfall. | (30,485)                          | Statement of Cash Flow – Operating Activities:  Cash received – Aviation fuel excise                       |
|   | (1,137)                           | Statement of Financial Position: • Financial assets – Accrued revenue                                      |
| A six-year lease extension for<br>the Melbourne office was not<br>anticipated and resulted in   | 4,904                             | Statement of Financial Position: <ul><li>Non-financial assets – Buildings</li></ul>                        |
| a significant addition in ROU<br>Buildings as well as lease liability<br>balance.   | 5,128                             | Statement of Financial Position: • Interest bearing liabilities – Lease liabilities                        |
| Major underspends in capital purchases include cost savings in property fit out and delays  | (2,672)                           | Statement of Financial Position:  Non-financial assets – Property, plant and equipment                     |
| in new IT projects such as Cloud Migration mainly due to challenges engaging contracted   | (10,519)                          | Statement of Financial Position:  Non-financial assets – Intangibles                                       |
| resources. No significant budget actual variance in deprecation expense.  | (6,820)                           | Statement of Cash Flow – Investing Activities: • Purchase of property, plant and equipment and intangibles |
| The actual net GST received included GST from capital purchases, which was not included in the original budget.   | 1,519                             | Statement of Cash Flow – Operating Activities:  Net GST received   |
| Better than anticipated full year surplus together with delays in capital projects contributed to the higher cash balance.  | 29,439                            | Statement of Financial Position:  Cash, cash equivalents and investments                                   |

Variance explanations are included for significant variances over one million dollars and also exceeding 10% of the original budget.



| • | Appendix A: Operating statistics       | 162 |
|---|--|-----|
| • | Appendix B: Management and             |     |
|   | accountability statistics              | 178 |
| • | Appendix C: Annual report requirements | 191 |

## **Appendix A: Operating statistics**

## Flight operations

Table A.1 Air operator certificates, 2019–20 to 2021–22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 40      | 61      | 43      |
| Subsequent issue                | 184     | 255     | 171     |
| Variation                       | 180     | 145     | 77      |
| Total                           | 404     | 461     | 291     |
| Current certificates at 30 June | 791     | 793     | 792ª    |

Note: Civil Aviation Safety Regulations (CASR) Parts 119, 121, 133, 135,138, 137 and 131 commenced on 2 December 2021. The calculation rules for air operator certificates have changed for this annual report to reflect the change of the regulations.

From 2019-20 to 2020-21, figures include operators involved in one or more of aerial work, charter, charter (cargo), flying training, foreign aircraft (passengers and cargo), foreign aircraft (cargo), scheduled cargo services, and scheduled passenger services. Figures include only Australian and discrete certificates issued and current during these periods.

The 2021-22 initial issue, subsequent issue and variation figures include applications from operators involved in one or more of air transport larger aeroplanes, smaller aeroplanes, rotorcraft, aerial work, aerial application, flight training and balloons and hot air airships. Figures include applications received prior to October 2021 related to the previous flight operations regulations.

Table A.2 Aerial work certificates, 2021-22

| Type of application             | 2021-22 |
|---------------------------------|---------|
| Initial issue                   | 4       |
| Subsequent issue                | 26      |
| Variation                       | 27      |
| Total                           | 57      |
| Current certificates at 30 June | 159     |

Note: Figures do not include applications and certificates for Civil Aviation Safety Regulation (CASR) Part 137, aerial application operations.

a Current certificates at 30 June 2022 include operators involved in one or more of air transport larger aeroplanes, smaller aeroplanes, rotorcraft, aerial application, flight training and balloons and hot air ships.

Table A.3 Remotely piloted aircraft operator certificates, 2019–20 to 2021–22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 448     | 440     | 67      |
| Subsequent issue                | 400     | 565     | 788ª    |
| Variation                       | 69      | 108     | 107     |
| Total                           | 917     | 1,113   | 962     |
| Current certificates at 30 June | 1,952   | 2,174   | 2,341   |

a The 2021–22 subsequent issue figure includes applications received and processed manually and online via myCASA.

Table A.4 Remote pilot licences, 2019–20 to 2021–22

| Type of application         | 2019-20 | 2020-21 | 2021-22 |
|-----------------------------|---------|---------|---------|
| Initial issue               | 3,369   | 5,127   | 4,129   |
| Current licences at 30 June | 16,482  | 21,643  | 25,722  |



Image: Civil Aviation Safety Authority

## Flight personnel

Table A.5 Flight crew licences, 2019-20 to 2021-22

| aft              |   | 2019             | -20     | 2020             | )-21    | 2021             | I <b>-22</b> |
|------------------|---|------------------|---------|------------------|---------|------------------|--------------|
| Aircraft<br>type | Licence type                              | Initial<br>issue | Current | Initial<br>issue | Current | Initial<br>issue | Current      |
|                  | Pilot <sup>a</sup>                        |                  |         |                  |         |                  |              |
|                  | Air transport                             | 166              | 6,519   | 101              | 6,533   | 147              | 6,740        |
| ē                | Commercial                                | 1,343            | 4,990   | 1,225            | 5,001   | 943              | 5,235        |
| Aeroplane        | Commercial<br>(CASA EX46/20) <sup>b</sup> | 0                | 5,506   | 0                | 5,681   | 0                | 5,252        |
| Ă                | Private                                   | 1,184            | 8,406   | 1,009            | 8,185   | 715              | 7,901        |
|                  | Recreational                              | 1,228            | 3,185   | 989              | 2,956   | 818              | 2,943        |
|                  | Total aeroplane pilots                    | 3,921            | 28,606  | 3,324            | 28,356  | 2,623            | 28,071       |
|                  | Air transport                             | 14               | 654     | 10               | 687     | 21               | 675          |
|                  | Commercial                                | 271              | 1,801   | 207              | 1,900   | 203              | 1,966        |
| Helicopter       | Commercial<br>(CASA EX46/20) <sup>b</sup> | 0                | 1,133   | 0                | 999     | 0                | 878          |
| 王<br>드           | Private                                   | 95               | 846     | 114              | 874     | 123              | 920          |
|                  | Recreational                              | 8                | 30      | 2                | 26      | 4                | 25           |
|                  | Total helicopter pilots                   | 388              | 4,464   | 333              | 4,486   | 351              | 4,464        |
|                  | Commercial – Other <sup>c</sup>           | 4                | 110     | 6                | 100     | 1                | 92           |
| er               | Commercial<br>CASA EX46/20 <sup>b</sup>   | 0                | 1       | 0                | 2       | 0                | 2            |
| Other            | Private – gyroplane                       | 1                | 3       | 0                | 2       | 0                | 2            |
|                  | Recreational                              | 3                | 2       | 1                | 2       | 0                | 0            |
|                  | Total other pilots                        | 8                | 116     | 7                | 106     | 1                | 96           |
| Glider           | Total glider pilots                       | 13               | 50      | 5                | 52      | 3                | 53           |
|                  | Total pilots <sup>d</sup>                 | 4,330            | 31,203  | 3,669            | 30,985  | 2,978            | 30,729       |
| ₽                | Flight engineer                           |                  |         |                  |         |                  |              |
|                  | Total flight engineers                    | 0                | 62      | 1                | 34      | 0                | 32           |

a For current pilots, pilots are counted only once in each licence category (aeroplane, helicopter and other), against the highest licence level of privileges their medical certificate permits them to use.

b CASA EX46/20 is effective 1 March 2020 to 28 February 2023. It enables a pilot holding a licence at the commercial pilot licence (CPL) level or air transport pilot licence level and a current class 2 medical to exercise reduced CPL privileges.

c Includes balloons and airships.

d Includes all pilots who held a minimum of a Class 2 medical each financial year. This reflects the number of pilots who were active, but not necessarily exercising the full privileges of their licence. In this row a pilot is counted only once regardless of the number of categories of licences held; therefore, the total does not equal the sum of the licence categories above it.

Table A.6 Flight crew licensing examinations, 2019–20 to 2021–22

|                     | 201     | 2019-20  |         | 0–21     | 2021–22 |          |  |
|---------------------|---------|----------|---------|----------|---------|----------|--|
| Type of licence     | No. sat | % passed | No. sat | % passed | No. sat | % passed |  |
| Air transport pilot | 5,604   | 75       | 3,649   | 74       | 4,292   | 69       |  |
| Commercial pilot    | 17,077  | 74       | 13,712  | 74       | 11,505  | 69       |  |
| Private pilot       | 1,813   | 71       | 1,655   | 64       | 1,585   | 63       |  |
| Recreational pilot  | 1,966   | 58       | 1,544   | 54       | 1,464   | 53       |  |
| Total               | 26,460  | 73       | 20,560  | 70       | 18,846  | 67       |  |

Table A.7 Medical certificates, 2019–20 to 2021–22

|                     | 2019-20 |         |         | 2020-21 |         |         | 2021-22 |         |         |
|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Type of certificate | Initial | Renewal | Refusal | Initial | Renewal | Refusal | Initial | Renewal | Refusal |
| Class 1             | 2,427   | 15,272  | 47      | 1,574   | 15,064  | 28      | 1,639   | 15,514  | 34      |
| Class 2             | 4,066   | 19,871  | 36      | 2,798   | 19,877  | 31      | 2,968   | 19,968  | 67      |
| Basic Class 2       | 810     | 92      | 0       | 694     | 398     | 0       | 597     | 376     | 0       |
| Class 3             | 117     | 552     | 2       | 36      | 708     | 3       | 85      | 514     | 4       |
| Total               | 5,403   | 20,438  | 85      | 3,798   | 20,895  | 62      | 3,938   | 20,895  | 105     |

Note: The certificate classes are: 1 Professional pilots and flight engineers, 2 Student and private pilots (Basic Class 2 is an alternative to a full Class 2 certificate for private operations), and 3 Åir traffic control and flight service providers. A certificate issued may have more than one class of medical: for example, all Class 1 medicals are automatically issued a Class 2 medical. The total shown is the total number of certificates issued, not the sum of the three licence classes for initial issues or renewals.

## **Maintenance organisations**

Table A.8 Certificates of approval, 2019-20 to 2021-22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 12      | 12      | 15      |
| Subsequent issue                | 10      | 30      | 20      |
| Variation                       | 55      | 56      | 63      |
| Total                           | 77      | 98      | 98      |
| Current certificates at 30 June | 577     | 577     | 541     |

Note: Includes operators involved in one or more of aircraft and component maintenance, design (aircraft, components and materials), distribution (components and materials), aircraft maintenance engineer training and examinations.

Table A.9 Civil Aviation Safety Regulations Part 145 approval certificates, 2019-20 to 2021-22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 3       | 40      | 10      |
| Subsequent issue                | 30      | 17      | 30      |
| Variation                       | 31      | 70      | 147     |
| Total                           | 64      | 127     | 187     |
| Current certificates at 30 June | 161     | 161     | 161     |

## Maintenance personnel

Table A.10 Aircraft maintenance engineer examinations, 2019-20 to 2021-22

| Type of examination                                 | 2019-20 | 2020-21 | 2021-22         |
|---|---------|---------|-----------------|
| Schedule of Experience examinations <sup>a</sup>    | 929     | 825     | n.a.            |
| Part 66 self-study module examinations <sup>a</sup> | n.a.    | n.a.    | 44 <sup>b</sup> |
| Weight control authority examinations               | 13      | 0       | 1               |
| Total   | 942     | 825     | 45              |

a Schedule of Experience examinations ended on 30 June 2021 and were replaced by the Civil Aviation Safety Regulations Part 66 self-study module examinations.

b Number conducted since the Part 66 self-study module examinations started, in August 2021.

Table A.11 Aircraft maintenance engineer licences, 2019–20 to 2021–22

| Detail   |                     | 2019-20 | 2020-21 | 2021-22 |
|--|---------------------|---------|---------|---------|
| Licence assessments                                      |                     |         |         |         |
| Category Technical Competency                            | Australian military | 2       | 1       | 0       |
| Assessments and Licence Technical Assessments (combined) | Foreign civil       | 30      | 23      | 19      |
|  | Total               | 32      | 24      | 19      |
| Trans-Tasman Mutual Recognition<br>Act 1997 assessments  |                     | 32      | 7       | 4       |
| Licences   |                     |         |         |         |
| Issued   |                     | 192     | 143     | 117     |
| Current at 30 June                                       |                     | 9,218   | 9,358   | 9,475   |
| Average age of licence holder (years)                    |                     | 53      | 53      | 54      |

Table A.12 Airworthiness authorities, 2019–20 to 2021–22

| Type of authority       | 2019-20 | 2020-21 | 2021-22 |
|-------------------------|---------|---------|---------|
| Maintenance             | 4       | 66      | 84      |
| Non-destructive testing | 2       | 66      | 59      |
| Weight control          | 4       | 35      | 27      |
| Welding                 | 4       | 7       | 13      |

**Note:** CASA's method of counting airworthiness authorities changed in 2020–21, to include authorities initially issued and renewed for the reporting period.

## **Airworthiness**

Table A.13 Airworthiness certificates, authorisations and approvals issued, 2019-20 to 2021-22

| Type of permission  | 2019-20 | 2020-21 | 2021-22 |
|---|---------|---------|---------|
| Type certificate <sup>3</sup>                               |         |         |         |
| Aeroplanes  | 4       | 1       | 0       |
| Lighter than air  | 1       | 0       | 0       |
| Rotorcraft  | 1       | 1       | 0       |
| Engine  | 0       | 0       | 0       |
| Propeller   | 0       | 0       | 0       |
| Total   | 6       | 2       | 0       |
| Type acceptance certificate <sup>a</sup>                    |         |         |         |
| Aeroplanes  | 18      | 15      | 25      |
| Lighter than air  | 1       | 0       | 3       |
| Rotorcraft  | 3       | 4       | 0       |
| Total   | 22      | 19      | 28      |
| Other authorisations, certificates and approvals            |         |         |         |
| Supplemental type certificate <sup>a</sup>                  | 18      | 19      | 11      |
| Certificate of airworthiness                                | 412     | 352     | 530     |
| Special flight authorisation                                | 20      | 27      | 42      |
| Special flight permit <sup>b</sup>                          | 296     | 121     | 434     |
| Experimental certificate <sup>c</sup>                       | 160     | 134     | 158     |
| Simulator certification (flight simulator training devices) | 63      | 60      | 67      |
| Design advice   | 77      | 46      | 22      |
| Flight manual supplement                                    | 6       | 1       | 0       |

a Includes amendments to supplemental data, including type certificate data sheets and type certificate holder details.

b Includes all permits issued by CASA and industry delegates.

c Includes certificates issued for devices located overseas.

Table A.14 Aircraft registrations, 2019–20 to 2021–22

| Type of registration                   | 2019-20 | 2020-21 | 2021–22 |
|--|---------|---------|---------|
| Initial registration                   | 336     | 370     | 449     |
| Change of registration holder          | 1,428   | 1,263   | 1,754   |
| Cancellation of registration           | 235     | 236     | 232     |
| Change of registration mark            | 47      | 67      | 59      |
| Reservation of registration mark       | 808     | 1,026   | 1,005   |
| Reissue of certificate of registration | 79      | 46      | 82      |
| Aircraft registered at 30 June         | 15,721  | 15,855  | 16,072  |
| Marks reserved at 30 June              | 556     | 684     | 685     |

**Note:** Includes Remotely piloted aircraft systems that are greater than 150kg which require VH registration.



Image: Civil Aviation Safety Authority

Table A.15 Average age of the Australian fleet of civil aircraft at 30 June 2022

|                        |            |                                 | oup by airfr<br>characteri |                    | > 56<br>years      | 56-47<br>years | 46-37<br>years | 36–27<br>years | 26–17<br>years | 16–7<br>years | 6–2<br>years | < 2<br>years | Total by group | % of tota<br>flee |    |    |
|------------------------|------------|---------------------------------|----------------------------|--------------------|--------------------|----------------|----------------|----------------|----------------|---------------|--------------|--------------|----------------|-------------------|----|----|
| Glic                   | lers       |                                 |                            |                    | 103                | 271            | 363            | 101            | 89             | 50            | 13           | 0            | 990            | 6.1               |    |    |
| Pov                    | vere       | d glic                          | ders                       |                    | 0                  | 28             | 56             | 46             | 60             | 80            | 18           | 9            | 297            | 1.8               |    |    |
| Ball                   | oons       | 5                               |                            |                    | 0                  | 0              | 27             | 48             | 104            | 142           | 89           | 15           | 425            | 2.6               |    |    |
| Airs                   | hips       |                                 |                            |                    | 0                  | 0              | 0              | 1              | 0              | 0             | 0            | 0            | 1              | 0.0               |    |    |
| Ren                    | notel      | notely piloted aircraft systems |                            |                    | 0                  | 0              | 0              | 0              | 0              | 0             | 1            | 1            | 2              | 0.0               |    |    |
|                        |            |                                 |                            | Diesel             | 0                  | 0              | 0              | 0              | 1              | 0             | 0            | 0            | 1              | 0.0               |    |    |
|                        |            |                                 |                            | Piston             | 3                  | 27             | 105            | 165            | 484            | 469           | 169          | 56           | 1,478          | 9.2               |    |    |
|                        | a)         |                                 |                            | Turboprop          | 0                  | 0              | 0              | 0              | 5              | 0             | 1            | 0            | 6              | 0.0               |    |    |
| æ                      | Aeroplane  | Sing                            | gle-engine                 | Jet                | 0                  | 0              | 1              | 0              | 1              | 0             | 3            | 1            | 6              | 0.0               |    |    |
| rcri                   | rop        |                                 |                            | Rotary             | 0                  | 0              | 0              | 0              | 0              | 1             | 0            | 0            | 1              | 0.0               |    |    |
| Amateur-built aircraft | Ae         |                                 |                            | Electric<br>engine | 0                  | 0              | 0              | 0              | 0              | 0             | 1            | 0            | 1              | 0.0               |    |    |
| J-h                    |            | Mul                             | lti-engine                 | Piston             | 0                  | 0              | 0              | 2              | 4              | 4             | 2            | 0            | 12             | 0.0               |    |    |
| ate                    |            | ividi                           | ici crigiric               | Jet                | 0                  | 0              | 0              | 0              | 0              | 1             | 0            | 0            | 1              | 0.0               |    |    |
| Α'n                    | _          |                                 |                            | Diesel             | 0                  | 0              | 0              | 0              | 0              | 1             | 0            | 0            | 1              | 0.0               |    |    |
|                        | opte       |                                 |                            | Piston             | 2                  | 0              | 0              | 7              | 41             | 31            | 6            | 2            | 89             | 0.5               |    |    |
|                        | Helicopter |                                 |                            | Turboshaft         | 0                  | 0              | 0              | 0              | 1              | 8             | 5            | 1            | 15             | 0.0               |    |    |
|                        | Ĭ          |                                 |                            | Electric<br>engine | 0                  | 0              | 0              | 0              | 0              | 0             | 1            | 0            | 1              | 0.0               |    |    |
|                        |            | Sino                            | gle-engine                 | Piston             | 21                 | 58             | 28             | 170            | 379            | 573           | 157          | 50           | 1,436          | 8.9               |    |    |
|                        | _          | عا ااك                          | Sie-engine                 | Turboshaft         | 15                 | 95             | 199            | 112            | 91             | 126           | 29           | 10           | 677            | 4.2               |    |    |
|                        | Helicopter | ngine                           | ≤ 5,700 kg<br>MTOW         | Turboshaft         | 0                  | 3              | 33             | 57             | 42             | 46            | 11           | 4            | 196            | 1.2               |    |    |
|                        | H          | Multi-engine                    | > 5,700 kg<br>MTOW         | Turboshaft         | 0                  | 0              | 6              | 1              | 2              | 46            | 35           | 0            | 90             | 0.5               |    |    |
|                        |            | ≤ 5,700 kg<br>MTOW              |                            | Diesel             | 0                  | 0              | 0              | 0              | 1              | 4             | 0            | 0            | 5              | 0.0               |    |    |
|                        |            |                                 | ≤ 5,700 kg                 | Piston             | 1,854              | 1,533          | 2,310          | 280            | 607            | 532           | 212          | 67           | 7,395          | 46.0              |    |    |
|                        |            |                                 | MTOW                       | Turboprop          | 1                  | 8              | 30             | 86             | 114            | 126           | 43           | 11           | 419            | 2.0               |    |    |
|                        |            | gine                            |                            | Jet                | 10                 | 12             | 21             | 2              | 0              | 0             | 1            | 0            | 46             | 0                 |    |    |
|                        |            | Single-engine                   | =====                      | Piston             | 3                  | 0              | 0              | 0              | 0              | 0             | 0            | 0            | 3              | 0.                |    |    |
| ب                      |            | <u>8</u>                        | > 5,700 kg<br>MTOW         | Turboprop          | 0                  | 0              | 0              | 5              | 27             | 47            | 15           | 12           | 106            | 0.                |    |    |
| Production aircraft    |            | Sin                             | IVITOVV                    | Jet                | 5                  | 0              | 0              | 0              | 0              | 0             | 0            | 0            | 5              | 0.                |    |    |
| aï                     |            |                                 |                            | Diesel             | 0                  | 0              | 0              | 0              | 0              | 7             | 1            | 1            | 9              | 0.                |    |    |
| tion                   |            |                                 |                            | Piston             | 95                 | 370            | 549            | 22             | 34             | 55            | 21           | 5            | 1,151          | 7.                |    |    |
| gric                   |            |                                 | ≤ 5,700 kg                 | Turboprop          | 0                  | 12             | 108            | 21             | 22             | 36            | 1            | 1            | 201            | 1.                |    |    |
| 2<br>Vroc              | ane        |                                 | MTOW                       | Jet                | 1                  | 5              | 6              | 2              | 13             | 19            | 3            | 2            | 51             | 0.1               |    |    |
|                        | Aeroplane  | gine                            | ne.                        |                    | Electric<br>engine | 0              | 0              | 0              | 0              | 0             | 0            | 1            | 0              | 1                 | 0. |    |
|                        | Ř          |                                 |                            | ā                  | 型 5,701 to         | Piston         | 25             | 0              | 0              | 0             | 0            | 0            | 0              | 0                 | 25 | 0. |
|                        |            |                                 |                            | = 20,000 1/2       | Turboprop          | 3              | 0              | 14             | 116            | 68            | 17           | 10           | 5              | 233               | 1. |    |
|                        |            | i-e                             | MTOW                       | Jet                | 1                  | 2              | 38             | 17             | 31             | 18            | 8            | 4            | 119            | 0.                |    |    |
|                        |            | Multi-eng                       | 50,000 kg                  | Piston             | 5                  | 0              | 0              | 0              | 0              | 0             | 0            | 0            | 5              | 0.0               |    |    |
|                        |            |                                 |                            | Turboprop          | 0                  | 0              | 2              | 3              | 2              | 39            | 5            | 0            | 51             | 0                 |    |    |
|                        |            |                                 | MTOW                       | Jet                | 1                  | 1              | 0              | 82             | 33             | 31            | 5            | 0            | 153            | 0.9               |    |    |
|                        |            |                                 | 50,001 to                  | Piston             | 1                  | 0              | 0              | 0              | 0              | 0             | 0            | 0            | 1              | 0.0               |    |    |
|                        |            |                                 | 100,000                    | Turboprop          | 0                  | 0              | 1              | 0              | 0              | 0             | 0            | 0            | 1              | 0.0               |    |    |
|                        |            |                                 | kg MTOW                    | Jet                | 0                  | 1              | 0              | 5              | 88             | 185           | 14           | 3            | 296            | 1.8               |    |    |
|                        |            |                                 | > 100,000<br>kg MTOW       | Jet                | 0                  | 0              | 0              | 0              | 14             | 42            | 11           | 0            | 67             | 0.4               |    |    |
|                        |            |                                 |                            | t (Powered lift)   | 0                  | 0              | 0              | 0              | 0              | 0             | 0            | 1            | 1              | 0.0               |    |    |
|                        |            |                                 |                            | t (rotorcraft)     | 0                  | 0              | 0              | 0              | 0              | 0             | 2            | 0            | 2              | 0.0               |    |    |
|                        |            |                                 | bracket                    |                    | 2,149              | 2,426          | 3,897          | 1,351          | 2,358          | 2,736         | 894          | 261          | 16,072         | 100.0             |    |    |
| % о                    | f tot      | al fl                           | eet                        |                    | 13.37              | 15.09          | 24.25          | 8.41           | 14.67          | 17.02         | 5.56         | 1.62         | 100            |                   |    |    |
|                        |            |                                 |                            |                    |                    |                |                |                |                |               |              |              |                |                   |    |    |

MTOW = maximum take-off weight

**Note:** Includes Remotely piloted aircraft systems that are greater than 150kg which require VH registration.

Table A.16 Appointments of airworthiness delegates and authorised persons, 2019–20 to 2021–22

| Type of appointment  | 2019-20       | 2020-21 | 2021-22 |  |  |  |  |  |
|--|---------------|---------|---------|--|--|--|--|--|
| Appointments excluding Civil Aviation Safety Regulations subpart 21M |               |         |         |  |  |  |  |  |
| Initial issue  | 6             | 31      | 23      |  |  |  |  |  |
| Subsequent issue   | 5             | 12      | 96      |  |  |  |  |  |
| Variation  | 61            | 12      | 26      |  |  |  |  |  |
| Active at 30 June  | 132           | 128     | 135     |  |  |  |  |  |
| Appointments under Civil Aviation Safety Regulations                 | s subpart 21M |         |         |  |  |  |  |  |
| Initial issue and variation  | 23            | 20      | 18      |  |  |  |  |  |
| Active at 30 June  | 33            | 36      | 32      |  |  |  |  |  |
| Total appointments active at 30 June                                 | 165           | 164     | 167     |  |  |  |  |  |



Image: Civil Aviation Safety Authority

Table A.17 Production authorisations, 2019–20 to 2021–22

| Type of authorisation                             | 2019-20 | 2020-21 | 2021–22 |
|---|---------|---------|---------|
| Production certificate                            |         |         |         |
| Initial issue                                     | 0       | 0       | 0       |
| Variation   | 5       | 0       | 0       |
| Under voluntary suspension at 30 June             | 4       | 6       | 1       |
| Active at 30 June                                 | 8       | 6       | 5       |
| One-off production certificate                    |         |         |         |
| Initial issue                                     | 1       | 2       | 3       |
| Variation   | 3       | 5       | 2       |
| Under voluntary suspension at 30 June             | 2       | 2       | 2       |
| Active at 30 June                                 | 36      | 35      | 33      |
| Australian parts manufacturing approval           |         |         |         |
| Initial issue                                     | 1       | 2       | 1       |
| Variation   | 7       | 8       | 2       |
| Under voluntary suspension at 30 June             | 5       | 2       | 2       |
| Active at 30 June                                 | 34      | 32      | 31      |
| Australian Technical Standard Order authorisation |         |         |         |
| Initial issue or variation                        | 4       | 1       | 1       |
| Under voluntary suspension at 30 June             | 4       | 2       | 1       |
| Active at 30 June                                 | 7       | 7       | 8       |
| Parts approval under CASR 21.305A                 |         |         |         |
| Initial issue or variation                        | 3       | 2       | 2       |
| Under voluntary suspension at 30 June             | 3       | 3       | 3       |
| Active at 30 June                                 | 9       | 9       | 9       |

Table A.18 Airworthiness directives and bulletins, 2019–20 to 2021–22

| Type of directive/bulletin              | 2019-20 | 2020-21 | 2021-22 |
|---|---------|---------|---------|
| Australian Airworthiness Directive      |         |         |         |
| Issued                                  | 1       | 7       | 8       |
| Cancelled                               | 9       | 5       | 8       |
| Amended                                 | 14      | 6       | 17      |
| Current                                 | 7,834   | 7,772   | 7,783   |
| State of design airworthiness directive | 478     | 157     | 200     |
| Exclusion from airworthiness directive  | 99      | 61      | 97      |
| Review of airworthiness directive       | 7       | 15      | 9       |
| Airworthiness Bulletin                  |         |         |         |
| Issued or amended                       | 6       | 16      | 27      |
| Current                                 | 384     | 404     | 398     |

#### Table A.19 Aircraft defect reports, 2019–20 to 2021–22

| Detail           | 2019-20 | 2020-21 | 2021-22 |
|------------------|---------|---------|---------|
| Reports received | 1,157   | 1,095   | 964     |

## **Aerodromes**

Table A.20 Aerodromes at 30 June, 2019-21 to 2021-22

| Aerodrome status | 2019-20 | 2020-21 | <b>2021-22</b> ° |
|------------------|---------|---------|------------------|
| Certified        | 199     | 204     | 329              |
| Registered       | 129     | 127     | n.a.             |
| Total            | 328     | 331     | 329              |

a Due to the transition to Civil Aviation Safety Regulations Part 139, the 'Certified' category replaced the 'Registered' category in 2021-22.

## **Training**

Table A.21 Civil Aviation Safety Regulations Part 141 flight training certificates, 2019-20 to 2021-22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 16      | 12      | 26      |
| Subsequent issue                | 55      | 74      | 103     |
| Variation                       | 43      | 49      | 82      |
| Total                           | 114     | 135     | 211     |
| Current certificates at 30 June | 250     | 265     | 263     |

Table A.22 Civil Aviation Safety Regulations Part 142 flight training certificates, 2019-20 to 2021-22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 3       | 6       | 3       |
| Subsequent issue                | 12      | 21      | 23      |
| Variation                       | 10      | 23      | 42      |
| Total                           | 25      | 50      | 68      |
| Current certificates at 30 June | 65      | 63      | 62      |

Table A.23 Civil Aviation Safety Regulations Part 147 maintenance training organisation certificates, 2019-20 to 2021-22

| Type of application             | 2019-20 | 2020-21 | 2021-22 |
|---------------------------------|---------|---------|---------|
| Initial issue                   | 4       | 4       | 1       |
| Variation                       | 57      | 46      | 49      |
| Total                           | 61      | 50      | 50      |
| Suspended certificates          | 1       | 0       | 0       |
| Surrendered certificates        | 1       | 0       | 0       |
| Current certificates at 30 June | 41      | 33      | 32      |

#### **Enforcement**

Table A.24 Medical certificate cancellations and suspensions, 2019-20 to 2021-22

|               | 201       | 9-20      | 202       | 0-21      | 2021-22   |           |  |
|---------------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| Certificate   | Cancelled | Suspended | Cancelled | Suspended | Cancelled | Suspended |  |
| Class 1       | 18        | 31        | 15        | 39        | 5         | 30        |  |
| Class 2       | 21        | 39        | 33        | 68        | 28        | 99        |  |
| Basic Class 2 | 15        | n.a.      | 85        | n.a.      | 38        | n.a.ª     |  |
| Class 3       | 1         | 4         | 2         | 2         | 1         | 0         |  |
| Total         | 55        | 74        | 135       | 109       | 72        | 129       |  |

Note: The certificate classes are 1 Professional pilots and flight engineers, 2 Student and private pilots (Basic Class 2 is an alternative to a full Class 2 certificate for private operations), and 3 Air traffic control and flight service providers. A certificate issued may have more than one class of medical: for example, all Class 1 medicals are automatically issued a Class 2 medical. The total shown is the total number of certificates issued, not the sum of the three licence classes for initial issues or renewals.

Table A.25 Licence and certificate actions, 2019-20 to 2021-22

| Action                    | 2019-20 | 2020-21 | 2021-22 |
|---------------------------|---------|---------|---------|
| Show cause notices issued | 16      | 24      | 10      |
| Variations                | 1       | 1       | 0       |
| Suspensions <sup>a</sup>  | 7       | 8       | 5       |
| Cancellations             | 7       | 0       | 3       |

Note: These figures do not include action taken in relation to Civil Aviation Safety Regulations Part 99 offences in relation to medical certificates (see Table A.24) or variations processed by the Client Service Centre.

a Suspensions are not applicable to Basic Class 2 certificates.

a These include suspensions under regulations 265 and 269 of the Civil Aviation Regulations 1988.

Table A.26 Serious and imminent risk suspensions under section 30DC of the Civil Aviation Act 1988, 2019-20 to 2021-22

| Action      | 2019-20 | 2020-21 | 2021-22 |
|-------------|---------|---------|---------|
| Suspensions | 0       | 0       | 1       |

Table A.27 Aviation infringement notices and prosecutions, 2019-20 to 2021-22

| Action   | 2019-20 | 2020-21 | 2021–22 |
|--|---------|---------|---------|
| Infringement notices issued                                | 122ª    | 63      | 81      |
| Matters referred to the Director of<br>Public Prosecutions | 12      | 7       | 2       |
| Prosecutions finalised                                     | 13      | 11      | 5       |
| Acquittals   | Op      | Oc      | 0       |
| Convictions  | 12      | 9       | 2       |

a Three infringement notices were withdrawn.

Table A.28 Compliance-related actions, 2019-20 to 2021-22

| Action                            | 2019-20 | 2020-21 | 2021-22 |
|-----------------------------------|---------|---------|---------|
| Enforceable voluntary undertaking | 0       | 0       | 0       |
| Counselling                       | 97      | 56      | 54      |

b One prosecution was withdrawn by the Commonwealth Director of Public Prosecutions on public interest grounds.

c One matter resulted in a finding of guilt with no conviction recorded and one matter was withdrawn by the Commonwealth Director of Public Prosecutions upon late payment of an infringement notice.



Image: Equatorial Launch Australia

## First NASA rocket launch from Australia

NASA – the United States National Aeronautics and Space Administration – successfully conducted its first rocket launch from Australia on 27 June 2022.

The event was NASA's first space launch from a commercial spaceport outside the United States, and the first of 3 planned launches from the Arnhem Space Centre, located 12 degrees south of the Equator on the Gulf of Carpentaria.

Zane Tully, acting Manager Sport Aviation, said that CASA's involvement with the launch had been spread over several areas.

The Sport Aviation team provided an area approval for the launch of a rocket and an area approval for light balloon releases – the balloons were used for measuring wind conditions at altitude,' Zane said.

The Office of Airspace Regulation conducted an airspace assessment to establish and declare a temporary restricted area. The Legal, International and Regulatory Affairs division provided assistance with drafting associated instruments.'

Andrew Winkworth, senior sport aviation officer, was on site to observe the launch and assist the site operator, Equatorial Launch Australia, with the CASA instrument requirements.

The rocket launched in June was a Black Brant IX two-stage rocket, 18 metres long and weighing around 3 tonnes. It carried equipment to measure interstellar X-rays, to inform research on the interstellar medium and its influence on the structure and evolution of galaxies and stars.

NASA launched another rocket from Arnhem Space Centre on 11 July 2022. This carried equipment to study how ultraviolet light from stars affects the atmospheres of the planets around them, to inform research on the possibility of habitable environments in other star systems.

# Appendix B: Management and accountability statistics

# **Employees**

Table B.1 All ongoing employees, 2021–22

|                      | Male      |           |            | ı         | Female    |              | Inde      | Indeterminate |                        |       |
|----------------------|-----------|-----------|------------|-----------|-----------|--------------|-----------|---------------|------------------------|-------|
| Location             | Full-time | Part-time | Total male | Full-time | Part-time | Total female | Full-time | Part-time     | Total<br>indeterminate | Total |
| NSW                  | 51        | 0         | 51         | 11        | 0         | 11           | 0         | 0             | 0                      | 62    |
| QLD                  | 137       | 4         | 141        | 69        | 9         | 78           | 0         | 0             | 0                      | 219   |
| SA                   | 17        | 0         | 17         | 2         | 1         | 3            | 0         | 0             | 0                      | 20    |
| TAS                  | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0             | 0                      | 0     |
| VIC                  | 52        | 0         | 52         | 6         | 2         | 8            | 0         | 0             | 0                      | 60    |
| WA                   | 24        | 1         | 25         | 10        | 0         | 10           | 0         | 0             | 0                      | 35    |
| ACT                  | 191       | 6         | 197        | 145       | 30        | 175          | 0         | 0             | 0                      | 372   |
| NT                   | 6         | 0         | 6          | 3         | 0         | 3            | 0         | 0             | 0                      | 9     |
| External territories | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0             | 0                      | 0     |
| Overseas             | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0             | 0                      | 0     |
| Total                | 478       | 11        | 489        | 246       | 42        | 288          | 0         | 0             | 0                      | 777   |

Table B.2 All non-ongoing employees, 2021-22

|                      | Male      |           |            |           | Female    |              | Inde      | termin    |                        |       |
|----------------------|-----------|-----------|------------|-----------|-----------|--------------|-----------|-----------|------------------------|-------|
| Location             | Full-time | Part-time | Total male | Full-time | Part-time | Total female | Full-time | Part-time | Total<br>indeterminate | Total |
| NSW                  | 2         | 0         | 2          | 4         | 1         | 5            | 0         | 0         | 0                      | 7     |
| QLD                  | 8         | 2         | 10         | 12        | 2         | 14           | 0         | 1         | 1                      | 25    |
| SA                   | 3         | 0         | 3          | 1         | 1         | 2            | 0         | 0         | 0                      | 5     |
| TAS                  | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0         | 0                      | 0     |
| VIC                  | 6         | 0         | 6          | 0         | 0         | 0            | 0         | 0         | 0                      | 6     |
| WA                   | 5         | 0         | 5          | 1         | 1         | 2            | 0         | 0         | 0                      | 7     |
| ACT                  | 15        | 2         | 17         | 16        | 2         | 18           | 0         | 0         | 0                      | 35    |
| NT                   | 1         | 0         | 1          | 0         | 0         | 0            | 0         | 0         | 0                      | 1     |
| External territories | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0         | 0                      | 0     |
| Overseas             | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0         | 0                      | 0     |
| Total                | 40        | 4         | 44         | 34        | 7         | 41           | 0         | 1         | 1                      | 86    |

Table B.3 All ongoing employees, 2020-21

|                      | Male      |           |            |           | Female Inc |              |           | Indeterminate |                        |       |
|----------------------|-----------|-----------|------------|-----------|------------|--------------|-----------|---------------|------------------------|-------|
| Location             | Full-time | Part-time | Total male | Full-time | Part-time  | Total female | Full-time | Part-time     | Total<br>indeterminate | Total |
| NSW                  | 54        | 0         | 54         | 10        | 1          | 11           | 0         | 0             | 0                      | 65    |
| QLD                  | 129       | 4         | 133        | 50        | 9          | 59           | 0         | 0             | 0                      | 192   |
| SA                   | 14        | 0         | 14         | 1         | 0          | 1            | 0         | 0             | 0                      | 15    |
| TAS                  | 0         | 0         | 0          | 0         | 0          | 0            | 0         | 0             | 0                      | 0     |
| VIC                  | 53        | 0         | 53         | 10        | 2          | 12           | 0         | 0             | 0                      | 65    |
| WA                   | 23        | 1         | 24         | 10        | 0          | 10           | 0         | 0             | 0                      | 34    |
| ACT                  | 199       | 9         | 208        | 151       | 33         | 184          | 0         | 0             | 0                      | 392   |
| NT                   | 5         | 0         | 5          | 3         | 0          | 3            | 0         | 0             | 0                      | 8     |
| External territories | 0         | 0         | 0          | 0         | 0          | 0            | 0         | 0             | 0                      | 0     |
| Overseas             | 0         | 0         | 0          | 0         | 0          | 0            | 0         | 0             | 0                      | 0     |
| Total                | 477       | 14        | 491        | 235       | 45         | 280          | 0         | 0             | 0                      | 771   |

Table B.4 All non-ongoing employees, 2020-21

|                      | Male      |           |            | ı         | Female I  |              |           | Indeterminate |                        |       |
|----------------------|-----------|-----------|------------|-----------|-----------|--------------|-----------|---------------|------------------------|-------|
| Location             | Full-time | Part-time | Total male | Full-time | Part-time | Total female | Full-time | Part-time     | Total<br>indeterminate | Total |
| NSW                  | 2         | 2         | 4          | 7         | 3         | 10           | 0         | 0             | 0                      | 14    |
| QLD                  | 9         | 0         | 9          | 7         | 1         | 8            | 0         | 1             | 1                      | 18    |
| SA                   | 1         | 0         | 1          | 1         | 2         | 3            | 0         | 0             | 0                      | 4     |
| TAS                  | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0             | 0                      | 0     |
| VIC                  | 3         | 0         | 3          | 0         | 0         | 0            | 0         | 0             | 0                      | 3     |
| WA                   | 1         | 0         | 1          | 0         | 1         | 1            | 0         | 0             | 0                      | 2     |
| ACT                  | 17        | 4         | 21         | 18        | 4         | 22           | 0         | 0             | 0                      | 43    |
| NT                   | 2         | 0         | 2          | 0         | 0         | 0            | 0         | 0             | 0                      | 2     |
| External territories | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0             | 0                      | 0     |
| Overseas             | 0         | 0         | 0          | 0         | 0         | 0            | 0         | 0             | 0                      | 0     |
| Total                | 35        | 6         | 41         | 33        | 11        | 44           | 0         | 1             | 1                      | 86    |

# **Executive remuneration**

Table B.5 Remuneration paid to key management personnel, 2021-22

|                     |   |             | Short-term<br>benefits | Other              |  |
|---------------------|---|-------------|------------------------|--------------------|--|
|                     |   |             |                        | Other benefits and |  |
| Name                | Position title  | Base salary | Bonuses                | allowancesb        |  |
| Spence, Pip         | Chief Executive Officer & Director of Aviation Safety               | \$543,267   | \$0                    | \$609              |  |
| Crawford, Graeme    | Group Executive Manager<br>Aviation                                 | \$112,655   | \$0                    | \$339              |  |
| Walker, Rob         | Executive Manager Stakeholder<br>Engagement                         | \$318,092   | \$0                    | \$609              |  |
| Aleck, Jonathan     | Executive Manager Legal,<br>International & Regulatory Affairs      | \$355,790   | \$0                    | \$609              |  |
| Crome, Philippa     | Executive Manager Corporate<br>Services                             | \$311,595   | \$0                    | \$609              |  |
| Frawley, Simon      | Chief Financial Officer   | \$246,885   | \$0                    | \$609              |  |
| Monahan, Chris      | Executive Manager National<br>Operations and Standards              | \$306,725   | \$0                    | \$609              |  |
| Sparrow, Andrew     | Executive Manager Guidance,<br>Transformation and Safety<br>Systems | \$258,602   | \$0                    | \$609              |  |
| Martin, Craig       | Executive Manager Regulatory<br>Oversight                           | \$89,243    | \$0                    | \$349              |  |
| Yannopoulos, Leanne | Executive Manager Group<br>Transformation and Safety<br>Systems     | \$142,552   | \$0                    | \$529              |  |
| Marcelja, Andreas   | Executive Manager Stakeholder<br>Engagement                         | \$262,228   | \$0                    | \$609              |  |
| Binskin, Mark       | CASA Board Chair  | \$102,807   | \$0                    | \$0                |  |
| Mathews, Tony       | CASA Board Chair  | \$16,449    | \$0                    | \$0                |  |
| Bridge, Michael     | CASA Board Member   | \$59,628    | \$0                    | \$0                |  |
| Hardman, Donna      | CASA Board Member   | \$59,628    | \$0                    | \$0                |  |
| Andre, Marilyn      | CASA Board Member   | \$67,793    | \$0                    | \$0                |  |
| Hallett, Elizabeth  | CASA Board Member   | \$67,793    | \$0                    | \$0                |  |
| Gonzalez, Felipe    | CASA Board Member   | \$16,449    | \$0                    | \$0                |  |
| Total               |   | \$3,338,181 | \$0                    | \$6,089            |  |

a Includes annual salary on an accrual basis, accrued annual leave including superannuation on-cost and salary for serving on the Board Audit and Risk Committee during the reporting period.

b Includes car parking benefits, salary sacrificed motor vehicle (including fringe benefits tax) and any allowances that are reportable on individual payment summaries.

| Total<br>remuneration | Termination<br>benefits |                          | Oth<br>long-term      | Post-employment<br>benefits     |  |
|-----------------------|-------------------------|--------------------------|-----------------------|---------------------------------|--|
|                       |                         | Other long-term benefits | Long service<br>leave | Superannuation<br>contributions |  |
| \$647,027             | \$0                     | \$0                      | \$12,650              | \$90,501                        |  |
| \$353,663             | \$206,318               | \$0                      | \$3,105               | \$31,246                        |  |
| \$374,783             | \$0                     | \$0                      | \$8,084               | \$47,998                        |  |
| \$382,865             | \$0                     | \$0                      | \$13,336              | \$13,130                        |  |
| \$379,824             | \$0                     | \$0                      | \$8,081               | \$59,539                        |  |
| \$298,134             | \$0                     | \$0                      | \$6,117               | \$44,523                        |  |
| \$362,319             | \$0                     | \$0                      | \$9,987               | \$44,998                        |  |
| \$302,657             | \$0                     | \$0                      | \$6,934               | \$36,512                        |  |
| \$107,975             | \$0                     | \$0                      | \$3,502               | \$14,881                        |  |
| \$170,618             | \$0                     | \$0                      | \$0                   | \$27,537                        |  |
| \$316,998             | \$0                     | \$0                      | \$13,223              | \$40,938                        |  |
| \$118,217             | \$0                     | \$0                      | \$0                   | \$15,410                        |  |
| \$19,334              | \$0                     | \$0                      | \$0                   | \$2,885                         |  |
| \$68,776              | \$0                     | \$0                      | \$0                   | \$9,148                         |  |
| \$68,776              | \$0                     | \$0                      | \$0                   | \$9,148                         |  |
| \$78,193              | \$0                     | \$0                      | \$0                   | \$10,400                        |  |
| \$78,193              | \$0                     | \$0                      | \$0                   | \$10,400                        |  |
| \$18,982              | \$0                     | \$0                      | \$0                   | \$2,533                         |  |
| \$4,147,334           | \$206,318               | \$0                      | \$85,019              | \$511,727                       |  |

**Note:** CASA's key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of CASA, directly or indirectly. Each dollar amount is based on an individual's remuneration rounded to the nearest dollar. Individual remuneration for key management personnel is determined within the salary scales dependent on their experience and may progress through the identified increment point based on their performance during the previous year. The Director of Aviation Safety and Board member remuneration is determined by the Remuneration Tribunal.

Table B.6 Remuneration paid to senior managers, 2021-22

|                             |                                | er et trocho            | benefits        |  | Post-<br>employment<br>benefits            | Other<br>long-term         | benefits                            | Termination<br>benefits            | Total<br>remuneration         |
|-----------------------------|--------------------------------|-------------------------|-----------------|--|--|----------------------------|-------------------------------------|------------------------------------|-------------------------------|
| Total<br>remuneration bands | Number of<br>senior executives | Average<br>base salaryª | Average bonuses | Average other<br>benefits and<br>allowances <sup>b</sup> | Average<br>superannuation<br>contributions | Average long service leave | Average other<br>long-term benefits | Average<br>termination<br>benefits | Average total<br>remuneration |
| \$0-<br>\$220,000           | 10                             | \$111,397               | \$0             | \$882  | \$21,366                                   | \$3,464                    | \$0                                 | \$0                                | \$137,109                     |
| \$220,001<br>-\$245,000     | 5                              | \$192,588               | \$0             | \$3,356  | \$28,698                                   | \$5,329                    | \$0                                 | \$0                                | \$229,971                     |
| \$245,001<br>-\$270,000     | 3                              | \$186,349               | \$0             | \$4,163  | \$30,738                                   | \$4,808                    | \$0                                 | \$31,855                           | \$257,913                     |
| \$270,001<br>-\$295,000     | 8                              | \$237,665               | \$0             | \$1,299  | \$39,055                                   | \$5,855                    | \$0                                 | \$0                                | \$283,875                     |
| \$295,001<br>-\$320,000     | 2                              | \$249,304               | \$0             | \$1,395  | \$40,337                                   | \$5,998                    | \$0                                 | \$0                                | \$297,035                     |

Note: CASA's senior managers are those employees who are substantively appointed to a senior management position or those employees who have acted as a senior manager for a total of three months or more during the reporting period. Senior managers who are also key management personnel are excluded. Each dollar amount is an averaged figure based on headcount for the individuals within the remuneration range. Figures have been rounded to the nearest dollar.

a Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.

b Other benefits and allowances include allowances that are reportable on individual payment summaries and any fringe benefits (including fringe benefits tax). Endorsement loadings are not payable to senior management employees.

Table B.7 Remuneration paid to other highly paid employees, 2021-22

|                             |   |                         | snort-term<br>benefits |  | Post-<br>employment<br>benefits            | Other<br>long-term            | benefits                            | Termination<br>benefits            | Total<br>remuneration         |
|-----------------------------|---|-------------------------|------------------------|--|--|-------------------------------|-------------------------------------|------------------------------------|-------------------------------|
| Total remuneration<br>bands | Number of other<br>highly paid<br>employees | Average<br>base salaryª | Average bonuses        | Average other<br>benefits and<br>allowances <sup>b</sup> | Average<br>superannuation<br>contributions | Average long<br>service leave | Average other<br>long-term benefits | Average<br>termination<br>benefits | Average total<br>remuneration |
| \$235,001<br>-\$245,000     | 4   | \$160,918               | \$0                    | \$41,330   | \$34,682                                   | \$4,083                       | \$0                                 | \$0                                | \$241,014                     |
| \$245,001<br>-\$270,000     | 21  | \$177,458               | \$0                    | \$39,070   | \$34,703                                   | \$4,465                       | \$0                                 | \$0                                | \$255,696                     |
| \$270,001 -<br>-\$295,000   | 13  | \$185,684               | \$0                    | \$50,962   | \$37,398                                   | \$4,651                       | \$0                                 | \$0                                | \$278,695                     |
| \$295,001<br>-\$320,000     | 2   | \$178,335               | \$0                    | \$76,936   | \$38,534                                   | \$4,536                       | \$0                                 | \$0                                | \$298,340                     |
| \$320,001<br>-\$345,000     | 0   | \$0                     | \$0                    | \$0  | \$0  | \$0                           | \$0                                 | \$0                                | \$0                           |
| \$345,001<br>-\$370,000     | 2   | \$302,422               | \$0                    | \$1,310  | \$44,379                                   | \$7,481                       | \$0                                 | \$0                                | \$355,593                     |
| \$370,001<br>-\$395,000     | 0   | \$0                     | \$0                    | \$0  | \$0  | \$0                           | \$0                                 | \$0                                | \$0                           |
| \$395,001<br>-\$420,000     | 0   | \$0                     | \$0                    | \$0  | \$0  | \$0                           | \$0                                 | \$0                                | \$0                           |
| \$420,001<br>-\$445,000     | 0   | \$0                     | \$0                    | \$0  | \$0  | \$0                           | \$0                                 | \$0                                | \$0                           |
| \$445,001<br>-\$470,000     | 1   | \$404,483               | \$0                    | \$0  | \$62,288                                   | \$5                           | \$0                                 | \$0                                | \$466,776                     |
| \$470,001<br>-\$495,000     | 0   | \$0                     | \$0                    | \$0  | \$0  | \$0                           | \$0                                 | \$0                                | \$0                           |
| \$495,001<br>               | 0   | \$0                     | \$0                    | \$0  | \$0  | \$0                           | \$0                                 | \$0                                | \$0                           |

Note: Other highly paid employees are employees whose reportable remuneration was \$235,000 or more for the reporting period, who are not appointed as senior managers. Each dollar amount is an averaged figure based on the headcount for individuals within the remuneration range. Figures have been rounded to the nearest dollar.

a Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.

b Other benefits and allowances include allowances that are reportable on individual payment summaries and any fringe benefits (including fringe benefits tax).

# **External scrutiny**

Table B.8 Administrative Appeals Tribunal merits reviews of CASA regulatory decisions, 2019-20 to 2021-22

| Matters                                     | 2019-20 | 2020-21     | 2021-22 |
|---|---------|-------------|---------|
| With the tribunal                           |         |             |         |
| Applications on hand from the previous year | 12      | 10ª         | 10      |
| Applications lodged during the year         | 8       | 17ª         | 14      |
| Total with the tribunal                     | 20      | <b>27</b> ª | 24      |
| Dealt with                                  |         |             |         |
| Decisions affirmed                          | 3       | 1           | 0       |
| Decisions varied                            | 0       | 1ª          | 0       |
| Decisions set aside                         | 1       | 1           | 2       |
| Matters dismissed                           | 2       | 3           | 5       |
| Total dealt with                            | 6       | <b>6</b> ª  | 7       |
| Other                                       |         |             |         |
| Applications withdrawn by the applicant     | 5       | 5ª          | 5       |
| Applications remaining on hand at 30 June   | 10      | 16ª         | 12      |
| Total other                                 | 15      | <b>21</b> ª | 17      |

Note: A single application to the Administrative Appeals Tribunal often involves more than one reviewable decision. In such cases, a decision by the tribunal on a particular application may be composed of multiple decisions to affirm, set aside or vary decisions made by CASA. For that reason, some of the figures shown for matters dealt with reflect multiple outcomes arising out of a single application, and the figures shown for total applications dealt with do not reflect the total numbers of decisions affirmed, varied or set aside or matters dismissed.

a Results in this column have been updated to correct errors in Table B.8 of the 2020-21 annual report.

Table B.9 Categories of CASA decisions appealed to the Administrative Appeals Tribunal, 2021–22

| Subject of decision   | Refusal<br>to issue | Issue subject<br>to conditions<br>not sought<br>by applicant<br>for the<br>authorisation | Cancellation/<br>suspension | Variation/<br>imposition<br>of<br>conditions<br>not sought<br>by holder | Total |
|---|---------------------|--|-----------------------------|---|-------|
| Flight crew licence (including ratings and endorsements)      | 1                   | 0  | 3                           | 0   | 4     |
| Aviation maintenance licence or authority (including ratings) | 0                   | 0  | 0                           | 0   | 0     |
| Medical certificate   | 2                   | 4  | 1                           | 0   | 7     |
| Air operator certificate                                      | 0                   | 0  | 0                           | 0   | 0     |
| Certificate of approval                                       | 0                   | 0  | 0                           | 0   | 0     |
| Certificate of registration or airworthiness                  | 0                   | 0  | 0                           | 0   | 0     |
| Key Personnel approval  | 1                   | 0  | 0                           | 0   | 1     |
| Maintenance controller approval                               | 0                   | 0  | 0                           | 0   | 0     |
| Exemption   | 0                   | 0  | 0                           | 0   | 0     |
| Freedom of information  | 0                   | 0  | 0                           | 0   | 0     |
| Remote pilot licence  | 0                   | 0  | 0                           | 0   | 0     |
| Other matters   | 2                   | 0  | 0                           | 0   | 2     |
| Total   | 6                   | 4  | 4                           | 0   | 14    |

Table B.10 Applications to the Federal Court for judicial review of CASA regulatory decisions, 2019–20 to 2021–22

|  | 2019                          | -20              | 2020                          | -21              | 2021                          | -22              |
|--|-------------------------------|------------------|-------------------------------|------------------|-------------------------------|------------------|
| Matters  | Filed by<br>subject<br>person | Filed by<br>CASA | Filed by<br>subject<br>person | Filed by<br>CASA | Filed by<br>subject<br>person | Filed by<br>CASA |
| With the court   |                               |                  |                               |                  |                               |                  |
| Applications on hand from the previous year                            | 1                             | 0                | 1                             | 0                | 0                             | 1                |
| Applications filed during the year                                     | 0                             | 0                | 1                             | 1                | 1                             | 1                |
| Total with the court   | 1                             | 0                | 2                             | 1                | 1                             | 2                |
| Dealt with   |                               |                  |                               |                  |                               |                  |
| Applications granted   | 0                             | 0                | 0                             | 0                | 0                             | 1                |
| Matters dismissed  | 0                             | 0                | 2                             | 0                | 1                             | 0                |
| Total dealt with   | 0                             | 0                | 2                             | 0                | 1                             | 1                |
| Other  |                               |                  |                               |                  |                               |                  |
| Proceedings<br>discontinued  | 0                             | 0                | 0                             | 0                | 0                             | 1                |
| Applications on hand at 30 June  | 1                             | 1                | 0                             | 1                | 0                             | 0                |
| Total other  | 1                             | 1                | 0                             | 1                | 0                             | 1                |
| Decisions arising from<br>Administrative Appeals<br>Tribunal decisions | 0                             | 0                | 0                             | 1                | 0                             | 1                |

Table B.11 CASA's responses to coronial recommendations during 2021–22

| Inquest              | Inquest into multiple deaths arising from the crash of Piper PA-28 aircraft with registration mark VH-PXD in Bass Straight near Point Lonsdale Victoria on 29 January 2016. |
|----------------------|---|
| State                | VIC   |
| Date of              | 11 February 2020  |
| coronial<br>findings | CASA provided a detailed response to the Coroner's recommendations by letter dated 17 September 2021.   |

## **Recommendations for CASA**

- (1) I recommend that CASA mandate the use of SARTIME for all Visual Flight Rules flights over water
- (2) I recommend that CASA increase Instrument Flight Rules (IFR) training and recency requirements for Private Pilot Licence (PPL) candidates and holders, for the purpose of, but not necessarily limited to, further education for candidates on the fatal dangers of inadvertent entry into instrument meteorological conditions (IMC)

# **Response from CASA**

# Recommendation (1)

Upon reviewing the Coroner's findings, we note that CASA already has requirements in place for the nomination of a search and rescue time (SARTIME) for visual flight rules (VFR) flights over water.

As noted in the findings (see [123] - [126] of the Background Circumstances and [7] of the Comments), pilots conducting VFR flights over water are already required to submit a SARTIME flight notification to Airservices Australia or leave a flight note with a responsible person. This is by force of regulations 240 and 241 of the Civil Aviation Regulations 1988 (CAR) and paragraph 1.10 of the Aeronautical Information Publication (AIP) En Route Supplement Australia.

If the focus and intent of the recommendation is that CASA require the use of SARTIME only and not allow the leaving of a flight note for VFR flights over water, then CASA confirms that the recommendation will be taken into consideration as part of the ongoing regulatory development activities referred to further below.

Of particular relevance to this recommendation is that, following extensive development and community consultation over a number of years, new regulations contained in Part 91 of the Civil Aviation Safety Regulations 1998 (CASR) for the conduct of flight operations will come into force on 2 December 2021. These regulations will cover VFR flights over water and flight monitoring rules including SARTIME requirements. In particular, Division 91.D.3 provides for flight notifications as follows:

# Division 91.D.3—Flight notifications and pre flight checks

# 91.240 Flight notifications

- (1) The Part 91 Manual of Standards may prescribe requirements (the flight notification requirements) relating to flight notifications.
- (2) The pilot in command of an aircraft for a flight contravenes this subregulation if a flight notification requirement is not met for the flight.
- (3) A person commits an offence of strict liability if the person contravenes subregulation (2).
  - (i) Penalty: 50 penalty units.

# 91.245 Matters to be checked before take off

- (1) The pilot in command of an aircraft for a flight contravenes this subregulation if, when the aircraft takes off for the flight, a check prescribed by the Part 91 Manual of Standards has not been carried out.
- (2) A person commits an offence of strict liability if the person contravenes subregulation (1).
  - (i) Penalty: 50 penalty units.

The Part 91 (General Operating and Flight Rules) Manual of Standards 2020 which will also come into effect on 2 December 2021, includes, in Chapter 9 Flight Notifications:

### **CHAPTER 9 FLIGHT NOTIFICATIONS**

## 9.01 Purpose

For subregulation 91.240 (1), this Chapter prescribes requirements relating to flight notifications (flight notification requirements).

# 9.02 Flight notification requirements

- (1) If a flight is 1 of the following:
  - (a) an IFR flight;
  - (b) a VFR flight in Class C or Class D airspace;

then the pilot in command must submit a flight plan in accordance with procedures published in the authorised aeronautical information.

- (2) If a VFR flight is 1 of the following:
  - (a) a flight conducting an air transport operation;
  - (b) a flight over water;
  - (c) a flight in a designated remote area;
  - (d) a flight at night proceeding beyond 120 NM from the aerodrome of departure;

then the pilot in command must do 1 of the following in accordance with procedures published in authorised aeronautical information:

- (e) submit a flight plan;
- (f) nominate a SARTIME for arrival;
- (g) leave a flight note with a responsible person.

Note See section 9.05 for **responsible person**.

(3) If a VFR flight is a community service flight, the pilot in command must submit a flight plan or nominate a SARTIME for arrival in accordance with procedures published in authorised aeronautical information.

Note The fact that a flight is not one mentioned in subsection (1), (2) or (3), does not prevent the pilot in command from submitting a flight plan, nominating a SARTIME, or leaving a flight note with a responsible person. However, if a flight plan is submitted, a SARTIME is nominated or a flight note is left with a responsible person, sections 9.03, 9.04 and 9.05 apply.

# 9.03 Changes to flight plans and SARTIME nominations

- (1) A pilot in command who submits a flight plan must notify ATS of changes in any of the following:
- (a) the aircraft callsign or registration;
- (b) the flight rules under which the flight will be operating;
- (c) serviceability of the equipment that, as stated in the flight plan, is carried on board;
- (d) the planned departure time (but only if changed by more than 30 minutes);
- (e) the route, landing points and destination alternate aerodromes;
- (f) the cruising level;
- (g) the cruising speed;
- (h) the number of POB.
- (2) A pilot in command who nominates a SARTIME must notify ATS of changes in any of the following:
- (a) the aircraft callsign or registration;
- (b) the planned departure time (but only if changed by more than 30 minutes);
- (c) the route, landing points and destination alternate aerodromes;
- (d) the SARTIME.

# 9.04 Cancelling SARTIME

A pilot in command who nominates a SARTIME must cancel the SARTIME no later than the time nominated.

## 9.05 Responsible persons for receipt of a flight note

- (1) In this Chapter, a responsible person for the receipt of a flight note must meet the requirements mentioned in subsection (2).
- (2) For subsection (1), the responsible person must:
  - (a) be over the age of 18 years; and
  - (b) have access to at least 2 operative and appropriate telephones; and
  - (c) satisfy the pilot in command that the person:
    - (i) knows how to contact IRCC Australia; and
    - (ii) will immediately do so in the event that the pilot in command's flight is overdue.

The new rules will be subject to modification following commencement and a post implementation review (PIR) is expected within a reasonable period thereafter, depending on the range and criticality of the issues raised and concerns arising. While the timeframe for PIRs is not fixed, due to the nature of the regulations CASA anticipates reviewing the standards within 24 months of commencement.

Assessment of the current SARTIME reporting processes and amendment of the AIP will also be under consideration to ensure consistency with the new flight operations regulations.

# Recommendation (2)

At the outset, we draw to attention concerns as to references to instrument flight rules (IFR) training in relation to private pilot licence (PPL) holders. IFR training is not mandatory for PPL holders and references of this kind have the potential to confuse.

Candidates for and holders of PPLs who operate in Visual Meteorological Conditions (VMC), being the majority of PPL holders, are not required to complete IFR training and there is no recency requirement. However, these pilots are required to demonstrate basic instrument flying competency as a candidate for and ongoing holder of that licence. The assessable standards are consistent with the international licensing standards and have been in place for many years.

CASA is generally satisfied that the aeronautical knowledge standards and the basic training for instrument flying, as opposed to specific training for IFR operations, are currently appropriate. Assessment of basic instrument flying competency is also included as part of the mandatory biennial flight review standards for PPL holders.

Candidates for a PPL are also taught of the serious risks of inadvertent entry into instrument meteorological conditions (IMC) as part of the aeronautical knowledge standards and practical flight competencies which they must be able to demonstrate (including via theoretical and practical examination) prior to the issue of a PPL. These standards and competencies are set out in the Manual of Standards issued to support Part 61 of the CASR.

In addition, CASA provides many safety education products including seminars and materials such as the magazine, Flight Safety Australia, which regularly deal with the topic of inadvertent entry into IMC. For example, a recent article in Flight Safety Australia titled "Weather to fly" dealt with these issues. This article can be accessed at Weather to fly. Examples of the kinds of relevant material routinely addressed at aviation safety seminars can be accessed as "Enhancing pilot skills – expect the unexpected".

To the extent that the recommendation is targeted at CASA increasing IFR training and recency requirements, CASA notes that IFR training, by its nature, is designed to teach the skills necessary for pilots to safely fly by reference to instruments only. It does not form part of the general PPL syllabus of training as it is an additional skill and separate rating for flying operations conducted under the IFR. CASA considers that the training presently provided to PPL pilots around the need to ensure they stay in VFR conditions is adequate and that more specific IFR training is only necessary for pilots who wish to operate under the IFR.

CASA considers that training for inadvertent entry into IMC is more appropriate for pilots rated only for VFR conditions. Without appropriate prior training and an aircraft designed for IFR operations, such pilots are more likely to become spatially disoriented or unable to safely operate the aircraft in IMC.

Therefore, while it does not propose to take any action in relation to this recommendation at this stage, CASA is proposing a review of the competency standards and the 2-yearly review of proficiency rules (known as a flight review) for private pilots in the next 18 months. A review of the basic instrument flying standards and the related non-technical skills and human factors required of PPL holders will be included in that review.

# **Appendix C: Annual report requirements**

Public Governance, Performance and Accountability Rule 2014 requirements.

| PGPA Rule<br>reference | Part of report | Description   | Requirement                 |
|------------------------|----------------|---|-----------------------------|
| 17BE                   | Contents of    | fannual report  |                             |
| 17BE(a)                | Part 3         | Details of the legislation establishing the body  | Mandatory                   |
| 17BE(b)(i)             | Part 3         | A summary of the objects and functions of the entity as set out in legislation  | Mandatory                   |
| 17BE(b)(ii)            | Part 2         | The purposes of the entity as included in the entity's corporate plan for the reporting period  | Mandatory                   |
| 17BE(c)                | Part 3         | The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers   | Mandatory                   |
| 17BE(d)                | Part 3         | Directions given to the entity by the Minister under an Act or instrument during the reporting period   | If applicable,<br>mandatory |
| 17BE(e)                | Part 3         | Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act  | If applicable,<br>mandatory |
| 17BE(f)                | Part 3         | Particulars of non-compliance with:  (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or  (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act | If applicable,<br>mandatory |
| 17BE(g)                | Part 2         | Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule  | Mandatory                   |
| 17BE(h),<br>17BE(i)    | Part 5         | A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non compliance with finance law and action taken to remedy non-compliance  | If applicable,<br>mandatory |
| 17BE(j)                | Part 3         | Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period  | Mandatory                   |

| PGPA Rule<br>reference | Part of report    | Description   | Requirement                 |
|------------------------|-------------------|---|-----------------------------|
| 17BE(k)                | Part 3            | Outline of the organisational structure of the entity (including any subsidiaries of the entity)  | Mandatory                   |
| 17BE(ka)               | Part 7            | Statistics on the entity's employees on an ongoing and non ongoing basis, including the following:  (a) statistics on full time employees;  (b) statistics on part time employees;  (c) statistics on gender;  (d) statistics on staff location   | Mandatory                   |
| 17BE(I)                | Page 6,<br>Part 7 | Outline of the location (whether or not in Australia) of major activities or facilities of the entity   | Mandatory                   |
| 17BE(m)                | Part 3            | Information relating to the main corporate governance practices used by the entity during the reporting period  | Mandatory                   |
| 17BE(n),<br>17BE(o)    | Part 5            | For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST):  (a) the decision making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and  (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions | If applicable,<br>mandatory |
| 17BE(p)                | Part 5            | Any significant activities and changes that affected the operation or structure of the entity during the reporting period   | If applicable,<br>mandatory |
| 17BE(q)                | Part 5            | Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity   | If applicable,<br>mandatory |

| PGPA Rule<br>reference | Part of report    | Description  | Requirement                 |
|------------------------|-------------------|--|-----------------------------|
| 17BE(r)                | Part 5            | Particulars of any reports on the entity given by:  (a) the Auditor General (other than a report under section 43 of the Act); or  (b) a Parliamentary Committee; or  (c) the Commonwealth Ombudsman; or  (d) the Office of the Australian Information Commissioner  | If applicable,<br>mandatory |
| 17BE(s)                | Not<br>applicable | An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report   | If applicable,<br>mandatory |
| 17BE(t)                | Part 5            | Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)   | If applicable,<br>mandatory |
| 17BE(taa)              | Part 3            | The following information about the audit committee for the entity:  (a) a direct electronic address of the charter determining the functions of the audit committee;  (b) the name of each member of the audit committee;  (c) the qualifications, knowledge, skills or experience of each member of the audit committee;  (d) information about each member's attendance at meetings of the audit committee;  (e) the remuneration of each member of the audit committee | Mandatory                   |
| 17BE(ta)               | Part 7            | Information about executive remuneration   | Mandatory                   |

| Other reporting requirements   |  |                |  |  |
|--|--|----------------|--|--|
| Legislative reference  | Description                                    | Part of report |  |  |
| Civil Aviation Act 1988, section 49  | Ministerial directions and notices             | Part 3         |  |  |
| Commonwealth Electoral Act 1918,<br>section 311A                               | Expenditure on advertising and market research | Part 5         |  |  |
| Environment Protection and Biodiversity<br>Conservation Act 1999, section 516A | Environmental matters                          | Part 5         |  |  |
| Work Health and Safety Act 2011, Schedule 2,<br>Part 4                         | Work health and safety<br>matters              | Part 4         |  |  |

# **Abbreviations list**

**AAM** advanced air mobility

AAT Administrative Appeals Tribunal

**AIPA** Australian and International Pilots Association

**AOD** alcohol and other drugs **APS** Australian Public Service **ASAP** Aviation Safety Advisory Panel

**ASL** average staffing level

**ASTRA** Australian Strategic Air Traffic Management Group

**ATSB** Australian Transport Safety Bureau **AvSFF** Aviation State Engagement Forum

**BITRE** Bureau of Infrastructure and Transport Research Economics

CAA Civil Aviation Authority

**CASA** Civil Aviation Safety Authority **CASR** Civil Aviation Safety Regulations

**CATSIEN** CASA Aboriginal and Torres Strait Islander Network

COSCAP-SEA Cooperative Development of Operational Safety and Continuing Airworthiness

Programme South East Asia

Defence Aviation Safety Authority DASA DPP Director of Public Prosecutions **FRMS** fatigue risk management system

FTE full-time equivalent **GEN** Gender Equity Network

**HRMIS** human resources management information system

ICAO International Civil Aviation Organization ICC Industry Complaints Commissioner

**ICAB** Japan Civil Aviation Bureau

LGBTIQA+ lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual

Manual of Standards MOS

MoU memorandum of understanding NAAN National Aviation Authority Network NHSC National Health and Safety Committee

**PASO** Pacific Aviation Safety Office

PFG plain English guide

**PGPA Act** Public Governance, Performance and Accountability Act 2013 **PGPA Rule** Public Governance, Performance and Accountability Rule 2014

 $R\Delta P$ Innovate Reconciliation Action Plan **RPAS** remotely piloted aircraft system

**WHS** work health and safety

# Index

| A   | tripartite arrangement on ICAO   |
|---|--|
| abbreviations, 195  | participation, 88  |
| Aboriginal and Torres Strait Islander people  | Airspace Act 2007, 4, 54, 55   |
| CASA engagement with, 96, 97, 98 ( <i>see also</i><br>Reconciliation Action Plan)                                     | airspace administration, 4, 24, 48, 54, 55; <i>see</i> also FlySafe, industry engagement forum     |
| employees, 92, 96, 98   | airworthiness certification, international   |
| Above and Beyond Award, 99, 100   | agreements on, 89, 90, 91  |
| accidents and incidents   | airworthiness statistics, 168–173  |
| employee, 104, 105  | alcohol and other drugs management, 103  |
| trend data, aviation industry, 10, 28–30  | annual performance statement, 26-52  |
| accountable authority, Board as, 56   | annual report requirements, 191–194  |
| Acknowledgment of Country protocol, 96, 98  | annual reporting obligations, 1, 26, 54, 62  |
| Administrative Appeals Tribunal, 108–109 review of CASA decisions, 184–185  | application processing, service delivery standards, 18, 34   |
| Administrative Appeals Tribunal Act 1975, 108   | Arnhem Space Centre, Northern Territory, 177   |
| Administrative Decisions (Judicial Review) Act 1977,<br>108   | Asia and Pacific COVID-19 Contingency and<br>Recovery Planning Group (ICAO), 42                    |
| administrative scrutiny, 110; <i>see also</i><br>Administrative Appeals Tribunal;<br>Commonwealth Ombudsman; external | Asia/Pacific Air Navigation Planning and<br>Implementation Regional Working Group,<br>88           |
| scrutiny; Federal Court, judicial reviews of decisions  | Asia-Pacific region, engagement in, 41, 42, 88, 90   |
| advanced air mobility technologies,<br>development of, 14, 17, 118  | Asia Pacific Regional Aviation Safety Team (ICAO), 41, 88  |
| feature story, 11<br>advertising and market research, 118–119   | assets, 23; <i>see also</i> financial statements; financial summary                                |
| aerial work sector, 16, 17, 37, 47  | Audit and Risk Committee (Board), 62–65, 81  |
| accident and incident rate trends, 28–30  | auditing standards, 77   |
| aerodrome statistics, 173   | Auditor-General, report on surveillance  |
| Aerospace Medical Association fellowship, feature story, 12   | activities, 110; <i>see also</i> Australian National<br>Audit Office                               |
| age of Australian civil aircraft, 170   | Australasian Reporting Awards, 78, inside back   |
| Air Navigation Commission (ICAO), 39, 88  | cover  |
| air traffic management; <i>see</i> airspace<br>administration; Australian Strategic Air<br>Traffic Management Group   | Australia Day Achievement Awards, 99, 100 Australia–New Zealand mutual recognition agreements, 54  |
| air transport sector, accident and incident rate trends, 28–30  | Australian Airspace Policy Statement 2021, 55  Australian and International Pilots Association and |
| air travel data, organisational, 116  | Civil Aviation Safety Authority [2020] AATA  |
| aircraft maintenance engineer scholarships, 18, 86  | 3444, 108<br>Australian Aviation Wildlife Hazard Group, 42   |
| aircraft registration, 34   | Australian Federal Police, 81  |
| statistics, 169   | Australian Government Aviation Recovery  |
| airline lounge memberships, Board declarations of, 80   | Framework, 89  Australian Government Graduate Program, 52  |
| Airservices Australia, 11, 42, 48, 86, 90 part of Aviation Policy Group, 4, 87  | Australian Information Commissioner, 110   |

Australian Maritime Safety Authority, 42, 48, Capital Management Plan, 23 86,90 CASA Abilities Network, 97 Australian National Audit Office CASA Aboriginal and Torres Strait Islander financial statements audit report, 49, Employee Network, 92, 96, 98 123-124 CASA Annual Report 2020–21, award for, 78 performance audit report, 110 CASA Award Scheme, 99-102 Australian Network on Disability, 96 The CASA Briefing, 33, 83, 84 Australian Network on Disability Access and CASA Consultation Hub, 32, 82-83, 110 Inclusion Index, 97 CASA Corporate Plan 2021-2022, 5, 26, 36; see Australian Public Service employee census, 79 *also* corporate plan Australian Strategic Air Traffic Management CASA Enterprise Agreement 2016–19, 95 Group, 86 CASA Foundation Training Program, 52, 99 Australian Transport Safety Bureau (ATSB), 4, CASA Work Health and Safety Strategy 2019-22, 42, 48, 54, 86, 87, 90 MoU with, 87 cash flow, 23; see also financial statements; average staffing level, 51, 94 financial summary aviation infringement notices, 48, 113, 176 CASR Part 91 General operating and flight rules Aviation Policy Group, 4, 87 (plain English guide), 47 Aviation Safety Advisory Panel, 16, 17, 37, 48, 85 CASR Part 101 Micro and excluded Remotely meetings, 46 Piloted Aircraft operations (plain English members, 85 guide), 47 Aviation Safety Committee, 28, 68, 77, 79 CATSIEN annual conference, feature story, 92 Aviation Safety Scorecard, 77 certifications, extensions during COVID-19 aviation safety seminars, 32, 48, 84 pandemic, 14 Aviation State Engagement Forum, 85 Cessna supplemental inspection documents, 17, 38 Aviation Transport Security Act 2004, 54 AviationWorx training portal, 99 Chair of the Board message from, 14-15 AvSafety forums, 16 statement of preparation, 26 award scheme, staff, 99-102 statement on financial statements, 125 Chicago Convention, 88: see also International В Civil Aviation Organization (ICAO) balloons, safety regulations, 16, 18, 31, 84, 85 Chief Executive Officer, CASA Beyond Blue mental health training, 105 review by, 16-19 bilateral aviation safety arrangements, 42, 88, statement on financial statements, 125 89, 90; see also international engagement; see also Director of Aviation Safety regional engagement Chief Executive Officer Instructions, 118 Board, 56, 65, 80 Chief Financial Officer, statement on financial as accountable authority, 56 statements, 125 committees, 65, 81 *Civil Aviation Act 1988*, 4, 54, 80, 95, 109, 120 membership, 56-61 CASA functions under, 54, 65, 82, 88 role and responsibilities, 56, 65 establishment of Board, 56 Board Audit and Risk Committee, 62-65, 81 external engagement obligations, 54, 82, 88 Budget estimates hearings, 108 notice of strategic directions under, 55 Bureau of Meteorology, 42, 48, 86, 90 reporting obligations under, 1, 26, 54, 62 Civil Aviation (Carriers' Liability) Act 1959, 54, 120 Civil Aviation Legislation Amendment Act 1995, 54 Civil Aviation Order 48.1 Fatigue management Canada, trilateral partnership with, 89; see also (plain English guide), 47 National Aviation Authority Network Civil Aviation Orders, 54 capacity-building activities, regional, 41, 42, 88, 90

satisfaction survey Civil Aviation Safety Authority of Papua New contact details, inside back cover Guinea, 42 Civil Aviation Safety Authority Planning and continuing airworthiness requirements, 14, 19, Conduct of Surveillance Activities (Auditor-General Report No.28 2021-22), 110 continuous improvement strategies, 27, 36 Civil Aviation Safety Authority v Australian and of regulatory framework, 27, 32, 33, 43, 110 International Pilots Association [2022] FCA see also Goal 3: Continuous improvement of 655, 109 organisational performance Civil Aviation Safety Regulations 1998 (CASR), Convention on International Civil Aviation 54 1944, 88; see also International Civil Aviation Part 21, 14, 18 Organization (ICAO) Part 42.G, 14 Cooperation on civil and military flying Part 43, 37, 47, 85 operations, feature story, 24 Part 66, 18 Cooperative Development of Operational Part 67, 37, 47 Safety and Continuing Airworthiness Part 91, 16, 31, 47 Programme South East Asia (ICAO), 42, 90 Part 101, 8, 37, 47 coronial inquiries, 110 Part 103, 18, 31, 37 responses to recommendations, 186–190 Part 105, 18, 31, 37 corporate goals, 5, 27, 36; see also Goal 1: Part 119, 31 Maintain and enhance a fair, effective and Part 121, 31 efficient aviation safety regulation system; Part 131, 18, 31, 37 Goal 2: Collaborative engagement with the Part 133, 31 aviation industry and wider community Part 135, 31 to promote and support aviation safety; Part 138, 31 Goal 3: Continuous improvement of organisational performance Part 139, 4, 16, 31, 44, 84 Part 145, 14 corporate governance, 54-81 Part 147, 14 corporate objectives, 5, 27; see also CASA Cloud Migration project, 50 Corporate Plan 2021–2022 Code of Conduct, 79–80 corporate plan, 26, 55, 77, 110 for 2021-22, 5, 26, 36 Comcare, 104, 105 for 2022-23, 35 Comcover, 77, 120 COVID-19 pandemic commercial drone regulations, introduction of, impact on agency operations, 9, 18, 44, 86 20, 21; see also drones delivery of safety education programs, Commonwealth Awards for Excellence in Risk 16, 32, 84, 86 Management, 77 financial results, 21, 23 Commonwealth Director of Public Prosecutions, 45, 81, 113, 176 international engagement, 39, 40, 41, Commonwealth Electoral Act 1918, 118 people management issues, 103, 114 Commonwealth Fraud Control Framework, 81 service delivery standards, 18, 34, 35 Commonwealth Ombudsman, 79, 110 impact on aviation industry, 14, 26, 40 Commonwealth Procurement Rules, 118 industry support measures during, 14, 16, Commonwealth Risk Management Policy, 77 community engagement, 46, 82–86; see also culturally and linguistically diverse employees, external engagement 98 complaints management, 111–112 culture, organisational, 16, 19, 65 conflict of interest mechanisms, 80-81

Hub; industry consultation; stakeholder

Civil Aviation Regulations 1988, 14, 54

consultative forums; see Aviation Safety Advisory Panel; CASA Consultation

| D  | employee statistics, 94, 95, 178-179  |
|--|---|
| Defence Aviation Safety Authority, 87  | employment arrangements, 95   |
| Defence Aviation Safety Regulation 139, 87                                       | enabling legislation, 54  |
| Department of Defence, 24, 48, 86  | e-newsletters, 83-84  |
| part of Aviation Policy Group, 4, 87   | energy use, organisational, 115, 117  |
| Department of Foreign Affairs and Trade, 42, 90                                  | enforceable voluntary undertakings, 113   |
| Department of Infrastructure, Transport,   | enforcement actions, 45, 113  |
| Regional Development and   | statistics, 175–176   |
| Communications, 11   | enterprise agreement, 95  |
| Department of Infrastructure, Transport,<br>Regional Development, Communications | enterprise risk management framework, 77  |
| and the Arts, 42, 48, 89, 90   | entry control mechanisms, 43, 51  |
| part of Aviation Policy Group, 4, 87   | Environment Protection and Biodiversity   |
| tripartite arrangement on ICAO   | Conservation Act 1999, 114<br>environmental sustainability report, 114–117          |
| participation, 88  | Equatorial Launch Australia, 177  |
| digital capabilities, enhancement of, 50   | European Aviation Safety Agency, 50   |
| Director of Aviation Safety appointment to Board under Civil Aviation            | Executive Committee, 68, 78   |
| Act. 56  | executive leadership team, 69–76  |
| review by, 16–19   | remuneration, 180–181   |
| statement on financial statements, 125   | Exercise Vigilant Scimitar 2022, 24   |
| Director of Aviation Safety Achievement Award,                                   | expenses, 6, 18, 20, 22; see also financial   |
| 99, 100  | statements; financial summary   |
| Director of Public Prosecutions, referrals to, 45,                               | external engagement, 82-92  |
| 81   | external scrutiny, 108–112, 184–190   |
| disclosure of conflict of interest, 80–81  |   |
| diversity champions, 97, 98<br>Diversity Council of Australia, 96                | F   |
| diversity and inclusion, 96–98   | Facebook, 33, 82  |
| drones, 4, 9   | factors affecting performance, analysis, 26   |
| levies, 20, 21, 23   | Faster Horses (survey), 82  |
| safety awareness material, 33, 83, 84, 118                                       | fatigue risk management, 47, 108–109  |
| see also remotely piloted aircraft systems                                       | Federal Aviation Authority – European Aviation                                      |
| due diligence training, managers, 105  | Safety Agency International Aviation Safety Conference, 40                          |
|  | Federal Court, judicial reviews of decisions,                                       |
| E  | 108–109, 186  |
| early intervention rehabilitation program, 105                                   | feedback, 48  |
| ecologically sustainable development report,<br>114–117                          | consultation and feedback surveys, 17, 32, 33, 46, 82–83                            |
| education and awareness activities, 33, 47–48,                                   | see also complaints management; Industry  |
| 118; see also aviation safety seminars;  | Complaints Commissioner; surveys  |
| training and professional development, staff; workshops                          | financial statements, 123–160   |
| Effective Implementation score (ICAO Universal                                   | independent auditor's report, 49, 123–124 financial summary, 6, 18, 20–23; see also |
| Safety Oversight Audit Program), 31  | financial statements  |
| eLearning modules, 97, 99  | first aid training, 105   |
| electric vertical take-off and landing vehicles,<br>11, 14                       | First NASA rocket launch from Australia, feature story, 177                         |
| employee assistance program, 103   | flight crew fatigue rules, 47, 108  |

flight crew licensing governance committees, 78–79; see also Board Audit and Risk Committee delays in, 18, 34 statistics, 164-165 governance, corporate, 54-81 flight examiner proficiency checks, 17, 18, 38 GovID deployment, 50 Flight Operations Panel (ICAO), 39, 88 graduate program, 52 flight operations regulations, new, 14, 16, 19 grants and sponsorships, 86 flight operations statistics, 162-163 Guidance Delivery Centre, 18, 110 flight personnel statistics, 164-165 flight training organisation certificates, н statistics, 174 human resource management, 51–52, 94–102 Flight Safety Australia (magazine), 9, 83, 190 human resources analytics tool, development, flu vaccination program, 103 flying training sector, accident and incident rate trends, 28-30 Flying without hearing, feature story, 106 ICAO protocol questions, 31 FlySafe, industry engagement forum, 16, 48, 82, ICT services, 50 85-86 incident and accident trends (aviation), 10, Foundation Training Program, 52, 99 28-30 fraud awareness training, 81 Inclusion Award, 99, 101 Fraud Control and Integrity Plan 2021-2023, 81 income, 6, 18, 20, 21; see also financial Freedom of Information Act 1982, 113 statements; financial summary freedom of information reporting obligations, indemnities and insurance, 120 113 independent audit report (ANAO), 49, 123-124 fuel excise revenue, 20, 21, 23; see also financial Indigenous Apprenticeship Program, 52, 96 statements Indigenous Australians, CASA engagement with, Future Strategies Taskforce, 17, 68 96, 97, 98; see also Reconciliation Action Plan Future Women Platinum+ Leadership program, Indigenous employees, 92, 96, 98 99; see also Women in Leadership program Indonesia, capacity-building activities, 42, 90 industry advisory panels; see Aviation Safety G Advisory Panel Gender Equity Network, 97 Industry Complaints Commissioner, 111–112 gender, staff, 98, 178–179 industry consultation, 17, 32, 38; see also general aviation sector, 17, 19 Aviation Safety Advisory Panel; CASA accident and incident rate trends, 28-30 Consultation Hub; community engagement parliamentary inquiry into, 108 Information Publication Scheme, 113 General Aviation Workplan, 15, 17, 18, 37 Infrastructure, Transport, Regional Development general operating and flight rules, 16, 47 and Communications Portfolio Budget Goal 1: Maintain and enhance a fair, effective Statements 2021–22, 26; see also Portfolio and efficient aviation safety regulation **Budget Statements** system, 5, 27, 36 Infrastructure, Transport, Regional performance report, 37-45 Development, Communications and the Arts Portfolio, 55 Goal 2: Collaborative engagement with the aviation industry and wider community to infringement notices, 48, 113, 176 promote and support aviation safety, 5, 27, Innovation and Continuous Improvement 36 Award, 99, 101 performance report, 46–48 inoperative employees, 94 Goal 3: Continuous improvement of insurance and indemnities, 120 organisational performance, 5, 27, 36 internal audit arrangements, 77-78 performance report, 49-52

International Civil Aviation Organization (ICAO), Major Programs Board, 79 31, 39, 41, 42, 88-89, 90 management and accountability statistics, CASA participation in working groups, 39, 178-190 50, 88, 89, 90 manager orientation program, 77 engagement with on COVID-19 response, Manuals of Standards, 16, 31, 37, 54 42,89 market research and advertising, 46, 118–119 International Day Against Homophobia, mature age employees, 98 Biphobia, Interphobia and Transphobia, 97 medical certificates, application processing International Day of People with Disability, 97 standards, 34 international engagement, 41-42, 88 memorandum of understanding, 11 impact of COVID-19 on, 39, 40, 41, 42 with Australian Transport Safety Bureau, 87 see also bilateral aviation safety on Australia's participation in ICAO, 39 arrangements; International Civil mental health training, 105 Aviation Organization (ICAO); regional engagement merits reviews of decisions, 108, 184 International Interests in Mobile Equipment (Cape milestone awards, employee, 102 Town Convention) Act 2013, 54 Minister for Infrastructure, Transport and International Women's Day, 97 Regional Development, 55 intragovernmental engagement, 87 Minister for Infrastructure, Transport, Regional Development and Local Government, 55 Investment Committee, disbanding of, 78 ministerial directions, 55 Minister's Statement of Expectations, 26, 55, 89 mission, agency, 5 Japan Civil Aviation Bureau, technical arrangement on maintenance approvals, 41, Modern Slavery Act 2018, 54 motor vehicle fleet, organisational, 114, 115, 117 lawun secondment program, 97 multilateral aviation safety arrangements, 88; see also bilateral aviation safety judicial reviews of decisions, 108-9, 186 arrangements Judiciary Act 1903, 108 mutual recognition arrangements, international, 41, 54, 89, 91 L myCASA portal, 50

Leadership Award, 99, 101
leadership development, 99; see also manager orientation program
legal costs, 109
length of service awards, employee, 102
letter of transmittal, 1
LGBTIQA+ Network, 97
liability insurance, 120
LinkedIn, 33, 82
LinkedIn Learning, 99
list of requirements, 191–194
locations, 6, 178–179

### M

maintenance organisations statistics, 166 maintenance personnel statistics, 166–167 maintenance training organisation certificates, statistics, 174 National Aeronautics and Space Administration (United States), 177 National Australian Built Environment Rating System, 114 National Aviation Authority Network, 40, 89 National Health and Safety Committee, 102, 103 National Reconciliation Week, 92 net result, 21–22; see also financial statements; financial summary New technical arrangement with Japan, feature story, 91 New Zealand mutual recognition agreements with, 54 trilateral partnership with, 89 see also National Aviation Authority Network non-compliance, management of, 44–45

non-compliance with finance law, 113 see also key performance areas; key performance indicators non-English speaking background employees, performance framework, 26, 27 notice of strategic direction, 55 performance reports analysis of performance, 26 notifiable incidents, health and safety, 105 Goal 1, 37-45 Goal 2, 46-48 0 Goal 3, 49-52 office locations, 6 portfolio measures, 28-35 Office of Airspace Regulation, 24, 177 performance targets not achieved, 5, 30, 34, Office of the Australian Information 35, 44, 51 Commissioner, investigation, 110 Personnel Training and Licensing Panel (ICAO), Ombudsman, Commonwealth, 79, 110 One Model, human resource analytics tool, 51 plain English guides to regulations, 16, 47, 110 Portfolio Additional Estimates Statements, 26 online application processing, 34; see also Portfolio Budget Statements, 5, 10, 20, 23, 26, myCASA portal online learning modules, 97, 99 portfolio objectives, 5, 27 online services platform, 50 portfolio outcome, 5, 27 operating environment, organisational, 4 Privacy Act 1988, 110 operating expenses, 6; see also expenses; procurement, 118 financial statements professional development program; see training operating revenue, 6; see also financial and professional development, staff statements; income professional indemnity, 120 operating statistics, 162–176 Protective Security Sub-committee, disbanding operating surplus, 6, 18, 20; see also financial statements protocol questions (ICAO), 31 operational information, 120, 162–176 Proximity, 78 organisational structure, 66-67 Public Governance, Performance and changes to, 26, 68-69 Accountability Act 2013, 54 division roles and executives, 70-76 Board requirements under, 56, 80 orientation program, staff, 77, 79 reporting obligations under, 1, 26, 54, 62 outcome, portfolio, 5, 26, 27 Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017, 54 Public Governance, Performance and Pacific Aviation Safety Office, 9, 41, 42, 90 Accountability Rule 2014, 1, 26, 80, 113, 120 Pacific Flights Program, 42, 90 Public Interest Disclosure Act 2013, 79 Papua New Guinea, capacity-building activities, public interest disclosure policy, 79 42, 90 purposes, agency, 26 parachuting, safety regulations, 16, 18, 31 Pushing the envelope? (seminar theme), 84 parliamentary accountability, 108 People and Culture Sub-committee, 65 People Committee, disbanding of, 78

questions on notice, 108

people management, 51-52, 94-102 people with disability, 9, 96, 97, 98

performance criteria, 5, 27 results against, 28-35

Performance and Communication Scheme, 79

R

Rainbow Skies, 97

recognition and reward scheme, 99–102

Reconciliation Action Plan, 96

Reconciliation Action Plan Working Group, 92

recruitment, staff, 51, 96

recycling, waste, 114, 116, 117

Regional Aviation Safety Group (ICAO), 88

regional engagement, 41, 42, 88, 90; see also international engagement

registered aerodromes, transition to CASR Part 139, 16, 31, 84

Regulator Performance Guide, 55, 110

regulatory and technical training, 51, 52, 99; see also training and professional development, staff

regulatory oversight, transition to new operating model, 43

regulatory philosophy, monitoring compliance with, 37, 44–45

regulatory reform agenda, 16-17, 19

rehabilitation management procedures, 105

related entity transactions, 120

remotely piloted aircraft systems, 11, 17 regulatory roadmap for, 17, 37, 118 statistics, 163, 170 see also drones

Remotely Piloted Aircraft Systems and Advanced Air Mobility Strategic Regulatory Roadmap, 17, 118

remuneration

Board Audit and Risk Committee, 65 key management personnel, 180–181 other highly paid employees, 183 senior managers, 182

responsible ministers, 55

revenue, see income

rewards and recognition scheme, staff, 99–102

risk-based regulatory framework, 5, 38, 45, 77, 110

risk management, agency, 77; see also WHS Risk Register

rocket launch, feature story, 177 role and functions, organisational, 4, 7

Royal Australian Air Force, 24, 92

S

safety education and training programs; see education and awareness activities

Safety Management Implementation Collaboration Group, 40

Safety Promotion Sponsorship Program, 86 SafetyWatch (ATSB), 48

Samoa Airways, remote certification process for, 9, 41, 90

scholarships, 18, 86

self-service portal, 50

seminars and webinars; see aviation safety seminars; webinars

Senate Rural and Regional Affairs and Transport Legislation Committee, 108

senior management changes, 69

service delivery standards, 16, 34, 35

significant activities and changes, 113

single pilot, multi-engine helicopter rating, introduction of, 17, 18

snapshot of 2021–22, 4–12

social media, 33, 82, 118

South East Asia, capacity development, 41, 42, 88, 90

sponsorships and grants, 86

sport and recreational aviation, regulation standards, 16, 17, 18, 31

staff recruitment, 51, 96

staff statistics, 94, 178–179; see also average staffing level

staff training; see training and professional development, staff

staff turnover, 95

stakeholder engagement; see community engagement; external engagement; stakeholder satisfaction survey

stakeholder satisfaction survey, 33, 46, 82

Standards and Recommended Practices (ICAO), 88

Standing Notice of Material Personal Interest (Board members), 80

State Safety Programme, Australia's, 31, 85, 87

State Safety Programme Implementation Assessment (ICAO), 88

Statement of Expectations, Minister's, 26, 55, 89

statement of preparation, annual performance statement, 26

statutory authority, CASA as, 4, 26, 54, 55 Stepping Into program, 96 strategic risk profile and appetite, 77 Strategic Workforce Plan 2020-23, 51 structure, organisational, 66-67 changes to, 26, 68 succession planning, 51, 52 surveillance activities, 31, 38, 43 Auditor-General report on, 110 impact of COVID-19 on, 44 notification of safety findings, 43, 44 scheduled audits, 31 surveys

employee census, 79 stakeholder satisfaction, 33, 46, 82 see also feedback

### т

technical working groups, Aviation Safety Advisory Panel, 16, 17, 48, 85 consultation topics, 37 meetings, 46, 85 training and professional development, staff, 51–52, 99, 105; see also eLearning modules

training organisation certificates, statistics, 174

transmittal letter, 1 transparency, 5, 15, 16, 18 of decision-making, 19, 48, 54, 68 of engagement, 18, 32, 33, 47

Transport Safety Investigation Act 2003, 54, 87 trends, aviation accidents and incidents, 10, 28 - 30

trilateral partnership, with New Zealand and Canada, 89

tripartite arrangement on ICAO participation, 88

turnover, employee, 95 2022-23 Portfolio Budget Statements, 20 Twitter, 33, 82

Universal Safety Oversight Audit Programme (ICAO), 31, 88 unplanned absences, employee, 95

values, agency, 5, 79, 94; see also Code of Conduct Victorian Government, MoU with, 11 vision, 5 Visual Flight Rules Guide, 47

### W

waste management, organisational, 114, 116, 117 Wear it Purple Day, 97 Web Content Accessibility Standards 2.1, compliance with, 9 webinars, 16, 42, 84–85, 99; see also aviation safety seminars website audit, 9 wellbeing program, employee, 102 WHS Risk Register, 104 wildlife hazard management webinars, 42, 90 Women in Leadership program, 42 Words @ Work, inclusive language resources, Work Health and Safety Act 2011, 102 work health and safety, employee, 102–105 workers' compensation, 105 workforce diversity and inclusion, 96-98 workforce planning, 51–52 Workforce Strategy 2020-23, 51 working from home arrangements, 51, 114 workplace agreements, 95 workshops, 92, 96 for ICAO Member States, 42, 90

year ahead, 19 YouGov (survey), 46 Youth and Careers Expo, 9 YouTube, 33, 82

# **Contact details**

This report and other CASA corporate publications can be accessed online at **casa.gov.au**.

For more information on the report, or to request printed copies, please contact:

Branch Manager Corporate Strategy and Transformation Civil Aviation Safety Authority GPO Box 2005 Canberra ACT 2601 AUSTRALIA

**Phone:** 131 757

**Fax:** +61 2 6217 1290

**Email:** 

casa.corporate.reporting@casa.gov.au

CASA regulatory instruments and publications can be accessed on CASA's website. All proposed regulatory changes and related consultation documents for 2021–22 are published on the website and can be accessed at casa.gov.au/newrules.

# **Acknowledgements**

# Drafting:

Jeannie Robertson

# **Drafting support:**

Michelle Massey

# Preparation assistance:

Kate O'Toole, Brianna Moloney

# Design:

Rob Pacey

# Design assistance:

Melissa Jones and Renee Ness

# Editing:

WordsWorth Writing

# Printing:

CanPrint Communications

Thank you to all contributors and divisional coordinators for your invaluable support and input throughout the development and drafting process.

# **Australasian Reporting Awards recognition for CASA**







CASA National Headquarters



Aviation House 16 Furzer Street Phillip ACT 2606



GPO Box 2005 Canberra ACT 2601