



Australian Government
Civil Aviation Safety Authority

CORPORATE PLAN 2023-24

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

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Requests and enquiries should be directed to:

Section Manager, Strategic Business Planning
Civil Aviation Safety Authority
GPO Box 2005, Canberra ACT 2601 AUSTRALIA

2302.4621

About this Corporate Plan

The Corporate Plan presents CASA's direction for the period 2023–24 to 2026–27. It is designed as the principal planning and operational document outlining the purposes of CASA and the strategies to be implemented to achieve our objectives. The Corporate Plan details how CASA will meet the aviation safety expectations of the Australian Government and the Australia public. The Corporate Plan positions CASA to contribute to the effective and efficient management of aviation safety risks and to improve relationships with the wider aviation community within a strong governance framework.

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Chair's foreword



Innovation, in many forms, is poised to reinvigorate the aviation sector and CASA recognises the need for wide collaboration as the industry continues to change and grow. While some changes may take years to eventuate, some are already here and others will arrive sooner than many think. The changes run the gamut within uncrewed aerial systems (UAS), from remotely piloted aircraft systems (RPAS) to advanced air mobility (AAM), new propulsion systems, aircraft design, advanced manufacturing and shared airspace. As these evolve, a primary focus will be how they can be introduced safely and effectively.

To meet the needs of industry, we are ensuring that our workforce and culture is reflective of a modern regulator. We strive to be an organisation that embeds our regulatory philosophy in our day-to-day activities, driving how we interact with our partners and industry. Our aim is to promote a sustainable and innovative aviation sector while upholding Australia's world-leading safety standards.

The national importance of aviation and its ability to connect remote and regional areas cannot be understated. New technology will further enhance this role and it will affect everyone from sports and recreational pilots to major airlines, air navigation providers and regulators. A collective approach is needed as we continue to support the existing industry while welcoming the new. As emerging technologies integrate with established operations, we must foster an open-minded culture of collaboration and flexibility.

We want to promote innovation. We want to further build trust and respect and work with those in the sector. We have already flagged some of our thinking through our RPAS and AAM strategic Regulatory Roadmap as well as a digital publication dealing with emerging technologies. Both were the result of working with industry and this will continue as we foster new technologies and ensure fair access to the skies for all aircraft. This includes investing in our workforce to maintain our commitment to a safety-first culture capable of supporting all facets of aviation.

Our track record with drone regulation, where we are recognised as being at the global forefront, shows we can do this. The number of registered commercial drones in Australia is growing rapidly, with almost 2400 new registrations in the past financial year. This technology is being utilised in a variety of industries, from logistics and mining, to entertainment and defence. UAS are becoming more advanced and are expected to operate alongside conventional aircraft in shared airspace. One industry estimate is that they will contribute \$1.5 billion to the economy by 2025, increasing to \$14.5 billion by 2040.

Cooperation with other agencies is critical and includes a memorandum of understanding with Airservices Australia and the State Government of Victoria to develop a regulatory environment that supports growth and innovation in the AAM sector. CASA is also engaging with regulators in the UK, US, and New Zealand to ensure AAM meets high safety standards.

An important facet of the changes in all our work, is making sure we're understood. For this reason, we've been working hard on producing plain English guides that make regulations easier to understand and provide greater transparency about CASA's priorities and objectives. Our goal is a regulatory framework that prioritises the needs of the aviation industry and community through transparency, collaboration, focus on the aviation community, and an unwavering commitment to safety.

The focus on the future has not lessened our commitment to industry today and our work continues with initiatives such as the General Aviation Workplan and the new flight operations rules. The GA Workplan has already delivered benefits aimed at reducing the regulatory burden on smaller operators and there is more to come.

By continuing to invest in our workforce and prioritising our goals, we will maintain our commitment and capability to support all sectors of aviation while fostering a culture that emphasises safety. This Corporate Plan offers a roadmap for achieving our objectives and provides greater transparency about our priorities and the kind of regulator we want to be. Our aim is to embed a regulatory philosophy that embraces the needs of the aviation industry and community.



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

Director's preface



A welcome surge in aviation activity, the accelerated development of new aviation technology and the much-anticipated return of air shows are hallmarks of an exciting year in the aviation industry. Despite some economic turbulence, the past year saw many familiar events springing back to life as part of a re-energised aviation landscape. Times were still not easy for everyone but after a few very challenging years we finally have reasons to celebrate.

Here at CASA, we reinforced our commitment to supporting aviation including through initiatives set out in the General Aviation Workplan while maintaining our obligation to keep Australian skies safe. We consulted with industry on a swathe of proposed changes set out in the workplan aimed at safely reducing the regulatory burden on industry. We will continue to work diligently on those and other workplan initiatives in 2023–24. It is the nature of plans that not everything proceeds as initially forecast but when there are delays, we are letting stakeholders know through timelines published on our website. That will continue in 2023–24 as we respond to the sector's needs by directing our resources to the areas of greatest demand and build on benefits already delivered. Initiatives expected in calendar year 2023 include a tailored pathway for specialist pilot endorsements and the introduction of Part 43 maintenance regulations.

When we introduced the new flight operations suite of rules, we deferred a number of elements to allow ourselves and industry time to adopt important provisions covering safety management systems, training and checking as well as human factors and non-technical skills. Each have important benefits that will ultimately improve aviation safety but we've had to be flexible and practical in how we schedule their introduction. This is to be sure both CASA and industry are ready to introduce these important elements with the focus that will realise the intended benefits.

We continue to review and respond to the needs of aviation organisations and individuals as they transition to the flight operations regulations and support them to identify new ways of achieving safe outcomes. We will keep operators informed through targeted engagement and communication as we review the timing of remaining milestones for transitioning to the new rules. If we need to make further adjustments, we will do so to ensure industry and CASA can make the changes sensibly and comfortably.

We have taken into account feedback from industry and CASA staff to ensure that our national operating model for regulatory services and oversight does not mean we don't engage with the local aviation community. This will not be at the expense of consistency. We continue to implement measures that increase consistency and standardise guidance, as well as improve the timeliness of regulatory services.

Significant changes are underway in the aviation sector and we are ready to meet those challenges. We are looking at how to support certification and airworthiness requirements, licensing, greater use of beyond visual line of sight approvals for uncrewed operations, and enabling the shared use of airspace. This includes liaising with industry, other national aviation authorities, the International Civil Aviation Organization and partners such as Airservices Australia, the Australian Space Agency and the Department of Defence.

We are sharing our views with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts for the Aviation White Paper, including in relation to the exploration of likely future trends in aviation to 2050 and the next generation of growth and innovation in the aviation sector.

Work with other organisations includes looking at ways to encourage young people and groups that are under-represented, such as women, into the industry to bolster the skilled workforce.

Ongoing education is a key to both increased safety and the ability to cope with change. CASA continues to prioritise safety education programs focusing on pilots through podcasts, articles, and safety seminars. We are particularly proud of the new initiative 'Your Safety is in Your Hands' pilot education campaign, which has been extended into 2023–24, and a scholarship for safety managers with a focus on professional development. Drone education is also taking on increasing importance and continues through our successful 'Know Your Drone' campaign.

I remain inspired by the dedication of CASA staff and our partners as we strive to support the aviation sector while maintaining Australia's exemplary safety record. I look forward to a continuing and fruitful relationship with the aviation industry as we prepare for an exhilarating future involving safe skies for all.



Pip Spence PSM

Chief Executive Officer and
Director of Aviation Safety



Safe skies for all

A woman in a pilot's uniform stands next to a propeller plane. The image is split diagonally by a blue line. The top-left portion is dark blue and contains a large white outline of the number '1'. The bottom-right portion is white and contains the title and subtitle. The background image shows a woman in a light blue pilot's uniform with dark trousers, standing next to the nose of a white propeller plane. She is smiling and looking towards the right. The plane has a propeller and a large engine visible.

1

Part One

Our mission,
purpose and
strategic priorities

Introduction

As the Chair of the Board of the Civil Aviation Safety Authority (CASA), I present the 2023–24 to 2026–27 CASA Corporate Plan for the reporting period 2023–24, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 44 of the *Civil Aviation Act 1988*. The Corporate Plan incorporates the Minister's Direction issued under section 12A of the *Civil Aviation Act 1988* and is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



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

Vision:

Safe skies for all

Mission:

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

Our purpose

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

The main objective of the *Civil Aviation Act 1988* is to establish a regulatory framework for maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

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

As set out in the *Airspace Act 2007*, CASA also has responsibility for classifying Australian-administered airspace and determining the services and facilities provided by approved air navigation service providers, having regard to the efficient use of, and equitable access to, Australian-administered airspace.

In performing our functions and exercising our powers, CASA must consider the economic and cost impact of the standards we set, the differing risks associated with different aviation industry sectors and, to the extent practicable, the environmental effects of the operation and use of aircraft on the environment. In all cases, the safety of air navigation must be our most important consideration.

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

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

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

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

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

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

Values

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



Excellence:

to strive to excel in all we do.



Innovation:

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



Courage:

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



Fairness:

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



Integrity:

our actions and behaviour are open, transparent and ethical.



Respect:

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



Teamwork:

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



CASA's strategic priorities

CASA has three objectives over the life of this plan:

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

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

Objective 3: Continuously improve organisational performance.

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

Financial environment

The Government handed down its 2023-24 Budget on 9 May 2023. For 2023-24, CASA has budgeted for expenses totalling \$212.8 million, including 832 Average Staffing Level to meet our obligations under the *Civil Aviation Act 1988*.

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

through Government appropriation for 2023-24 due to the forecast of revenue from aviation fuel excise continuing to be well below pre-COVID-19 levels, should predominantly remain in place. The COVID-19 supplementary funding is scheduled to end in 2023-24.

CASA's funding requirements and arrangements will need to be monitored as the aviation industry transitions during the recovery phase from the pandemic.

Below is an extract of CASA's budgeted comprehensive income statement for 30 June 2024 – reference Table 3.1 of the 2023-24 Portfolio Budget Statements.

Table 1. Extract of CASA's budgeted comprehensive income statement

	2023-24 Budget \$'000	2024-25 Forward estimate \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000
EXPENSES				
Employee benefits	142,814	148,493	154,400	160,546
Suppliers	46,724	51,755	47,397	47,190
Depreciation and amortisation	22,697	26,254	25,151	26,855
Finance costs	557	831	740	647
Total expenses	212,792	227,333	227,688	235,238
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Sale of goods and rendering of services	12,500	7,500	7,500	7,500
Interest	2,590	–	–	–
Other	1,000	1,000	1,000	1,000
Total own-source revenue	16,090	8,500	8,500	8,500
Net (cost of)/contribution by services	(196,702)	(218,833)	(219,188)	(226,738)
Revenue from Government	196,702	161,726	162,779	163,575
Surplus/(deficit) attributable to the Australian Government	–	(57,107)	(56,409)	(63,163)
Total comprehensive income/(loss)	–	(57,107)	(56,409)	(63,163)
Total comprehensive income/ (loss) attributable to the Australian Government	–	(57,107)	(56,409)	(63,163)

Forward years

CASA is budgeting for a break-even result in 2023–24 and operating deficits across the forward estimates, due to the appropriation funding provided through the Australian Airline Financial Relief package ceasing at the end of 2023–24 and forecast revenue from fuel excise remaining well below 2018–19 levels based on Treasury estimates.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2023–24 is forecast to remain unchanged from 2022–23, representing the anticipated break even result for 2023–24.

Total budgeted assets of \$208.3 million in 2023–24 represents an increase of \$41.8 million from the estimated 2022–23 closing position, primarily due to a net increase in CASA's non-financial assets of

\$54.6 million largely due to the relocation of CASA's major office to a new premise in 2023–24 and the associated right-of-use asset for the new 12 year lease, offset by a decrease in cash and investments of \$12.4 million. CASA's financial assets are budgeted to further decrease over the forward estimates as a result of the budgeted deficits in the forward years with CASA close to depleting its cash and investments in 2024–25 and needing to borrow in 2025–26 to meet its financial obligations without additional supplementation from Government.

Total budgeted liabilities of \$118.1 million in 2023–24 represents a planned increase of \$41.8 million from the estimated 2022–23 closing position, primarily driven by a planned increase in lease liabilities of \$41.4 million primarily due to the relocation of CASA's major office to a new premise in 2023–24 and the associated new 12 year lease. CASA's primary liability continues to be lease liabilities of \$68.6 million and accrued employee leave entitlements of \$38.7 million.



Capital investment strategy

During 2023–24, CASA will be investing \$27.5 million in capital expenditure.

The 2023–24 investments centre on the planned fitouts for CASA's Canberra office and other regional offices, along with enhanced functionality of CASA's European Aviation Processing (EAP), the myCASA portal, network and WAN replacement as well as activities for transition to the cloud. CASA's investment profile for the period of this Corporate Plan is:

- 2024–25 – \$17.4 million – the main investment for this period includes refurbishment of current fitouts for CASA offices, continued improvements of CASA's EAP system, myCASA portal enhancements, cloud services transformation and upgrade of CASA's video conferencing equipment.
- 2025–26 – \$13.4 million – the main investment for this period includes ICT hardware refresh, continued improvements of CASA's EAP system, myCASA portal enhancements and refurbishment of fitout in CASA offices
- 2026–27 – \$11.3 million – the main investment for this period includes updates to key business systems including the myCASA portal, continued improvements of CASA's EAP system and the refresh of information, communication and technology (ICT) hardware.



2

Part Two

Our operating
environment



Aviation context

Australian aviation continues its recovery from the shock of the COVID-19 pandemic as it faces significant changes in technology. As the industry settles into a 'new normal' that includes growth and innovation, some operators are again thriving.

A solid domestic recovery has seen commercial aviation traffic approach pre-pandemic levels and the addition of a fourth big operator, Bonza, to the local market. This has been accompanied by a welcome easing of the logistical problems experienced by airlines and airports as companies ramped up their workforces to ease issues such as congestion.























International capacity and passenger numbers still lag pre-COVID figures, but the situation is improving as more foreign carriers target Australia. Demand for charter operations such as fly-in, fly-out services also remains strong.

CASA recognises there are lingering effects of the COVID pandemic, particularly in areas such as the availability of skilled workers, and we are helping where we can. This includes a strengthened commitment to the sector through initiatives such as our General Aviation Workplan aimed at safely reducing the regulatory burden on industry. We continue to keep a close eye on trends and ways we can work with the sector to support safety and address fatalities in GA.

We are also looking to the future and a wide collaboration with industry as it continues to change and grow in areas such as remotely piloted aircraft systems (RPAS), advanced air mobility operations, new propulsion systems, advanced manufacturing and shared airspace. We are already looking at how we structure our workforce to handle the changes and ensure our culture is reflective of a modern safety authority.

We're keeping abreast of developments, engaging early with industry and making sure we can adjust to the rapidly changing environment. This involves working not just with industry but with our counterparts overseas and other government agencies.

Table 2. Summary of areas of change in CASA's operating environment.

	Number of:	10 year average	10 year trend (from 2012–2022)
	Registered aircraft (VH registered)	15,517	 Number of registered aircraft (VH registered) 2021–2022 ³ (16,070)
	Domestic passengers ¹	50,858,234	 Number of domestic passengers 2021–2022 ³ (30,356,532)
	International passengers ¹	29,254,534	 Number of international passengers 2021–2022 ³ (6,509,478)
	Remotely piloted aircraft operator certificates	1,156	 Number of remotely piloted aircraft operator certificates 2021–2022 ³ (2,341)
	Domestic commercial flights ¹	570,015	 Number of domestic commercial flights 2021–2022 ³ (419,071)
	International commercial flights ¹	156,540	 Number of international commercial flights 2021–2022 ³ (66,883)
	Flight crew licences (excl. students)	32,402	 Number of Flight crew licences (excl. students) 2021–2022 ³ (32,630)
	Licenced aviation maintenance engineers ²	8,762	 Number of licenced aviation maintenance engineers 2021–2022 ³ (9,474)
	Sport aviation participants	30,075	 Number of sport aviation participants 2021–2022 ³ (23,996)
	Sport and recreational pilots	19,801	 Number of sport and recreational pilots 2021–2022 ³ (16,265)
	Sport and recreational aircraft	6,758	 Number of sport and recreational aircraft 2021–2022 ³ (8,492)

● Trend of registered aircraft between 2012–2022.

1. Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics.

2. Number of current licences - not all licenced aviation maintenance engineers actively work in the industry.

3. Actual figures from 2021–2022. Figures for 2022–2023 are not yet available.

Note: numbers are correct at the time of publication.



Stakeholder context

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

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

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



Workforce context

To accomplish its mission, CASA must maintain and support a dispersed workforce with the necessary skills, behaviours, and attitudes.

Ensuring a highly skilled, capable and adaptable workforce is important as the aviation industry evolves to enable CASA to attract, develop, and retain quality employees across all operational and enabling functions. To support this, the Board established the People and Culture Sub-Committee to provide ongoing independent advice and assurance to the Board on people and culture matters.

CASA remains committed to fostering a culture of respect, collaboration, and professionalism, with accountability in decision-making and clear strategic priorities.

Prioritising the development of a new strategic workforce plan throughout 2023–24, will enable CASA to continue meeting the emerging aviation challenges and attain cultural improvements, including professionalism, probity, transparency and accountability.

Effective work health and safety practices are embedded in everyday business activities across the national footprint and all levels. We value diversity and inclusion and aspire to be an employer of choice.



Regulatory Philosophy

CASA's Regulatory Philosophy consists of 10 principles that demonstrate a clear commitment to implementing best practices in all actions.

1. CASA is committed to maintaining the trust and respect of the aviation community
2. Mindful of the primacy of air safety, CASA takes account of all relevant considerations, including cost
3. CASA takes risk-based approaches to regulatory action and decision-making
4. CASA performs its functions consistently with Australia's international obligations
5. CASA approaches its regulatory functions consultatively and collaboratively
6. CASA communicates fully and meaningfully with all relevant stakeholders
7. CASA fairly balances the need for consistency with the need for flexibility
8. CASA embraces and employs rational 'just culture' principles in its regulatory and related actions

9. CASA demonstrates proportionality and discretion in regulatory decision-making and exercises its powers in accordance with the principles of procedural fairness and natural justice
10. CASA has a legitimate, but limited, role in pursuing punitive action for breaches of the civil aviation legislation.

The Regulatory Philosophy remains as important now as when it was first introduced in 2015, with the principles embedded in the philosophy being just as important in the face of rapidly evolving aviation-related technology and innovative approaches to the provision of aviation-related services as they are in support of conventional aviation activities.

The CASA Board has recently reaffirmed its support for the Regulatory Philosophy, following a review by a sub-group of the Aviation Safety Advisory Panel which confirmed that the Regulatory Philosophy remains fit-for-purpose.

CASA's continued focus is to ensure that the Regulatory Philosophy is meaningfully, effectively and consistently implemented in all aspects of our engagement with the aviation community.

For a copy of CASA's Regulatory Philosophy go to: www.casa.gov.au/about-us/who-we-are/our-regulatory-philosophy.

Regulatory development

We are working to provide flexible arrangements for industry to transition to the new flight operations regulations (Parts 91, 119, 121, 133, 135 and 138) and Part 149 (Approved Self-administering Aviation Organisations).

Looking forward, CASA's regulatory development will introduce a modern continuing airworthiness (maintenance) scheme for aircraft used in private, aerial work and non-scheduled air transport (previously 'charter') operations. Transitional arrangements will again offer flexibility to industry in appropriate circumstances. The legislative and industry transition is expected to continue for several years.

Additionally, CASA is working with the Office of Parliamentary Counsel to prepare amendments to CASR Part 92 (Dangerous Goods) and to the Airspace Regulations 2007. When drafting capacity becomes available and stakeholder engagements are complete, we will progress amendments to update CASR Part 101 (Unmanned Aircraft and Rockets), and to make miscellaneous adjustments to the flight operations regulations and flight crew licensing scheme.

Finally, we are working with industry to settle, and transition industry to, the Manuals of Standards for Part 103 (Sport and Recreation Aircraft), Part 105 (Parachuting from Aircraft) and Part 131 (Balloons and Hot Air Airships).

CASA is preparing to publish more information about its forward regulatory program.

Surveillance events

The National Oversight Plan (NOP) is an overarching operating model for safety oversight. Through revisions of the NOP, CASA is improving its oversight operations. Previously the focus has been on categorising the types of surveillance conducted.

The improvements to the NOP will focus on the factors that link to the ICAO critical elements when considering oversight of operators to ensure a comprehensive approach to safety oversight of the Australian aviation industry and provide the basis for a more risk-based approach. CASA will maintain a national surveillance schedule for planned events and manage unscheduled events through response activities and national sector campaigns relevant to aviation safety interest.



On the horizon

Emerging technology is at the forefront of considerations for CASA, consistent with the Australian Government's emerging aviation technologies agenda. In concert with partner agencies and industry, we strive to support timely and effective regulatory actions that strengthen the safety of Australians and through enabling safe integrations of emerging technologies into the aviation industry. There are several areas in relation to emerging technologies that CASA is focused on:

- development of our air traffic management system, including an uncrewed air traffic management (UTM) system and the streamlining of regulatory services for RPAS operations.
- continuing to collaborate with international regulatory authorities in relation to type certification and production standards for advanced air mobility aircraft and RPAS and contributing to discussions on harmonised international standards.
- continuing to collaborate with Australian, State and Territory government agencies on establishing operating standards for vertiports.
- developing expertise to increase our contributions to standards for capabilities that enable emerging aviation technologies, such as cybersecurity, software assurance and digitalisation.
- maintaining our research activities to remain up to date with the state of emerging technologies and implementing a business planning approach to ensure that CASA prepares for emerging aviation technologies in line with community and industry expectations.

Risk oversight and management

CASA's management of risk is informed by the Commonwealth Risk Management Policy, the international standard for risk management, ISO 31000:2018 and other relevant standards relating to risk management.

CASA has developed an integrated Risk Management Framework comprised of:

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

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

The Board recognises there are risks associated with transformation and innovation objectives. These may require the Board to accept higher risks at an activity level, which might not be acceptable at an enterprise level.

The CASA Board has identified 5 strategic risk areas which are aligned to CASA's strategic vision, function, and goals. These are:

- CASA is unable to regulate effectively
- CASA is unable to maintain appropriate relationships with the regulated aviation community
- CASA is unable to adapt to the evolving aviation environment
- CASA fails to meet work health and safety obligations
- CASA is unable to prevent and respond to a cybersecurity event

These strategic risks were agreed in November 2022 as part of CASA's regular review cycle and formalised in the CASA Board's risk appetite statement 2022-23.

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



3

Part Three

CASA's performance
reporting framework



Portfolio Budget Statements 2023–24

CASA is responsible for a single portfolio outcome outlined in the Infrastructure, Transport, Regional Development and Communications Portfolio – Portfolio Budget Statements 2023–24:

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

The *Infrastructure, Transport, Regional Development and Communications Portfolio – Portfolio Budget Statements 2023–24* also set out the performance criteria and targets the Government expects CASA to achieve to support the outcome. CASA's key initiatives align with the Government's performance criteria, as set out on pages 255–276.

Table 3. Portfolio Budget Statements – performance measures

Performance Measures	Expected performance results
Number of accidents per hours flown by industry sector	Reducing trend ^(a)
Number of incidents per hours flown by industry sector	Reducing trend ^(a)
CASA maintains the Effective Implementation (EI) Score determined by International Civil Aviation Organization (ICAO) Universal Safety Oversight Audit Program (USOAP)	Maintain or improve EI score
Regulatory implementation delivered in accordance with targets	Regulatory implementation achieved against planned program outlined in the CASA Corporate Plan
Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk	Surveillance events achieved as detailed in the National Oversight Plan and CASA Corporate Plan
Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework	100% of significant regulatory changes publicly consulted and outcomes informed by industry feedback Improving trend in stakeholder satisfaction

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

CASA reports to the Government through our Annual Report on progress against the outcome in the Portfolio Budget Statements.

Table 4. Alignment between Portfolio Budget Statements 2023–24 and Corporate Plan 2023–24

Outcome Statement (Portfolio Budget Statements (PBS) 2023–24)	Program 1.1 (PBS 2023–24) The following three objectives represent the regulatory services produced by the program in delivering its outcomes	Purposes (Corporate Plan 2023–24)	Key activities (Corporate Plan 2023–24)
Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training	Objective 1 Maintain and enhance a fair, effective and efficient aviation safety regulation system	Objective 1 Maintain and enhance a fair, effective and efficient aviation safety regulation system	<ul style="list-style-type: none"> • Ensure CASA's regulatory framework is fit-for-purpose • Enhance international compliance • Deliver effective regulatory services, in accordance with CASA's regulatory philosophy
	Objective 2 Engage collaboratively with the wider aviation community to promote and support a positive safety culture	Objective 2 Engage collaboratively with the wider aviation community to promote and support a positive safety culture	<ul style="list-style-type: none"> • Engage with stakeholders • Promoting safety and education
	Objective 3 Continuously Improve organisational performance	Objective 3 Continuously Improve organisational performance	<ul style="list-style-type: none"> • A skilled workforce

Regulator Performance Guide

The Australian Government's Regulator Performance Guide is a directive issued by the Department of Prime Minister and Cabinet (PM&C) to support the Government's regulatory reform agenda and applies to all Commonwealth entities that perform regulatory functions. The Guide articulates the Government's overarching expectations of regulator performance and comprises 8 principles of regulator best practice. These are designed to support regulators in developing tailored performance monitoring and reporting processes and metrics.

Principles of best practice regulation:

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

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

Corporate Plan

2023–24 performance measures

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

Key activities	Strategies and plans 2023–24 to 2026–27 (Link to PBS, SOE)
Ensure CASA's regulatory framework is fit-for-purpose.	<p>1.1 Ensure the Australian civil aviation safety regulatory scheme has optimal outcomes that ensure the current and future aviation environment is acceptably safe for all participants (PBS, SOE)</p> <p>1.2 Improve risk based, systems-based and evidence-driven regulatory management (SOE)</p>
Enhance international compliance	<p>1.3 Collaborate with overseas regulators to share information and support international recognition of Australian designs and certification for better safety outcomes (SOE)</p> <p>1.4 Support regulators in the Asia-Pacific to safely manage growth in relation to current and future aviation operations in the region (SOE)</p>
Deliver effective regulatory services, in accordance with CASA's regulatory philosophy	<p>1.5 Implement modern regulatory strategies, policies and practices (PBS, SOE)</p> <p>1.6 Continue to develop and implement effective and efficient regulatory, operational and administrative activities (SOE).</p>

Performance statement

Performance measures	Targets
CASA demonstrates excellence in development of the aviation safety regulatory framework.	<ul style="list-style-type: none"> CASA adheres to Government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate.
CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements.	<ul style="list-style-type: none"> CASA uses appropriate global resources and arrangements to support its audit and certification processes. CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices and actively participates in Australia's engagement in the Asia-Pacific on aviation safety matters.
All regulatory service decisions are made in accordance with published service delivery timeframes.	<ul style="list-style-type: none"> CASA ensures all regulatory service decisions are made in accordance with published service delivery timeframes.
Establish and publish regulatory service delivery timeframes for all regulatory services.	<ul style="list-style-type: none"> CASA establishes and publishes regulatory service delivery timeframes for all regulatory services.
Establish that operators and authorised persons conduct and continue to conduct their operations in accordance with relevant regulations, approvals and permissions.	<ul style="list-style-type: none"> CASA delivers the elements of the revised National Oversight Plan during oversight activities.
Enforcement actions undertaken are fair, consistent, and transparent and in accordance with CASA's enforcement procedures that reflect relevant principles of CASA's regulatory philosophy.	<ul style="list-style-type: none"> CASA's decisions reviewed by the Administrative Appeals Tribunal and in the Federal Court are affirmed or not substantially varied in any material respect. The briefs CASA submits to the Commonwealth Director of Public Prosecutions (CDPP) are accepted by the CDPP.
Deliver services through digital means, increasing the use of self-service channels over manual or paper submissions.	<ul style="list-style-type: none"> Digital submission volumes <ul style="list-style-type: none"> » 2023–24 ≥81% » 2024–25 ≥82% » 2025–26 ≥83% » 2026–27 ≥84%

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

Key activities	Strategies and plans 2023–24 to 2026–27 (Link to PBS, SOE)
Engaging with stakeholders	2.1 Maintain and enhance stakeholder relationships (PBS, SOE) 2.2 Contribute to confidence in CASA as a fair, reasonable and effective aviation safety regulator (PBS, SOE)
Promoting safety and education	2.3 Provide comprehensive safety promotion programs to aviation stakeholders (SOE)

Objective 3 Continuously improve organisational performance

Key activities	Strategies and plans 2023–24 to 2026–27 (Link to PBS, SOE)
A skilled workforce	3.1 Develop CASA's capability and capacity (SOE)



Performance statement	
Performance measures	Targets
CASA maintains productive working relationships with key stakeholders.	<ul style="list-style-type: none"> CASA's stakeholder satisfaction and client sentiment demonstrates an increasing trend.
CASA supports industry awareness and understanding through relevant, timely, effective education and safety programs.	<ul style="list-style-type: none"> CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms.

Performance statement	
Performance measures	Targets
CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives	<ul style="list-style-type: none"> CASA ensures its workforce is managed in accordance with workforce priorities



Compliance table

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

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

Table 5. CASA has an obligation to provide details of the following matters:

Requirement	Page(s)
Statement of preparation	10
Purposes of the entity	11
Operating environment	17–23
Risk oversight and management	24
CASA's performance measures	30–33
Key activities	30–33



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